

PROCESS IMPROVEMENT			
Enable technology that furthers efficiencies & streamlining	s1	Be more agile	s8
Think groups to get to Exec Decisions - need decisions	s1	Improve communication via technology	s7
Systems	s2	Improved IT systems; Increased automation	
process simplification	s3	Identify, Analyze and Collaborate – clear processes first to identify and analyze, then collaborate	s7
future IT system	s3	Simple, Accurate & Powerful systems – focus on innovation and technology	s7
eliminate non-value added processes	s3	Innovation – need to be on the cutting edge	s7
have time to dedicate to new projects	s3	Modernity – need to transition to electronic submissions of data, move into the 21st century	s7
fewer IT systems	s3	Reduce admin. burden on staff	
more capacity to do our best work	s3	The earlier an employee can be introduced to that network, the more we can do to move forward initiatives.	s9
Share technology - IT Solutions	s6	It helps various groups to get the whole picture and work together rather than constantly reinventing the wheel on the same issues	s9
Center of Excellence (model)	s6	Document management system where paper documents can be done away with. Secure transmitting and receiving capability of information from customers and students. Not scanning and emailing or regular mail. Now is a work around.	s9
Improved processes	s5		
more proactive/less reactive	s5		
seamless simple systems	s5		
enable navigation thru processes of bureaucracy-technical improvements	s4		
Staffing support mission: create efficiencies to do other activities	s4		
Simplification	s4		
Improve resources allocation	s4		
Processes and workflow	s4		
Technology implementation	s4		

COLLABORATION			
Use cross-training & shadowing to increase cooperation between VPF units	s1	Central office on Central Grounds	s10
Knock down barriers that inhibit cooperation between VPF unit's & the rest of UVA	s1	move in the same direction	s10
Communication	s1	Incorporate headshots? Passing along information on potential collaborators at the beginning of a project.	s9
Integration	s2	Knowing and identifying a network of collaborators	s9
cross training	s3	Better interdepartmental Communications	s8
improve networking opportunities	s3	More efficient ways to collaborate beyond informal networks	s7
outreach	s3	Incentivize success – encourage and reward doing things outside the norm, encourage a broad knowledge of other departments and what they do, opportunity for cross-training, shadowing, etc.	
breaking down barriers/more collaborative environment (testing of travel/expense; problem solve in big groups)	s5	Allow time for collaboration/relationship building	s4
Balance collaboration with decision making /decisiveness	s6	Acknowledgement/Communication - up or down the chain - might not know that something is being worked on - acknowledge and communicate	s5
Cooperation between departments	s6		
Opportunity for collaboration, communication and process improvement	s6		
Build mutual understanding of role through partnerships	s6		
more communication	s5		
Sharing "outsider" perspectives between units	s4		
Transparency for understanding and valuing	s4		
breaking down silos: communication personal level across functions	s4		
Enhance networking opportunities across VPF Units/Across the University	s4		
High level of engagement/co-creation	s4		
Improve communication/reduce barriers: departments, schools/central offices, management/staff, faculty/administrators, State	s4		

CULTURE			
Remind University community that we are trustworthy	s1	Shared leadership	s4
Embrace change	s1	Sense of belonging/unity	s4
Nurturing Oneness	s1	Flatten/flexible "hierarchy"	s4
Creating/supporting culture of change - maintain customer svc - remember our roots (students/research)	s1	Walk the talk	s4
we value the experiences of our workforce	s3	Accountability at all levels	s10
have established communities of common interest and practice	s3	responsible risk taking/ learning environment	s10
Be open to /valuing experience to give opportunities to everyone	s6	do the right thing	s10
Value experience more	s6	diversity - culture/social	s10
Risk taking & flexibility	s6	Incorporating the "old guard" with the new growth to promote change and collaboration. Rather than seeing seasoned employees as reluctant to change, allow them to be a part of the process and teach the new talent to strengthen the whole.	s9
Communicate to reduce fear	s6	The hopes and positive change of this process actually are realized and continue.	s9
Finance's value. Strategic value of the tactical!	s6	As we implement new processes and rules, they are applied equally and fairly.	s9
To be the best	s6	Openness to change	s8
Creativity	s6	Trust -between central & schools - with each other/depts.	s8
Not afraid to fail	s6	More positivity	s8
Problem solving & customer service while still complying with the rules (Sweet spot)	s6	Willingness to embrace change	s8
Challenging rules where appropriate	s6	Better employee recognition	s8
Pro-active / rather than reactive	s6	Create an atmosphere where failure is an opportunity for learning	s8
Balance between compliance and strategy	s6	Make sure employees feel valued	s7
more individual thinking time; might look like doing nothing	s5	Create an environment where employees feel empowered in their individual roles	s7
continue to infuse fun in the workplace - have fun and collaborate	s5	Create a more proactive (v. reactive) work environment	s7
		more group events/ fun	s5
		free parking	s5
		inquiring driven; ok to ask questions	s5
		being human center	s5
		creativity	s5
		fun	s5
		Better consistency across board for support	s4
		Transparency	s4
		Shared mission, vision and goals: anchored in supporting the core	s4
		Best in class administratively – efficient/secure bookkeeping	
		Focus on mission	s4
		Improve equality/diversity	
		Acknowledge achievement/success	
		Proactive instead of reactive	
		Move from hierarchical management/structure towards team base	
		Improve retention	
		"best in class" - current knowledge and best practices - need resources - time and creativity (IT);	s5
		Create an environment where employees feel empowered to make a positive difference	s7
		Leave a legacy – why make someone struggle, pass the baton and hope they improve on it.	s7
		cross training-values for appreciation of others and their work; professional development	s5

SERVICE	
customer focus on experience, student faculty staff	s5
Seamless valued, user experience	s4
Customer Service	s4

PROFESSIONAL DEVELOPMENT	
Encourage Professional development	s1
Skill building	s1
Professional development	s1
Support culture, to support learning (enhance staff)	s1
Staff development	s2
continuous improvement	s3
opportunities for training	s3
more time to focus on craft	s5
commitment to excellence in training	s5
opportunities for professional development	s5
Enhance & Support career growth for employees	s4
create opportunities	s10
Constant Improvement	s8
Training for each job	s8

INSTITUTIONAL KNOWLEDGE	
knowledge repository	s3
One source truth	s1
mix positive reinforcement	s3
more positive reinforcement	s3
idea meritocracy	s3
Data informed decisions	s6
harnessing intellectual power (IP)	s5
common languages; finance and other subjects	s5
documentation - keeping information updated/concise and clear explanations/sharing expertise in an understandable manner (creates opportunities for staff - documents institutional knowledge and work processes)	s5
Trust autonomy within finance quench the thirst of knowledge	s4
Spreading/sharing knowledge	s8
Knowledge management improved	s7
University-wide – documentation and resources	s7
Create an institutionally supported network of knowledge supported by management	s7
Formalize knowledge base and automate access	s7