



**VIRGINIA COMMONWEALTH UNIVERSITY
BOARD OF VISITORS**

December 9, 2022

10:45 a.m.¹

**James Branch Cabell Library
901 Park Avenue – Room 303
Richmond, VA**

AGENDA

- | | |
|---|--|
| 1. CALL TO ORDER & OPENING COMMENTS
<i>5 minutes (10:45 – 10:50 a.m.)</i> | Mr. H. Benson Dendy, III, Rector |
| 2. PUBLIC COMMENT PERIOD
<i>15 minutes (10:50 – 11:05 a.m.)²</i> | Ms. Chelsea Gray, Executive
Director of Board and Executive
Operations |
| 3. PRESIDENT’S REPORT
<i>15 minutes (11:05 – 11:20 a.m.)</i> | Dr. Michael Rao, President |
| 4. CONSENT AGENDA ACTION
ITEMS
<i>5 minutes (11:20 – 11:25 a.m.)</i> <ul style="list-style-type: none">a. September 16, 2022 meeting minutesb. October 21, 2022 Retreat minutesc. Administration Committee Action Item<ul style="list-style-type: none">i. Resolution to Approve Employee Benefit
Program Change for Postdoctoral Scholarsd. Finance and University Resources Committee
Action Items<ul style="list-style-type: none">i. Committee Dashboardii. Revised Investment and Liquidity Policyiii. Skilled Trades Contracts | Mr. H. Benson Dendy, III, Rector

Mr. Andrew Florance, Chair

Mr. Todd Haymore, Chair |

¹ 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.

² The length of time for public comment period subject to the number of people who sign up for public comment.

5. **VCU STATE OF RESEARCH**
30 minutes (11:25 – 11:55 a.m.)
Dr. Srirama Rao, *Vice President for Research and Innovation*
6. **VCU THREAT ASSESSMENT TEAM**
10 minutes (11:55 – 12:05 p.m.)
Mr. John Venuti, *Associate Vice President of Public Safety, VCU and VCU Health and Chief of Police*
7. **CONSTITUENT REPORTS**
 - a. Student Representatives
10 minutes (12:05 - 12:15 p.m.)
Mr. Jesse Simpson, *Graduate Student BOV Representative*
Mr. Oscar Kemp, *Undergraduate Student BOV Representative*
 - b. Faculty Representatives
5 minutes (12:15 – 12:20 p.m.)
Dr. Nancy Jallo, *Faculty Senate BOV Representative*
 - c. Staff Representatives
5 minutes (12:20 – 12:25 p.m.)
Ms. Brogan King, *Staff Senate BOV Representative*
8. **BREAK – LUNCH TO BE PLACED AT SEATS**
15 minutes (12:25 – 12:40 p.m.)
9. **VCU HEALTH SYSTEM UPDATE**
10 minutes (12:40 – 12:50 p.m.)
Dr. Marlon Levy, *Interim Senior Vice President for Health Sciences and CEO of VCU Health System*
10. **CLOSED SESSION – Freedom of Information Act Sections 2.2-3711 (A) (1), (3), (7), (8), (9), (19), (23) specifically:**
5 minutes (12:50 – 12:55 p.m.)
 - a. Audit, Integrity and Compliance Committee Closed Session Report
2 minutes (12:55 – 12:57 p.m.)
Dr. Shantaram Talegaonkar, *Chair*
 - b. Administration Committee Closed Session Report
2 minutes (12:57 – 12:59 p.m.)
Mr. Andrew Florance, *Chair*
 - c. Finance and University Resources Committee Closed Session Report
Mr. Todd Haymore, *Chair*

2 minutes (12:59 – 1:01 p.m.)

- d. President's Report:
60 minutes (1:01 – 2:01 p.m.)

Dr. Michael Rao, *President*

- e. VCUHSA Committee Closed Session Report
25 minutes (2:01 – 2:26 p.m.)

Ambassador Carmen Lomellin,

- f. Governance Committee
Closed Session Report
10 minutes (2:26 – 2:36 p.m.)

Ms. Carolina Espinal, *Chair & Vice Rector*

11. RETURN TO OPEN SESSION AND CERTIFICATION

Mr. H. Benson Dendy, III, *Rector*

Resolution and Certification
2 minutes (2:36 – 2:38 p.m.)

Action Items: Approval of items discussed in closed session, if any
2 minutes (2:38 – 2:40 p.m.)

12. OTHER BUSINESS

Mr. H. Benson Dendy, III, *Rector*

- a. Open Session Reports
- b. Other

5 minutes (2:40 – 2:45 p.m.)

13. ADJOURNMENT

Mr. H. Benson Dendy, III, *Rector*

Approval of Employee Benefit Program Changes

Postdoctoral Scholar-fellows

Background

Consistent with Virginia peer institutions (VT, W&M, UVA, GMU), VCU seeks to provide equitable employment for postdoctoral scholar-fellows by granting them access to employment benefits provided to state employees, which are currently offered to VCU's full-time, salaried employees. These benefits include access to the state's health insurance and retirement plans.

The Office of the Vice President for Research and Innovation (OVPRI) oversees VCU's postdoctoral program. Postdoctoral scholars are essential to VCU's research mission and are on career paths to become next-generation scientists. Postdoctoral employment conditions are consistent with the definition of "state employee" in Code of Virginia 51.1-124.3 (used for state retirement and health benefits eligibility) in that they are regularly employed full-time on a salaried basis, their tenure is not temporary or provisional, and their compensation is payable no more often than biweekly, in whole or in part, by an agency of the Commonwealth.

Considerations

VCU employs approximately 160 postdoctoral scholar-fellows who are critical to VCU's research mission. Postdoctoral scholar-fellows not only conduct research at VCU, their professional development includes training graduate students, writing grants and teaching. Employment with full benefits is common for postdoctoral scholar-fellows at peer institutions and making this change will allow VCU to be competitive in recruiting and retaining talent.

Costs/funding

This change will result in a 31.6% increase in the fringe benefit rate for postdoctoral scholar fellows. OVPRI will provide a "hold harmless" period ending June 10, 2024, during which OVPRI will bear the costs of the increased fringe benefit rate (the gap between the current and new rates). After this date, VCU faculty who employ postdoctoral fellows will be responsible for the costs of these fringe benefits and will be included in future research funding proposals.

Recommendation

Approve the resolution to include Postdoctoral Scholar - Fellows in the employee benefits program.

**RESOLUTION OF THE BOARD OF VISITORS OF
VIRGINIA COMMONWEALTH UNIVERSITY**

**AUTHORIZATION AND APPROVAL OF EMPLOYEE BENEFIT PROGRAM
CHANGES FOR POSTDOCTORAL SCHOLARS**

WHEREAS, Chapter 6.1, Title 23 of the Code of Virginia of 1950, as amended (the "Virginia Code") establishes a public corporation under the name and style of Virginia Commonwealth University (the "University") which is governed by a Board of Visitors (the "Board") vested with the supervision, management and control of the University;

WHEREAS, Title 23 of the Virginia Code classifies the University as an educational institution of the Commonwealth of Virginia;

WHEREAS, by Chapter 4.10, Title 23 of the Virginia Code, the University entered into a management agreement with the Commonwealth of Virginia which was enacted as Chapter 594 of the Acts of Assembly of 2008 ("Management Agreement") which, as amended, classifies the University as a public institution of higher education with certain autonomous powers;

WHEREAS, the Management Agreement states that "any new plans, programs and material changes permitted under current law in University employee benefit plans, other than Classified Employee benefit plans, shall be approved by the Board of Visitors;"

WHEREAS, the category of Postdoctoral Scholar - Fellows, as defined in the university's Postdoctoral Scholars policy, is consistent with definition of "state employee" in Virginia Code Section 51.1-124.3, creating eligibility for retirement and health insurance benefits provided to state employees under applicable law;;

WHEREAS, VCU is authorized by Code of Virginia 51.1-126 to operate an optional retirement plan for employees engaged in the performance of teaching, administrative, or research duties; and

WHEREAS, the University wishes to provide eligibility to postdoctoral scholars to participate in state employee health insurance, Virginia Retirement System, the university's Optional Retirement Plan and Cash Match Plan, under the same conditions as term faculty who conduct research in support of the university's mission

WHEREAS, the University wishes to provide eligibility for paid annual leave, sick leave, personal leave, and community service leave to postdoctoral scholars as it is provided to term faculty who conduct research in support of the university's mission;

**NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF VISITORS OF
VIRGINIA COMMONWEALTH UNIVERSITY:**

1. The Board hereby authorizes the President or his designee to add Postdoctoral Scholar - Fellows to the list of employees eligible to participate in state employee health insurance, Virginia Retirement system benefits, and the university's Optional Retirement Plan and Cash Match Plan.

2. The Board hereby authorizes the President or his designee to add Postdoctoral Scholar - Fellows to the list of employees covered by the annual leave, sick leave, personal leave, and community service leave provisions applicable to term faculty.

3. The Board authorizes the President of the University, or his designee, on behalf of the University, to execute and deliver any documents required by and related to the addition of Postdoctoral Scholar - Fellows to the list of employees eligible to participate in the Optional Retirement Plan and Cash Match Plan.

