

Addendum 3

Q&A:

1. Within Attachment E, under the 'Contractor's License' section, is providing a Virginia Business Registration number with the Virginia State Corporation Commission sufficient?
 - Yes, this will suffice.
2. To what extent is EVMS looking for the selected consultant to have specialized expertise in accreditation versus other areas? What other areas may be considered for data efficacy?
 - While accreditation data/reporting is the initial focus, all areas of institutional data collection will be evaluated. Therefore, specialized expertise in Master Data Management is preferred.
3. Will the scope of the SWOT analysis be institution wide? For example, will the following areas be included in the scope: Finance, Enrollment, Facilities, Admissions & financial aid, student services, medical operations improvement, and medical services.
 - The SWOT analysis will indeed be institution-wide.
4. Within the Invoices, Reporting and Delivery Instructions, a recommended timeline of deliverables is provided. Does this timeline represent a not-to-exceed timeline, and so the selected consultant can provide a shortened timeline based on proposed activities?
 - A shortened timeline to provide the requested analysis is acceptable.
5. In section 5.b, the requirement states: "Delineate what reporting and dashboard software will be required for the new Office of Strategic Planning and Institutional Effectiveness to effectively support the institution's needs for regular, standardized data, reports, and metrics." Can EVMS clarify if you are looking for a vendor selection effort as part of this engagement, or for the selected vendor to identify potential tools available in the market that may fit EVMS reporting and dashboard needs?
 - EVMS is looking for the consultant to identify potential tools available in the market that may fit EVMS reporting and dashboard needs.
6. Can EVMS describe the governance structure for its data efficacy initiative?
 - The Office of Strategic Planning and Institutional Effectiveness (OSPIE) reports to Dr. Elza Mylona, the Vice Provost of Faculty Affairs and Institutional Effectiveness. Dr. Mylona is a member EVMS senior management. The Data Efficacy Task Force, also reporting up through Dr. Mylona, has started the data efficacy work and will serve as an advisory committee once OSPIE is up and running.
7. What are the drivers for the timing of this initiative? Are recommendations and final report needed by a specific date or for pending decisions? Can EVMS summarize those?
 - Accreditation reporting is more involved than ever before and takes a significant amount of staff and faculty resources to compile everything needed. Our recent strategic plan has

- established the new office of Institutional Effectiveness to streamline data and reporting needs for accreditation, and all other reporting purposes.
- EVMS is due for an accreditation visit in 2020. The strategic plan has been structured with that date in mind.
8. What software applications are in use to capture and store data (electronic health record, enterprise resource planning, student information, research, databases, data sets, archive/warehouse, etc.)
- We are currently compiling a list of all databases on campus. That list will be shared with the consultant upon engagement. There are a number of data silos on campus which need to be addressed as part of this project.
9. Is the information services and technology (IS&T) function centralized? Please provide an EVMS and IT&S Organizational chart.
- This project, as well as the Office of Strategic Planning and Institutional Effectiveness, does not fall under IT's purview.
 - Please see EVMS Organizational Chart [here](#)
 - IT&S Organizational chart is not applicable.
10. How many dedicated systems analysts and report writers are there?
- The Office of Strategic Planning and Institutional Effectiveness has hired its first employee, the Director of Business Intelligence and Analytics. He will be the data analyst and report writer for this new office.
11. Is the acquisition of systems and technology controlled by IS&T?
- IT does review systems and technology contracts, prior to signature, and provides advice as to what will work with internal systems and what might be against IT policy. If a system or technology is enterprise-wide, the system or technology may reside in IT; however, it is likely that the new system/technology needed by the new Office of Strategic Planning and Institutional Effectiveness will reside in OSPIE, rather than IT.
12. Can you estimate the number of "shadow systems" (purchased/developed and supported independently by clinicians or departments)?
- As mentioned, this list of databases, including shadow systems, is being compiled currently. We do not have an estimate at this time.
13. Does EVMS have a formal program/project management office (PMO) with established policies, standards, and practices that this project will have to comply with? If so, can information be shared regarding this program?
- EVMS does not have a formal program/project management office.