
UNIVERSITY COMMUNICATIONS

FY25 WORK PLAN





UNIVERSITY COMMUNICATIONS OVERVIEW & CORE OBJECTIVES

FY25 WORK PLAN

In August 2019, the UVA Board of Visitors approved A Great and Good University: The 2030 Plan, setting our institutional heading for the next decade. In 2024, University Communications completed a new supporting five-year strategic plan outlining four objectives. Together, these two documents inform the foundation of our annual work plans.

The following represents our first work plan installment for the five years from FY2025-2030. This work plan sets new priorities while reflecting a continuation of the significant work from years prior. Additionally, this work plan is not intended to be a catalog of all that we do. Instead, it outlines the initiatives and activities that we will pursue in FY25 in support of The 2030 Plan and aligned with the objectives described in our five-year strategic plan. This work plan will continue to evolve, reflecting the changing nature of our work. To maintain accountability, this plan is intentionally outlined in a spreadsheet to provide us with a living, breathing document to track progress and timing.

1. CREATE A UNIFIED CONTENT STRATEGY

Our charge is to masterfully tell the University of Virginia story, creating content that advances the overarching goals and aspirations of UVA. This includes promoting key content themes, such as overall excellence, knowledge creation, academic quality, value and being a good neighbor, as outlined in the University's 2030 Plan. As a team, University Communications will create a unified content strategy that outlines our content themes, core audiences, messaging priorities and distribution channels for each unit. Further, this effort will not only create greater clarity and better work but will also instill a shared sense of ownership in its execution.

2. CURATE GREAT STORIES & EXPERIENCES

At our core, we share compelling stories and create meaningful experiences. Once we are aligned on our content strategy, we will put it into action by consistently finding and crafting newsworthy University stories, content, marketing campaigns, licensing programs and brand expressions. We will identify and prioritize the creation of stories that speak to our value and impact, highlighting achievements in teaching and learning, faculty research, social mobility, university life and other themes as defined by the content strategy. In doing so, we not only strive to strengthen UVA's positive brand perception but also proactively manage and mitigate potential reputational issues. Each story and experience contribute to our collective goal of being widely recognized as the leading public university in the nation. Our campaigns showcase the UVA experience and contributions, strengthening reputation, encouraging prospective students to apply, attracting and retaining faculty and staff, keeping alumni active, engaging stakeholders and involving community members.

3. MEASURE & OPTIMIZE PROGRAM EFFECTIVENESS

Our responsibility is not just to produce and promote content but to motivate and move audiences, providing them with a variety of touchpoints with the UVA brand to encourage action. As we tell the UVA story through content and experiences, we must listen to our audiences to learn how they get information, how they view the University and what types of content would help them better understand UVA and grow in their affinity for the institution. To gain these essential insights, we must embrace and prioritize marketing research initiatives. More in-depth perception studies will provide us with important knowledge and data to inform our strategic messaging approach. We must also emphasize the importance of ongoing learning, extracting insights and analyzing trends to inform future decision-making.

4. NURTURE OUR CRAFT & TEAM CULTURE

Our team will actively encourage collaboration and foster a culture where the exchange of ideas and collective efforts are valued and deemed necessary to strengthen the work product. We must recognize and applaud the accomplishments of our team members and continuously reflect on our personal and professional development. Promoting and embracing a growth mindset should be a fundamental aspect of our team's identity, as it encourages learning and improvement. As such, there will be a renewed focus on professional development, culture-building activities and feedback loops. Excellence is only possible if we cultivate a strong internal culture and continuously refine our craft.

