

# Institutional Excellence Roadmap

## Phase 1: Achieve Organizational Alignment

### Assess Our Current Operations and Organizations

- Assess organizational structures, culture, people, and processes
- Engage with executive, administrative and academic leaders
- Meet with and listen to faculty, staff and student leaders
- Attend town halls, employee appreciation events, and all-hands meetings
- Develop relationships with external agencies, and university partners
- Assess needs of major university initiatives

### Build Effective and Efficient Organizational Structures

- Create more efficient operations through an effective organizational design
- Build organizational and role clarity
- Develop organizational structures around institutional needs not individuals
- Ensure that future organizations are nimble and adaptable to change
- Create sufficient capacity 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

## Phase 2: Advance Institutional Excellence

### Achieve Process and Systems Excellence

- Map and redesign existing processes across operations
- Build technology roadmaps
- Establish data and analytics program
- Develop new support service model to support Washington DC area, Roanoke, and Blacksburg
- Expand use of Robotic Processing Automation (RPA) tools and technologies

### Enhance Programs, Services and Operating Models

- Evaluate capital planning and capital project governance and operating model
- Conduct cost benefit analysis of VTES and fleet services operating models
- Implement systems to enable data driven space allocation decisions
- Evaluate opportunities to reimagine service delivery models, implement new operating frameworks, and modernize programs

### Enrich Campus Resources: Physical, Financial, Human, Technology

- Create a procurement center of excellence
- Develop job architecture framework
- Develop investment roadmap including risks, success factors and decision points
- Redesign budget and financial model to be transparent
- Cultivate transformational recruitment and retention programs

## Phase 3: Optimize Continuous Improvement

### Implement Continuous Evaluation and Improvement

- Evaluate efficiency and effectiveness of operations
- Reaffirm organizational structures are agile, nimble, and responsive
- Implement advanced systems and technology
- Expand business intelligence capabilities