Bold, Strategic
HR Partnerships

Organizational Effectiveness
Annual Report, Highlights & Outcomes
2017-2018

Shown: OE and HR recognize Improving Our Workplace Award (I.O.W.A.) winners in May

HR Administration and OE team for HR Community Development year-round;
Shown: First UI HR & Business Conference in April

HR provides leadership in shaping an inclusive culture that drives excellence and innovation by supporting talent, engagement, and the employee work experience.
Threat Assessment

by the numbers...

254 cases

- 34% Staff/Faculty
- 16% Student Employee
- 35% Student
- 15% Visitors

93% of individuals surveyed said that their expectations in working with TAT were met

“…by the numbers...”

of respondents indicated that their participation in an instructor-led session increased, or was expected to increase, their effectiveness at work

2/3

6,210 unique individuals attended a live, instructor-led session offered through Learning & Development

17,990 unique individuals attended an online session offered through Learning & Development

In all, these unique individuals completed a total of:

10,757 live, instructor-led L&D sessions, and

53,086 online L&D sessions

“...The Success Principles has been an amazing course that everyone should take...since this transformational class is offered right on our campus. Heidi Zahner-Younts has also been an inspirational instructor and coach, who is always there to cheer us on our goals. I was feeling really bogged down by my daily tasks and felt like it was hard to get around them until I took this course. It served as an awakening, a reminder that not only can we and should we set our goals for our daily lives, but for all that we want out of life, whether work related or personal. This course gives us tools to get there through practical success principles and strategies...”

One of my personal goals was to get more involved and do more for my Tai Dam community. I wanted to help preserve the Tai Dam culture, history, and language. As a stateless people without a country, there is an imminent threat of all these things being lost soon. After a year and a half later, I am not only helping the Tai Dam community here in Iowa, but I am also helping to advocate for the Tai people’s rights across the world in the Northwestern part of Vietnam where there are still 1 million plus living and where we are considered indigenous peoples...I highly recommend this class to everyone no matter where they are in their lives.”

—Matsalyn Brown, Executive Assistant to Dean Sarah Gardial, Tippie College of Business, wearing a traditional Tai Dam garment

Visit https://hr.uiowa.edu/learn for Success Principles and other courses!

Staff Language & Culture Services

Approximately 20 percent of nursing assistants are now immigrants, with a significant population coming from Africa. Because of diverse cultural norms within African countries of origin, the idea for an educational half-day workshop was born. Corinne Stanley applied for, and received, a Diversity Catalyst Seed Grant to collaborate with Nursing Recruitment to host a conference focused on developing cultural awareness for colleagues who work with the new immigrants, as well as the facilitation of American (USA) knowledge for diverse populations.

EXCELLENCE and DIVERSITY

The conference, titled, “New Immigrants in the Hospital Workplace: Creating Models of Success,” included partnership with UNI’s Professor Mark Grey, of the Iowa Center for Immigrant Leadership & Integration, and featured Mazahir Sahli, a hospital employee and Iowa City’s first Sudanese city council member.

Learning & Development

This past year, the UI Threat Assessment Team hosted the 2018 Big Ten Threat Assessment Conference. The conference included over 60 participants from peer Big Ten institutions, UI community members, and representation from Iowa State University and Mount Mercy University. Key note speakers included Special Agent Molly Amman from the Federal Bureau of Investigation who spoke on the FBI publication “Making Prevention a Reality.”

“We deeply appreciate the help we are given by Threat Assessment.”

—TAT Survey Respondent
Leadership Development

When UI Staff Council and the UI HR community prioritized a need for just-in-time development for staff new to supervision and pipeline opportunities for those not currently in management roles, Learning & Development and Leadership Development teamed to respond. The Center for Creative Leadership’s™ model of the four key skills all leaders need provided a practical framework.

Check out OE’s free, online Leadership Core program with four modules, accessible anytime, anywhere, by any UI employee!

LEADERSHIP CORE ICON modules are in Self Service | My Training now—visit: https://hr.uiowa.edu/learn/leadership-core-series

LEADERSHIP
Awareness
Agility
Influence
Communication

When a University of Iowa faculty member takes on the role of departmental executive officer (DEO), the time commitment and expertise required can be a major challenge, "These days, DEOs can face a steep learning curve," says Kevin Kregel, Associate Provost for Faculty. "... Basically, they’re overseeing an independent enterprise. It’s a lot for a faculty member to take on, so we work to support them and set them up for success." The DEO Leadership Development Program was created to address this need through an Office of the Provost/OE partnership. AY 2018 was the largest year yet. When I talk to friends who aren’t at this university and they understand the level of training I’ve received, they’re floored, said Rebekah Kowal, associate professor and chair of the Department of Dance. "I think it’s a wonderful program, and I’m just really grateful that I’ve been able to participate." Read more in Iowa Now: https://bit.ly/2K0KEq7

Leadership Development by the numbers

100% surveyed strongly agreed that “my coach effectively encouraged a climate of trust and openness.”

