



# VCU

## Board of Visitors

### ACADEMIC, HEALTH AFFAIRS AND RESEARCH COMMITTEE

Friday, February 27, 2026

10:45 a.m.<sup>1</sup>

The Honorable Benjamin Lambert, III Board Room  
1213 Clay Street  
Richmond, VA

### AGENDA

1. **CALL TO ORDER** **Dr. V. Dale Jones, Chair**
  
2. **ACTION ITEMS:** **Dr. V. Dale Jones, Chair**  
**5 minutes (10:45 - 10:50 a.m.)**
  - a. Nov 21, 2025 meeting minutes
  - b. Policy Retirement: Faculty Promotion and Tenure Policies and Procedures for Faculty Hired Prior to 2010-2011
  - c. Policy Retirement: Faculty Promotion and Tenure Policies and Procedures for Faculty Hired Between July 1, 2010 and December 31, 2022
  
3. **EXECUTIVE REPORT:**  
**FUTURE-PROOFING VCU THROUGH INTERDISCIPLINARITY** **Dr. Arturo Saavedra, Interim Executive Vice President and Provost**  
**60 minutes (10:50-11:50)**  
  
**Dr. Marlon Levy, Senior Vice President for Health Sciences and CEO VCU Health**  
  
**Dr. John Ryan, Associate Vice President for Research and Innovation**
  
4. **OTHER BUSINESS** **Dr. V. Dale Jones, Chair**
  
5. **ADJOURNMENT** **Dr. V. Dale Jones, Chair**

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<sup>1</sup> The start time for the Board of Visitors meeting is approximate only. The meeting may begin either before or after the listed approximate start time as Board members are ready to proceed.

*In accordance with the Board's operating procedures and in compliance with the Virginia Freedom of Information Act, there will be no opportunity for public comment at this meeting.*

**CONFIDENTIAL SUMMARY  
ACADEMIC, HEALTH AFFAIRS AND RESEARCH COMMITTEE OF  
THE VCU BOARD OF VISITORS  
February 27, 2026**

**OPEN SESSION**

**ACTION ITEMS:**

- Nov. 21, 2025 meeting minutes
- Policy Retirement: Faculty Promotion and Tenure Policies and Procedures for Faculty Hired Prior to 2010-2011
- Policy Retirement: Faculty Promotion and Tenure Policies and Procedures for Faculty Hired Between July 1, 2010 and December 31, 2022

**FOR INFORMATION/COMMITTEE REVIEW:**

- 1) Items that may be action items at upcoming committee meeting:
  - Draft Policy for Post-Tenure Review
- 2) Items that the board needs to be aware of, but will not require action:
  - None

**EXECUTIVE REPORT:**

Joint Report from the Provost and Senior Vice President for Academic Affairs; the Senior Vice President for Health Sciences and CEO VCU Health; and the Associate Vice President for Research and Innovation

Interim Executive Vice President and Provost **Arturo Saavedra, M.D., Ph.D.**; Senior Vice President for Health Sciences & CEO of VCU Health **Marlon Levy M.D., MBA**, and Associate Vice President for Research and Innovation **John Ryan Ph.D.** will present on **Future-proofing VCU through interdisciplinarity.**

As VCU continues to grow in both prominence and impact, the need for the university's functional areas to operate in a matrixed environment only becomes more crucial. The session for the Academic, Health Affairs and Research Committee will provide a brief overview of efforts designed to cut across schools, colleges and services and feature a panel of six VCU faculty and staff discussing their focus on interdisciplinarity. The panel will include:

**Andrew T. Arroyo, Ed.D.**

Senior Vice Provost for Academic Affairs  
Interim Dean of University College  
Professor, School of Education

**Daniel Gutierrez, Ph.D., LPC, CSAC**

Faculty Director of Convergence Labs  
Professor, Counseling and Special Education,  
School of Education

**Stephen Kates, M.D.**

Interim Dean, School of Medicine  
Professor and Chair, Department of Orthopaedic  
Surgery, School of Medicine

**Susan G. Kornstein, M.D.**

Executive director, Institute for Women's Health  
Professor, Psychiatry and Obstetrics &  
Gynecology, School of Medicine

**Cristina Stanciu, Ph.D.**

Director, Humanities Research Center  
Professor, Department of English, College of  
Humanities and Sciences

**Monica Swahn, Ph.D.**

Dean, School of Public Health  
Charles W. & Evelyn F. Thomas Endowed  
Professor in Epidemiology, School of Public  
Health

