This report highlights major OE initiatives and activities that serve the University’s mission. OE is a shared institutional approach for progress today and tomorrow.
Initiatives
Pan-institutional Change in Action

Research UVA
Reducing Burden and Providing Research Intelligence
(Lead: The Office of Sponsored Programs)

Research administration infrastructure - proposal and award management – enables world-class research. Key areas of focus include promoting interdisciplinary research and access to data for analysis via a UVA-developed system.
• 1,533 users, an annual increase of 130%
• Enhanced data visualization with an institutional dashboard, trending and drill-down data
• Electronic proposal submission for efficiency and tracking

Quality Communities
Initiatives

• Annual cost savings from all strategic contracts $2.8M

Strategic Sourcing consolidates spend of top commodities across UVA for discount pricing and higher levels of service.
• 6 commodities implemented since inception; research & development and housekeeping supplies this year
• Awarded 105 research and development contracts to expedite acquisition of supplies and equipment
• $2.8M annual cost savings from all strategic contracts

Research draws extramural funding, attracts talent, and drives the creation of knowledge.

UFirst Human Resource Solutions for You
(Lead: Human Resources)

UFirst is a multi-year project to deliver high-quality, customer-centric services across the Academic Division and Health System.
• Released future service model and organizational structure, representing greater value-added services (e.g. talent recruitment and development, data analysis)
• Activated first-test model of enterprise, cloud-based HR technology
• Designed 280+ future-state processes
• Began staffing HR organization with 202 HR professionals
• Planned for consolidation of 3 payroll units into 1 and move from HR to finance

Improve HR to support the pursuit of innovation and excellence.

Strategic Sourcing
Leveraging Purchasing Power
(Lead: Procurement and Supplier Diversity Services)

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Project Alliance
A Unified Portfolio

Project leaders coordinate across multiple projects for more effective outcomes. A collective view of project status reports, milestones, and end user impacts provides insight into project interdependencies and opportunities for collaboration, including communications and stakeholder engagement.

Example: Managerial Reporting and Expense/UA both affect the work of fiscal administrators. These projects partnered to gather stakeholder input on the implementation plan and adjust project schedules for an optimal, sequenced roll-out.

Expense/UA
Automating Expense Management
(Lead: Procurement and Supplier Diversity Services)

This system replaces a paper-intensive process, resulting in more efficient and accurate processing.
• System go-live on April 17, 2017
• Built-in processes and policies lead to fewer errors and less rework
• Simplified access – mobile and self-service; current self-service usage 48%

Managerial Reporting
Facilitating Analysis and Decision-Making
(Lead: Office of the Vice President for Finance)

University Business Intelligence (UBI), the new enterprise reporting environment, produces transactional, managerial, and executive reports.
• Over 1000 active users
• 25 modules released in Grants Accounting, General Ledger, and Labor Distribution
• Drill-down and integrated data capabilities

“Open my mind to new thought processes.”

“This was perfectly timed to help me deal with a current issue.”

“So very well done - effective, practical, real examples.”

“Appreciate the practical application.”

Quality Communities
Fostering Collaboration and Learning

QUALITY CORE NETWORK provides opportunities for individuals to develop quality and improvement skills and knowledge, connect with colleagues and contribute to institutional change.
Topics included leading change, project management, creativity, change models, a decision-making framework, and design-thinking for innovation. Presenters featured faculty and staff from across Grounds, who shared their applied expertise and experiences.
• 200+ participants
• 9 sessions
• Participants rated content applicability high, 4.6/5

Consulting Services
Partnerships for Progress
OE staff provided 20+ custom services to schools and units in support of their quest for enhanced efficiency and effectiveness.

Highlights:
• Partnered with graduate students in the Center for Electrochemical Science and Engineering to enhance the research community and student experience
• Collaborated with several Schools, central HR, and the Provost’s Office to pilot a streamlined student hiring process
• Facilitated the Office for Sustainability annual retreat on planning, prioritization of activities, and team effectiveness
• Reviewed current College of Arts & Sciences financial planning processes and identified opportunities for improvement
• Assisted the Coxe Center to shape a unified strategic direction and identify near-term priorities

Consulting Services
OE Professional Development Scholarship Program
recognizes and develops individuals contributing to quality at UVA. The scholarship supports participation in the annual Network for Change and Continuous Innovation (NCCI) conference and a year-long mentoring experience with OE staff.

2017/18 Recipients:
Maggie Stein (Jeff), College of Arts & Sciences, and Shana Pack, University Human Resources

Spotlight on Excellence
The Class of 2017, 8 individuals and 1 team, is commended for the design and delivery of professional development, enhancing employee engagement, significant contributions during a critical project phase, improving and redesigning processes, and exceeding customer expectations through service excellence.
• Nancy Honeywell – Information Technology Services
• Marianne Daughtrey – UFirst, HR Project
• Lauren Moriarity – Information Technology Services
• Addie Ooe – Procurement and Supplier Diversity Services
• Roy Cadoff – University Bookstore
• Kim Becker-Damron – School of Engineering
• Vijay Adusumilli – Managerial Reporting Project
• Elizabeth Carey – University Human Resources
• UVA Forward Conference Organizing Committee – Keith Donnelly (Information Technology Services), Kirby Amerenotut (Darden School of Business), Elizabeth Allan (University Human Resources), Thomas Kim (University Human Resources), Erika Pridy (The Office of the Vice President for Finance)

OE Professional Development Scholarship Program
cultivates a Culture of Quality.

Preparing for Success
Consulting Services
Quality Communities
Initiatives
Project Alliance
Organizational Excellence
Consulting Services
Spotlight Class of 2017

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"Thank you for your many contributions and advancing excellence at UVA!"

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**Aligning for Impact**
- Created an institutional Change Management framework
- Developed and began implementing University Portfolio Management
- Integrated with various operational and project committees
- Enhanced community connections and collective knowledge
- Connected local-level continuous improvement efforts for synergies

**Partnering on Professional Development**
- Delivered sessions at UVA Forward Conference, Cornerstone Leadership Program, and Exceptional Assistant Network Conference
- Collaborated with Finance, Outreach, and Compliance and the Center for Leadership Excellence to deliver specific programming for fiscal administrators
- Provided relevant educational resources

**Engaging with Higher Education Peers**
- Participated in the Network for Change and Continuous Innovation (NCCI) annual conference – 15 UVA attendees and 5 UVA presentations
- Delivered 2 NCCI webinars, open to the public
- Delivered session at the American Council of Education Virginia Network Annual Conference
- Co-leading planning of state-wide, higher education efficiency and innovation conference in fall 2017

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"The OE scholarship has had a significant impact on my professional growth. I feel empowered to innovate, share, develop and execute goals that will improve research administration. The NCCI conference provided an excellent opportunity to learn more about innovative change in higher education."

— Scholarship Recipient

"We've uncovered processes that were inefficient, confusing and frustrating for all involved. OE did a nice job of documenting those issues and elevating them for discussion to form the basis of an action plan for more refined processes and to create faster turnarounds for our partners."

— School Partner

"With the help of OE we have improved communication within our laboratory community and sense of personal responsibility among individuals for maintaining a safe and clean working environment."

— Graduate Student Partner

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**Organizational Excellence**
*Cultivating a Culture of Quality*

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