

FY 2019-2022 Strategic Planning Updates



September 9, 2020

FY 2019-2022 Strategic Plan Updates

FOCUSED AREAS	TOTAL GOALS	TOTAL OBJECTIVES	ACCOMPLISHED	PARTIALLY MET OR ON-GOING
EDUCATION	4	24	17	7
RESEARCH	1	3		3
CLINICAL CARE	2	4	1	3
ADMINISTRATION	3	12	4	8

EVMS Education

(Drs. Flenner, Combs, Counselman)



EG #1: Strengthen the undergraduate medical education program – E1.1, E1.2

<p>OBJECTIVES</p>	<p>STATUS OF ACCOMPLISHMENT <i>(Accomplished, On-going, Not yet started, No longer relevant)</i></p>	<p>DESCRIBE THE RESULTS YOU HAVE SEEN & THE METRICS USED TO MONITOR PROGRESS</p>
<p>E1.1: Expand the number of foundations sciences faculty to serve as medical education experts.</p>	<p>On-going</p>	<p>Recruited one of two foundational science faculty, in March 2019 to strengthen M-1 / M-2 curriculum.</p> <p>Module evaluation data will indicate improved curriculum.</p>
<p>E1.2: Create co-clerkship director position for every core clerkship.</p>	<p>Accomplished</p>	<p>Clerkship evaluation data.</p> <p>% of student receiving mid-clerkship feedback.</p> <p>Improvement in timely grade submission.</p>

EG #1: Strengthen the undergraduate medical education program – E1.3, E1.4

OBJECTIVES	STATUS OF ACCOMPLISHMENT <i>(Accomplished, On-going, Not yet started, No longer relevant)</i>	DESCRIBE THE RESULTS OF THIS EFFORT AND THE METRICS USED TO MONITOR PROGRESS
E1.3: Develop and implement an Academy of Educators.	Accomplished	<ul style="list-style-type: none"> • 19 initial members accepted and additional members are in the process of being recruited. • Metrics for progress include: # of applicants, # of members, # and quality of events, members engagement, comparison with national data.
E1.4: Hire part-time clinical education faculty to lead key components of CF Curriculum.	Accomplished	Module evaluation data will indicate improved curriculum. Satisfaction with effectiveness on clinical education module.

EG #1: Strengthen the undergraduate medical education program – E1.5, E1.6

OBJECTIVES	STATUS OF ACCOMPLISHMENT <i>(Accomplished, On-going, Not yet started, No longer relevant)</i>	DESCRIBE THE RESULTS OF THIS EFFORT & THE METRICS USED TO MONITOR PROGRESS
E1.5: Improve the Interprofessional Education (IPE) component in the CareForward Curriculum.	Accomplished	Under the leadership of Dr. Jennifer Ryal, IPE was integrated into the CF Curriculum. Improve satisfaction on AAMC GQ. Improve collaboration on an Interprofessional team.
E1.6: Enhance the operating room (OR) skills of interprofessional students with early introduction of asepsis and suturing technique within a longitudinal curriculum.	Accomplished	Clinical evaluation of students on Surgical clerkship.

EG #1: Strengthen the undergraduate medical education program – E1.7, E1.8

<p>OBJECTIVES</p>	<p>STATUS OF ACCOMPLISHMENT <i>(Accomplished, On-going, Not yet started, No longer relevant)</i></p>	<p>DESCRIBE THE RESULTS OF THIS EFFORT AND THE METRICS USED TO MONITOR PROGRESS</p>
<p>E1.7: Create and fill an Assistant Dean for Assessment and Evaluation position.</p>	<p>Accomplished</p>	<p>Frequency of third party evaluation of modules & clerkships for MEC.</p>
<p>E1.8: Establish EVMS as the global leader in Point of Care Ultrasound (POCUS) for undergraduate medical and health professions education.</p>	<p>Accomplished</p>	<p>Ultrasound questions on residency preparedness survey.</p>

EG #1: Strengthen the undergraduate medical education program – E1.9, E1.10

<p>OBJECTIVES</p>	<p>STATUS OF ACCOMPLISHMENT <i>(Accomplished, On-going, Not yet started, No longer relevant)</i></p>	<p>DESCRIBE THE RESULTS OF THIS EFFORT AND THE METRICS USED TO MONITOR PROGRESS</p>
<p>E1.9: Support the supervision, administration, and growth of EVMS Global Health programs.</p>	<p>Accomplished</p>	<p># of students participating. # of programs.</p>
<p>E1.10: Increase the number of individuals available to provide academic counseling services to learners at EVMS in order to improve student performance on assessments, including high-stakes USMLE exams.</p>	<p>Accomplished</p>	<p># of providers. # of contact hours per year with students Step 1 scores & pass rates.</p>