UNIVERSITY COMMUNICATIONS 5-YEAR ROADMAP

| INITIATIVE NAME | DESCRIPTION | TARGET COMPLETION QUARTER <small>If a fixed deliverable/effort, timing indicates when key activities end. Otherwise, work will be ongoing.</small> |
|--|---|--|
| 1. CREATE A UNIFIED CONTENT STRATEGY | | |
| Audit Past Content | Collectively review content from the past three years across channels to identify trends, extract insights and make recommendations for improvement. | FY25 Q1 |
| Research Audience & Media Consumption | Conduct research on our core audiences' preferences, experiences and interests to deepen our understanding of how they engage with and consume content on each of our distribution channels (channels in which content is delivered to the intended audience, such as Instagram, the UVA Today Daily Report or Virginia.edu). | FY25 Q1 |
| Formalize Content Strategy | Create a comprehensive content strategy that outlines our content themes and pillars, key messaging, audience priorities, distribution channels and content formats. Use the University's 2030 Plan as a guide emphasizing overall excellence, research, audience experiences, community contributions and value. | FY25 Q1 |
| Align On & Prioritize Distribution Channels | Align and prioritize key distribution channels for each content theme and audience segment to ensure a tailored approach. | FY25 Q1 |
| Catalog Content Formats | Set a baseline for multimedia content formats (content that incorporates multiple forms of media, such as text, audio, photography, video and interactive elements) that add richness, contours and depth to our content themes and key messages on each distribution channel while adhering to accessibility best practices. | FY25 Q1 |
| Determine Content Governance | Determine how to monitor and maintain content quality and consistency through periodic reviews and updates to the content strategy. | FY25 Q1 <i>With yearly Q1 check-ins</i> |
| Create an Editorial & Content Plan | Use the content strategy to create a collaborative editorial and content plan each year to maximize our resources and reach. | YEARLY Q1 |
| 2. CURATE GREAT STORIES & EXPERIENCES | | |
| Identify Great Stories | By being attuned to what is happening across the Grounds and fostering good relations with colleagues, we will routinely identify, create and distribute stories based on timeliness and newsworthiness while ensuring prioritization of content themes that are aligned with the overarching content strategy and advance University objectives. | ONGOING |
| Create Multimedia Content | Collaborate across teams to create content and advance narratives by embracing different media types (graphic design, illustration, typography, photography, video, digital experiences, etc.) to evolve our work and engage our audiences. | ONGOING |
| Create & Optimize Content for Multi-Channel Distribution | Create and optimize content for each distribution channel, ensuring the content is best formatted for the medium and the way audiences consume content on that platform; examples include UVA Today, display advertising, social media, website, email and more. | ONGOING |
| Coordinate Marketing Campaigns | Using the content strategy as a guide, identify consistent content and campaign needs for each year—promoting cross-unit collaboration, allocating appropriate resources, maintaining the quality of ongoing campaigns and preserving space for new campaigns as they arise. | ONGOING |
| Build Relationships & Secure Earned Media | Build relationships and rapport with local, regional and national news outlets to better understand the landscape and pitch important stories, allowing us to reach larger audiences, increase awareness and gain a greater share of voice by regularly pairing our expertise with the news of the day. | ONGOING |
| Craft Executive Leadership Communications | Craft compelling narratives for executive leadership that align with overarching content themes and University objectives while communicating effectively with internal and external stakeholders. | ONGOING |
| Manage Issues & Reputation | Proactively monitor and analyze potential reputational issues, collaborating with key stakeholders to develop and execute communication plans that address concerns and strengthen the University's image. | ONGOING |
| Foster the University-wide Communications Community | Create educational, networking and idea-sharing opportunities, camps, workshops and training for communications colleagues across the Grounds to improve content curation, marketing and brand adoption and to increase the amount of high-quality content available on University-owned channels. | ONGOING <i>With milestones in Q2 & Q4</i> |
| Manage & Evolve the Brand | Maintain and evolve UVA brand identity, expressions and programs—such as BrandDOT—exploring new ways to leverage technology and engagement to improve efficiency and adoption. | ONGOING |

