



**BOARD OF VISITORS**

**1:00 P.M.**

**DECEMBER 7, 2018**

**JAMES CABELL LIBRARY**

**901 PARK AVENUE, ROOM 303, RICHMOND, VIRGINIA**

**MINUTES**

**BOARD MEMBERS PRESENT**

Mr. John A. Luke Jr., Vice Rector,  
Mr. H. Benson Dendy III  
Mr. Todd Haymore  
Dr. Robert Holsworth  
Dr. Gopinath Jadhav  
Mr. Edward McCoy  
Mr. Ron McFarlane  
Mr. Keith Parker  
Dr. Carol Shapiro  
Mr. Stuart Siegel  
Ms. Jacquelyn Stone  
Dr. Shantaram Talegaonkar  
Mr. G. Richard Wagoner, Jr. (left the meeting at 3:00 p.m.)

**BOARD MEMBERS ABSENT**

Ms. Phoebe Hall, Rector  
Rev. Tyrone E. Nelson  
Ms. Colette W. McEachin, Secretary

**OTHERS PRESENT**

President Michael Rao  
Mr. Mike Melis, University Counsel  
Ms. Michele N. Schumacher, J.D., Assistant Secretary and Board Liaison  
VCU students, faculty and staff  
Members of the Media

**CALL TO ORDER**

Mr. John A. Luke, Jr., Vice- Rector called the meeting to order at 1:35 p.m. in the James Cabell Library, 901 Park Avenue, Richmond, Virginia.

**APPROVAL OF THE AGENDA**

Mr. Luke asked for a motion to approve the Agenda as published. After a motion duly made a seconded, the Agenda as published was unanimously approved.

### **APPROVAL OF MINUTES**

Mr. Luke asked for a motion to approve the minutes of the May 11, 2018, Board of Visitors meeting, the August 16-17, 2018 Board Retreat, and the October 8, 2018 Executive Committee meeting. After motion duly made and seconded the minutes of the May 11, 2018, Board of Visitors meeting, the August 16-17, 2018 Board Retreat, and the October 8, 2018 Executive Committee meeting were unanimously approved. A copy of the minutes can be found on the VCU website at the following webpage <http://www.president.vcu.edu/board/minutes.html>.

### **PRESIDENT'S REPORT**

President Michael Rao report focused on the Quest 2025 strategic plan and its implementation over the next several years, specifically, noting that Quest 2025 takes student success—access and excellence to the next level. He provided an overview of the achievements made as a result of Quest for Distinction noting that the University while increasing graduation rates also increased its diversity and academic standards at the same time. President Rao continued that Quest 2025 reflects strategic focus on student and patient success – delivering the highest quality experience and outcomes. In addition, he continued, under Quest 2025 the University will continue to increase its focused national research prominence, and will work to significantly strengthen the patient experience and outcomes at its academic health center.

President Rao also recognized VCU's founding 50 years ago this fall, noting that it has grown both in size and reputation since MCV and RPI came together in 1968 under the name Virginia Commonwealth University.

President Rao also acknowledged Mr. William Cole, Executive Director of Audit and Compliance Services, for his service to VCU, noting that this will be Mr. Cole's last meeting as he is retiring at the end of the calendar year.

### **STRATEGIC PLAN – QUEST 2025: TOGETHER WE TRANSFORM**

Mr. Luke reminded the Board their board materials included Quest 2025 Implementation Priorities, and noted that both the Governance and Compensation Committee and the Academic and Health Affairs Committee reviewed these priorities in some detail at their respective meetings. Mr. Luke stated that the priorities and metrics laid out in the implementation plan cover the next few years and includes expected progress on Quest 2025 objectives. Specifically, the implementation plan reflects a reasonable timeline to achieve the priorities and includes resources/budget directed to the priorities. He reminded the Board that resourcing priorities were a significant concern raised by board members and the implementation plan has addressed these concerns. Dr. Shapiro also explained that the Academic and Health Affairs Committee thoroughly discussed Quest 2025 and specifically the implementation plan. She noted that it is comprehensive and has addressed the Board's concerns.

Mr. Luke asked for a motion to approve Quest 2025: Together We Transform and the implementation plan for 2018-2019. After motion duly made and seconded the strategic plan Quest 2025: Together We Transform and the 2018-2019 implementation plan were approved. A copy of the university's strategic plan, Quest 2025: Together We Transform is attached hereto as **Attachment A** and is made a part hereof.

#### **STRATEGIC ENROLLMENT MANAGEMENT UPDATE**

Dr. Tomikia LeGrande, Vice Provost, Strategic Enrollment, reviewed the fall 2018 enrollment highlights for the university and provided future enrollment considerations. She concluded her update by reviewing the university's strategic enrollment management philosophy, approach and framework, as well as the priorities for 2018-2019. A copy of Dr. LeGrande's presentation is attached hereto as **Attachment B** and is made a part hereof.

Mr. Luke thanked Dr. LeGrande for her report.

#### **ON LINE EDUCATION UPDATE**

Dr. Monica Orozco, Executive Director, Online@VCU, reviewed the current status of on-line education at VCU. She then reviewed the growth strategies for online education including (1) an external partnership component, (2) building an internal infrastructure and service capacity, (3) encouragement and support of exploration of new models of instruction. A copy of Dr. Orozco's presentation is attached hereto as **Attachment C** and is made a part hereof.

Mr. Luke thanked Dr. Orozco for her report.

#### **MASTER PLAN UPDATE**

Dr. Meredith Weiss, Vice President for Administration, provided an update on the draft master plan entitled ONE VCU Master Plan. She explained that The ONE VCU Master Plan provides a roadmap for the physical campus to support the strategic visions set by the University Strategic Plan - Quest 2025, Together We Transform, and the Health System Strategic Plan – Vision by Design. The ONE VCU Master Plan is guided by six principles - Student Success, Patient Experience, Program Synergies, Placemaking, Mobility and Safety, and Unify the Campus. Dr. Weiss explained the draft plan includes recommendations for streetscape and open space enhancements, building renovations, and new construction. A copy of Dr. Weiss' presentation is attached hereto as **Attachment D** and is made a part hereof.

Mr. Luke thanked Dr. Weiss for her report.

#### **REPORT OF THE ACADEMIC AND HEALTH AFFAIRS COMMITTEE**

Dr. Carol S. Shapiro, Chair of the Academic and Health Affairs Committee, provided the committee report and noted that the Committee had one action item concerning the closing of two programs. She moved on behalf of the Committee that the Board approve the proposal to close the Master of Science in Occupational Therapy Degree (MSOT) Program and the Master of Science in Occupational Therapy

Degree (MS) Program. After a second, and discussion, the motion to close two programs, namely the Master of Science in Occupational Therapy Degree (MSOT) Program and the Master of Science in Occupational Therapy Degree (MS) Program was unanimously approved.

Dr. Shapiro stated Dr. Aashir Nasim, Vice President for Inclusive Excellence, presented an update on the university's efforts in ensuring that we meet and exceed our diversity and inclusion goals as presented in the strategic plan. The initiative, Diversity Driving Excellence, combines indices on diversity, inclusion and engagement with a variety of certifications, courses, training programs, seminars and workshops as well as annual surveys to develop "scores" that measure success not just at the university level, but at the unit level as well. The ultimate goal of the initiative is Performance Excellence; however, the transparency that this provides will benefit the university community greatly.

She continued that the Committee also reviewed a Quest 2025: Together We Transform strategic plan update that included a review of the 2018-2019 implementation plan.

Dr. Shapiro also stated that the Committee also heard reports on strategic enrollment management; affordable course content; the East End (Richmond) Health and Wellness Initiative; the academic success of VCU's student athletes; and constituent reports from the student, faculty and staff representatives.

Mr. Luke thanked Dr. Shapiro for her report.

#### **REPORT OF THE AUDIT, INTEGRITY AND COMPLIANCE COMMITTEE**

Mr. Keith Parker, Chair of the Audit, Integrity and Compliance Committee provided the Committee report and noted that the Committee heard the following reports and updates:

- Mr. William H. Cole, Executive Director of Audit and Compliance Services, and Mr. Alex Henson, Chief Information Officer, reviewed the current status of the Committees dashboard measures;
- Mr. Cole also presented the proposed changes to the Audit and Compliance Services charter; and the FY 2019 Committee goals;
- Mr. Cole also reviewed the various audit reports;
- Ms. Karen Helderman, Audit Director with the Auditor of Public Accounts discussed the results and audit findings for the FY2018 financial audit;
- Ms. Jacqueline Kniska, University Chief Integrity & Compliance Officer, presented the Integrity and Compliance Annual Board of Visitors Report and provided an overview of university-wide integrity and compliance activities; and
- Mr. Tom Briggs provided an Enterprise Risk Management Update.

Mr. Parker note there was one action items that needed Board approval, the revised Audit and Compliance Services Charter. Mr. Parker moved on behalf of the Committee that the Board approve the Audit and Compliance Services Charter. After a second duly made, the Board unanimously approved the Audit and Compliance Services Charter. A copy of the Charter is attached hereto as **Attachment E** and is made a part hereof.

Mr. Luke thanked Mr. Parker for his report.

#### **REPORT OF THE FINANCE, BUDGET AND INVESTMENT COMMITTEE**

Mr. H. Benson Dendy, Chair of the Finance, Budget and Investment Committee, provided the Committee report and reported that the Committee received several information items, including:

- University's cash report
- State Budget Update and FY19 Budget Development
- Small, Women-owned, and Minorities Vendor procurement activities (SWAM)
- Enrollment Revenue
- Sources and Uses of Funding for FY18
- Revenue and Expense Summary
- VCU Health System Report
- Capital Projects Update
- State Audit Report: Financial Opinion and Internal Controls Report
- Dashboards for Facilities and Finance
- Treasurer's Report

Mr. Dendy also reported that the Committee had three action items that required Board action. The first is the approval of the Committee Charter and Planner. He noted that the Charter is being updated in keeping with the Board's Bylaws and current operational practices by changing the requirement to review the qualifications of committee members and staff and to review the work of the Fiscal Integrity and Stewardship Committee from "annually" to "as needed." He moved on behalf of the Committee to approve the Committee Charter and Planner. After a second, the Finance, Budget and Investment Committee Charter and Planner were approved. A copy of the Charter and Planner is attached hereto as **Attachment F** and made a part hereof.

He stated that the second action item is approval of the project plans for the STEM structure on the site of the Franklin Street Gym as authorized in the 2014-2020 Six Year Capital Plan. He moved on behalf of the Committee approval of the project plans for the STEM building on the site of the Franklin Street Gym. After a second, the said project plans were approved.

Mr. Dendy continued that the third action item is approval of an amendment to the University 2016-2022 Six Year Capital Outlay Plan to include an additional \$2 million due to increased costs for replacement of roofing and major mechanical equipment in the Trani Life Sciences building. He reminded the Board approved \$6 million in December 2017 for this project; however, the architect increased construction estimates. He moved on behalf of the Committee that the amendment to the University's 2016-2022 Six-Year Capital Outlay Plan to include an additional \$2 million for the Trani Life Sciences building replacement roofing and major mechanical equipment. After a second, the Board approved said amendment to the University's 2016-2022 Six-Year Capital Outlay Plan.

Mr. Luke thanked Mr. Dendy for his report.

#### **REPORT OF THE GOVERNANCE AND COMPENSATION COMMITTEE**

Mr. John A. Luke, Jr., Chair of the Governance and Compensation Committee provided the Committee report and noted the following reports and updates:

- Ms. Michele N. Schumacher, Assistant Secretary and Board Liaison, reviewed the Committee's Charter and Planner and noted that there were no changes that were required. She also reviewed the proposed Board of Visitors Bylaw changes noting that it was expected these will be brought to the Committee at the March meeting. She also reminded the Committee that it was time to conduct the Board's Self-Assessment and reviewed a suggested survey for this purpose. The self-assessment will be distributed to Board members in January / February.
- Ms. Jacqueline Kniska, University Chief Compliance and Ethics Officer, presented the Expectations of Ethical Standards policy for the Committees review and approval.

Mr. Luke noted there was one action item for approval, and he moved on behalf of the Committee that the Board adopt the Expectations of Ethical Standards policy. After a second and discussion, the Board unanimously approved the Expectations of Ethical Standards policy. A copy of the policy is attached hereto as **Attachment G** and is made a part hereof.

Mr. Luke also stated that the Committee discussed the AGB's statement on intercollegiate athletics, noting that it is expected that the recommendations found in this statement will become the standard for all schools. One of the recommendations is that there should be a separate committee on Athletics. He continued that the Board last year created the Athletic Facilities Advisory Board and it is expected at the March meeting this group would be made a standing committee of the Board.

#### **REPORT OF THE UNIVERSITY RESOURCES COMMITTEE**

Mr. Robert Holsworth provided the University Resources Committee report and noted that the Committee heard the following reports and updates:

##### **Government Relations**

Mr. Matthew Conrad, Executive Director of Government Relations, and Ms. Karah Gunther, Executive Director of Government Relations – Health System, provided an overview of the upcoming General Assembly Session in January 2019, together with progress on the department's growing federal relations program in Washington, DC.

##### **University Relations**

Ms. Pamela Lepley, Vice President for University Relations provided a summary of communications highlights since the May 2018 and reviewed the media goals for fiscal year 2019.

##### **Development and Alumni Relations**

Mr. Jay Davenport, Vice President of Development and Alumni Relations, provided a review of the fundraising metrics and updates on the Make it Real Campaign noting that VCU's development team raised \$20 million in new gifts and pledges and the campaign is at \$656.3 million toward the \$750 million goal.

Mr. Luke thanked Mr. Holsworth for his report.

#### **CLOSED SESSION**

Mr. Luke moved that the Virginia Commonwealth University Board of Visitors convene into closed session pursuant to Sections 2.2-3711 (A) (1), (3) (7), (8), (9), (11), (23), and (29) of the Freedom of

Information Act for the discussion of personnel matters, more specifically relating to the performance evaluation and/or compensation of the President of Virginia Commonwealth University and compensation review of Senior Vice President for Health Sciences; the disposition of publicly held real property, where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the university; consultation with legal counsel regarding specific legal matters requiring the provision of legal advice, including but not limited to contracts and other matters; for the discussion of gifts, bequests, and fund-raising activities of Virginia Commonwealth University, namely the Named Funds and Spaces Report; discussion or consideration of honorary degrees or special awards; discussions related to Virginia Commonwealth University Health System Authority, specifically marketing and operational strategies plans of the Authority where disclosure of such strategies or plans would adversely affect the competitive position of the authority; and discussion of the award of a public contract involving the expenditure of public funds, including the discussion of terms or scope of such contract in connection with on-line education.

The Rector asked President Rao, Mr. McLaughlin, Mr. Cole, Ms. Gunther, Mr. Conrad, Dr. Rappley, Ms. Lepley, Ms. Schumacher, Mr. Melis, Ms. Burke, Ms. LeGrande and Mr. Kerper to remain for the closed session, all others were excused. During the closed session Mr. Conrad, Ms. Gunther, Mr. McLaughlin, Dr. Rappley, and Ms. Lepley were also excused.

#### **RECONVENED SESSION**

Following the closed session, the public was invited to return to the meeting. Mr. Luke called the meeting to order. On motion duly made and seconded, the following resolution of certification was approved by a roll call vote:

#### **Resolution of Certification**

**BE IT RESOLVED**, that the Board of Visitors of Virginia Commonwealth University certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements under this chapter were discussed in the closed meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion by which the closed session was convened were heard, discussed or considered by the Board.

<b><u>Vote</u></b>	<b><u>Ayes</u></b>	<b><u>Nays</u></b>
Mr. John A. Luke, Jr., Vice Rector	X	
Dr. Carol S. Shapiro	X	
Mr. H. Benson Dendy III	X	
Mr. Todd Haymore	X	
Dr. Robert D. Holsworth	X	
Dr. Gopinath Jadhav	X	
Mr. Edward McCoy	X	
Mr. Ron McFarlane	X	
Mr. Keith Parker	X	
Mr. Stuart Siegel	X	
Ms. Jacquelyn E. Stone	X	
Dr. Shantaram Talegaonkar	X	

All members present responding affirmatively, the resolution of certification was unanimously adopted.

After the closed session Mr. Luke asked for a motion to approve the following items (i) the faculty appointments and changes in status and other personnel actions as detailed in the discussed in closed session including ratification of Dr. P. Srirama Rao as Vice President for Research and Innovation; (ii) approved the promotion and tenure recommendations as set forth and discussed in closed session; and (iii) the Named Funds and Spaces Report as discussed in closed session; (iv) approve a 1.5% merit increase (\$8,962) to the base salary of Dr. Michael Rao retroactive to V , 2018; (v) amending the employment contract between the University and Dr. Michael, Rao, President of Virginia Commonwealth University to include a requirement that Dr. Michael Rao be required to have an annual executive physical examination and notify the Board of Visitors that this has been completed. The results of the physical examination shall remain confidential to Dr. Rao. In addition, the University will pay up to \$2,000 over and above President Rao's health insurance coverage for the examination; (vi) approval of President Rao's 2018-2019 goals and priorities as were discussed in closed session; and (vii) approval of the resolution discussed in closed session related to the compensation and employment contract of Dr. Marsha Rappley. After motion duly made and seconded, and discussion, the motion was unanimously adopted.

Mr. Luke then asked for a motion to approve a 14.1% bonus of President Rao's FY2018 base salary in the amount of \$76,227. After motion duly made and seconded and discussion, the Board approved a 14.1% bonus in the amount of \$76,227 for President Rao by a vote of twelve for and one against (Dr. Robert Holsworth voting against).

Mr. Luke then asked for a motion to approve the following policy in connection with the revocation of Honorary Degrees:

**Revocation of Honorary Degrees**

The Board's conferral of an honorary degree does not give the individual holding such degree the right to or interest in continuing to hold such degree. The Board of Visitors, in its sole discretion, has the authority to revoke Honorary Degrees. The Special Awards Committee shall make a recommendation to revoke an Honorary Degree to the President, who shall make a recommendation to the Board of Visitors. In addition, a member of the Board of Visitors may make a direct recommendation to the Board to have an Honorary Degree revoked.

The reasons for revoking an Honorary Degree include, but are not limited to the following:

- 1) The honoree engaged in conduct inconsistent with the mission and/or values of VCU,
- 2) Facts are discovered that negate the accomplishments that were cited as the basis for awarding the Honorary Degree, or
- 3) The honoree's conduct injures the reputation of the VCU or the Commonwealth of Virginia.

The President or the Rector of the Board of Visitors (through the Assistant Secretary to the Board of Visitors) will notify the honoree of the revocation. The Board of Visitors' determination is final.

After motion duly made and seconded the Revocation of Honorary Degree policy was unanimously approved.

Mr. Luke then asked for a motion to revoke the Doctorate of Humane Letters that was presented to Bill Cosby. After motion duly made and seconded the Doctorate of Humane Letters awarded to Bill Cosby was revoked.

Mr. Luke then asked for a motion to authorize the university's sale of property as discussed in closed session, subject to any required review and approval of appropriate agencies or officers of the Commonwealth, and to authorize the President and/or his designee to execute all necessary documents or agreements to effectuate the sale of the property.

#### **ADJOURNMENT**

With no further business to come before the Board, Mr. John A. Luke, Vice-Rector adjourned the meeting at 4:15 p.m.



## **Quest 2025: Together We Transform Excellence and Access**

### **Executive Summary**

Virginia Commonwealth University is a rare place of both access and excellence. The new strategic plan, Quest 2025: Together we Transform, charts the course over the next six years for VCU's rise a preeminent urban public research university committed to equitable access to social, economic and health success.

The plan addresses significant issues faced by all institutions of higher education as well as those specific to VCU. The issues include:

- Growing cynicism that public higher education serves the public good and may not be worth the expense to individuals
- The significant challenge of the rising cost of education and providing affordable access and support for timely degree completion regardless of students' particular demographic or group
- Increased competition in public higher education for students, faculty, government and philanthropic support and national prominence
- Dependence on urban universities to lead in solving vexing societal issues including health and economic vitality
- A recognition that resourcing the plan's strategic priorities will require an integrated, pan-university approach and will call for hard choices around resource allocation

Quest 2025 includes a high-level implementation plan for the first three years of the plan, acknowledging the need for flexibility to adapt to changing circumstances that undoubtedly will occur during the next six years. Detailed implementation plans will be developed annually to reflect the university's highest priorities and their associated strategies, tactics, resources and metrics – ensuring accountability for results.

The first of the detailed implementation plans, the 2018-2019 Quest Implementation Presidential Priorities, includes the specifics on the following strategies to advance delivery of the highest quality experience and outcomes for our students and patients:

- Refocus the undergraduate experience through interdisciplinary learning and the R.E.A.L. initiative
- Enrollment strategies: decreasing student debt; launch VCU Online; increase in-state, domestic and international out-of-state student enrollments
- Strengthen T & R faculty compensation
- Increase national research prominence
- Make it Real capital campaign
- Significantly strengthen the patient experience

Virginia Commonwealth University

# **Quest 2025: Together We Transform**

Excellence and Access

2019-2025

## Table of contents

I.	Letter from the president.....	3
II.	The planning process.....	4
III.	Mission, vision and values.....	7
IV.	VCU’s impact on the Richmond region.....	8
V.	Resourcing the strategic plan.....	10
VI.	Quest 2025: Together We Transform – Themes, goals, strategies and metrics.....	11
	<i>Strategic Plan Overview</i> .....	11
	<i>Theme I: Student Success</i> .....	13
	<i>Theme II: National Prominence</i> .....	16
	<i>Theme III: Collective Urban and Regional Transformation</i> .....	19
	<i>Theme IV: Diversity Driving Excellence</i> .....	22
VII.	Implementation and accountability for results.....	24
VIII.	Strategic plan dependence upon subordinate plans.....	27
IX.	Appendices (to be compiled)	
	a. <i>Listening sessions fall 2016</i>	
	b. <i>Steering Committee membership</i>	
	c. <i>Work group and task group membership</i>	

## I. Letter from the president

Dear VCU Community:

For six years, our strategic plan, Quest for Distinction, served us well. It helped elevate us as a nationally premier research university; led to records in student and faculty success, innovation and creativity, philanthropy, and campus development; and unified us more than ever as one VCU.

It lived up to its name: Like never before, we are a university of distinction.

As we close Quest for Distinction and launch the strategic plan that will guide us into a new era, we recognize that we are not changing direction or the spirit of who we are as a university. In fact, we are investing in that distinctive spirit to build what makes us exceptional even stronger.

This new strategic plan, called Quest 2025: Together We Transform, is the next phase in Virginia Commonwealth University's rise as a preeminent urban public research university distinguished by and committed to advancing equitable access to social, economic, and health success. We will take this distinction to the next level by:

- Ensuring a 21st-century, real-world learning experience for our students by redesigning the undergraduate curriculum and driving innovation, access and excellence for students at every level.
- Raising our institutional profile by building on our proven interdisciplinary and collaborative research strengths to meet public need. These include neurosciences and addiction studies, cancer, children's and women's health, pharmaceutical engineering and cardiovascular health.
- Leveraging expertise from across the university and health system to provide patients access to robust, high-quality health care in a competitive environment, resulting in an unparalleled patient experience.