EG #2: Strengthen the School of Health Professions educational program – E2.1, E2.2

OBJECTIVES	STATUS OF ACCOMPLISHMENT <i>(Accomplished, On-going, Not yet started, No longer relevant)</i>	DESCRIBE THE RESULTS OF THIS EFFORT AND THE METRICS USED TO MONITOR PROGRESS
E2.1: Hire one new full-time Biostatistics faculty member to deliver coursework for the Master of Healthcare Analytics (MHA) and Master of Public Health (MPH) programs.	Accomplished	Hired Mohan D. Pant, PhD.
E2.2: Hire one new full-time Health Management and Policy faculty member to deliver coursework in the MPH program, as well as support courses in the MHA, MHDS, and DHSc programs as appropriate.	Accomplished	Hired Gregory Scott, PhD.

EG #2: Strengthen the School of Health Professions educational program – E2.3, E2.4

OBJECTIVES	STATUS OF ACCOMPLISHMENT <i>(Accomplished, On-going, Not yet started, No longer relevant)</i>	DESCRIBE THE RESULTS OF THIS EFFORT AND THE METRICS USED TO MONITOR PROGRESS
E2.3: Provide approximately five faculty/staff within EVMS (per year) the opportunity for tuition waivers.	Accomplished	13 Students in FY 21 7 Students in FY19 8 Students in FY 20.
E2.4: Create and implement a marketing plan for new certificate programs offered through the School of Health Professions.	Ongoing	Continuing to design focused marketing effort with Enrollment and Admissions Office.

EG #2: Strengthen the School of Health Professions educational program – E2.5, E2.6

OBJECTIVES	STATUS OF ACCOMPLISHMENT <i>(Accomplished, On-going, Not yet started, No longer relevant)</i>	DESCRIBE THE RESULTS OF THIS EFFORT & THE METRICS USED TO MONITOR PROGRESS
E2.5: Improve the educational infrastructure for distance education programs by renovating the studio.	Accomplished	Studio renovated.
E2.6: Develop and implement an external-assessment process for School of Health Professions academic programs that do not have an accrediting body.	Ongoing	Completed review of 7 programs : <i>Biomedical Sciences, PhD, Biomedical Sciences Research, MS, Biotechnology, MS, Contemporary Human Anatomy, MS, Laboratory Animal Science, MS, Medical Master's, Medical and Health Professions Education.</i>

EG #3: Develop and implement a Strategic Enrollment Plan for EVMS educational programs – E3.1, E3.2

<p>OBJECTIVES</p>	<p>STATUS OF ACCOMPLISHMENT <i>(Accomplished, On-going, Not yet started, No longer relevant)</i></p>	<p>DESCRIBE THE RESULTS OF THIS EFFORT AND THE METRICS USED TO MONITOR PROGRESS</p>
<p>E3.1: Hire a consultant to guide the process of development and implementation of the plan.</p>	<p>Accomplished</p>	<p>Ruffalo Noel Levitz was retained through a competition RPF process and Dr. Boyd A. Bradshaw was assigned as the Senior Associate Consultant. The Consultant conducted eight site visits over 11 months providing technical assistance, transfer of knowledge, skill training, and mentorship to the EVMS team members involved in the strategic enrollment plan’s development.</p>
<p>E3.2: Develop an annual recruitment plan that supports the admissions and enrollment needs of all EVMS educational programs.</p>	<p>Accomplished</p>	<p>A 3-year strategic enrollment plan was developed for the SHP programs which includes:</p> <ul style="list-style-type: none"> • over 60 strategies designed to enhance overall recruitment and enrollment • 6 action plans focused on enrollment process, impact, projected returns on investment, anticipated growth, and compatibility with EVMS’ mission.

