



**JOINT VIRGINIA COMMONWEALTH UNIVERSITY
BOARD OF VISITORS
AND
VCU HEALTH SYSTEM AUTHORITY
BOARD OF DIRECTORS
ENGINEERING RESEARCH BUILDING
March 22, 2022**

MINUTES

VIRGINIA COMMONWEALTH UNIVERSITY BOARD MEMBERS PRESENT

Mr. H. Benson Dendy III, *Rector*
Ms. Carolina Espinal, *Vice Rector*
Mr. Peter F. Farrell
Mr. Todd P. Haymore
Dr. Gopinath R. Jadhav (joint membership)
Ambassador Carmen Lomellin
Mr. Edward McCoy
Mr. Keith T. Parker, Rector (joint membership)
Dr. Tonya Parris-Wilkins
Ms. Coleen Santa Ana
Ms. Alexis N. Swann

VIRGINIA COMMONWEALTH UNIVERSITY BOARD MEMBERS ABSENT

Ms. Pamela K. El (joint membership)
Mr. Andrew Florance
Rev. Tyrone E. Nelson
Mr. Stuart C. Siegel (joint membership)
Dr. Shantaram Talegaonkar (joint membership)

**VIRGINIA COMMONWEALTH UNIVERSITY HEALTH SYSTEM AUTHORITY
BOARD MEMBERS PRESENT**

The Honorable Lamont Bagby
Dr. Hem Bhardwaj
Mr. Clyde Clark
Dr. Lisa Ellis
Ms. May Fox
Mr. Donald Gehring
Dr. Arthur Kellermann
Ms. Fay Manolios
Dr. Bruce Mathern
Mr. Timothy Mathern
Mr. Timothy McDermott
The Honorable Ryan McDougale

Virginia Commonwealth University
Virginia Commonwealth University Board of Visitors
and the VCU Health System Authority Board of Directors
Joint Meeting
March 22, 2022 Minutes

Dr. Michael Rao, Chair

VIRGINIA COMMONWEALTH UNIVERSITY HEALTH SYSTEM AUTHORITY
BOARD MEMBERS BOARD MEMBERS ABSENT

Mr. Joel Bieber

Dr. Alice Coombs

The Honorable Lisa Hicks-Thomas

Dr. Michelle Whitehurst-Cook

OTHERS PRESENT

Mr. Jacob Belue, Esq., *Virginia Commonwealth University Interim Counsel*

Ms. Chelsea Gray, *Assistant Secretary & Board Liaison to the VCU Board of Visitors and Executive Assistant to the President*

Ms. Anne Scher, Esq., *Interim General Counsel VCU Health System*

Ms. Mary Tacconi, *Board Administrator & Assistant Secretary to the VCU Health System Authority Board of Directors*

Virginia Commonwealth University and Virginia Commonwealth University Health System Authority Staff and Guests

CALL TO ORDER

President Rao and Rector Dendy called the meeting to order at 5:51 p.m. The public was able to view the open session of the meeting via livestream at <https://mssvideo.vcu.edu/BOV>.

OPENING REMARKS

Dr. Barbara Boyan, Dean of the College of Engineering, welcomed all those in attendance to the Engineering Research building. She highlighted all of the innovations coming from the building and the student and faculty successes. A copy of Dr. Boyan's presentation is attached hereto as ***Attachment A*** and is made a part hereof.

Rector Dendy then reported that the annual joint meeting is required by law, but the two boards gladly come together voluntarily given the joint commitment to serve the public good under the umbrella of One VCU. The interests of the boards overlap in governance and mission. Nearly one-third of the Board of Visitors' members (5) sit on the VCU Health System Board. VCU and VCU Health share the health sciences schools, research centers and institute. Thousands of students are taught and trained in our health system facilities by hundreds of faculty and staff who are assigned to both the university and the health system. He concluded by saying that this meeting is to celebrate the One VCU brand – how the university and health system come together to provide a world-class education for our students, conduct life-saving research and provide the best possible care for our patients. He then turned to President Rao.

President Rao began his remarks by acknowledging the complexity of the organization and the history. Through VCU's journey to transformative innovation, VCU is modeling the true public research university of the future. He continued by addressing that One VCU recognizes that while the academic campus and the health system are large and complex institutions that were set up as distinct legal entities, it is one brand, one culture, and a commitment to the public. The entities' values are aligned to serve as a diverse institution in a diverse city and state, including all people who benefit from the VCU mission. The entities are aligned to serve all human beings, through transformative innovations that put the needs of students and patients first. VCU is changing and innovating centuries-old systems in education and health care authenticating its commitment to meeting students and patients where they are. He concluded by summarizing that the focus of the meeting is showcasing three examples of how the One VCU approach is being brought to the work with the new liver disease institute, the Massey Cancer Center, and through telling VCU's story.

ONE VCU: LIVER INSTITUTE

President Rao began by saying that sixty-five years ago VCU performed the first organ transplant in Virginia and created the nation's first clinical transplant program. In 2021 across the United States, three people on the liver transplant waiting list died every day and one in ten Americans have some type of liver disease. The liver institute is one of VCU's transformative innovations, bringing better treatment for patients and reducing health inequities.

He then invited Dr. Stravitz and Dr. Sanyal to engage in a conversation around the liver institute. They discussed that the liver makes things for the body that are essential for life and also remove toxins from the body. They used the example that it is the "factory to the machine". The focus of the institute is to provide the best care to patients, provide innovative care, and lower the cost. The institute will focus on innovative solutions which ultimately will help with other health disparities.

ONE VCU: MASSEY CANCER CENTER

Dr. Winn Director of the VCU Massey Cancer Center, began his report by sharing that his team has done a careful analysis of the grant portfolio from 2016 compared to today. This comparison shows that VCU Massey Cancer has increased NCI funding by 27% and its overall peer reviewed funding by 19%.

As a result of the numerous investments VCU has made into bolstering its clinical trials infrastructure VCU is finally getting traction and its interventional treatment accruals are the highest in a decade. Equally important, VCU continues to be a leading accruer nationally for underrepresented minorities with 40% of research participants representing URM populations for all interventional studies in 2021.

Dr. Winn concluded his report by highlighting some of the recent Massey Cancer Center recruits. Their funding will increase NCI funding to just over \$10 million.

A copy of Dr. Winn's presentation is attached hereto as ***Attachment B*** and is made a part hereof.

ONE VCU: BRAND RESEARCH & FUTURE

Mr. Heston, Vice President of University Relations, began his report with sharing that the brand launch will be this upcoming summer. University Relations is collaborating with the Brandcenter to create an expressive One VCU brand. VCU rates highest in familiarity among the Richmond community with nearly 50% "moderately" or "very familiar" and VCU Health is #2 for unaided Top of Mind Awareness. It is clear that the more people know of VCU the more they like VCU. The focus will be around the Commonwealth's perception of VCU where it rates lower. University Relations will be working on creating the story.

A copy of Mr. Heston's presentation is attached hereto as ***Attachment C*** and is made a part hereof.

ADJOURNMENT

There being no further business, President Rao and Rector Dendy adjourned the meeting at 7:06 p.m.

