**Operational Excellence Implementation Cohorts**Updated: March 21, 2019

February  
Training and Implementation – Cohort 1:

* Adams School of Dentistry
* Gillings School of Global Public Health
* Kenan-Flagler Business School
* School of Education
* School of Law
* School of Medicine
* School of Social Work
* Athletics
* VC for Finance and Operations
* VC for Innovation, Entrepreneurship and Economic Development
* VC for Research
* VC for Workforce Strategy, Equity and Engagement

April   
Training and Implementation – Cohort 2:

* College of Arts and Sciences
* School of Government
* School of Information and Library Science
* General Alumni Association
* Office of Ethics Education and Policy Management
* Office of the Chancellor
* Office of University Counsel
* University Libraries
* University Ombuds
* VC for Information Technology and Chief Information Officer

July  
Training and Implementation – Cohort 3:

* UNC Eshelman School of Pharmacy
* School of Media and Journalism
* School of Nursing
* Summer School
* The Graduate School
* Academic Initiatives
* Academic Personnel
* Office of the Executive Vice Chancellor and Provost
* Office of Undergraduate Admissions
* UNC Global
* VC for Development
* VC for Public Affairs
* VC for Student Affairs
* VC for University Communications

Notes:

* Each cohort reflects a mix of academic schools and administrative units, with more schools weighted in Training and Implementation Cohort 1
* Training and implementation cohorts are specifically crafted based on level of engagement in Phase 1, research intensity, and size
* Pilot units for each wave will be determined on a case-by-case basis