| INITIATIVE NAME | DESCRIPTION | TARGET COMPLETION QUARTER <small>If a fixed deliverable/effort, timing indicates when key activities end. Otherwise, work will be ongoing.</small> |
|--|---|---|
| Develop Partnerships & Licensing Programs | Create and promote licensed products in collaboration with reputable, responsive partners to foster community pride through storytelling while marketing and evolving collections to increase brand affinity and revenue. | ONGOING |
| Maintain & Optimize Virginia.edu | Provide a user-friendly, SEO-optimized experience, showcasing content that speaks to a range of key audiences through the maintenance of Virginia.edu as the digital “front door” of the University. | ONGOING |
| 3. MEASURE & OPTIMIZE PROGRAM EFFECTIVENESS | | |
| Create an Annualized Market Research Plan | Annualize a market research plan designed to encompass both large-scale research and more detailed activities throughout the year. | FY25 Q4 <i>With yearly Q4 milestones</i> |
| Conduct Research Training & Communication | Discuss and train across units on how metrics, trends, audience engagement, brand perception and other data should be used to inform decision-making and optimize work. | ONGOING <i>Starting in FY26</i> |
| Research Audience & Media Consumption | Conduct ongoing analysis of our core audiences' preferences, experiences and interests to deepen our understanding of how they engage and consume content on each distribution channel. | ONGOING <i>With renewed focus starting in FY26</i> |
| Monitor the Brand | Survey the user community to understand various wants and needs, analyze the adoption of BrandDOT assets and tools and monitor the environment to ensure compliance and proper execution. | ONGOING |
| Manage Social Media & Online Reputation | Routinely monitor UVA's online reputation by analyzing social sentiment, community engagement, media and online reviews, ensuring active management of the brand's online reputation between larger perception studies. | ONGOING |
| Report on Performance | Regularly analyze the performance of content, activities, events and campaigns to determine the most effective way to engage our audience and adjust the strategy accordingly. | ONGOING <i>With Q4 reset</i> |
| Test & Optimize | Continuously test and refine content and experiences based on audience engagement metrics utilizing A/B testing when relevant to determine the most effective formats and channels. | ONGOING |
| 4. NURTURE OUR CRAFT & TEAM CULTURE | | |
| Gather Employee Feedback | Conduct a recurring internal survey of all units to measure employee satisfaction and identify opportunities for culture-building and operational improvement. | FY25 Q3 <i>With yearly Q3 check-ins</i> |
| Craft a Professional Development Plan | Identify growth and culture opportunities for each unit while aligning on cross-unit team building and professional development plans that outline topics, goals, participants and facilitation needs. | FY25 Q4 <i>With ongoing implementation</i> |
| Foster Diversity of Ideas & People | Foster an inclusive environment that values and actively seeks a diversity of perspectives and experiences by encouraging open dialogue and collaboration to strengthen our efforts. | ONGOING |
| Build Culture | Champion a culture of excellence rooted in learning and growth by providing the Employee Engagement Council with the necessary resources and time for planning engagement and recognition programs. | ONGOING |
| Prioritize Ethos Immersion | Encourage the importance of immersing ourselves in the UVA ethos; being more deliberate about spending time on the Grounds experiencing and engaging in the essence of UVA. It is easier to influence minds when you start with the heart. | ONGOING |
| Evolve & Optimize Operations | Teach, integrate and embrace project management as a core team function and responsibility of each unit, prioritizing a holistic view of active projects and resources needed to succeed. | ONGOING <i>With increased efforts in FY26</i> |
| Embrace AI & New Technologies | Facilitate open discussions around how AI and other technologies might assist with organizational challenges, create new opportunities, free up time to do our best creative and strategic work and continue assisting our organization. | ONGOING <i>With milestones in FY24 Q4 & FY25 Q1</i> |
| Identify Collaboration Opportunities | Identify and categorize long-term cross-unit projects that would benefit from collaboration versus short-term deadline-based projects that need to get done. | ONGOING |
| Reflect & Celebrate Milestones | Nurture a positive and motivated work environment where we recognize achievements, anniversaries, project completions and other significant milestones, taking moments of pause to celebrate successes while reflecting on areas for improvement. | ONGOING |
| Grow Leadership Skills | Facilitate conversations, guide plans and help execute professional development and training, culture-building activities and operational changes, ensuring communication is direct and clear on the importance and impact of these initiatives. | ONGOING <i>With increased efforts in FY25 Q2</i> |

| INITIATIVE NAME | DESCRIPTION | TARGET COMPLETION QUARTER <small>If a fixed deliverable/effort, timing indicates when key activities end. Otherwise, work will be ongoing.</small> |
|---|--|---|
| 5. MAINTAIN & OPTIMIZE WORK PLAN | | |
| Conduct Quarterly Progress Check-ins | Meet to discuss the progress of the work plan each quarter, providing consolidated updates that help the team track the work completed while planning upcoming efforts and priorities. | QUARTERLY Starting in FY25 Q1 |
| Perform a Yearly Audit of the Work Plan | Audit the success of the yearly work plan, including what was accomplished and what needs to be a focus for the next plan. | YEARLY Q4 |
| Create the Annual Work Plan | Utilize the University's 2030 Plan, the University Communications Strategic Plan, and past work plans to inform the creation of the annual work plan. | YEARLY Q4 |
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UNIVERSITY COMMUNICATIONS FY25 WORK PLAN



