



**JOINT VIRGINIA COMMONWEALTH UNIVERSITY
BOARD OF VISITORS
AND
VCU HEALTH SYSTEM AUTHORITY
BOARD OF DIRECTORS
The Commons
907 Floyd Avenue
May 11, 2023**

MINUTES

VIRGINIA COMMONWEALTH UNIVERSITY BOARD MEMBERS PRESENT

Mr. H. Benson Dendy III, *Rector*
Ms. Carolina Espinal, *Vice Rector*
Mr. Anthony Bedell
The Honorable Peter Farrell (joint membership)
Ms. Ellen Fitzsimmons
The Honorable Todd Haymore (joint membership)
Dr. Vernon Dale Jones
Ambassador Carmen Lomellin (joint membership)
Mr. Edward McCoy
Rev. Tyrone Nelson
Mr. Keith Parker (joint membership)
Dr. Clifton Peay
Ms. Alexis N. Swann
Dr. Shantaram Talegaonkar (joint membership)

VIRGINIA COMMONWEALTH UNIVERSITY BOARD MEMBERS ABSENT

Mr. Andrew Florance
Dr. Tonya Parris-Wilkins

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

Dr. Michael Rao, Chair
The Honorable Lamont Bagby
Dr. Hem Bhardwaj
Mr. Clyde Clark; virtual
Dr. Alice Coombs
Dr. Lisa Ellis
Dr. Lance Hampton
Dr. Marlon Levy
Mr. Timothy McDermott

Virginia Commonwealth University
Virginia Commonwealth University Board of Visitors
and the VCU Health System Authority Board of Directors
Joint Meeting
May 11, 2023 Minutes

Dr. Romesh Wijesooriya

VIRGINIA COMMONWEALTH UNIVERSITY HEALTH SYSTEM AUTHORITY
BOARD MEMBERS BOARD MEMBERS ABSENT

Mr. Joel Bieber
Mr. Steven DeLuca
Mr. Donald Gehring
Ms. Fay Manolios
The Honorable Roxann Robinson
Dr. Wally Smith

OTHERS PRESENT

Ms. Chelsea Gray, *Executive Director of Board and Executive Operations*
Ms. Stephanie Hamlett, Esq., *Virginia Commonwealth University Counsel*
Ms. Mary Tacconi, *Board Administrator & Assistant Secretary to the VCU Health System Authority Board of Directors*
Ms. Anne Scher, *Interim General Counsel, VCUHSA*
Virginia Commonwealth University and Virginia Commonwealth University Health System Authority Staff and Guests

CALL TO ORDER & OPENING REMARKS

Rector Dendy and President Rao called the meeting to order at 5:44 p.m. and welcomed all Board of Visitors and Board of Directors members to the meeting. The public was able to view the open session of the meeting via livestream at <https://mssvideo.vcu.edu/BOV>.

Rector Dendy began by highlighting that the topics for the meeting, VCU research and Massey Cancer Center, represent the true intersection of the university and the health system – where the power of academic discovery and invention fuels innovation in the treatment and cures of disease and betterment of the overall human condition. VCU’s research enterprise has reached historical achievements this year, becoming a top 50 National Science Foundation ranked university as well as exceeding previous sponsored research funding awards. And VCU is hoping to make an announcement this summer that Massey Cancer Center has received National Cancer Institute comprehensive designation. This means Massey meets all of the NCI’s standards for cancer prevention, clinical services and research. This is what great research universities with academic centers do to improve the quality of life in its communities and beyond.

President Rao then followed by stating that among the many things that make VCU distinctive, VCU’s research – and specifically medical research – really stands out. There are many health systems around the country, but they are not research-focused academic health systems. VCU is the largest safety net health system in Virginia and provides care to the most vulnerable people. VCU does the research that gives hope to the lives of people who are most in trouble – including cancer research. That distinguishes VCU across all health systems. VCU is preparing the next generation of physicians, nurses, and other health care providers and researchers. He

acknowledged and thanked VCU Massey Cancer Center Director Dr. Rob Winn and Vice President for Research and Innovation Dr. Srirama Rao for their work that is at the center of VCU's distinctive mission – research, including cancer research and clinical trials leading to new treatments – and research is saving lives.

ONE VCU: RESEARCH

Dr. Srirama Rao, Vice President for Research and Innovation, began by sharing that VCU's research is strong and is thriving and is impactful because of the support and investment from VCU and VCU Health System. The growth in research has taken place in the last four or five years. – 50%. In 2022 VCU reached over \$400 million in research funding. A lot of this research was done across the enterprise by faculty in multiple schools and colleges. The funding was including federal money (including NIH), state, foundations, and industry. One of the ways that VCU has accomplished this growth is because VCU has been strategic in the investments made. The four key initiatives are enriching the human experience, supporting sustainable energies and environment, achieving a just and equitable society, and optimizing health. He recognized specific centers and institutes and the work that they are doing. There are only twenty-three other universities in the nation with academic health centers that have a CTSA and a comprehensive research center. The impact of that is going to be huge on what VCU is going to be doing in the future years. He talked about the impact VCU research has had on patents, startup jobs, startup companies, new products, and licenses.

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

ONE VCU: MASSEY CANCER CENTER

VCU Massey Cancer Center director Dr. Rob Winn began his report with sharing what makes VCU different - science that impacts people. He mentioned that we will be getting the notification of comprehensive status and showed the timeline to get there. VCU has tripled its high-impact publications and tripled the amount of NIH dollars we had. The standard of care in the 21st century is the availability of clinical trials effect. He talked about the impact Massey Cancer has on its communities and VCU's vision to be a premier community-focused cancer center leading the nation in cancer health equity research and ensuring optimal health outcomes for all.

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

ADJOURNMENT

There being no further business, Rector Dendy and President Rao adjourned the meeting at 6:28 p.m.

