

2021-2022 ANNUAL REPORT

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, **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

Vision: Unleash and amplify the impact of UVA

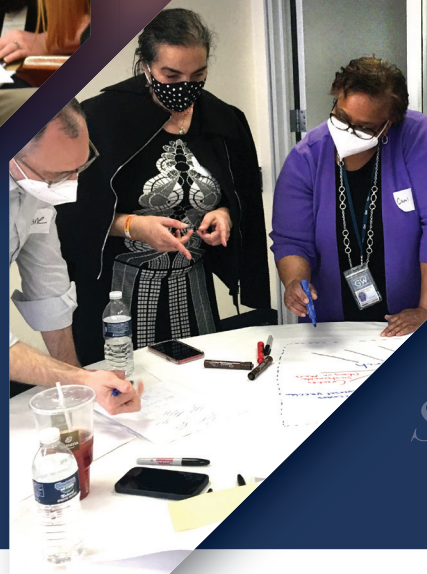
Strengthen Our Foundation



Enable Discoveries that Enrich and Improve Lives



Cultivate the Most Vibrant Community in Higher Education



Make UVA Synonymous with Service



1,355+ members of the community engaged with OE:

1,030+ partners on initiatives

325+ learning program participants



INITIATIVES TO SUPPORT AND ADVANCE UVA

UNIVERSITY-WIDE

Initiatives with institutional reach and impact

STRATEGIC AND OPERATIONAL PLANNING

- **COVID Operations and Logistics**
(Lead Partner: Senior VP for Operations)
- **Curriculum (Re)Design**
(Lead Partner: Center for Teaching Excellence)
- **Operational Model for New Spaces**
(Lead Partners: McIntire School of Commerce, School of Data Science, Center for Contemplative Sciences)
- **Effective Hybrid Work**
(Lead Partners: Academic schools)

SERVICE AND PROCESS IMPROVEMENT

- **Executive Recruiting Optimization**
(Lead Partner: Executive Search Group)
- **Innovation Platform and Program**
(Lead Partner: Organizational Excellence)
- **Local and SWaM Business Relationships**
(Lead Partner: Procurement and Supplier Diversity Services)
- **Research Support**
(Lead Partners: School of Nursing, Central Service Providers)
- **Student Financial Services Service Excellence**
(Lead Partners: VP for Enrollment, AVP SFS)
- **Undergraduate Student Advising**
(Lead Partner: Provost Office)

ORGANIZATIONAL EFFECTIVENESS

- **SCHEV Effectiveness and Efficiency Survey**
(Lead Partner: Sr. VP for Operations)
- **Principles “Dot Collector” Zoom Feedback Tool**
(Lead Partner: Information Technology Services)
- **Student Affairs Division**
(Lead Partner: VP for Student Affairs)
- **Cornerstone Leadership Program**
(Lead Partner: Human Resources)

PROJECT AND CHANGE MANAGEMENT

- **Discrimination and Bias Behaviors in Faculty Hiring and Promotion Processes**
(Lead Partners: School of Medicine and Provost Office)
- **University Local Economic Contributions**
(Lead Partner: Sr. VP for Operations)

Enhancing UVA and Local and SWaM Business Partnerships

Procurement and Supplier Diversity Services (PSDS) and **OE** teamed to solicit insights and ideas from local businesses to improve processes for thriving supplier partnerships. OE designed and facilitated four Community Conversations that addressed different aspects of procuring business from awareness of opportunities to the steps in the process and elicited actionable solutions to challenges.

“PSDS found tremendous value in engaging local, small, and diverse businesses to influence the Supplier Diversity program’s strategic plan. OE helped us structure the workshops in a way where we all set aside our everyday roles and together imagined what healthy business partnerships look like.”

– **Jenn Glassman, Director of PSDS**



“

Highly collaborative partner, bringing suggestions to the execution strategy that added value to the outcomes.

”

“

Guidance and support during a period of significant organizational change and complexity.