What we are going to do is important. So is how we are going to do it. As we move from distinction to preeminence, we will boldly pursue social and health equity; our efforts will positively affect the people of Virginia and beyond. We will innovate to change better, faster and with greater focus than our peers around the nation. And we will stay true to our roots of discovery in science, scholarship and creative expression to unfailingly serve the public good.

This is Quest 2025: Together We Transform. This is VCU.

I am grateful to every member of our community who have and will continue to dedicate themselves to the important work with will do together for these next six years. Together we make a difference. Together we move forward. Together we transform.

Sincerely,

Michael Rao, Ph.D.  
President, VCU and VCU Health System

## II. The planning process

This report represents the culmination of an institution-wide planning process, one that sought input from a broad range of university stakeholders, including alumni as well as representatives from the community. It reflects *One VCU* — our commitment to a common vision and alignment of values and goals that transcends our parts to enhance our community’s well-being and advance the VCU enterprise. It speaks to VCU’s revised vision as “*a preeminent national urban public research university and academic health center*”, and describes a strategic framework for leveraging our strengths, optimizing our capacity and capitalizing on opportunities to drive transformative education, research and scholarly activity, excellence through diversity, and local and regional impact.

In August, 2016, VCU President Michael Rao appointed Dr. Gail Hackett, provost and vice president of Academic Affairs, and Dr. Marsha Rappley, vice president for Health Sciences and CEO, VCU Health System, to co-chair the development of VCU’s next strategic plan, *Quest 2025: Together We Transform*. The name of the plan builds upon the significant brand equity and success realized by VCU’s most recent strategic plan, *Quest for Distinction*. **Together** emphasizes one university and our collaborative efforts; **we** means each of us has a role in working together; and **transform** is our call to action.

Members of the strategic plan project team hosted 260 participants at twelve listening sessions in November 2016. These sessions were designed to collect broad ideas to contribute to the strategic plan steering committee’s charge to set the planning direction and to establish initial thematic priorities. [See Appendix A.] Faculty, staff and students shared their vision for VCU.

Strategic priorities	Operational priorities
<b>Community engagement:</b> “We are a campus without walls”	<b>Student financial support:</b> “Keep VCU affordable”
<b>Diversity:</b> “Diversity is who we are and [whom] we serve”	<b>Resource the priorities:</b> “We want leadership to prioritize and provide resources for those priorities”
<b>Student support:</b> “Financial, academic and social supports for students [are key]”	<b>Take care of our people:</b> “We need to find ways to take care of our faculty and staff in the face of budget reductions”
<b>Branding/prominence:</b> “We need to be seen as Richmond’s university...[while having] a national and international reach”	<b>Build on our progress:</b> “Take what we built from Quest and grow from there”

In January, 2017, co-chairs Drs. Hackett and Rappley charged the 47-member Strategic Plan Steering Committee [Appendix B], with representation from senior leadership, faculty, students, staff, alumni, and community-at-large, as follows:

- Lead a transparent and inclusive process
- Serve with an institutional focus and a commitment to the overall success of the university
- Affirm VCU’s mission, vision and values

- Build upon the success of the current strategic plan to set a direction for even greater success
- Integrate themes, goals and university initiatives already underway, including:
  - Diversity and inclusion
  - Resource allocation aligned with strategic priorities, e.g., HR Redesign and Facilities Master Plan
  - Efficient and effective practices and operations
- Charge Work Groups with proposing theme-related goals, strategies and implementation plans to achieve the goals

Drs. Hackett and Rappley formed and charged five work groups on behalf of the Steering Committee in late spring 2017. [See Appendix C for membership for the work groups along with their subsidiary task groups.] Each was co-chaired by VCU faculty and included members of the VCU community who were knowledgeable about and actively involved in the respective thematic area. Nearly 100 VCU faculty, staff, students and community members were active participants in the work and task group planning efforts.

- Student success
- National prominence
- Urban and regional transformation
- Culture of appreciation
- Leveraging diversity

Each work group was tasked with describing the scope of each theme as well as identifying related goals. In addition, four of the five work groups formed subsidiary task groups to explore specific sub-theme areas. Members of the Leveraging Diversity work group aligned themselves with the other four work groups to ensure close integration of efforts and strategies along the diversity, inclusion and equity continuum. The work groups and their respective task groups met numerous times between April 2017 and January 2018, conducting background research, considering VCU's current position, and exploring new ideas and opportunities. The Steering Committee received initial recommendations from the work groups in December 2017 for review and feedback. These continued to be refined throughout the following spring term.

The university community was actively engaged in the strategic planning process. Town halls were held on the Monroe Park and MCV campuses in April and October 2017 and again in March 2018 to seek broad input regarding the direction and proposed elements of the strategic plan. Town halls were streamed via Facebook for live viewing. More than 400 VCU faculty, staff and students attended the town halls while over 13,000 clicked in to view the live streams. Members of the Strategic Plan Project Management Office (PMO) met with numerous VCU leadership groups, including the Faculty Senate, Council of Deans, the Associates Forum, VCU Community Liaisons, and staff from several divisions, including Administration, Student Affairs and Strategic Enrollment Management to provide updates on the plan's progress and to solicit additional feedback. Community members participated as co-leaders and members of the task groups under the Collective Urban and Regional Transformation work group, providing input and seeking alignment with community-identified priorities and goals. Additionally, the Quest website [<https://quest.vcu.edu>] deployed a number of short surveys to the VCU community-at-

large to seek input on the plan and its progress from faculty, staff and students throughout the 2017-2018 academic year.

In January 2018, Drs. Hackett and Rappley charged a Writing Group, comprised of a member from each of the five work groups and the strategic plan PMO, to draft the strategic plan. The following iterative writing process incorporated feedback from the various stakeholder outreach efforts, as well as high-level input from Cabinet and Board of Visitors. This process included:

- Refining institutional strategies to achieve the individual goals
- Identifying a range of possible metrics to measure progress and impact
- Drafting preliminary implementation plans for each goal, inclusive of primary responsibility, magnitude of resources required, targeted source of resource needs, priority level, initial timeline, and major milestones

As a result of this work, VCU will continue to refine and strengthen its distinction as the premier example of a 21st century university and to maintain its position as the nation's only public, urban university that can claim Carnegie recognition as highest research and community engaged, with a nationally ranked academic medical center, 5 health professions schools, status as a National Cancer Institute-designated Cancer Center, and recipient of a Clinical Translational Science Award from the National Institutes of Health.

### III. Mission, vision and values

#### Our mission

Virginia Commonwealth University and its academic health sciences center serve as one national urban public research institution dedicated to the success and well-being of our students, patients, faculty, staff and community through:

- Real-world learning that furthers civic engagement, inquiry, discovery and innovation
- Research that expands the boundaries of new knowledge and creative expression and promotes translational applications to improve the quality of human life
- Interdisciplinary collaborations and community partnerships that advance innovation, enhance cultural and economic vitality, and solve society's most complex challenges
- Health sciences that preserve and restore health for all people, seek the cause and cure of diseases through groundbreaking research and educate those who serve humanity
- Deeply engrained core values of diversity, inclusion and equity that provides a safe, trusting and supportive environment to explore, create, learn and serve

#### Our vision

As a preeminent national, urban, public university and academic health center, Virginia Commonwealth University will be distinguished by its commitments to inclusion, access *and* excellence; innovative and transformative learning; impactful research; exceptional patient care and beneficial community impact.

#### Our core values

- Accountability: Committing to the efficient and transparent stewardship of our resources to achieve institutional excellence
- Achievement: Ensuring distinction in learning, research and scholarly pursuits, service, and patient care
- Collaboration: Fostering collegiality and cooperation to advance learning, entrepreneurship and inquiry
- Freedom: Striving for intellectual truth with responsibility and civility, respecting the dignity of all individuals
- Innovation: Cultivating discovery, creativity, originality, inventiveness, and talent
- Service: Engaging in the application of learning and discovery to improve the human condition and support the public good at home and abroad
- Diversity and inclusion: Ensuring a climate of mutual trust and respect where individuals of differing cultural backgrounds, identities, abilities and life experiences are embraced, engaged and empowered to drive excellence and success
- Integrity: Adhering to the highest standards of honesty, respect and professional and scholarly ethics

## IV. Impact on the Richmond region

Virginia Commonwealth University began 180 years ago with a deep commitment to the social good. When, under the recommendations of the Wayne Commission, the Medical College of Virginia and the Richmond Professional Institute came together 50 years ago under the VCU name, our founding charter asked us “to confront on an intellectual and practical level the social environment which surrounds [us]. To relate [ourselves] to the community...and participate in the solution of existing problems.” VCU’s mission remains unchanged today, embodying our commitment as a positive force for progress to improve lives, save lives and to give life meaning. As such, VCU serves as the consummate catalyst for the Commonwealth, with the greatest economic impact of any university in Virginia at \$6 billion. Our impact across the region and the commonwealth extends far beyond what is captured in the numbers, identifying contributions in key areas that shape economic impact and the overall quality of life.

- *Talent*: VCU produces graduates whose skills meet the needs of area businesses and other organizations. A local business leader stated it this way. “VCU is the leader in the region’s talent pipeline.”
- *Innovation and the entrepreneurial ecosystem*: VCU is a leader in innovation and creativity, with a profound impact on the economy that reverberates across the region, the state, the nation, and the globe. “The thought leaders in their field are at VCU”, stated a regional CEO. The report describes an example of this impact: “Venture Creation University is a university-wide initiative focused on nurturing and guiding the entrepreneurial and innovative mindset in students...the result of programs like these is that 51 percent of VCU students are interested in entrepreneurship and 30 percent want to start a company.”
- *Regional stewardship*: “VCU shows that it cares about the Richmond region by exercising leadership to address challenges and move forward. Its regional stewardship takes many forms, most of which can be grouped under the headings of community developer, convener, thought leader, and moral leader.”
- *Local culture*: “VCU influences the local culture, the milieu of Richmond, creating both businesses that supply products and services, and a market that purchases distinctive products and services...VCU students, alumni and staff create a market that supports creative art, music, food, artisan products, and sports.”

VCU’s spending on operations, maintenance and capital investment, and the spending of its employees, students and visitors generates 47,000 jobs and an economic impact of \$4 billion. When extended across the commonwealth of Virginia, the numbers expand to reflect 63,000 jobs and \$6 billion in economic impact. Other report findings include:

- While enrolled at VCU, students are strongly encouraged to engage in community service and gain hands-on experience serving the community. Nearly 4,100 students enrolled in student-learning courses during the 2016-2017 academic year, contributing over 1.5 million hours in community service.
- In 2015, the Education Trust recognized VCU for its work in boosting graduation rates for traditionally underrepresented minority groups. VCU ranked among the top 26 universities nationwide for increasing the six-year graduation rate for all students and narrowing the gap between the graduation rate of underrepresented and white students.

- Some 65 percent of current VCU alumni live in the commonwealth, with more than 45,000 undergraduate alumni and over 22,000 graduate alumni located in the Richmond MSA. VCU alumni contribute nearly 6 percent, or \$218 million of the commonwealth's annual state income tax. Based on estimates of how the education and skills levels of the region's workforce would differ in the university's absence, the report calculated \$511 million loss in potential annual earnings.
- Over the last 20 years, VCU capital projects have sustained neighborhoods through economically difficult eras. Between 1996 and 2013 — beginning near the peak of a violent crime epidemic and extending through the nadir of Richmond's population loss and the Great Recessions — VCU invested over \$1.6 billion in its Monroe Park and MCV campuses. The two campuses are connected by the Broad Street corridor. The city designated the corridor an arts and cultural district in 2012 as part of an effort to encourage redevelopment. Research suggests that markets with fine arts and other quality-of-life amenities are able to attract a "creative class" that, in turn, becomes a principal driver of economic opportunity. Two highly visible VCU capital projects bookend the district, with the Institute for Contemporary Art at the district's western terminus and the Children's Pavilion at its eastern terminus.
- VCU's Innovation Gateway partners with the Virginia BioTechnology Research Park and its Innovation Council to increase entrepreneurial activities and support economic growth throughout the region. In FY 2017, VCU received \$6.8 million in licensing revenues. A VCU start-up company, Sanyal Biotechnology, was selected as one of the Best University Start-ups in the nation. Launched as a result of VCU's Entrepreneur-in-Residence program, it was incubated in and graduated from the research park, and represents a telling example of VCU's focus on building strategic industry collaborations and regional partnerships, and supporting entrepreneurship and new venture creation.
- VCU has been ranked as a top 100 research university based on federal research expenditures by the National Science Foundation for six consecutive years. It is currently ranked 81st in federal R&D expenditures and received over \$275 million in total sponsored awards and research-directed gifts in FY 2017.
- A \$25 million award from the Bill and Melinda Gates Foundation in FY 2018 supported the launch of VCU's Medicines for All project, which conducts research aimed at lowering the cost of lifesaving drugs, making it less expensive to fight AIDS, tuberculosis, malaria, and sleeping sickness.
- VCU's School of Pharmacy Pharmacist Collaborative Care and Outreach in the Community conducts seven outreach programs in inner-city and remote, rural areas that have limited access to care, with more than 200 students and faculty members from various health care disciplines caring for 6,700 patients annually.
- VCU Health treats the most medically, socially and financially vulnerable citizens and is committed to creating a better state of health for Virginia. One of its initiatives, the Richmond Health & Wellness program, helps 500 older adults in five senior housing facilities age in place well. Its Bridging the Gap youth violence intervention program enrolls at-risk inner-city youth with intensive case management services that connect them and their families with community resources to assist with housing, educational, vocational, social, and mental health needs.

## **V. Resourcing the strategic plan**

VCU realizes that funding strategic priorities identified under this plan will require an integrated, pan-university approach and will call for hard choices around resource allocation during what we anticipate to be challenging economic times. Growing affordability pressures among our students and their families will limit our ability to grow tuition rates. State support for higher education has rebounded somewhat from the 2008-2009 recession, yet it is likely never to return to pre-recession spending levels for institutions of higher education and our students.

A fundamental principle for the strategic plan is VCU's commitment to use its full range of financial resources wisely, balancing investment decisions, whether sourced from new or reallocated funds, with the magnitude of the initiative's impact on our mission, particularly in advancing student success. This calls for working diligently to expand current revenue sources by efforts such as growing domestic non-resident and international enrollment, developing new sources of revenue and gaining efficiencies. New sources include competing effectively for new grants and contracts, increasing philanthropy, maximizing underperforming assets, seeking efficiencies throughout the institution to reduce or hold constant the cost of services, and pricing tuition and associated services competitively and with our students' ability to pay in mind. VCU will continue to make the case to the governor and state legislature that we warrant additional state funds, yet we recognize we cannot depend upon the availability of new funds to support our priorities.

The high-level implementation plan (details appearing in Appendix D) addresses a three-year time frame, bringing the university to the midpoint of the new strategic plan. The FY 2019 budget includes funds targeting the highest priority initiatives identified in the plan, predominantly in support of enhanced and new student success initiatives. Beyond the plan's initial year, incremental or new investments in support of strategic priorities must come from increased and diversified sources of revenue and/or reallocating existing funds.

## **VI. Quest 2025: Together We Transform - Themes, goals, strategies and metrics**

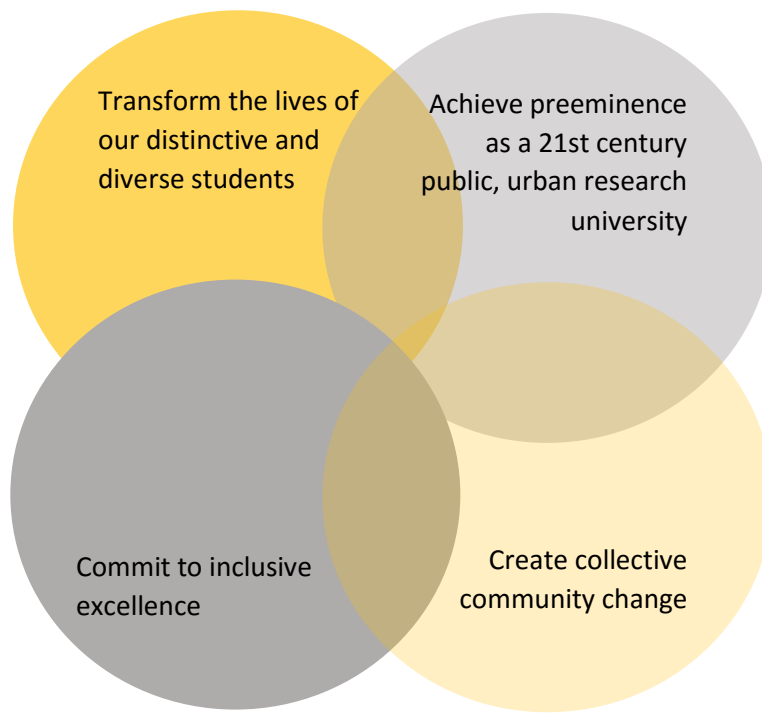
In its 1965 recommendation to merge the Medical College of Virginia with the Richmond Professional Institute to form Virginia Commonwealth University, the Wayne Commission Report described “an urban-oriented university as unique in that its basic philosophy concentrates on meeting the needs of an urban population living and working in an urban environment [with] the city... .” This set VCU apart from all other higher education institutions throughout the commonwealth, with a unique purpose to “[successfully] address...the pressing problems of rapid urbanization,” a distinction that remains to this day. Since its formation, VCU has thrived as a diverse, engaged and ambitious institution that has placed access and excellence at the heart of all it does. It continues to make the most of what makes it distinctive, serving as a public university committed to the public good

Today, higher education across the commonwealth faces ever-growing challenges, ones that will call for it to play an increasingly important role. Too many people today view public education as a private benefit, a pathway only to personal gain. The belief that public universities serve the public good is disappearing. A recent Consumer Reports survey found almost half of college graduates say their education was not worth the expense. Under its newest strategic plan, Quest 2025: Together We Transform, VCU will lead the charge in reversing this trend by changing better, faster and with greater intentionality and focus than its peers. The educational experience we will provide will help our students graduate with more opportunities than they had when they arrived on campus, while the research, creative activity and community engagement we pursue will help society by solving its most vexing problems.

The 2014 Virginia Plan for Higher Education (plan) speaks to this role. “Virginians will need deeper and broader knowledge and skills to be engaged, productive participants in our evolving Commonwealth and its economy. At the same time, the demographics of the emerging generation are changing, as an increasing share of our youth come from populations that historically have been underrepresented in both higher education and the highly educated sectors of our workforce.”

- Provide affordable access for all
- Optimize student success for work and life
- Drive change and improvement through innovation and investment
- Advance the economic and cultural prosperity of the commonwealth and its regions

The plan's goals reflect a significant overlap with VCU's mission, vision and goals as outlined in this report. Virginia Commonwealth University will pursue four overarching, integrated themes in support of its mission and vision and in its continued drive for distinction and impact.



VCU's many constituencies may recognize that these strategic themes have been foundational elements driving our growth and success since first opening our doors. The difference between our most recent strategic plan, Quest for Distinction, and this new plan speaks to the level of focus, intentionality, energy, and resources to be committed to each.

## Quest 2025 – Theme I: Student Success

Our goal is to create a university culture that transforms the lives of our distinctive and diverse student population; one that supports students through inquiry, discovery, innovation, and creative expression. One that engages faculty, staff and administrators to create resources that help students navigate university experiences focused on increasing student success. One that addresses the rising cost of higher education and continually seeks to provide affordable access and support on-time completion.

VCU strives to put our students at the center of all we do. While student-centered learning traditionally speaks to reflecting individual student's needs and abilities in determining what and how students learn, and how their learning is assessed, our commitment to students moves beyond the learning environment. Our educational experience is a social ladder for our students, transforming their lives and dedicated to providing the skills they need to reach their dreams. With this in mind, student success speaks to achieving the intersection between a student's own goals, those established by the institution and expectations of employers as graduates enter and advance in the workplace. It goes beyond the time spent within the university experience; ensuring students have the tools they need to advance beyond graduation and make a difference in an increasingly diverse and connected world. One priority among this longitudinal approach to learning and transformation is to ensure VCU's offers its students a 21<sup>st</sup> century learning experience, beginning with the redesign of the undergraduate curriculum while also driving innovation and widespread engagement around excellence and change throughout the graduate and professional programs. Such renovation and transformation will encompass the following principles:

- Create collaborative partnerships that cross departments and campuses and create cross-disciplinary university-wide learning outcomes
- Support excellence and innovation in teaching
- Engage faculty in the design and implementation of transformative curricula
- Empower student voices to be engaged learners and to contribute to curricular design
- Link diversity, inclusion and equity to how students are taught
- Integrate diversity into disciplinary content and teaching practices

Another priority is to support affordable access to higher education. VCU educates students unlike those found at most other research universities. We are more diverse, both in our race and ethnicity composition and in the socio-economic profile of our students. Many of our students come from fewer family resources than their peers have across the commonwealth. VCU educates - and graduates - more low-income students than our Tier III peers combined, the University of Virginia, Virginia Tech and William & Mary. Approximately 17 percent of VCU students move up two or more income quartiles after they graduate, among the highest of any university in the mid-Atlantic. Yet, VCU students also graduate with higher levels of debt than those from peer institutions. We are committed to lowering student debt and enhancing the overall return students gain on their investment in their degree.

Our plan establishes three goals to address continued efforts to drive student success. These are accompanied by a number of high-level strategies and wide range of metrics to track performance and measure progress over time.

