The Office of Organizational Excellence (OE) serves as a resource to support the University’s priorities, enable core missions, and advance the University’s strategic plan, *Great and Good: 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

This report highlights key collaborations across the University in academic year 2019-2020.

**OE PROGRAM PARTICIPANTS**
- 39% from academic school/areas
- 61% from administrative areas
- 92% gain relevant skills/knowledge

**OE IMPACT**
- Partners: 100% achieved purpose with OE services rated “excellent”
- Individuals: 93% applied skills/knowledge acquired from OE programs

**OE PARTNERSHIPS**
- 16+ University-Wide Partnerships
- 21+ OE School/Unit Partnerships
OE UNIVERSITY-WIDE PARTNERSHIPS

The OE Team provides a variety of consulting services to the University, schools, departments, and organizations to achieve their goals and advance sustainable excellence. Frequently requested services include strategic planning, process improvement, project management, organizational change, organizational effectiveness, complex collaborations, and stakeholder engagement.

Enhancing Culture

- **Innovation Culture** (Lead: Cornerstone Leadership Program Project Team)
  Co-sponsored the project to assess UVA’s level of foundational elements of an innovation culture – idea meritocracy, psychological safety, and self-determination theory. An embedded innovation culture fosters new ideas from all members of our community, provides a safe space to challenge the status quo and take risks, and empowers all to do their best work. A quantitative study with a representative sample of faculty and staff revealed opportunities for improvement. The results and recommendations for next steps were shared with the Office of the President.

Advancing Efficiency and Effectiveness

- **Institutional Efficiency and Effectiveness** (Lead: OE Leadership Council)
  Identified 16 strategic and operational efficiency and effectiveness opportunities. The Organizational Excellence Leadership Council (OELC), a diverse group of faculty and administrators, were charged by EVP/Provost Liz Magill and EVP/COO J.J. Davis. The work was informed by practices and results at other universities and preliminary internal data analysis and experiences. A high-level assessment of each opportunity considered potential tangible savings or resource reallocation; other measurable value of quality; pan-institutional impact and scope; feasibility to implement; and fit with UVA’s culture and environment.

Supporting COVID-19 Response and Reopening Preparation

OE partnered with various school and units to plan and implement a safe environment for re-opening Grounds for the fall.

- Human Resources-Health System Process
- Fall 2020 Operational and Logistics Planning for Return to Grounds
- School-based Fall 2020 Readiness Planning and Implementation
- Virus Management Case Management

Improving Services and Processes

- **Faculty Annual Reporting** (Lead: Curry School of Education)
  Scaled an on-line tool for faculty annual reports of all academic activities to nine schools. The tool captures the breadth and depth of faculty work; streamlines the process by auto-populating fields from existing data sources; and creates an accessible, protected repository of faculty information.

- **Major Capital Building Process Improvements** (Lead: Sr VP for Operations)
  Conducted a comprehensive, end-to-end process review to enhance the clarity, consistency, efficiency and alignment of processes with priorities. Improvements include streamlining 145 process steps, improved communications, and development of a project evaluation criteria matrix.

- **Electronic Research Administration** (Lead: Office of Sponsored Programs)
  Evaluated and selected a software system to support the growing research administration needs, enhance the University’s ability to seek and manage sponsored funds, particularly for large multidisciplinary projects, and scale with the growth of the research program. After a RFI, faculty and administrators evaluated three products though presentations, demonstrations and hand-on exercises, and reference checks. A final recommendation and draft implementation timeline was submitted to the VP for Research.

- **Curriculum Redesign** (Lead: Center for Teaching Excellence)
  Partnering on curriculum redesign with schools and departments for better student learning outcomes. OE is providing consultation on leading complex change for three pilot redesigns underway.

- **Teaching and Learning Technology Software Selection and Integration** (Leads: Arts and Sciences Learning Design and Technology, Center for Teaching Excellence)
  Creating an effective and efficient process for the selection and integration of learning technology software to enable an innovative teaching and learning experience for faculty and students. The work includes engaging with stakeholders to design a comprehensive process to understand learning technology needs, assess technologies, procure applications, and user support for success. Additionally, a new platform will assist to streamline the approval and adoption of technologies.

Fostering Faculty Collaborations

- **Collaboration for Climate Restoration Research Workshop** (Lead: Environmental Resilience Institute)
  Identified opportunities for collaborative research and high-value activities. UVA researchers and invited environmental experts participated in a facilitated workshop.

- **Cultivating Faculty Research Networks** (Lead: Office of the Vice President for Research, University Committee on Information Technology)
  Gathered faculty from all across Grounds to share ideas, meet potential collaborators, and offer feedback about strengthening the University’s research infrastructure and promoting dynamic networks. Specific questions addressed research priorities, cross-discipline research, and resources.

University-wide partnerships continued on next page >
OE UNIVERSITY-WIDE PARTNERSHIPS

Aligning Institutional Projects
University Project Portfolio (UPP) seeks to coordinate and align par-vinstitutional projects for successful outcomes.

Information Sharing
Convened regular project manager meetings to share information and align across multiple projects to assist with awareness and coordination. Identified key portfolio interdependencies among projects and engaged appropriate parties in review and resolution, as needed.

