



Finance | Vision & Values

Vision: ***A Valued & Trusted Financial Partner***

Collaborative Partner
We recognize that we can only succeed through our relationships with others. We partner within our University community to accomplish mutual goals in support of our mission: teaching, research, service and patient care. Our partnerships are based on authentic communication and a commitment to working together.

Diverse and Inclusive Teams
We value diversity, equity, inclusivity and respect. We strive to create a culture where every team member feels included and valued, and where different backgrounds, perspectives, and ideas are celebrated.



Strategic Continuous Improvement
We value innovative ideas that challenge the status quo, empower each team member to make changes that deliver results, and we seek to add value in everything we do.

Impeccable Source of Information
We believe that the information and data we provide to our stakeholders must be accurate, consistent, clear, timely and accessible.

Service Excellence
We believe in the importance of anticipating and understanding the needs of our stakeholders, and in striving to always exceed expectations.

Finance Values | Collaborative Partner

Collaborative Partner

We recognize that we can only succeed through our relationships with others. We partner within our University community to accomplish mutual goals in support of our mission: teaching, research, service and patient care. Our partnerships are based on authentic communication and a commitment to working together.



A Valued & Trusted Financial Partner

Sample Descriptive Behaviors

- Seeks out opportunities for interdisciplinary collaboration and pull in experts as needed
- Encourages debate to create a better outcome, and supports final decision
- Contributes to creating a positive environment for others
- Recognizes the interdependency of processes and seeks to understand others' roles
- Shares credit for successful outcomes
- Encourages team members to be advocates of their own ideas
- Supports team decision over individual opinion
- Engages with faculty and staff across the institution on a regular basis
- Participates in groups and communities of practices that are initiated by our partners
- Engages with partners in a timely manner to gather diverse inputs/perspective/needs for the future state.
- Seeks specific feedback from those whom we support on how we could be better partners
- Shares/communicates status and progress with partners
- Reaches out to other functions within Finance to connect the big picture
- Dedicates time to listen to partners across the institution, to understand their needs and perspectives and proactively identifies value-added solutions.
- Interacts with partners to gather ideas before spending time & effort to develop solutions.
- Asks schools and units about their strategic priorities and offers ideas that support them
- Builds relationships across University community through informal connections
- Meets 1:1 with team members and encourages their perspectives at team meetings
- Uses collaboration tools to engage others
- Seeks opportunities to develop collaborative skills
- Practices being fully present in all meetings
- Fully engages participants in meetings
- Holds focus groups with appropriate stakeholders, including faculty
- Proactively considers and reaches out to affected parties
- Plans collaborative activities within projects/tasks
- Prioritizes mission-related initiatives
- Practices consensus decision-making by providing opportunity for input
- Asks “how might this affect someone else” when making decisions
- Leads with “how might we?” statements rather than “I can’t do that.”

Finance Values | Strategic Continuous Improvement

Strategic Continuous Improvement

We value innovative ideas that challenge the status quo, empower each team member to make changes that deliver results, and we seek to add value in everything we do.



***A Valued & Trusted
Financial Partner***

Sample Descriptive Behaviors

- Uses Lean tools to discover opportunities to improve processes
- Plans and tests ideas prior to implementation
- Identifies metrics for success
- Evaluates outcomes to determine success
- Asks, "How might we?" to challenges the status quo
- Schedules dedicated times for innovative thinking and discussion
- Asks others what matters most (value)
- Considers processes from end to end - outside of immediate function
- Proposes innovative ideas
- Asks for feedback from team members
- Sees a problem and proposes a solution
- Actively observes and sets time aside to discuss lessons learned
- Celebrates innovative ideas in a meaningful way
- Communicates desired outcomes to empower team members to achieve them Sets ambitious goals for performance
- Asks "Why do I do this? Is this valued by the people I support?"
- Collects feedback from partners seeking opportunities to improve
- Takes calculated risks and learns from failures in the spirit of improvement
- Measures work (productivity, quality, accuracy, etc.) to identify opportunities for improvement
- Participates in continuous improvement projects
- Sets and works towards shared goals across UVAFinance
- Publicly recognizes improvements
- Questions the purpose behind process steps and questions whether they are producing value
- Seeks out best practices
- Creates space for innovation
- Assesses current state process/steps to identify opportunities for improvement
- Engages vendors/external partners in continuous improvement efforts

Finance Values | Service Excellence

Service Excellence

We believe in the importance of anticipating and understanding the needs of our stakeholders, and in striving to always exceed expectations.