**Theme I: Student Success – *Transform the lives of our distinctive and diverse student population through a university culture that supports every student’s success through inquiry, discovery, innovation, civic engagement, and creative expression.***

	Goals	Key strategies	Possible metrics
I.1	Transform the undergraduate curriculum to ensure we offer a 21st century learning experience	<ul style="list-style-type: none"> <li>● Establish task group to advise on implementation of evidence-based, innovative strategies and best practices in innovative pedagogy</li> <li>● Promote interdisciplinary collaboration with the engagement of multiple knowledge communities in the development of academic programs</li> <li>● Facilitate development of instructors in inclusive and transformative teaching practices</li> </ul>	<ul style="list-style-type: none"> <li>● Process milestones</li> <li>● # and academic distribution of faculty involved in curricular redesign</li> <li>● # of courses undergoing transformation/transformed</li> <li>● % of students enrolled in transformed classes and/or programs</li> </ul>
I.2	Prepare our students to be creative innovators and entrepreneurs who make a difference in an increasingly diverse and connected world	<ul style="list-style-type: none"> <li>● Strengthen student academic and career planning, readiness and employer engagement</li> <li>● Create interprofessional or interdisciplinary learning opportunities for graduate and health professions students</li> <li>● Continue program implementation, expand the R.E.A.L. (relevant, experiential and applied learning) initiative to all students and assess impact</li> <li>● Increase our international student population and internationalization of VCU to enhance cross-cultural student experiences</li> </ul>	<ul style="list-style-type: none"> <li>● Demographics and % of students participating in R.E.A.L. initiatives</li> <li>● Results from first destination and 5-10 year post-graduation surveys</li> <li>● Change in # of international students</li> </ul>

	Goals	Key strategies	Possible metrics
I.3	Enhance the university culture supporting student success, including improved retention and graduation rates	<ul style="list-style-type: none"> <li>● Advance a universitywide culture focused on the success of our students</li> <li>● Expand student success campaigns for targeted populations</li> <li>● Decrease student debt through targeted initiatives, for example: increased out-of-state and international enrollment; expanded online enrollment; expanded summer session; philanthropic scholarships</li> <li>● Mobilize faculty, UAP and staff in implementing best practices in support of student success</li> <li>● Empower students to define and support student success</li> </ul>	<ul style="list-style-type: none"> <li>● Graduation rates – overall and by demographic categories</li> <li>● Average UG student debt at graduation</li> <li>● Retention rates</li> <li>● Student Satisfaction Index (NSSE, Noel-Levitz, HERI DLE)</li> <li>● # of T&amp;R faculty</li> <li>● Tenured/tenure track faculty as % of total FT faculty</li> <li>● Philanthropic \$\$ supporting scholarships and/or # of student scholarships awarded</li> <li>● % satisfaction on Advising Student Satisfaction Survey</li> <li>● Performance on 30/60/90 student assessments</li> </ul>

## Quest 2025 –Theme II: National Prominence

In setting a vision to be recognized as *a* preeminent national urban public research university and academic health center, we will leverage the many strengths and opportunities available through the achievement of “one VCU”. Our public university is a public good because our research and creative activity positively impact society. VCU serves as a “social lab”, engaging in research with a social conscience; research that advances society and helps people live longer, better lives. Examples of VCU’s research as a public good include expanding our Medicines for All initiative, which makes life-saving prescriptions more affordable and is supported by a \$25 million Gates Foundation grant, and our national leadership in funded research tackling opioid addiction, with over 30 projects across VCU’s campuses. These initiatives and others reflect VCU’s commitment to bring together colleagues from across disciplines to solve public crises from all angles.

Theme II of the new strategic plan speaks to unleashing VCU’s potential and focusing our efforts across the boundaries of research, faculty achievement, our connection to the urban community, and student success to achieve prominence both nationally and globally. Since we recognize that resources will continue to be a limiting factor for the near future, it is imperative that VCU sets priorities and allocates investments around initiatives that build upon current strengths and raise our institutional profile. These include neuroscience and addiction studies, cancer, children’s and women’s health, cardiovascular health and pharmaceutical engineering.

The new plan will focus on removing barriers to successful collaboration and identifying opportunities to expand our interdisciplinary research and scholarship portfolio, enabling VCU to leverage its resources more efficiently and effectively across multiple units and programs. It builds upon our commitment to the public good by strengthening areas where our expertise meets public need. We will boldly advance social and health equity.

One of VCU’s greatest attributes is our diverse and distinctive student body. Our urban location, research portfolio and commitment to community engagement serve as a powerful springboard for enhanced efforts to engage our students in scholarship and research. We are committed to actively engaging our students in research efforts, further motivating them and enhancing their educational experience. This provides yet another way for VCU to move ahead in terms of national prominence by promoting the quality and nature of our students and their achievements.

This plan sets out five goals to advance our preeminence as a public, urban research university with an academic health center, along with high-level strategies and potential metrics to track our progress towards achieving these goals.

**Theme II: National Prominence – *Distinguish VCU as a preeminent urban public research university by growing areas of strength as researchers, innovators and educators.***

	Goals	Key strategies	Possible metrics
II.1	Create a university culture that supports and promotes VCU's interdisciplinary research strengths, scholarship and creative expression	<ul style="list-style-type: none"> <li>● Invest in current areas of interdisciplinary strength: neurosciences; addiction studies; women's and children's health; cancer; pharmaceutical engineering; cardiovascular health</li> <li>● Identify and invest in a select number of other interdisciplinary areas to diversify and strengthen VCU's research portfolio, including the support and expansion of iCubed focus areas</li> <li>● Fully implement the University Research Strategic Plan</li> <li>● Invest in faculty and graduate student teams to facilitate research and scholarly activity that is nationally competitive with peer and aspirational institutions in strategic programmatic areas</li> <li>● Remove administrative and research infrastructure barriers that limit interdisciplinary research</li> </ul>	<ul style="list-style-type: none"> <li>● Total federal research awards</li> <li>● Total federal R&amp;D awards</li> <li>● # of interdisciplinary awards</li> <li>● # of interdisciplinary graduate student funding opportunities</li> <li>● # of policies reviewed and mitigated</li> </ul>
II.2	Achieve academic distinction internationally, starting with national distinction for at least one program within each school/college	<ul style="list-style-type: none"> <li>● Identify programs to be raised to national distinction within each academic unit and develop plans to achieve goal</li> <li>● Increase the university's recognition and investment in the creation and dissemination of research, scholarship and creative work, and national recognition of the same</li> <li>● Strengthen existing and build new PhD programs in areas of prominence or potential strength in order to compete more effectively on a national level with our peers</li> </ul>	<ul style="list-style-type: none"> <li>● National rankings of graduate programs</li> <li>● # of PhD students enrolled</li> <li>● # of Master's student enrolled</li> <li>● Academic Analytics-type program measures, e.g., publications, citations</li> </ul>

	Goals	Key strategies	Possible metrics
II.3	Achieve national distinction through our successful engagement with and graduation of diverse student populations	<ul style="list-style-type: none"> <li>• Develop a pipeline of highly diverse (SES, URM and national origin) students with relevant and applied learning experiences for graduate and first health professions programs</li> <li>• Expose students to interdisciplinary research and scholarship to prepare them to contribute to the new knowledge economy</li> </ul>	<ul style="list-style-type: none"> <li>• Growth in # of diverse students enrolling in post-baccalaureate programs</li> <li>• # of students engaged in Undergraduate Research Opportunity Program (UROP)</li> </ul>
II.4	Launch a multiyear comprehensive, institution-wide communications plan to support the Quest 2025 strategic plan and achieve national prominence	Develop the communications plan through a collaborative process between central and unit communicators	<ul style="list-style-type: none"> <li>• VCU reputational score (based on awareness survey)</li> <li>• Communication infrastructure and resource benchmarks against peer institutions</li> <li>• Communications plan in place</li> </ul>

## **Quest 2025 – Theme III: Collective Urban and Regional Transformation**

As a major research university with an academic medical center in an urban environment, VCU is emerging as a model of the 21<sup>st</sup> century research university, characterized by its urban advantage, integration of research, diversity and commitment to inclusion, experiential learning and community engagement. We are a public good because of our commitment to the health and wellbeing of people everywhere, beginning with our Richmond region. The university in collaboration with VCU Health System is a social lever for human health.

VCU seeks to learn from and use its role as an urban institution of higher education as an asset to serve as a full partner in supporting community progress and well-being. The university serves as an anchor institution, contributing to the health and economic, social and cultural vitality of the Richmond region. We are committed to using our vast intellectual resources to move society forward together. This requires an active, engaged model of university and community working as partners for mutual benefit. Our obligation as a public research university and as an anchor institution in our city is to work with our community partners to dive deep into critical issues and help find solutions.

One example of VCU's commitment to the community is the East End Health Education and Wellness Center. Developed in partnership with VCU Health, the center is part of a larger redevelopment initiative designed to provide new resources in an area of the East End identified as a food desert and where a majority of residents live in poverty and have poor health outcomes. It will provide assessments and screenings, nutrition outreach, behavioral health support, chronic disease prevention and management, health education, care coordination, referrals to community providers and organizations, and research and evaluation. Most services will be provided at no charge by interdisciplinary teams of VCU faculty and students who are working either as a community service activity or as part of their academic program.

The three goals for Theme III were developed in collaboration with community members and reflect community identified priorities. As part of this collaborative planning effort, our goals are aligned with priorities established and efforts underway by the Capital Region Collaborative. VCU is committed to engaging in partnership with local and regional entities to leverage and elevate synergies of VCU's community-oriented internal and external assets.

**Theme III: Urban & Regional Transformation – *Mobilize VCU's human capital and economic resources, collaborating with the community to address social and health inequities.***

	Goals	Key strategies	Possible metrics
III.1	Advance innovations for high quality education and workforce development	<ul style="list-style-type: none"> <li>● Produce new, highly trained and high-quality teachers and school administrators prepared to work with diverse student populations and more representative of the racial and ethnic diversity of their communities</li> <li>● Use evidence-based practices to evaluate out-of-school-time programming and collaborate with regional schools and community partners to enhance the quality and bring new, innovative out-of-school-time programs to the region</li> <li>● Partner with the Richmond region school districts to increase the quality and effectiveness of programs that promote student engagement and reduce disciplinary actions</li> <li>● Prepare students to be career-ready for innovative and emerging industry sectors</li> </ul>	<ul style="list-style-type: none"> <li>● # of VCU SoEd graduates taking teaching positions in Richmond region PK-12, particularly in Richmond and Petersburg public school systems</li> <li>● # of events hosted by or partnered with VCU related to PK-12 out-of-school activities</li> <li>● Anchor Dashboard metrics addressing workforce development and education</li> </ul>
	Goals	Key strategies	Possible metrics
III.2	Continue to address inequities to strengthen the health and well-being of Greater Richmond residents	<ul style="list-style-type: none"> <li>● Strategically align university activities and resources with regional priorities and key initiatives to reduce poverty and enhance social stability, e.g., East End Health Education and Wellness Center, housing</li> <li>● Align with community partners to implement the VCU/VCUH Health Equity Plan (HEP) to address social determinants of health</li> </ul>	<ul style="list-style-type: none"> <li>● # of students and faculty or VCU units participating in East End initiative</li> <li>● # of East End clients/community residents served with identified health-related (physical and behavioral) needs</li> </ul>

			<ul style="list-style-type: none"> <li>● # of referrals to community partners via East End initiative</li> <li>● Improvement in health-related community indicators based on baseline data</li> </ul>
III.3	Elevate VCU's contributions to the region's economic and cultural vitality	<ul style="list-style-type: none"> <li>● Coordinate with regional leadership and advance efforts to enhance the integration of the arts into community development and to expand arts funding, e.g., new grants or collaborations</li> <li>● Serve as an innovation and entrepreneurship engine providing new sources of talent and attracting industry and new businesses to the region</li> <li>● Improve access for the region to VCU's facilities, intellectual services and civic engagement to address community-identified needs and contribute to community problem-solving</li> </ul>	<ul style="list-style-type: none"> <li>● Richmond region employer satisfaction survey with VCU graduates (form of first destination)</li> <li>● # of cultural events sponsored by VCU or offered in VCU facilities and level of participation</li> <li>● # business start-ups, job creation and revenues from VCU faculty and students</li> <li>● # U-I collaborations</li> <li>● # inventions</li> <li>● # IP licenses</li> <li>● Follow-on funding</li> </ul>

## Quest 2025 – Theme IV: Diversity Driving Excellence

VCU is a rare place of both access and excellence. According to *Diverse: Issues in Higher Education's* 2017 “Top 100 Degree Producers” rankings, approximately sixty percent of our academic programs rank in the top 10 nationally for graduating underrepresented students. Very few universities can tell the story of increasing graduation rates, diversity and academic standards – all at the same time. As VCU’s unparalleled diversity has increased, so has its graduation rate. We appreciate this achievement is not limited to a particular demographic or group; rather the growth in diversity and success of all students have occurred hand in hand.

VCU strives to ensure a climate of mutual respect and trust where individuals of differing cultural backgrounds, identities, abilities and life experiences are embraced, engaged and empowered to drive excellence and achieve success. We are committed to, reflect upon and pursue inclusive excellence in all that we are, do, and aspire to be. We acknowledge individuals come to VCU with various ideas, experiences, and strengths, all of which we recognize as assets to the university. To that end, VCU will intentionally integrate its efforts to achieve, sustain and grow inclusive excellence into the core aspects of our institution – our academic priorities, leadership, quality improvement initiatives, decision-making, day-to-day operations, community engagement and organizational cultures. Every member of the university community has a stake in and responsibility for VCU’s continual achievement of inclusive excellence. Every member of the university community should know VCU is a place where they can come and achieve their goals, and that VCU is invested in their success, health, and wellbeing.

We seek to take full advantage of the unique character and quality of our institution to make our whole greater than the sum of our individual parts. Our individually powerful autonomous units strengthen collective capacity. We are filled with optimism about who we are and who we can be as a model and beacon for other institutions. VCU will model inclusive practices and will assign, measure and assess accountability for these practices. This theme identifies three goals to enable us to utilize our most valuable asset - the diversity of our people - to drive excellence.

**Theme IV: Diversity Driving Excellence – *Translate our value philosophy of diversity and inclusion into practices related to excellence and success.***

	Goals	Key strategies	Possible metrics
IV.1	Advance institutional excellence through a commitment to diversity, inclusion and equity fostered through a culture of appreciation and respect	<ul style="list-style-type: none"> <li>● Foster inclusive practices and difference in ways that build cohesive communities and a positive climate</li> <li>● Develop a university-wide culture of appreciation that is reflected in day-to-day behaviors, activities and campus life and is expected of all academic and administrative units.</li> <li>● Work in innovative ways to inspire change and promote dialogue and action on diversity, inclusion and equity within and across units</li> </ul>	<ul style="list-style-type: none"> <li>● D&amp;I annual report</li> <li>● Biannual climate satisfaction survey results</li> </ul>
IV.2	Build and sustain the infrastructure to enhance diversity, inclusion and equity at all levels of the university to support teaching, research, scholarship, creative expression, and service	<ul style="list-style-type: none"> <li>● Fully implement the university Diversity and Inclusion Strategic Action Plan as an integral component in achieving institution priorities</li> <li>● Expand iCubed program</li> <li>● Use diversity, inclusion and equity-related assessment data to inform investments of resources in alignment with university priorities</li> </ul>	<ul style="list-style-type: none"> <li>● D&amp;I annual report</li> <li>● New T&amp;R faculty URM hires</li> <li>● URM employees as % of T&amp;R faculty, T/TT faculty, UAP and classified staff</li> <li>● Progress at unit level against AAP (affirmative action plans)</li> <li>● D&amp;I dashboards</li> </ul>
IV.3	Establish diversity as an imperative in the development and implementation of strategies and policies and in decisions regarding resource allocation	<ul style="list-style-type: none"> <li>● Integrate inclusive excellence goals, targets and benchmarks into the performance evaluation of leadership, and reward success.</li> <li>● Factor in the implications on diversity, inclusion and equity in financial and operational decision-making processes</li> </ul>	<ul style="list-style-type: none"> <li>● Achievement of performance goals</li> <li>● Evaluation framework</li> </ul>

## VII. Implementation and accountability for results – Highest priority

The strategies presented below represent VCU's highest priorities described within the strategic plan. They reflect efforts launching in summer 2018 and continuing, at a minimum, through the plan's 3-year midpoint, or initiatives already underway that will be scaled for greater impact, expanded or otherwise enhanced. They also represent those areas towards which will require additional resources at the earliest point. VCU is committed to moving forward on all goals and strategies laid forth in this plan, yet recognizes that those with lower priorities will need to advance using current funds or by identifying and directing new resources. Funds for associated underlying initiatives for highest priority goals have been included in the university's proposed FY 2018-2019 budget and have initial placeholders identified for the following budget year. Resource needs reflect range estimates, with FY 2020 as the earliest potential investment year, and FY 2021 as most likely. All new investments are to be sourced through reallocation or availability of new funding sources.

- High – over \$750,000
- Moderate - \$250,000 to \$750,000
- Low – under \$250,000

More details around timelines, university-level metrics and resource requirements for all goals and their supporting strategies can be viewed in Quest 2025: Implementation FY2019-FY2021.

Theme I: Student Success				
Goal	Strategy	Responsible	Resource needs	Comments
Transform UG curriculum	Establish task group to advise on innovative strategies & pedagogical best practices	Provost & VP for Academic Affairs; SVP for Academic Affairs; SVP for Faculty Affairs	Low	Minimal investment during design and planning phases (years 1-2 and year 3 pilot) to compensate for faculty time
Prepare students to make a difference	Strengthen student academic & career planning, readiness & employer engagement	SAVP for Student Success; SVP for Student Affairs	Moderate	Investments made to date to fund new Student Success office, expand technology and add advisors; further resource expansion dependent upon new revenues or reallocation
	Continue implementation of R.E.A.L. initiative and assess impact	SVP for Academic Affairs	Moderate	Funding for new AVP for R.E.A.L. Initiatives and other needs included in FY 2019 budget; expansion with availability of new revenues
Enhance university culture supporting student success	Decrease student debt through targeted initiatives	Provost and VP for Academic Affairs; Vice Presidents for Health Sciences and Budget & Finance	High	Initiatives underway across targeted divisions and resources included in FY19 budget forward; further resource requirements to be funded through new revenues, e.g., philanthropy, new programs, or reallocation

Theme II: National Prominence				
Goal	Strategy	Responsible	Resource needs	Comments
Create university culture supporting interdisciplinary research strengths, scholarship and creative expression	Invest in current areas of interdisciplinary strength ( <i>hiring; space; technology</i> )	Provost and VP, Academic Affairs; VP for Health Sciences; VP, Research and Innovation; deans	High	Budgeted in years 1-2; looking to Innovation ROI, strategic VCUH contributions, new peer-reviewed funds, and donor contributions
Achieve academic distinction internationally, starting with national distinction for at least one program within each school or college	Identify programs to be raised to national distinction	Deans; Provost and VP for Academic Affairs; VP for Health Sciences	Moderate	No new investment until Year 3; dependent upon new revenue to fund hires or other needs
Achieve national distinction through successful engagement with and graduation of diverse student populations	Develop pipeline of highly diverse students for entry into graduate and 1 <sup>st</sup> professional programs	VP, Strategic Enrollment Management; SAVP, Student Success; AVP for R.E.A.L. Initiatives	Low	Resource needs being funded under Student Success; differentiation will come by targeting special populations, e.g., URM, lowest SES, international
Launch comprehensive communications plan to support Quest 2025	Develop plan through collaborative process between central and unit communicators	VP, University Relations	Moderate	Plan development budgeted in Year 1; implementation may require investment, funding source(s) to be identified in plan
Theme III: Collective Urban and Regional Transformation				
Goal	Strategy	Responsible	Resource needs	Comments
Advance innovations for high quality education and workforce development	Produce new, highly trained teachers and school administrators to reflect racial and ethnic diversity of their communities	Dean, School of Education and director, Richmond Teacher Residency program	Moderate	Budgeted in years 1-2; funding now provided through grants; program expansion could require additional investment, yet will look to increased external resources to support
	Prepare students to be career-ready for innovative and emerging industry sectors	SVP, Academic Affairs; executive director, da Vinci Center; executive director, Innovation Gateway	Moderate	Expansion of university-wide UG innovation certificate programs; launch of new master's degree(s) in innovation will require new program support

Theme III: Collective Urban and Regional Transformation				
Goal	Strategy	Responsible	Resource needs	Comments
Continue to address inequities to strengthen health and well-being of Greater Richmond residents	Align with community partners to implement the VCU/VCUH Health Equity Plan (HEP)	VP for Health Sciences; Health Equity Plan Steering Committee	Moderate	HEP funding for launch initiatives included in FY 2019 budget; continued expansion will require additional resources, aligned with funding availability
Elevate VCU's contributions to the region's economic and cultural vitality	Serve as an innovation and entrepreneurship engine	Executive director, da Vinci Center; executive director, Innovation Gateway	Moderate	Expansion of Quest Commercialization Fund into Phase II will require added staff; da Vinci Center seeking matching funds to host regional innovation and entrepreneurship competitions
Theme IV: Diversity Driving Excellence				
Goal	Strategy	Responsible	Resource needs	Comments
Advance institutional excellence through a commitment to diversity, inclusion & equity	Foster inclusive practices and engage difference in ways that build cohesive communities and a positive climate	Vice Presidents	Moderate	Embedded within current Division of Inclusive Excellence budget for FY 2019; may require additional investments for full implementation moving forward
	Develop a university wide culture of appreciation and respect	VP for Inclusive Excellence and other vice presidents	Low	Aligned with HR Redesign and full implementation of new Performance Management System; investment in technology and HR support staff already made
Build and sustain the infrastructure to enhance diversity, inclusion and equity at all levels of the university	Fully implement the university Diversity and Inclusion Strategic Action Plan	VP for Inclusive Excellence and other vice presidents	High	Embedded within Division of Inclusive Excellence FY 2019 budget; additional investments required for ongoing full implementation
Establish diversity as an imperative in development and implementation of strategies & policies and in decisions regarding resource allocation	Integrate inclusive excellence goals, targets and benchmarks into leadership evaluations; reward success	Vice Presidents	Low	Included as part of VPs' FY 2019 goals

## **VIII. Strategic plan dependence upon subordinate plans**

The strategic plan, Quest 2025: Together We Transform, sets the projected course for VCU for the years 2019 - 2025. Its successful implementation depends upon articulation, integration and implementation of numerous other administrative, operational and academic unit plans, some of which are already underway while others remain to be launched.