| INITIATIVE + ACTIVITIES | OWNER | CONTRIBUTOR(S) | APPROVER | DESCRIPTION | MAY | JUNE | JULY | AUGUST | SEPTEMBER | OCTOBER | NOVEMBER | DECEMBER | JANUARY | FEBRUARY | MARCH | APRIL | MAY | JUNE |
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| 1. CREATE A UNIFIED CONTENT STRATEGY | | | | | | | | | | | | | | | | | | |
| Audit Past Content | Senior Team of Vice President | Leadership Council Primacy | Vice President | Collectively review content from the past three years across channels to identify trends, extract insights and make recommendations for improvement. | | | | | | | | | | | | | | |
| Define Parameters of Content Audit | Senior Team of Vice President | Leadership Council, Primacy | Vice President | Kickoff content strategy project and collectively define parameters of the content audit, including the data sources, time frame, channels, categories for insights, group assignments and any individual contributions. | | | | | | | | | | | | | | |
| Gather, Organize & Distribute Data | Senior Team of Vice President | Leadership Council, Primacy | Vice President | Based on the defined parameters, pull the relevant data from each source and distribute it to the team. As a part of this process, explore how teams are currently auditing and tagging content themes across channels. | | | | | | | | | | | | | | |
| Perform Content Audit | Leadership Council | Primacy | Vice President | In groups, audit content using the defined parameters, extracting 5-10 key insights for each category and providing specific examples when relevant. | | | | | | | | | | | | | | |
| Discuss Content Insights & Implications | Senior Team of Vice President | Leadership Council, Primacy | Vice President | Meet as a Leadership Council to discuss insights from the content audit and implications for the content strategy. <i>Combined meeting with the Discuss Audience Insights & Implications.</i> | | | | | | | | | | | | | | |
| Research Audience & Media Consumption | Senior Team of Vice President | Leadership Council, Primacy | Vice President | Conduct research on our core audiences' preferences, experiences and interests to deepen our understanding of how they engage with and consume content on each of our distribution channels (channels in which content is delivered to the intended audience, such as Instagram, the UVA Today Daily Report or Virginia.edu). | | | | | | | | | | | | | | |
| Define Audience Segments & Parameters for Research | Senior Team of Vice President | Leadership Council, Primacy | Vice President | Collectively define audience segments, prioritize by importance and define categories for insights gathering, including top channels, preferred format, key messages, calls to action, what other institutions are doing, best practices and more. <i>Groups should be the same as the content audit.</i> | | | | | | | | | | | | | | |
| Perform Audience Research | Leadership Council | Primacy | Vice President | In groups, research assigned audience segments and extract 5-10 key insights for each based on the parameters defined. | | | | | | | | | | | | | | |
| Discuss Audience Insights & Implications | Senior Team of Vice President | Leadership Council, Primacy | Vice President | Meet to discuss audience insights and implications for the content strategy. <i>Combined meeting with the Discuss Content Insights & Implications.</i> | | | | | | | | | | | | | | |
| Formalize Content Strategy | Leadership Council | Vice President, Primacy | Vice President | Create a comprehensive content strategy that outlines our content themes and pillars, key messaging, audience priorities, distribution channels and content formats. Use the University's 2030 Plan as a guide emphasizing overall excellence, research, audience experiences, community contributions and value. | | | | | | | | | | | | | | |
| Participate in a Content Strategy Workshop | Primacy | Leadership Council, Vice President | Vice President | Participate in a content strategy workshop with a third-party agency to explore and align content pillars and key messaging points. | | | | | | | | | | | | | | |
| Formalize Content Themes | Leadership Council | Primacy | Vice President | Using the workshop, audit and research as a guide, formalize 5-10 content themes that showcase and highlight the University's key communication objectives. | | | | | | | | | | | | | | |

