VCU
Board of Visitors

ACADEMIC AND HEALTH AFFAIRS COMMITTEE
September 11, 2025
The Honorable Benjamin Lambert III Board Room
1213 East Clay Street
Richmond, VA

MINUTES

DRAFT

COMMITTEE MEMBERS PRESENT
Dr. V. Dale Jones, *Chair*
Mr. Neil Amin
Ms. Lara Tyler Chambers
Hon. Siobhan Dunnavant, M.D.
Dr. Kenneth Lipstock
Dr. Clifton Peay
Ms. Ellen Fitzsimmons, *Rector*

COMMITTEE MEMBERS ABSENT
Ms. Rooz Dadabhoy, *Vice Chair*

OTHERS PRESENT
Dr. Michael Rao, *President*
Dr. Beverly Warren, *Interim Provost and Senior Vice President for Academic Affairs*
Dr. Marlon Levy, *Senior Vice President for Health Sciences and CEO VCU Health*
Dr. Andrew Arroyo, *Senior Vice Provost for Academic Affairs*
Dr. David Limbrick, *VCU Faculty*
Dr. Milos Manic, *VCU Faculty*
Mr. William C. Nelson, Jr., *Senior Vice Provost for Academic Administration and Operations*
Ms. Jamie Stillman, *Executive Director of Academic Operations, Office of the Provost*
Presidential Cabinet of VCU
Members of the media

CALL TO ORDER
Dr. V. Dale Jones, Chair of the Academic and Health Affairs Committee, called the meeting to order at 3:00 p.m. The public was able to view the open session of the meeting via livestream at https://mssvideo.vcu.edu/BOV.

ACTION ITEMS
Dr. Jones asked the committee to consider approving four items that were provided in advance for review: the committee meeting minutes for May 8, 2025 and committee charter and planner.

The committee was also asked to consider renaming the committee to Academic, Health Affairs and Research Committee (AHARC). On a motion duly made and seconded, each of the items was approved. The meeting minutes are posted at https://bov.vcu.edu/meetings/minutes/. The revised committee charter is attached hereto as *Attachment A* and is made a part hereof.

OPEN SESSION

Interim provost and senior vice president for academic affairs, Beverly J. Warren, Ed.D., Ph.D., shared an update on the strong momentum shaping VCU's 2025–26 academic year. The university welcomed its second-largest freshman class and more than 200 new faculty members across both campuses, reflecting growth and renewed energy. Faculty are leading the way in creating new academic programs that respond to real-world needs. The university launched more than 20 new degrees, certificates, and concentrations. These programs are designed to prepare students for the future of work and support Virginia's economic development. University College has been redesigned to give students more freedom to explore, collaborate, and connect learning with real-world experience. It now includes interdisciplinary degrees, stackable credentials, and hands-on opportunities through initiatives like the da Vinci Center, Shift Retail Lab, and Life Design. These efforts help students build purpose, confidence, and practical skills. A major highlight of the presentation was the launch of VCU Convergence Labs, a university-wide initiative that brings together faculty, students, and staff to solve complex problems through research, teaching, and community partnerships. The first three themes—AI, Neurosciences, and Health Outcomes—are already drawing wide participation. Faculty leads Dr. David Limbrick and Dr. Milos Manic shared how these labs are helping VCU become a national leader in collaborative innovation. To close, the presentation introduced three forward-looking priorities to guide future planning. These include expanding paid, high-quality work-based learning through faculty expertise, employer partnerships, and alumni networks; showing the long-term value of academic innovation to students, employers, and the Commonwealth; and preparing graduates for an AI-driven world while deepening their critical thinking and problem-solving skills. A copy of this presentation is attached hereto as *Attachment B* and is made a part hereof.

Senior vice president for health sciences, Marlon Levy, M.D., provided an update on recent milestones and opportunities within VCU's health sciences schools and college. Highlights included the introduction of several new programs, like the Master of Science in Cardiovascular Perfusion program in the College of Health Professions, the growing footprint of the School of Dentistry, the record-breaking $300 million in research funding within the School of Medicine, plans for expanding the School of Nursing's Mobile Health and Wellness clinic, and increasing student numbers in the public health and pharmacy programs. Just over 4,500 students are attending classes within VCU's health sciences schools and colleges in Fall 2025, an all-time high.

Vice president for research and innovation, P. Srirama Rao, Ph.D., provided updates on VCU's research enterprise. Currently, the research enterprise is on-track to report another record-setting year for sponsored funding and anticipates crossing the $500 million mark for both sponsored funding and research expenditures for the first time. As of the meeting, VCU had 38 paused or terminated federal grants with a potential estimated impact of $20.9 million (approximately 4%

of the total research portfolio). Among the many national and international awards won by faculty over the past year, Rao highlighted honors from the National Academy of Inventors (P. Srirama Rao, Fellow; Youngman Oh, Senior Member, Jason Reed; Senior Member), the American Association for the Advancement of Science (Dipankar Bandyopadhyay, Fellow; Kenneth Kendler, Fellow), NSF CAREER Award (Ka Un Lao), Fulbright Award (Jasmin Vassileva; Elizabeth Fortune; Jill Blondin), and Presidential Early Career Award for Scientists and Engineers (Fantasy Lozada). He also highlighted the VCU's support of its 17 transdisciplinary Research Institutes and Centers and 12 research core laboratories. He specifically highlighted a cooperative effort between Virginia Tech and VCU with the Genomics Core and planning efforts for High Performance Research Computing Core to advance AI-driven research across multiple disciplines including health and cybersecurity. In addition, he shared a new concept of research clusters that will continue to advance VCU's four key research initiatives and support the Convergence Labs, shared core laboratories, transdisciplinary Research Institutes and Centers, colleges and schools, and internal funding. Finally, he presented ROI results for VCU Research and Innovation's internal funding. A copy of this presentation is attached hereto as *Attachment C* and is made a part hereof.

ADJOURNMENT
There being no further business, Dr. V. Dale Jones, *Chair*, adjourned the meeting at 4:20 p.m.

VIRGINIA COMMONWEALTH UNIVERSITY
BOARD OF VISITORS

ACADEMIC, HEALTH AFFAIRS AND RESEARCH COMMITTEE CHARTER

I.   PURPOSE

The primary purpose of the Academic, Health Affairs and Research Committee is to provide oversight and make recommendations to the Board on all policies and plans regarding strategic enrollment management; academic quality; student matters; faculty matters; athletics; inclusive excellence and research consistent with the stated goals and objectives of the University and with its academic health center, including its affiliation with the Virginia Commonwealth University Health System Authority. Areas of responsibility include:

- Strategic enrollment management
    - Admissions
    - Retention
- Academic quality
    - Quality
    - Degrees, programs and structure
    - Trends
    - Strategic priorities
    - Academic program review
    - Online education
    - SACS/accreditation
- Student matters
    - Academic Success
    - Rights and Responsibilities
    - Concerns
    - Safety, satisfaction and engagement
- Faculty matters
    - Employment, rights and responsibilities, and professional development
    - Salaries
    - Recruitment and retention
    - Benchmarks and best practices
- Athletics
    - Academic success of student athletes and compliance with NCAA guidelines
- Research
- Inclusive Excellence
- Coordination of academic activities of health sciences schools and affiliation with the VCU Health System Authority

In addition, the Academic, Health Affairs and Research Committee provides oversight and counsel toward the achievement of the mission, vision and goals of the Virginia Commonwealth University strategic plan.