ATTACHMENT A

Engineering Research Building

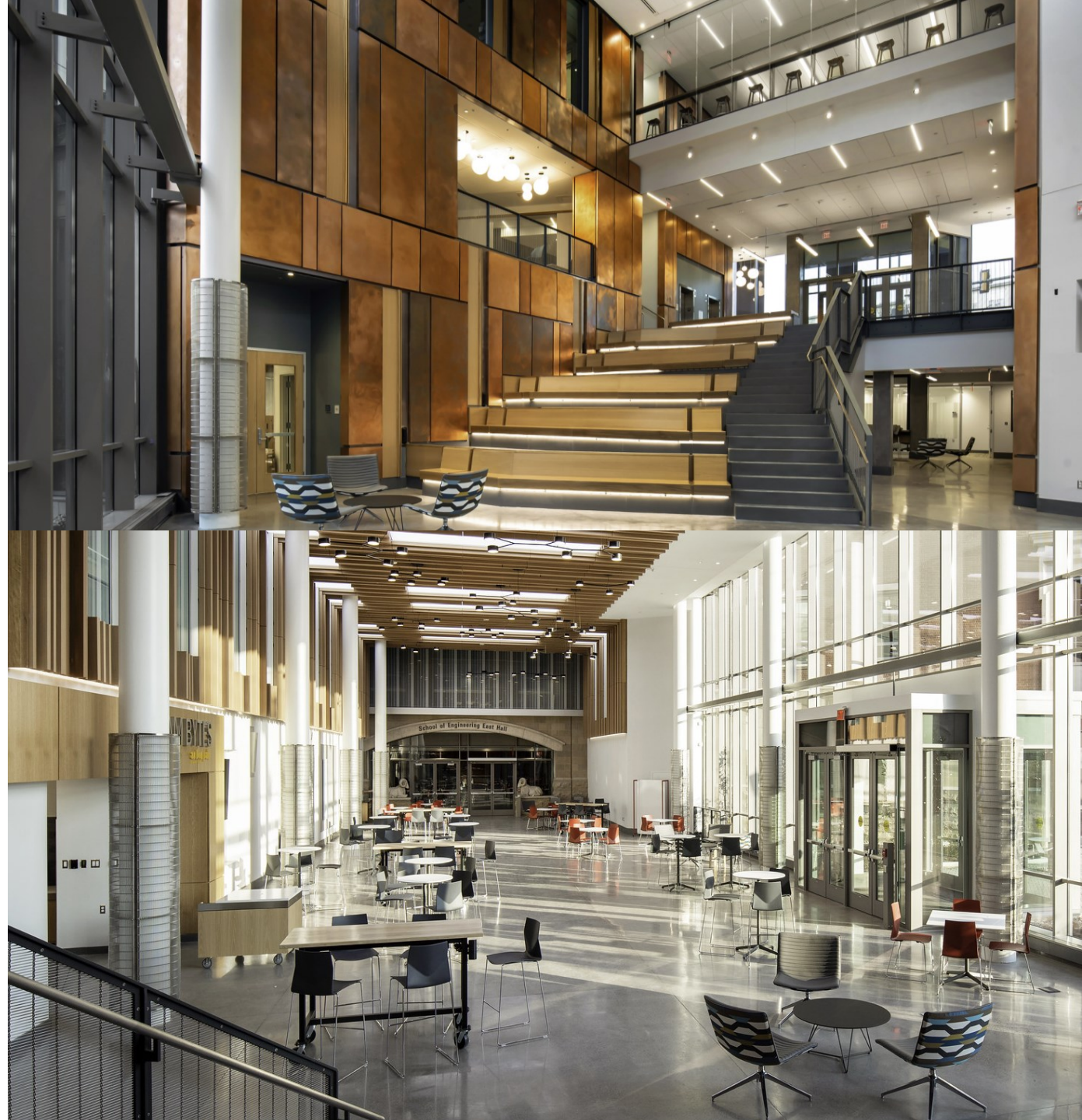
March 22, 2022

Our Dream for Our New Building

- Spaces that foster innovation
- Spaces that foster collaboration
- Spaces that embrace the creativity that permeates VCU
- Spaces that stimulate learning at all levels
- Food to fuel the brain: The Ram Bytes Cafe

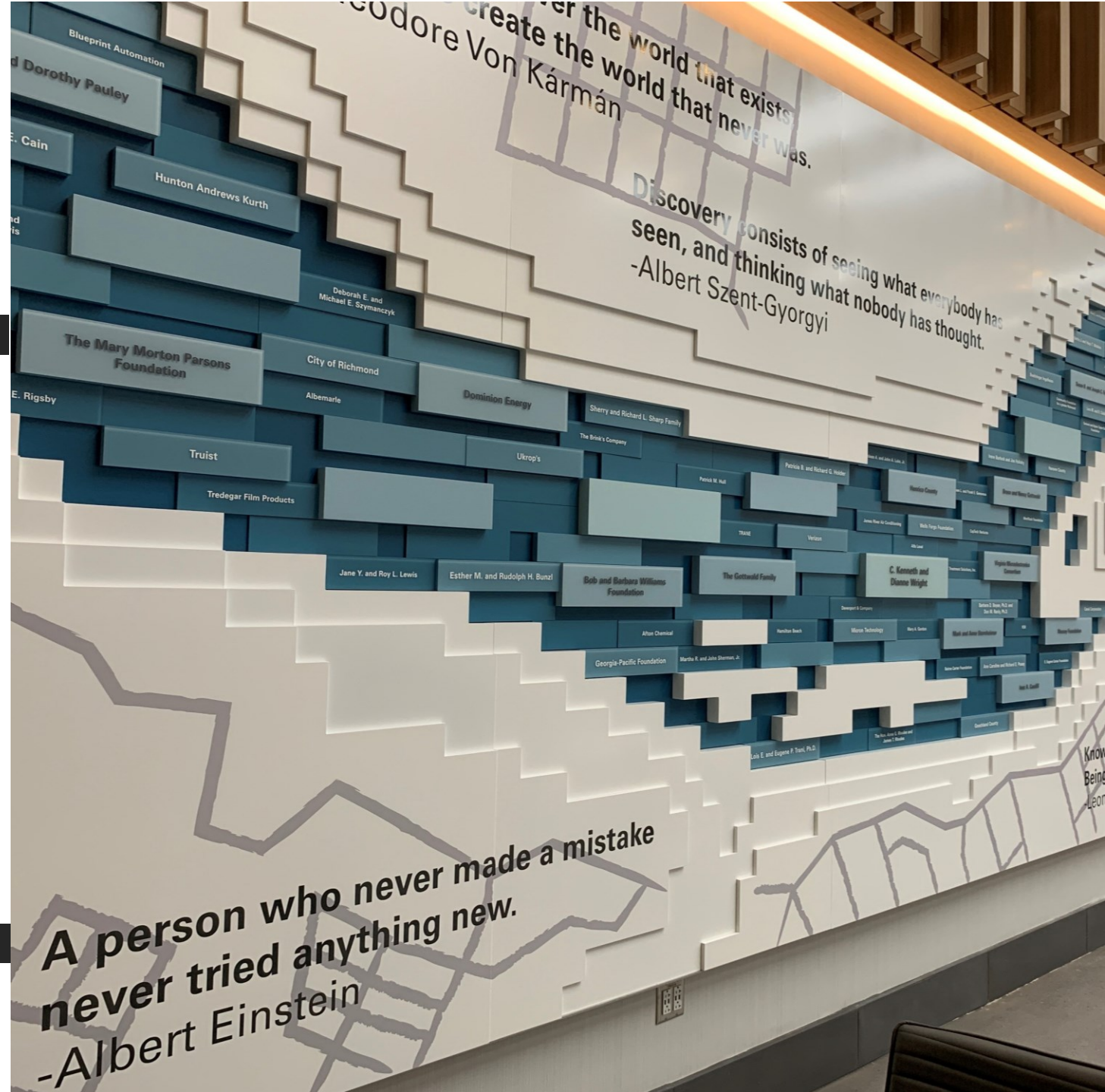
The Collaboration Hub

- Designed to foster entrepreneurship and collaboration
- Site of the James River-inspired donor wall
- Site of the award-winning Hyperloop pod
- “Google-style” Stairway to Success (gift from Bank of America)
- Living art wall made of hand-hammered copper sheets



We are grateful to all of the people who made this possible...