- Diversity and Inclusion Strategic Action Plan
- VCU/VCUH Health Equity Plan
- HR Redesign
- “Make It Real” Development Campaign
- University Budget Redesign
- VCU Master Facilities Plan
- VCU Research Strategic Plan
- VCU Health “Vision by Design”
  
- Academic unit plans underway or to be launched fall 2018
  - School of Nursing
  - College of Humanities & Sciences
  - School of Education
  - School of the Arts

## 2018-2019 Quest Implementation Priorities

Strategic Goal: Deliver the highest quality experience and outcomes for our students and patients

Strengthen Student Access and Excellence Quest 2025 Theme 1: Student Success				
Strategies	Issues & Challenges	Tactics	Metrics FY 19/5 Yrs	Resources
<b>Quality and Outcomes Strategy: Refocus the undergraduate experience through interdisciplinary learning, R.E.A.L. initiative</b>  <b>BOV Committee: AHAC</b> <b>Responsible: Provost</b>	<p>At both state and university level -- academic change process lengthy and bureaucratic; resistance to change. e.g. SCHEV approvals</p> <p>Student success across all groups, e.g. graduation for underrepresented male minorities</p>	<p>-Develop 6-year strategic enrollment management (SEM) plan</p> <p>-Identify and improve barriers to continuing student persistence</p> <p>-Launch R.E.A.L. initiative</p> <p>-Support Gen Ed Curriculum Committee and Curriculum Revision Task Force work to launch redesign and populate Gen Ed and UG curriculum with innovative and interdisciplinary courses</p> <p>- Continue technology-based programs to assist students to graduation</p>	<p>-UG YR 1 retention: 87%/90% (2025)</p> <p>-UG YR 2 retention: 77%/84% (2025)</p> <p>-UG graduation rate: 68%/78% (2025)</p> <p>-6-year student success metrics will be established in the SEM plan</p>	<p>FY19 Budget: \$1.9M funded for advising and student success inclusive of technology;</p> <p>FY19 Budget: \$.2M for REAL.</p> <p>Budget model will incentivize enrollment growth as it relates to Gen Ed curriculum and course innovation.</p>
<b>Enrollment strategy: Decrease student debt trend toward statewide average by FY 2023</b>  <b>BOV Committees: FBI, UR</b> <b>Responsible: CFO, CDO, Gov't Relations, Provost</b>	<p>- Low state appropriation and financial aid</p> <p>-No indication state support will increase</p> <p>- Pressure to keep tuition low</p> <p>- Neediest number of students among VA Tier 3 universities</p>	<p>- Hold tuition increases to no more than 4%/yr. increase (adjusted for state support)</p> <p>- Increase scholarships thru fundraising and internal sources</p> <p>- Secure increased state financial aid</p> <p>- Pursue "stop out prevention" grants to increase retention and graduation rates</p>	<p>- FY 20 tuition rate <math>\leq</math> 4%</p> <p>- \$10 million in scholarships raised through fundraising FY 19</p> <p>- Protect additional \$4.7M financial aid allocated in state biennial budget</p> <p>-secure \$3M increase internal financial aid FY 19</p> <p>- Student debt average held steady in FY 19; statewide average by 2023</p> <p>- improved retention and graduation rates</p>	<p>FY19 Budget: \$8.5M funded from tuition, reallocation funds, and state appropriations.</p> <p>3 Year Budget Model includes annual increase of \$3M for need based aid.</p>
<b>Enrollment strategy: Launch VCU online programs and build long-term infrastructure (over 5 years)</b>  <b>BOV Committees: AHAC, FBI</b> <b>Responsible: Provost</b>	<p>-Cultural challenges in building infrastructure, service capacity</p> <p>-Academic unit buy-in for new models of instruction</p> <p>-Keeping up with pace of change in the market</p> <p>-Lower division enrollment</p>	<p>Launch 2 programs 2019-2020: Master of Social Work, Bachelor's in Homeland Security &amp; Emergency Preparedness</p> <p>-Implement incentives for online courses and programs</p>	<p>-Double the number of graduate level online enrollments over 5 years from 359 to 700</p> <p>-Grow the number of duplicated online enrollments at an annual rate between 10% to 15%</p>	<p>FY19: \$4 million committed to initiate on-line program.</p> <p>Business plan developed to ensure program will move to a positive condition by 2023.</p>

**2018-2019 Quest Implementation Priorities**  
**Strategic Goal: Deliver the highest quality experience and outcomes for our students and patients**

<b>Strengthen Student Access and Excellence. Quest 2025 Theme 1: Student Success</b>				
<b>Strategies</b>	<b>Issues &amp; Challenges</b>	<b>Tactics</b>	<b>Metrics FY 19/3 Yrs</b>	<b>Resources</b>
<b>Enrollment strategy: Increase domestic out-of-state UG enrollment and net revenues</b>  <b>BOV Committees: AHAC, FBI, UR</b> <b>Responsible: Provost, CFO, CCO</b>	-Highly competitive environment  -ROI in succeeding years	Pilot 5-year domestic OOS marketing and recruitment campaign in FY 19	-Increase OOS students to 10% in FY 20  -Increase of 342 OOS students and net revenues \$4.7M by FY 2023	FY19 Budget: \$1.8 million (scholarships, recruitment and marketing)
<b>Enrollment strategy: Increase international enrollment and net revenues</b>  <b>BOV Committees: AHAC, FBI</b> <b>Responsible: Provost, CFO</b>	- Highly competitive - US policy discourages foreign students - Requires service infrastructure that VCU does not yet have	- Navitas contract - Internal recruitment programs (e.g. China)	-Maintain international enrollment of 1,450 in FY 20  -Increase international enrollment by 490 and net revenues of \$7.3M by FY 23	Revenue share contract covers costs
<b>Enrollment strategy: Increase in-state enrollment and net revenues</b>  <b>BOV Committees: AHAC, FBI, UR</b> <b>Responsible: Provost, CFO, CCO</b>	-Declining transfer population -Decreased number of continuing students -Declining number of high school grads (although increasing number of under-represented minority H.S. graduates in south)	-Expand recruitment to transfer students in Greater Richmond area and Northern Virginia -Expand marketing to nontraditional age students with majors such as Interdisciplinary Studies, etc. -Continue outreach to diverse prospective students -Develop Schools' plans to increase master's enrollment -FY 19 Make it Real student recruitment campaign	-UG enrollment: approx.. 31,000 -Freshmen enrollment: 4,500 -Transfer enrollment: 1,700 -Graduate degree seeking: 15% of total enrollment -First Professional enrollment: 1,750	FY19 Budget: includes \$1.5 million reallocation of funds to support program.  3 Year Budget Model includes growth of 150 resident students/year

## 2018-2019 Quest Implementation Priorities

Strategic Goal: Deliver the highest quality experience and outcomes for our students and patients

Strengthen T & R Faculty Compensation. Quest 2025 Themes 1 and II: Student Success and National Prominence				
Strategies	Issues & Challenges	Tactics	Metrics FY 19/5 Yrs	
<b>Strengthen faculty strategy:</b> - Recruit and retain nationally prominent talent - Address competitive compensation  <b>BOV Committees: AHAC, FBI, UR</b> <b>Responsible: Provost, CFO, Gov't Relations</b>	Significant historical gap \$36.7M to fill to be competitive with VA Tier 3 and peer universities	- Work with GA to increase faculty salaries - Reallocate for VCU internal raises	-Secure internal and government funding for 4% merit raise in FY20 -Ensure compensation increases are merit-based in all areas	FY19 Budget: includes 3% increase  3 Year Budget Model includes faculty salary increases of 4%, 3%, 3% respectively.
Integrated Institution-wide Commitment to the Research Mission. Quest 2025 Theme II: National Prominence				
<b>Increase national research prominence strategies:</b> -Focus on neuroscience & addiction, cancer, cardiovascular, children's and women's health, pharmaceutical engineering; IT/CS, social justice - Establish research engagement for faculty and students at all levels - Increase total sponsored awards in FY 2019 - Implement One-VCU Clinical Trials Initiative  <b>BOV Committees: AHAC, FBI, UR</b> <b>Responsible: VPRI, VPHS, Provost, VPIE, CCO</b>	- Historical research patterns and faculty hires that do not align with stated priorities - Lack of incentives to promote interdisciplinary and transdisciplinary research - Needed focus on planning and management of flexible, multi-purpose research space - High cost of recruiting and retaining top talent	- Comprehensive research strategic plan developed by VPRI and stakeholders - Implement One-VCU Clinical Trials Management Initiative - Increase diversity of federal funding by source (beyond NIH) and mechanism (inter-programmatic grants) - Implement plan to achieve NCI-Designated Comprehensive Cancer Center status	- \$275 million in total sponsored awards in FY19 - \$286 million in total sponsored awards in FY23  - Federal research revenue by source  -Develop multi-year business plan to support research focus areas	FY19: \$1.5M of one-time funds to support a One-VCU Clinical Trials Management Initiative, to be allocated over three years.  \$12M incentive plan in support of new initiatives has been established; jointly funded by University and Health System to be allocated over 5 years.
Make it Real Campaign. Quest 2025 Themes 1 and II: Student Success and National Prominence				
<b>Cultivate significant increase in fundraising</b>  <b>BOV Committees: UR, FBI</b> <b>Responsible: CDO, CCOFO</b>	-Securing large, transformational gift -Young alumni base -Need to build culture of giving	Execute DAR campaign plan	\$95 million in FY 19  \$750 million by 6/30/2020	FY19: \$2.3million funding increase

**2018-2019 Quest Implementation Priorities**

**Strategic Goal: Deliver the highest quality experience and outcomes for our students and patients**

# Fall 2018 Enrollment Progress and Future Enrollment Planning

Board of Visitors  
Full Board Meeting  
December 7, 2018



**VCU**

Tomikia P. LeGrande, Ed.D.  
Vice Provost, Strategic Enrollment Management

# Fall 2018 Enrollment Highlights

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- Largest freshman class in VCU History: 4600 students
  - Comparable academic quality and diversity as 2017
  - 55% minority students, an increase from 53% in 2017
  - 9% are out of state, an increase in out of state headcount over 2017
  - 33% are Pell Grant eligible
  - 33% are first-generation
- Undergraduate enrollment is flat compared to 2017
  - Approximately 1700 transfers, down 11%
  - Continuing students enrollment is down 0.9%
- Graduate enrollment is consistent with 2017, 15% of the total
- First professional enrollment is down 1.8%
- Fall 2018 headcount is estimated to be 31,076 compared to 31,036 for fall 2017.

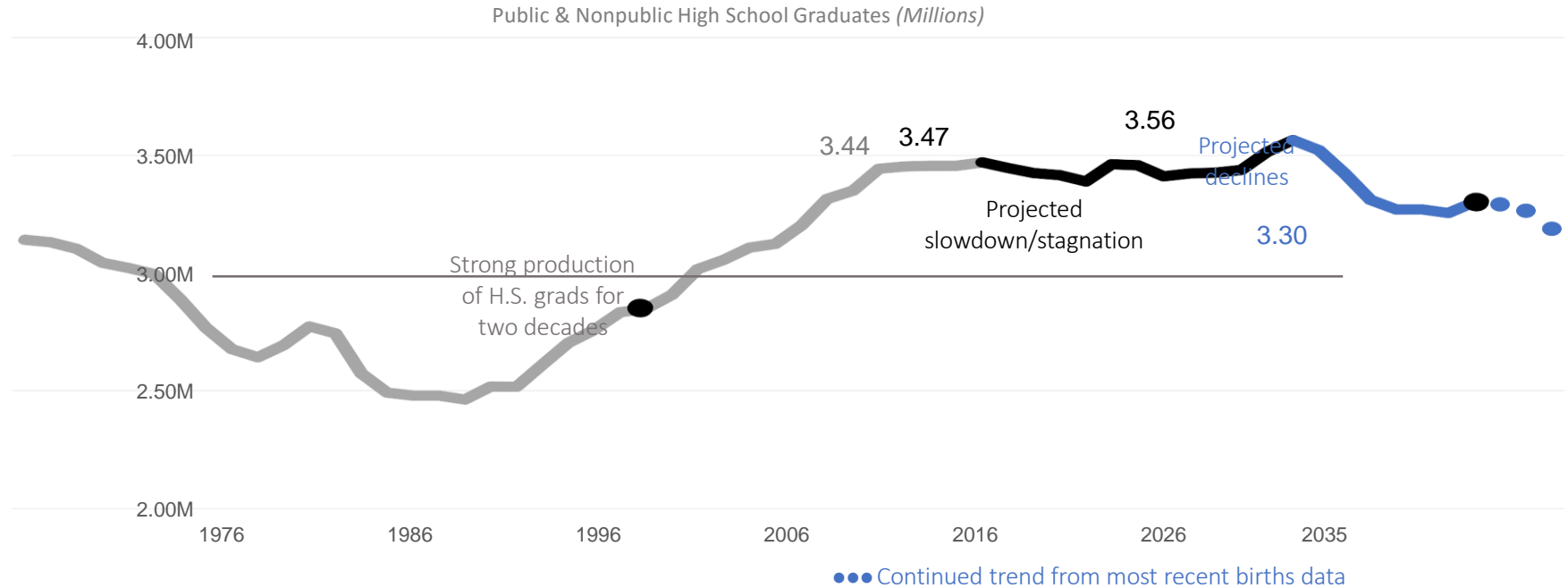
# Future Enrollment Considerations



**VCU**

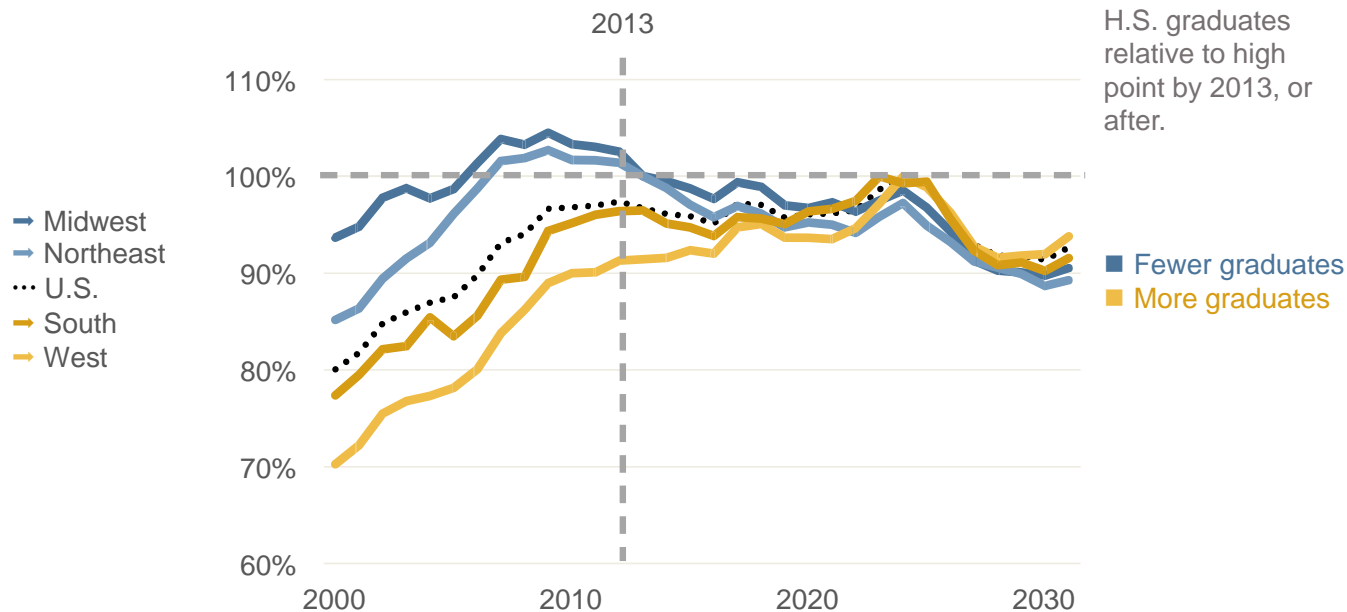
# Future Enrollment Considerations: New Freshmen

## Slowdown & Decline of Traditional-Age Students



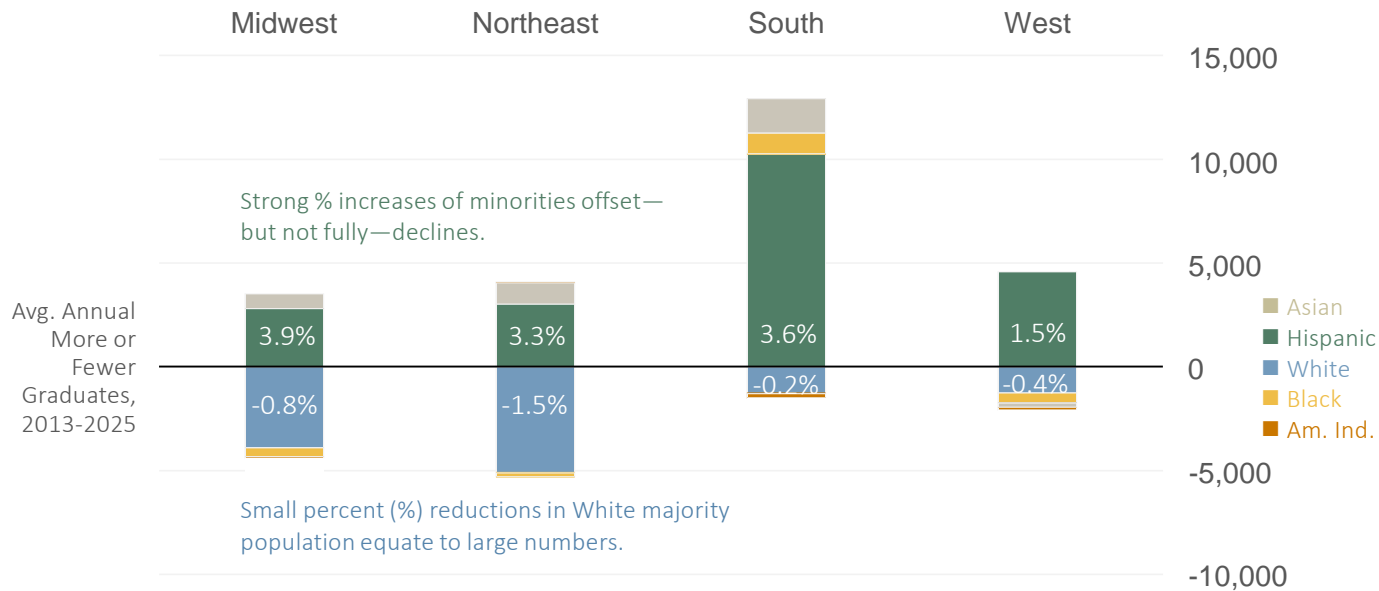
# Future Enrollment Considerations: New Freshmen

## H.S. Grad Production in Each Region Past 2013



# Future Enrollment Considerations: New Freshmen

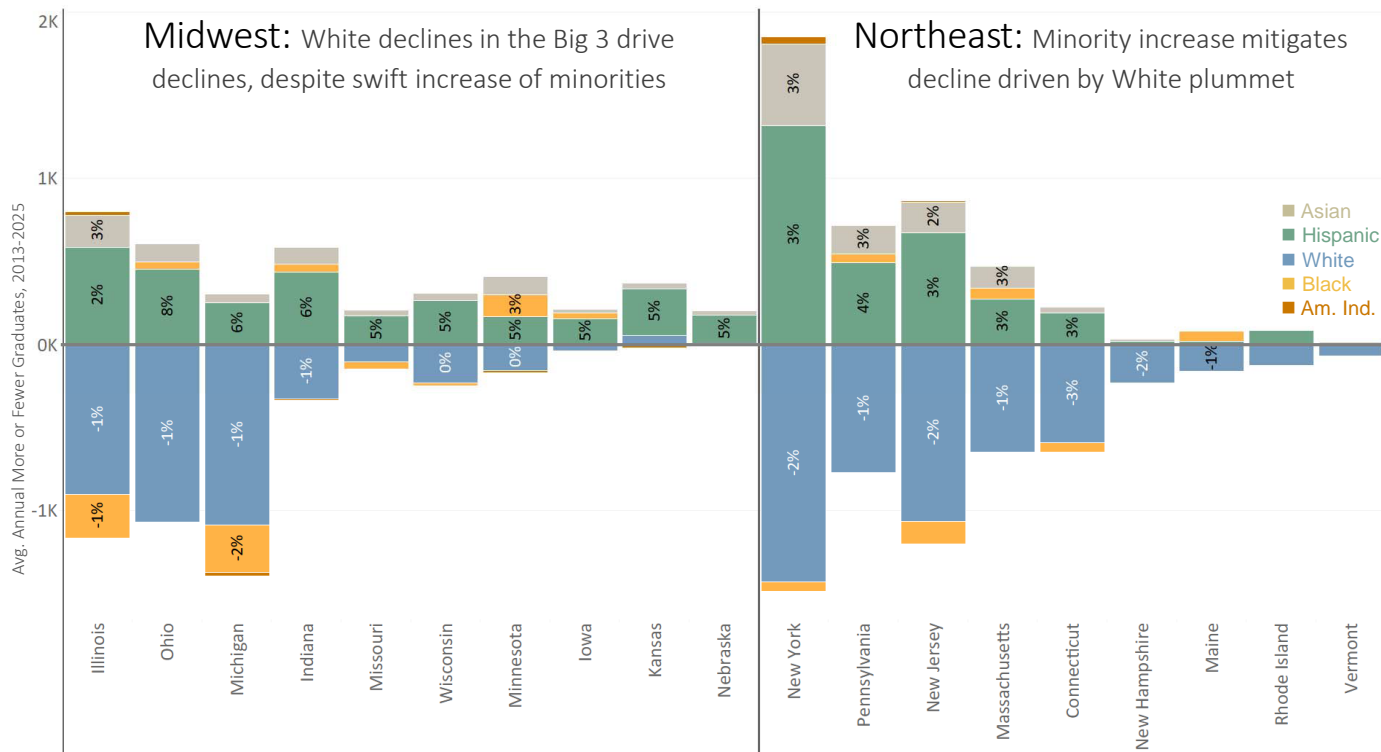
All Increase is Underrepresented Minority H.S. Grads



Race/Ethnicity for Public H.S. Graduates; Race/Ethnicity Not Available for Private Schools

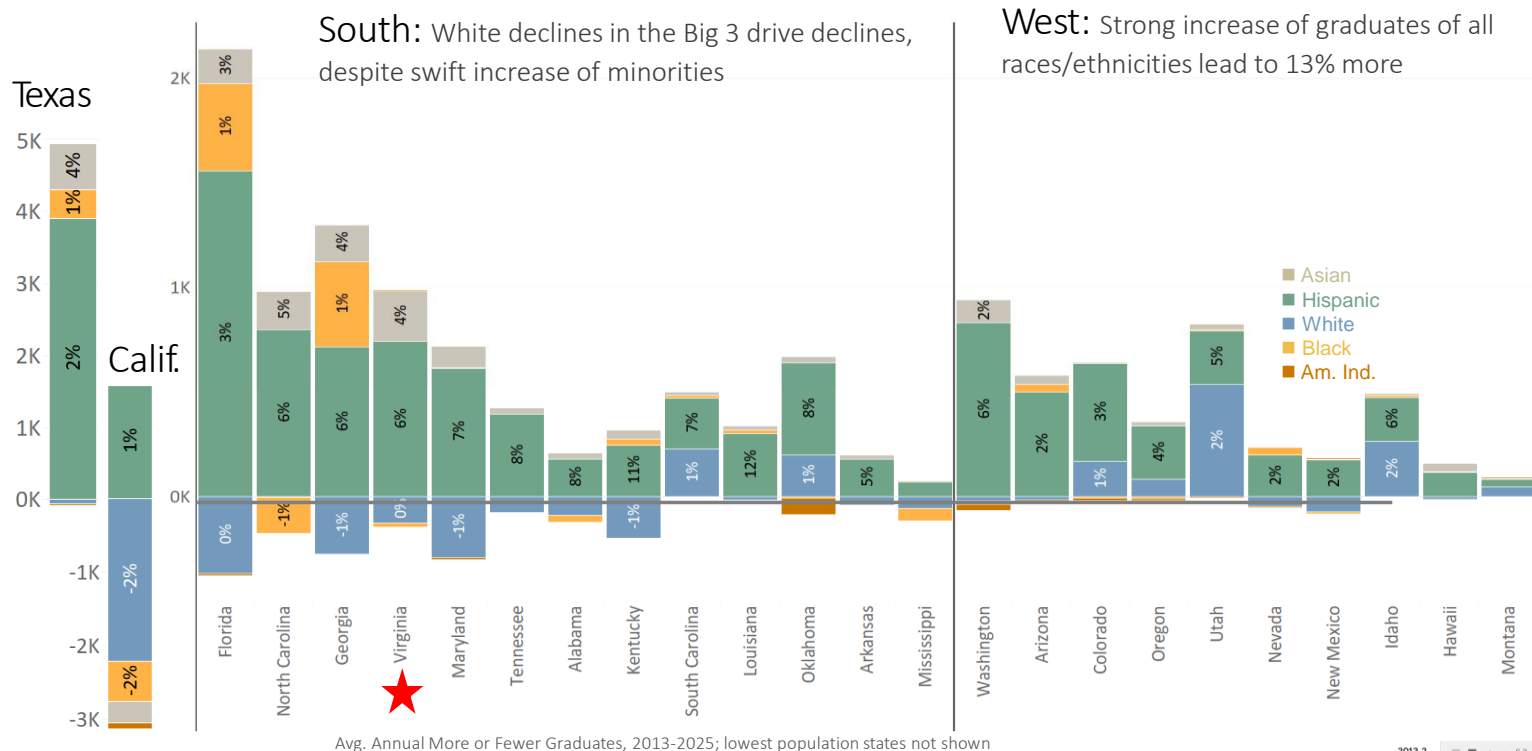
# Future Enrollment Considerations: New Freshmen

