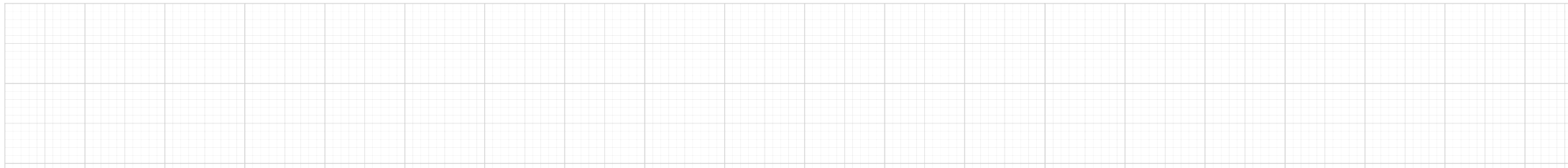


# Institutional Excellence: Administrative and Operations Transformation Initiative

TOWN HALL MEETING

OCTOBER 2019



# Town Hall Agenda



Vision, Purpose, and Goals

Listen, Learn, and Assess

Build Organizational Structure

Advance Administrative and Operations Transformation

Employee Engagement

Summary and Next Steps

# Vision and Purpose: Administration & Operations Transformation



We will deliver services that are  
***responsive, nimble, and best in class.***

Virginia Tech must ***build on its capacity*** to deliver administrative and business services in the most cost efficient and effective manner possible, taking advantage of advanced technological systems and service delivery methods.

# Goals



To achieve our Vision and ***transform our work*** we must do the following:

- Stop doing things that are unnecessary or that don't add value to our customers.
- Automate and simplify our processes where possible.
- Use best practices in how we deliver our services.
- Modernize our business practices.
- Be efficient and manage our costs responsibly.
- Improve our overall culture and aim for achieving excellence in all we do.
- Create incentives and other ways to continuously improve our operations.
- Ensure our work supports the university's and our division's strategic priorities.
- Make sure new systems, processes, and structures are well communicated and supported by sufficient training.

# Listen, Learn, & Assess



Significant time spent on learning about our culture, people, and way of working:

- Engaged in meetings with deans, vice presidents, institute directors, faculty senate, staff senate, and student leaders.
- Attended town halls, employee appreciation events, all-hands meetings across administrative and operations enterprise.
- Engaged consultants to (Deloitte) help understand current organizational state of administrative and operations enterprise and identify future opportunities.
- Developed relationships with governmental entities, external agencies, and university partners.
- Partnered with university leadership and greater community to understand how we can support major initiatives, including Innovation Campus, Fralin Biomedical Research Institution.

# Listen, Learn, & Assess



Central themes from this focused attention:

- Staffing levels in many areas are lower than similar universities.
- Controls are overly restrictive.
- Few of our processes are automated.
- Opportunities exist to better use technology.
- Lots of paper and manual processes are used in our work.
- Dramatic enrollment gains and growth of our research efforts are putting additional pressure on units.
- A strong commitment to service exists across all units.
- Employees want to be engaged to move the university forward.
- We have programs recognized for their excellence.

