

# APPENDIX A - STRATEGIC PLAN GOAL TRACKING

## Legend

	Not started
	On track for completion
	Delayed
	Started

## EDUCATION

Train a culturally competent workforce equipped to care for diverse patients, contribute to scientific knowledge and prepare our trainees for meaningful and productive careers in medicine and science

### MEDICAL EDUCATION

**GOAL:** Provide an optimal experience to prepare medical students as future physicians focused on caring for their patients, their communities and themselves.

Action Items	How Achieved	Status
Continuously adapt our curriculum to prepare medical students for excellence as future physicians	<ul style="list-style-type: none"><li>Develop a complementary education strategic plan to outline process improvements and adaptations for the medical education curriculum.</li><li>Track evolving changes to ensure continuous quality improvement in the medical education curriculum.</li></ul>	
Foster a culture of respect and humility that reaffirms our core values	<ul style="list-style-type: none"><li>Partner with the School of Medicine Curriculum Council and the Office of Diversity, Equity and Inclusion to develop a longitudinal anti-bias, anti-racism curriculum framework that will prepare students to care for diverse patients more effectively.</li><li>Develop and implement a plan to assess students' ability to demonstrate cultural humility and respect for all patients and colleagues.</li></ul>	
Address the health and wellness of students through institutional and program-level well-being initiatives	<ul style="list-style-type: none"><li>Track the type and number of initiatives.</li></ul>	
Improve the learning environment	<ul style="list-style-type: none"><li>Develop an enhanced system for centralized reporting, tracking and addressing mistreatment incidents.</li><li>Create a system to acknowledge exemplars of professionalism.</li></ul>	

## GRADUATE MEDICAL EDUCATION

**GOAL:** Provide an optimal graduate medical education experience that fosters the professional growth of our trainees so they are well-prepared to become independent practitioners.

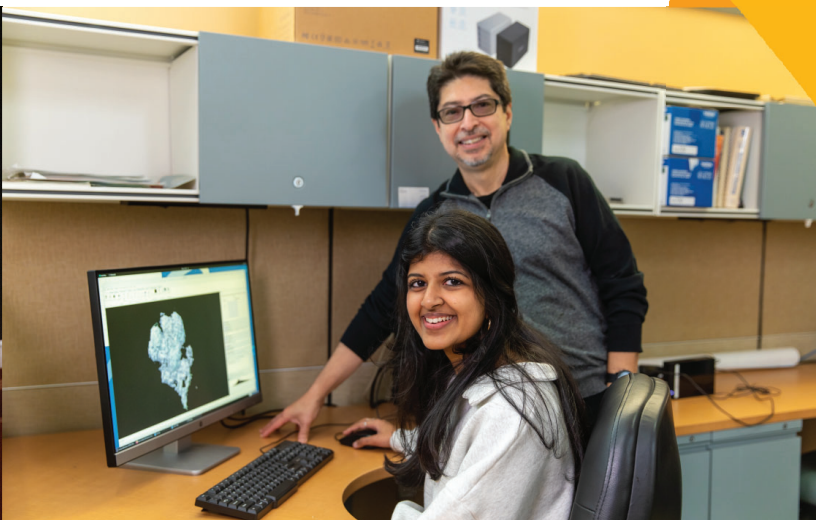
Action Items	How Achieved	Status
Ensure trainees acquire the knowledge and skills, based on the latest evidence-based medical advancements, to become the next generation of attending physicians	<ul style="list-style-type: none"> <li>Track American Board of Medical Specialties exam pass rates and the percentage of programs with a pass rate greater than or equal to 90%.</li> </ul>	
Improve the learning environment by empowering residents and fellows to raise concerns without fear of retaliation or other adverse impacts	<ul style="list-style-type: none"> <li>Track responses to the Accreditation Council for Graduate Medical Education (ACGME) resident survey question about the ability to raise concerns without fear of intimidation or retaliation.</li> <li>Achieve better than national average on completion rates for this question.</li> </ul>	
Address the health and wellness of trainees through institutional and program-level well-being initiatives	<ul style="list-style-type: none"> <li>Track the number of wellness initiatives.</li> </ul>	
	<ul style="list-style-type: none"> <li>Perform above the national mean on more than half of the 12 questions on the ACGME well-being survey.</li> </ul>	
Promote diversity, equity and inclusion through intentional and ongoing educational programming	<ul style="list-style-type: none"> <li>Tracking the number of DEI forums.</li> </ul>	
	<ul style="list-style-type: none"> <li>Track responses to the ACGME resident survey question about fostering an inclusive work environment and achieve better than national benchmarks on completion rates for this question.</li> </ul>	



## GRADUATE EDUCATION

**GOAL:** Enroll and train outstanding and diverse graduate students to prepare them for meaningful and productive careers.