- Virginia Legislature
- VCU Administration
- Board of Visitors
- Our Donors
- The VCU College of Engineering Foundation
- Our faculty, staff and students



- Our Richmond Artisan Copper Wall (think VCU Art + Materials Science)
- Students and their families having fun at Code Beats!



Corporate Style Computer Science Labs

- Open floorplan throughout
- Huddle rooms
- Student carrels for independent work
- Casual meeting spaces
- A place for YUMI, our pet robot, to do his/her thing



The Biomedical Engineering Estate

- Grad student hub
- Open research labs to foster collaboration
- Conference rooms to meet different-sized teams
- Terraces to bring in nature



The Innovation Courtyard

- Connects Engineering and Business; electrical outlets throughout so new businesses can be birthed while imbibing coffee in nature
- Taxable bonds to enable entrepreneurship
- Dreams to Reality Incubator “D2RI” for companies building on a budget
- Happy faculty
- Even happier students

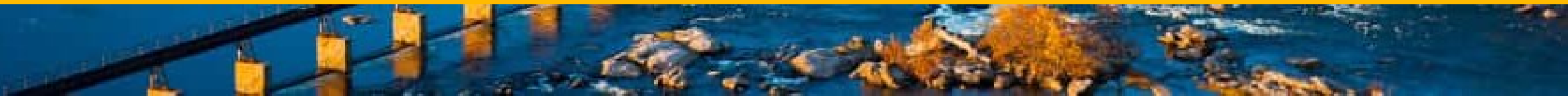


We love this building!





DIRECTOR UPDATE



ATTACHMENT B

VCU Massey Cancer Center

The Goodwin Research Laboratory

Opening Remarks



Agenda

- Massey Extramural Research Funding Portfolio
- Treatment Trial Accrual Trajectory
- Research Publications by Massey Investigators
- Stand Up To Cancer Catalyst Award
- Recent Recruits

MCC RESEARCH FUNDING PORTFOLIO (as of 1/2022*)



32% Increase in NCI Funding Since 2016

	2016		2022		
Funding Source	Total # of Awards	Direct Costs	Total # of Awards	Direct Costs	% Increase
NCI	57	\$7.3M	68	\$10.7M**	32%**
Other NIH	75	\$7.7M	52	\$9.0M	15%
Other Peer Reviewed	21	\$3.1M	25	\$3.5M	14%
Total	153	\$18.1M	145	\$23.2M*	22%*

**Data includes training awards, but does not include CCSG-related funding; data for 2016 has been presented according to the latest CCSG guidelines, which differs from what was presented in the 2016 application*

***Pending several faculty recruits that will arrive at VCU prior to site visit.*

Massey Team Member Perceptions

RESEARCH ADMINISTRA- TION

- Believes that developing and activating clinical trials is critical to their role; however, they could use some added support.
- **Believes that Massey does not have adequate staffing for activating more trials or to activate trials quickly.**
- Believes communication and increased training are both key to increasing/developing new trials at Massey.

PHYSICIANS

- Most Massey physicians consider themselves physician scientists.
- Physicians come to Massey to lead/participate in research – and know it is part of their job.
- A lack of available trials prevents physicians from speaking to patients about trials and/or participating.
- **Physicians believe that time is the single biggest barrier to developing and activating a clinical trial – many also are unaware of available support or trials.**
- Physician training and workflows can be improved to allow physicians to lead/participate in trials with ease.

SCIENTISTS

- This group believes physician involvement/collaboration on clinical trials can improve.
- They also believe Massey can improve its training, education, and logistical support for trials.
- **They feel the single biggest obstacle to developing trials at Massey is the communication gap between scientists and the clinical side.**

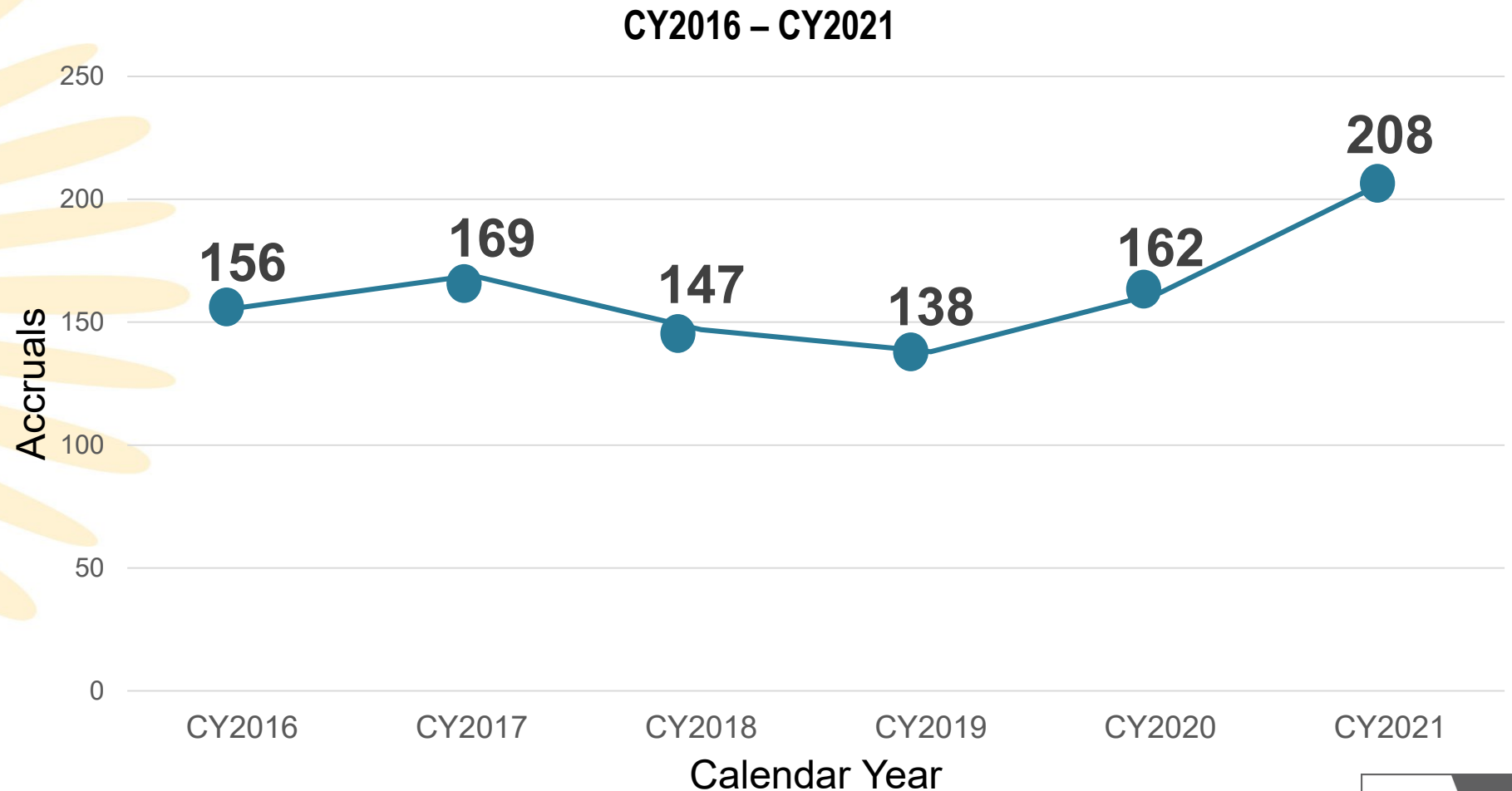
CLINICAL STAFF

- Clinical trials add complexity to clinical staff roles.
- Clinical staff think their clinical trial accrual rates are on par or better than others.
- **Clinical staff believe that there's a lack of awareness around trial offerings and significant understaffing that prevent Massey from offering clinical trials to patients – physician engagement is also of concern to clinical staff.**