The function of the Academic, Health Affairs and Research Committee is primarily oversight. University management, under the auspices of the President, the Provost and Senior Vice President for Academic Affairs, the Senior Vice President for Health Sciences and CEO of VCU Health, and the Vice President for Research and Innovation, is responsible for the development, implementation, and measurement of success regarding these areas of responsibility, as well as the policies and procedures for maintaining these programs and activities.

II.   COMPOSITION AND INDEPENDENCE

The Academic, Health Affairs and Research Committee will be comprised of three or more Visitors. Each member must be free from any financial, family or other material personal relationship that, in the opinion of the Board or Academic, Health Affairs and Research Committee members, would impair their independence from management and the University.

III.   MEETINGS

The Academic, Health Affairs and Research Committee will meet at least four times annually. Additional meetings may occur more frequently as circumstances warrant. The Committee chair should communicate with the Provost and Senior Vice President for Academic Affairs, the Senior Vice President for Health Sciences and CEO of VCU Health, and the Vice President for Research and Innovation, prior to each Committee meeting to finalize the meeting agenda and review the matters to be discussed.

IV.   RESPONSIBILITIES

In performing its oversight responsibilities, the Academic, Health Affairs and Research 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 portions of 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 communicate in closed session (with or without members of senior management present) with general counsel and/or the executive director of assurance services present to discuss matters that the Committee or any of these groups believe should be discussed privately.

B. Academic degrees and structure
1. Review and approve academic program proposals when required by the State Council of Higher Education for Virginia (SCHEV) policy, and monitor existing programs.
2. Review and approve proposals for the organization of the University's academic health center, including the affiliation between VCU and the Virginia Commonwealth University Health System Authority.
3. Review and approve proposals for the organization of the academic structure of the University when required by SCHEV policy.

C. Coordination of academic activities of health sciences schools and affiliation with the VCU Health System Authority
1. Receive reports on the relationship and affiliation between the University and the Virginia Commonwealth University Health System Authority and other institutions, organizations, laboratories, and clinics involved in the University's academic health center, including reviewing program coordination between the Virginia Commonwealth University Health System Authority and academic and research programs.

D. Academic research activities
1. Review and approve research policies deemed to require Board of Visitor action.

2. Receive reports on research advances of faculty, interdisciplinary groups, and VCU institutes and centers.
3. Receive reports on the relationship of research activities to local, regional, national, and international economic development.
4. Report annually on the state of the VCU research enterprise including the total research awards, expenditures, trends, and outlook.

E. Faculty and staff employment, rights and responsibilities, and professional development
   1. Review and approve policies governing the compensation, tenure, promotion, recruitment, retention, rights and responsibilities, and development of the faculty.
   2. Review and approve policies and programs on equal employment opportunity and affirmative action.
   3. Afford an opportunity for direct communication between Board members and members of the faculty and staff.

F. Admissions and retention
   1. Review and approve policies governing the admission and retention of undergraduate, graduate and professional students to all divisions of the University.

G. Accreditation
   1. Review and approve policies and reports related to departmental, school, and institutional accreditation.

H. Academic Success of Students
   1. Review nominations and make the final selection of the recipient(s) of the Board of Visitors Award at a regularly scheduled meeting in the spring of each year.
   2. Review topical areas of interest related to the student experience.
   3. Review major fall and spring activities.
   4. Review and monitor student academic success.

I. Academic Success of Student Athletes
   1. Review and oversee matters relating to the intercollegiate athletic program.

J. Student Rights and Responsibilities
   1. Review matters (including approving policies) relating to student rights, responsibilities, conduct, concerns and discipline, including matters relating to the VCU Honor System, and Student Code of Conduct.
   2. Review and oversee matters relating to student government, and appropriate student participation in University governance.
   3. Review and oversee matters relating to student organizations and extracurricular activities.

K. Student Services
   1. Review and oversee matters relating to financial aid, housing services, counseling, student health, safety and other student services.
   2. Review and approve policies relating to student records.
   3. Review report on campus safety that provides awareness of federal reporting requirement, general overview of VCU safety-related statistics, and ongoing efforts to improve safety.

L. Student Communications
   1. Afford an opportunity for direct communication between Board members and students.

M. <u>International Partnerships and Collaborations</u>
    1. Review and approve international partnerships

Virginia Commonwealth University
Board of Visitors

Academic, Health Affairs and Research
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**
					Sep	Dec	Feb	May
A. General								
1.	Review, update, and approve Academic, Health Affairs and Research Committee charter	X			X			
2a.	Approve minutes of previous meeting		X		X	X	X	X
2b.	Maintain minutes of meetings		X		X	X	X	X
3.	Authorize investigations into any matters within the Committee's scope of responsibilities			X				
4.	Report Committee actions to the Board of Visitors with recommendations deemed appropriate		X		X	X	X	X
5.	Communicate in executive session, with general counsel		X		X	X	X	X
6.	Review and approve Academic, Health Affairs and Research Committee meeting planner for the upcoming year	X			X			
7.	Monitor student academic success.		X		X	X	X	X
B. Academic degrees and structure								
1.	Review and approve academic program proposals when required by the State Council for Higher Education in Virginia (SCHEV) policy, and monitor existing programs.			X				
2.	Review and approve proposals for the organization of the University's academic health center, including the affiliation between VCU and the Virginia Commonwealth University Health System Authority.			X				
3.	Review and approve proposals for the organization of the academic structure of the University when required by SCHEV policy.			X				
C. Coordination of academic activities of health sciences schools and affiliation with the VCU Health System Authority								
1.	Receive reports on the relationship and affiliation between the University and the Virginia Commonwealth University Health System Authority and other institutions, organizations, laboratories, and clinics involved in the University's academic health center, including reviewing program coordination between the Virginia Commonwealth University Health System Authority and academic and research programs.			X				