4. This Resolution shall take effect immediately upon its adoption.

Finance and University Resources Committee
Dashboard Metrics

Area	Target/Gol	Actual	Notes
FINANCE			
<i>Supply Chain Diversity</i>			
1. Increase procurement with minority-owned businesses	4.50%	5.30%	
2. Increase procurement with woman-owned businesses	4.50%	3.90%	
<i>Bond Ratings</i>			
Moody's		Aa3	VCU is at the minimum rating required to maintain Tier III Status
S&P		AA-	VCU is at the minimum rating required to maintain Tier III Status
<i>Debt Ratio</i>			
	Internal policy sets 4% limit	3% as of June 2021, providing a debt capacity of approx. \$103M	
<i>Investment Performance</i>			
			One year as of September 30, 2022
Short-term tier	3.03%	2.78%	
Long-term tier	18.71%	14.03%	
<i>Budget to Actual Performance</i>			
			As of September 30, 2022
Revenues	*Q1 - 36%, Q2 - 66%, Q3 - 84%, Q4 - 100%	Q1 - \$488.6M (32% of budget)	
Expenses	*Q1 - 28%, Q2 - 48%, Q3 - 77%, Q4 - 100% (*based on 10-year averages)	Q1 - \$413.7M (27% of budget)	
DEVELOPMENT & ALUMNI RELATIONS			
<i>Increase Annual Giving & Alumni Engagement</i>			
Progress to Campaign Goal	Preliminary campaign goal - \$1,000,000,000	\$501,405,319 (50.14% progress towards goal)	Current FY dollars raised: \$105,288,914 Same Time Last Year: \$68,156,738 Percentage Change: 54.48%
Annual Giving (Gifts < \$50,000)		\$4,474,763	Same Time Last Year: \$4,541,545 Percentage Change: -1.47%
Alumni Giving		\$3,978,386	Same Time Last Year: \$6,448,087 Percentage Change: -38.3%

Alumni Donors		2,093	Same Time Last Year: 1,960 Percentage Change: 6.79%
Alumni Engagement		8,977 (FY23Q1)**	11,581 (FY22Q1) Percentage Change: -22.49%
			(**Data only available for FY23Q1. Season ticket holders have not been entered for FY23 which is contributing to the decline in alumni engagement.)
GOVERNMENT RELATIONS PRIORITIES			
<i>Increase Undergraduate financial aid</i>			
<i>Increase funding for faculty salaries</i>			
<i>Address structural underfunding of \$60M</i>			
<i>Make permanent \$25M/year of Massey Cancer Center</i>			
<i>Secure authorization for School of Dentistry planning</i>			

Revised Investment and Liquidity Policy

Excerpted change from [the policy](#):

The Senior Vice President and Chief Financial Officer may appoint an independent manager to invest funds designated for a specific purpose or institute outside of the manner outlined in this policy, on the condition that any such investments, whether short term or long term, must still comply with relevant law (including the Uniform Prudent Management of Institutional Funds Act, as applicable). The independent manager will provide regular reporting to the Senior Vice President and Chief Financial Officer or designee. Notice of such exceptions shall be provided to the Board at the next meeting of the Board. Timely reporting of the nature of the investments will also be provided to the Board.

To: The Board of Visitors of Virginia Commonwealth University

From: Procurement Services and Facilities Management

Subject: Approval for Skilled Trades Contracts Exceeding \$5 Million

Date: December 9, 2022

Recommendation

We recommend that the Board approve the contracts for skilled trades services and authorize the Senior Vice President and Chief Financial Officer to execute the contracts on behalf of Virginia Commonwealth University.

Background

The Office of the President issued the Delegation of Signatory Authority policy on May 10, 2019. Pursuant to the Delegation of Signatory Authority policy, contracts with a total actual or anticipated expenditure value exceeding \$5 million require prior approval by the Board. Virginia Commonwealth University wishes to enter into contracts with providers (Collectively the “Firms”) of various skilled trade services to support its Facilities Management operations. The total anticipated expenditure value over the term of the contracts will exceed \$5 million.

Discussion

The Firms will be selected through a competitive request for proposal process in accordance with University procurement policy to provide skilled trade services including, but not limited to, door installation and repair, roofing, fume hood repairs, electrical maintenance, lead, mold abatement and testing, masonry, carpentry and paving services for the Facilities Management Department. The contracts will allow the University to respond quickly by retaining a network of prequalified firms, including local, small, woman and minority-owned (SWaM) businesses, to provide services as needed.

The contracts shall have a one (1) year initial term (the “Initial Term”) and may be renewed by VCU upon mutual written agreement of authorized representatives of the Parties for seven (7) successive one (1) year periods (the “Renewal Term”) under the terms and conditions of the contract or as otherwise agreed in writing by the Parties at such time. It is anticipated that all optional renewals will be pursued.

University Impact

The contracts will benefit the University’s efforts to maintain, upgrade and renovate its campus buildings.

RESOLUTION OF THE BOARD OF VISITORS OF
VIRGINIA COMMONWEALTH UNIVERSITY

APPROVAL FOR CONTRACTS EXCEEDING \$5 MILLION

WHEREAS, the Office of the President issued the Delegation of Signatory Authority policy on May 10, 2019;

WHEREAS, pursuant to the Delegation of Signatory Authority policy, contracts with a total actual or anticipated expenditure value exceeding \$5 million require prior approval by the Board;

WHEREAS, Virginia Commonwealth University wishes to enter into contracts with providers of skilled trade services (Collectively the “Firms”) to purchase various services including, but not limited to, door installation and repair, roofing, fume hood repairs, electrical maintenance, lead, mold abatement and testing, masonry, carpentry, and paving services for the Facilities Management Department; and

WHEREAS, the total actual or anticipated expenditure value of the contracts will exceed \$5 million over the contracts term.

NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF VISITORS OF VIRGINIA COMMONWEALTH UNIVERSITY:

1. The Board approves execution of contracts with the Firms.
2. The Board authorizes the Senior Vice President and Chief Financial Officer to execute the contracts on behalf of Virginia Commonwealth University.
3. This Resolution will take effect immediately upon its adoption.

onevcu | RESEARCH **UNLEASHED**

2022 State of the Research

P. Srirama Rao, Ph.D. Vice President for Research and Innovation



overview

Alignment with Quest 2028

slides 2-5

growth

By the numbers

slides 6-11

impact

VCU's strengths-based strategic initiatives

slides 12-23

future

VCU's strategic investments and opportunities

slides 24-34

MCV Campus

VCU Health Sciences, VCU Health,
Bio + Tech Park

Monroe Park Campus

STEM, Arts, Humanities and
Social Sciences

VCUarts Qatar Campus



One VCU Research and Innovation

Alignment with Quest 2028 Goals

VCU

- Diversity driven excellence
- Student success
- Research and innovation
- Thriving communities

One VCU Research

Optimizing health

Enriching the human experience

Supporting sustainable energy and environments

Achieving a just and equitable society

Transformative Innovation

VCUHealth System

- Workforce wellness
- Patient-centered care
- Innovative research and education
- Advancement of health equity

QUEST 2028: One VCU Research Goals

Transdisciplinary Approach:

leading to knowledge creation

Culture of Collaboration:

built upon on ethics, integrity and inclusive practices

Research infrastructure:

that is scalable, nimble and ready for growth

Goals by 2028:

10%↑
Faculty
&
Students

Higher
rankings

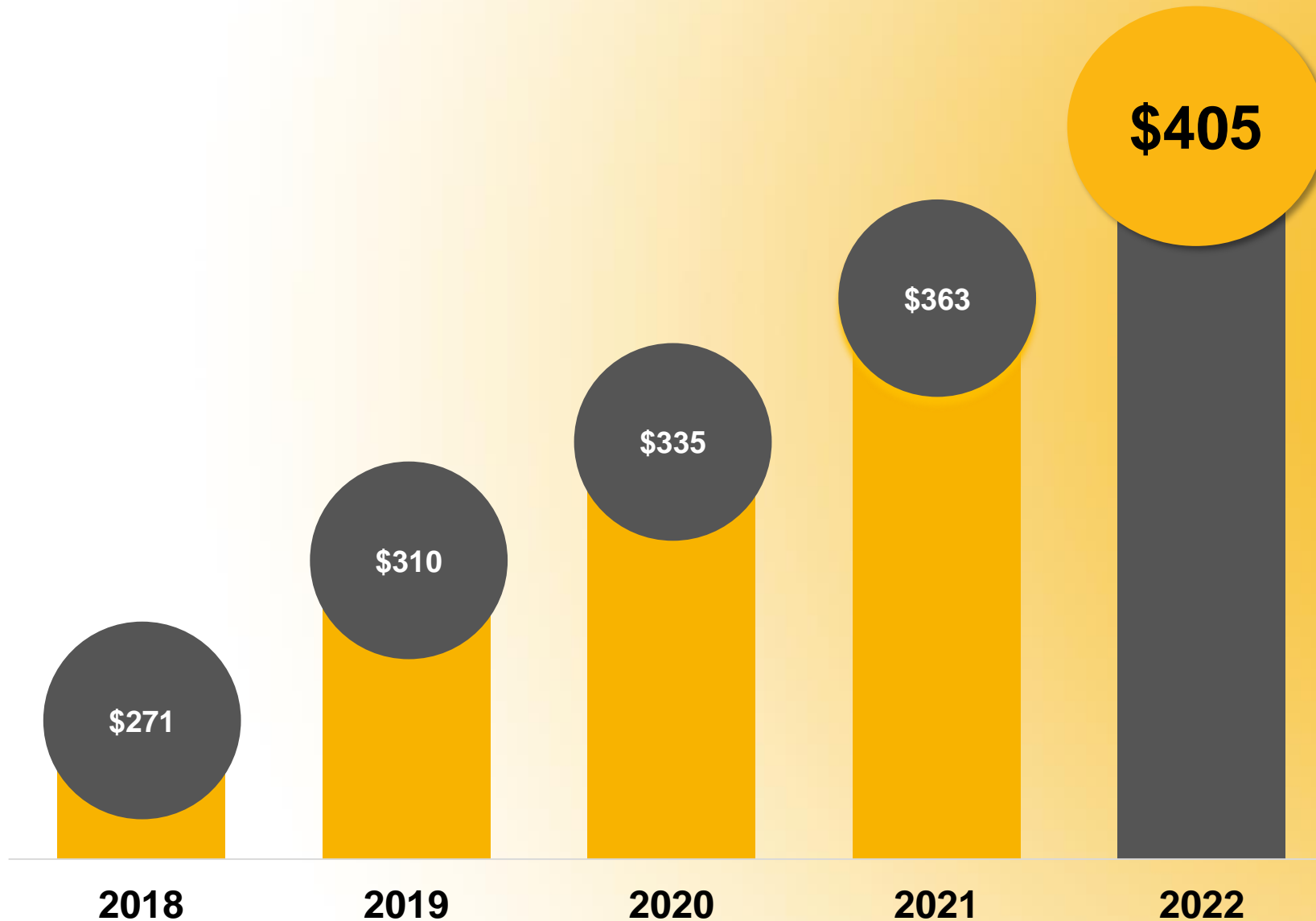
3.5%↑
Federal
Funding

5%↑
clinical
research

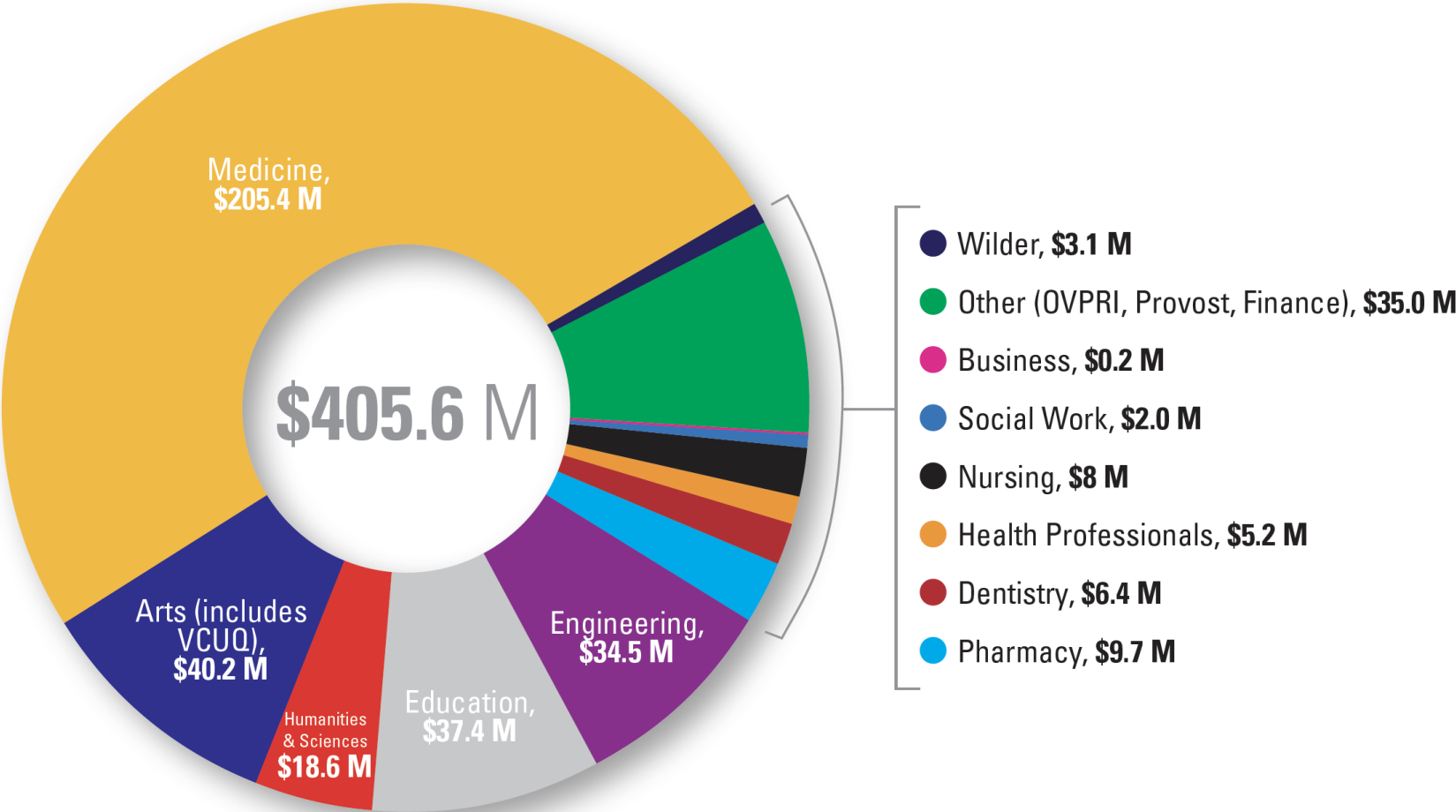
2X↑
Startups
&
IP

\$500M
sponsored
research

49%, 5-year increase in External Sponsored Funding (\$M)

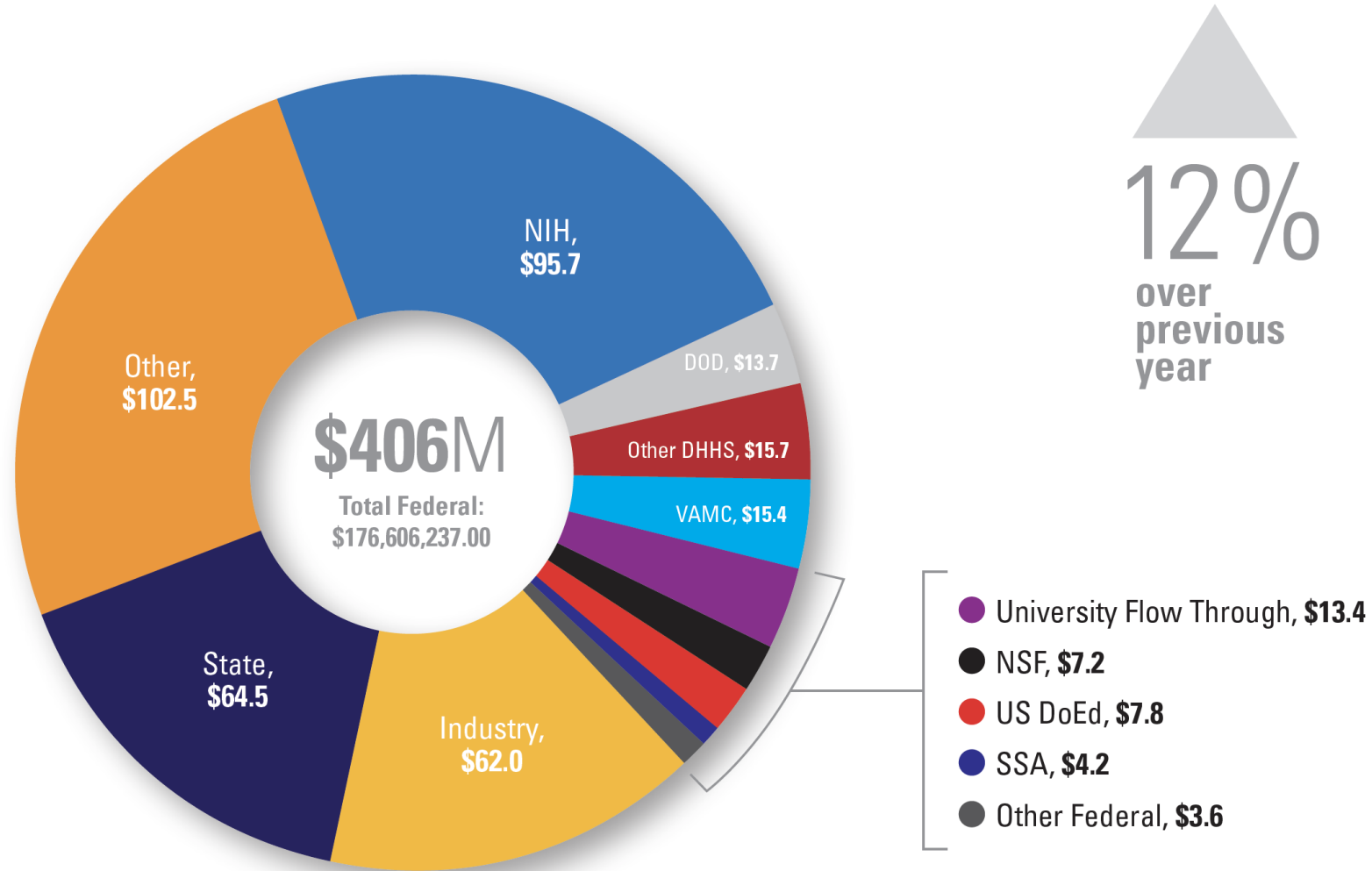


FY2022 VCU Sponsored Program Awards: \$405.6M



External Awards by Source

12% increase over FY2021 (\$363M)



VCU in U.S. and Global Rankings

Top 2%

VCU has 212 faculty within the world's top 2% of scientists *(Source: Stanford survey)*