# Executive Summary for Policy Retirement: **Faculty Promotion and Tenure Policies and Procedures for Faculty Hired Prior to 2010-2011**

**Policy Type:** Promotion and Tenure

**Responsible Office:** Office of the Provost, Faculty Affairs

**Draft Date:** 05/19/2006

**Initial Policy Approved:** 05/19/2006

**Current Revision Approved:** 05/19/2006

## Policy Retirement Process Tracking:

**Respective Cabinet Member Approval to Retire Policy:** 12/05/2025 Dr. Bev Warren

**Integrity & Compliance Office Review:** 12/04/2025

**President's Cabinet Approval to Retire Policy:** 02/09/2026

**Board of Visitors Approval to Retire Policy [BOV policies only]:** MM/DD/YYYY

**Why is this policy being retired?**

There is no longer a need to govern this topic.

The topic is covered by another policy.

**Justification for selection above:**

This policy is now governed by the Transitional Faculty Promotion and Tenure Policies and Procedures for term and tenure-eligible faculty hired before 7/1/2026 (formerly entitled the Interim Faculty Promotion and Tenure Policies and Procedures-For Faculty Hired Beginning 1/1/2023) which will be the P&T policy that is used during the sunset period for faculty hired prior to 7/1/2026 as outlined in the new P&T and Term Promotion policies, approved on 11/21/2025. The nominal difference between this policy (being retired) and the Transitional Faculty Promotion and Tenure Policies and Procedures is that this policy does not specify any requirements for external reviewers. The Transitional Faculty Promotion and Tenure Policies and Procedures specifies the requirement to have letters from at least 3 external reviewers (for faculty hired before 1/1/2023) and at least 5 external reviewers from R1 institutions (for faculty hired on or after 1/1/2023). Retiring this policy is part of an effort to streamline and simplify the promotion and tenure policies that apply during the sunset period which includes a) retiring this policy; b) retiring the Faculty Promotion and Tenure Policies and Procedures for Faculty hired between 2010 and 12/1/2022; and, c) revising the Transitional Faculty Promotion and Tenure Policies and Procedures for term and tenure-eligible faculty hired before 7/1/2026.

# Executive Summary for Policy Retirement: **Faculty Promotion and Tenure Policies and Procedures – For Faculty Hired Between July 1, 2010 and December 31, 2022**

**Policy Type:** Promotion and Tenure

**Responsible Office:** Office of the Provost, Faculty Affairs

**Draft Date:** 05/10/2013

**Initial Policy Approved:** 09/24/1981

**Current Revision Approved:** 05/10/2013

**Policy Retirement Process Tracking:**

**Respective Cabinet Member Approval to Retire Policy:** 12/05/2025 Dr. Bev Warren

**Integrity & Compliance Office Review:** 12/04/2025

**President's Cabinet Approval to Retire Policy:** 02/09/2026

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The background image shows a brick building with a red-tiled roof and a central chimney. In the foreground, there is a paved walkway with people walking. A large yellow rectangular overlay covers the middle of the image, containing text. To the right, a banner on a pole reads "WE ARE UNAFRAID VCU".

LONG-TERM STUDENT SUCCESS AND WORLD-CHANGING RESEARCH.