A=Annually; Q=Quarterly; AN=As Necessary	Frequency			Planned Timing			
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				Sep	Dec	Feb	May
D. Academic research activities							
1. Review and approve research policies deemed to require Board of Visitor action.			X				
2. Receive reports on research advances of faculty, interdisciplinary groups, and VCU institutes and centers.			X				
3. Receive reports on the relationship of research activities to local, regional, national and international economic development.			X				
4. Report annually on the state of the VCU research enterprise including the total research awards, expenditures, trends, and outlook.	X				-		X
E. Faculty and staff employment, rights and responsibilities, and professional development							
1. Review and approve policies governing the compensation, tenure, promotion, recruitment, retention, rights and responsibilities, and development of the faculty.			X				
2. Review and approve policies and programs on equal employment opportunity and affirmative action.			X				
3. Afford an opportunity for direct communication between Board members and members of the faculty.			X				
4. Afford an opportunity for direct communication between Board members and members of the staff.			X				
F. Admissions and retention							
1. Review and approve policies governing the admission and retention of undergraduate, graduate and professional students to all divisions of the University.			X				
G. Accreditation							
1. Review and approve policies and reports related to departmental, school, and institutional accreditation.			X				
H. Academic Success of Students							
1. Review nominations and make the final selection of the recipient(s) of the Board of Visitors Award at a regularly scheduled meeting in the spring of each year.	X					X	
2. Review topical areas of interest related to the student experience and overall student engagement.		X		X	X	X	X
3. Review major fall and spring activities.	X				X		X
4. Review and monitor student academic success.			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**
				Sep	Dec	Feb	May
I. Academic Success of Student Athletes							
1. Review and oversee matters relating to the intercollegiate athletic program.	X		X				
J. Student Rights and Responsibilities							
1. Review matters (including approving policies) relating to student rights, responsibilities, conduct, concerns and discipline, including matters relating to the VCU Honor System.			X				
2. Review and oversee matters relating to student government, and appropriate student participation in university governance.			X				
3. Review and oversee matters relating to student organizations and extracurricular activities.			X				
K. Student Services							
1. Review and oversee matters relating to financial aid, housing services, counseling, student health, and other student services			X				
2. Review and approve policies relating to student records.			X				
3. Review report on campus safety that provides awareness of federal reporting requirement, general overview of VCU safety-related statistics, and ongoing efforts to improve safety.	X					X	
L. Student Communications							
1. Afford an opportunity for direct communication between Board members and students.			X				
M. International Partnerships and Collaboration							
1. Review and approve international partnerships			X				

Faculty-led Innovation: the Academic Engine of VCU

Academic and Health Affairs Committee
September 11, 2025

Beverly Warren
Interim Provost and Senior Vice President for Academic Affairs

Unlocking Potential

A vibrant and engaging learning community

Academic Innovation

Solving Grand Challenges

Excellence in Teaching, Scholarship and Service

3

Innovation Found in Every Corner of the University

New & Renewed Academic Units

School of Public Health

School of Life Sciences & Sustainability

Reimagined University College

New Degree Programs

- B.A. in computer science
- B.S. in pharmaceutical sciences
- B.S. in supply chain management
- M.S. in data science
- MS in Cardiovascular Perfusion*
- Graduate certificate in child welfare
- Graduate certificate in learning sciences
- Graduate certificate in sustainability, health and health care

pending SACSCOC approval

New Concentrations

- B.A. in music
  - concentration in media scoring
- B.F.A. in kinetic imaging
  - concentration in interaction and game design
- M.B.A.
  - concentration in brand leadership
- M.D.A.
  - concentration in production and operations analytics
- M.S. in engineering
  - concentration in aerospace engineering
  - concentration in engineering management
  - concentration in rehabilitation engineering
  - concentration in systems engineering
  - concentration in tissue engineering and regenerative medicine

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Office of the Provost

WE ARE THE UNCOMMON.

A Reimagined University College
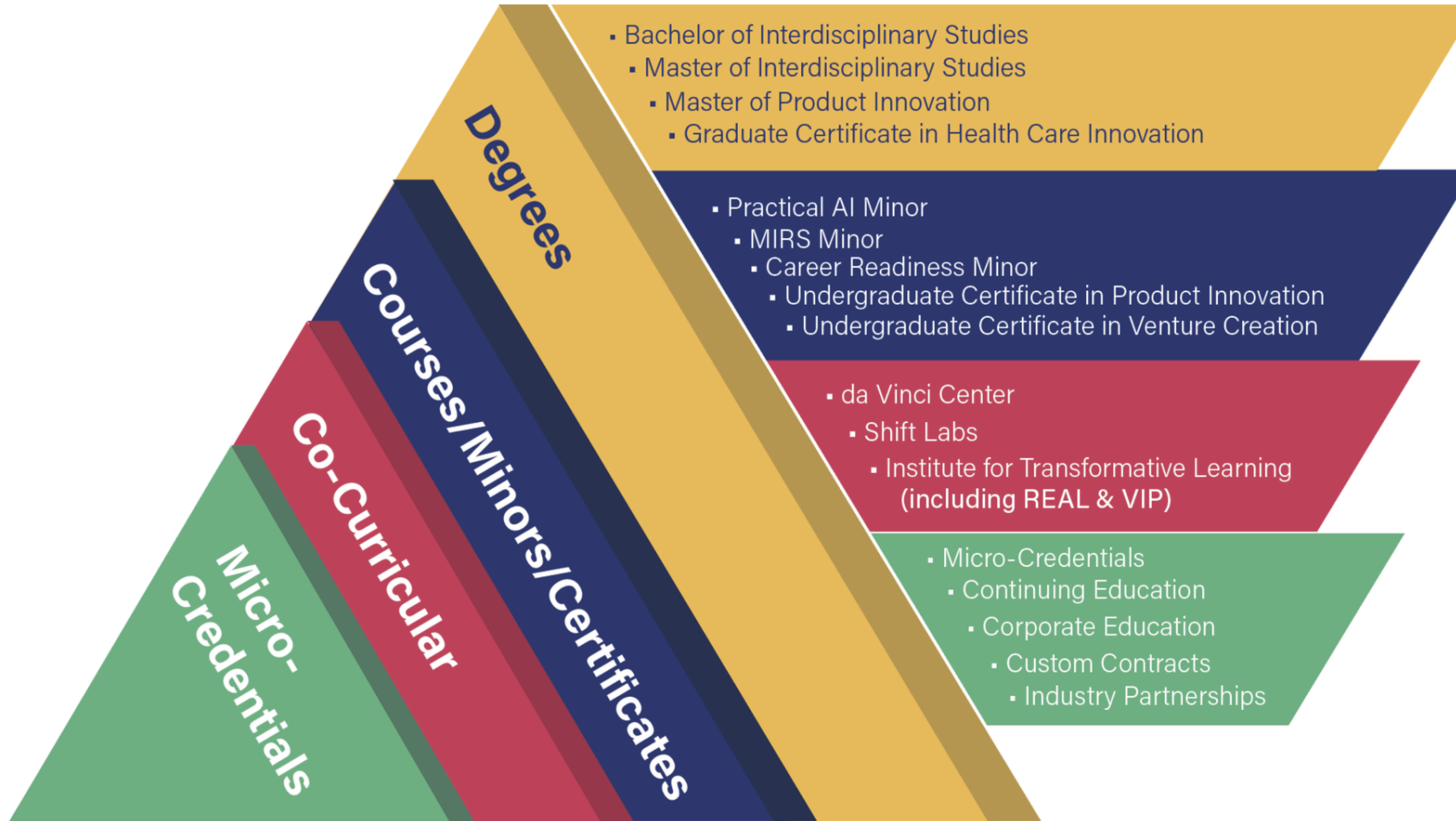
Degrees
- Bachelor of Interdisciplinary Studies
- Master of Interdisciplinary Studies
- Master of Product Innovation
- Graduate Certificate in Health Care Innovation

Courses/Minors/Certificates
- Practical AI Minor
- MIRS Minor
- Career Readiness Minor
- Undergraduate Certificate in Product Innovation
- Undergraduate Certificate in Venture Creation

Co-Curricular
- da Vinci Center
- Shift Labs
- Institute for Transformative Learning (including REAL & VIP)

Micro-Credentials
- Micro-Credentials
- Continuing Education
- Corporate Education
- Custom Contracts
- Industry Partnerships

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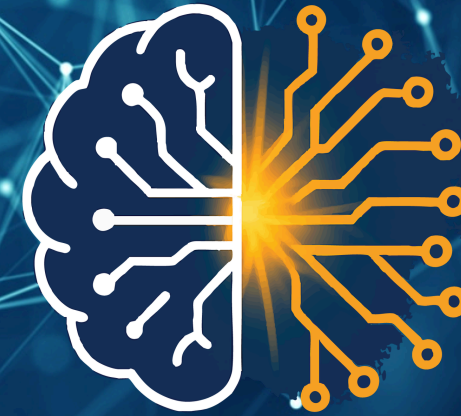
Launching Now: Three Enterprise Themes

Unlocking solutions through collaboration

Faculty Engagement

Faculty co-create transdisciplinary research and interdisciplinary curricula.

