University of West Florida

Making Way for Excellence

Presented by the Baptist Health Care Leadership Institute
April, 2006
When we think of the UWF journey to excellence….

Where were we when we launched Making Way for Excellence and where are we now?
Let’s go back to August, 2004….

• Leadership Kickoff Day
February, 2005

• Rolled out the results of the Situational Analysis
Situational Analysis

- Organizational Profile
- Executive Interviews
- Leadership Kickoff Day
- Cascade Learning: employee input
- Culture Audit
- Gap Analysis
- Focus Groups (Students & Employees)

Situational Analysis Report
Implementation Plan

90 Day Action Plans
Gap Analysis

University of West Florida's Pursuit of Excellence Pays Off

University of West Florida once again achieves highest student satisfaction and is recognized as one of the best places to work in America.
What do we need to do that we are currently not doing?

Organizational Culture: Communication, Accountability, Celebrations

Student Loyalty: Listening, Making the student #1

Employee Loyalty: Recognition, Communication, Fairness

Leadership Development: Train, Empower, Inspire
What should we stop doing or never start doing?

Organizational Culture: Blaming, Inter-departmental turf issues, Excuses

Student Loyalty: Making excuses, Sending students negative messages

Employee Loyalty: Being inconsistent, Making excuses, Micro-managing

Leadership Development: Unfair promotions, Low performance expectations
What are we doing now that we must do differently?

Organizational Culture: Communicate, Listen, Keep no secrets

Student Loyalty: Consistent messages, remove student irritants, Tell positive stories

Employee Loyalty: Recognize excellence, Change evaluation tools

Leadership Development: Set goals, Hold people accountable, Encourage
## Service Excellence Culture Audit

<table>
<thead>
<tr>
<th>Category</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Service Excellence Culture Audit™ Score</td>
<td>50.89</td>
</tr>
<tr>
<td>I: Building and Maintaining a Great Culture</td>
<td>53.25</td>
</tr>
<tr>
<td>II: Selecting and Retaining Great Employees</td>
<td>50.31</td>
</tr>
<tr>
<td>III: Focusing on Service Excellence</td>
<td>48.99</td>
</tr>
<tr>
<td>IV: Continuously Developing Leaders</td>
<td>52.74</td>
</tr>
<tr>
<td>V: Hardwiring Success - Accountability</td>
<td>49.86</td>
</tr>
<tr>
<td>Other: Satisfaction, Loyalty and Commitment</td>
<td>67.32</td>
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</tbody>
</table>
Strengths

• Confidence in leadership
• Commitment to creating a healthier culture
• Learning environment: faculty and class-sizes
• Beautiful campus
• Employee-Supervisor relationship
• Leader credibility
• Recommend UWF as a place to receive quality education
“Upper administration (is) setting high standards and leading by example.”

“Staff is committed to better service excellence.”

“Faculty is available outside of class.”
Opportunities for Improvement

- Communication
- Accountability
- Leader visibility
- Departments working together to reach organizational goals
- Soliciting employee input for performance improvement
- Making leadership development a priority
- Work processes
- Staff development and promoting from within
“Different departments should communicate more openly. Often big things happen here and we have no idea because it is not in our department.”

“We allow unprofessional behavior.”

“Administrators are rarely seen visiting offices outside of the Crosby Hall.”
Key Drivers of Recommending UWF as a Great Place to Work

Significant Drivers
(Category: 100pt score)

1. Developing leaders is a high priority in our organization. (Continuously Developing Leaders: 48.33)

2. Work processes are designed in a way that allows me to do my work effectively. (Focusing on service excellence: 55.35)

3. Our leaders regularly dedicate time to interact with employees at all levels of the organization. (Building and Maintaining a Great culture: 45.56)

Outcome

I would recommend this organization to family and friends as a great place to work
Key Driver Analysis
Recurring Themes

• Work Processes

• Retaining good staff

• Understanding individual contributions to the organization’s successes

• Leaders are fair and equitable
Employee Focus Groups

• Strengths:
  – Beautiful campus
  – Academic environment
  – Friendly and growing
  – Benefits

• Opportunities:
  – Work processes
  – Inter-departmental cohesiveness
  – Opportunities for advancement
  – Communication
Student Focus Groups

• Strengths:
  – Beautiful campus
  – Faculty
  – Small class sizes
  – Great value of education
  – E-learning

• Opportunities:
  – Communication
  – Inter-departmental cohesiveness
  – Services for adult student population
  – Parking
  – Focus on commuter students
Characteristics of a Great Culture

• Communication

• Teamwork

• Clear vision, goals and objectives
Characteristics of a Great Leader

- Honesty
- Lead by example
- Fair
Pursuit of Excellence
Implementation Plan

• Create and Maintain a Great Culture
• Select and Retain Great Employees
• Commit to Service Excellence
• Continuously Develop Great Leaders
• Hardwire Success Through Systems of Accountability
Defining the UWF Way