## Underrepresented Minority H.S. Grads By Region

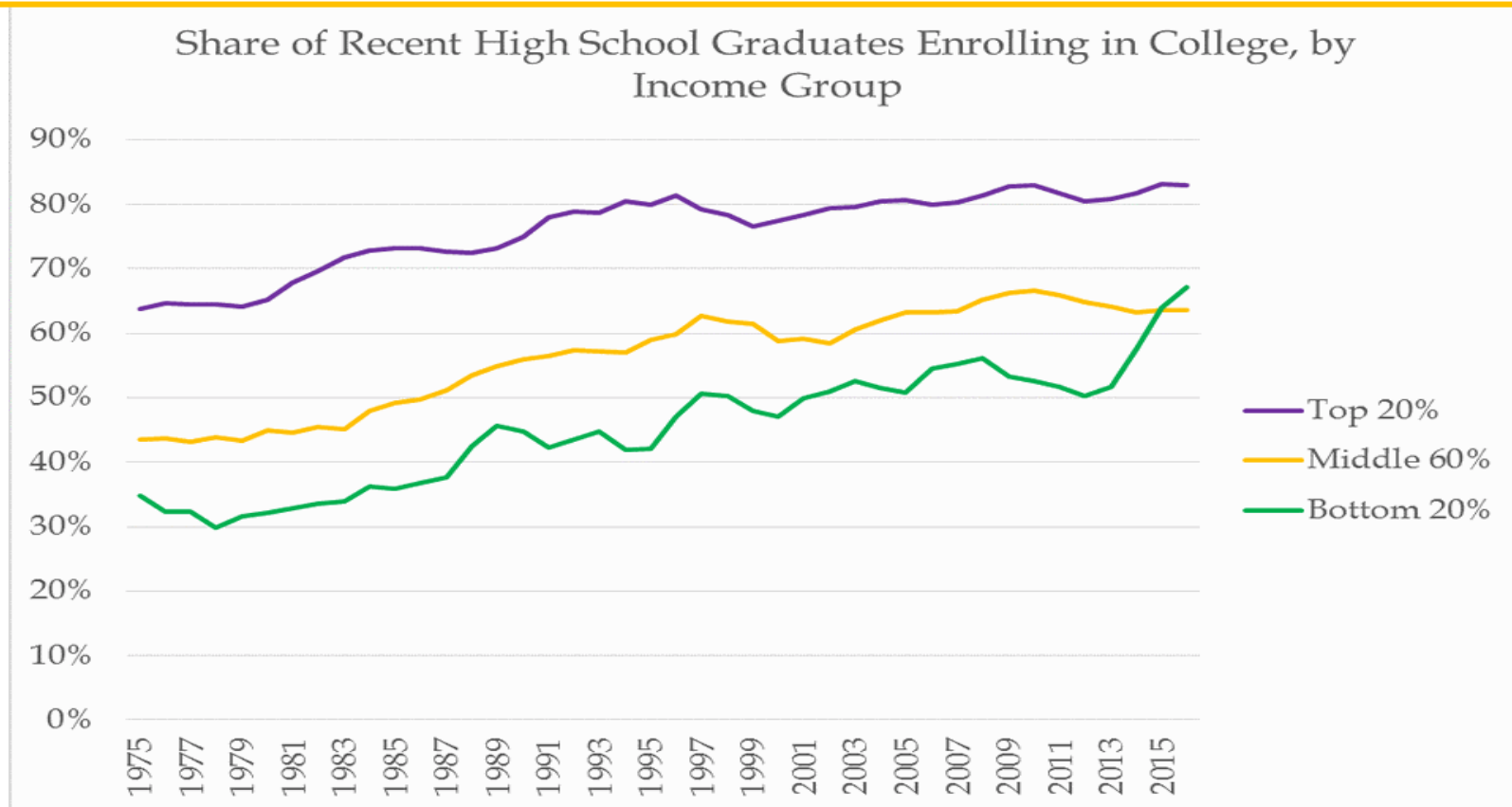


# Future Enrollment Considerations: New Freshmen

## Underrepresented Minority H.S. Grads By Region



# Future Enrollment Considerations: New Freshmen



Source: NCES Digest of Education Statistics, Table 302.30. Lines show three-year moving averages for more precise estimates

# Future Enrollment Considerations: Expanding Markets

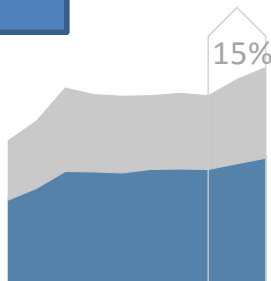
Adults Are the Majority of the Projected Increase for College Students from 2015 to 2025

9.8% of VCU undergraduates are age 25+

-11%

Decline of Adult Students Since 2010

29.9% of undergraduates nationwide are age 25+



## 24 and Under

18-19 y.o.	.....	16% of increase
20-21	.....	13%
22-24	.....	11%

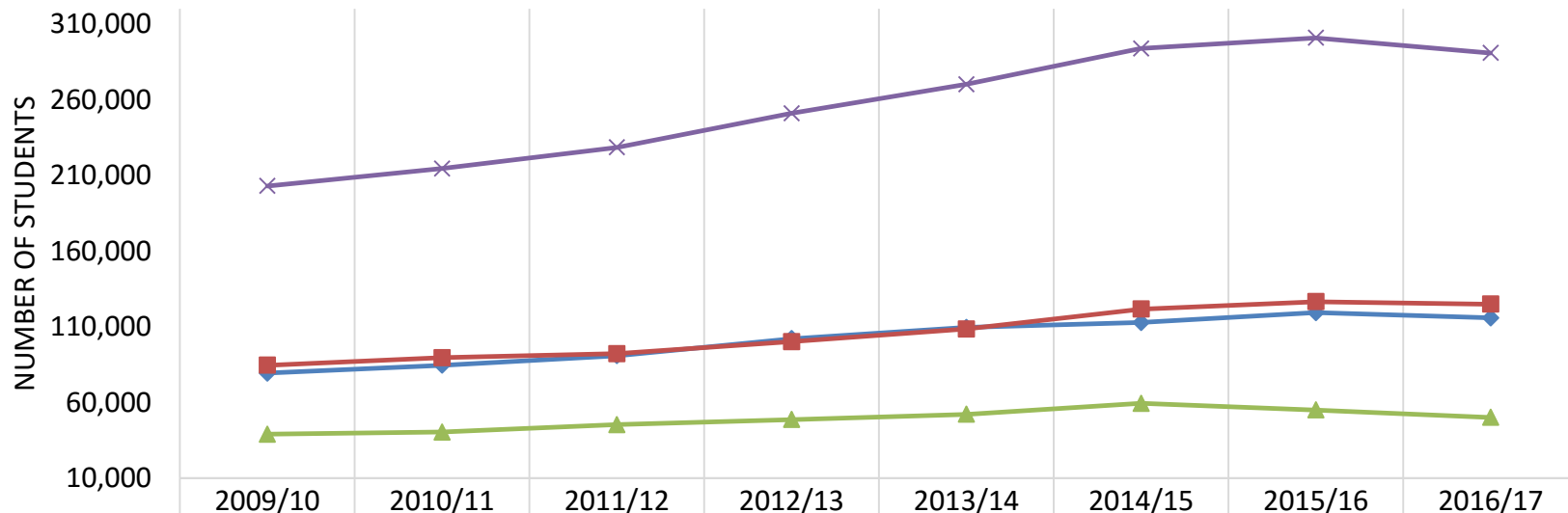
## 25 and Over

25-29 y.o.	.....	16% of increase
30-34	.....	13%
35 & over	.....	30%

But, lower enrollment intensity, less likely to complete (especially online)

# Future Enrollment Considerations: International Students

## NATIONAL TRENDS: INTERNATIONAL STUDENT ENROLLMENT



◆ Undergraduate	79,365	84,543	90,903	102,069	109,486	112,765	119,262	115,841
■ Graduate	84,613	89,505	92,211	100,129	108,519	121,637	126,516	124,888
▲ Non-Degree	38,992	40,442	45,353	48,722	52,123	59,364	54,965	50,107
✕ Total	202,970	214,490	228,467	250,920	270,128	293,766	300,743	290,836

# Strategic Enrollment Management (SEM) Philosophy, Approach, and Framework



**VCU**

# SEM

## Philosophy and Approach

### ENGAGEMENT

- Collaborative, integrated across organizational lines
- Faculty, staff, and students

### INNOVATION

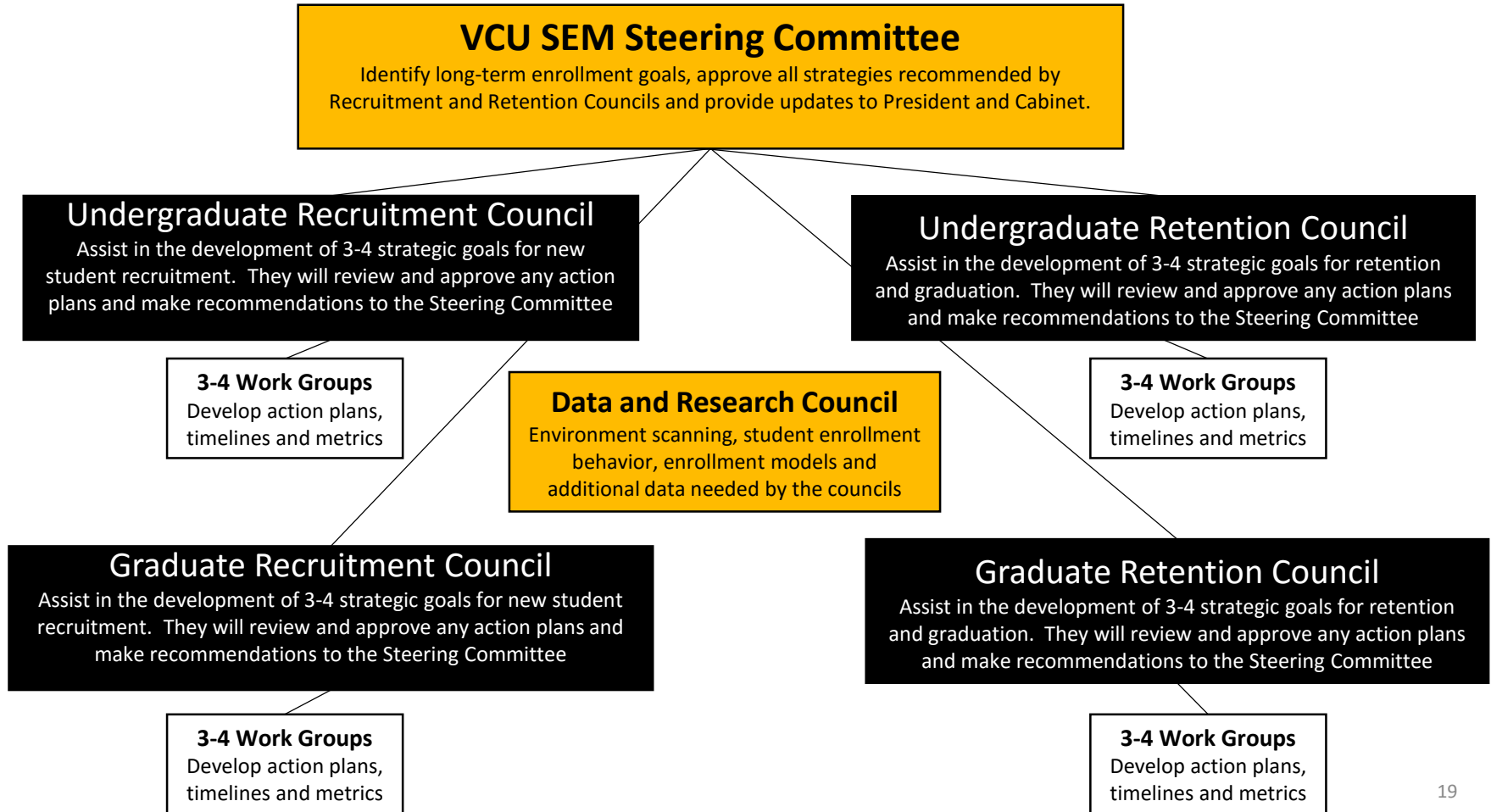
- Respects university values, traditions, and best practices
- Fosters a spirit of empowerment and creativity at multiple levels in the organization

### IMPACT

- Key performance indicators
- Dashboards
- Assessment of strategies
- Continuous improvement

## LEADERSHIP

# VCU Strategic Enrollment Management Planning Framework



# VCU Strategic Enrollment Management Planning Timeline

## VCU 5 Year SEM Planning Task

**SEM Planning Kick Off**

**Councils Review Data and Develop Goals**

**Proposed Goals submitted to SEM Steering Committee**

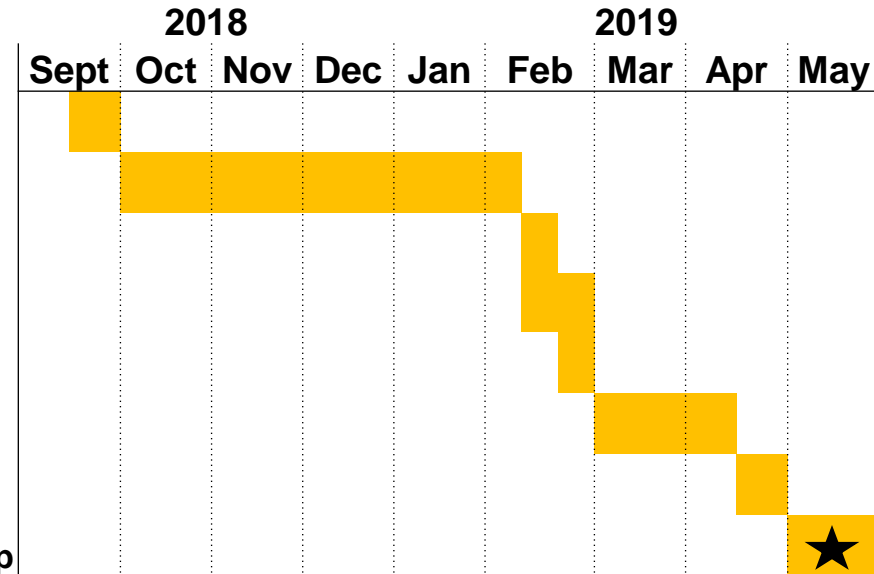
**Enrollment Projection Modeling & University Budgeting**

**SEM Steering Committee Provide Feedback on Goals**

**Councils Action Plan & Budget Discussions**

**Proposed Action Plans & Budget to SEM Steering Committee**

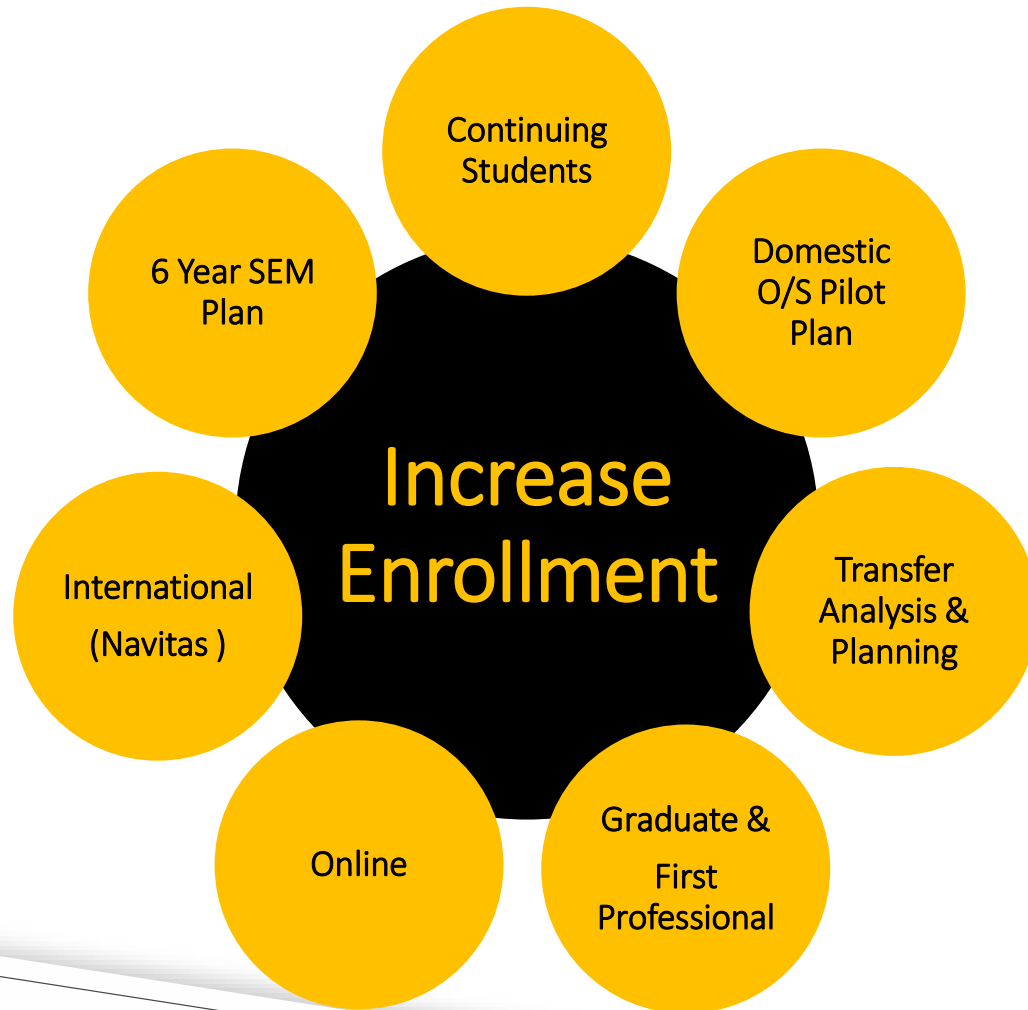
**Draft SEM Plan for 2019-2025 Presented to the VCU Leadership**

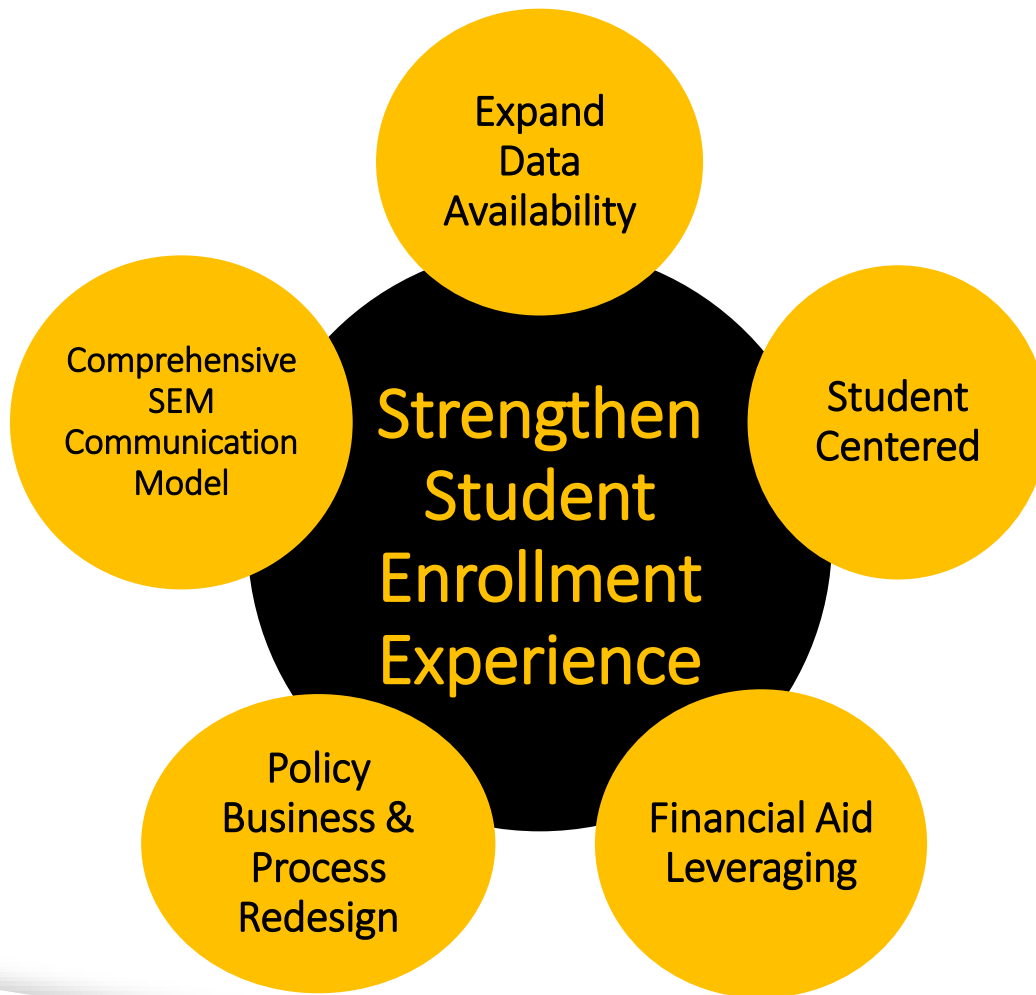


# SEM Priorities for 2018-2019



**VCU**





# Questions and Discussion

# Online Education

# Quick Facts: where are we?

## Goal 1:

15% annual  
enrollment  
growth

### Duplicated Headcount

	2015-2016		2016-2017		2017-2018	
	Sections	Enrollment	Sections	Enrollment	Sections	Enrollment
Lower Division Undergraduate	171	14,845	164	15,746	219	16,823
Upper Division Undergraduate	242	5,371	232	5,802	251	6,385
Graduate	239	2,552	300	3,037	355	4,016
Total	652	22,768	696	24,585	825	27,224
* Enrollment is duplicated headcount for the academic year				+8%	+11%	