EG #3: Develop and implement a Strategic Enrollment Plan for EVMS educational programs – E3.3, E3.4

<p>OBJECTIVES</p>	<p>STATUS OF ACCOMPLISHMENT <i>(Accomplished, On-going, Not yet started, No longer relevant)</i></p>	<p>DESCRIBE THE RESULTS OF THIS EFFORT AND THE METRICS USED TO MONITOR PROGRESS</p>
<p>E3.3: Develop a marketing and communications outreach plan to support recruitment efforts.</p>	<p>Partially met and Ongoing</p>	<p>The Strategic Enrollment Marketing Action Plan includes:</p> <ul style="list-style-type: none"> • Implement the Enrollment Management Platform (EMP) system (effective 11/2019) • Digital Marketing Campaign launched in early winter for 7 programs creating 539 leads, 21 paid applications, 9 offers, 8 course registrations for fall 2020, and 1 matriculated student (in progress) • Provide regular reports to stakeholders on current conversion efforts (in progress) • Hire an enrollment marketing and communications manager for the CRM/EMP (Didn't start)
<p>E3.4: Produce admissions and enrollment marketing materials.</p>	<p>Accomplished</p>	<p>MARCOM created and launch the go.evms.edu recruitment website and related marketing materials within the EMP system. The website support the schools ability to track individuals thus assisting programs with the capability to nurture program leads to students.</p>

EG #4: Improve the clinical education sites for programs and maintain critical relationships with key educational partners – E4.1, E4.2

<p>OBJECTIVES</p>	<p>STATUS OF ACCOMPLISHMENT <i>(Accomplished, On-going, Not yet started, No longer relevant)</i></p>	<p>DESCRIBE THE RESULTS OF THIS EFFORT AND THE METRICS USED TO MONITOR PROGRESS</p>
<p>E4.1: Negotiate with key partners to maintain opportunities and increase teaching activity at clinical sites.</p>	<p>Ongoing</p>	<p>Through reports from programs that require clinical rotations and instruction, there has been some attrition along with gains made through new groups to try to maintain our current supply gaps in programs (Psych, WH) have improved an some have small surpluses.</p>
<p>E4.2: Provide administrative support to improve access to clinical teaching sites.</p>	<p>Ongoing</p>	<p>CERS keeps ongoing communication to ensure continued support for clinical education. A recruiting app that will be used by CERS to improve tracking of potential preceptors is in development.</p>

EG #4: Improve the clinical education sites for programs and maintain critical relationships with key educational partners – E4.3, E4.4

<p>OBJECTIVES</p>	<p>STATUS OF ACCOMPLISHMENT <i>(Accomplished, On-going, Not yet started, No longer relevant)</i></p>	<p>DESCRIBE THE RESULTS OF THIS EFFORT AND THE METRICS USED TO MONITOR</p>
<p>E4.3: Increase the number of EVMS alumni willing to serve as clinical preceptors for third- and fourth-year</p>	<p>Ongoing</p>	<p>New online alumni community developed using iModules as platform. All alumni preceptors for 2015-2018 received appreciation gift. Created comprehensive list of alumni and non-alumni MD and HP preceptors. Ongoing collaboration between Alumni Relations, Medical Education and Clinical Education Recruitment and Support.</p>
<p>E4.4: Increase the involvement of EVMS residents and fellows in teaching EVMS medical students</p>	<p>Accomplished</p>	<p>Residents as Teachers program is now in its third year. For 2019-2020 academic year, residents provided 40.25 hours of medical student instruction (less than the previous year due to COVID19).</p>

EVMS Research

(Dr. Wasilenko)



RG #1: Enhance multidisciplinary research that aligns with funding opportunities, institutional goals and community health needs – R1.1, R1.2

<p>OBJECTIVES</p>	<p>STATUS OF ACCOMPLISHMENT <i>(Accomplished, On-going, Not yet started, No longer relevant)</i></p>	<p>DESCRIBE THE RESULTS YOU HAVE SEEN & THE METRICS USED TO MONITOR PROGRESS</p>
<p>R1.1: This objective is comprised of four specific and complementary elements: Faculty Collaboration, Seed Funding, Equipment Upgrades and Data Enhancements.</p>	<p>Accomplished and on-going</p>	<p>1. Several MDR/team research events held in 2020 (NIH and UVA speakers); delayed due to COVID but more planned. 2. Seed grants awarded for MDR (1), clinical (5), exploratory (4); more planned in FY21. 3. Most equipment upgrades accomplished including freezer monitors, centrifuges, instrumentation, etc. Some will be finished in FY21. 4. Data enhancements targeted in fall 2020 with launch and implementation of VIVO researcher profiling system. 5. MDR facilitator/manager position filled in Research Office</p> <p>Metrics: New grants awarded; sustained team collaboration and events; increased research for medical students</p>
<p>R1.2: Strategic recruitment of faculty to strengthen competitiveness in multidisciplinary research (MDR)</p>	<p>Accomplished and on-going</p>	<p>Neuroscience researcher recruited (Dr. Guo) for neuroscience MDR research. Other translational research recruits planned for FY21 that will contribute to team MDR. Seed funds targeted for these recruits.</p>