Making Way For Excellence

Achieving Extraordinary Levels of Service and Operational Excellence
Making Way for Excellence
Committees and Service Excellence Teams

ORGANIZATIONAL CHART FOR COMMITTEES AND SERVICE EXCELLENCE TEAMS

Steering Committee
President and Cabinet

Coordinating Committee Chairs
Sherell Hendrickson
Pat Crawford

Project Coordinators
Aurora Auter
Rachel Croker

Communications Team
Rick Scott

Standards Team
Betsy Bowers

Measurement Team
Jacqui Berger

Student Satisfaction Team
Jim Hurd

Employee Satisfaction Team
Mark Pursell

Leadership Development Team
Athena Du Pre'

Community Outreach Team
Lusharon Wiley'
Committee Structure

• **Steering Committee:** The Steering Committee consists of the President and his Cabinet. It has authority and responsibility for the overall direction.

• **Coordinating Committee:** This committee provides advice and coordination of the activities of the Service Excellence Teams by serving as a team captain of a Service Excellence Team or serving as an employee advisory board to the various teams.
# Coordinating Committee

<table>
<thead>
<tr>
<th>NAME</th>
<th>TITLE</th>
<th>DEPARTMENT</th>
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</thead>
<tbody>
<tr>
<td>Sherell Hendrickson</td>
<td>Associate Vice President</td>
<td>Human Resources, Co-Chair</td>
</tr>
<tr>
<td>Pat Crawford</td>
<td>Associate Vice President</td>
<td>Marketing Communications, Co-Chair</td>
</tr>
<tr>
<td>Alesia Ross</td>
<td>Program Assistant</td>
<td>Student Financial Aid</td>
</tr>
<tr>
<td>Ann Deen</td>
<td>Administrative Assistant</td>
<td>Division of Development</td>
</tr>
<tr>
<td>Athena Du Pre'</td>
<td>Associate Professor</td>
<td>Communication Arts</td>
</tr>
<tr>
<td>Barbara Brooks</td>
<td>Secretary</td>
<td>University Commons and Student Activities</td>
</tr>
<tr>
<td>Betsy Bowers</td>
<td>Associate Vice President</td>
<td>Internal Auditing and Management Consulting</td>
</tr>
<tr>
<td>Cindy Mersereau</td>
<td>Coordinator</td>
<td>FWB Center</td>
</tr>
<tr>
<td>Jacqui Berger</td>
<td>Director</td>
<td>Office of University Planning</td>
</tr>
<tr>
<td>Jim Hurd</td>
<td>Associate Vice President</td>
<td>Student Affairs Administration</td>
</tr>
<tr>
<td>Joe Poletto</td>
<td>Assistant Director</td>
<td>University Housing and Residence Life</td>
</tr>
<tr>
<td>John Warren</td>
<td>Assistant Director</td>
<td>University Police</td>
</tr>
<tr>
<td>Lusharon Wiley</td>
<td>Director</td>
<td>TRiO/Student Support Services</td>
</tr>
<tr>
<td>Mark Pursell</td>
<td>Associate Director</td>
<td>Facilities Management</td>
</tr>
<tr>
<td>Regina Davis</td>
<td>Help Desk Manager</td>
<td>ITS</td>
</tr>
<tr>
<td>Rick Scott</td>
<td>Lecturer</td>
<td>Communication Arts</td>
</tr>
<tr>
<td>Sandra Gore</td>
<td>Fiscal Assistant</td>
<td>Financial and Accounting Services</td>
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Service Excellence Teams

These teams will serve as the navigators of the UWF voyage by focusing on seven areas:

- Standards
- Measurement
- Student Satisfaction
- Employee Satisfaction
- Leadership Development
- Community Outreach
- Communications
Service Excellence
Team Definitions

Measurement Team

• Responsible for measurement and analysis of performance
• Develop measurement tools
• Provide critical data and analysis
• Recommend areas of performance measurement
Service Excellence
Team Definitions

Student Satisfaction Team

• Will focus on developing learning centered environment

• Will develop programs and processes centered on enhancing student learning and learning outcomes.
Service Excellence
Team Definitions

Standards Team

• Responsible for developing and implementing standards of performance

• Will identify service recovery strategies and opportunities for improvement
Service Excellence
Team Definitions

Employee Satisfaction Team

• Will focus on developing programs to establish UWF as the employer of choice
Service Excellence Team Definitions

- **Leadership Development Team**
- Will focus on creating training programs
- Will identify core competencies
- Help to develop a consistent culture and common vision across UWF
Service Excellence Team Definitions

Communication Team

- Will focus on gathering and disseminating information to all employees
- Create new communication venues
- Coordinate monthly communications
Service Excellence
Team Definitions

Community Outreach Team

- Will focus on responsibilities to the public, ethical behavior and the need to practice good citizenship.
October, 2005

• Moments of Truth presentations
• Rolled out the UWF Standards
Next Steps

• Discuss next 90 day plans for teams
• Set date for 4th (and final) presentation/site visit by BLI
• Complete final coaching calls