***A Valued & Trusted
Financial Partner***

Sample Descriptive Behaviors

- Follows-through on commitments and deadlines
 - Reaches out to University community members to determine needs
 - Seeks alternatives to resolving problems and shares with those affected
 - Considers a way to say "yes" to requests by asking questions regarding specific needs
 - Explains rationale when unable to meet specific request and offers alternate solutions
 - Responds fully to questions by anticipating additional helpful information
 - Identifies most appropriate method of communication based on situation
 - Fully explains and asks questions to ensure understanding
 - Writes clear communications with end user in mind
 - Restates requested service to confirm stakeholder needs
 - Uses "show and tell" to demonstrate potential solutions
 - Actively solicits feedback from partners across the institution
- Manages expectations, and seeks to exceed them
 - Is transparent about processes, metrics, costs, explaining details behind the services and/or answers provided
 - Provides visibility that enables partners to track service delivery, through every step of the process
 - Sends out survey to partners, asking them to rate services at the point of service delivery, so we can get explicit feedback on individual interactions
 - Fully understands the "why" before giving the "how"
 - Demonstrates flexibility to meet specific stakeholder needs
 - Strives to learn specific audience needs
 - Provides realistic expectations for completing tasks
 - Identifies all available options
 - Communicates changes to reinforce the value of providing feedback about our services
 - Changes/improves service delivery

Finance Values | Impeccable Source of Information

Impeccable Source of Information

We believe that the information and data we provide to our stakeholders must be accurate, consistent, clear, timely and accessible.



***A Valued & Trusted
Financial Partner***

Sample Descriptive Behaviors

- Validates accuracy of information before sharing
- Ensures information makes sense to user by asking questions for clarification
- Shares information and explains how it was developed
- Takes the time to listen patiently for stakeholder questions
- Presents information in a way that is aesthetically pleasing
- Provides information that is timely, concise, and precise – every time!
- Processes around information support are well-defined, broadly understood, consistent, and well-documented
- Establishes lean, ad-hoc reporting capability
- Works with partners to establish how things are tracked
- Maintains confidentiality, sensitivity, and empathy for what our partners are experiencing
- Shows work and revises approach if more information becomes available
- Collaborates with partners on ideas before spending time & effort to develop solutions
- Validates information through multiple data sources prior to sharing
- Cites or has sources used to validate information available
- Participates in professional development to build knowledge and skills
- Creates a system of checks and balances
- Rewards team members for finding data errors
- Being confident in the information we provide ensuring the data is available/reliable
- Seeks others' perspectives
- Says "I don't know....and I will find out"

Finance Values | Diverse and Inclusive Teams

Diverse and Inclusive Teams

We value diversity, equity, inclusivity and respect. We strive to create a culture where every team member feels included and valued, and where different backgrounds, perspectives, and ideas are celebrated.



***A Valued & Trusted
Financial Partner***

Sample Descriptive Behaviors

- Intentionally seeks out diverse members when recruiting new talent.
- Seeks to recruit and refer candidates that reflect the broader community.
- When recruiting new talent, considers ways to encourage a diverse candidate pool.
- Participates on search committees for new talent, following UVA guidelines for equitable searches.
- In interviews with candidates, use questions that ask candidates to demonstrate their commitment to diversity, equity, and inclusion.
- Engages in learning opportunities on diversity, equity, and inclusion including training, sprint discussions, book discussions, etc.
- Ensure that compensation actions are equitable.
- Consider retention, inclusivity, and equity for internal promotions, providing career advancement opportunities for all team members
- Facilitates diverse input and inclusion in meetings
- Promotes an environment where team members feel welcomed, valued, and included.
- Considers who needs to be “at the table” and ensure there are opportunities for inclusion.
- Seek ways to make HR practices more equitable and inclusive.
- Provide coaching and mentoring opportunities to all team members.
- Encourage professional development for all team members.
- Participate in Inclusive Excellence committees and opportunities for engagement.
- Provide thoughtful feedback on Inclusive Excellence strategic goals.
- Encourage multicultural engagement opportunities such as focus groups, discussions, networking events
- Encourage development in managing conflict and holding difficult conversations.
- Promote and model an environment that encourages effective bystander intervention.