Top 3

Among Virginia's public research universities *(Source: NSF Herd survey)*

Top 22%

Of global research universities *(Source: U.S. News & World Report)*

Top 30

Of U.S. innovative public universities *(Source: U.S. News & World Report)*

Top 50

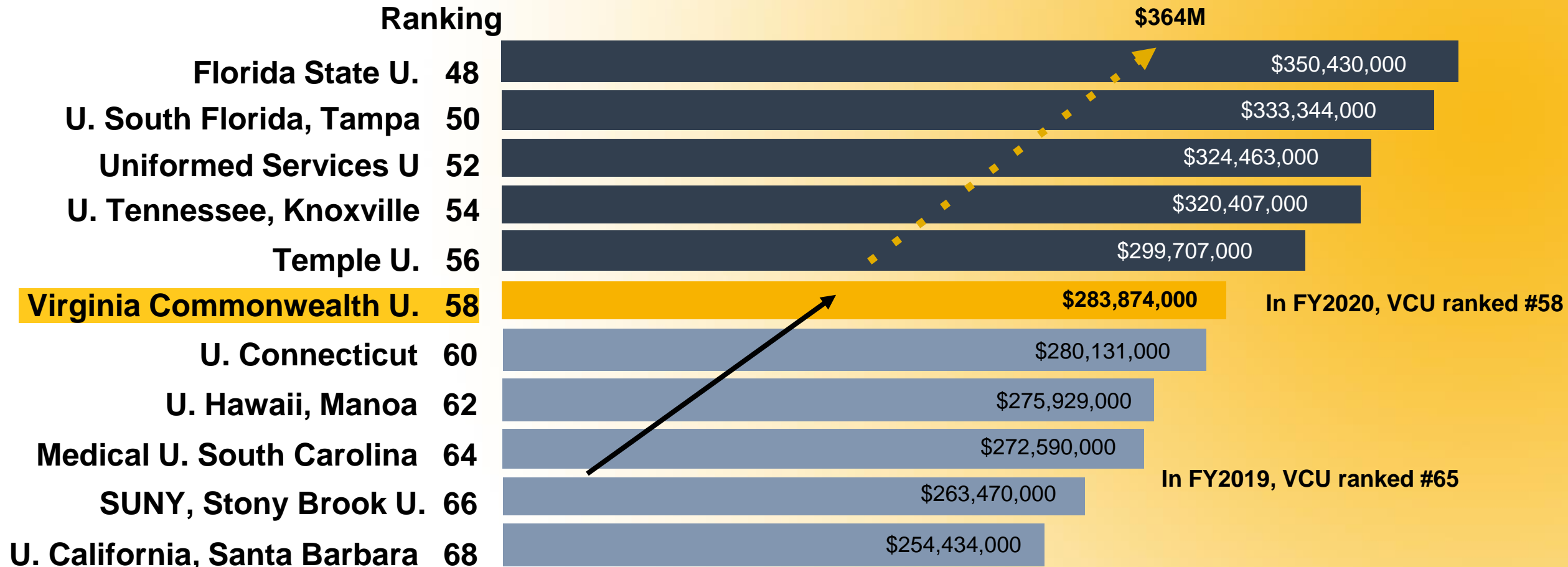
Of U.S. public high-activity research institutions with strong undergraduate programs; designated as community-engaged *(Source: 2020 NSF HERD survey, Carnegie Foundation)*

Top U.S. graduate programs



FY2020 U.S. Public Research University Ranking

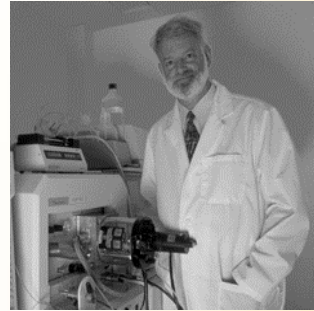
In FY2021, VCU reported \$364M in expenditures; new rankings to be announced on 12/13



Transformative Innovation is in VCU's DNA



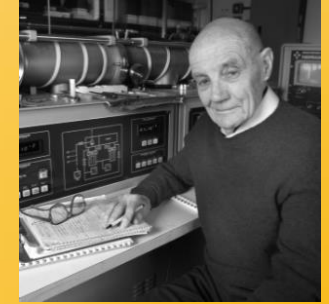
1956: D. Hume, M.D.
Organ transplantation pioneer



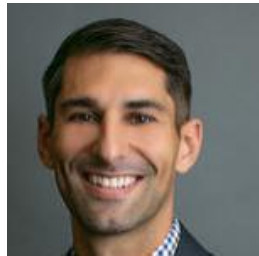
1970: R. Martin, Ph.D.
Addiction and drug abuse



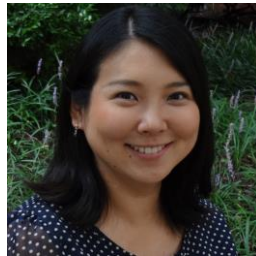
1980: B. Benacerraf, M.D.
Nobel Prize in Medicine or Physiology



2002: J. Fenn, Ph.D.
Nobel Prize in Chemistry



C. Reina, Ph.D.
*Leadership,
customer/patient
outcomes*



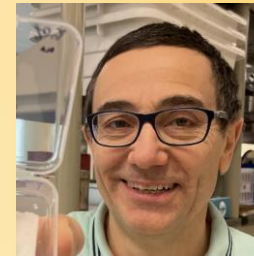
N. Hagiwara, Ph.D.
*Racial disparities,
pain*



C. Hulshof, Ph.D.
Tropical biodiversity



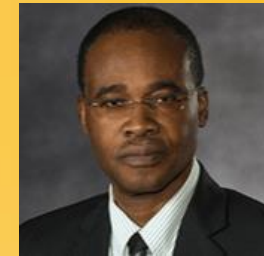
L. Cannon, Ph.D.
Bioinformatics, HIV



M. Bertino,
*Experimental
Nanoscience*



K. Kim, Ph.D.
*Segregation,
mental health*

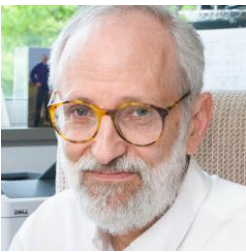


M. Safo, Ph.D.
Sickle cell disease



F. Gupton, Ph.D.
*Pharmaceutical
engineering*

2022



K. Kendler, M.D.
Genetics, addiction



S. El-Shall, Ph.D.
*Chemistry,
nanoscience*



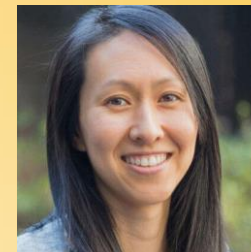
K. Aberg, Ph.D.
*Epigenetics, DNA
methylation*



V. Chen, Ph.D.
*Economic
inequality*



I. Morgan, Ph.D.
HPV16



P. Hwang, Ph.D.
*Cell
mechanobiology*

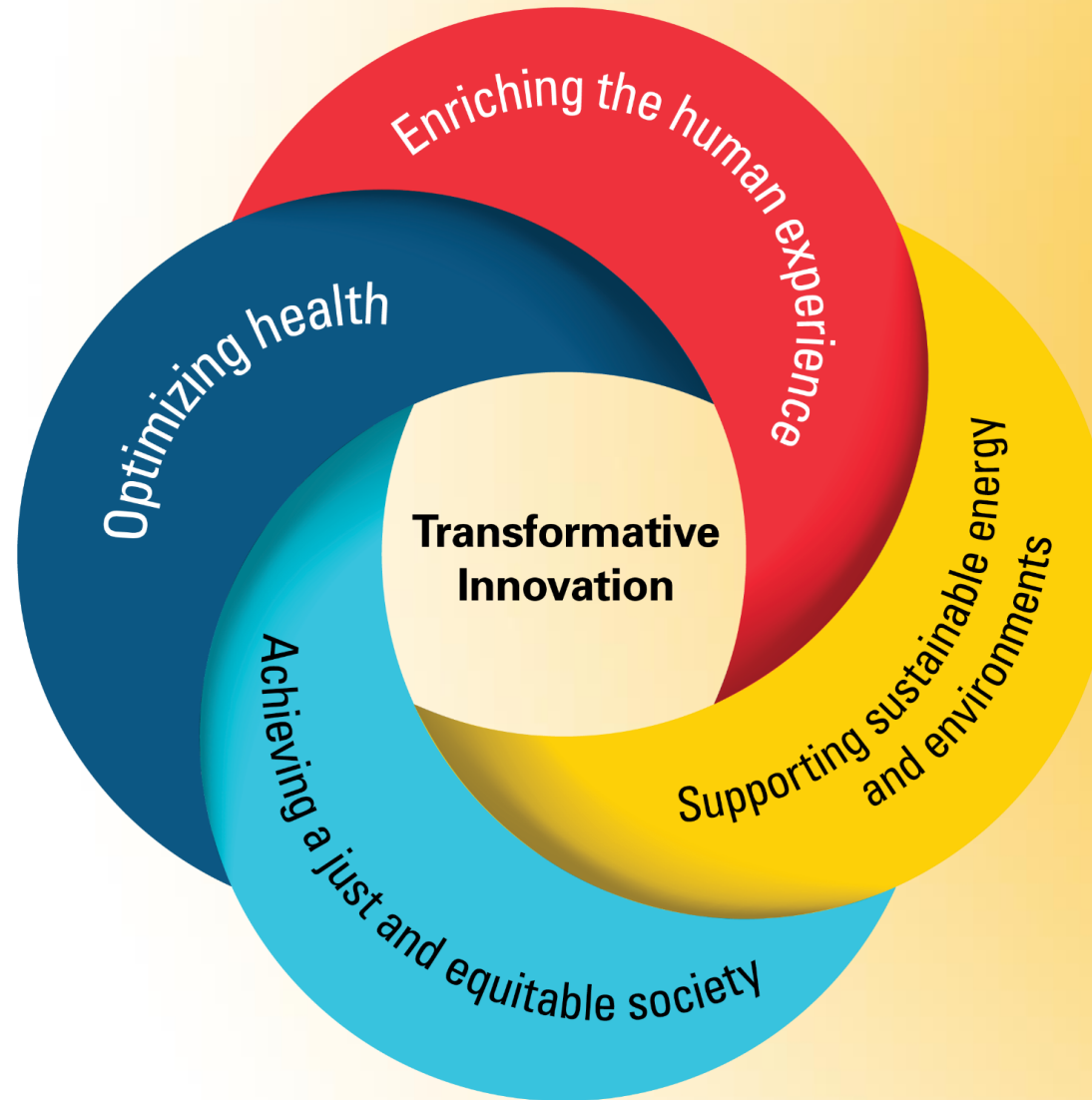


C. Stanciu, Ph.D.
*American Indian
studies*



D. Bandyopadhyay,
Ph.D. Oral health,
biostatistics

One VCU Research Strategic Initiatives



Enriching the Human Experience



Enhancing Cybersecurity
Milos Manic, Ph.D., COE

Designing speakers for connection,
Jane Chung, Ph.D., SON

Designing protective fabric,
Khaled Saoud, Ph.D., VCUarts, Qatar

Designing superatom properties,
Shiv Khanna, Ph.D., CHS

Achieving a Just and Equitable Society



'Code switching' Black emotions,
Fantasy Lozada, Ph.D., CHS

Reducing backlog of rape kits,
Tracey Dawson Green, Ph.D., CHS

Retaining minority Ph.D. students,
Mychal D. Smith, Ph.D., CHS

Optimizing Health



Guiding treatment with 3D 'brains'