Community & Industry Partnerships

Community and industry partners collaborate on research and educational initiatives.

Convergence Labs

Enterprise AI

Enterprise Neurosciences

Enterprise Health Outcomes

VCU
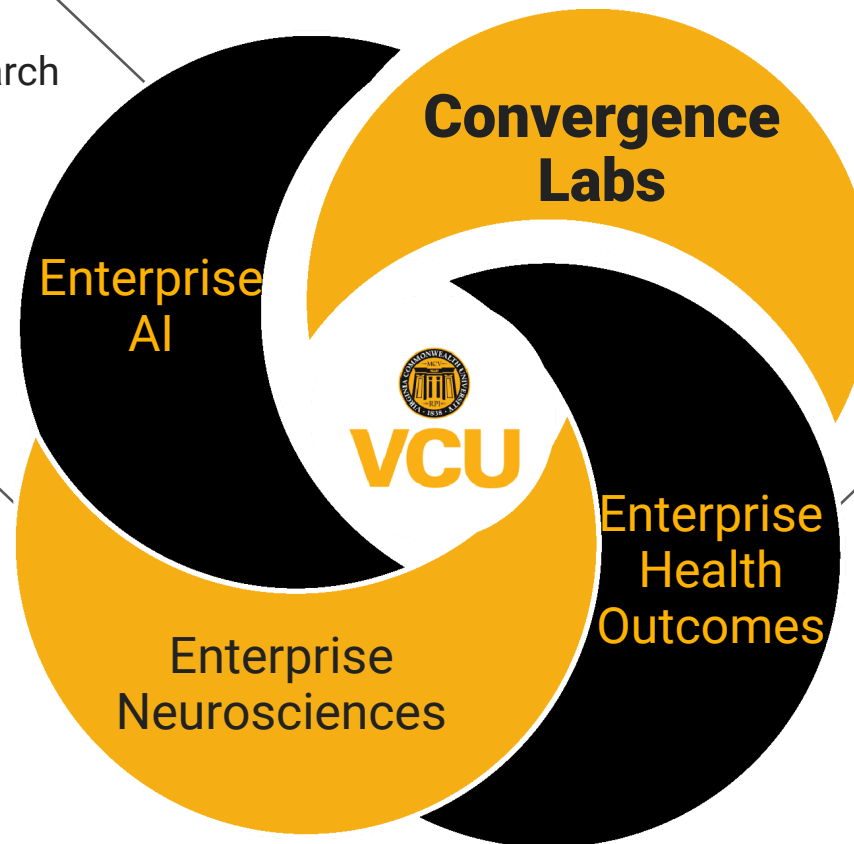
Learner Involvement

Learners engage in traditional and experiential learning.

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7

Interdisciplinary Academic Collaboration: August 2025

Practical AI
Shift Retail Lab
University College

Mental Health
VCU College of Health Professions

Mariah Crilley, Ph.D.
AVP University
Interdisciplinary Programs

Tinsley Jones
Director, Continuing and
Professional Education

Elaine Reeder, Ph.D.
AVP Learning
Experience Design

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Student and Community Engagement

Maghboeba Mosavel
VP Community
Engagement

Herb Hill, Ed.D.
AVP Undergraduate Research
and Creative Inquiry

Shanza Isom, M.S.W.
Director, Engaged
Transformative Learning

Lloyd Young
Interim Executive Director
VCU da Vinci Center for
Innovation

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Looking Ahead

From innovation to impact — building systems that:

- **Empower faculty**

- **Elevate student success**

- **Strengthen public trust**
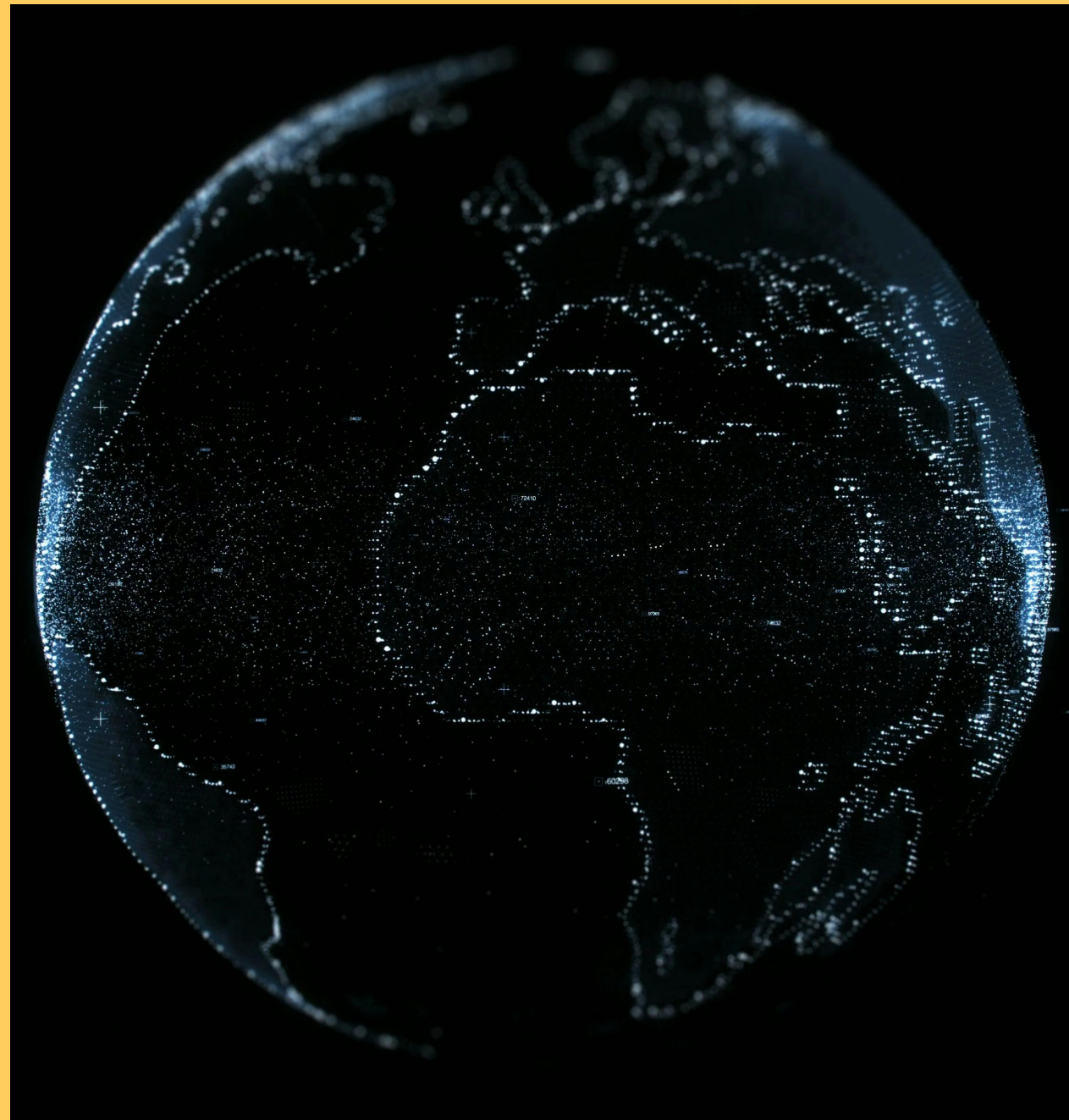
Our Next Horizon:

- **Expand paid, high-quality work-based learning** through faculty expertise, employer ties, and alumni networks.

- **Show the long-term value of our academic innovations** to students, employers, and the Commonwealth.

- **Equip graduates for an AI-driven world** while deepening <u>critical thinking</u> and <u>problem-solving</u>.

VCU Research and Innovation report

P. Srirama Rao, Ph.D., vice president for research and innovation

WE ARE THE UNCOMMON.

Accelerated year-over-year growth in research awards

VCU's impactful external sponsored funding

Dollars

- $600M
- $500M
- $400M
- $300M
- $200M

Projected >$540M

Year	Amount
2018	$271M
2019	$308M
2020	$335M
2021	$363M
2022	$405M
2023	$464M
2024	$506M
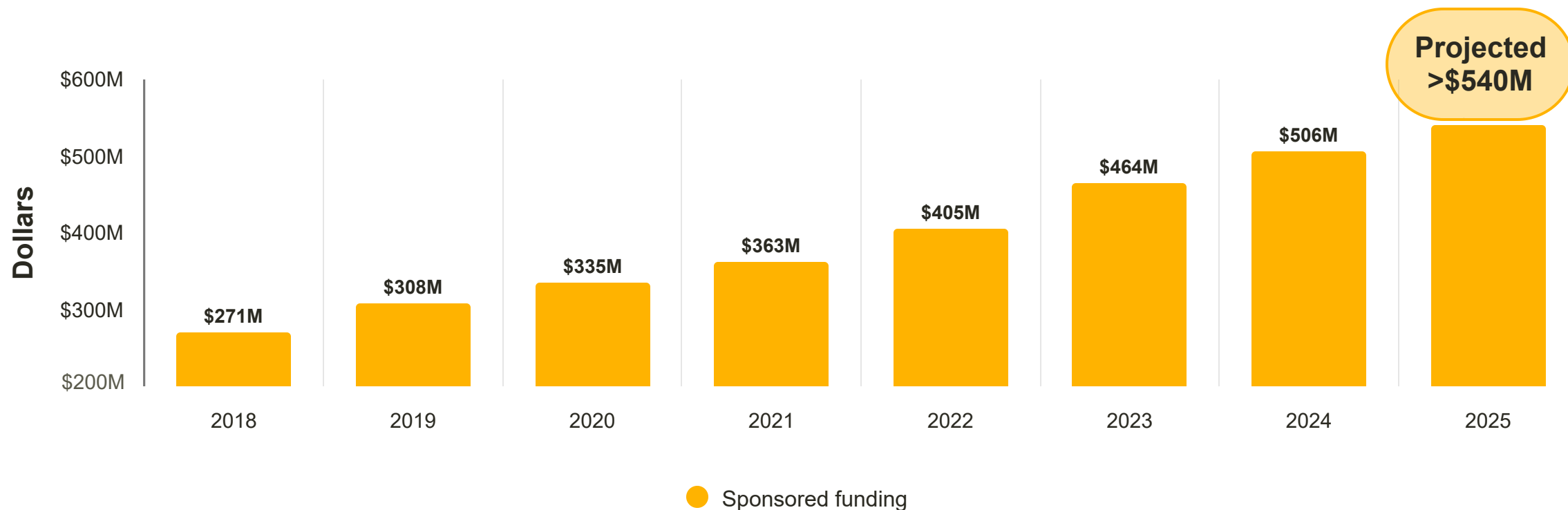
● Sponsored funding

Diversified funding portfolio

FY25 (projected)