”

46 PARTNERSHIPS
96% ACHIEVED PURPOSE AND GOALS



Improving Student Advising for Student Success

The **UVA Board of Visitors** identified Student Advising as a high priority initiative. A **Task Force charged by the Office of the Provost**, led by **Dr. Josipa Roksa**, partnered with **OE** to design and deliver stakeholder engagement sessions. Nearly 200 student, faculty, and staff participated across 15 sessions. Stakeholders shared perspectives on aspects of the undergraduate advising experience necessary to ensure that students thrive academically and personally, and that career development is accessible on Grounds and beyond. Students charted their experience using a journey map, yielding some 2,500 data points. The insights contributed to the “Four Pillars of Excellent and Equitable Advising” framework:

- Relationship with a caring and knowledgeable advisor
- The importance of a network/team approach
- Recognition that the first year is critical, although advising remains important throughout the college journey
- Effective and efficient communication with students

Provost Grant Supports a Pilot Project to Reduce Discrimination Behaviors

OE provided support for a project, led by **Dr. Karen Johnston in the School of Medicine (SoM)**, to explore an approach to address discriminatory behavior and bias in the faculty recruitment process and in the promotion and tenure process at the university. The goal of the project was to provide training, learning, and development about how to respond to acts of bigotry, prejudice, and discrimination in the workplace during committee work. With the pilot training and assessments completed, the research will serve as a baseline and guide future institutional efforts.

“

The leadership team and most of the office have been pushed to examine our approaches and beliefs from new perspectives.

”

“

Providing the structure and clear path to help us get from ideas to action. Helped us to examine our subject matter from every possible angle so that we could make good decisions.

”



Student Financial Services Service Standards

As part of a Service Excellence project, **Student Financial Services (SFS)** developed a set of organization-wide Service Standards: Empathy, Competency, Responsiveness, Transparency. In partnership with **OE**, SFS co-created these standards by aligning with the enrollment management vision, considering elements of exceptional service and drawing upon their own personal service experiences, and benchmarking other organizations about their service standards.

Further, each standard was defined and clarified for shared understanding and application. The standards guide both individual actions and process design for exceptional service to students, families, and colleagues.

INITIATIVES TO SUPPORT AND ADVANCE UVA

100% RATED OVERALL QUALITY OF OE SERVICES AS EXCELLENT
98% HIGHLY LIKELY TO RECOMMEND OE AS A RESOURCE TO OTHERS

ACADEMIC SCHOOLS AND ADMINISTRATIVE UNITS

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

STRATEGIC AND OPERATIONAL PLANNING

- Alumni Association, Bolivar Network/LatinX Board
- School of Arts and Sciences
 - Coastal Research Center
 - Mountain Lake Biological Station
- School of Law, Library
- School of Medicine, Biomedical Sciences Graduate Program
- McIntire School of Commerce, Student and Career Services
- Office of the Provost, Center for Contemplative Sciences
- University Library
 - Information Services and Spaces
 - Research and Learning Services
 - Scholarly Resources and Content Strategy

SERVICE AND PROCESS IMPROVEMENT

- School of Arts and Sciences, Department of Religious Studies
- School of Data Science, Academic Administration
- School of Engineering and Applied Science, Dean's Office
- Office of the President, Executive Search Group

ORGANIZATIONAL EFFECTIVENESS

- Alumni Association
- School of Arts and Sciences, Dean's Office
- School of Data Science, all-school
- School of Engineering and Applied Science, Department of Engineering Systems and Environment
- Office of the Provost, Virginia College Advising Corps

PROJECT AND CHANGE MANAGEMENT

- School of Medicine, Provost-Supported Grant
- Office of the Provost
 - Center for Teaching Excellence
 - Virginia Humanities
- University Library, Senior Leadership Team

School of Data Science: Shaping Their Future

In an all-school retreat, designed and delivered by **OE**, faculty and staff came together to connect and plan for the exciting growth of the school. Structured discussions explored their mission and future aspirations; growth implications on the undergraduate degree, student experience, and more; the transition to a new building; and how they will work together, building upon their successes to date.