RG #1: Enhance multidisciplinary research that aligns with funding opportunities, institutional goals and community health needs – R1.3

<p>OBJECTIVES</p>	<p>STATUS OF ACCOMPLISHMENT <i>(Accomplished, On-going, Not yet started, No longer relevant)</i></p>	<p>DESCRIBE THE RESULTS OF THIS EFFORT AND THE METRICS USED TO MONITOR PROGRESS</p>
<p>R1.3: Develop research education infrastructure, resources and mentored experiences for trainees to successfully engage in scholarly projects that meet the needs for EVMS educational program completion.</p>	<p>On-going</p>	<ol style="list-style-type: none"> 1. Additional stipend support for summer scholars and mentor support provided in FY20 and on-going. 2. Poster boards numbers for research day increased 3. Coordination of student research-related travel resources in Research Office via new staff duties. 4. VIVO researcher profiling system launched in fall 2020 will enhance awareness of research opportunities for medical students <p>Metrics: Continued increase and satisfaction of research opportunities by learners. Increased scholarly presentations by students.</p>

EVMS Clinical Care

(Drs. Abuhamad, Deutsch, Stauder)



CG #1: Right-size the academic faculty in the five (5) core clinical departments with EVMS medical group – C1.1

<p>OBJECTIVES</p>	<p>STATUS OF ACCOMPLISHMENT <i>(Accomplished, On-going, Not yet started, No longer relevant)</i></p>	<p>DESCRIBE THE RESULTS YOU HAVE SEEN AND THE METRICS USED TO MONITOR PROGRESS</p>
<p>C1.1: Add faculty to the 5 core clinical departments to ensure optimal undergraduate medical education; - FM, IM, OBGYN, Psych, Surgery</p>	<p>Accomplished</p>	<p>1 FTE faculty hired in each of the identified departments.</p> <p>Identified departments have hired faculty and are monitoring and identifying % time devoted to teaching (on average 40%), clinical (on average 35%) and scholarly activity (5%).</p>

CG #2: EVMS medical group will become “ACO ready” – C2.1, C2.2

<p>OBJECTIVES</p>	<p>STATUS OF ACCOMPLISHMENT <i>(Accomplished, On-going, Not yet started, No longer relevant)</i></p>	<p>DESCRIBE THE RESULTS OF THIS EFFORT AND THE METRICS USED TO MONITOR PROGRESS</p>
<p>C2.1: Develop education and training for providers regarding HCC coding.</p>	<p>On-going <i>COVID-19 impacted full education plan</i></p>	<ul style="list-style-type: none"> Established pilot program with Optima Medicare Advantage to identify Risk Adjustment Gaps for patients in EVMS Ghent Family Medicine, EVMS Portsmouth Family Medicine and EVMS Internal Medicine Primary Care to develop a communication plan to providers with targeted education and notification. Target date: Fall 2020 HCC notifications for all carriers will be turned on in the EHR after our September software upgrade. Evaluating MGMA software to help us identify areas needed to train providers.
<p>C2.2: Upgrade the telephone system so as to facilitate the patient appointment scheduling process and referring physician communication.</p>	<p>On-going</p>	<p>EVMS Telecommunications will facilitate install the fibro-optics. Then the new call center at ODU will be activated.</p>

CG #2: EVMS medical group will become “ACO ready” – C2.3

<p>OBJECTIVES</p>	<p>STATUS OF ACCOMPLISHMENT <i>(Accomplished, On-going, Not yet started, No longer relevant)</i></p>	<p>DESCRIBE THE RESULTS OF THIS EFFORT AND THE METRICS USED TO MONITOR PROGRESS</p>
<p>C2.3: Review, revise and monitor EHR workflows to ensure that they are as efficient and effective as possible. A consultant would be hired to evaluate the various department workflows and recommend best practices to be implemented.</p>	<p>On-going</p>	<p>Galen Consulting hired 1st quarter FY'20 with primary objective to optimize tasking workflows for all providers and staff. Best practices implemented across the practice plan to optimize task views, patient messages, prescription refills.</p> <p>Process Improvement Committees with Physician Champions and Operational Catalyst have been implemented in Charge Capture Coding, HMSS/Medical Records and Quality to continue to monitor and improve workflows.</p>