Assuming 30 students in a course section, it takes:

60 new online course sections to grow from 22,768 to 24,585

90 new online course sections to grow from 24,585 to 27,224

136 new online course sections to grow from 27,224 to 31,307



# Quick Facts: where are we?

---

## Goal 2:

3,000 exclusively  
online students

### Fall 2018 Unduplicated Headcount:

- 8,619 students taking at least one online course  
7,437 undergraduates, 1003 graduates, 179 first professional
- 942 students exclusively online students  
496 undergraduate, 445 graduate, 1 first professional

Assuming 100 students in an online program, it takes:  
20 new online programs to add 2000 students



# Quick Facts: where are we?

## Goal 3:

3,000 exclusively  
online students

### Current Approved Online Programs:

- **Masters (14)**

- Addiction Studies
- Gerontology
- Health Administration
- Homeland Security & Emergency Preparedness
- M.Ed. Administration & Supervision
- Business Administration
- Mechanical & Nuclear Engineering
- Reading Specialist
- Rehabilitation & Mental Health Counseling
- Social Work
- Sociology
- Special Education
- Sports Leadership

- **Undergraduate (2)**

- Clinical Laboratory Sciences
- RN to BS

- **Doctoral (5)**

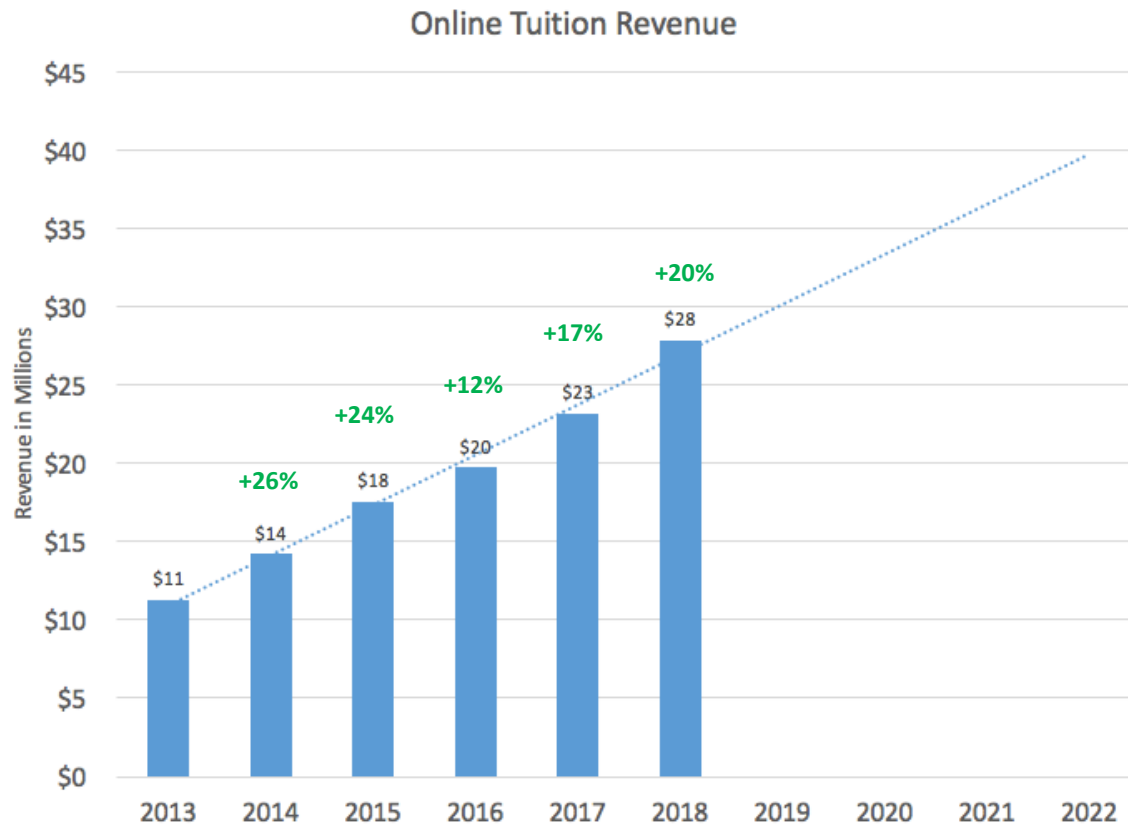
- Ed.D. Leadership
- Health Related Sciences
- Nurse Anesthesia
- Nursing Practice
- Nursing

### Current SCHEV Approval Queue:

- Undergraduate (1)  
Bachelor Interdisciplinary Studies
- Masters (1)  
M.Ed. Teaching & Learning

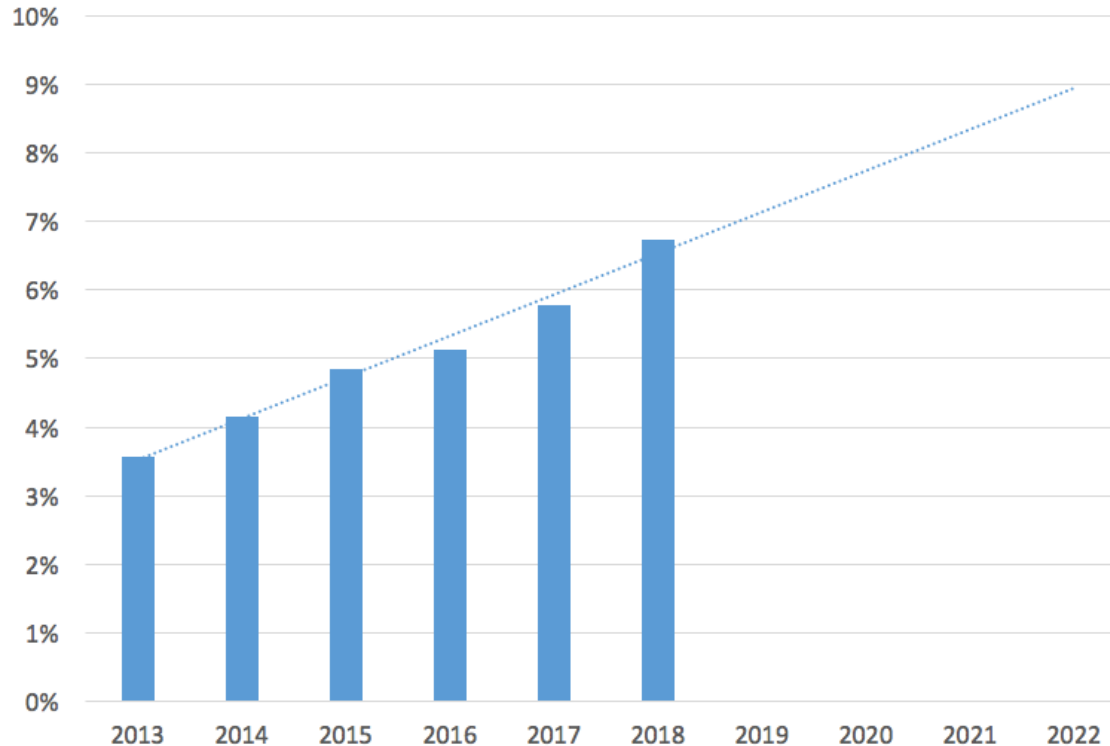


# Quick Facts: where are we?



# Quick Facts: where are we?

Percentage of Online Contribution to Overall Tuition Revenue



# Growth Strategies:

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## 1. External Partnership for Scaling Online Programs

- Strategy allows significant forward progress before internal infrastructure is in place.

## 2. Build internal infrastructure and service capacity

- Develop capacity to support the variety of campus needs related to teaching with technology including, but not limited to, online program development.

## 3. Encourage & support exploration of new models of instruction

- Position VCU as a leader in the exploration of new models of instruction in response to the evolving student enrollment and affordability patterns and pressures.

1. In partnership with an external OPM company, quickly transition existing online programs into a format that competes well nationally and elevates the **Online@VCU** brand.
2. Build internal capacity to support quality online course, program, and faculty development across a wide variety in campus readiness and needs.
3. Build internal capacity to support exploration of new instructional business models.

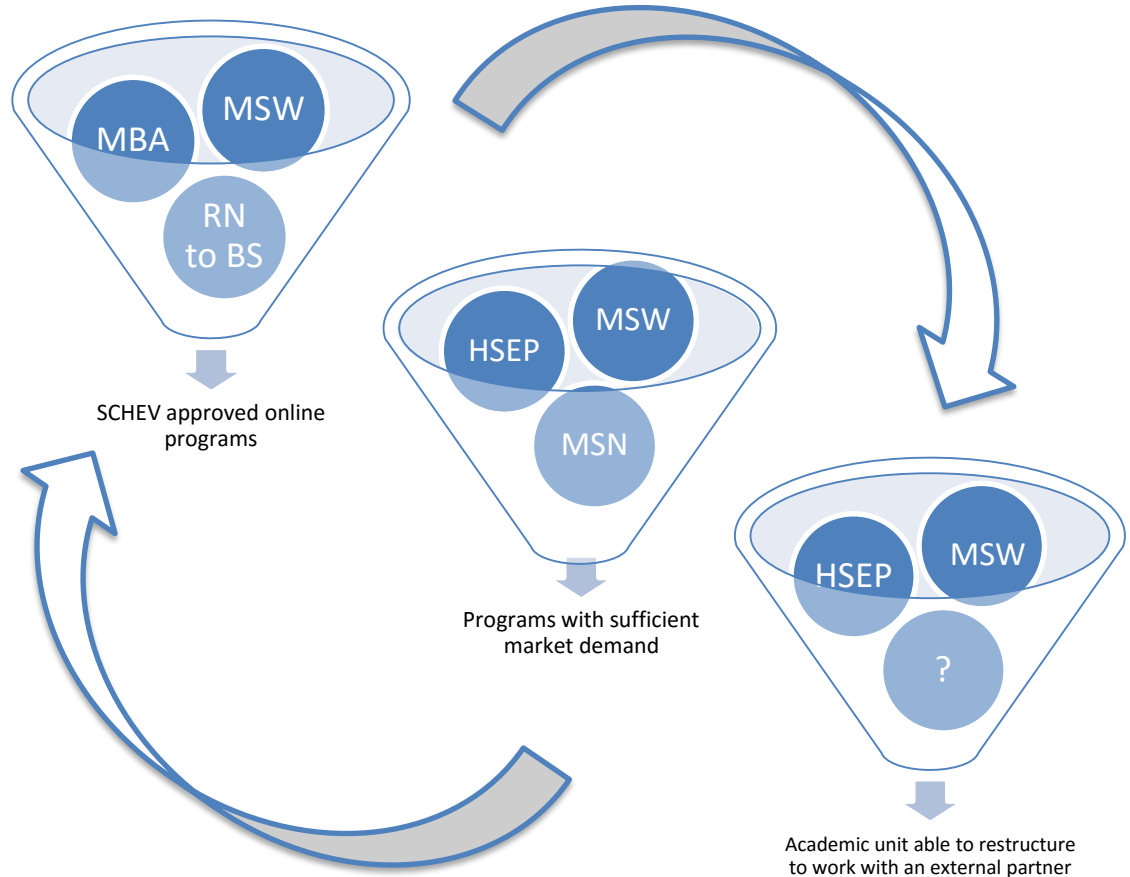


# 1. External Partnership for scaling Online Programs

## Progress to date:

more info in closed session

- ✓ Selected a partner
- ✓ Identified eligible programs
- ✓ Encouraged buy-in from academic units
- ✓ Vetted financial projections and investment strategies

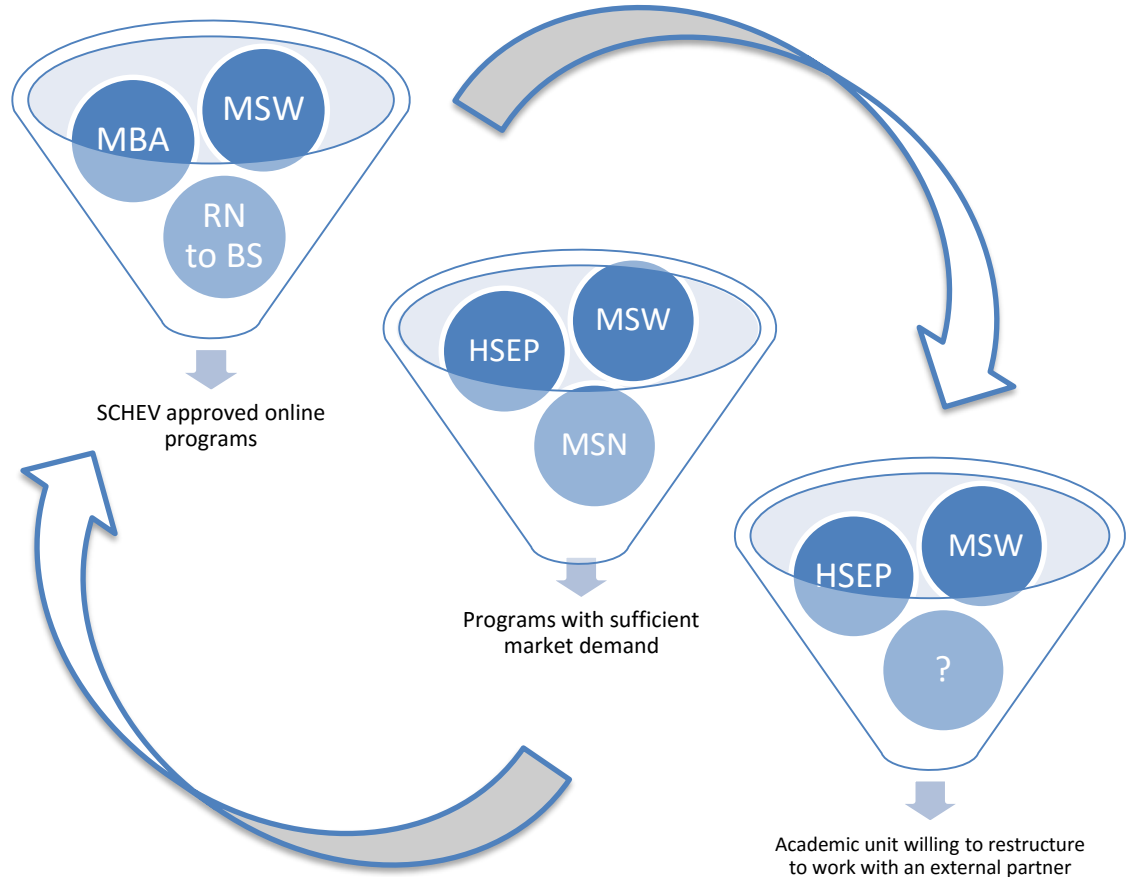


# 1. External Partnership for scaling Online Programs


## Progress to date:

more info in closed session

- ✓ Seeking approval enter a contract with our first two programs to launch Fall 2019
- ✓ MSW projected growth from 40 new students annually to 255 by year 8
- ✓ HSEP projected growth from 30 new students annually to 150 by year 8
- ❑ Cycle will repeat for additional new programs



## Program Launch Timeline: initial partnered programs launch Fall19

	Jan-Feb 2019	March 2019	April 2019	May 2019	June-July 2019	August 2019
	<b>Discovery Vision Authorization</b>	<b>Provider Matching</b>	<b>Creating</b>	<b>Testing, Testing, Testing</b>	<b>Final Prep</b>	<b>Launch, Reassess</b>
Marketing & Recruitment	<ul style="list-style-type: none"> <li>• Markets</li> <li>• Differentiators</li> <li>• Branding</li> <li>• Pitch</li> </ul>	<ul style="list-style-type: none"> <li>• Partner Selection</li> <li>• Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Build/Launch microsite, LPs</li> <li>• Begin outbound lead gen</li> </ul>	<ul style="list-style-type: none"> <li>• Refine marketing and funnel management</li> </ul>	<ul style="list-style-type: none"> <li>• Enrollment push</li> </ul>	<ul style="list-style-type: none"> <li>• Optimize</li> </ul>
Instructional Design	<ul style="list-style-type: none"> <li>• On-campus programs</li> <li>• Hybrid</li> <li>• Synchronous</li> <li>• Asynchronous</li> <li>• Competency based</li> </ul>	<ul style="list-style-type: none"> <li>• Partner Selection</li> <li>• Faculty assignments</li> <li>• Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Begin course-build process</li> <li>• Engage faculty throughout</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing course builds</li> <li>• Planning for future terms</li> </ul>	<ul style="list-style-type: none"> <li>• Finalize courses, quality checks, integrate into LMS</li> </ul>	
Tech Infrastructure	<ul style="list-style-type: none"> <li>• LMS</li> <li>• SIS</li> <li>• CRM</li> </ul>	<ul style="list-style-type: none"> <li>• Connect to NoodleBus</li> </ul>				

## 2. Building internal infrastructure & service capacity

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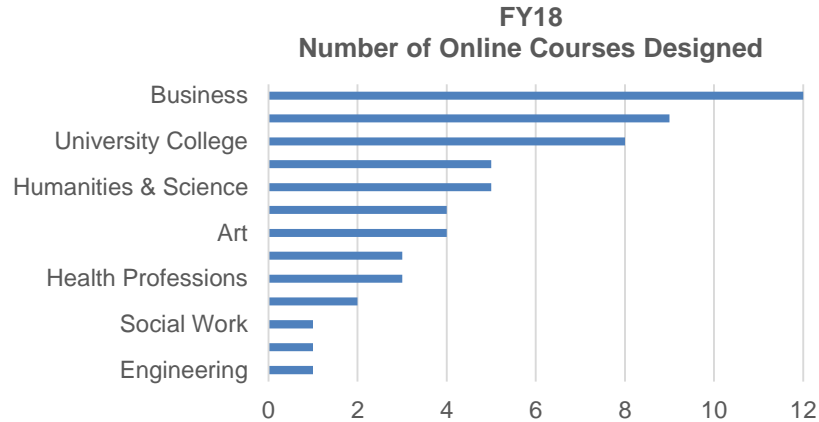
### Progress to date:

Staff reorganization and hiring began in Fall 2017:

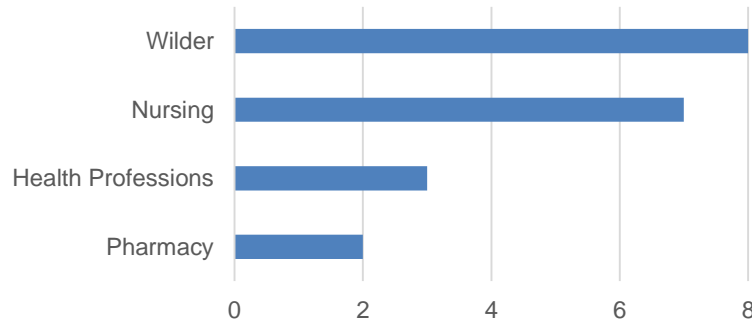
- +1 Director, +4 instructional designers, +1 Compliance Coordinator, +2 Videographers
- Budgeted search underway for 3 additional instructional designers (Spring19 anticipated start date)
- Budgeted searches planned for communications & marketing director, finance director, & program launch manager (Spring19 anticipated start date)

## 2. Building internal infrastructure & service capacity

Progress  
to date:



“Going Online@VCU” Certificate Program Fall18  
Number of Faculty Participants



### 3. Encourage & support exploration of new models of instruction

Online@VCU provided funding for senior leaders' attendance of the "Affordable Degrees@Scale" Symposium hosted by Georgia Tech October 2018

- Over 20 @scale programs now offered by top tier institutions on Coursera and EdX alone
- Top ranked programs at significantly reduced tuition rates
- University partnerships with Starbucks, FedEx, Wal-Mart, Disney



coursera

Request info

**SAME DIPLOMA**

\$52,000*	VS	\$22,000
ON-CAMPUS DEGREE		ONLINE DEGREE

\*Tuition only. Excludes fees, books, and other costs.

BREAKTHROUGH PRICING

Earn a high-stature degree for much less than similar on-campus programs.

We partner with top universities to create affordable learning programs that make degrees more accessible for everyone.

Learn more about degrees on Coursera

TOP QUALITY LEARNING

**We partner with leading universities to deliver the world's best online degree programs.**

You don't need to quit your job or move to a new city to earn a top university degree. Learn from the same professors and graduate with a high-value credential from the same university.



# Online@VCU: a university-wide lift

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- Partner with Deans and Strategic Enrollment Management to develop online enrollment growth strategies and implement customer relationship management
- Collaborate with faculty to build high quality online courses and programs
- Collaborate with Technology Services to evaluate and implement learning tools
- Collaborate with Budget & Finance to develop new business models
- Collaborate with Student Support Services to connect online students to services



# Challenges:

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- ⚠️ Physical space for growing internal team to support course and program development
- ⚠️ Faculty buy-in to build new courses
- ⚠️ Existing online program buy-in to grow with an external partner
- ⚠️ Program buy-in to add online modality
- ⚠️ 90 day approval estimate for SCHEV approval of modality change
- ⚠️ Academic units typically require resources to add new program or modality
- ⚠️ Recurring Online@VCU budget limits hiring beyond those currently budgeted
- ⚠️ Need to transition to future-ready learning platform(s)

# ONEVCU

## MASTER PLAN

### **Draft Master Plan for VCU**

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Board of Visitors  
December 7, 2018

AYERS  
SAINT  
GROSS



# ONE VCU Master Plan

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## BOARD OF VISITORS ROLE IN THE ONE VCU PLAN

- Board approves ONE VCU Master Plan
- VCU develops a capital plan that aligns with the master plan
- Board approves the major capital projects in VCU's capital plan

*Per VCU's Management Agreement with the Commonwealth of Virginia that enables VCU's Tier 3 status*

## KEY QUESTIONS

- Feedback about the ONE VCU Master Plan draft
- Advice or direction from Board members



# Recent Capital Investment Projects: 2009 - 2018

Investment

5.06 Million

GSF of Renovation and New Construction 2009-2018



- NEW CONSTRUCTION (2009-2018)
- RENOVATION (2009-2018)



# Current Challenges

## DEFERRED MAINTENANCE



**\$127 Million**

Current Backlog

**\$397 Million**

10-year Renewal Need

## QUANTITATIVE NEEDS



**1.4 Million GSF**

2014 Non-residential Space Need

**700-1,000 Beds**

2018 Net New Housing Demand

## OPEN SPACE



**24%**

...of the open spaces on campus are in poor or below average condition

*\* Excludes student life, athletic, health system and residential buildings.*

# Current Challenges

## PATIENT BEDS



35%

Semi-private beds

65%

Private beds

## CLINIC FACILITIES



Overcrowded  
and inefficient

Clinical layouts

## PARKING FACILITIES



980

Patient/Visitor parking spaces

# The Master Plan aligns the University and VCU Health System strategic plans with a common vision

## Quest 2025: Together We Transform

Student Success

Diversity Driving Excellence

Urban and Regional Transformation

National Prominence



## The VCU Health System Strategic Plan: Vision by Design

Education, Research, Innovation

Top Performance

Care for the Commonwealth

# 6 Guiding Principles to support Strategic Plans



## Student Success

Ensure student success and well-being through high-quality and appropriate teaching, learning, study and living spaces.