"The retreat was the precursor to our five-year strategic plan, OE was instrumental in facilitating that process in ways we would not have achieved alone."

– Dr. Phil Bourne,
Founding Dean SDS



"I appreciated the well-paced vision and planning sessions."

"We appreciate the time and thought OE put into this retreat. Many faculty have already told me they felt it was a valuable exercise."



Virginia College Advising Corps Team Discovers Their "Working Genius"

The **Virginia College Advising Corps (VCAC)** team, in partnership with **OE**, completed the Working Genius assessment and debrief workshop. The session helped the team better understand themselves and identify ways to advance their mission of "increasing the number of low-income, first-generation, and underrepresented high school students who enter and complete higher education."

The model, developed by Patrick Lencioni, provides insights into each of the six Working Geniuses to accomplish collaborative work: Wonder, Invention, Discernment, Galvanizing, Enablement, and Tenacity. By understanding these areas, teams can significantly increase the likelihood of success by ensuring all six are addressed.

"Using the model helped us understand not only the strengths, but also the energy areas of each team member, which further informs the roles we each play on a project together. It really underscores the importance of teamwork and ways we can provide support to each other's work"

– Hai Yan Dendy, Assistant Director of VCAC

The Bolivar Network/LatinX Board

OE partnered with the Board of the **Bolivar Network**, an affinity group in the UVA Alumni Association. The planning sessions resulted in a shared direction and an actionable path of near-term priorities to serve and advocate for the LatinX, Hispanic, and Latin American UVA communities of students and alumni.

"[The sessions] provided a safe space to think big, plan ahead, and ideate on what we can reasonably accomplish in a year as a group."



UVA Coastal Research Center Launched Planning

One of three University field stations, the **Coastal Research Center (CRC)** is part of the Department of Environmental Sciences. The CRC supports a wide variety of research, education, and outreach activities in the coastal bays, salt marshes, and barrier islands of the Eastern Shore of Virginia. The Center serves diverse stakeholders, including UVA faculty and students, other universities, the Long-Term Ecological Research program, non-profits, public schools, and community groups.

Partnering with **OE**, the CRC is building upon its success and planning for the future. With input from leadership and stakeholders, the Center will develop a high-level roadmap to enhance its impact and relevance.

"Your expertise and insights have been crucial throughout the process, from designing and carrying out the sessions to making sense of them afterwards. We could not have done this without you!"

"It is incredibly helpful to have a level-headed moderator to facilitate a large school-wide exercise that involves multiple stakeholders."

"Perspective on the retreat during planning was helpful and consequential. And a great facilitator during the event."

LEARN & CONNECT: QUALITY COMMUNITIES

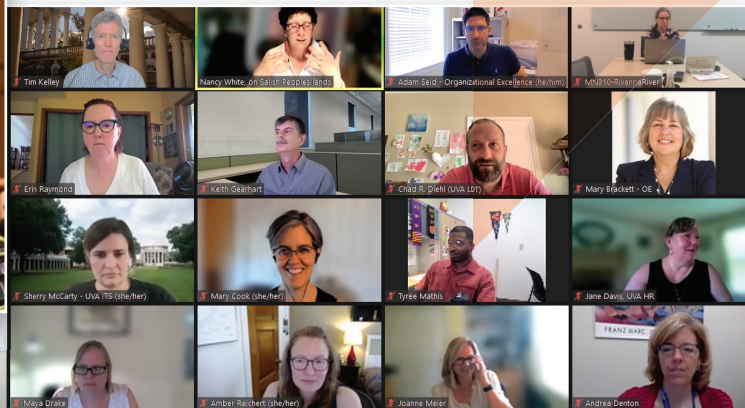
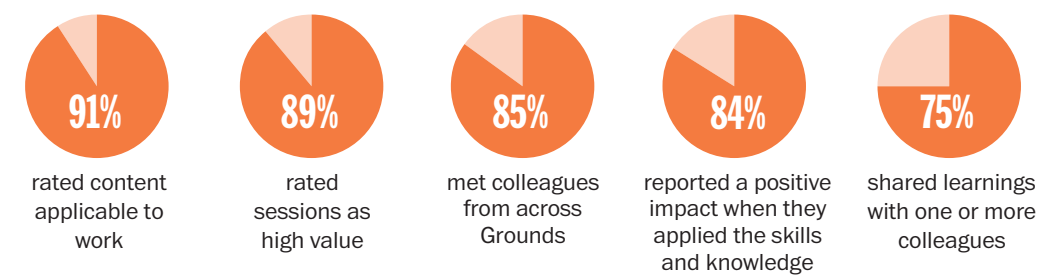
325+ university community members learned new skills and knowledge