ATTACHMENT A

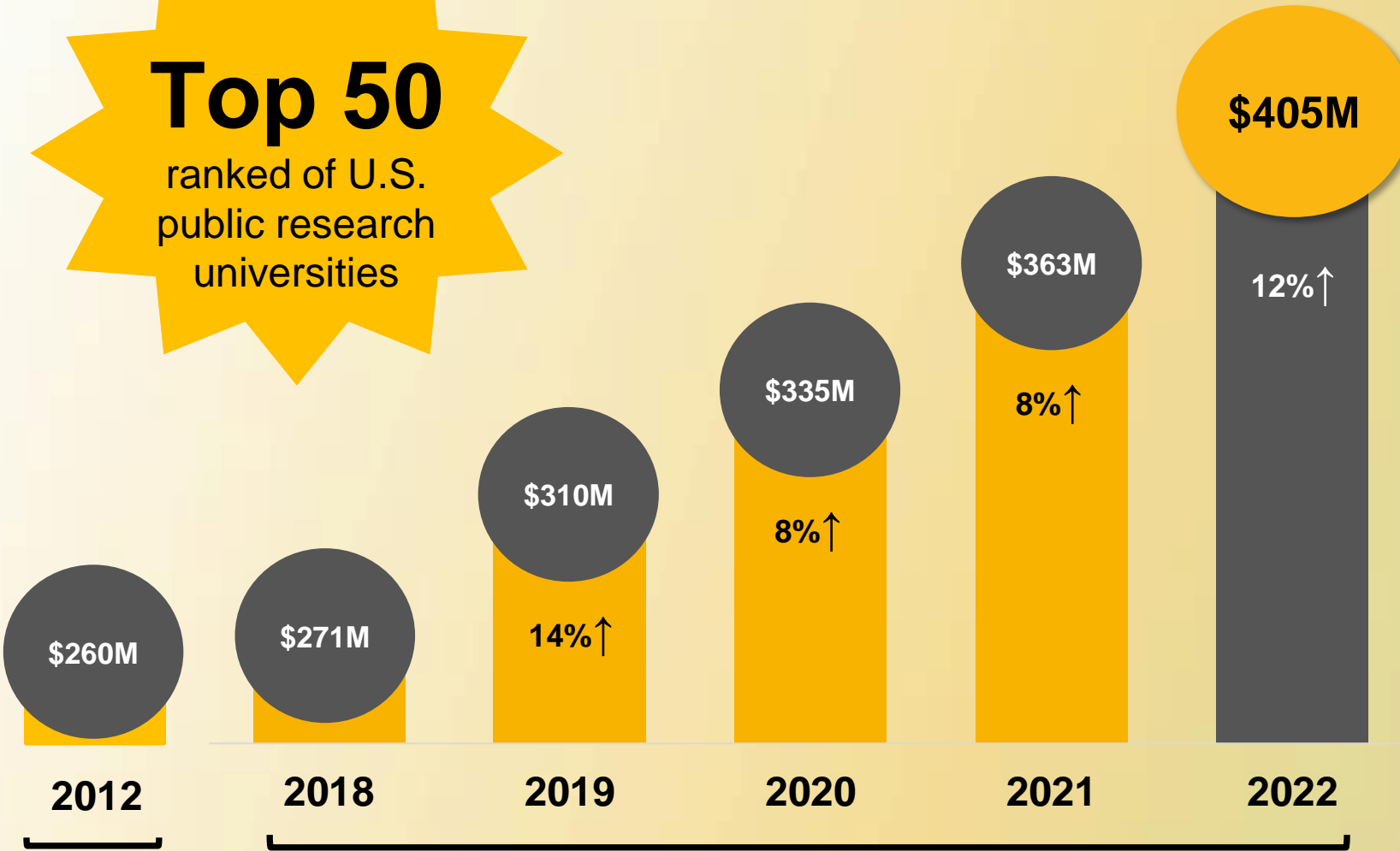
One VCU Research: *Improving the Human Condition*

P. Srirama Rao, Ph.D.,
Vice President for Research and Innovation
May 11, 2023

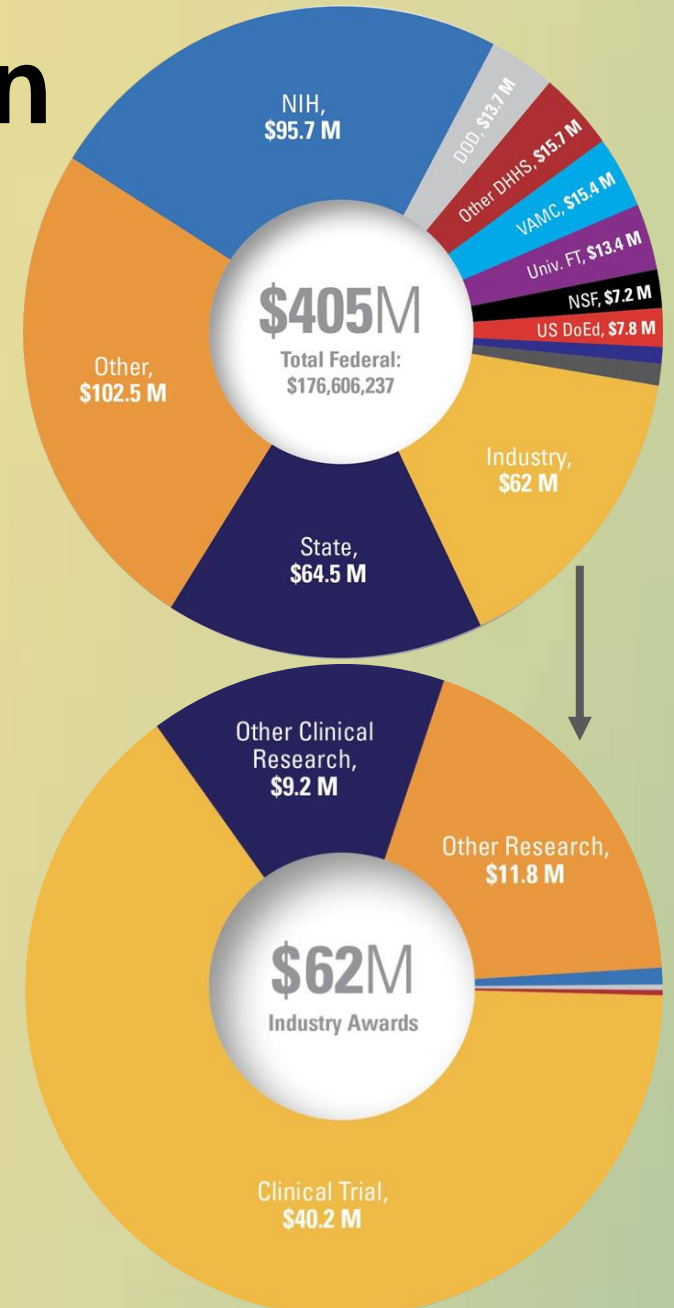
VCU celebrates new milestones in research funding and reputation