EVMS Administration

(Mr. Gemedá and Drs. Archer, Counselman)



AG #1: Examine wellness across the EVMS community and develop an institution-wide, coordinated wellness initiative – A1.1, A1.2

<p>OBJECTIVES</p>	<p>STATUS OF ACCOMPLISHMENT <i>(Accomplished, On-going, Not yet started, No longer relevant)</i></p>	<p>DESCRIBE THE RESULTS YOU HAVE SEEN AND THE METRICS USED TO MONITOR PROGRESS</p>
<p>A1.1: Identify a faculty member to champion the development and coordination of institution-wide activities focused on wellness, including burnout.</p>	<p>Accomplished</p>	<p>Appointed EVMS Wellness Officer Dr. Serina Neumann.</p>
<p>A1.2: Task the identified wellness champion with developing and implementing a mechanism for a targeted solution-based approach at the level of the departments and programs.</p>	<p>On-going</p>	<p>Completed: Created Mission and Vision for EVMS Wellness; Identified and centralized all programs and resources at newly created website <u>EVMS Wellness</u>; Identified gaps in wellness programs and resources.</p> <p>In Progress: Developing Pro-briefing Programs for Faculty/Staff to address stress and prevent burnout in real time; Developing awareness and incentive programs for engagement in wellness program initiatives.</p>

AG #1: Examine wellness across the EVMS community and develop an institution-wide, coordinated wellness initiative – A1.3, A1.4

OBJECTIVES	STATUS OF ACCOMPLISHMENT <i>(Accomplished, On-going, Not yet started, No longer relevant)</i>	DESCRIBE THE RESULTS YOU HAVE SEEN AND THE METRICS USED TO MONITOR PROGRESS
<p>A1.3: Task EVMS Faculty Affairs and Professional Development and EVMS Human Resources with making workshops available to serve as an aid to improve professional well-being.</p>	<p>On-going</p>	<ul style="list-style-type: none"> • Teamed with Faculty Development to create Wellness Series. • Conducted Faculty and Staff wellness survey.
<p>A1.4: Establish a Dean’s Standing Committee on Wellness</p>	<p>Accomplished</p>	

AG #2: Develop a data collection, management, and reporting infrastructure to facilitate access to information internally and externally – A2.1, A2.2

<p>OBJECTIVES</p>	<p>STATUS OF ACCOMPLISHMENT <i>(Accomplished, On-going, Not yet started, No longer relevant)</i></p>	<p>DESCRIBE THE RESULTS YOU HAVE SEEN AND THE METRICS USED TO MONITOR PROGRESS</p>
<p>A2.1: Develop centralized personnel and system infrastructure for institutional effectiveness – data collection, management and reporting</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> • OSPIE Established • Recruitment of Director of Data Analytics Completed • Recruitment of Strategic Planning and Institutional Effectiveness in progress.
<p>A2.2: Develop a system for campus-wide standardization of data definitions and report production based on accreditation standards and grant requirements.</p>	<p>Accomplished</p>	<ul style="list-style-type: none"> • Preliminary report transferred to OSPIE.

AG #2: Develop a data collection, management, and reporting infrastructure to facilitate access to information internally and externally – A2.3, A2.4

OBJECTIVES	STATUS OF ACCOMPLISHMENT <i>(Accomplished, On-going, Not yet started, No longer relevant)</i>	DESCRIBE THE RESULTS YOU HAVE SEEN AND THE METRICS USED TO MONITOR PROGRESS
<p>A2.3: Implement a mission-driven community engagement effort, supported by data.</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> • Hired two EVMS MPH interns to assist with data collection across departments • Report generated: • 119 EVMS initiatives were contacted • Community Engagement Service Hours: 101,662.74 • GivePulse platform explored and implemented for data collection and reporting
<p>A2.4: Implement a succession plan for EVMS' Chief Information Officer by adding one FTE at a level suffice to be groomed as a replacement when the current CIO retires.</p>	<p>Accomplished</p>	<p>Recruitment Completed</p>

AG #2: Develop a data collection, management, and reporting infrastructure to facilitate access to information internally and externally – A2.5