# Future-proofing VCU through interdisciplinarity

Academic Health Affairs and Research Committee

February 27, 2026

Section 1

# Presentation

School of  
Education

School of  
Business

College of  
Engineering

College of  
Humanities  
and Sciences

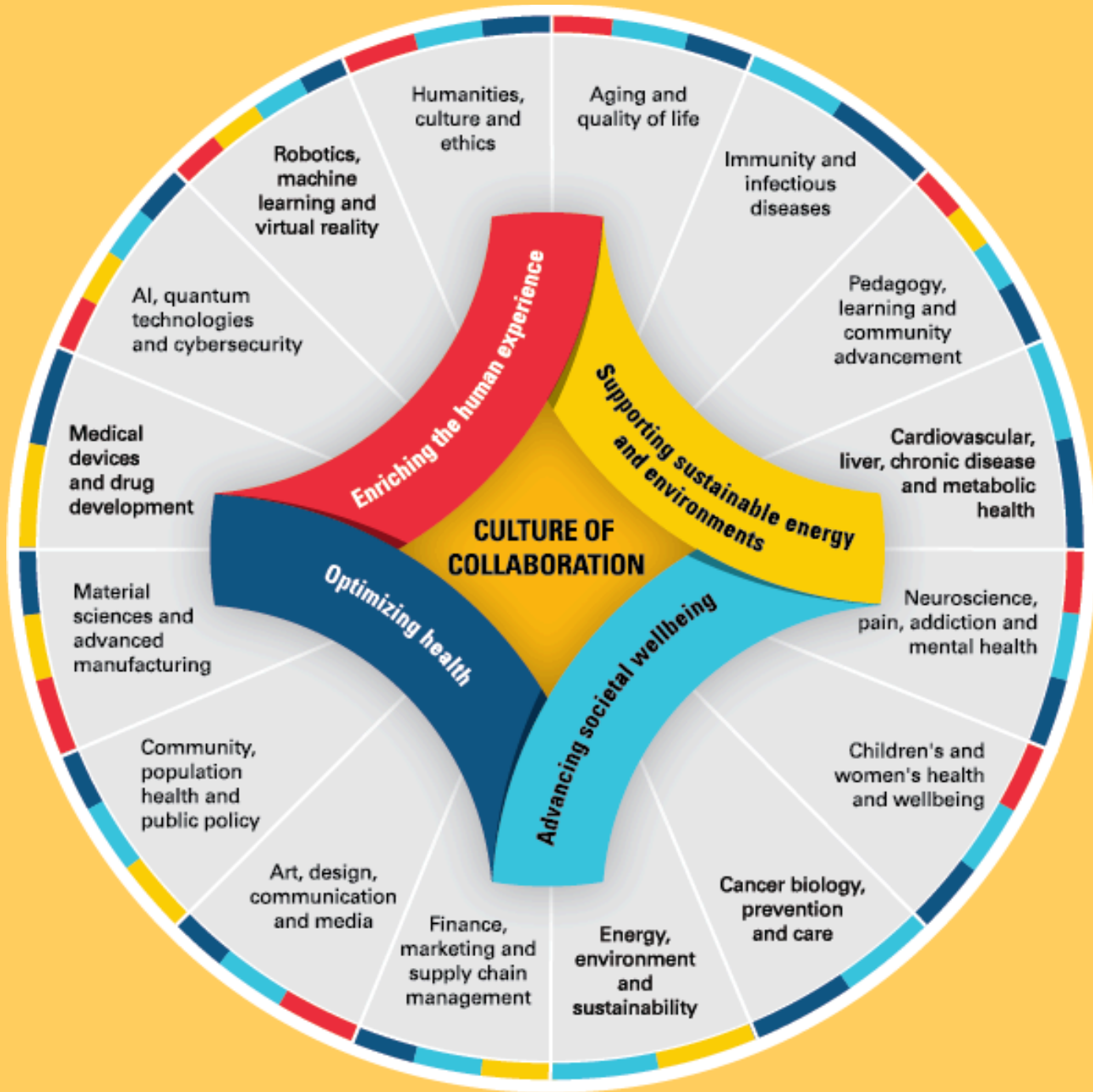
School of  
Education

School of  
Medicine

School  
of Pharmacy

VCU Research Clusters

Enterprise Convergence Labs at VCU



# VCU Research Clusters

- **Center for Drug Discovery (C2D)**
- **Center on Health Advancement (COHA)**
- **Center for Microbiome Engineering and Data Analysis (cMEDA)**
- **Center for Rehabilitation Sciences and Engineering (CERSE)**
- **Center on Society and Health (CSH)**
- **Clark Hill Institute for Positive Youth Development (CHI)**
- **Humanities Research Center (HRC)**
- **Institute for Creative Research (ICR)**
- **Institute for Drug and Alcohol Studies (IDAS)**
- **Institute for Research on Behavioral and Emotional Health (IRBEH)**
- **Institute for Sustainable Energy and Environment (ISEE)**
- **Institute for Women's Health (IWH)**
- **Partnership for People with Disabilities (PPwD)**
- **Pauley Heart Center (PHC)**
- **Virginia Institute for Psychiatric and Behavioral Genetics**
- **Massey Comprehensive Cancer Center (MCCC)**
- **Wright Center for Clinical and Translational Research (WCCTR)**