Top 50

ranked of U.S.
public research
universities



~50% increase (\$134M) in annual funding



Advancing QUEST 2028

VCU goals:

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

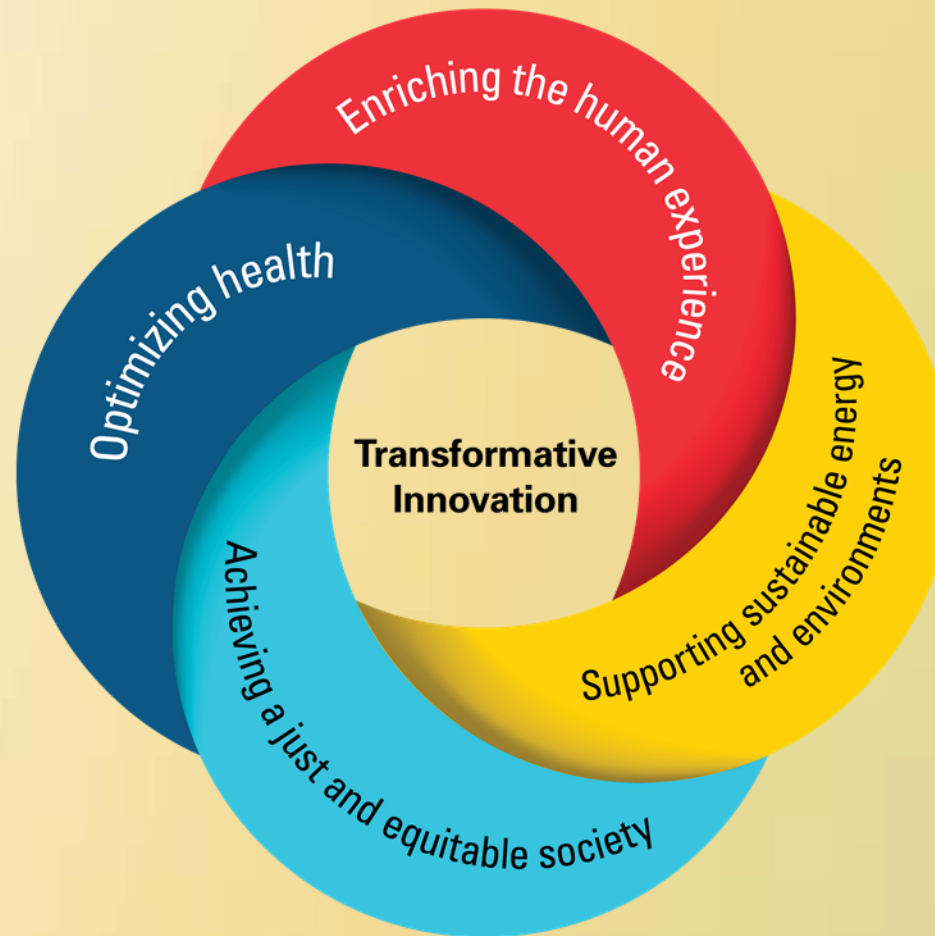


VCUHealth System goals:

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

oneVCU

RESEARCH



“Improving the human condition”

One VCU Research Strategic Initiatives

Achieving a just and equitable society



Optimizing health



Enriching the human experience



Supporting sustainable energy and environments



Technology commercialization and entrepreneurship



Monroe Park Campus

STEM, Arts, Business, Humanities,
Social Sciences

MCV Campus

VCU Health Sciences, VCU Health,
Bio+Tech Park

VCUarts Qatar Campus

Arts and Creative Sciences

VCU's Research Institutes and Centers:

Enhancing the academic health center mission and national prominence

Wright Center for Clinical and Translational Research

F. Gerard Moeller, M.D.



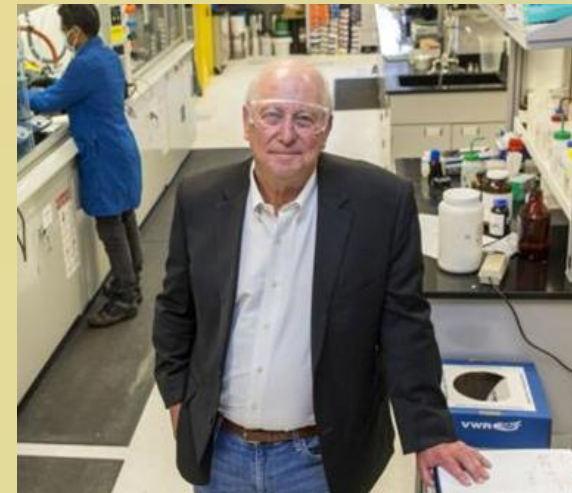
Massey Cancer Center

Robert A. Winn, M.D.