## Patient Experience

Design and develop spaces, facilities and amenities that allow for enhanced safety and patient experience in both inpatient and outpatient settings.

## Program Synergies

Advance a culture of interdisciplinary collaboration and discovery by developing shared spaces that inspire community, partnerships, research, innovation, and creativity.

## Placemaking

Celebrate and enhance VCU's unique urban setting and rich history.

## Mobility and Safety

Promote a walkable, accessible, safe campus which is easy to navigate for the entire VCU community: students, patients, faculty, staff, alumni, neighbors, and visitors.

## Unify the Campus

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# Importance of a master plan and the physical campus environment

## STUDENT RECRUITMENT

- Two-thirds of students view facilities as important to making a decision about where to go to college and more than half say an attractive campus is essential (Reynolds, 2007).
- Facilities shape perceptions of intangible college choice elements such as the quality of the faculty, the value of the education, and the safety of the campus (White, 2017).
- The student center carries significant weight in the perception of the university's quality - accounting for 26% (White, 2017).
- Other important facilities when making a decision include: facilities related to a student's major, classrooms, residence halls, libraries, and exercise/recreation facilities (Reynolds, 2007).
- Students reject institutions because important facilities are missing, inadequate, or poorly maintained or due to lack of "open space" (Reynolds, 2007).



## STUDENT RETENTION & SATISFACTION

- Greenspace and urbanism are both positively associated with student retention and satisfaction (Hajrasouliha & Ewing, 2016).
- A profound and positive relationship exists between the built environment and retention (Reynolds, 2007).

## STUDENT SUCCESS

- On-campus living is strongly associated with student retention and graduation rates (Hajrasouliha & Ewing, 2016).
- Fall-to-fall persistence rates at VCU are better among students who live on-campus (84%) as opposed to students who live off-campus (79%).
- On-campus students at VCU outperform off-campus students.

	On-campus	Off-campus
Freshman GPA	2.76	2.37
Sophomore GPA	3.07	2.70

# Importance of a master plan and the physical campus environment





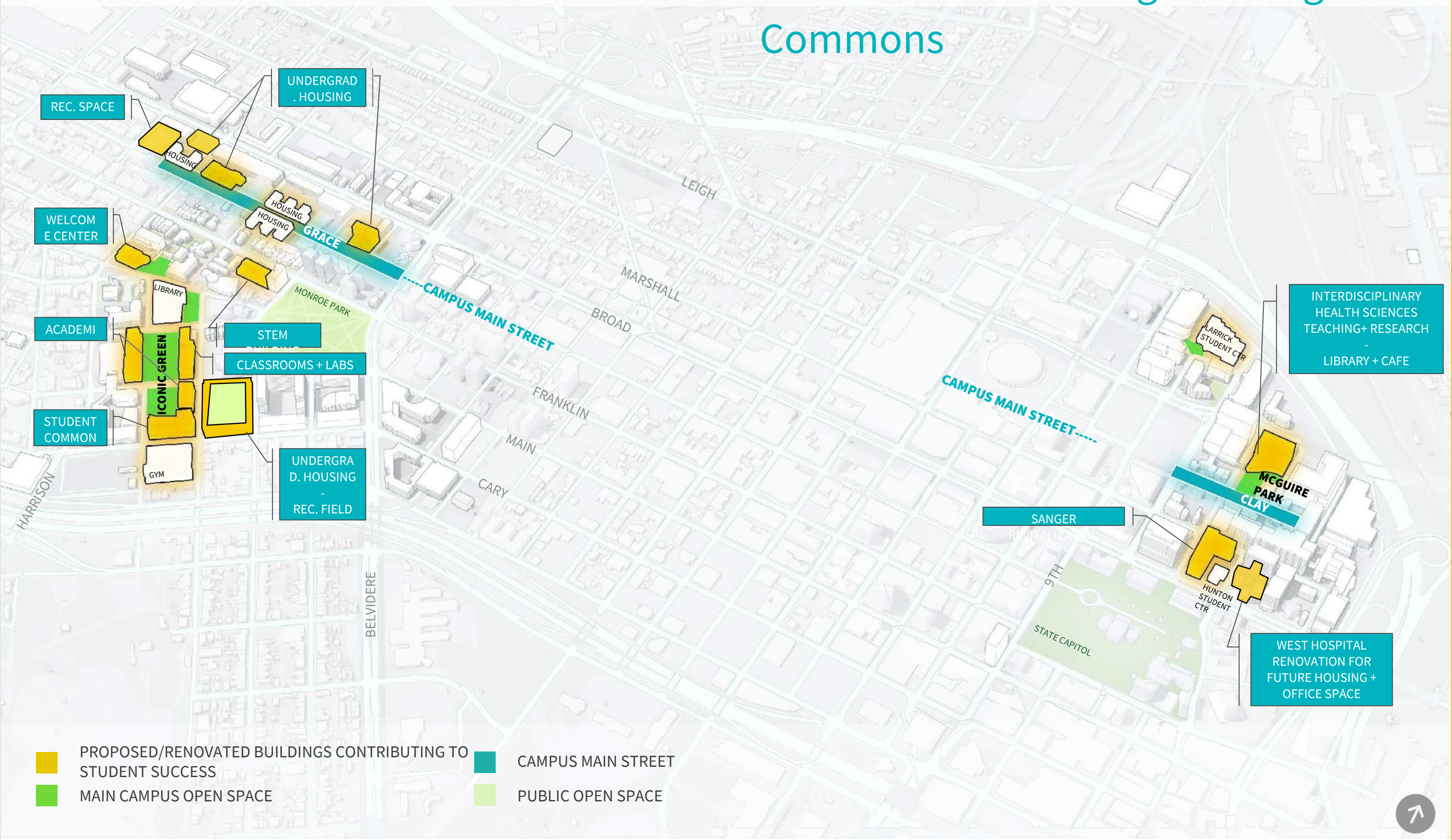
# Student Success

**+700**  
Net new student beds

New  
Student  
Commons

Study +  
Teaching space

Off-site Athletic  
Village





# Student Success

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# 6 Guiding Principles to support Strategic Plans



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# Importance of a master plan and the physical campus environment



## PATIENT/PROVIDER HEALTH & SAFETY

- Private patient rooms reduce length of stay, healthcare acquired infections, patient movement, and operating costs (Chaudhury, Mahmood & Valente, 2004).
- Facilities play an integral role in reducing staff exposure to infectious agents and other hazards potentially present in the healthcare environment (Jiang et al., 2003).

# Importance of a master plan and the physical campus environment

## PATIENT SATISFACTION

- Facilities have been shown to reduce patient and family stress, accelerating healing, through intuitive wayfinding, parking at the point of service, access to nature and natural lighting, and reduced noise levels (Ulrich, Quan & Zimring, 2004).
- Patients in more attractive patient rooms are more likely to report higher satisfaction with room cleanliness, food service, the attending physician, and hospital overall (Swan, Richardson & Hutton, 2003).
- After reputation, convenience is the highest consideration when choosing a clinic for both Millennials and Baby Boomers (Graham, et al., 2015).





# Patient Experience

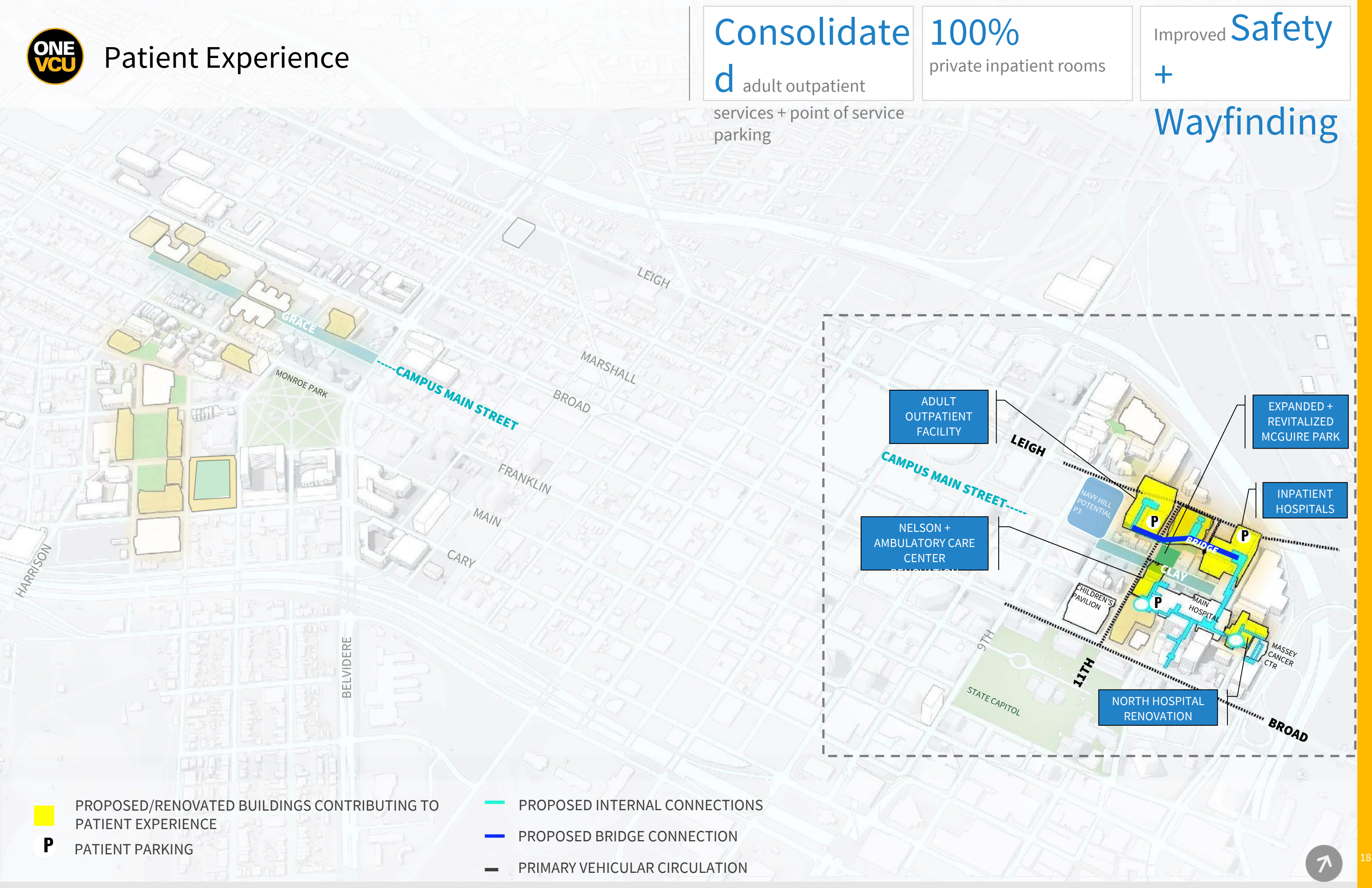
Consolidate  
d adult outpatient

100%  
private inpatient rooms

Improved Safety  
+

Wayfinding

services + point of service  
parking



PROPOSED/RENOVATED BUILDINGS CONTRIBUTING TO  
PATIENT EXPERIENCE

P  
PATIENT PARKING

PROPOSED INTERNAL CONNECTIONS

PROPOSED BRIDGE CONNECTION

PRIMARY VEHICULAR CIRCULATION





# Patient Experience

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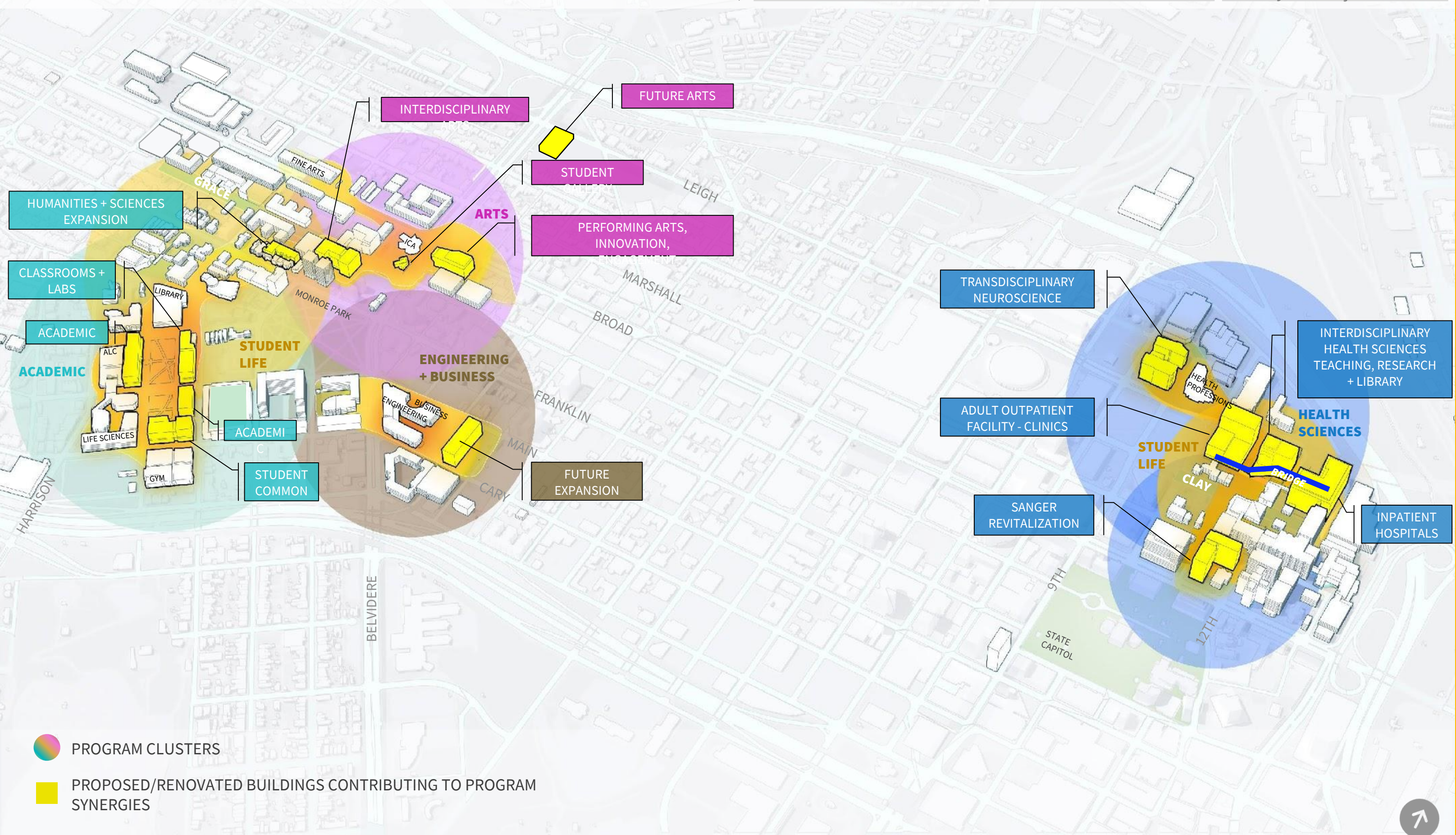
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# Program Synergies

Integrated  
Academics & Student Life

Inter-disciplinary  
Concentrates +  
Improves  
teaching & research  
facilities  
activity and adjacencies