Ravi Hadimani, Ph.D., ENGR

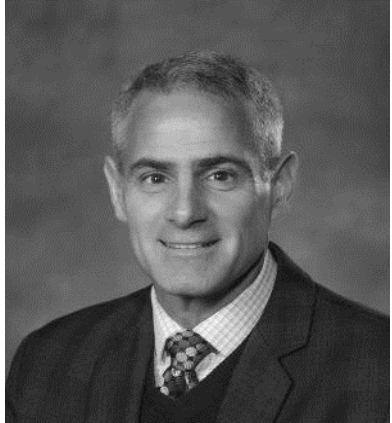
Finding cancer clues in the mouth

Jose Trevino, M.D., SOM

Studying long COVID harm to kids

Amy Salisbury, Ph.D., SON

Optimizing Health



David Cifu, M.D.
SoM



Zina Trost, Ph.D.
SoM



Ronald Seel, Ph.D.
SoM

Clinical and applied research to address TBI, spinal cord injuries, pain and rehabilitation



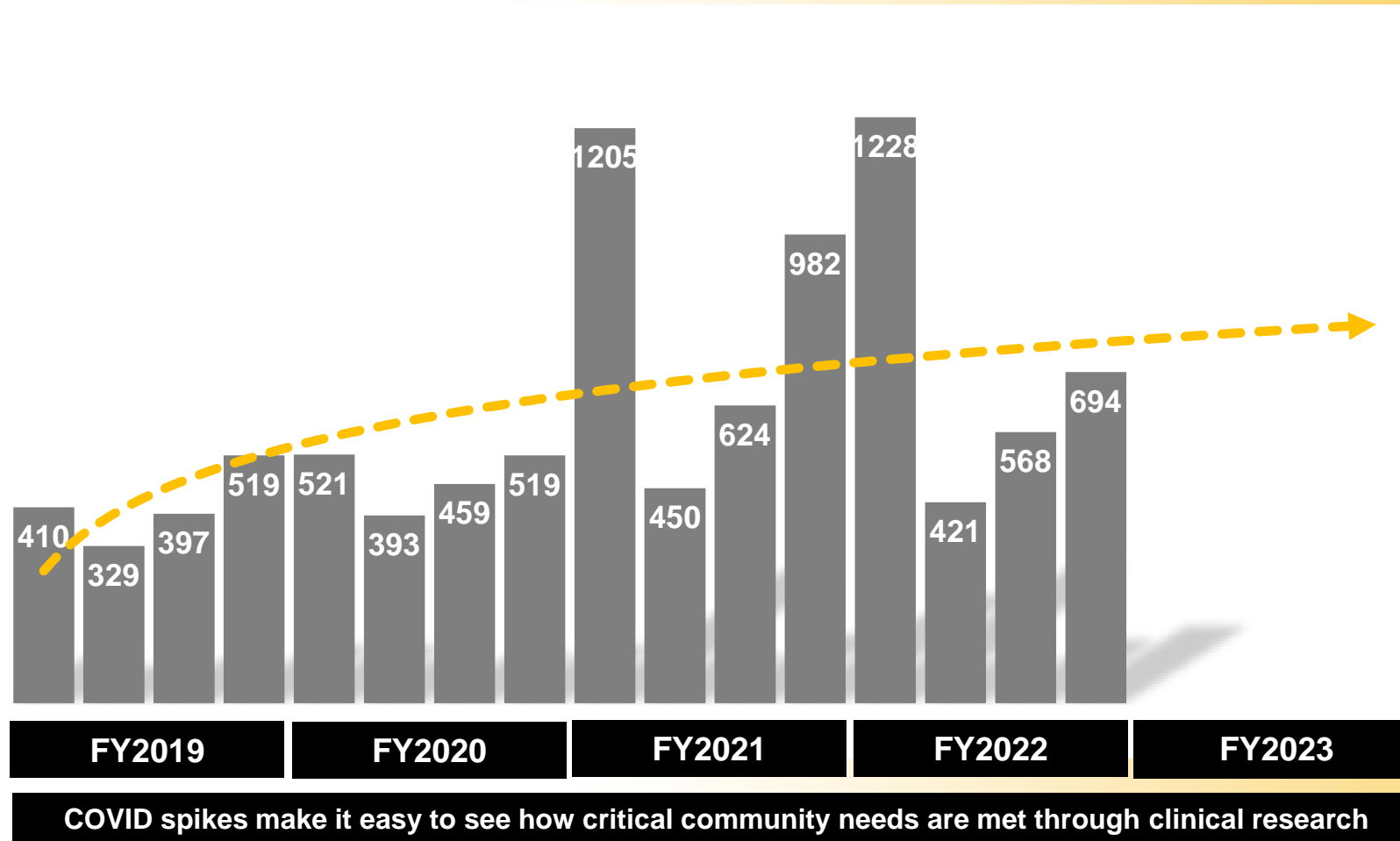
James Bjork, Ph.D.
SoM



Michael Miles, M.D, Ph.D.
SoM

Genetic & behavioral answers to addiction risk

The impact of clinical research at VCU



FY2022 RESULTS

672
active
trials

1.2% increase

357
VCU
designed

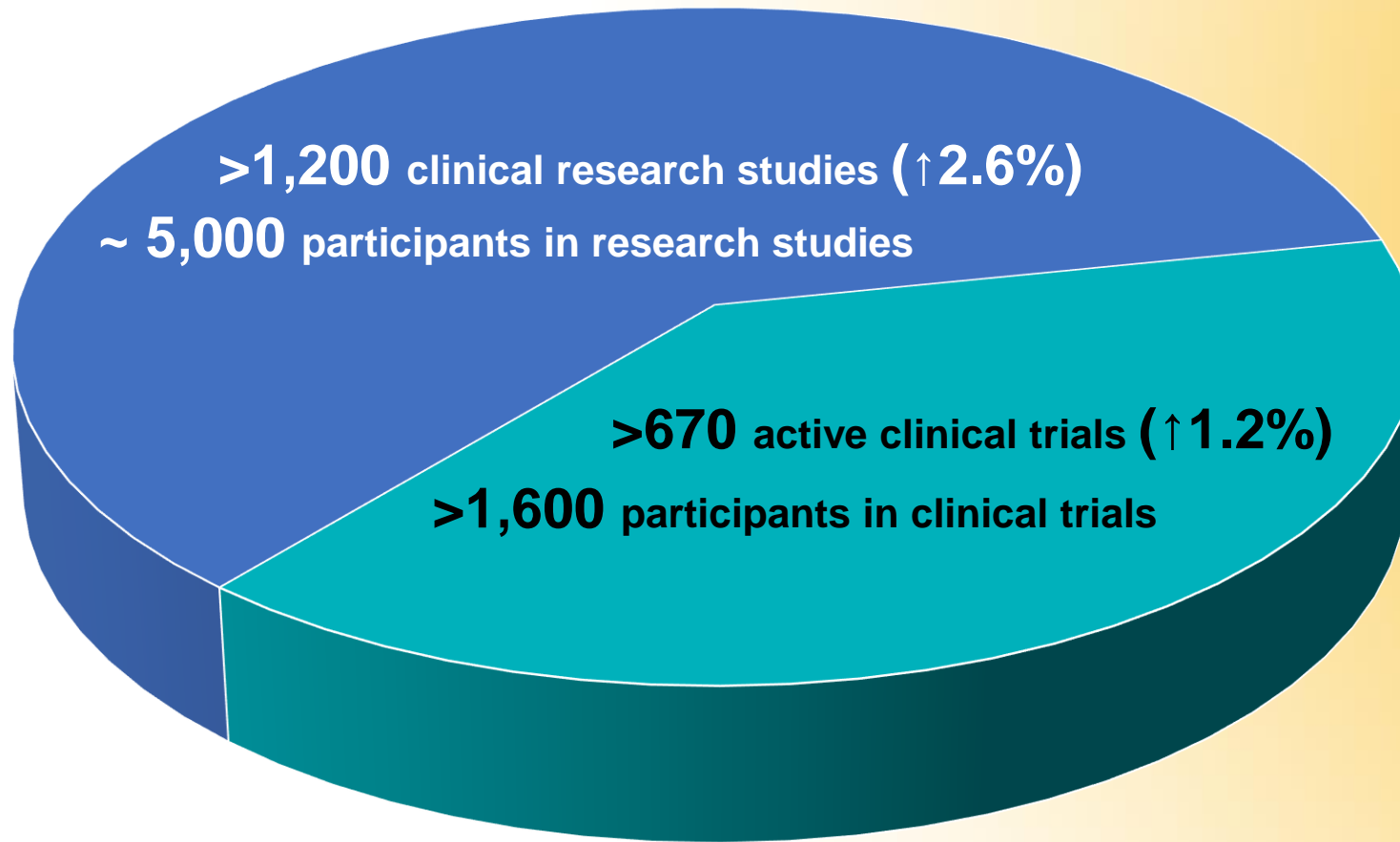
> 50% of all clinical trials are designed by VCU faculty to address unmet patient needs

1,553
enrolled

across all active clinical trials

Patient needs guide clinical research priorities

47% increase in past five fiscal years



>350 VCU faculty-led clinical trials
(175 address community priorities)