Treatment Trial Accrual Trajectory

VCU to reach highest accruals in over a decade



Research Publications by Massey Investigators

942 Total Publications (2016-2021)

More than **50%** are collaborative

11% are in the highest-impact journals in medicine



The NEW ENGLAND
JOURNAL of MEDICINE



JAMA[®]
The Journal of the
American Medical
Association

Journal of
Clinical
Oncology[®]

**CANCER
DISCOVERY**

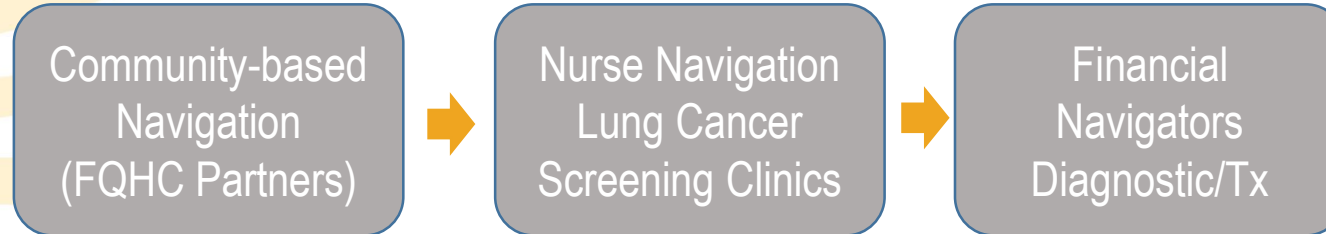
nature
COMMUNICATIONS

Stand Up To Cancer Dream Catalyst Award

Southeastern Consortium for Lung Cancer Health Equity

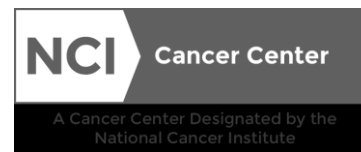
Identify and overcome barriers to lung cancer screening

Multi-modal Navigation to Increase Lung Cancer Screening (675 participants)



Through innovative genetic analysis, developing a precision-based, composite risk score for determining who is at highest risk for lung cancer.

Largest lung cancer screening biorepository in US



Recent Recruits

Recruited from
University of Washington
Fred Hutch

M.D.
Federal University of Rio de Janeiro

Fellowship
Mass General

M.P.H.
Harvard School of Public Health

Clinical and Research Expertise
Lung, head and neck cancers



Renato Martins, M.D., M.P.H.
Professor of Medicine
Chair of Hematology, Oncology,
and Palliative Care

Recent Recruits

Recruited from
Stanford University

Ph.D.
California School of Professional
Psychology

Research
Cancer Survivorship: impact of cancer
treatments on sleep, fatigue, and
quality of life

2 NCI RO1's



Oxana Palesh, P.h.D.
Associate Professor of Psychiatry

Program Leader:
Cancer Prevention and Control

Recent Recruits

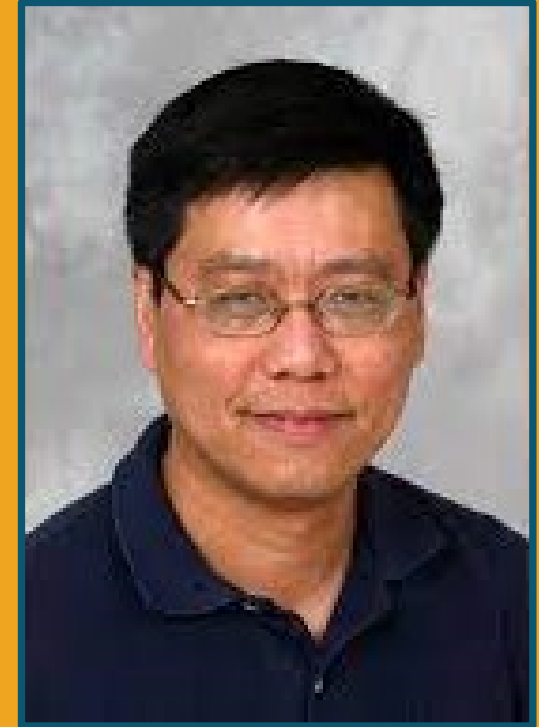
Recruited from
Roswell Park Comprehensive Cancer Center

M.D.
Zhejiang University

Ph.D.
Pharmacology and Molecular Sciences
Johns Hopkins University

Research Expertise
Drug resistance in breast
and colorectal cancer

2 NCI RO1's



Yuesheng Zhang, M.D., Ph.D.

Recent Recruits

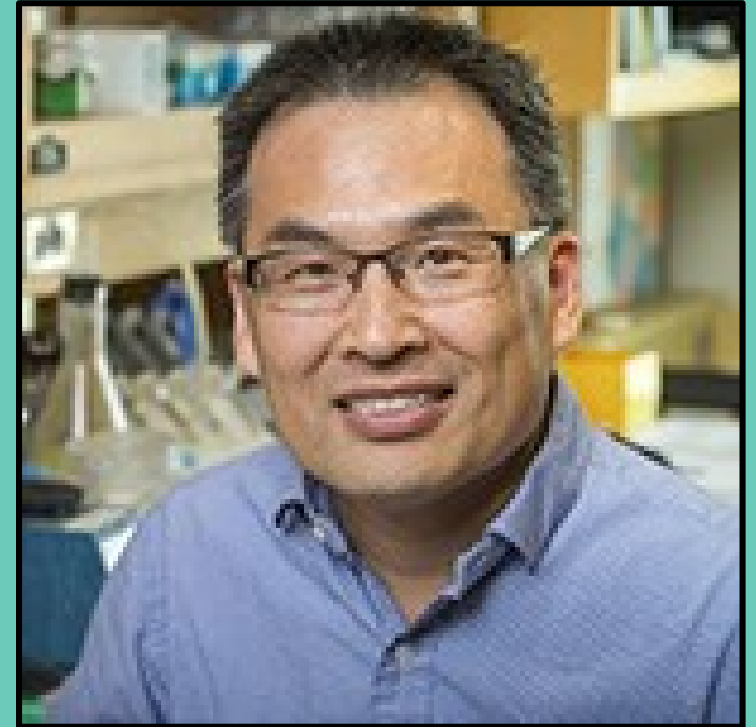
Recruited from
University of Alabama

Ph.D.
China Agricultural University

Postdoctoral training
UNC Chapel Hill

M.P.H.
Harvard School of Public Health

Research expertise
Cancer genetics



Hengbin Wang, Ph.D., M.P.H.