Stravitz-Sanyal Institute for Liver Disease & Metabolic Health

Arun Sanyal, M.D.



VCU Medicines for All Institute

B. Frank Gupton, Ph.D.

Pauley Heart Center

Greg Hundley, M.D.



Institute for Women's Health

Susan G. Kornstein, M.D.



Optimizing health:

Innovative research for addressing disparities and inequities



Goal 1:

Reduce the burden of disease and improve wellness

through

basic, translational, applied and population research



Goal 2:

Generate new treatments and interventions
(medications, biologics, devices and vaccines)

by

actualizing discoveries made at VCU



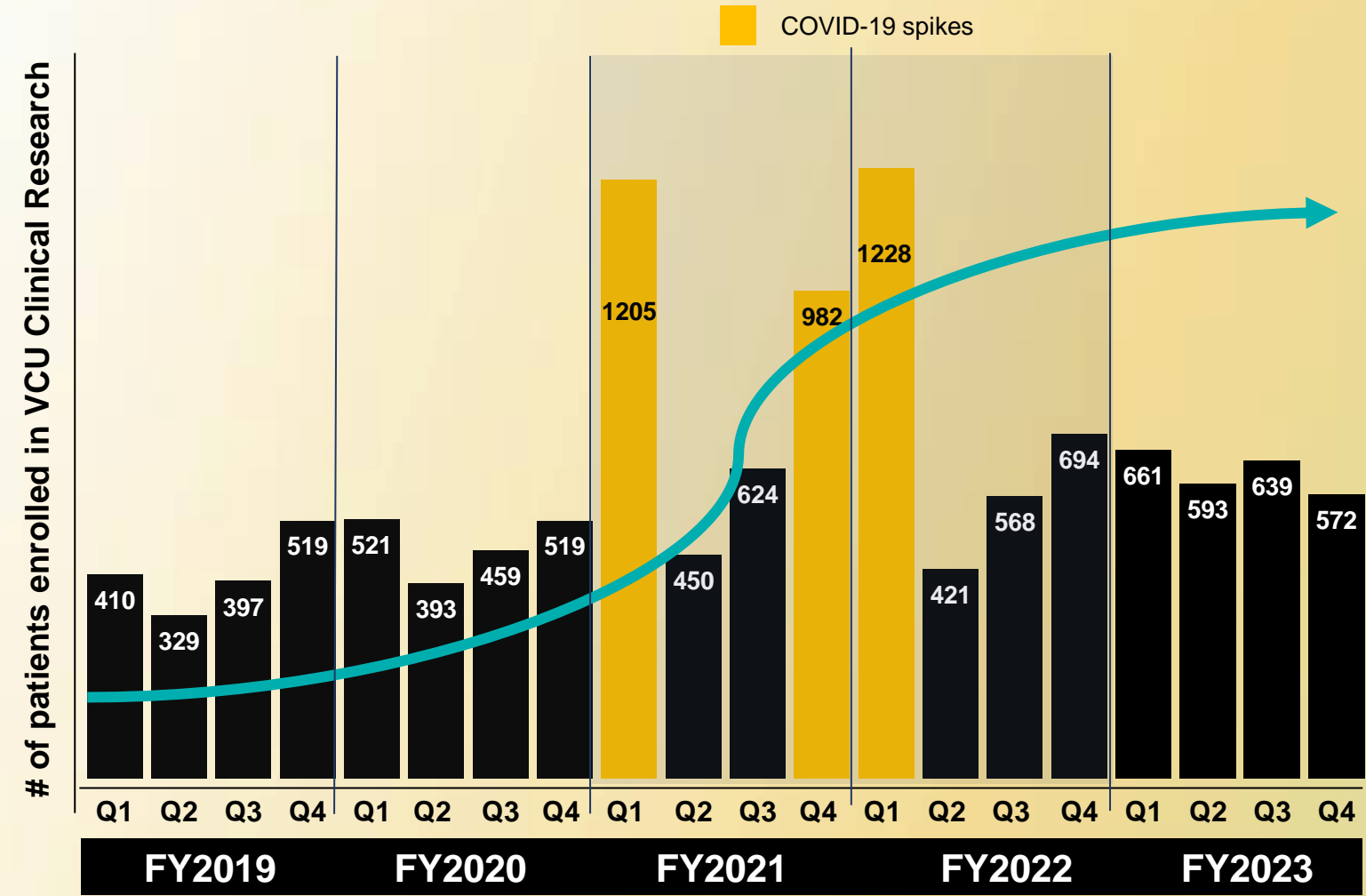
Goal 3:

Improve health outcomes

by

leveraging emerging technologies, data science, machine learning & clinical research / trials

Clinical research responsive to patient and community needs



FY2023 YTD

10,000+ VCU Health visits (in 2022)

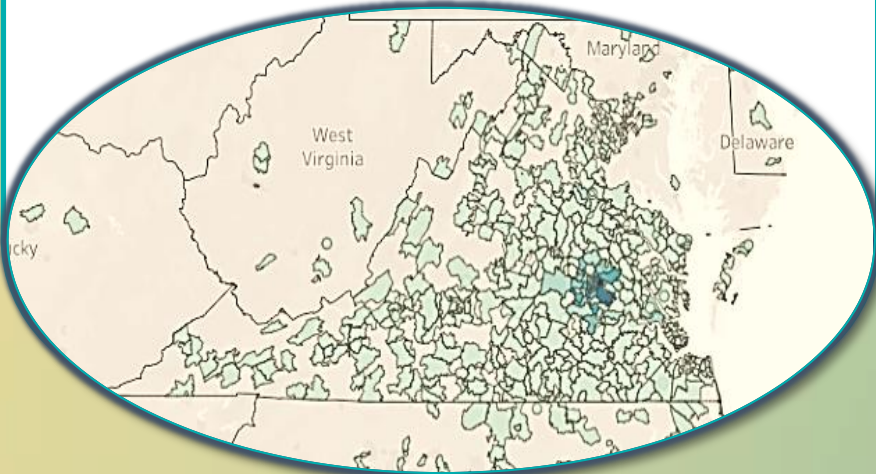
5,344 individual participants

1,019 clinical research studies, and of these studies, there are:

650 clinical trials

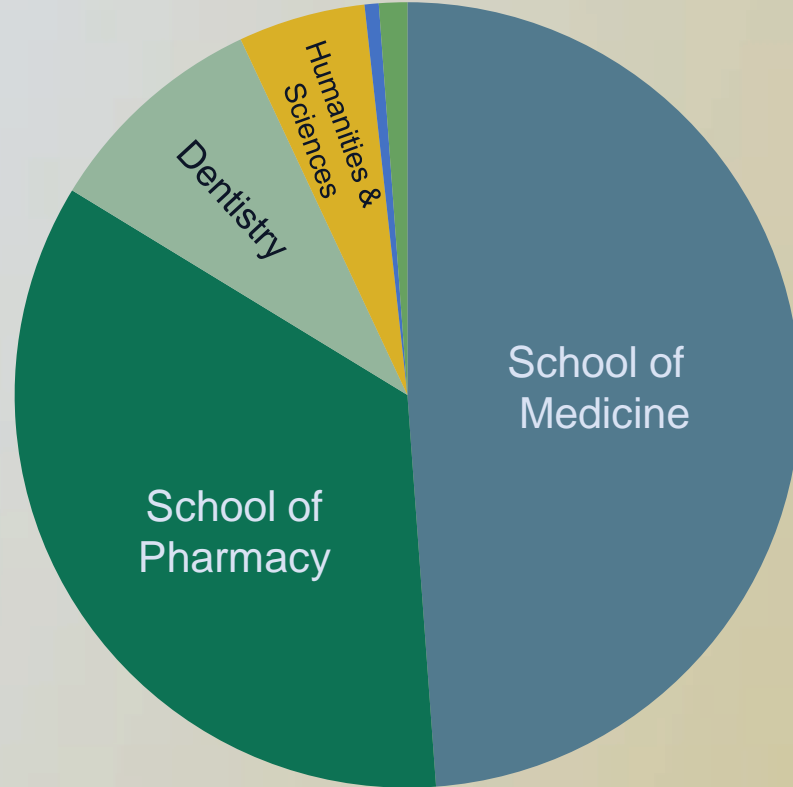
347 VCU designed studies

32 VCU new drug/devices studies

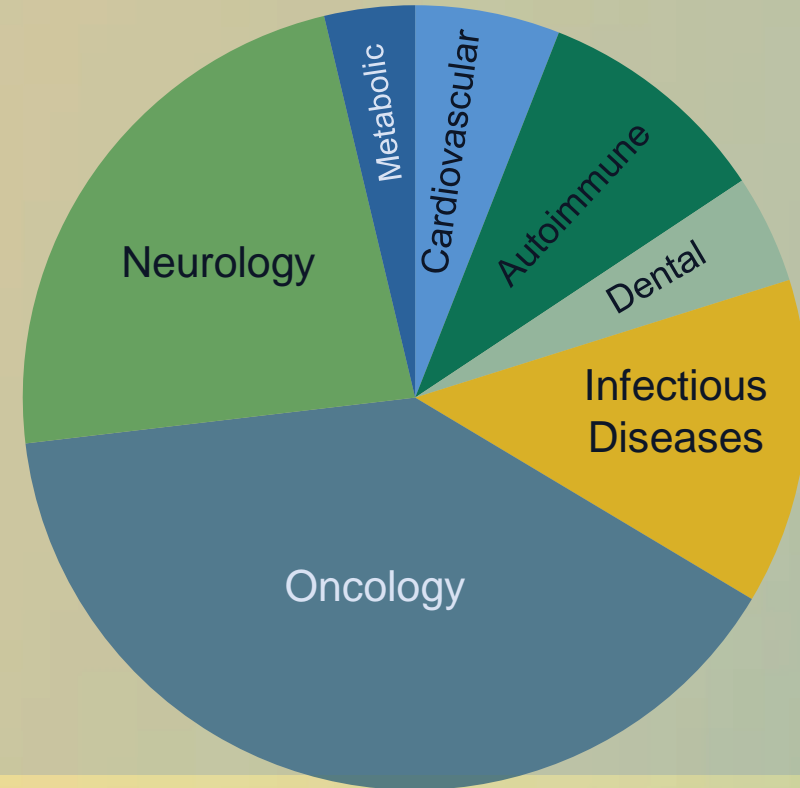


Drug development efforts at VCU

Colleges & Schools



Disease Focus



- 110 drugs and 20 biologics are currently in various stages of development
- 8 in early phase clinical trials
- 13 in IND-enabling advanced studies

10 years of impact through innovation and entrepreneurship at VCU

1,500+

patents filed

103

startup jobs added

60+

startup companies

194

patents issued

49

new products to market

\$80M+

in startup financing

189

licenses / options

8

new products from VCU start-ups

>\$30M

in licensing revenue

Enhancing the academic health sciences mission and public impact through:



**Workforce
Development**



Operations



Infrastructure



**Impactful
Research**



Groundbreaking One VCU Research

The New York Times

 **NBC NEWS**

The Washington Post

THE CHRONICLE OF
HIGHER EDUCATION


TODAY

BOV / HS BOD

May 11, 2023

VCU MASSEY CANCER CENTER CENTER UPDATES

Robert A. Winn, MD

Director and Lipman Chair in Oncology,
VCU Massey Cancer Center

Senior Associate Dean for Cancer Innovation,
VCU School of Medicine,

Professor of Pulmonary Disease and Critical Care Medicine,
VCU Department of Internal Medicine
Richmond, VA