>30 VCU new device studies

Supporting Sustainable Energy and Environments



Collaborating for sustainability,
Puru Jena, Ph.D., CHS,



Developing safer reactors
Jessika Rojas, Ph.D., ENGR



Tracking forest carbon cycling
Chris Gough, Ph.D., CHS

Technology Commercialization and Entrepreneurship

Bringing ideas and innovations to the marketplace



FY2022 Technology Commercialization Impact

144

Patents
filed

27

Licenses &
options

31

Start-ups
supported

\$3.1M

Licensing
revenue

122

Invention
disclosures

18

Patents
issued

10

Start-ups
licensed

Technology Commercialization and Entrepreneurship



**Developing implant to restore
sense of smell**



**‘Nerve Tape’ aligns peripheral nerves
following traumatic injuries**

VCU Research Drives Innovation to the Marketplace

***~60+ Startups / ~\$80M Funding / 8 Products (from start-ups) in 10 years
VCU earned APLU's Designation for Innovation and Economic Prosperity***



LightSwitchBio



The Future of One VCU Research

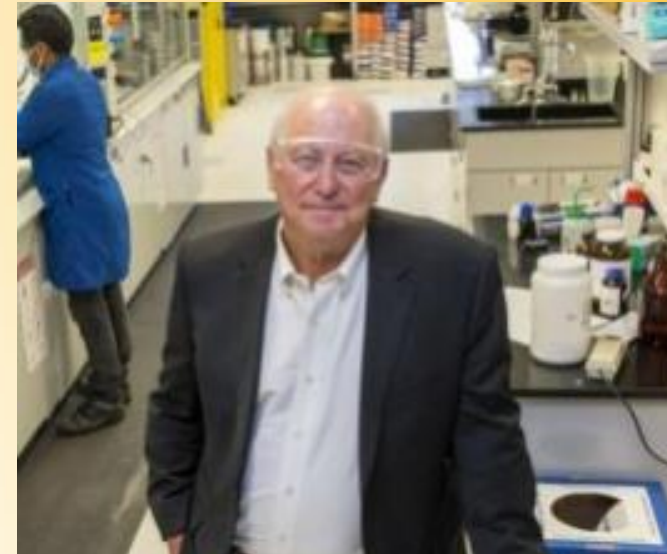
Landmark funding with renewals on the horizon

Wright Center for Clinical and Translation Research:
funded by the NIH; CTSA grant renewal of >\$30M+ is pending



Stravitz-Sanyal Institute for Liver Disease & Metabolic Health:
created with a \$104M gift; major grants in clinical and basic research

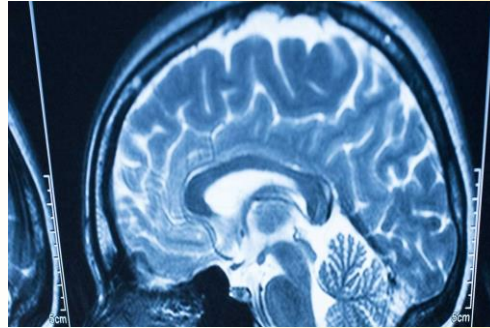
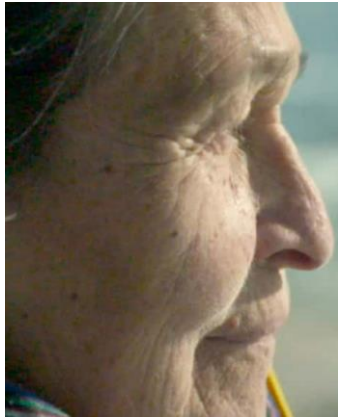
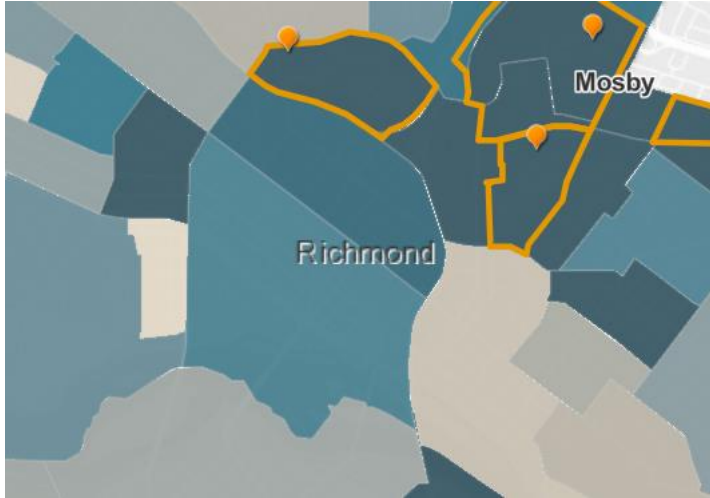
Massey Cancer Center:
funded by the NIH; comprehensive status and NCI Cancer Center Grant are pending



VCU Medicines for All:
funded publicly and privately; Bill and Melinda Gates Foundation renewal of \$16.7M is pending

Research Institutes and Centers (RICs)

Catalyzing inter/transdisciplinary research to address global challenges



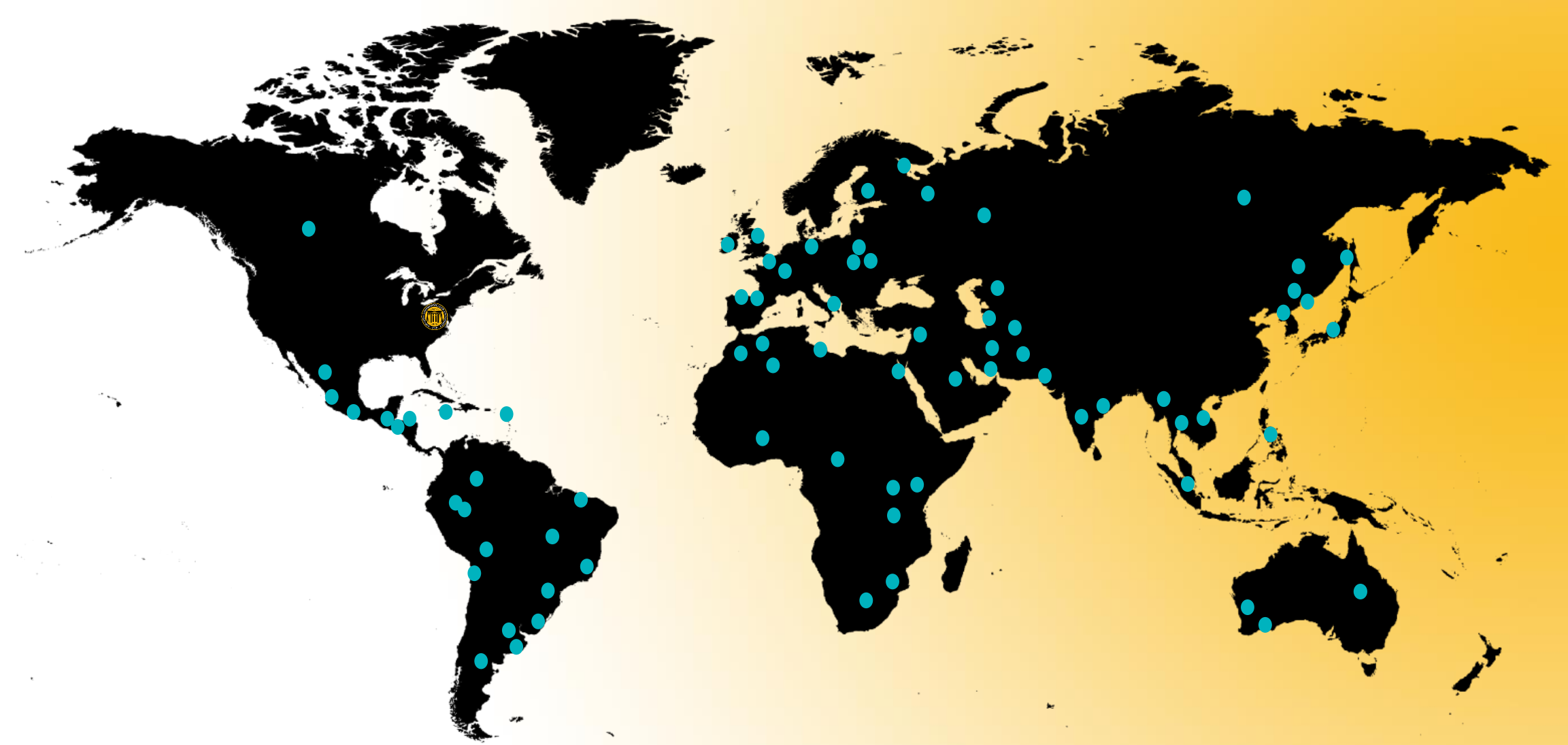
2021 RICs

1. Center on Society & Health
2. Center for Rehabilitation Science & Engineering
3. Clark-Hill Institute for Positive Youth Development
4. Center on Health Disparities
5. Institute for Research on Emotional & Behavioral Health
6. Institute for Women's Health
7. Partnership for People with Disabilities