Recent Recruits

Recruited from
Medical University of South Carolina
Professor Emeritus of the School of Nursing

American Cancer Society Scholar in Nursing
Practice

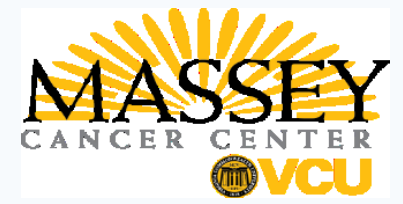
2005-2016: COE Operational Director for
Hollings Cancer Center, MUSC (established
one of the longest running AVON Foundation-
funded navigation programs for breast cancer
screening)



Debbie Bryant, DNP, RN
Operational Director

Office of Community Outreach
and Engagement

RECENT RECRUITS: VICTORIA FINDLAY, PHD



Victoria Findlay, PhD

***Associate Professor, Surgical Oncology
Program Leader, Cancer Prevention &
Control***

Recruited from: Medical University of South Carolina

PhD: University of Newcastle-upon-Tyne, United Kingdom

Postdoctoral Training: Medical University of South Carolina & Fox Chase Cancer Center, PA

Research Expertise: advanced glycation end products (AGEs)

RECENT RECRUITS: DAVID TURNER, PHD



David Turner, PhD

***Associate Professor, Dept of Surgery,
Division of Surgical Oncology***

Recruited from: Medical University of South Carolina

PhD: University of Newcastle-upon-Tyne, United Kingdom

Postdoctoral Training:

Medical University of South Carolina

Fox Chase Cancer Center, PA

University of Newcastle-upon-Tyne, United Kingdom

**Research Expertise: advanced glycation end products
(AGEs)**

RECENT RECRUITS: NOLAN WAGES, PHD



Nolan Wages, PhD

Professor, Dept of Biostatistics

***Associate Director of Early Phase Trials
and Methodological Development***

Recruited from: University of Virginia

PhD Statistics: University of Virginia

MS Statistics: University of Virginia

Co-Director Biostatistics Shared Resource

University of Virginia Cancer Center

The image shows the exterior of the VCU Massey Cancer Center, a multi-story brick building with a prominent entrance. The entrance is framed by two large, light-colored columns and a large glass window. Above the entrance, the text "VCU Massey Cancer Center" is visible. Below the entrance, the text "The Goodwin Research Laboratory" is visible. The building has several large windows and a brick facade. A teal-colored graphic overlay is on the right side of the image, containing the text "Thank you for your continued support".