Project Excellence Pulse Survey
Piloted and refined the pulse survey derived from a synthesis of insights from recent large-scale, UVA projects, external reviews and focus group input. The survey assesses: Institutional Alignment & Prioritization; Customer-Focused Communications; Stakeholder Engagement; Effective End-User Implementation; Post-Project Monitoring.

Portfolio
Convened diverse stakeholders of project leaders and sponsors, OE Leadership Council members, and school associate deans to explore ways to consider continuous improvement opportunities for enhanced benefits.

Collectively, the group assessed 18 recommendations and prioritized areas of focus based on effort and impact.

OE SCHOOL/UNIT PARTNERSHIPS

OE EXTERNAL PARTNERSHIPS

Project Rebound
(Leads: Charlottesville Regional Chamber of Commerce, UVA Office of Economic Development) Enable reopening and restoration of the local economy in the wake of the COVID-19 crisis. OE designed and facilitated 8 industry-specific committees and open community conversations to engage business members to share insights, identify challenges, and build actionable strategies. More than 300 people participated in 19 sessions, contributing to the comprehensive Blueprint for Economic Resiliency and Reinvention in the Charlottesville region. The roadmap outlines 36 defined opportunities, organized by 4 themes and prioritized into categories of now, next and later across and within private, non-profit and public sectors.

4 5

Va Research Libraries (VRL)
Working together to reimagine and transform their relationship with publishers of academic materials. The VRL consists of the University of Virginia, Virginia Commonwealth University, Virginia Tech, Old Dominion University, George Mason University, James Madison University, and the College of William and Mary.

...incredibly helpful to have someone outside of our organization facilitate a series of strategic planning discussions ...

...made the virtual engagements simple, lively, productive and fun.

...cogently laid out and executed a well-defined plan …

...made the virtual engagements simple, lively, productive and fun. “This has been one of the best managed and most rewarding teams I’ve ever been part of.”

are likely to recommend OE as a resource and partner to other units and organizations across Grounds
400+ university community members learned new skills and knowledge to apply in their work and connected with colleagues from all across Grounds. These programs include short monthly sessions, immersive workshops, lunch and learn, and Communities of Practice (CoPs). Collectively, these programs help build the University’s capacity for change, improvement and innovation.

Survey of Applied Learning from all OE Programs:

- 93% indicate applying skills and knowledge acquired
- 81% application had a positive result
- 91% shared learnings with one or more colleagues

Survey Results:

- 4.6/5 Content Applicable to Work
- 4.6/5 Overall Session Value

Quality CORE Programs

Addressed topics of strategic resource allocation, courageous leadership, facilitation techniques, achieving results, process improvement, and more.

- 4.6/5 Content Applicable to Work
- 4.6/5 Overall Session Value

Project Foundations Workshops

Collaboration of OE, HR, School of Medicine Project Managers

This 4-session workshop focuses on practical skills for informal project leads of smaller scale projects, without the burden of lengthy, formal project management training.

- 32 participants in 2 cohorts
- 13 administrative areas
- 8 academic areas

Survey Results:

- 4.6/5 Content Applicable to Work
- 4.8/5 Overall Session Value

- "The class was well structured, had good exercises, and the instructors were very knowledgeable on the topics."
- "It was great to get real world perspectives on each stage of the process, and I live the 12-step approach, especially as I start to work on more complex projects."

Prosci Change Management

Three Day Certification Workshop – 4th Cohort

Participants developed change management skills and learned how applying research-based methodology and tools to projects, improving UVA’s organizational capacity for change.

- 18 Participants from 5 Administrative Areas, 5 Schools/Academic Areas, and the Health System

Two Communities of Practice Become One – Project and Change Management

The Change Management and Project Management CoPs merged this year, serving 171 members.

- Networking
- Lunch and Learn
- Coach-a-Colleague

"I knew some of the tools, but it was great to learn the full framework and learn about the individual tools. I appreciated the presenter’s real-life experience and examples. It was great to have a cohort where people came from different units and schools."

"Very good information for employees at all levels across the University."
"Hearing about real life uses is very helpful."
"Good overview of a few tools I can use right away at the office."

Strongly Agreed/Agreed
Can Apply to Work
92%
83%

Highly Confident
They Understand
Effective Change Management
Improves Results
OE’s Learning Mindset

OE Team members pursue new skills and knowledge to enhance capabilities to serve the University’s needs.

10 Institutions:
University of Maryland, University of Kansas, University of Rochester, Virginia Commonwealth University, Northwestern University, University of South Carolina, Penn State University, University of North Carolina, University of Texas-Arlington, University of Wisconsin

13 Organizations:
FDIC, Department of Health and Human Services; Virginia SHRM (Society for Human Resource Management); National Institutes of Health, Albemarle County; State of Washington Department of Corrections; Educational Advisory Board; Center for Non-Profit Excellence, Operation Smile, Airbus, KPMG, P.O.W.E.R (Property Ownership for Women Enriches and Revitalizes)

OE External Committees

- Prosci Return to Work Advisory Board
- Network for Change and Continuous Innovation (NCCI)
  - Board of Directors
  - Finance Committee
  - Advisory Committee
  - 20th Anniversary Planning Committee

OE External Presentations

- Program Agility: How to Thrive During Leadership Transition, NCCI Annual Conference
- Organized Chaos: An Enterprise Approach to Large Scale Projects, NCCI Webinar
- UVA Change Management Overview, Northwestern University
- Project Management for HR Leaders, UVA SHRM