Action Items	How Achieved	Status
Modernize and strengthen the portfolio of graduate programs to prepare students for contemporary research and clinical careers in health sciences	<ul style="list-style-type: none"> <li>Assess training programs in comparison to peer institutions.</li> <li>Align graduate programs with other contemporary programs nationally and with broader research and training initiatives in the school.</li> <li>Increase NIH fellowship grant (F award) applications and successful submissions.</li> </ul>	
Enhance the learning environment to support the career aspirations of basic health sciences graduate students	<ul style="list-style-type: none"> <li>Enhance student career development by strengthening partnership with VCU Career Services to offer programs and resources to students.</li> <li>Expand system for reporting, tracking and addressing concerns in the training environment.</li> <li>Strengthen admissions, recruitment, education and retention of graduate students through inclusive policies, programs and practices.</li> </ul>	
Provide professional development and other training opportunities to faculty to enhance the educational outcomes of students	<ul style="list-style-type: none"> <li>Provide mentor training to faculty advisers.</li> <li>Strengthen teaching techniques through training to enhance instructional delivery.</li> <li>Train program directors on mental health awareness and support.</li> </ul>	



## RESEARCH

Improving health through collaborative science that builds on our strengths in cancer, neurosciences, cardiovascular diseases, liver disease and metabolic health

**RESEARCH | GOAL 1:** Strengthen existing research infrastructure to support both clinical and basic research by targeted investments in administrative support, facilities, technology and equipment.

Action Items	How Achieved	Status
Increase patients enrolled in clinical trials by 50% and increase submission of collaborative grants by 25%	<ul style="list-style-type: none"> <li>Increase the number of clinical research coordinators and administrative personnel to assist with pre- and post-submission tasks for large awards.</li> </ul>	
	<ul style="list-style-type: none"> <li>Improve retention and promotion pathways for research coordinators and research administrators.</li> </ul>	
Collaborate with the Office of the Vice President for Research and Innovation to improve core laboratories to align with research priorities	<ul style="list-style-type: none"> <li>Modernize core facilities used by multiple investigators in line with strategic initiatives.</li> </ul>	
	<ul style="list-style-type: none"> <li>Decrease investment in expensive technologies used by a few or single investigators.</li> </ul>	
Upgrade high-performance IT systems and support	<ul style="list-style-type: none"> <li>Integrate School of Medicine research computing networks with new and existing VCU and VCU Health IT systems.</li> </ul>	
	<ul style="list-style-type: none"> <li>Increase total data storage to 4 petabytes.</li> </ul>	

**RESEARCH | GOAL 2 :** Align resources across departments to support the research portfolio's growth.

Action Items	How Achieved	Status
Continue to seek new innovative collaborations across our medical school, with other colleges and schools on both campuses, with VCU Health and with external partners to serve our community and the commonwealth	<ul style="list-style-type: none"> <li>Use research databases to connect researchers across units.</li> </ul>	
	<ul style="list-style-type: none"> <li>Encourage collaborations through internal and external funding mechanisms.</li> </ul>	
Address historical underrepresentation and structural barriers in scientific studies	<ul style="list-style-type: none"> <li>Screen research proposals to ensure that they satisfy inclusiveness criteria.</li> </ul>	
	<ul style="list-style-type: none"> <li>Require investigators to complete mentorship of diverse trainee courses.</li> </ul>	
Ensure departments and graduate programs are structured, and faculty are provided with resources, to support a full range of biomedical research	<ul style="list-style-type: none"> <li>Reverse attrition in research areas when it aligns with our mission.</li> </ul>	



# PEOPLE

A great place to work, learn and grow for our diverse workforce.

## FACULTY

**FACULTY | GOAL 1:** Recruit and retain a diverse and high-achieving faculty to the School of Medicine.

Action Items	How Achieved	Status
Increase the number of searches with representative pools by 10%	<ul style="list-style-type: none"><li>Use EEO data and recruitment inclusive champions to ensure identification of demographically representative hiring pools.</li></ul>	
Conduct ongoing search committee training	<ul style="list-style-type: none"><li>Track the number of faculty participants completing online training in a year.</li></ul>	
Expand Best Practices Guide for Recruitment	<ul style="list-style-type: none"><li>Enhancing three sections of the current guide: best practices for Zoom, best practices for in-person interviews and reference checking with additional content.</li></ul>	
Develop an academic compensation plan to recognize research and educational excellence and set expectations for research, education and service effort	<ul style="list-style-type: none"><li>Work with faculty and chairs to develop and implement a new academic compensation plan by FY24.</li><li>Develop performance expectations for basic health science faculty and chairs.</li></ul>	
Gather and use information to address retention challenges	<ul style="list-style-type: none"><li>Offer exit surveys for all faculty who leave School of Medicine positions.</li><li>Continue to offer optional exit interviews.</li><li>Report exit survey results to the Dean's Senior Leadership Team and provide actionable steps on a yearly basis.</li></ul>	