Nonprofit/foundation 22%

Industry 23%

State 16%
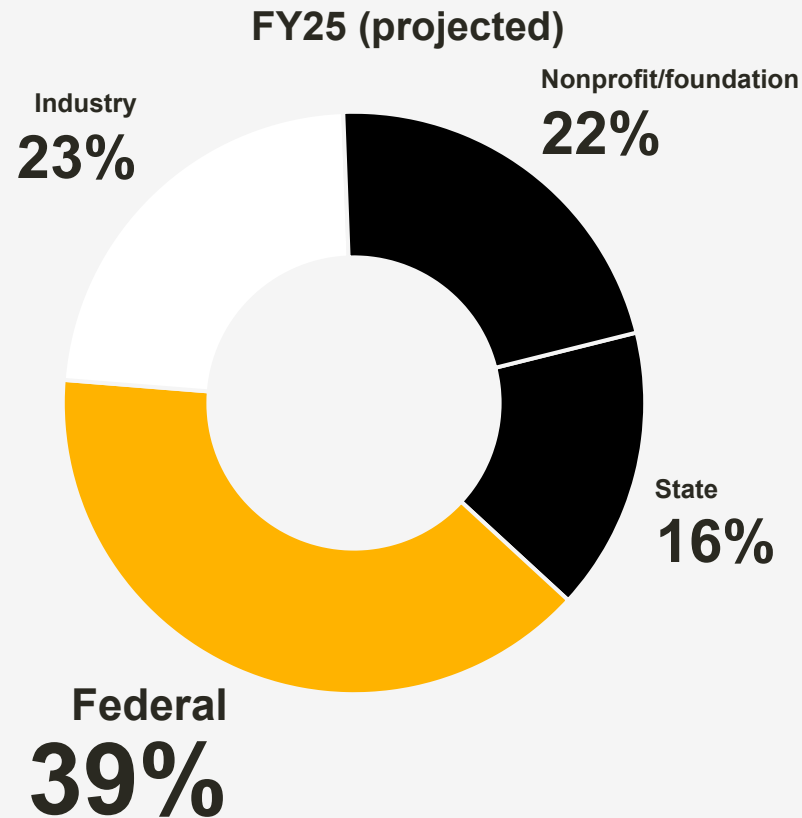
Federal 39%

Federal updates and potential implications for VCU
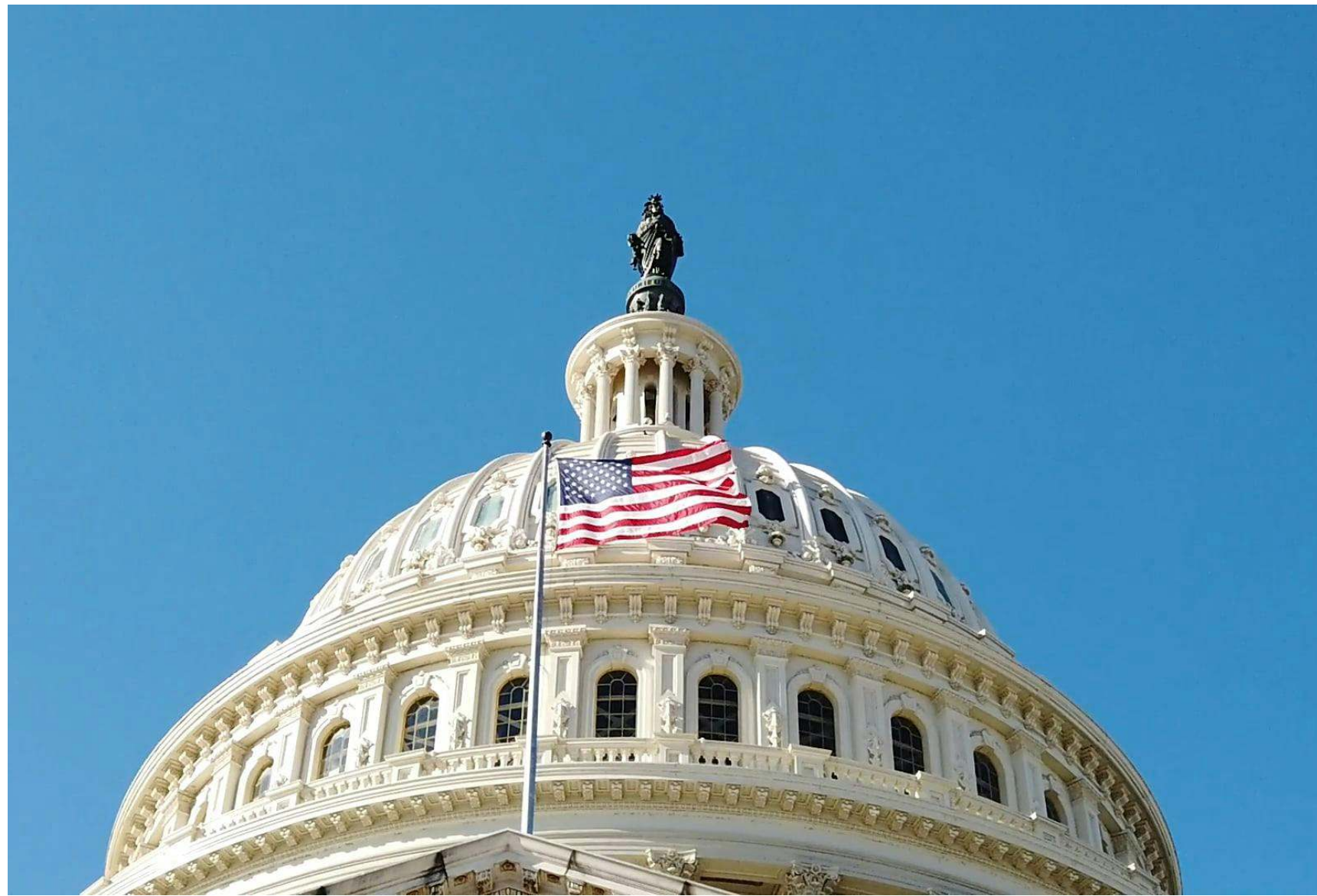
Impact of federal executive orders on current grants at VCU

$20.9M

Potential estimated impact
($37.3M total award value)

38

Paused or terminated grants

(as of 9/10/25)

VCU Research and Innovation

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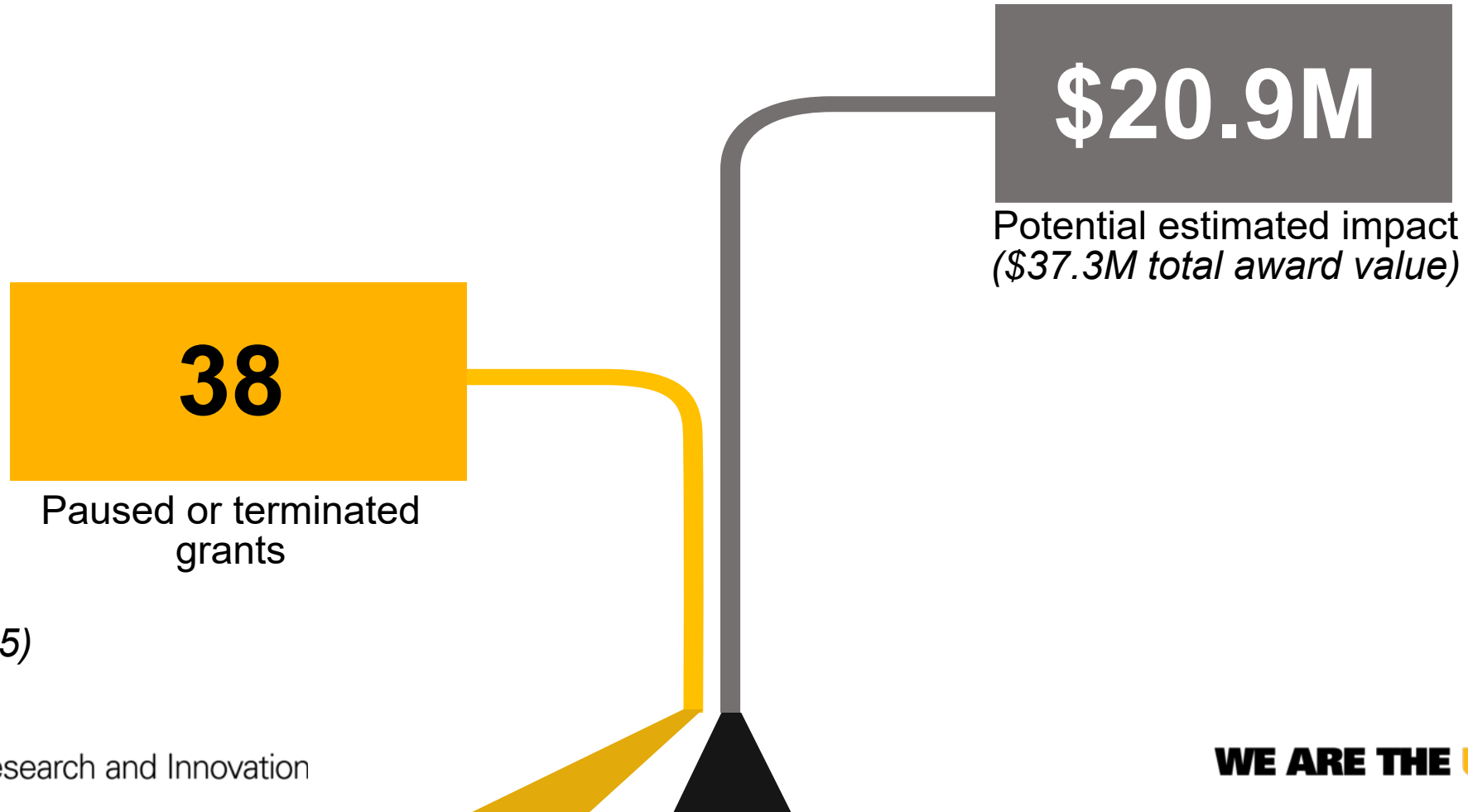
Continued upward trajectory