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| Formalize Core Messaging Points | Leadership Council | Primacy | Vice President | For each content theme, formalize 3-5 messaging points that support the theme and represent the type of messaging we want to promote via University channels. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Align On & Prioritize Distribution Channels | Leadership Council | Leadership Council, Primacy | Vice President | Align and prioritize key distribution channels for each content theme and audience segment to ensure a tailored approach. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Participate in a Distribution Channel Workshop | Primacy | Leadership Council | Vice President | Each unit's leaders will participate in a one-hour workshop (6 total) with a third-party agency to align and prioritize which distribution channels best bring the content themes to life. In this meeting, we will also discuss content formats for each distribution channel and how they advance the content theme. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Formalize Distribution Channels | Senior Team of Vice President | Leadership Council, Primacy | Vice President | Following the unit leadership workshops, meet as a Leadership Council to align on proposed distribution channels through an earned, owned, shared and paid lens. Prioritize each content theme and audience segment per distribution channel based on engagement. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Catalog Content Formats | Leadership Council | Primacy | Vice President | Set a baseline for multimedia content formats (content that incorporates multiple forms of media, such as text, audio, photography, video and interactive elements) that add richness, contours and depth to our content themes and key messages on each distribution channel while adhering to accessibility best practices. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Assign Content Formats to each Distribution Channel | Leadership Council | Primacy | Vice President | For each distribution channel and content theme, recommend 3-4 content formats that best bring the desired messages to life. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Determine Content Governance | Senior Team of Vice President | Leadership Council, Primacy | Vice President | Determine how to monitor and maintain content quality and consistency through periodic reviews and updates to the content strategy. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Determine Content Governance Model | Senior Team of Vice President | Leadership Council, Primacy | Vice President | Discuss and align on the content governance model, including the frequency of updates to the plan, rollout and approval process. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Finalize Content Strategy & Determine Rollout Plan | Senior Team of Vice President | Leadership Council, Primacy | Vice President | Finalize the content strategy, including any feedback or input from the Vice President. Determine a rollout plan for the full University Communications team. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Present Content Strategy | Senior Team of Vice President | Leadership Council, University Communications Team | Vice President | Present the content strategy to the University Communications team. Discuss how this impacts current work and how this plan will be leveraged and monitored. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Create an Editorial & Content Plan | Senior Team of Vice President | Leadership Council | Vice President | Use the content strategy to create a collaborative editorial and content plan each year to maximize our resources and reach. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Create Editorial & Content Plan | Senior Team of Vice President | Leadership Council | Vice President | Using the content strategy as a guide, create an editorial & content plan for the upcoming academic year. This Plan will map out content in a calendar view, serving as a roadmap for content creation, distribution and management. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Finalize Editorial & Content Plan and Determine Rollout Plan | Senior Team of Vice President | - | Vice President | Update the editorial & content plan to incorporate feedback and determine a rollout plan for the University Communications team. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Present Editorial & Content Plan | Senior Team of Vice President | Leadership Council, Vice President, University Communications Team | Vice President | Present the editorial & content plan to the University Communications team, including the implications for their unit and work. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2. CURATE GREAT STORIES & EXPERIENCES | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Create & Optimize Content for Multi-Channel Distribution | Digital, News & Content | Creative | Digital | Create and optimize content for each distribution channel, ensuring the content is best formatted for the medium and the way audiences consume content on that platform; examples include UVA Today, display advertising, social media, website, email and more. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Plan & Optimize Digital Marketing Campaigns | Digital | Creative, Marketing, Licensing | Digital | Ongoing management and optimization of digital marketing campaigns across platforms. This includes the House Ad program and partnerships. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Manage Social Media Platforms | Digital | Creative, News & Content | Digital | Using the content strategy as a guide, develop an annual social media strategy to outline the approach for each platform to guide the daily content creation, management and optimization of University social media accounts. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Manage News.Virginia.edu | News & Content | Digital | News & Content | Ongoing management and optimization of News.Virginia.edu and The Daily Report, including the organization and maintenance of stories. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Coordinate Marketing Campaigns | Marketing | Digital, Creative, News & Content | Vice President | Using the content strategy as a guide, identify consistent content and campaign needs for each year—promoting cross-unit collaboration, allocating appropriate resources, maintaining the quality of ongoing campaigns and preserving space for new campaigns as they arise. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Identify Consistent Content & Campaign Needs | Marketing | Digital, Creative, News & Content | Marketing | Each year, identify and map content and campaign needs as part of the content & editorial plan. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop Campaign Strategies | Marketing | Digital, Creative, News & Content | Vice President | Develop the strategy for each major campaign, exploring paid, earned, shared and owned implications for each. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Allocate Resources & Execute Campaigns | Marketing | Digital, Creative, News & Content | Vice President | Work across units to allocate the proper resources for each campaign and execute according to the strategy. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Build Relationships & Secure Earned Media | Leadership & Media Relations | University Executive Leadership | Vice President | Build relationships and rapport with local, regional and national news outlets to better understand the landscape and pitch important stories, allowing us to reach larger audiences, increase awareness and gain a greater share of voice by regularly pairing our expertise with the news of the day. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Build & Refine Media Lists | Leadership & Media Relations | - | Leadership & Media Relations | Build and refine a comprehensive media list that outlines target publications locally, regionally and nationally. This list should include reporter contact information and ideally be built in Muckrack. Review the media list quarterly to identify new contacts, ensure cleanliness and plan outreach efforts to build relationships. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Review & Refine Media Relations Strategy | Leadership & Media Relations | - | Vice President | Each quarter, review and refine the approved Media Relations Strategy to reflect new opportunities and tactics to meet the outlined objectives. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Pitch Stories to Relevant Publications | Leadership & Media Relations | University Executive Leadership | Vice President | Ongoing, weekly pitching of newsworthy stories to increase UVA's reach and build relationships with local, regional and national publications. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Craft Executive Leadership Communications | Leadership & Media Relations | Vice President, University Executive Leadership | University Executive Leadership | Craft compelling narratives for executive leadership that align with overarching content themes and University objectives while communicating effectively with internal and external stakeholders. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Host Executive Leadership Meetings | Leadership & Media Relations | Vice President, University Executive Leadership | Leadership & Media Relations | Host bi-weekly meetings with University Executive Leadership to discuss important initiatives and communication priorities. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| INITIATIVE + ACTIVITIES | OWNER | CONTRIBUTOR(S) | APPROVER | DESCRIPTION | MAY | | JUNE | | JULY | | AUGUST | | SEPTEMBER | | OCTOBER | | NOVEMBER | | DECEMBER | | JANUARY | | FEBRUARY | | MARCH | | APRIL | | MAY | | JUNE | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| | | | | | 6 | 13 | 20 | 27 | 3 | 10 | 17 | 24 | 1 | 8 | 15 | 22 | 29 | 5 | 12 | 19 | 26 | 2 | 9 | 16 | 23 | 30 | 7 | 14 | 21 | 28 | 4 | 11 | 18 | 25 | 2 | 9 | 16 | 23 | 30 | 6 | 13 | 20 | 27 | 3 | 10 | 17 | 24 | 3 | 10 | 17 | 24 | 31 | 7 | 14 | 21 | 28 | 5 | 12 | 19 | 26 |
| Develop Partnerships & Licensing Programs | Licensing | Vice President, Leadership & Media Relations, Marketing, Creative, Digital, News & Content | Vice President | Create and promote licensed products in collaboration with reputable, responsive partners to foster community pride through storytelling while marketing and evolving collections to increase brand affinity and revenue. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Update Licensing Strategy | Licensing | Marketing, Vice President | Vice President | Update the licensing strategy to guide annual work and ensure processes are in place. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Evaluate Current & Future Licensing Partners | Licensing | Vice President | Vice President | Maintain and refine a list of active and ideal licensing partners to guide future partnerships and outreach. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Build Relationships with Licensing Partners | Licensing | Leadership & Media Relations | Vice President | Build relationships with active and ideal licensing partners through consistent outreach and communication. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Build Relationships University-wide | Licensing | Marketing | Vice President | Build relationships with key stakeholders across the University, including Athletics, Executive Leadership, UVA Bookstore and others as identified through outreach and communication. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Bring Licensed Products to Market | Licensing | Creative, Marketing | Vice President | In collaboration with University partners, create licensed products that advance the UVA brand and encourage engagement while being consistent with the University's values and brand standards. <i>Examples include Lululemon Launch, Orange Out Game, Spooky Hoo, etc.</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Promote Licensed Products | Licensing | Digital, Creative, News & Content | Vice President | Promote licensing collections via owned and paid channels to increase engagement and revenue. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Maintain & Optimize Virginia.edu | Digital | Creative | Vice President | Provide a user-friendly, SEO-optimized experience, showcasing content that speaks to a range of key audiences through the maintenance of Virginia.edu as the digital "front door" of the University. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Phase One: Update Navigation & Homepage | Digital | Creative | Digital | Complete phase one of the redesign project, updating the navigation across Virginia.edu and the homepage. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Phase Two: Develop a Lifecycle & Strategically Launch Pages/Sections | Digital | Creative | Vice President | Complete phase two of the redesign project, creating a lifecycle and strategically creating, building and launching new pages and sections. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Phase Three: Produce Clear Guidelines Across the Enterprise & Develop New Templates | Digital | Creative | Vice President | Complete phase three of the redesign project, producing clear guidelines across the enterprise for Virginia.edu and developing new templates. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Phase Four: Manage the Lifecycle to Maintain Adherence to Brand Guidelines & Update the Site Regularly | Digital | Creative | Digital | Complete phase four of the redesign project, managing the lifecycle to ensure adherence to brand guidelines when editing the site and making updates regularly. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Maintain and Support Virginia.edu, Portfolio Sites & Integrations | Digital | - | Vice President | Conduct ongoing website maintenance, including the maintenance of the codebase and content for the UVA Homepage, UVA Today, BrandDot, University Communications, Office of the President, the Strategic Plan and the Commonwealth of Virginia campaign. This includes codebase-only maintenance for UVA Health brand, UVA Wise brand, UVA Wise strategic plan and President Emerita. Management of third-party API connections (Canto, Trumba, Cludo, Parse.ly, Google, RAVE alerts and PrintUI), domains and redirects are also expected. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3. MEASURE & OPTIMIZE PROGRAM EFFECTIVENESS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Create an Annualized Market Research Plan | Marketing | Digital | Vice President | Annualize a market research plan designed to encompass both large-scale research and more detailed activities throughout the year. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| INITIATIVE + ACTIVITIES | OWNER | CONTRIBUTOR(S) | APPROVER | DESCRIPTION | MAY | | JUNE | | JULY | | AUGUST | | SEPTEMBER | | OCTOBER | | NOVEMBER | | DECEMBER | | JANUARY | | FEBRUARY | | MARCH | | APRIL | | MAY | | JUNE | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| | | | | | 6 | 13 | 20 | 27 | 3 | 10 | 17 | 24 | 1 | 8 | 15 | 22 | 29 | 5 | 12 | 19 | 26 | 2 | 9 | 16 | 23 | 30 | 7 | 14 | 21 | 28 | 4 | 11 | 18 | 25 | 2 | 9 | 16 | 23 | 30 | 6 | 13 | 20 | 27 | 3 | 10 | 17 | 24 | 3 | 10 | 17 | 24 | 31 | 7 | 14 | 21 | 28 | 5 | 12 | 19 | 26 |
| Recruit a Research Lead | AVP for Administration | Digital, Marketing | Vice President | Recruit a Research Lead staff member who will work closely with the Digital team to execute Objective 3, measuring and optimizing program effectiveness through data and research management. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Create a Market Research Plan for FY26 | Research Lead | Digital, Marketing | Vice President | The newly hired Research Lead will work across teams to create a market research plan for FY26, including methods, desired outcomes, timing and more. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Conduct Research Training & Communication | Marketing | Digital | Vice President | Discuss and train across units on how metrics, trends, audience engagement, brand perception and other data should be used to inform decision-making and optimize work. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Research Audience & Media Consumption | Digital | Marketing | Digital | Conduct ongoing analysis of our core audiences' preferences, experiences and interests to deepen our understanding of how they engage and consume content on each distribution channel. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Monitor the Brand | Marketing | Digital | Marketing | Survey the user community to understand various wants and needs, analyze the adoption of BrandDOT assets and tools and monitor the environment to ensure compliance and proper execution. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Compile & Report on Brand Inquiries | Marketing | Digital | Marketing | Compile monthly, quarterly and annual reports of the number and types of inquiries generated from brand@virginia.edu to spot trends for tools and education the brand community needs. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Compile & Report on BrandDot Analytics | Marketing | Digital | Marketing | Monitor and refine the BrandDot analytics report, showcasing usage, downloads and other relevant data to inform optimization and brand education events. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Conduct Brand Survey | Marketing | Digital | Vice President | Create and deploy a brand survey to the university-wide communications community, gauging their brand engagement, knowledge and needs to inform optimization and brand education activities. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Manage Social Media & Online Reputation | Digital | Leadership & Media Relations, Marketing | Digital | Routinely monitor UVA's online reputation by analyzing social sentiment, community engagement, media and online reviews, ensuring active management of the brand's online reputation between larger perception studies. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Participate in Community Engagement Daily | Digital | Leadership & Media Relations | Digital | Engage with the UVA community daily on social media by monitoring comments, engaging with followers, reposting content and more. Extract key insights from comments to inform future social media strategy. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Monitor Brand Sentiment | Digital | Leadership & Media Relations | Marketing | Monitor brand sentiment and mentions through a social listening tool to gauge perceptions weekly and identify potential crises in real time. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Optimize Social Monitoring & Listening | Digital | Marketing | Digital | Strategize ways to optimize UVA's social listening and community engagement efforts, exploring lifecycle management and defining what happens weekly and quarterly. Continue to maximize listening topics on Sprout Social and report to the team to impact real-time decision-making. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Report on Performance | Digital | Marketing, News & Content | Digital | Regularly analyze the performance of content, activities, events and campaigns to determine the most effective way to engage our audience and adjust the strategy accordingly. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Evaluate the Cadence of Reporting | Research Lead | Leadership Council | Vice President | Evaluate the current reporting cadence to determine areas to streamline processes and data collection. This should include a discussion about enhancing paid, earned, owned and shared reporting for a more holistic view of efforts. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Pull & Analyze Monthly Performance Results | Digital | Marketing, News & Content | Digital | Pull and analyze performance across sources for the previous month, extracting key insights that contextualize the data and provide learnings and recommendations for optimization. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| INITIATIVE + ACTIVITIES | OWNER | CONTRIBUTOR(S) | APPROVER | DESCRIPTION | MAY | | JUNE | | JULY | | | AUGUST | | | SEPTEMBER | | | OCTOBER | | | NOVEMBER | | | DECEMBER | | | JANUARY | | | FEBRUARY | | | MARCH | | | APRIL | | | MAY | | | JUNE | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|-------------------------------|----------------|--|-----|----|------|----|------|----|----|--------|---|---|-----------|----|----|---------|----|----|----------|---|---|----------|----|----|---------|----|----|----------|---|----|-------|----|---|-------|----|----|-----|---|----|------|----|---|----|----|----|---|----|----|----|----|---|----|----|----|---|----|----|----|---|---|----|----|----|--|--|--|--|--|--|--|
| | | | | | 6 | 13 | 20 | 27 | 3 | 10 | 17 | 24 | 1 | 8 | 15 | 22 | 29 | 5 | 12 | 19 | 26 | 2 | 9 | 16 | 23 | 30 | 7 | 14 | 21 | 28 | 4 | 11 | 18 | 25 | 2 | 9 | 16 | 23 | 30 | 6 | 13 | 20 | 27 | 3 | 10 | 17 | 24 | 3 | 10 | 17 | 24 | 31 | 7 | 14 | 21 | 28 | 5 | 12 | 19 | 26 | 2 | 9 | 16 | 23 | 30 | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Host Workshop to Define Meeting Structure & Provide Official Communication | Vice President | Leadership Council | Vice President | Host a workshop that identifies all recurring meetings and discusses opportunities to streamline while fostering collaboration. Once aligned, circulate a formal communication to all staff of meeting structure and cadence across the organization. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Reflect & Celebrate Milestones | Vice President | Senior Team of Vice President | Vice President | Nurture a positive and motivated work environment where we recognize achievements, anniversaries, project completions and other significant milestones, taking moments of pause to celebrate successes while reflecting on areas for improvement. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Reflect & Recognize Employees | Vice President | Managers | Vice President | Actively monitor the office culture and work product to identify opportunities for recognition and reflection. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Prepare Annual Performance Review | Managers | Leadership Council | Vice President | Each manager will create an annual performance review for their reports, highlighting areas of success and opportunities for growth. This will include recommendations for promotions and salary increases. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Conduct Performance Reviews | Vice President | Senior Team of Vice President | Vice President | Conduct annual performance reviews with each employee to communicate expectations, highlight contributions and share a future vision for their role. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Update & Maintain the University Communications Website | Digital | Creative | Vice President | Celebrate the work of University Communications through the maintenance of the branded website to enhance pride, offer clarity about who we are and what we stand for and drive recruitment. This includes the creation and upkeep of case studies after major projects. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Grow Leadership Skills | Leadership Council, AVP for Administration | Leadership Council | Vice President | Facilitate conversations, guide plans and help execute professional development and training, culture-building activities and operational changes, ensuring communication is direct and clear on the importance and impact of these initiatives. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Take the Clifton Strengths Assessment | AVP for Administration | Leadership Council | Vice President | Take the one-hour CliftonStrengths assessment to understand individual strengths and weaknesses. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Discuss Clifton Strengths Results | Leadership Council | - | Vice President | Meet as a Leadership Council to discuss the Clifton Strengths results and leverage the insights to better understand the team and how to best work together. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Explore Leadership Coaching | AVP for Administration | Senior Team of Vice President | Vice President | Explore contracting a dedicated leadership coach to work with the Senior Team of Vice President to continue to evolve leadership and communication skills. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5. MAINTAIN & OPTIMIZE WORK PLAN | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operationalize Work Plan | AVP for Administration | Administrative | Vice President | Operationalize the work plan by building it in the existing project management tool (Asana) to ensure maintenance and accountability of the plan's activation. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Create Work Plan Project in Asana | AVP for Administration | Administrative | Vice President | Build the work plan as a project in Asana, creating sections for each objective, coordinating timing and assigning tasks for owners and contributors. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Onboard Initiative Owners to the Project & Set Expectations | AVP for Administration | Initiative Owners | Vice President | Set expectations with initiative owners on how to use and update Asana for work plan progress. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Conduct Quarterly Progress Check-ins | AVP for Administration | Initiative Owners, Primacy | Vice President | Meet to discuss the progress of the work plan each quarter, providing consolidated updates that help the team track the work completed while planning upcoming efforts and priorities. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Update Work Plan Initiatives Monthly | AVP for Administration | Initiative Owners | Vice President | Each month, write 1-3 bulleted updates on any work plan initiative or activities you own in Asana. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