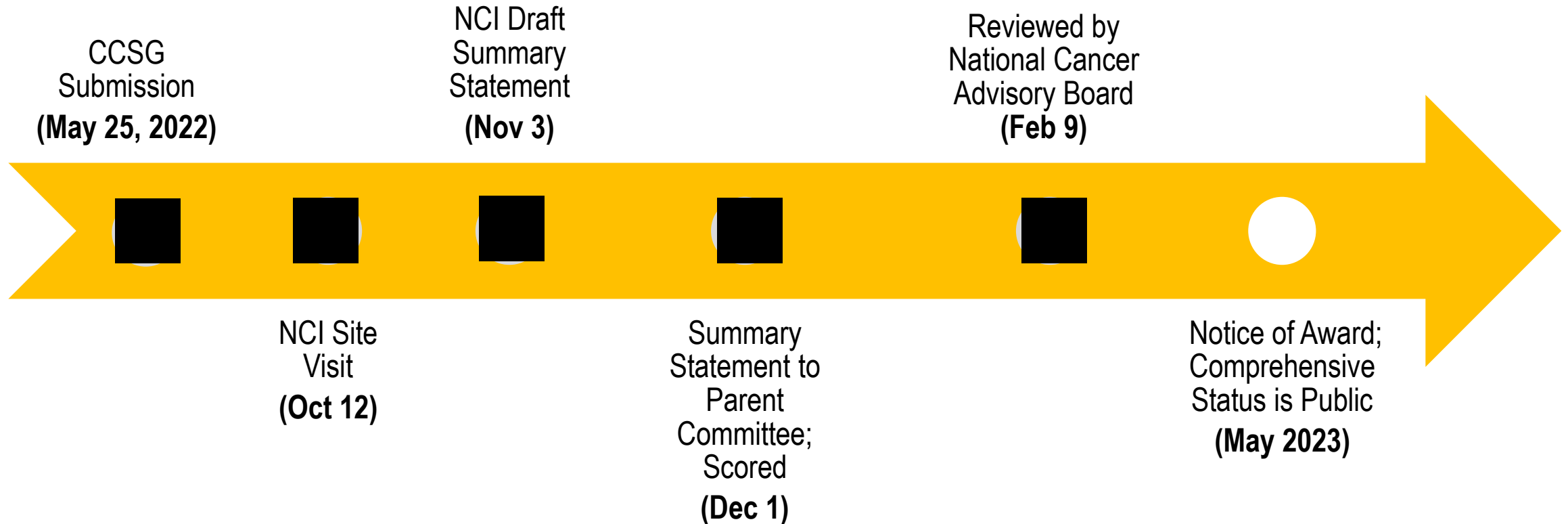
ATTACHMENT B



A National Cancer Institute-designated Cancer Center



CCSG Renewal Timeline



Summary Statement: CCSG Merit Ratings

Massey improved every component across the board from 2016 to 2022.

- 14 of 23 merit-rated components (61%) included the “exceptional” rating (full or partial)
- Only 3 components included “exceptional” in 2016

Component	2016	2022
Six Essential Characteristics		
Cancer Director	Outstanding to Exceptional	↑ Exceptional
Institutional Commitment	Exceptional	Exceptional
Physical Space	Outstanding	↑ Exceptional to Outstanding
Cancer Focus	Excellent	↑ Outstanding
Transdisciplinary Collaboration & Coordination	Excellent	↑ Excellent to Outstanding
Organizational Capabilities	Excellent	↑ Outstanding to Exceptional
Community Outreach & Engagement	N/A	Exceptional
Plan to Enhance Diversity	N/A	Exceptional to Outstanding
Cancer Research Training & Education Coordination	N/A	Excellent to Outstanding
Research Programs		
Cancer Cell Signaling Program	Excellent	↑ <i>Cancer Biology</i> Outstanding to Excellent
Cancer Molecular Genetics Program	Very Good	↑ Outstanding to Exceptional
Cancer Prevention and Control Program	Outstanding	↑ Outstanding to Exceptional
Developmental Therapeutics Program	Excellent	↑ Excellent to Outstanding

Component	2016	2022
Shared Resources		
Shared Resource Management	N/A	Exceptional to Outstanding
Biostatistics Shared Resource	Very Good to Excellent	↑ Outstanding
Flow Cytometry Shared Resource	Outstanding	Outstanding
Lipidomics Shared Resource	Exceptional	Exceptional to Outstanding
Microscopy Shared Resource	Outstanding	↑ Exceptional to Outstanding
Tissue and Data Acquisition and Analysis Core	Outstanding	Outstanding
Transgenic/Knockout Mouse Shared Resource	Outstanding	↑ Exceptional
Clinical Research		
Clinical Protocol & Data Management	Excellent	↑ Outstanding to Excellent
Data and Safety Monitoring	Acceptable	Acceptable
Protocol Review and Monitoring System	Approval	Approval
Administrative Core	Excellent	↑ Exceptional
Leadership, Planning & Evaluation	Excellent	↑ Outstanding to Exceptional
Developmental Funds	Outstanding	↑ Exceptional
Overall	Excellent to Outstanding (31)	↑ Outstanding to Excellent

Summary Statement: Comprehensive Status

*“Overall, this Center has significant strengths in the full spectrum of cancer research, as it relates to basic, clinical, translational, and population research. There is active collaboration between the Center’s research programs and clinical translational research has expanded, with an increased number of patients enrolled on therapeutic and non-therapeutic clinical trials, along with an increased number of investigator-initiated, institutional clinical trials. The level of transdisciplinary research and collaborative interactions has substantially expanded, as evidenced by a high level of intra- and inter-programmatic collaborative publications and a growing number of multi-investigator, team-based grants. It has a well-defined catchment area, clear bidirectional communication with its community and strong cancer research training activities. **Overall, the Center fulfills the requirements of comprehensive designation.**”*

