Quest 2028: One VCU
Together We Transform
VCU’s Recalibrated Strategic Plan is…

The process through which we, as in institution, define, what we do (mission), what we strive to be (vision), and our aspirations (goals).

Measurable when effectively implemented, monitored and reviewed to determine progress, success or where changes are needed.

Not about trying to form a plan that is all things to all people or able to address every aspect of the University.

A broad University level document, in which all divisions and school/colleges will develop strategic plans that connect to the goals and strategies of the University’s plan. These unit-based plans become the tactics or operational components of the VCU plan.
We are One VCU, an inclusive public research university and healthcare system where accessibility combines with excellence to produce exceptional educational and healing results.

Here, students and patients come first.

We impact lives through global partnerships and commitment to our communities. We research solutions to societal challenges and ignite transformative innovation that improves learning and health for all.

We prove every day that different works.

As One VCU, we are united by purpose, devoted to inclusion and driven by impact.
Quest 2028: One VCU Together We Transform

Final Revision

Themes
Goals
Strategies
Metrics*

*Metrics will be finalized over Summer 2022
Theme 1: Diversity Driving Excellence

GOALS:

1.1: Nurture an institutional culture and climate that is diverse, inclusive, equitable and engaged.

1.2: Implement an organizational infrastructure to support, sustain and scale DEI initiatives that infuses them into clinical care, curriculum, scholarship and practice.

1.3: Demonstrate national and international DEI thought leadership.

1.4: Actively seek community partnerships and opportunities to elevate awareness and collaborative action between VCU and communities.
<table>
<thead>
<tr>
<th><strong>1.1 Culture and Climate</strong></th>
<th><strong>1.2 Organizational Infrastructure</strong></th>
<th><strong>1.3 Thought Leadership</strong></th>
<th><strong>1.4 Community Partnerships</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Assess the continuous improvement in culture and climate indices for all units across the enterprise</td>
<td>Incorporate NADOHE (National Association for Diversity Officers in Higher Education) standards in senior leadership performance goals.</td>
<td>Engage in developmental, transitional and transformational change management processes to build enterprise-wide teams that focus on DEI goal attainment.</td>
<td>Collaborate with community organizations in offering conferences and workshops of topics of mutual interest</td>
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<td>Administer biennial organizational culture and climate survey across academic and medical enterprises</td>
<td>Employ Affirmative Action data to set faculty and staff hiring benchmarks that are responsive to shortfalls in placement goals for women and minorities</td>
<td>Institutionalization of faculty and student pipeline programs, in particular the STEM and health professions that address deficits in expertise and representation</td>
<td>Establish city-wide dialogue and lecture series with community partnership organizations</td>
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<td>Implement progressively phased approach to DEI education, training and remediation</td>
<td>Set utilization goals for employee hiring that exceed recommendations for persons with disabilities and protected veterans</td>
<td>Promote, develop and scale curricular initiatives related to inclusive pedagogy and experiential learning</td>
<td>Formalize community feedback and information loop on DEI-related matters</td>
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<td>Fully integrate DEI leadership competencies in management and performance systems for all employees across the enterprise</td>
<td>Utilize internal expertise to guide accreditng bodies and national organizations in developing compliance standards and best practices in engaging diverse students and patients</td>
<td>Create opportunities that increase URM and minority faculty and students engaged in transdisciplinary research</td>
<td>Integrate return on investment / return on trust perspectives in all engagements with community partners</td>
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**Theme 1: Diversity Driving Excellence**

**Strategies**

1. **1.1 Culture and Climate**
   - Assess the continuous improvement in culture and climate indices for all units across the enterprise
   - Administer biennial organizational culture and climate survey across academic and medical enterprises
   - Implement progressively phased approach to DEI education, training and remediation
   - Fully integrate DEI leadership competencies in management and performance systems for all employees across the enterprise

2. **1.2 Organizational Infrastructure**
   - Incorporate NADOHE standards in senior leadership performance goals.
   - Employ Affirmative Action data to set faculty and staff hiring benchmarks that are responsive to shortfalls in placement goals for women and minorities
   - Set utilization goals for employee hiring that exceed recommendations for persons with disabilities and protected veterans
   - Utilize internal expertise to guide accreditng bodies and national organizations in developing compliance standards and best practices in engaging diverse students and patients

3. **1.3 Thought Leadership**
   - Engage in developmental, transitional and transformational change management processes to build enterprise-wide teams that focus on DEI goal attainment.
   - Institutionalization of faculty and student pipeline programs, in particular the STEM and health professions that address deficits in expertise and representation
   - Promote, develop and scale curricular initiatives related to inclusive pedagogy and experiential learning
   - Create opportunities that increase URM and minority faculty and students engaged in transdisciplinary research

4. **1.4 Community Partnerships**
   - Collaborate with community organizations in offering conferences and workshops of topics of mutual interest
   - Establish city-wide dialogue and lecture series with community partnership organizations
   - Formalize community feedback and information loop on DEI-related matters
   - Integrate return on investment / return on trust perspectives in all engagements with community partners
We Will Be Successful When We Achieve --

Diversity Driving Excellence

**Diversity Training**
- 100% Employees complete Title IX and Non-Discrimination Trainings

**Organization Culture and Climate**
- Positive percent change biennium culture and climate survey results in diversity, inclusion, engagement and performance indices

**Faculty and Staff Retention**
- Positive percent change minority, underrepresented minority, and women faculty
- Positive percent change minority, underrepresented minority, and women staff
Theme 2: Student Success

GOALS:

2.1: Transform curriculum so that all students engage in inquiry, discovery, innovation, experiential learning, civic engagement and creative expression to prepare them for the future of work.