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 navigating uncertainty, liberating structures to unleash the collective power of groups, creative leadership, project management, strategic planning, high quality workplace conversations, and effective virtual meetings.



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

OE sponsors the UVA institutional membership that provides open access to NCCI learning resources and programs all year long. UVA faculty and staff participated in communities of practice, webinars led by higher education thought leaders, and the annual conference with colleagues from all across the country. **Fifty-eight participants from 16 areas across Grounds, including 5 schools and 11 administrative offices, engaged in the 2021 virtual conference.** Overall, more than 1600 higher education professionals gathered to share and learn together.

“Great material. Great knowledge of the material.”

“This was a nice way to engage with people in other areas across Grounds.”

“I enjoy how there are so many different applications of the information.”

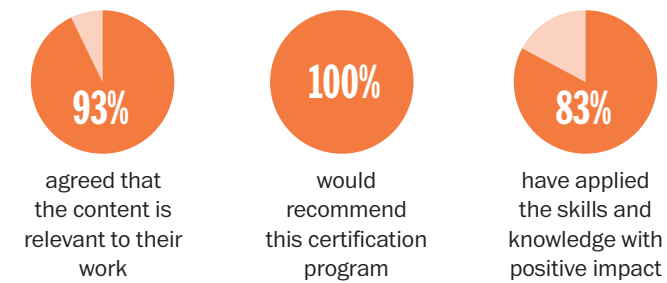
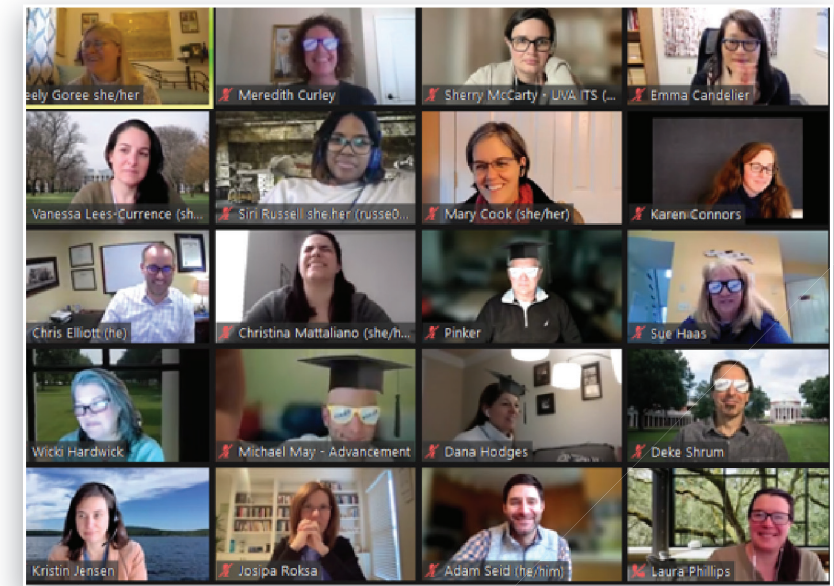
“Excellent to meet people in person and I learned a lot.”

“Great presenter, very useful content, interaction, and well-structured.”