92% surveyed participants strongly agreed that participation increased their productivity, with reporting contributions to greater effectiveness in their departments

>85% faculty/staff joining UI grad network via completion of in-depth leadership development

Organizational Development

The Ideas Lab, by the Office of the VP for Research & Economic Development (UI strategic goal=Research and Discovery)

This lab, a collaboration with Aaron Kline, Research Development in the OVPR, and United Kingdom-based company, Knowinnovation, focused on addressing the nation’s Opioid epidemic. Close to 30 UI faculty clinicians, researchers, and administrators participated in a three-day “think tank” with the goal of creating new interdisciplinary partnerships and research proposals. Early outcomes include a multi-disciplinary grant submission, presentations at Hancher, and ongoing teams.

The Solutions Lab by the Division of Student Life (DSL)
(UI strategic goal=Diversity Recruitment/Retention, and Student Success)

One of Student Life’s top priorities is increasing the recruitment, retention, and advancement of diverse staff and an inclusive culture. Over 70 DSL staff, plus students, staff and faculty engaged in the DSL Solutions Lab process, serving as mentors, designers, and pilots.

Eight cross-functional teams, from Interview Ambassadors to Onboarding and Belonging & Connection groups have continued work. “Huge, huge thanks to you for the amazing Solutions Lab, and all it is setting into motion!” -Linda Kroon, Director, WRAC

"Thank you for the many ways you support Student Life at Iowa!”

Dr. Melissa Shivers, VP for Student Life

Organizational Development by the numbers

100% of colleges & divisions served

Supporting change and continuous improvement in:

Strategy: direction-setting & execution
Structure: workforce planning & work redesign
Performance: workplace culture & team functioning
Process: systems & process assessment

Example: >550 faculty, staff, and residents in two colleges and multiple departments participated in OE-led strategic planning

“We could not have done this without you!...Deeply grateful,” Dr. Colin Derdeyn, Chair and DEO, Radiology
Supervisory Onboarding Research from Gallup indicates that managers (supervisors) account for at least 70% of the variance in employee engagement scores. This puts a spotlight on the value and impact of having a supervisor who is skilled at creating an environment where engagement and productivity thrive. To support the development of the more than 3,300 administrative supervisors at the University of Iowa, Learning and Development piloted a series of four instructor-led supervisory onboarding sessions in FY18. The sessions were designed for supervisors new-to-the-UI, and individuals who were recently promoted into supervisory positions. Topics included communication skills, emotionally intelligent supervision, results-oriented performance, and information related to working at a public institution of higher education. The feedback was very positive, and the sessions will be offered as a full series beginning in fall 2018.

<table>
<thead>
<tr>
<th>Awards &amp; Recognition by the numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>28</strong> employees were awarded Mary Jo Small Staff Fellowships for conferences or meetings outside the UI</td>
</tr>
<tr>
<td><strong>44</strong> employees awarded scholarships for state-wide leadership conferences to see internationally-renowned speakers</td>
</tr>
<tr>
<td><strong>174</strong> requests for financial support for an academic class were met through the Tuition Assistance Program</td>
</tr>
<tr>
<td><strong>229</strong> employees received Professional Development Awards for UI Learning &amp; Development fee-required events</td>
</tr>
</tbody>
</table>

**Staff Appreciation Grants**
OE provides consultation and resources to assist staff and their departments to provide an open and clear process for recognizing staff efforts. In FY18, there were:

- **81** Applications
- **5,438** Staff Members Served
- **$21,820** disbursed towards that end

The UI was recognized at the annual Iowa Lean Consortium conference (ILC) with two distinguished awards: Dick See was awarded the Iowa Lean Champion Award, and the University of Iowa received the annual Iowa Partners in Efficiency (IPE) award for the TIER effort.

**The Improving our Workplace Award (IOWA)** was awarded to four teams in fall 2017, with two individuals and two teams awarded in spring 2018. Awardees included groups from Digital Noon News, OneIT, Science Thursdays, the Staff Appreciation Meal Committee, the Short Coat Podcast, and UIHC Spiritual Services. The two individuals awarded were Jay Paulsen and Bret Feddern.

UI Leadership Development won a national LEAD award from HR.Com in 2017, and again in 2018 for Customized Leadership and Organizational Development Programming. Thanks to UI Deans, Senior Associate Deans and collegiate HR Directors across campus for nominating, and encouraging, faculty and staff to apply to our four comprehensive leadership programs!

The Executive Leadership Academy-Higher Education Class of 2017-2018 was recognized at the ELA Showcase. Participants led poster and presentation sessions for campus leadership at the end-of-year graduation in May on these four projects, which have significantly contributed to promote student success, research and discovery, and outreach and engagement for the U of I.

- **Exemplary Libraries, Archives, and Museums (GLAM)** for UI Library and Museum of Art
- **UI Mobile Clinics (UIMC)** for the University of Iowa, UI Health Care, and Iowa Communities
- **University Counseling Services (UCS)** for University Counseling Services and the Division of Student Life
- **Workplace of the Future** for University Human Resources