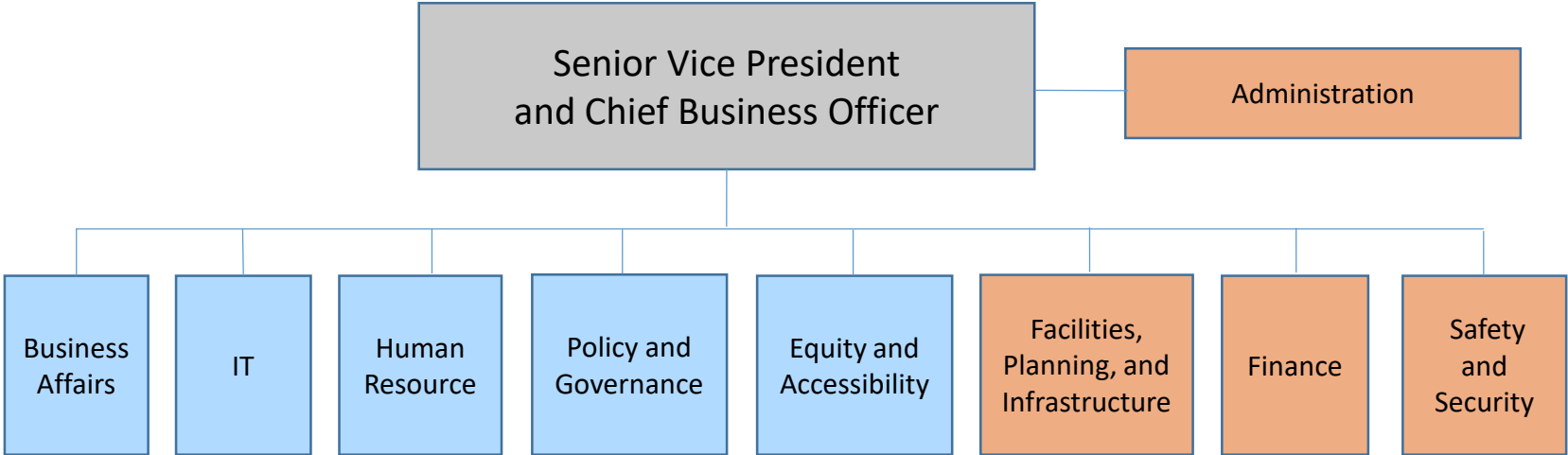
# Build Organizational Structure



Principles that will guide our organizational design:

- Make sure our departments and units are structured logically and that they support efficient operations.
- Ensure that we are nimble and we can adapt to change quickly.
- Organize our work to provide best-in-class support services.
- Develop a more satisfying and engaging work environment.
- Ensure that organizational changes have minimal disruption to the organization.

# Organizational Structure



Currently in place



Fall of 2019



# Build Organizational Structure



Emerging transformational changes:

- Recruit Vice President for Finance.
- Establish Vice President for Campus Planning, Infrastructure, and Facilities.
- Establish Associate Vice President for Campus Safety and Security.
- Name Chief of Police and Director of Security.
- Re-establish and elevate leader of Real Estate portfolio.
- Align Business Services within new organization structure.
- Evaluate enterprise-wide support services. (HR, IT, Finance, Communications)

# Advance Administrative & Operations Transformation



## Overarching priorities:

- Achieve excellence in the way we deliver and conduct our work with clear and concise processes and state-of-the-art systems.
- Enhance our programs, services, and operating models.
- Enrich campus resources: human, physical, technological, and financial.
- Continuously improve and enhance our services.

# Advance Administrative & Operations Transformation



## Fall 2019 Focus

- Finalize comprehensive plan – a roadmap – to guide the transformational opportunities over the next two years.
- Formalize leadership structure.
- Complete VP Finance search.
- Launch VP Campus Planning, Infrastructure, and Facilities search.
- Evaluate support services provided across the enterprise.
- Implement employee engagement programs.

# Employee Involvement and Engagement



Pathways for creating engagement:

- Establish new program for employees to suggest opportunities for improvements.
- Develop paths for employees to be engaged in work groups.
- Provide training and professional development opportunities in the areas of change management, process redesign, and continuous improvement.
- Produce quarterly communications focused on our transformation, highlighting accomplishments and recognizing employees championing change and transformation.
- Engage in smaller group discussions within teams across the enterprise.

# Summary



- We must build organization structure, operations, and workforce to advance the university's Strategic Plan.
- We must be agile, resilient, and innovative, working outside of our silos and departmental boundaries.
- We must be bold and embrace new ways of thinking and working.
- We need you! Every employee is valuable and critical to our success.

# Next Steps



- Executive Leadership Team Retreat – October 18
- Finalize Transformation Roadmap
- Develop Roadmap Implementation Plan
- Communicate Transformation Roadmap – November

Questions?

Thank You