# Current university-wide research-related institutes and centers

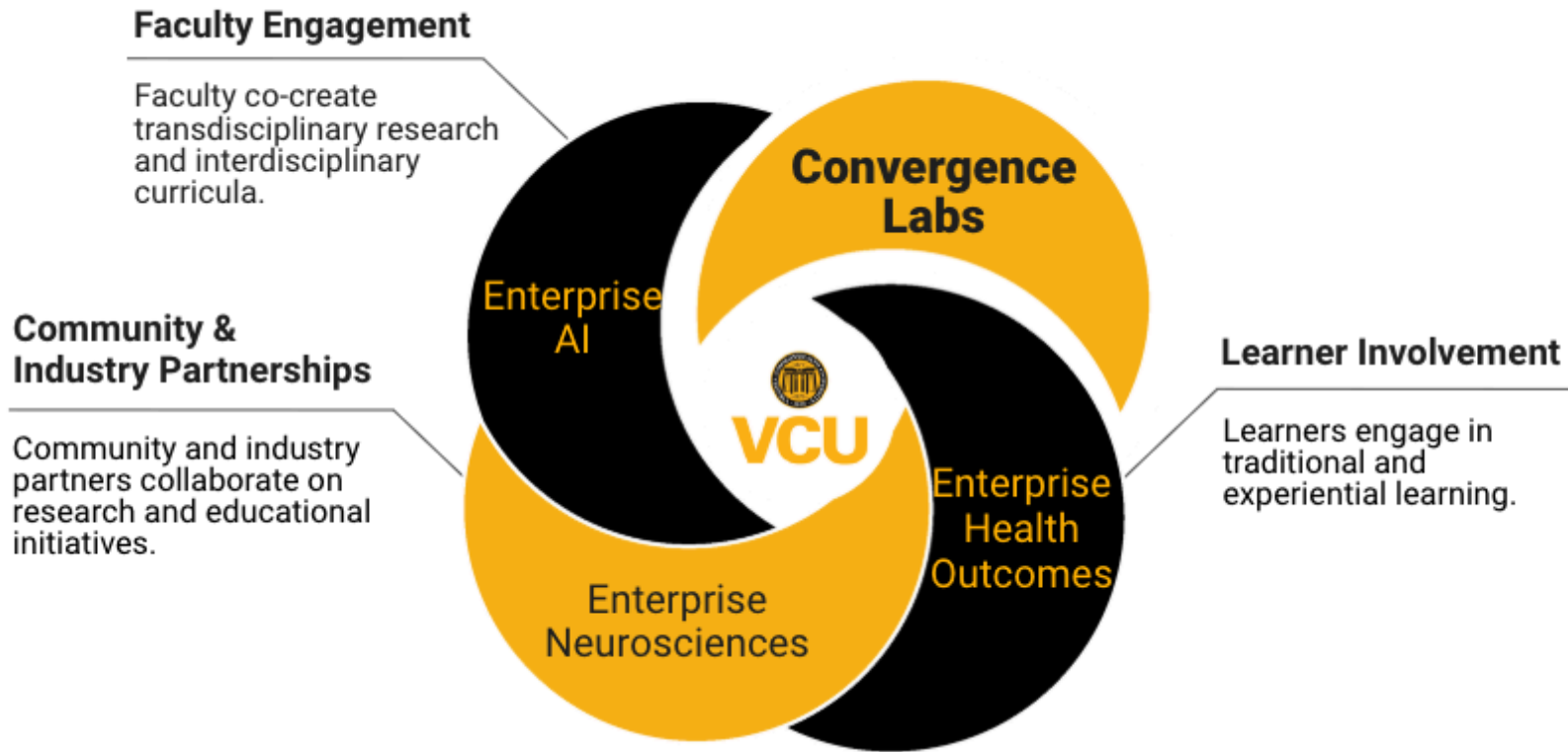


# RICs are aligned with strategic research initiatives

	C2D	CERSE	HRC	IDAS	ISEE	IWH	CHI	VIPBG
Aging	✓	✓	✓			✓		✓
AI		✓			✓	✓	✓	
Art/design			✓		✓	✓	✓	
Cancer	✓	✓				✓		
Cardiovascular/ metabolic	✓	✓		✓		✓		✓
Children/womens health	✓	✓	✓	✓		✓	✓	✓
Population health		✓		✓	✓	✓	✓	
Energy			✓		✓	✓		
Humanities			✓			✓		
Finance/supply chain					✓	✓		
Immunity/ infectious	✓	✓		✓		✓		
Material sciences					✓	✓		
Med. device/ drug dev.	✓	✓		✓		✓		
Neuroscience	✓	✓		✓		✓		✓
Pedagogy		✓	✓		✓	✓	✓	
Robotics		✓	✓	✓			✓	

These RICs are an example of a more focused scope of work.