VCU to cross half-a-billion in both sponsored funding and research expenditures

Projected
>$540M

Dollars

$600M

$524M

$500M $466M $506M

$406M

$400M $364M $464M

$335M $405M

$308M $363M

$300M $271M $284M

$256M

$200M $246M

2018   2019   2020   2021   2022   2023   2024   2025

●— Sponsored funding   ●— Research expenditures
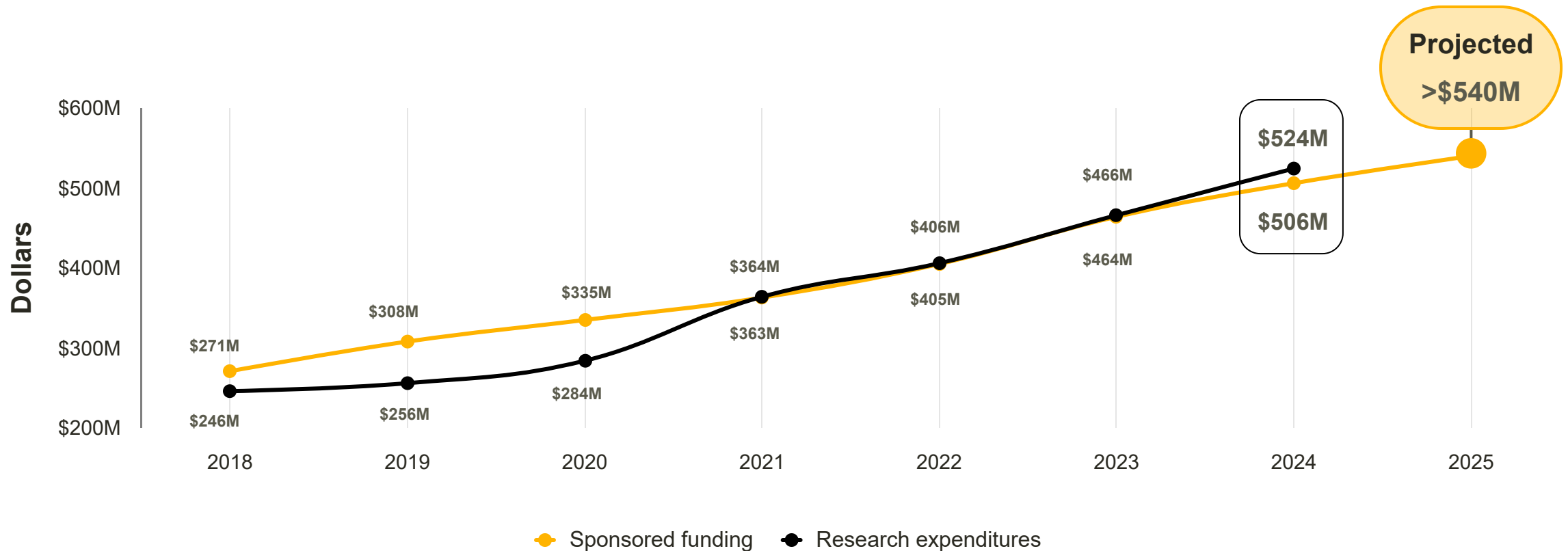
National recognition for VCU's research faculty (FY25)

Research Institutes and Centers are advancing transdisciplinary research at VCU

17 University-designated Research Institutes and Centers*

Center for Drug Discovery

Humanities Research Center

Center for Rehabilitation Science and Engineering

Virginia Institute for Psychiatric and Behavioral Genetics

Institute for Sustainable Energy and Environment

VCU Health Pauley Heart Center

1) Massey Comprehensive Cancer Center and the
2) Wright Center for Clinical and Translational Research have unique RIC status*.

Core Labs: supporting transdisciplinary research through cutting-edge equipment and services

$2-3M in annual VCU investment and HEETF funding from SCHEV
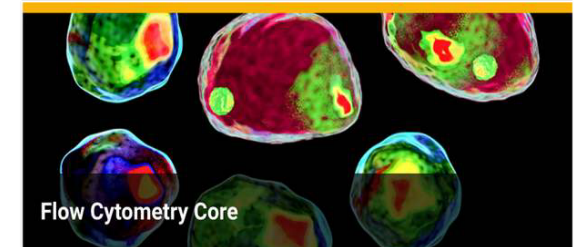
Statewide collaborations and increased research computing opportunities

Advancing human health

Genomics Core joint equipment purchase with Virginia Tech through Higher Education Equipment Trust Fund (HEETF).
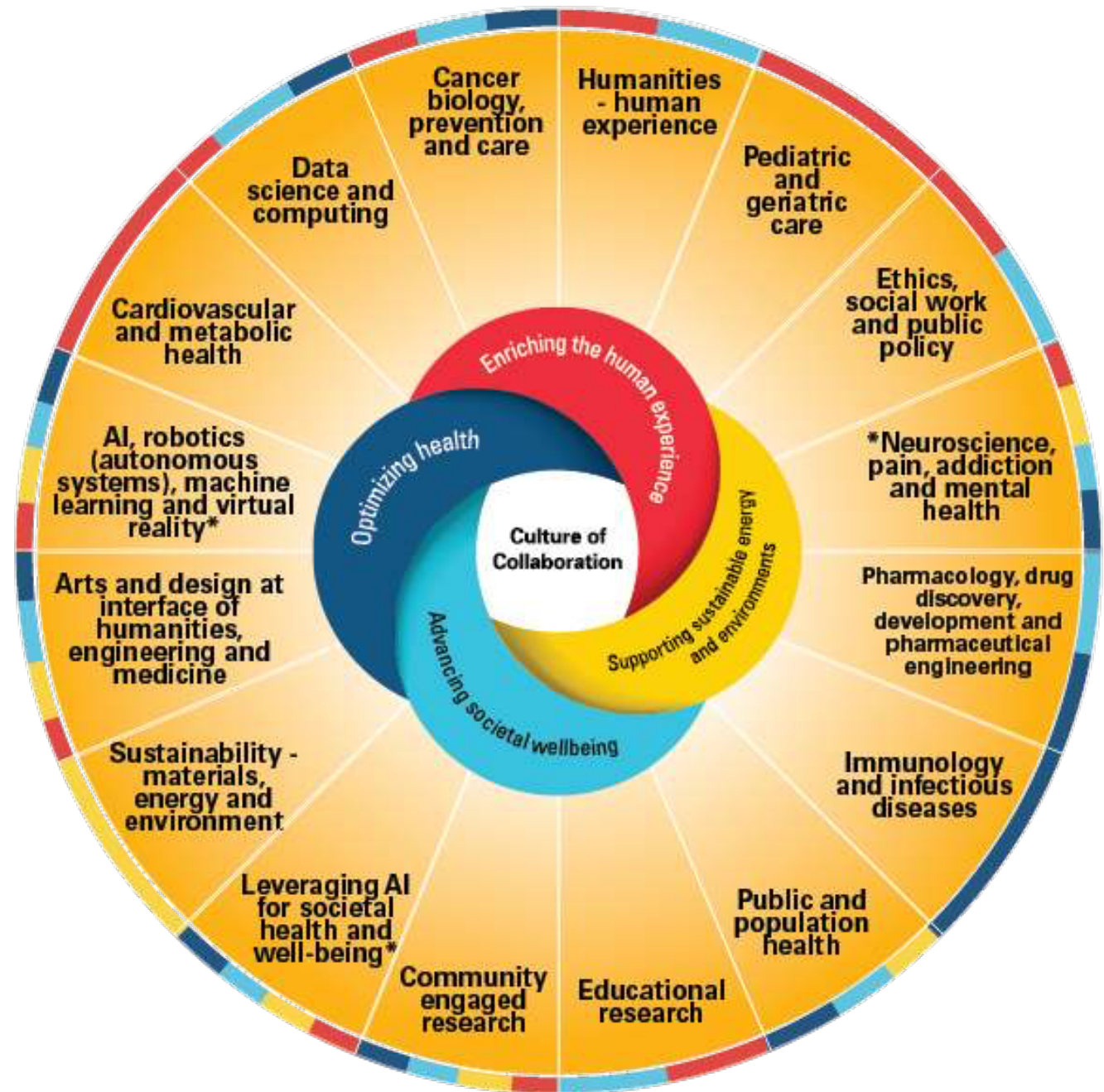
Advancing AI and cybersecurity