VCU Massey Cancer Center

The Goodwin Research Laboratory

Thank you for your
continued support

ATTACHMENT C

Brand Research

*Putting Students
and Patients First*



Research Key Audiences



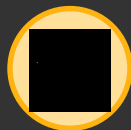
Leadership



Faculty



Staff



Students



Alumni



Patients



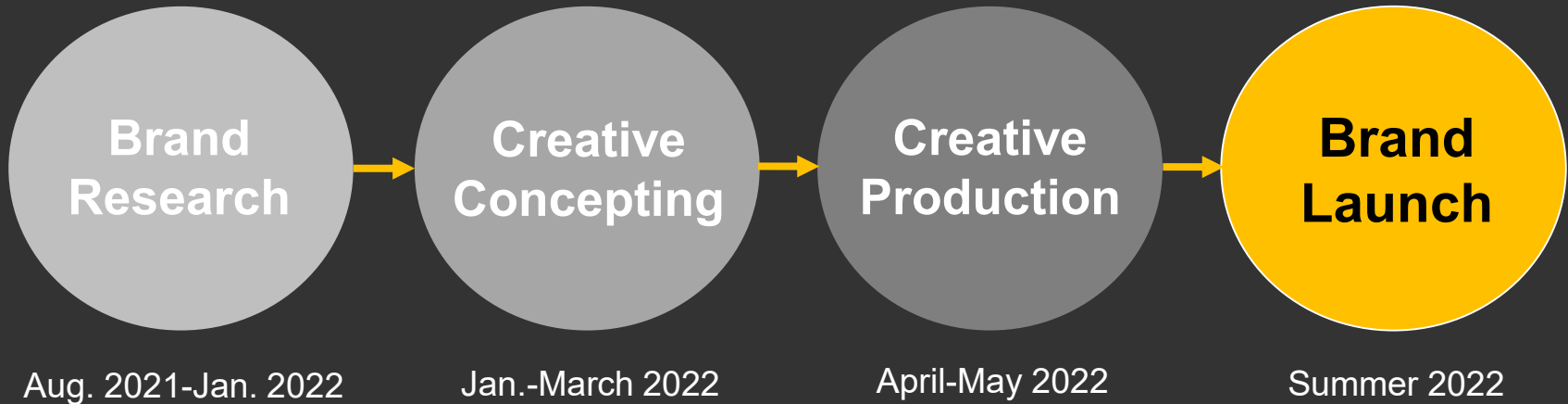
Richmond



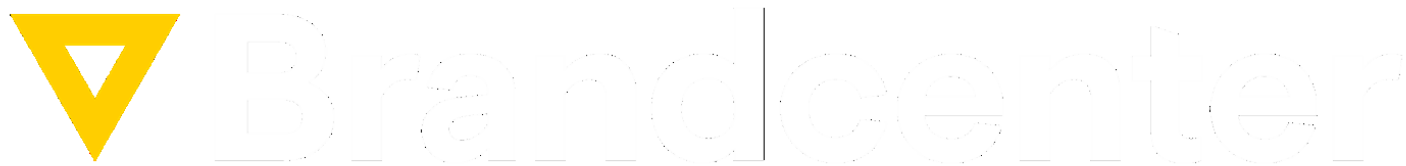
Virginia

Research conducted Oct. 2021 – Jan. 2022

Timeline



Timeline

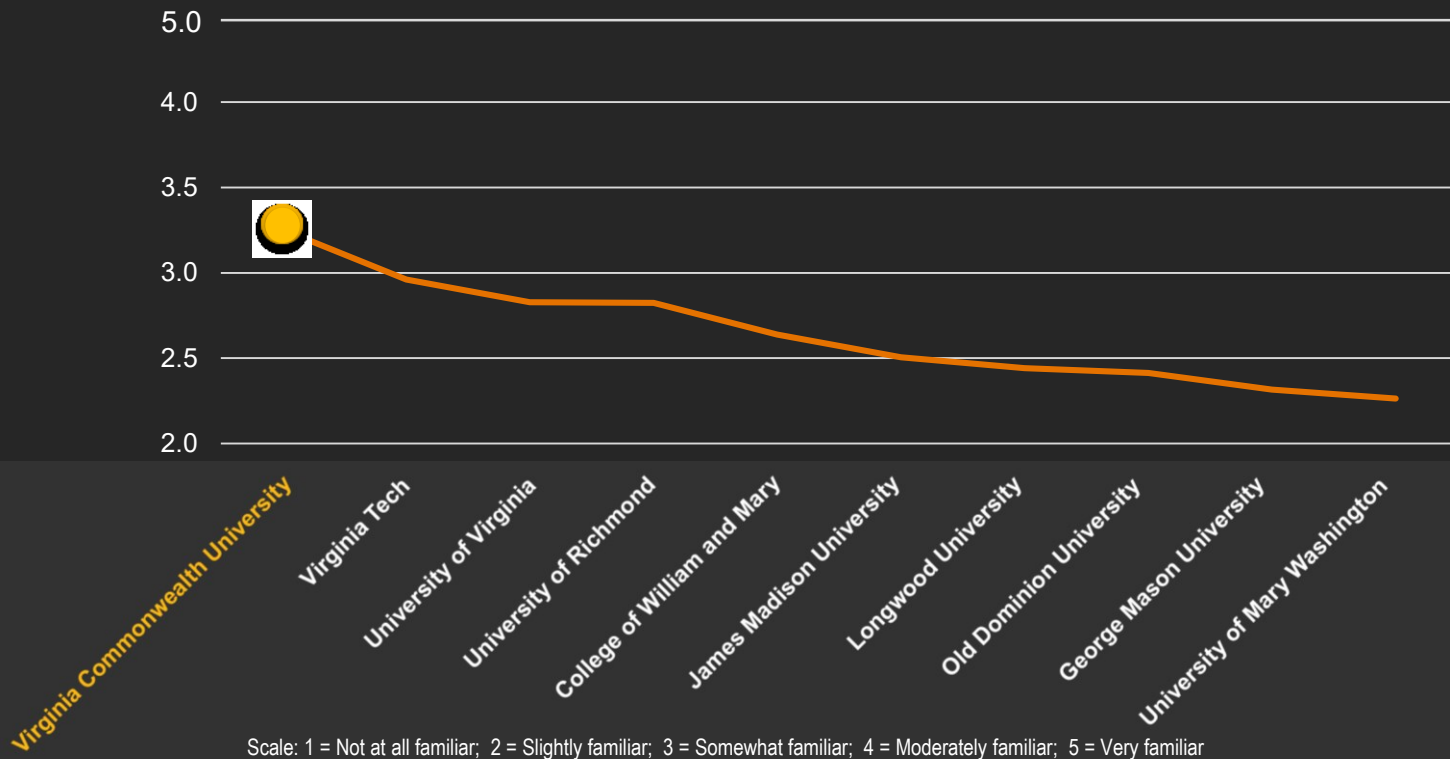


Key Findings

- **VCU community**
- **Richmond strength**
- **Commonwealth gap**
- **Familiarity drives perception**

Richmond Insights

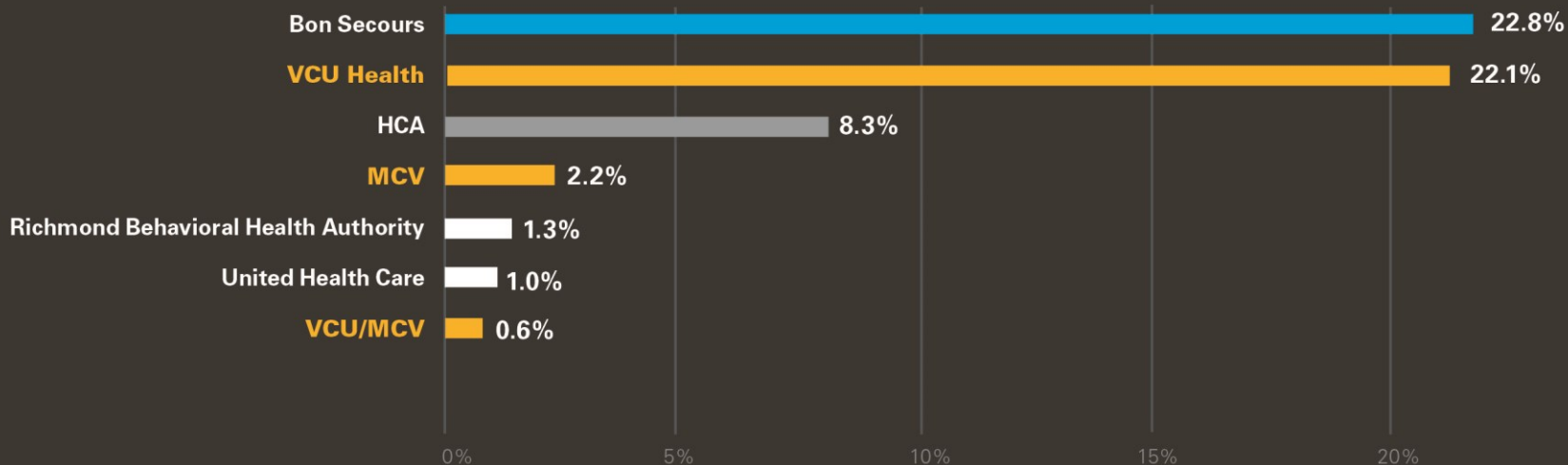
VCU rates highest in familiarity among the Richmond community with nearly 50% “moderately” or “very familiar.”



Richmond Insights

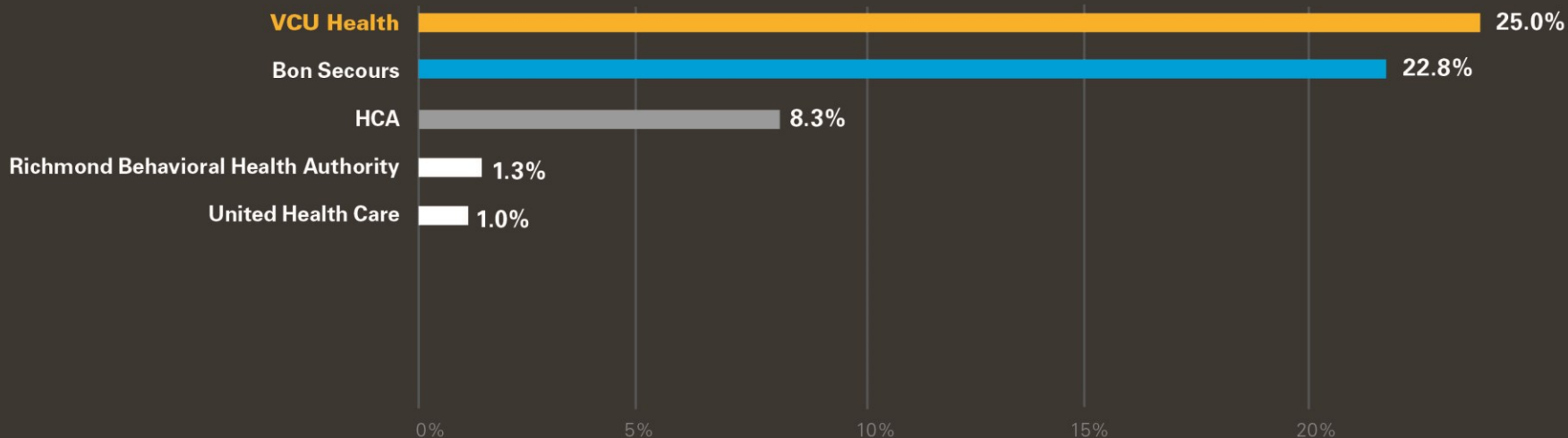
VCU Health is #2 for unaided Top of Mind Awareness.

Health System Top of Mind



Richmond Insights

Health System Top of Mind



Those who know us, like us.