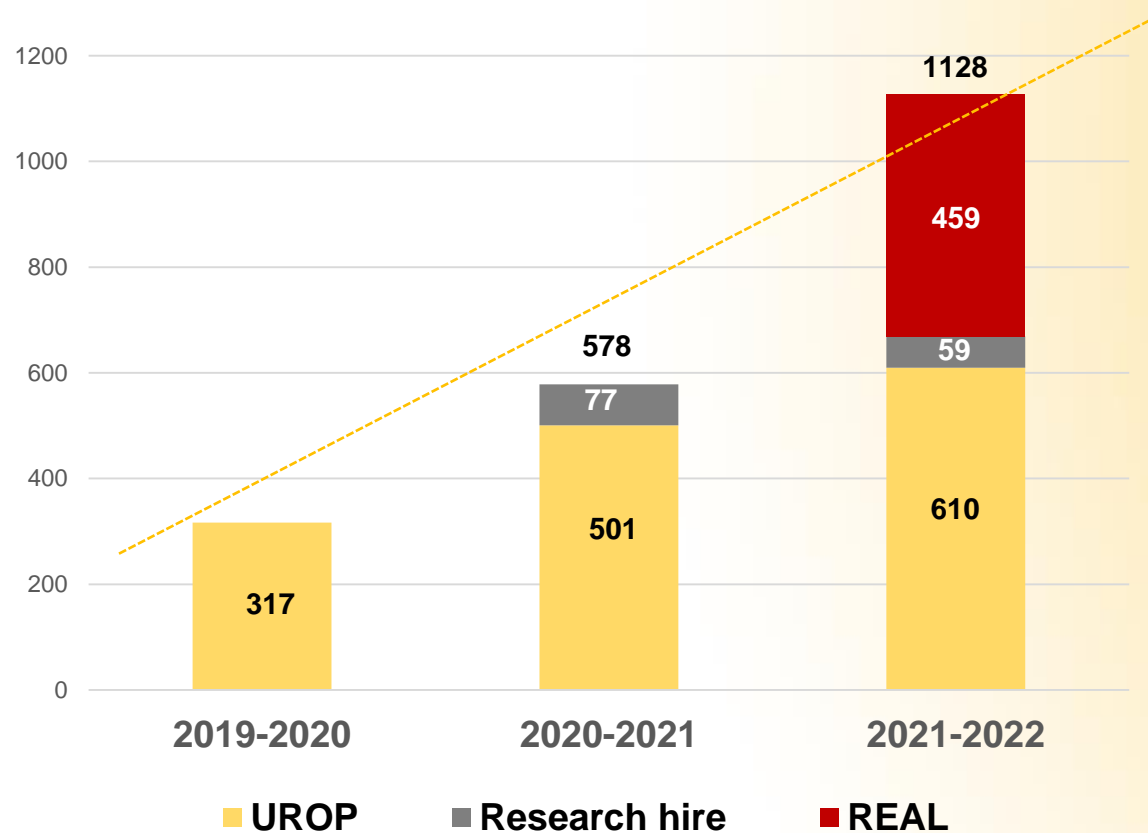
2022 RICs

8. Center for Drug Discovery
9. Center for Microbiome Engineering & Data Analysis
10. Humanities Resource Center
11. Institute for Drug & Alcohol Studies
12. Institute for Sustainable Energy & Environment

Global Academic and Research Engagement



Undergraduate Research and Innovation



- **300+** student presentations during VCU Research Weeks in FY2022
- **59** undergraduate student researchers hired in FY2022
- **22%** increase in undergraduate student engagement over FY2021

QUEST 2028: Continued and Strategic Investments in Research

Institutional

- Faculty, cluster hires
- Student engagement
- URM faculty, students
- Global engagement
- Institutes and centers

Infrastructure

- Strengthening research cores
- Critical research equipment needs
- Research Space (aging laboratories)

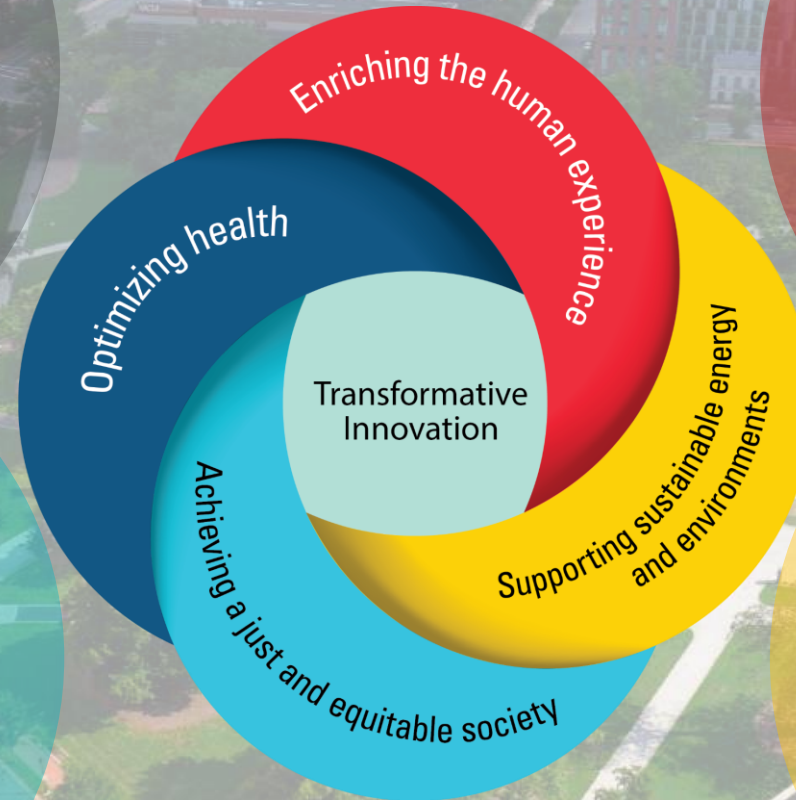
Research Initiatives

Funds:

- Momentum
- Accelerate
- Arts, Humanities & Social Sciences
- Breakthroughs
- Proof of Concept / Tech commercialization

Operational

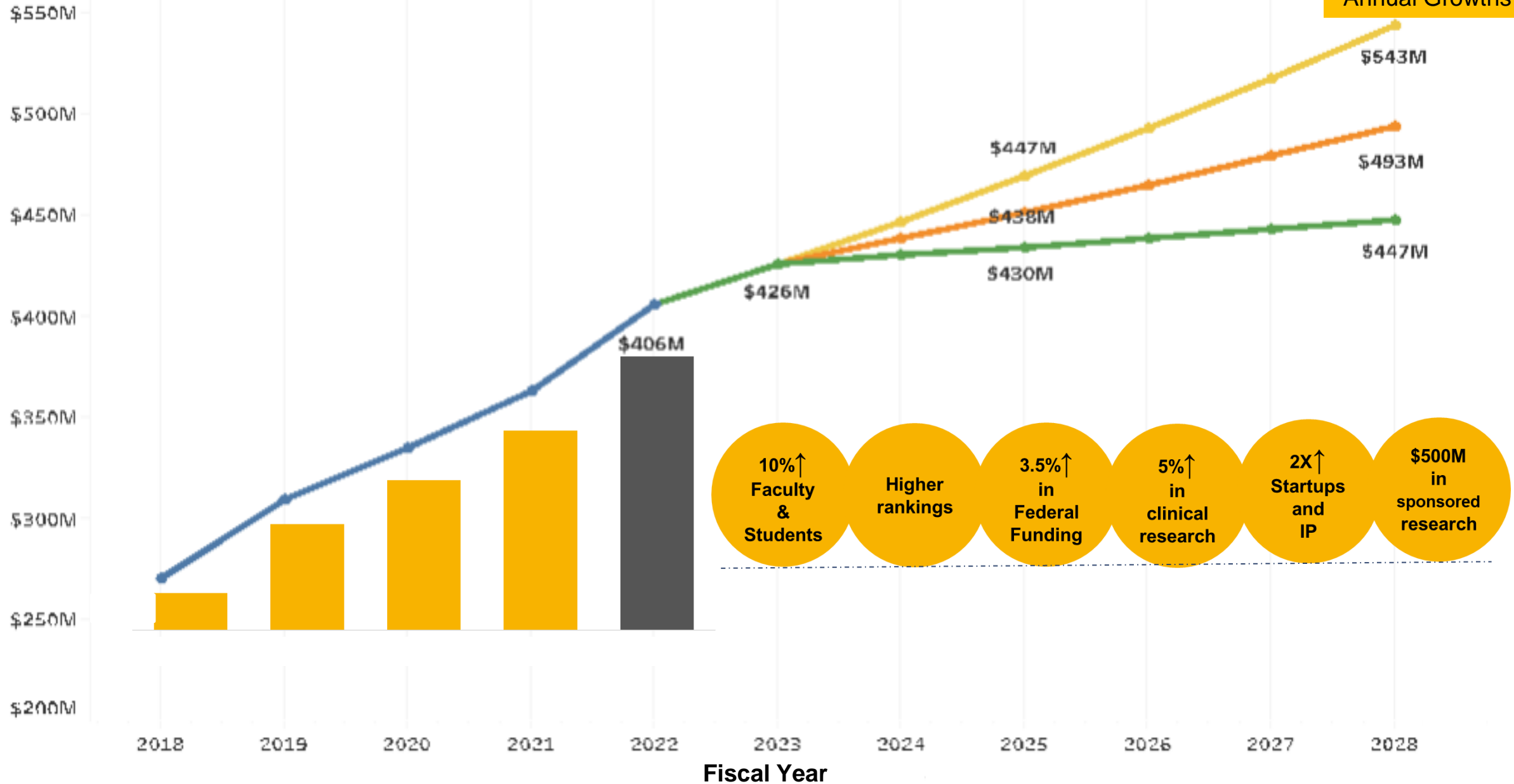
- Sponsored Programs
- Human Research Programs
- Animal Resources
- IT systems solutions
- Grant writing
- Reduction of faculty burden



Annual Projected Growth predicated upon strategic investments in the Research Enterprise