Immersive programs

Prosci Change Management Certification Workshop: UVA's Sixth Cohort

Participants developed change management skills and learned how to apply research-based methodology and tools to projects, increasing UVA's organizational capacity for effective, successful change. This cohort had representation from 8 academic schools and areas and 10 administrative areas. **With this sixth cohort, OE has sponsored more than 100 certified change management practitioners all across Grounds.**

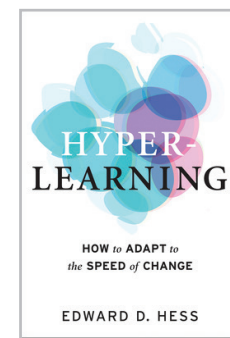


“An excellent introduction into the language and methodology of change management.”

“So well done; for three days and 7-8 hours on Zoom, it went by so smoothly and the Prosci facilitators really kept it engaging.”

Hyper-Learning: How to Adapt to the Speed of Change Book Club

Darden Professor Ed Hess's book addressed how we humans will stay relevant in the workplace during the digital age. To become 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 met regularly for a year with the group to discuss the book concepts and facilitate learning and application.



Project Leadership for Innovative Results Program

This six-month program provided participants with knowledge, skills and tools to drive successful project initiatives. This program was designed for project or unit leaders who are responsible for delivering results and seek to increase their proficiency in project and change management.

“Great presentations, relevant examples to my job duties, loved the community problem solving.”

SERVICE AND DEVELOPMENT

External Presentations/Publications

- Campus Technology Webinar Panel: Enabling the Digital First Campus: Finding Efficiencies
- Case Currents article contributor, The Evolving Role of the Communications Professional
- Requested book endorsement for Implementing Sustainable Change in Higher Education: Principles and Practices of Collaborative Leadership.
- NCCI Annual Conference Presentations:
 - o Leadership by Doing: 44 Years of Practice with former UVA COO Leonard Sandridge (2021)
 - o Leveraging a Change Management Framework for Curricular Redesign (2021)
 - o Planning as a Verb Not a Noun (2022)
- NCCI Power 60: Recalibration – Tools for Creating a Better Normal
- Voltage Control Podcast: Facilitation is a Means to an End

Professional Service and Continuing Education

- The Art of Gathering with Priya Parker
- Network for Change and Continuous Innovation (NCCI)
 - o Board of Directors, Finance Committee, Incoming Treasurer, Conference Site Selection Committee, Advisory Group
- Principles Team Assessment Facilitator
- Public Sector Change Practitioners Community of Practice
- Sponsor Undergraduate Student Interns, UVA Internship Placement Program (IPP)
- UVA Cornerstone Leadership, Presenter and Program Mentors
- Working Genius Certified Facilitator
- Prosci Change Management Certification
- Averett University Board of Trustees

EXTERNAL PARTNERSHIPS

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

16 Institutions:

- | | |
|-------------------------------------|-------------------------------------|
| • Arden University (United Kingdom) | • Johns Hopkins University |
| • Boston College | • University of Maine |
| • University of California S.F. | • University of Maryland |
| • Carnegie Mellon University | • University of North Carolina |
| • Florida State University | • University of Pennsylvania |
| • George Mason University | • St. Mary's University - Canada |
| • George Washington University | • Washington University (St. Louis) |
| • Harvard University | • College of William and Mary |

6 Organizations:

- American Association of State Colleges and Universities
- Canadian Government Statistics Division
- Charlottesville Chapter of Project Management Institute
- Charlottesville Regional Chamber of Commerce
- U.S. Department of Health and Human Services
- Virginia College Advising Corps

Organizational Excellence

Partnering for effectiveness and 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 M. Elizabeth "Liz" Magill; EVP-COO Jennifer (J.J.) Wagner Davis

OE Team Members: Sarah Collie, Mary Brackett, Tim Kelley, Adam Seid; Affiliate Project Manager: Becky Sowers; Student Interns: Erin McIlhinney, Sam Nall



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

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