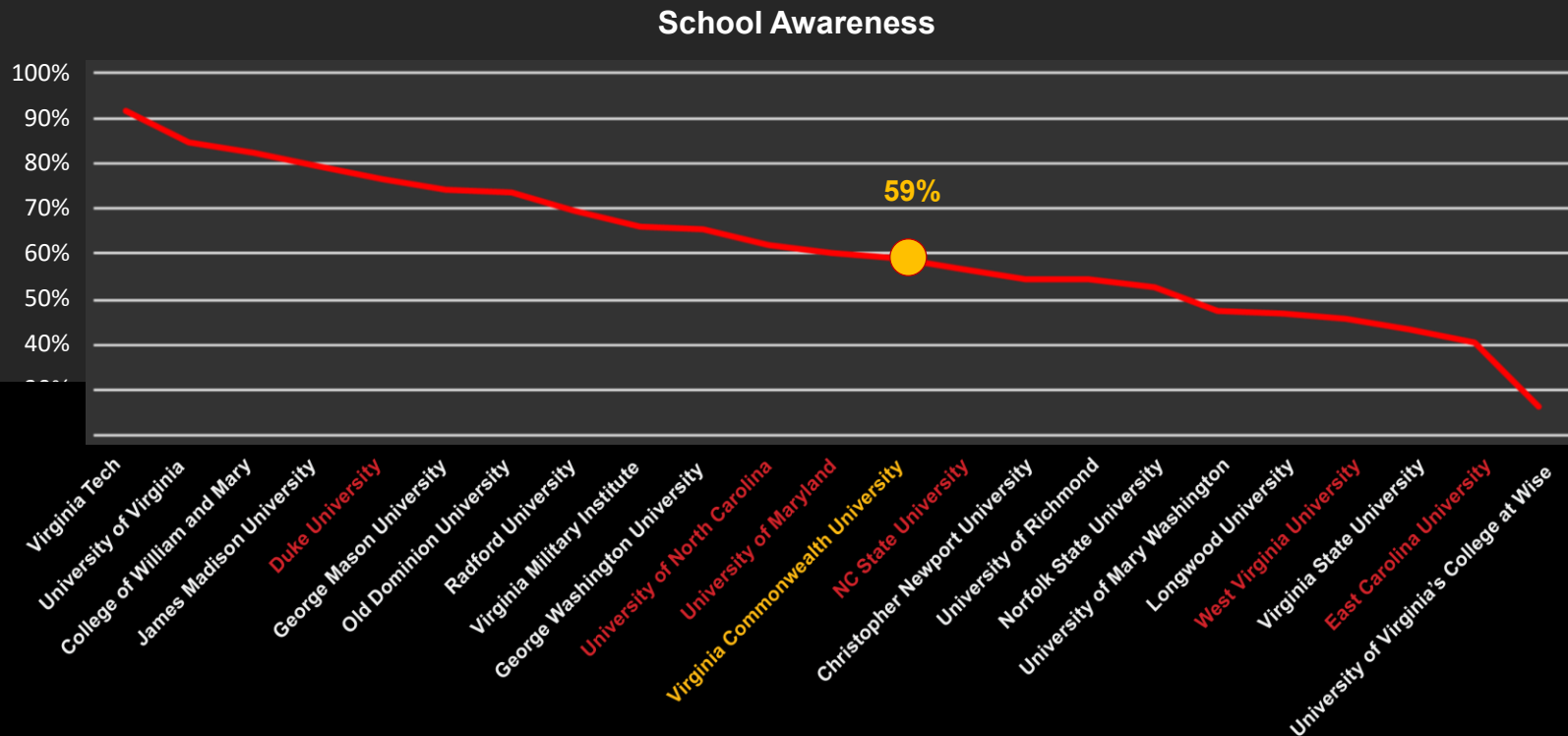
- **VCU** ranks **#3** for academic reputation, behind UVA and the College of W&M.
- **VCU Health** ranks **#2** in reputation and quality of medical care, only behind Bon Secours.
- **VCU** ranks **#1** when asked which schools would respondents recommend.

Commonwealth Awareness Gap

59% of Virginians are aware of VCU,
placing us in the bottom half among peers.

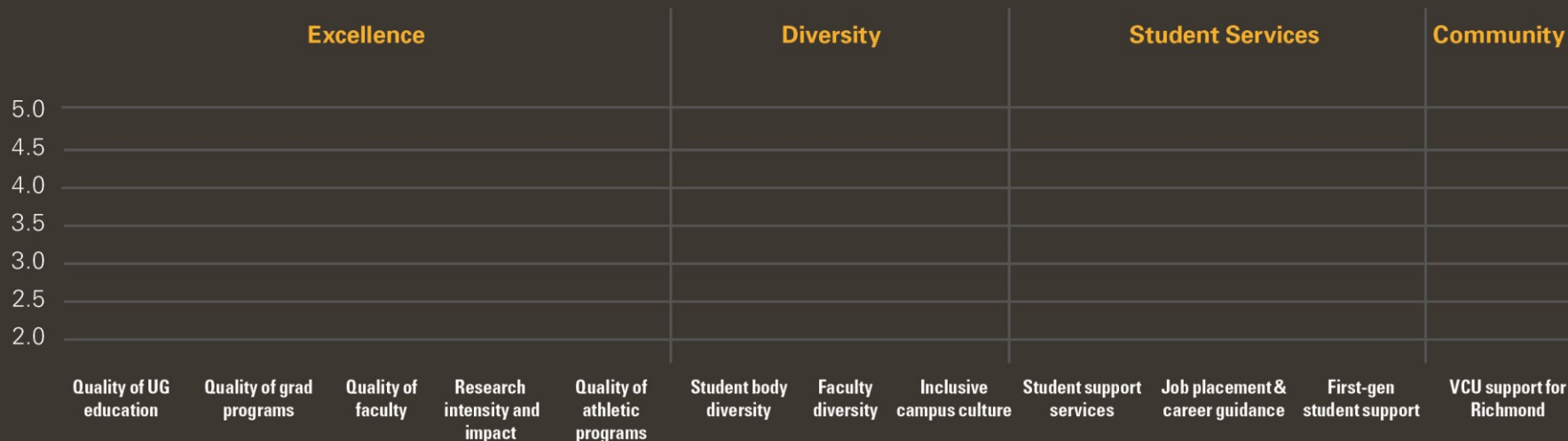
(excludes Richmond)