2.2: Enhance the university culture of care and responsiveness supporting student engagement, success and sense of belonging.

2.3: Retain and attract a diverse community of highly qualified faculty and staff that reflects a culture where everyone matters and belongs.
## Theme 2: Student Success

### Strategies

<table>
<thead>
<tr>
<th>2.1 Transform Curriculum</th>
<th>2.2 Culture of Care</th>
<th>2.3 Retain and Attract Faculty/Staff</th>
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<tr>
<td>Foster interdisciplinary collaboration by engaging multiple knowledge communities in developing new undergraduate and graduate academic programs and credentials.</td>
<td>Foster a hybrid university environment, focused on improving student learning, that integrates technology with teaching and learning innovation in course and program design.</td>
<td>Empower and sustain a university-wide culture of collaboration, adaptability and innovation focused on student success.</td>
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<td>Support undergraduate and graduate curricular innovations that align with 21st-century workforce needs and VCU’s research strengths and priorities.</td>
<td>Deliver high quality educational opportunities and services that are responsive to the needs of learners (i.e., traditional, non-traditional and life-long learners) and are attractive and accessible to communities across Virginia and beyond.</td>
<td>Develop approaches and programs that strengthen student academic, financial, and career planning, readiness and agency.</td>
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<td>Redesign undergraduate curriculum to expand the integration of transformative experiences (REAL level 3-4) focused on the future of work and student engagement in research.</td>
<td>Reshape graduate education to strengthen the attraction, reach, and education of masters and highly qualified PhD students.</td>
<td>Strengthen and provide intentional opportunities and conditions for purposeful student engagement, growth, physical/mental well-being and belonging among all students (undergraduate, graduate and first-professional).</td>
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<td>Redesign general education to include expected competencies for the future of work: digital literacy, racial literacy and entrepreneurship.</td>
<td>Develop approaches and initiatives that enhance the global competency of students, faculty and staff, and also facilitates differentiation of VCU's education, research and engagement in the global academic marketplace.</td>
<td>Create an environment that supports and strengthens student success through: faculty/staff-student mentorship, faculty/staff development and engagement.</td>
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<td>Strengthen a cross-organizational culture of appreciation that is expected of all academic and administrative units and is reflected in day-to-day behaviors, activities, clarity of goals, rewards and accountability.</td>
<td>Develop and scale innovative employee recruitment, advancement, and retention programs that contribute to a diverse and highly qualified faculty (tenure-track) and staff (i.e: i-Cubed).</td>
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<td>Develop a culture through appropriate institutional shared governance structures to promote inclusive excellence in teaching and learning across the curriculum and within co-curricular programming.</td>
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We Will Be Successful When We Achieve --

Student Success

Retention and Graduation Rates
- 90% One-year retention rate elimination of equity gaps
- 78% Six-year graduation rate elimination of equity gaps

Post-Graduation Outcomes
- 70% employment and/or graduate/professional school within 6 months of graduation

Enrollment
- 32,000 students

Faculty and Staff
- Increase tenure-track faculty positions
- Increase faculty retention
- Increase staff retention
Theme 3: Research and Innovation

Distinguish VCU as a vibrant public research university where researchers, educators, practitioners and entrepreneurs innovate together to improve lives and address societal challenges.

GOALS:

3.1: Amplify VCU’s impact on society through excellence across all disciplines, knowledge creation and transdisciplinary research.

3.2: Build a collaborative research culture that powers meaningful change and impact and is based on ethics, integrity, inclusive practices and critical and analytical thinking.

3.3: Implement a research infrastructure model that is scalable, nimble and ready for growth.
Expand and amplify the societal impact of VCU-led innovations including market and start-ups launched in the Commonwealth.

Fully implement the One VCU Research Strategic Priorities Plan and its four key initiatives aligning transdisciplinary strengths with societal grand challenges impacting our community, region, and globe.

Improve VCU processes and procedures supporting the tracking and reporting of VCU research expenditures.

Invest in promising research aligned with VCU’s strengths and emerging research areas as a catalyst for increased external research awards including federal research awards, and research expenditures as a measurement of knowledge creation.

Develop a comprehensive communications approach to disseminate public impact results and their role in inclusive knowledge creation and experiential learning for the next generation of innovators across all disciplines.

Prioritize inclusive research that advances the creation of new knowledge and public impact.

Advance community engagement as a standard for knowledge co-creation and public impact.

Prepare for growth by establishing performance metrics, analytics, and infrastructure strategies (e.g., reduced administrative burden).