# Program Synergies

---

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# Placemaking

+2

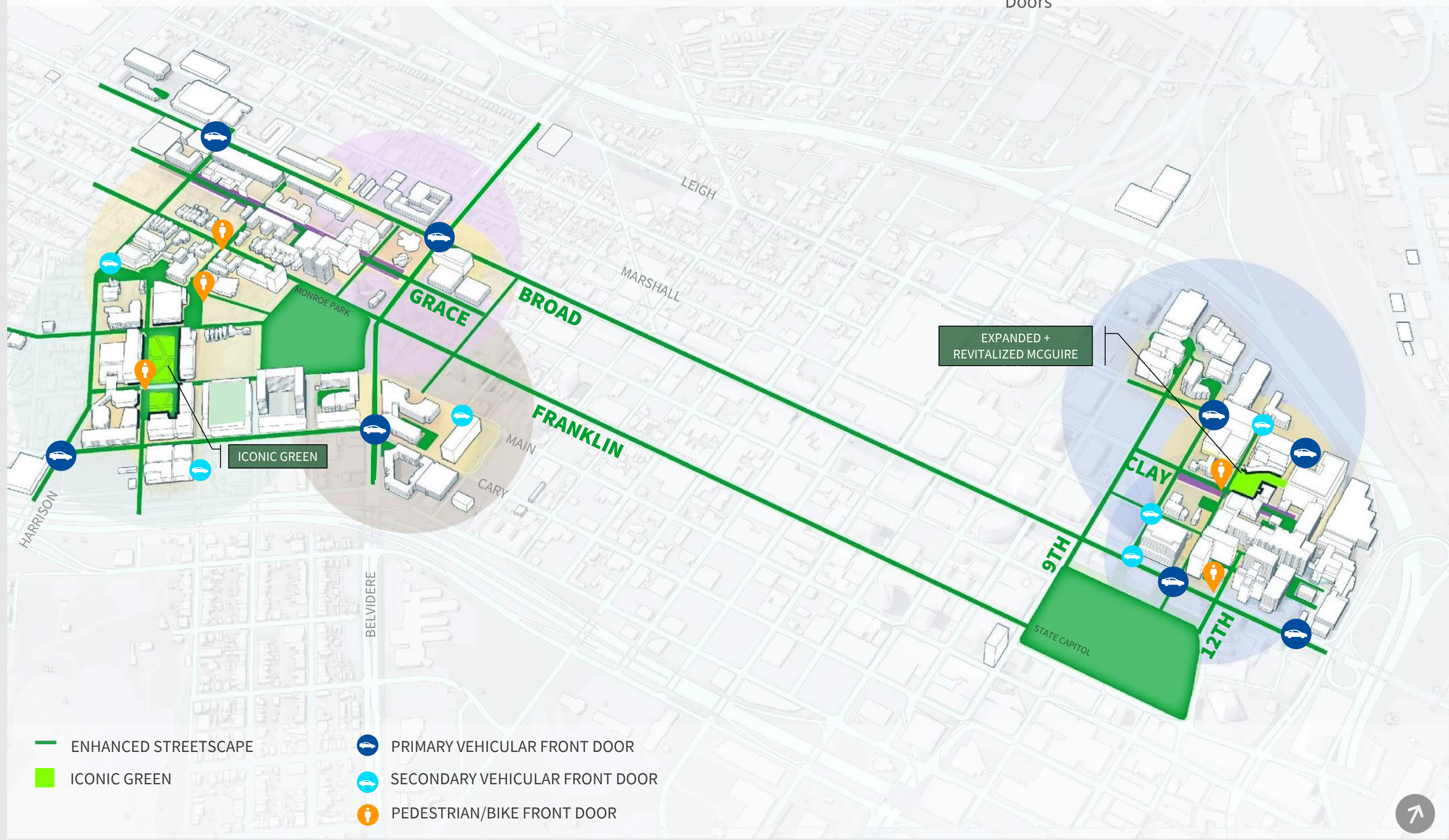
Iconic Greens

+19

Vehicular,  
Pedestrian/Bike Front  
Doors

+7,450

Linear feet of streetscape  
improvements





# Placemaking

---

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# Mobility + Safety

+11

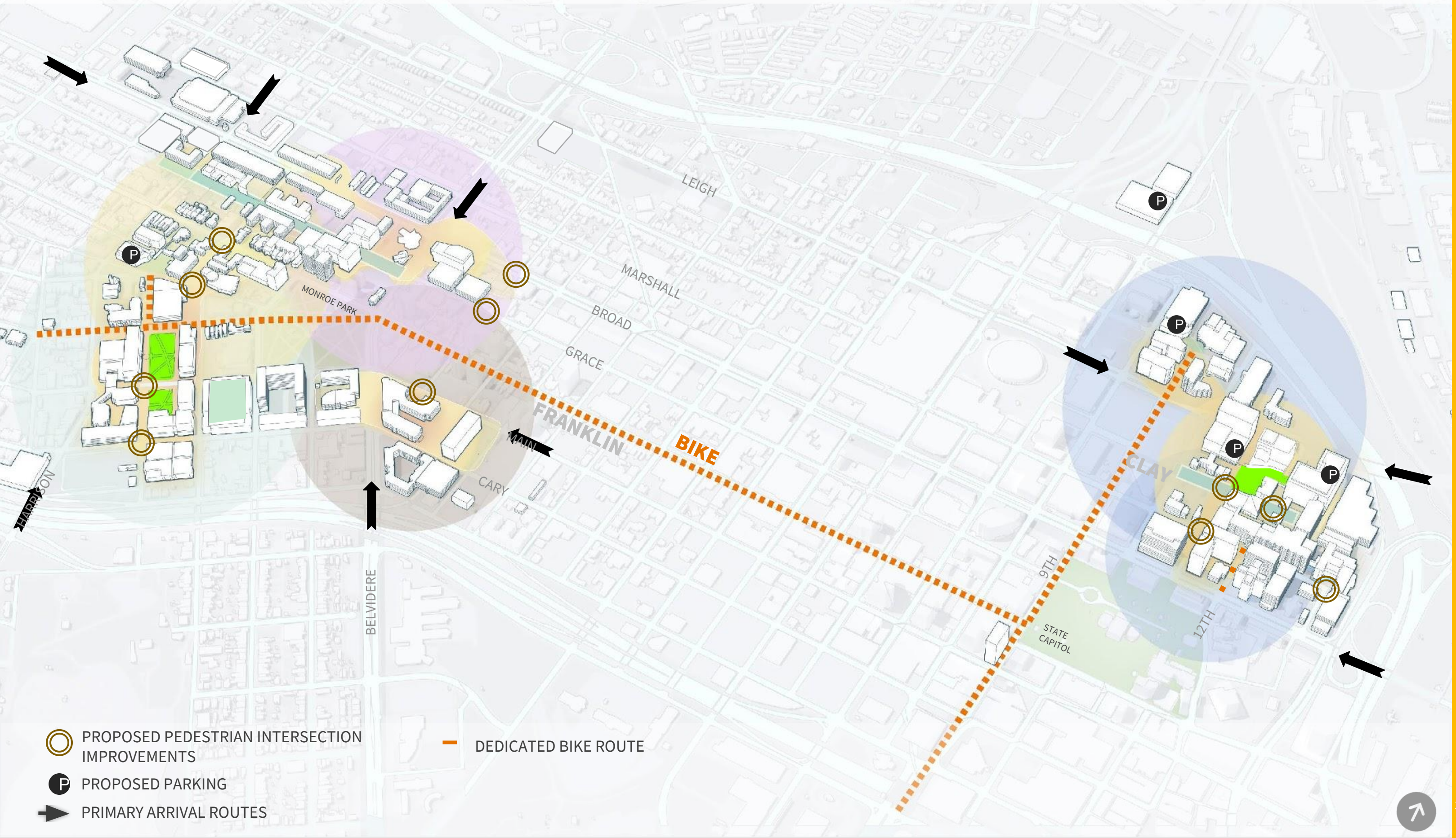
intersection  
improvements

Dedicated

bike lanes

Parking

at the perimeter



PROPOSED PEDESTRIAN INTERSECTION  
IMPROVEMENTS



PROPOSED PARKING



PRIMARY ARRIVAL ROUTES



DEDICATED BIKE ROUTE





## Mobility + Safety

---

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# Unify the Campus

## Partner

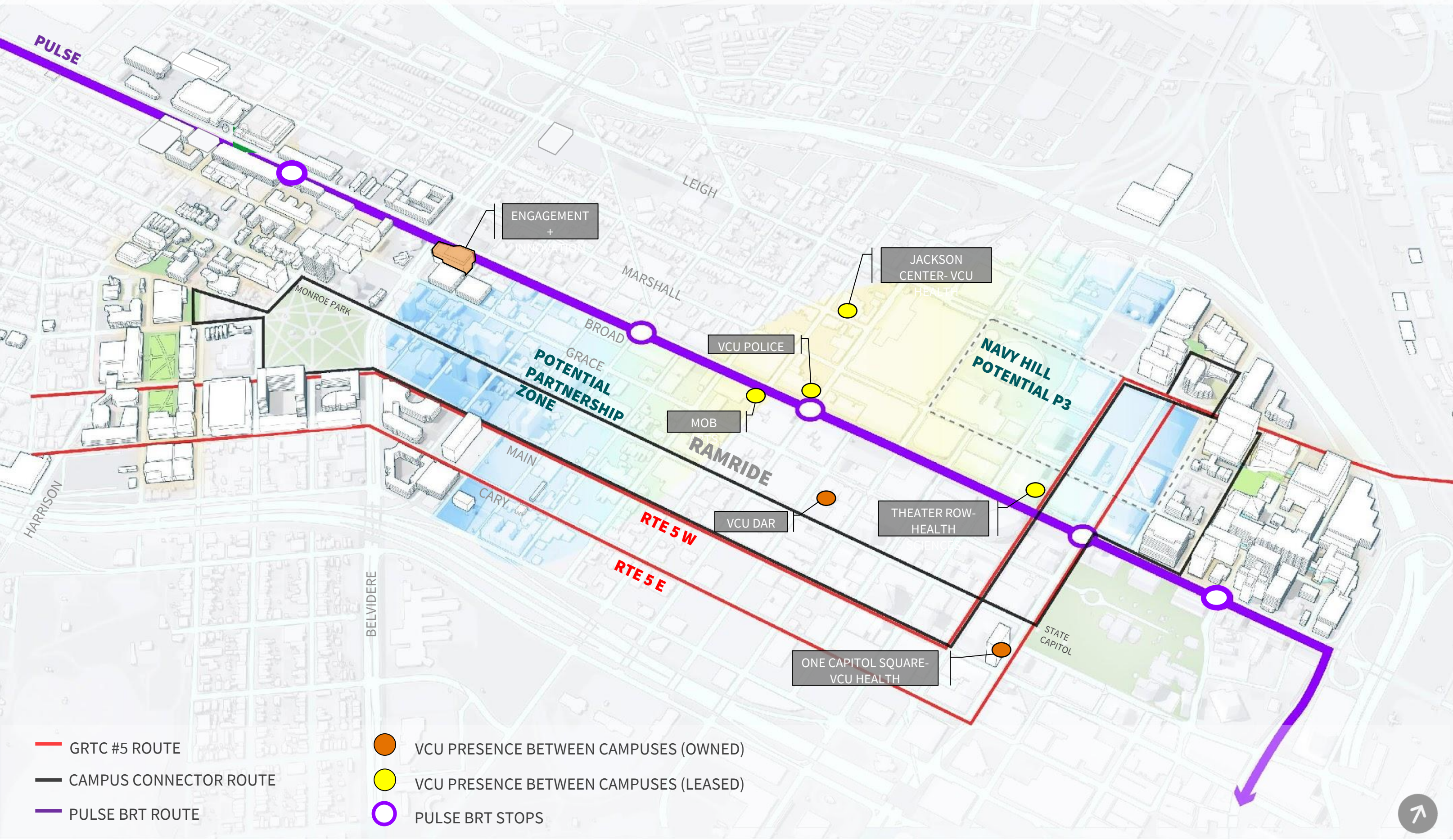
with GRTC on PULSE & other local routes

## Locate

programs between campuses strategically

## Capitalize

on partnership opportunities





# Unify the Campus

---

Strengthen the heart of each campus and the collective VCU identity through strategies that connect the campuses to each other and to the city of Richmond.

# ONE VCU Metrics

## DEFERRED MAINTENANCE

**\$127 Million**

Current Backlog

**\$397 Million**

10-year Renewal Need



**\$204 Million**

Reduction in Total Need

**61%**

Of Backlog Addressed

## QUANTITATIVE NEEDS

**1.4 Million GSF**

2014 Non-residential Space Need

**700-1,000 Beds**

2018 Net New Housing Demand



**82%**

of Space Needs Addressed in ONE VCU Master Plan

**100%**

Net New Housing Demand Addressed

## OPEN SPACE

**24%**

of the open spaces on campus are in poor or below average condition



**7,450**

Linear Feet of Streetscape Improvements

**2**

New Iconic Greens

*\* Excludes student life, athletic, health system and residential buildings.*

# ONE VCU Metrics

## PATIENT BEDS

**35%  
semi-private  
65% private**



**100% private  
15% increase**

in beds matching growth in  
projected inpatient volume

## CLINIC FACILITIES

**Overcrowded  
and inefficient**  
Clinical layouts



**20% growth**  
accommodated through 2025

**Efficient,**  
convenient clinic layouts including  
enhanced access to Linear Accelerator,  
Imaging and Operating Rooms, etc.

## PARKING FACILITIES

**980**  
Patient/Visitor parking spaces



**3,100**  
Patient/Visitor spaces with new  
facilities



# ONE VCU

Iconic green on MCV campus – revitalized and expanded McGuire Park



## KEY QUESTIONS

- Feedback about the ONE VCU Master Plan draft
- Advice or direction from Board members

# References

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# AUDIT AND COMPLIANCE SERVICES CHARTER

## VIRGINIA COMMONWEALTH UNIVERSITY and VCU HEALTH SYSTEM

Virginia Commonwealth University (university) and VCU Health System Authority (health system) maintain comprehensive and effective internal audit and compliance programs. The objective of Audit and Compliance Services (“department”) is to assist members of the Board of Visitors, Board of Directors, and management in the effective performance of their responsibilities. The department fulfills this objective by providing independent and impartial examinations, investigations, evaluations, counsel, and recommendations for the areas and activities reviewed.

### Scope of Work

The scope of the department’s work is to determine whether the university’s and health system’s risk management, internal control, governance, and compliance processes, as designed and represented by management, are adequate and functioning in a manner to provide reasonable assurance that:

- Risks are appropriately identified and managed
- Control processes are adequate and functioning as intended
- Significant, financial, managerial, and operating information is accurate, reliable, and timely
- An effective university compliance program is maintained to provide guidance and resources, in an oversight role, for all educational, research, and athletic compliance programs to optimize ethical and compliant behavior
- An effective health system compliance program is implemented to further the health system’s mission, vision, and values by promoting a culture of compliance, and preventing, correcting, and investigating issues through education, monitoring, and enforcement
- An effective program of information technology (IT) management and security is maintained by management to ensure health system and university IT and data assets are properly secured, integrity protected, available as needed and kept confidential as required by applicable policies laws and regulations
- Employees’ actions are in compliance with the respective codes of conduct, policies, standards, procedures, and applicable laws and regulations
- Resources are used efficiently and are adequately protected
- Program plans and objectives are achieved
- Significant legislative and regulatory issues impacting the university and health system are recognized and appropriately addressed

Opportunities for improving management controls, accountability, and financial fiscal performance and compliance processes, and for protecting the organizational reputation of the university and health system may be identified, and will be addressed with the appropriate level of management when identified.

### **Accountability**

The Executive Director of Audit and Compliance Services shall be accountable to the Board of Visitors, through the Audit, Integrity, and Compliance Committee, and the Board of Directors, through the Audit and Compliance Committee, to maintain comprehensive and professional internal audit and compliance programs. In fulfilling those responsibilities, the Executive Director will:

- Establish annual goals and objectives for the department, and report periodically on the status of those efforts.
- Execute the annual audit and compliance work plans and initiatives.
- Coordinate efforts with other control and monitoring functions (risk management, financial officers, campus police, university counsel and health system general counsel, external auditors, government reviewers, etc.).
- Report significant issues related to the department's scope of work, including potential improvements, and continue to provide information about those issues through resolution.
- Provide updates to the respective board committees, the university president, and the chief executive officer of the health system on the status of the audit work plans, compliance and initiatives, qualifications of staff, and sufficiency of department resources.

### **Independence and Objectivity**

All work will be conducted in an objective and independent manner. Staff will maintain an impartial attitude in selecting and evaluating evidence information and in reporting results. Independence in fact and appearance enables unbiased judgments that are essential to the proper conduct of the department's scope of work.

To provide an appropriate reporting structure to support independence, the Executive Director shall report to the Audit, Integrity, and Compliance Committee of the Board of Visitors and to the Audit and Compliance Committee of the Board of Directors. The Executive Director shall report administratively to the university's President.

### **Responsibility**

The department will assist the Board of Visitors, Board of Directors, and management by:

- Maintaining a professional staff with sufficient knowledge, skills, and experience to fulfill the requirements of this charter.

- Developing and executing annual and long-range risk-based ~~audit and compliance work~~ plans and initiatives. The plans and initiatives will be submitted to management for review and comment and to the respective board committee for approval. The department recognizes that one of the primary benefits of these programs is the ability to respond to issues that arise during the normal course of business. Accordingly, the annual plans shall include time for management requests and special projects.
- Participating in an advisory capacity in the planning, development, implementation, or change of significant compliance and control processes or systems. The Executive Director shall ensure that the level of participation in these projects does not affect the department's responsibility for future evaluation of evaluating these processes or systems ~~during future reviews~~ nor compromise its independence.
- Conducting or assisting in the investigation of any suspected fraudulent activities, misconduct, or non-compliance issues, and notifying management and the respective board committees of the results.
- Issuing periodic reports to management and the respective board committees summarizing the results of the department's activities.
- Considering the scope of work of the external auditors, as appropriate, to provide optimal audit coverage to the university and health system at a reasonable overall cost.
- Reporting at least annually to the Board of Visitors, Board of Directors, and senior management on the department's purpose, authority, responsibility, and performance relative to its plans and initiatives, and on its conformance to standards and best practices. Reporting should also include significant risk exposures and control issues, corporate governance issues, serious misconduct or non-compliance, and other matters needed or requested by the Board and senior management.

### Authority

The department and its staff are authorized to:

- Have unrestricted access to all activities, records, property, and personnel. ~~–Receive cooperation from all university and health system personnel and affiliates is required.~~
- Have full access to the respective board committee.
- Allocate departmental resources, set audit and review frequencies, determine scopes of work, and apply the techniques necessary to accomplish ~~audit~~ objectives.
- Obtain the necessary assistance of personnel in departments when audits performing work plans and initiatives are performed, as well as that of other specialists.

The department and its staff are not authorized to:

- Perform operational duties in interim status, or otherwise, unless authorized in advance by the respective board committee.
- Initiate or approve accounting transactions external to the department.

## **Standards of Practice**

The department will conduct its scope of work in accordance with requirements and best practices as established by relevant authoritative and objective sources from industry and government.

For internal audit functions, this includes both mandatory and recommended guidance from the Institute of Internal Auditors International Professional Practices Framework. The mandatory guidance requires our department to conform with the Core Principles for the Professional Practice of Internal Auditing, Definition of Internal Auditing, Code of Ethics, and *International Standards for the Professional Practice of Internal Auditing (Standards)*. Internal auditing is an independent, objective assurance, and consulting activity designed to add value and improve an organization's operations. Our department will help the university and health system accomplish its objectives by bringing a systematic, disciplined, and risk-based approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

For maintaining effective compliance programs, standards of practice are driven by the guidance provided in Chapter 8 of the Federal Sentencing Guidelines as promulgated by the US Sentencing Commission. The main focus of an effective program is to prevent and detect misconduct, remedy harm when identified, self-report where applicable, and maintain due diligence in promoting an organizational culture that encourages ethical conduct and a commitment to compliance with the law.

For the health system compliance program, guidance by the Health Care Compliance Association is also included. This organization sets the standard for professional values and ethics in the health care compliance field.

## **Quality Assurance and Improvement Program**

The department will maintain a quality assurance and improvement program that covers all aspects of the internal audit activity. This program will be designed to:

- evaluate internal audit's conformance with the *Standards* and application of the Code of Ethics;
- assess the efficiency and effectiveness of the department; and
- identify opportunities for improvement.

The quality program includes both internal and external assessments. Internal assessments will include ongoing monitoring and periodic assessments of internal audit activity. An external assessment will be performed at least once every five years by qualified individuals who are independent of the internal audit function.

**VIRGINIA COMMONWEALTH UNIVERSITY  
BOARD OF VISITORS**

**FINANCE, BUDGET, AND INVESTMENT COMMITTEE CHARTER**

**I. PURPOSE**

The primary purpose of the Finance, Budget, and Investment Committee (“Committee”) is to assist the Board of Visitors in fulfilling its objectives and fiduciary responsibilities related to applicable policy/ies and oversight of:

- University finances and investments
- University policies on debt management
- University facilities planning, design, construction and renovation.
- University purchase and divestiture of land, including any easements.

The Committee is responsible for reviewing financial statements, budgets, debt, investments, cash management, six-year financial operating and capital plans, and make corresponding recommendations to the Board of Visitors all for the purpose of maintaining a sound fiscal standing. In addition and contributing to fiscal standing, the Committee is responsible for reviewing the University’s tuition and fee charges for each year. The Committee directly oversees the investment of the cash management pool and reviews the financial activities of any foundation or organization established to benefit the University, including foundations, partnerships, or other affiliated entities.

The Committee also approves selection of engineers and architects for University construction capital projects exceeding \$2 million, approves the renovation or replacement of outdated facilities and equipment, and approves project plans for construction projects exceeding \$2 million, approves the acquisition of all property, and the sale and demolition of property.

University management is responsible for day to day operation of the University within the established authorities, under the governance of the Committee.

**II. COMPOSITION AND INDEPENDENCE**

The Committee will be comprised of three or more Visitors. In addition to complying with the Commonwealth of Virginia’s Conflict of Interest laws and any University policies, each member must be free from any financial, family or other material personal relationship that, in the opinion of the Board or the Committee members, would impair their independence from management and the University. Committee members should also refrain from activities that a reasonable person would view as unethical or contrary to the institutional mission.

### III. **RESPONSIBILITIES**

In performing its oversight responsibilities, the Committee shall:

#### A. **General:**

1. Adopt a formal written charter that specifies the Committee's scope of responsibility. The charter should be reviewed annually and updated as necessary.
2. Maintain minutes of open session meetings.
3. Report Committee actions to the Board of Visitors with such recommendations as the Committee may deem appropriate.
4. Consistent with state law, the Committee may meet in closed session (with or without members of senior management present) with the external auditors and/or the Vice President for Finance and Administration to discuss matters that the Committee or any of these groups believe should be discussed privately.
5. Become well acquainted with all of the information and pertinent facts under the purview of the Committee.
6. Implement best practices across the institution for financial management.
7. Ensure that the institution is operating efficiently, effectively and appropriately with regard to the use of public and other funds to support its stated mission.

#### B. **Financial Policy and Investments:**

1. Review recommendations of the Administration concerning new or revised financial policy and make appropriate recommendations to the Board of Visitors.
2. Review financial assumptions upon which budgets are based.
3. Review and recommend approval of the six-year financial plan and operating budget.
4. Review and recommend approval of the six-year capital outlay plan and capital outlay budget, and all amendments to the plan.
5. Review periodically and compare financial operating results with appropriate budgets and benchmarks.
6. Approve major design changes to the VCU Optional Retirement Plan.
7. Review annual financial statements and supporting schedules and report to the Board the results of that review.
8. Serve, with the advice of the Investment Advisory Subcommittee, as an investment committee and oversee University investment policies and activities including direct management of the University's cash investment pool and monitoring of the policies and activities of the University-related private foundations.
9. Review annually the BOV Fund.
10. Review quarterly the University Efficiencies.
11. Review quarterly the F&A Dashboard.

C. **Facilities Planning and Debt Management:**

1. Review and recommend approval of the master site plan.
2. Review and recommend approval of plans for new construction and major renovation projects in accordance with Board-approved procedures.
3. Review and recommend approval of the six year capital outlay program and amendments thereto.
4. Review and recommend to the Board all debt issuance and review debt management policies.
5. Review and recommend approval of property acquisition or disposition of real estate and other interests therein.
6. Consider such other matters relating to the maintenance and security of the University's buildings and grounds and the care and preservation of the University's furnishings and equipment as may warrant its consideration.

D. **Emergency Preparedness:**

1. Review and recommend approval of plans pertaining to emergency preparedness and campus security.

E. **Administration:**

1. Review and approve the Committee charter annually and any significant updates to the charter.
2. Review and approve the annual Committee work plan and any significant changes to the plan.
3. Review the qualifications of the Committee members, staff and the level of staffing by the institution as needed.
4. Review annually the Deficit Disclosure.
5. Annual Investment Conflict of Interest Disclosure Statement.
6. Review annually all Investment Policy Statements – specifically asset allocations.
7. Review reports of the Financial Integrity and Stewardship Committee as needed.
8. Review annually Agency Risk Management and Internal Control Standards (ARMICS)

F. **Tuition and Fees:**

1. Review and recommend tuition and fee charges if needed to provide guidance to the Board.

IV. **MEETINGS**

The Committee will meet at least four times annually. Additional meetings may occur more frequently as circumstances warrant. The Committee Chair should communicate with the Vice President of Finance and Administration prior to each Committee meeting to finalize the meeting agenda and review the matters to be discussed.

**Virginia Commonwealth University  
Board of Visitors**

**Finance, Budget, and Investment Committee Meeting Planner**

A=Annually; Q=Quarterly; AN=As Necessary	Frequency			Planned Timing			
Q1, Q2, Q3, Q4 based on Fiscal Year (July – June)	A	Q	AN	Q1	Q2	Q3	Q4
				Sept	Dec	Feb	May
<b>A. General</b>							
1. Adopt a formal written charter that specifies the Committee’s scope of responsibility. The charter should be reviewed and updated as necessary.	X			X			
2. Maintain minutes of open session meetings.		X		X	X	X	X
3. Report Committee actions to the Board of Visitors with such recommendations as the Committee may deem appropriate.		X		X	X	X	X
4. Consistent with state law, the Committee may meet in closed session (with or without members of senior management present) with the external auditors and/or the Vice President for Finance and Administration to discuss matters that the Committee or any of these groups believe should be discussed privately.	X		X				X
5. Become well acquainted with all of the information and pertinent facts under the purview of the Committee.			X				
6. Implement best practices across the institution for financial management.			X				
7. Ensure that the institution is operating efficiently, effectively and appropriately with regard to the use of public and other funds to support its stated mission.			X				
<b>B. Financial Policy and Investments</b>							
1. Review recommendations of the Administration concerning new or revised financial policy and make appropriate recommendations to the Board of Visitors.			X				
2. Review financial assumptions upon which budgets are based.	X						X
3. Review and recommend approval of the six-year financial plan and operating budget.	X			X			
4. Review and recommend approval of the six-year capital outlay plan and capital outlay budget, and all amendments to the plan.	X		X				X
5. Review periodically and compare financial operating results with appropriate budgets and benchmarks.		X		X	X	X	X
6. Approve major design changes to the VCU Optional Retirement Plan			X				
7. Review annual financial statements and supporting schedules and report to the Board the results of that review.	X					X	
8. Serve, with the advice of the Investment Advisory Subcommittee, as an investment committee and oversee University investment policies and activities including direct management of the University's cash investment			X				

A=Annually; Q=Quarterly; AN=As Necessary	Frequency			Planned Timing			
Q1, Q2, Q3, Q4 based on Fiscal Year (July – June)	A	Q	AN	Q1	Q2	Q3	Q4
				Sept	Dec	Feb	May
pool and monitoring of the policies and activities of the University-related private foundations.							
9. Review the BOV Fund	X			X			
10. Review the University Efficiencies		X		X	X	X	X
11. Review the F&A Dashboard		X		X	X	X	X
<b>C. Facilities Planning and Debt Management</b>							
1. Review and recommend approval of the master site plan.			X				
2. Review and recommend approval of plans for new construction and major renovation projects in accordance with Board-approved procedures.		X		X	X	X	X
3. Review and recommend approval of the six year capital outlay program and amendments thereto.	X		X				X
4. Review and recommend to the Board all debt issuance and review debt management policies.	X		X		X		
5. Review and recommend approval of property acquisition or disposition of real estate and other interests therein.			X				
6. Consider such other matters relating to the maintenance and security of the University's buildings and grounds and the care and preservation of the University's furnishings and equipment as may warrant its consideration.			X				
<b>D. Emergency Preparedness</b>							
1. Review and recommend approval of plans pertaining to emergency preparedness and campus security			X				
<b>E. Administration</b>							
1. Review and approve the Committee charter and any significant updates to the charter.	X			X			
2. Review and approve the Committee work plan and any significant changes to the plan.	X			X			
3. Review the qualifications of the Committee members, staff and the level of staffing by the institution.			X				
4. Review the Deficit Disclosure.	X						X
5. Investment Conflict of Interest Disclosure Statement.	X						X
6. Review the Investment Policy Statements – Asset Allocation	X			X			
7. Review reports of the Financial Integrity and Stewardship Committee			X				
8. Review the Agency Risk Management and Internal Control Standards (ARMICS)	X			X			

A=Annually; Q=Quarterly; AN=As Necessary	Frequency			Planned Timing			
Q1, Q2, Q3, Q4 based on Fiscal Year (July – June)	A	Q	AN	Q1	Q2	Q3	Q4
				Sept	Dec	Feb	May
<b>F. Tuition and Fees</b>							
1. Review and recommend tuition and fee charges.	<sup>1</sup>						X

<sup>1</sup> Annually in April a Special Meeting of the BOV may be held to discuss the Budget Plan and Proposed Tuition and Fees.