

Pursuing Operational Excellence Task Force July 7, 2020 Meeting Minutes

Task Force members present (check applicable):

Katharine Stewart, Vice Provost for Faculty Affairs	X	Warren Jasper, Professor, Textile Engineering, Chemistry and Science, Wilson College of Textiles	X
Marie Williams, Associate Vice Chancellor for Human Resources		Jim Broschart, Associate Vice Chancellor, University Development, University Advancement	X
Adrian Day, Assistant Vice Provost for Finance and Planning, Office of the Executive Vice Chancellor and Provost	X	Joyce Munro, Assistant Dean for Business Operations, College of Agriculture and Life Sciences	
Amira Hijazi, Graduate Student		Jeff Baynham, Interim Associate Vice Chancellor, Advancement Services, University Advancement	
Barbara Moses, Associate Vice Chancellor, Budget and Resource Management, Finance and Administration	X	Leda Lunardi, Professor, Electrical and Computer Engineering, College of Engineering	X
Barry Olson, Associate Vice Chancellor, Division of Academic and Student Affairs	X	Mark Beasley, KPMG Term Professor of Accounting, Director, Enterprise Risk Management Initiative, Poole College of Management	X
Caroline Ortiz-Deaton, Director, Resource Analysis, Office of Institutional Research & Planning		Nancy Whelchel, Director, Survey Research, Office of Institutional Research and Planning	X
David Rainer, Associate Vice Chancellor, Environmental Health & Public Safety, Finance and Administration	X	Rich Berlin, Associate Vice Chancellor, Campus Enterprises, Finance and Administration	X
Doug Morton, Associate Vice Chancellor, Facilities, Finance and Administration	X	Shawn Troxler, Associate General Counsel	
Jason Painter, Director of the Science House, College of Sciences	X		

The following individuals were also present:

Kevin Rice, Director, Learning and Organizational Development, University Human Resources	Chris Smith, Program Manager, Graduate School-Dean's Office
Kelly Wick, Director of Special Projects, Executive Vice Chancellor and Provost	Holly Durham, Assistant Vice Chancellor for Finance, Academic Student Affairs-Business Adm
Rhonda Raynor, Business Officer, University Human Resources	Thyrie Bland, Public Communication Specialist, University Communications

Katharine Stewart, Vice Provost for Faculty Affairs, welcomed task force members and gave a brief review of the road map and themes from the June 26 meeting. Katharine shared that other task forces have similar themes, which shows the importance of these issues in a broader context.

The top themes developed from June 26 are:

- Enhancing Inclusivity and Collaboration
- Creating and Supporting Agile Work Environments
- Leveraging Technology and Data
- Advancing University Efficiency and Effectiveness
- Improving Internal Communications

The outcomes for today will be to identify strategies and initiatives that align with themes. Some strategies identified include;

- Enhancing Inclusivity and Collaboration
 - Reconceptualize inclusivity to become a prerequisite for good decision-making.
 - Create pathways for recognition and reward of collaborative efforts in all aspects of the university's work, including faculty work.
 - Reward the units and managers that are more flexible and agile in response to the challenges they face or that streamline/remove barriers in processes that they manage
 - Enable each individual in our community to feel welcome and valued, at all times.
 - Examine upward mobility in our university community. Invest where we can influence it.
- Creating and Supporting Agile Work Environments
 - Use the lessons of the COVID epidemic to develop and implement more flexible work strategies (for individual employees or unit-wide) that foster more employee engagement and satisfaction.
- Leveraging Technology and Data
 - Assure reliability of and access to our institutional data and data definitions, and reward units for using those data to inform their planning and decision-making.
 - Leverage our expertise in data visualization to develop dashboards that focus on actionable intelligence; data sources that let us monitor our progress on core goals.
 - Provide better training to faculty and staff at all levels of the institution in how to access institutional data, in how to use data for decision-making, and how to use data visualization tools.
 - Design a framework and identify technologies required for data sharing across disciplines and university functions.
 - Identify redundancy and eliminate it.

- Identify why redundancy exists and is accepted. Fix it.
- Implementing a culture where the whole is greater than the sum of the parts.

- Advancing University Efficiency and Effectiveness
 - We need to emphasize that organizational excellence is about a SHARED vision for the university's goals, a sense of how each unit contributes to those goals, and then working within their unit AND collaborating with other units to "pull towards" those goals, rather than focusing on siloed goals that are not part of the shared vision of the university's overarching vision. This needs to be part of our "preamble" making it clear that these themes all work together towards this ideal.

- Improving Internal Communications
 - Identify and implement effective standards for modes of communication.
 - Review internal communications tools and make necessary investments to strengthen our communication efforts (e.g., Slack)
 - Improve content of messaging. Know what is important to the campus community and get that information out to the appropriate audiences.. For example, research:share examples of successful grant proposals. Administrative: sharing best practices from colleges. Academic: sharing new and innovative teaching practices, could relate to the impact Covid has had on instruction on the campus.
 - Develop mechanisms for a feedback loop. Get input from stakeholders at the front and backend of communications.

Co-chair Katharine Stewart stated although this is the last meeting the work is not done. Katharine asked task force members to continue to develop strategies in the upcoming weeks and offer feedback on the report as the co-chairs write the report. Katharine thanked everyone for their commitment and contributions to the task force.

The meeting adjourned at 3:58 p.m.