**FACULTY | GOAL 2:** Develop basic health sciences and clinical faculty in their multifaceted roles.

Action Items	How Achieved	Status
Monitor and improve the promotion process so faculty have an equal opportunity for promotion	<ul style="list-style-type: none"><li>Develop implicit bias training for peer and School of Medicine committees.</li><li>Implement a quality improvement process for promotion and tenure.</li></ul>	
Provide a variety of faculty development programs	<ul style="list-style-type: none"><li>Track the number and type of programs in a year, utilizing established faculty competencies.</li><li>Develop goal-setting for career development utilizing the new Portfolio system.</li></ul>	

**FACULTY | GOAL 3:** Promote faculty well-being and engagement.

Action Items	How Achieved	Status
Track faculty well-being in partnership with departments	<ul style="list-style-type: none"><li>Support departments' administration of wellness needs assessments and their implementation of actionable information.</li></ul>	
Ensure faculty have ongoing access to and awareness of resources and programs through a central catalog	<ul style="list-style-type: none"><li>Implement a tactical communications plan to promote the catalog to faculty.</li></ul>	

## STAFF

**STAFF | GOAL 4:** Educate staff and leaders to improve job performance and service to the School of Medicine while ensuring clear alignment between individual team members and their departments/units with the overall vision and mission of the school.

Action Items	How Achieved	Status
Create talent management programs to develop existing employees (learn new skills and personal development)	<ul style="list-style-type: none"><li>Improvement in employee retention</li></ul>	

**STAFF | GOAL 5:** Support staff in their career development and advancement by establishing clear career pathways and ensuring full and equitable understanding of and participation in the University's HR development policy.

Action Items	How Achieved	Status
Conduct employee exit surveys Develop career pathway plans for staff	<ul style="list-style-type: none"><li>Measurement of employee promotion and retention</li></ul>	

**STAFF | GOAL 6:** Promote a diverse and equitable environment of learning, research, teamwork, and communication resulting in a sense of community and positive employee morale.

Action Items	How Achieved	Status
Develop activities that bring a sense of community to work Annual staff engagement survey	<ul style="list-style-type: none"><li>Completion of at least 2 staff engagement activities per year</li><li>Growth in engagement surveys</li></ul>	

# FINANCIAL MANAGEMENT

Mission support through fiscal management and philanthropy, with transparency and accountability that aligns with our values

**FINANCIAL MANAGEMENT | GOAL 1:** Ensure the solid financial footing of the School of Medicine by carefully balancing revenue generation and expenses, as well as maximizing efficiencies.

Action Items	How Achieved	Status
Develop meaningful financial statements	<ul style="list-style-type: none"><li>Improve and implement IT tools and dashboards by close of FY24.</li></ul>	
Develop a more disciplined approach to financial processes	<ul style="list-style-type: none"><li>Improve budget process during FY22 for FY23.</li></ul>	
	<ul style="list-style-type: none"><li>Implement a financial strategies plan by close of FY24.</li></ul>	
Align / standardize the School of Medicine's administrative functions	<ul style="list-style-type: none"><li>Implement an administrative strategies plan by close of FY24.</li></ul>	

**FINANCIAL MANAGEMENT | GOAL 2:** Raise \$150 million over the next three years to increase student scholarships, support faculty recruitment and retention, and advance research and clinical care.

Action Items	How Achieved	Status
Develop a culture of philanthropy	<ul style="list-style-type: none"><li>Implement a communications plan to highlight philanthropic successes and impact among internal and external audiences.</li></ul>	
	<ul style="list-style-type: none"><li>Educate physicians and care providers through the Medical Philanthropy Academy (two cohorts annually) and by posting philanthropy education materials online.</li></ul>	
	<ul style="list-style-type: none"><li>Leverage direct marketing (annual giving) to solicit all M.D. and select basic health science alumni, as well as Housestaff of select departments, annually.</li></ul>	
	<ul style="list-style-type: none"><li>Provide meaningful engagement and thoughtful stewardship with donors through giving societies and annual updates on faculty accomplishments (endowed positions) and student success (scholarship recipients).</li></ul>	

## FINANCIAL MANAGEMENT | GOAL 2 (continued):

Action Items	How Achieved	Status
Inspire giving in high impact areas to drive philanthropic opportunities	<ul style="list-style-type: none"> <li>Create and share a minimum of 12 stories a year of alumni achievement that promote high impact areas of diversity, equity and inclusion; student experience; innovative research; faculty excellence; and quality clinical care.</li> </ul>	
	<ul style="list-style-type: none"> <li>Adopt and deploy a HIPAA-compliant, university-supported GPCRM capable of tracking at least 12 KPIs used by topflight academic medical centers with grateful patient fundraising programs by June 30, 2023.</li> </ul>	
	<ul style="list-style-type: none"> <li>Ensure full compliance by updating and refining related MOAs, as well as all policies, procedures and communications relating to patient prospects by Dec. 30, 2022.</li> </ul>	
	<ul style="list-style-type: none"> <li>Continue and improve HIPAA training and deploy widely for fundraisers, related staff and volunteers by June 30, 2023.</li> </ul>	
	<ul style="list-style-type: none"> <li>Explore HIPAA-compliant ways to expand program pipeline by June 30, 2023.</li> </ul>	