<p>OBJECTIVES</p>	<p>STATUS OF ACCOMPLISHMENT <i>(Accomplished, On-going, Not yet started, No longer relevant)</i></p>	<p>DESCRIBE THE RESULTS YOU HAVE SEEN AND THE METRICS USED TO MONITOR PROGRESS</p>
<p>A2.5: Enhance the institutional telephone-system platform bringing it up to date with capacities to capture communications data for quality improvement and deliver expanded capabilities.</p>	<p>Ongoing</p>	<p>Completed: IPC Mitel contract negotiations and discovery; Development of multi-phase plan with project milestones; Installation of primary VOIP Data Center and dedicated Internet service; Identification of VOIP DRBC Data Center.</p> <p>In Progress: Purchase switches, patch cables, interface modules, handsets; Physical plant modifications and CAT3 cable infrastructure; Prep tasks for user training, ACD setup, VM setup, handset deployment</p> <p>Deployment: Campus (Waitzer underway, Lester to follow).</p> <p>Deployment: Remote (completed SPAH ENT, ODU EVMSMG Contact Center continuing, remaining remote sites on project plan).</p>

AG #3: Enhance communication among EVMS leadership, faculty, staff, residents, fellows, and students; between EVMS departments and divisions; and with our community teaching partners and the communities of Hampton Roads – A3.1

OBJECTIVES	STATUS OF ACCOMPLISHMENT <i>(Accomplished, On-going, Not yet started, No longer relevant)</i>	DESCRIBE THE RESULTS OF THIS EFFORT AND THE METRICS USED TO MONITOR PROGRESS
<p>A3.1: Define, assess and compare (against other organizations) existing communication processes and strategies to identify and fill communication gaps.</p>	<p>Not yet conducted</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Comms Audit: Various delays prevented initiation of this objective (web project, yearbook crisis, pandemic). To be initiated in FY21. Research completed, RFP in development.</p> <p>Peer polling: ongoing via AAMC Group on Institutional Advancement.</p> <p>Survey: Conducted in FY19. Despite yearbook crisis, positive community perception evident with minimal reputational hits. Next survey to be scheduled for FY21.</p>

AG #3: Enhance communication among EVMS leadership, faculty, staff, residents, fellows, and students; between EVMS departments and divisions; and with our community teaching partners and the communities of Hampton Roads – A3.2

OBJECTIVES	STATUS OF ACCOMPLISHMENT <i>(Accomplished, On-going, Not yet started, No longer relevant)</i>	DESCRIBE THE RESULTS OF THIS EFFORT AND THE METRICS USED TO MONITOR PROGRESS
<p>A3.2: Engage faculty, staff, students and leadership in two-way communication processes around challenges and opportunities for EVMS and related organizational actions.</p>	<p>Re-evaluating need</p> <p>Accomplished</p> <p>Ongoing</p> <p>No longer relevant</p>	<p>Online site for Qs: Initially held due to web staff turnover, then various crises. Significant overlap with other services (i.e. compliance hotline). Town Halls are filling this need effectively.</p> <p>Focus groups: Conducted by Dr. Parks-Savage and report developed in January 2019.</p> <p>Discussion series: In-person/Virtual Town Hall format adopted instead with greater senior management participation in response to crises. Tremendous participation (ex. Typically 300-400 participants in virtual) and robust Q&A participation.</p> <p>Internal online satisfaction surveys: Would be duplication of effort. To be rolled into comms audit.</p>

AG #3: Enhance communication among EVMS leadership, faculty, staff, residents, fellows, and students; between EVMS departments and divisions; and with our community teaching partners and the communities of Hampton Roads – A3.3

<p>OBJECTIVES</p>	<p>STATUS OF ACCOMPLISHMENT <i>(Accomplished, On-going, Not yet started, No longer relevant)</i></p>	<p>DESCRIBE THE RESULTS OF THIS EFFORT AND THE METRICS USED TO MONITOR PROGRESS</p>
<p>A3.3: Increase communication about organizational and strategic plan successes to recognize stakeholder contributions to those achievements and enhance overall morale.</p>	<p>Not yet started</p>	<p>Employee recognition: Various delays prevented initiation of this objective (web project, yearbook crisis, pandemic). To be initiated in FY21. Will need to re-evaluate how recognition will occur given decreased foot traffic on campus due to the pandemic.</p>

Thank you