# Enterprise Convergence Labs at VCU



Strategic Initiatives											
Transdisciplinary Research			Interdisciplinary Academic Programs					Microcredentials		Transformative Learning	
	Neuroscience	Mental Health	Health Outcomes	AI Accelerator Workshop	Practical AI Minor	Applied AI Graduate Certificate	Mixed/Immersive Reality Studies Minor	Neuroscience Major & Minor	Mental Health	Vertically Integrated Projects	Undergraduate research
Engineering	Yes	No	No	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
Health Professions	Yes	No	Yes	Yes	No	No	No	Yes	No	Yes	Yes
Humanities and Sciences	No	Yes	Yes	No	Yes	Yes	Yes	Yes	No	Yes	Yes
Arts	No	No	No	No	Yes	Yes	No	Yes	No	Yes	Yes
Business	No	No	No	Yes	Yes	Yes	Yes	No	No	Yes	Yes
Dentistry	Yes	No	No	No	Yes	No	No	No	No	No	Yes
Education	No	Yes	No	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes
Government and Public Affairs	No	No	No	No	No	No	No	No	No	No	Yes
Medicine	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	No	Yes
Nursing	Yes	No	Yes	No	Yes	No	No	No	Yes	No	Yes
Pharmacy	Yes	No	Yes	Yes	No	No	No	Yes	No	Yes	Yes
Public Health	No	No	Yes	Yes	No	No	No	No	No	No	Yes
Social Work	No	Yes	Yes	No	No	No	No	No	Yes	No	Yes

Strategic Initiatives											
Transdisciplinary Research				Interdisciplinary Academic Programs				Microcredentials		Transformative Learning	
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	Neuroscience	Mental Health	Health Outcomes	AI Accelerator Workshop	Practical AI Minor	Applied AI Graduate Certificate	Mixed/Immersive Reality Studies Minor	Neuroscience Major & Minor	Mental Health	Vertically Integrated Projects	Undergraduate research
Engineering	Light	None	None	Light	Light	Light	Light	Light	None	Light	Light
Health Professions	Light	None	Light	Light	None	None	None	Light	None	Light	Light
Humanities and Sciences	None	Light	Light	None	Light	Light	Light	Light	None	Light	Light
Arts	None	None	None	None	Light	Light	None	Light	None	Light	Light
Business	None	None	None	Light	Light	Light	Light	None	None	Light	Light
Dentistry	Light	None	None	None	Light	None	None	None	None	None	Light
Education	None	Light	None	Light	Light	None	Light	Light	Dark	Light	Light
Government and Public Affairs	None	None	None	None	None	None	None	None	None	None	Light
Medicine	Light	Light	Light	Light	None	Light	Light	Light	Dark	None	Light
Nursing	Light	None	Light	None	Light	None	None	None	Dark	None	Light
Pharmacy	Light	None	Light	Light	None	None	None	Light	None	Light	Light
Public Health	None	None	Light	Light	None	None	None	None	None	None	Light
Social Work	None	Light	Light	None	None	None	None	None	Dark	None	Light

## Academic mission

Faculty engagement and excellence

Student success

Curricula

Community partners

## Knowledge creation

Research institutes and centers

Core laboratories

Strategic priorities and research clusters

## Fiscal support

Space and infrastructure

Licensing and patents (ROI)

Budgeting

## Government and regulatory

SCHEV/SACSCOC

Local/state/federal support

New economic entrants (pharma, etc.)

## Community

Societal challenges and solutions

New perspectives

Increased regional impact

Internships

# Interdisciplinarity

Section 2

# Panel Discussion

# Future-proofing VCU through interdisciplinarity

## Moderators

**Arturo Saavedra, M.D., Ph.D.**, interim executive vice president and provost

**Marlon Levy, M.D.**, senior vice president for VCU Health Sciences, chief executive officer of VCU Health System

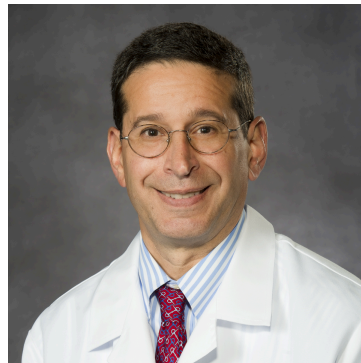
**John Ryan, Ph.D.**, associate vice president for research development



**Andrew Arroyo, Ed.D.**  
*Senior vice provost and  
professor*  
Office of the Provost



**Daniel Gutierrez, Ph.D.**  
*Faculty director of  
Convergence Labs*  
School of Education



**Stephen Kates, M.D.**  
*Interim dean*  
School of Medicine



**Susan Kornstein, M.D.**  
*Director*  
Institute for Women's  
Health



**Cristina Stanciu, Ph.D.**  
*Director*  
Humanities Research  
Center



**Monica Swahn, Ph.D.**  
*Dean*  
School of Public Health