Strategic Plan Goal Steward Progress Report

Enhancement of Organizational Effectiveness

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Context:

This theme is an integral part of the success in achieving all of our other university goals. In an effective organization, an individual sees the success of the university as his or her own. In an effective organization, individuals understand that in the increasingly competitive environment of higher education, each of us takes seriously the responsibility to be the best we can be. Whether it is challenging students in the classroom, creating a coherent delivery of student services, raising necessary revenue, or continuous evaluation of productivity in administrative units, each of us and all of us have a role.

The effective organization has an eye to the university’s goals while crafting the goals of local operating units and individual priorities to achieve them. It is no mean feat to set priorities and to boost productivity in an environment of increasing resource constraint. Each of us should feel encouraged to review our skill sets and to see how they fit in the scheme of current and future demands of the current job, as well as the needs of the Marquette University of the future. Units should look to organizing for efficiency and effectiveness while reaching across units for collaboration and best practices.

Activities in progress to implement or advance the plan goal:

Objective: Improve the university through meaningful work and mutual accountability.

**Tactic (collaborating with Academic Excellence for Human Well-being):** Develop and implement a process for regular program review of administrative units, which will run on a parallel track to the academic program review being led by the Office of the Provost under the theme of “Academic Excellence for Human Well-being.” Administrative program review will examine the unit’s current organization and evaluate the best use of resources (human, facility and financial) against university goals and best practices, utilizing self, departmental and peer review techniques.

**Tactic:** Meet with administrative units’ senior teams to discuss “what they do and how they do it,” and to begin brainstorming on what each unit might do to enhance the delivery of their service, including regular internal review of efficiencies and sharing of best practices across units.

**Tactic:** Establish a review process led by senior university leadership that allows new and vacant positions to be filled when they are determined to have a significant impact on safety, service, or the Marquette student experience. The Position Review Leadership Team has begun meeting and

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has developed a pilot process for ensuring a judicious review of each hiring request so that new hires are aligned with university priorities.

**Activities planned to implement or advance the plan goal:**

- Meet with “units within units” to discuss current practices and to encourage internal discussion of and teamwork in process improvement. Work with groups to develop a framework for evaluation of efficiencies. Consider metrics to define improvement, competitiveness and/or success.

- Develop a common language describing the definition of success in achieving the overall goal of enhancing organizational effectiveness. Successes will include improved process leading to effective hiring decisions and career management; consistent and effective performance review, management and expectation-setting; and increased enthusiasm, ambition and pride around the Marquette of the future and each individual’s contribution to it.