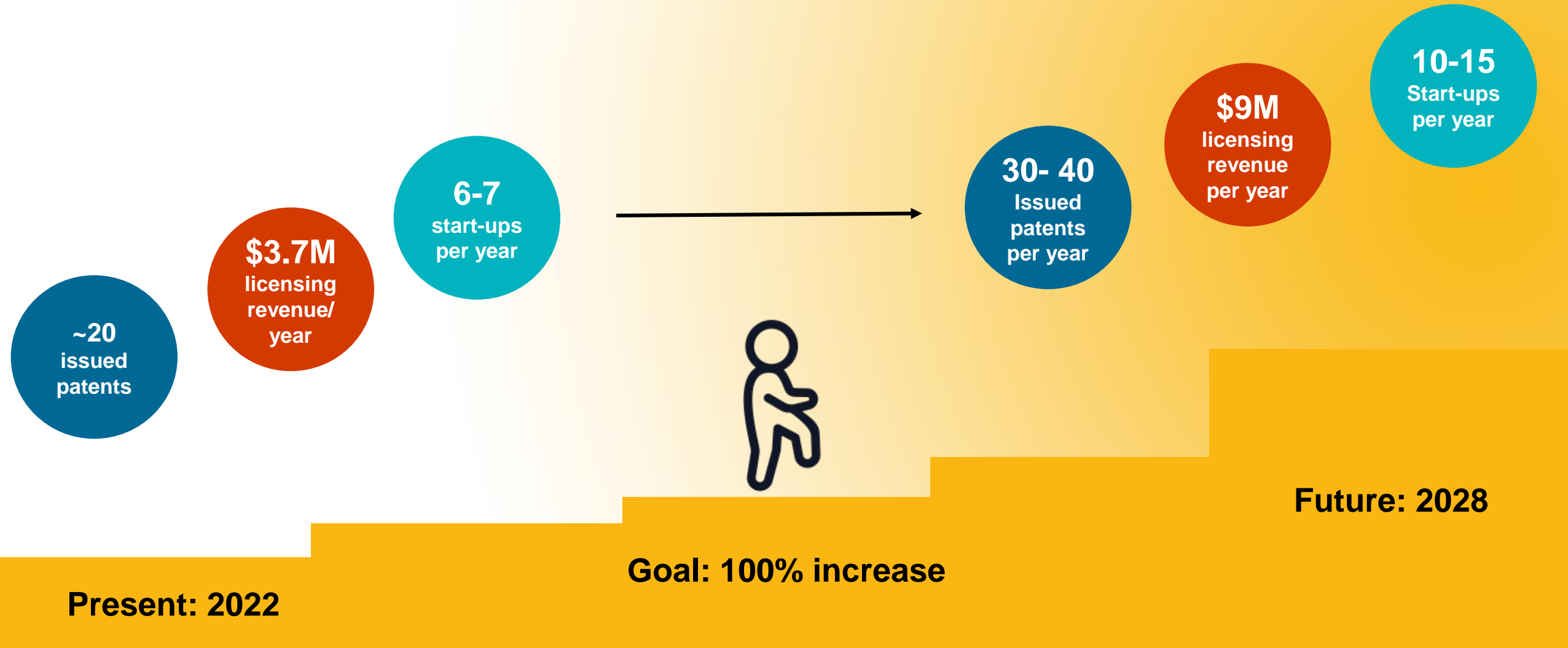
Annual Growths

Projected
Award Dollars



Enhancing the Public Impact Pipeline

VCU earned APLU's Innovation and Economic Prosperity designation in November 2022



VCU's Impact on the Region



Impact on Virginia

\$9.5 billion
total economic impact

58,000 jobs

Impact on Richmond Region

\$6.3 billion
total economic impact

44,000 jobs

Impact on the city of Richmond

\$3.9 billion
total economic impact

33,000 jobs

QUEST 2028: Investments and advancement in research lead to transformative innovation and knowledge creation

Inform public policies and practices

Through community engaged, actionable research results

Create sustainable solutions

Through innovation in arts, humanities and technology

Address societal issues and vulnerabilities

Through AI, VR, ML, cyber security, HPRC and data science tech

Prepare for the future

By advancing sustainable energy, materials and manufacturing

Deconstruct grand challenges

Through advances in basic and applied research

Reduce health disparities

Through public health, clinical research and trials

Leverage inclusive culture

Through a diverse Team Science and URM faculty in research leadership

Deliver health breakthroughs

Through drugs, devices, biologics and vaccine development

onevcu | RESEARCH
UNLEASHED



OSCAR KEMP

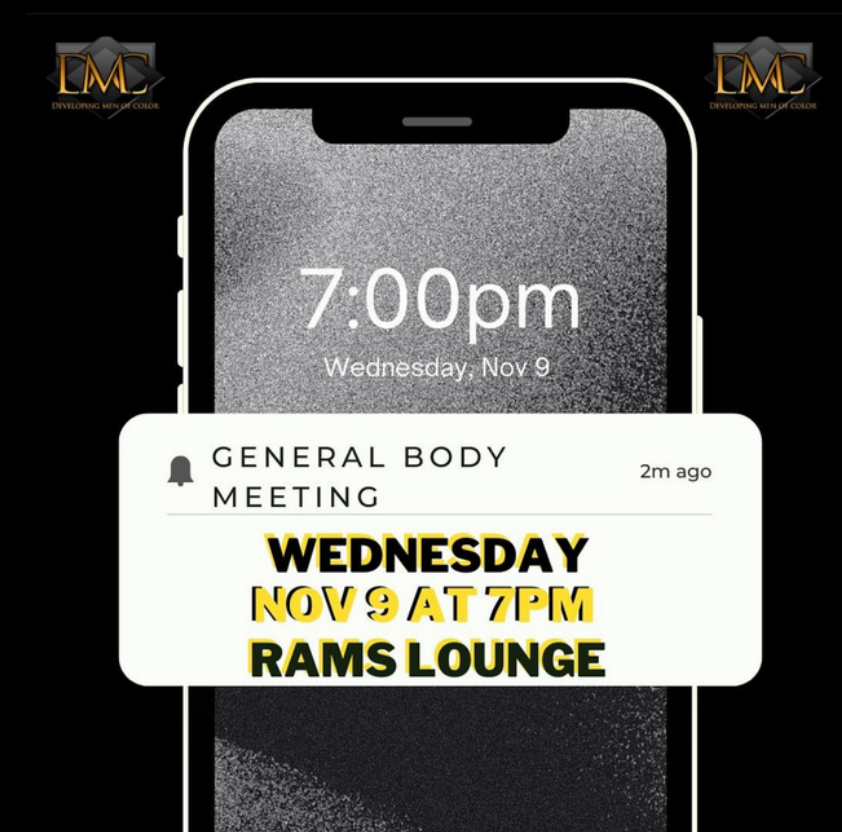
**UNDERGRADUATE
STUDENT
REPRESENTATIVE**



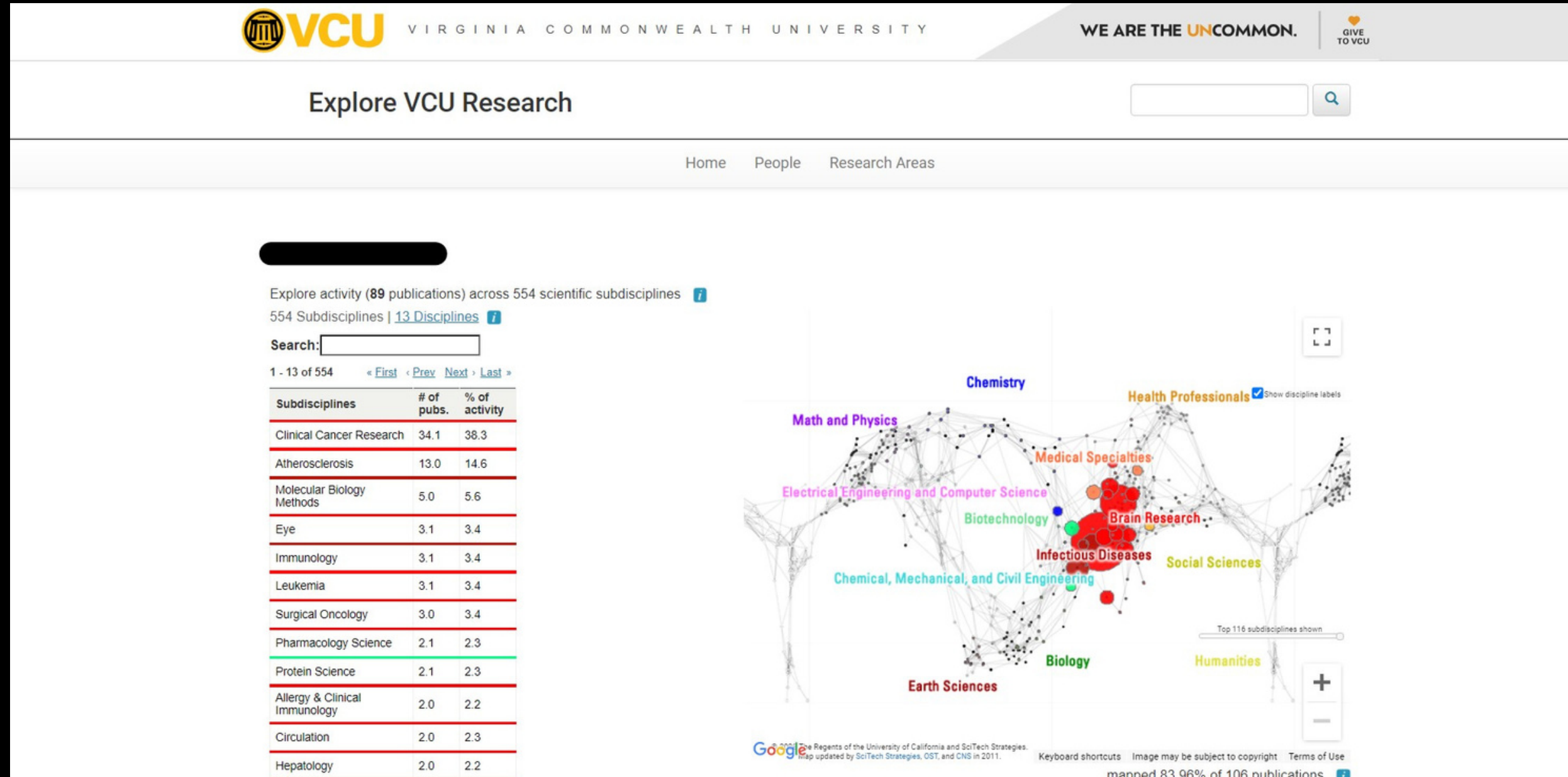
Fall Semester Recap



STUDENT AND CAMPUS LIFE



(UN)Common Student Research and Resources



Student Impact of VCU's Research Resources

Presidential Student Ambassadors Visit Rice Rivers Research Center



Thank you!
Questions?



Oscar Kemp,
Undergraduate Student
Representative