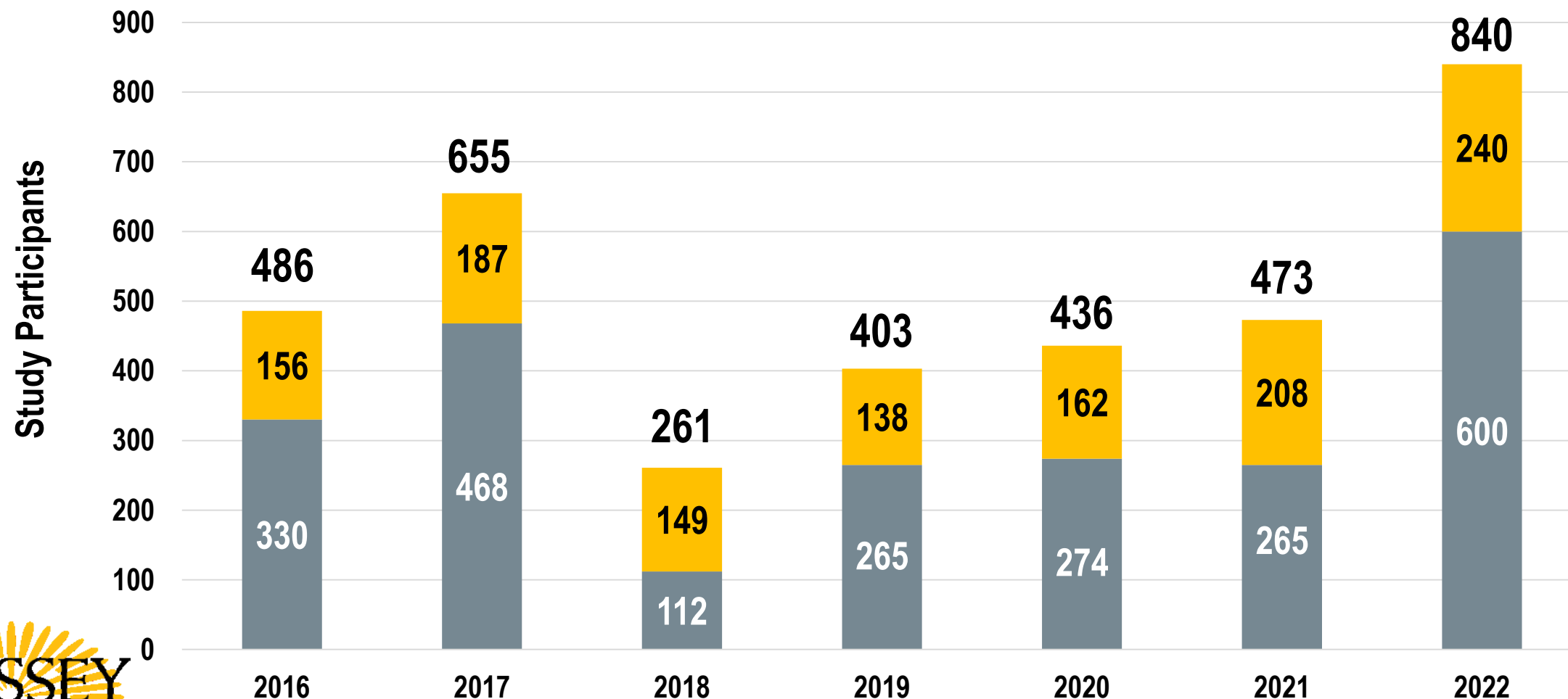
Overall Cancer Peer-Reviewed Funding

NOTABLE CENTER ACCOMPLISHMENTS

			NCI Funding	Total PR
2016	CCSG Submission	>	\$7.6M	\$17.6M
2022	CCSG Submission	>	\$10.0M	\$25.5M
2022	CCSG Site Visit	>	\$11.0M	\$26.9M

Growth in Interventional Trial Accruals

NOTABLE CENTER ACCOMPLISHMENTS – CY2022 ACCRUAL GOAL ACHIEVED

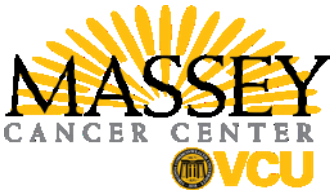


Scientific Publications

NOTABLE CENTER ACCOMPLISHMENTS

Metrics*	2016 Renewal	2022 Renewal	Percent Change
# of High-Impact Publications	67 (6%)	115 (12%)	100%
Inter-programmatic Publications	145 (12%)	159 (14%)	17%
Intra-programmatic Publications	318 (27%)	363 (37%)	37%

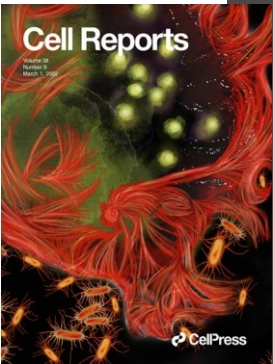
***Note:** Percent increases for publication metrics is based on increases in percentages vs increases in the number of publications.



A National Cancer Institute-designated Cancer Center



Eligibility Criteria Perpetuate Disparities in Enrollment and Participation of Black Patients in Pancreatic Cancer Clinical Trials
Mukhopadhyay N, Gal T, Trevino J (JCO, 2022)



Distinct Hepatic Immunological Patterns are Associated with the Progression or Inhibition of HCC
Guo C, Bandyopadhyay D, Dozmorov M, Idowu MO, Wang XY, Sanyal AJ, Manjili MH (Cell Rep, 2022)