Commonwealth Awareness Gap



Higher Familiarity Improves Perceptions

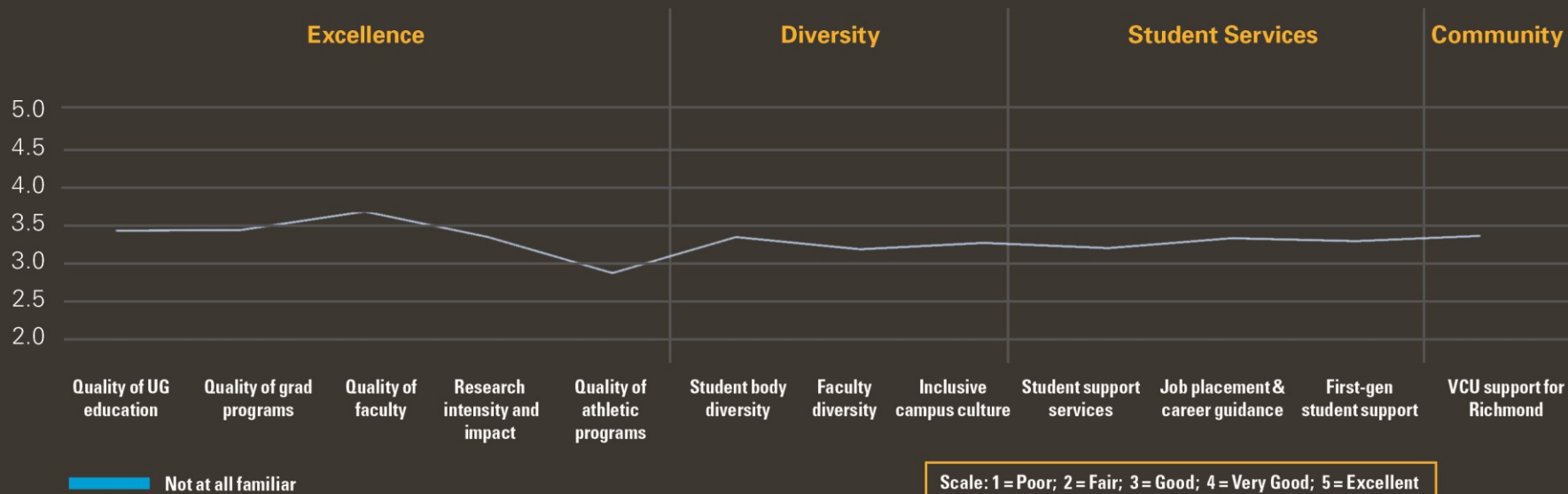
VCU Ratings by Familiarity Level



Scale: 1 = Poor; 2 = Fair; 3 = Good; 4 = Very Good; 5 = Excellent

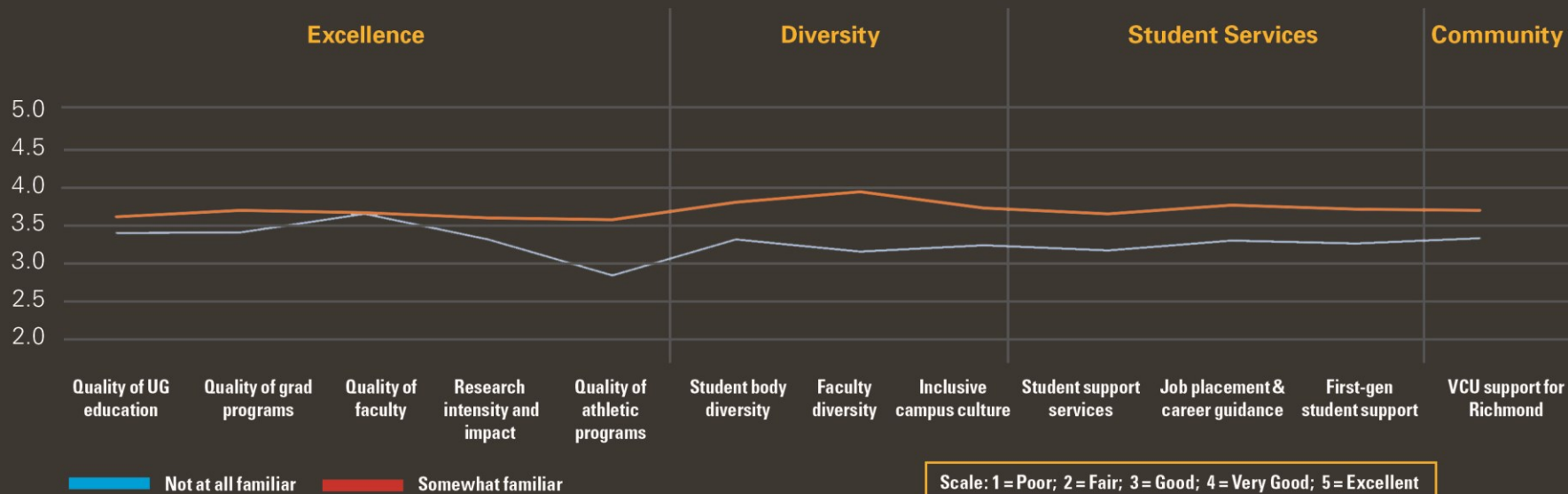
Higher Familiarity Improves Perceptions

VCU Ratings by Familiarity Level



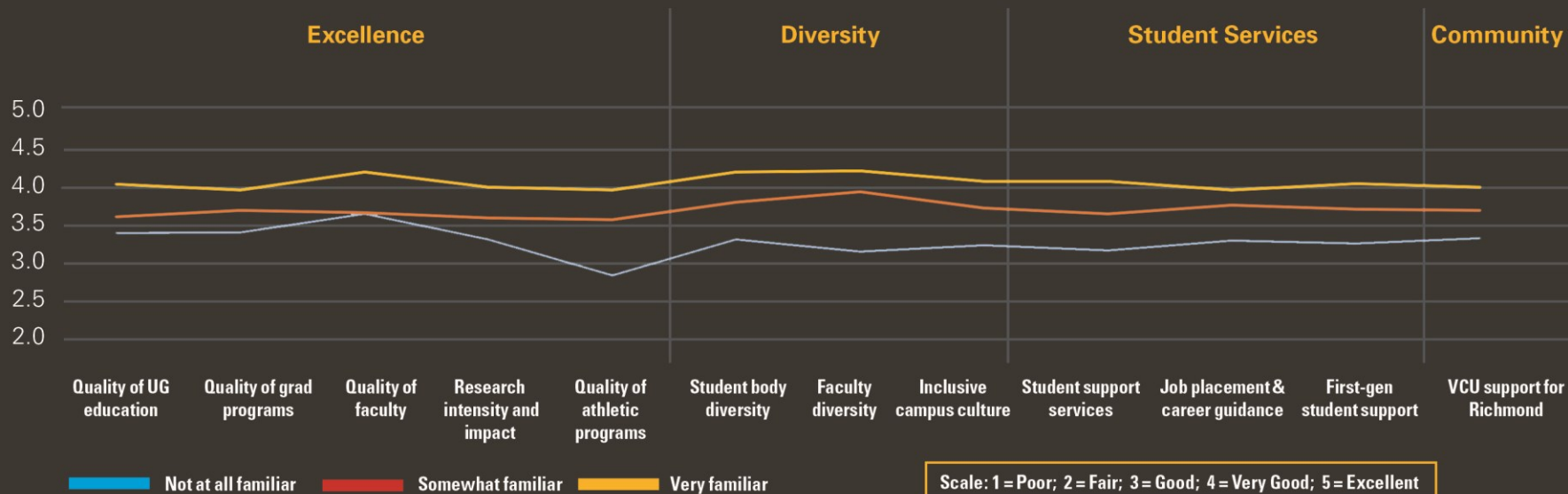
Higher Familiarity Improves Perceptions

VCU Ratings by Familiarity Level



Higher Familiarity Improves Perceptions

VCU Ratings by Familiarity Level



Solving the Commonwealth Perception Gap

- **This is about growing market share and protecting what we have now.**
- **Fortunately, we don't have negative perceptions to overcome.**
- **Sustained storytelling is the pathway to brand prominence.**

Solving the Commonwealth Perception Gap

Growing market share requires focusing on our priorities:

- Acquisition: students and patients
- National prominence
- Inclusion, diversity, equity and success
- Internal: VCU Swagger
- Special projects: UIA, Wonder Tower, M4A, Liver Institute, Massey comprehensive status and more

We like our story best when we tell it ourselves.



oneVCU

The Big Idea

Brand Research

*Putting Students
and Patients First*



Universities and healthcare. Too often, they're restricted by outdated thinking and **centuries-old traditions**.

It's time to erase those barriers and **charge forward**.

We're Virginia Commonwealth University – more than **300,000 strong**. A mix of attitudes, styles and stories

Inclusion is our heartbeat that drives us to impact lives and uplift communities in ways others can't. Or won't.

We're home to creativity, teaching, discovery and healing. The non-stop energy of our city **ignites our innovation**.

We're pursuing a future that's **built by us**. A future that improves learning and health for ALL by **setting standards that others follow**.

We prove every day that **different works**.

We're not for everyone. But if you're interested in **blazing new trails**,

You can **be unstoppable** here.

We're **VCU**. The commonwealth's university.

There's **nowhere like this** and no one like us.