Implement strategies where collaboration and team science-based approaches yield public impact across disciplines.

Implement strategies where collaboration and team science-based approaches yield public impact across disciplines.

Expand training grants and trainee positions.
We Will Be Successful When We Achieve --

Research and Innovation

Research Funding and Portfolio

- **>$400M**
  Annual external sponsored awards

- **3-5%**
  Increase in total federal research awards per fiscal year

- **Double**
  Patents, licensing, partnerships, startups

- **5-10%**
  Annual increase clinical research and trials

US and State Ranking

- **Top 50 US**
  US public research universities
  NSF ranking (measured by total research expenditures)

- **#2 in VA**
  Based on external sponsored funding

Public Impact

- **Impactful research across all disciplines through**

  - **Increase**
    faculty effort and number of new faculty hires (including URM)

  - **Increase**
    students (undergraduate and graduate) and postdoctoral fellows engaged in research

  - **Increase**
    number and quality of publications, scholarly articles, proceedings, communications
Theme 4: Thriving Communities for All People

Deliver on our commitment to solving social and health inequities in partnership with communities.

**GOALS:**

4.1: Collaborate to build an adaptive infrastructure that meets the evolving needs of VCU and communities.

4.2: Partner with communities to help inspire authentic gains in health, education and economic prosperity.

4.3: Create and leverage pathways that demonstrate that our academic and healthcare goals and innovations benefit and complement the objectives of our community partners.
**Theme 4: Thriving Communities for All People**

### Strategies

<table>
<thead>
<tr>
<th>4.1 Adaptive Infrastructure</th>
<th>4.2 Partner with Community</th>
<th>4.3 Leverage Pathways</th>
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<tr>
<td>Enhance strategic investments in infrastructure to expand operational capacity and management to oversee and implement policy reform, communications, and university-wide coordination and execution of strategies.</td>
<td>Enable a collaborative community and economic engagement enterprise that is inclusive of clinical care, curriculum, scholarship and practice and student initiative.</td>
<td>Drive local workforce opportunity in student and employee recruitment, development and advancement within VCU and VCU Health.</td>
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<td>Implement continuous improvement and sustainability of community and economic practices throughout VCU and VCU Health.</td>
<td>In collaboration with community stakeholders, develop a process to identify targeted partnership neighborhoods, including audit of existing VCU and other partners activities, to be aligned and leveraged.</td>
<td>Work with partners to strengthen pre-K-16 student success.</td>
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<td>Development of community and economic engagement leadership and leadership pathways.</td>
<td>Build relationships and partnerships to foster civic agency and community resiliency.</td>
<td>Collaboratively cultivate an economic ecosystem for the growth and development of community and student entrepreneurship and small business development by leveraging VCU assets, processes and student experiences.</td>
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<td>Establish enterprise-wide team to guide VCU's continued competitiveness for the Carnegie Community-Engaged classification.</td>
<td>Foster community trust through open, transparent and timely communication.</td>
<td>Lead inclusive art, social, health and technological research, innovation and practice informed by community priorities.</td>
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<tr>
<td>Establish sustainable process for reviewing and developing policies, practices, principles and ethics for transformation.</td>
<td>Work with community partners and stakeholders to determine strengths, assets and resources to inform the development and implementation of a model and identify success and baseline metrics.</td>
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<td>Collaboratively partner with community to design and implement comprehensive health, education and economic strategies.</td>
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<td>Galvanize the academic and health system enterprise around a priority RVA social issue to catalyze bold transformation.</td>
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We Will Be Successful When We Achieve --

Thriving Communities for All People

Supply Chain Diversification
Increase vendor contracts with local minority and female business in priority communities

Community Engagement
Increase coordinated programs/ interventions in priority communities

Training in Standards of Excellence
Increase number of staff, students and faculty trained (certified/badged) in DEI and community engaged research best practices
The recalibrated Quest 2028: One VCU -Together We Transform was influenced by feedback from VCU leaders, faculty, staff, and student shared governance groups, alumni and external community stakeholders. The document was drafted by an executive committee of VCU Cabinet members and refined by a senior communications team.

**STRATEGIC PLAN RECALIBRATION EXECUTIVE COMMITTEE**

- Matthew A. Conrad, J.D., Vice President for Government and External Relations for VCU and VCU Health System
- Grant J. Heston, Vice President for University Relations
- Arthur L. Kellerman, M.D., M.P.H., Senior Vice President for Health Sciences and CEO of the VCU Health System
- Tomikia P. LeGrande, Ed.D., Vice President for Strategy, Enrollment Management and Student Success
- Pamela D. Lepley, Senior Advisor to the President
- Aashir Nasim, Ph.D., Vice President for Institutional Equity, Effectiveness and Success
- P. Srirama Rao, Ph.D., Vice President for Research and Innovation
- Fotis Sotiropoulos, Ph.D., Provost and Senior Vice President for Academic Affairs
- Meredith Weiss, Ph.D., Vice President for Administration

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- Jenn Carmean, Interim Assistant Vice President for Content and Storytelling
- Carolyn Conlon, Executive Director Administration
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- Jamie Stillman, Director of Strategic Communications