Leading Collaborations to Reduce Cancer Disparities

NOTABLE CENTER ACCOMPLISHMENTS



**Planning SPORE in
Lung Cancer Disparities**
(Massey, City of Hope, USC)



**Southeastern Consortium
for Health Equity**
(Massey, UNC, MUSC)

Alliance for Equity in Cancer Care
an initiative funded by Merck Foundation

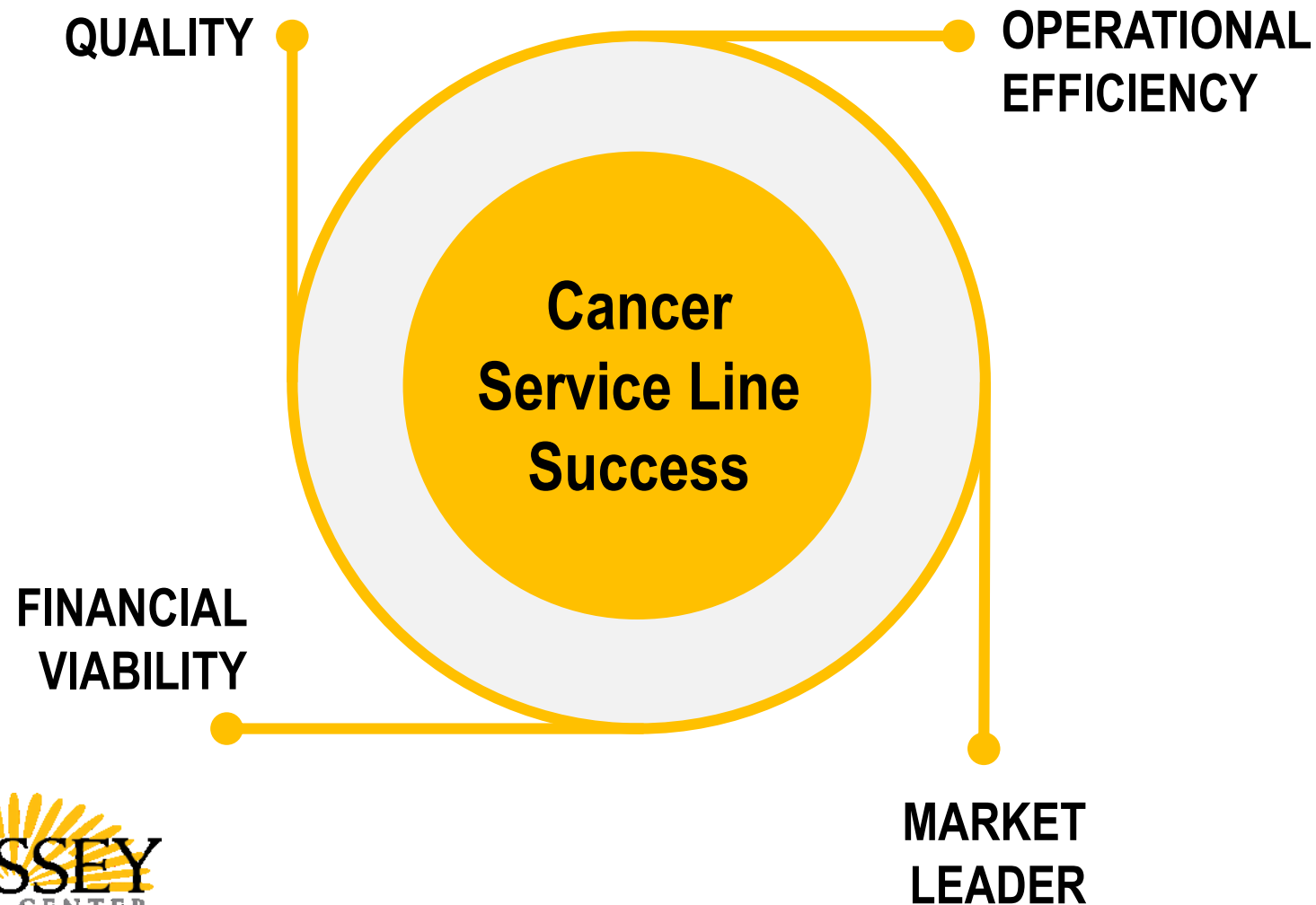
**Alliance for Equity
in Cancer Care**



A National Cancer Institute-designated Cancer Center

Cancer Service Line

NOTABLE CENTER ACCOMPLISHMENTS



LEADERSHIP



Paula M. Fracasso, MD, PhD, FACP
SVP, Cancer Service Line, VCU Health
Deputy Director, Massey

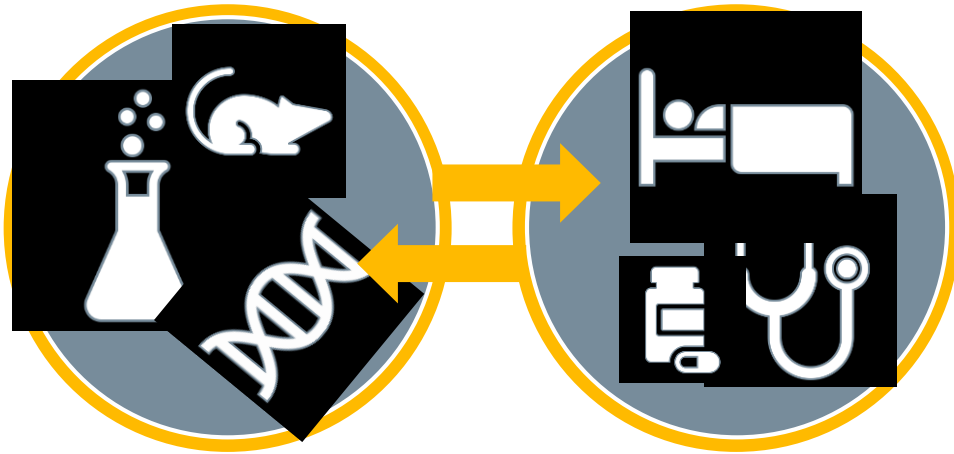
A Unique Cancer Center Model

NOTABLE CENTER ACCOMPLISHMENTS

Bench-to-Bedside Framework



Community-to-Bench Framework



VISION



To be a premier community-focused cancer center leading the nation in cancer health equity research and ensuring optimal health outcomes for all

Discussion