High Performance Research Computing Core currently examining opportunities for increased capacity for AI discoveries and other cutting-edge computing research.

QUEST 2028: Strategic research initiatives driving innovation and discovery

Strategic research clusters:

Aligning focus areas and resources

VCU internal funding is contributing to the rapid growth in team science-based research and external sponsored funding

Sponsored funding has grown by 86% in the last 6 years

Investing $3-4M annually since FY22

|	Maximum ($)	Category	Initial ROI
Accelerate Fund	$100,000/team	Ready-to-launch initatives	7x
AHHS Fund	$10,000/PI	Scholarship development	2x
Breakthroughs Fund	$200,000/team	Multi-PI, transdisciplinary	5x
Momentum Fund	$200,000/team	Multi-PI, center grant development	*Pending*
Quest Fund	$50,000/PI	Pilot funding	9x
Commercialization Fund	$50,000/project	Commercialization	*Pending*

VCU

Investing in the next generation of research administrators to support VCU Research and Innovation

Introduction of research ecosystems minor

Collaborative effort between College of Health Professions and the OVPRI
to support careers in research administration.
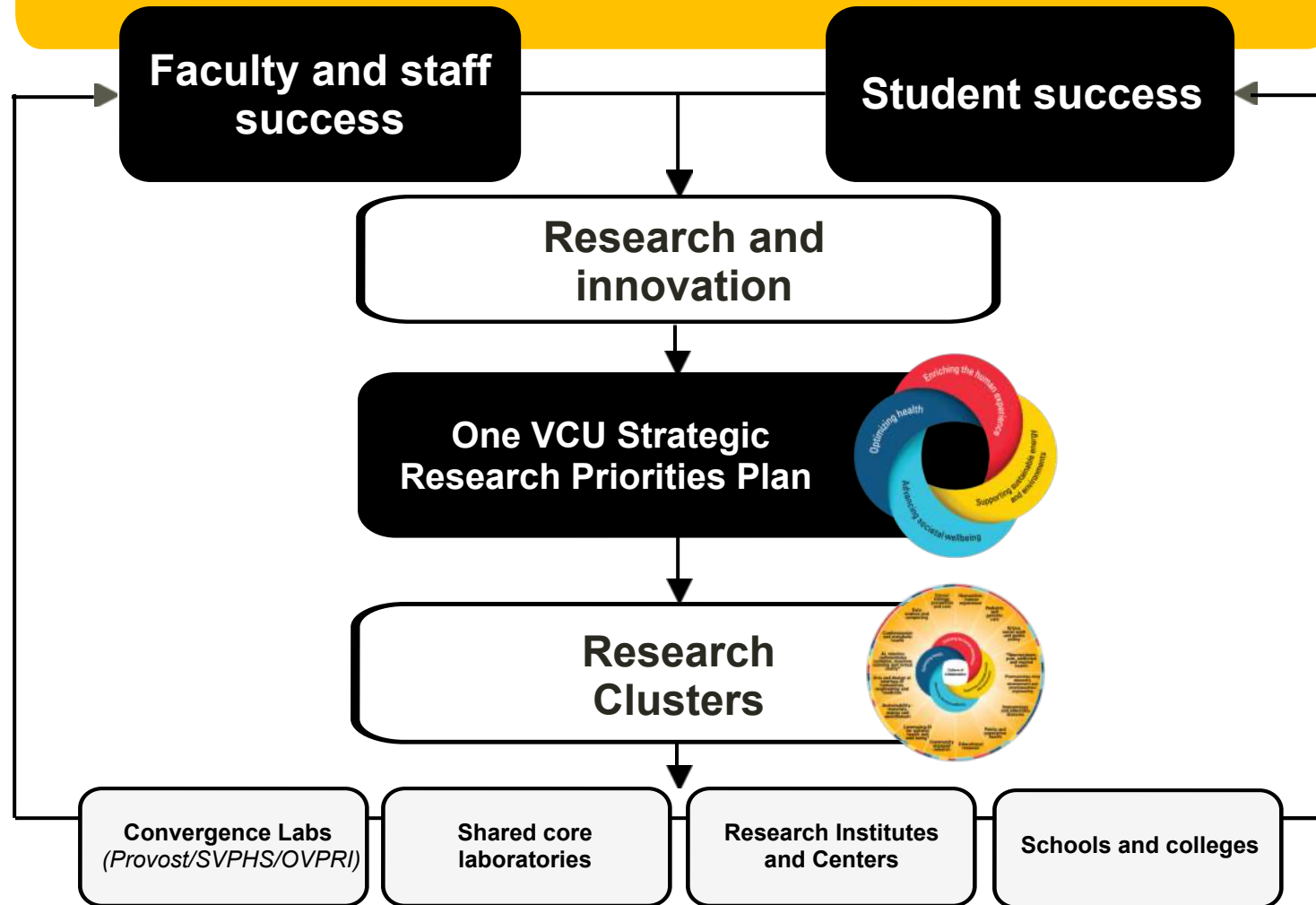
What's next...

Faculty listening sessions

Sept.-May

State of the Research

Nov.

2025 Research Weeks

April

National research rankings released

NSF HERD

Nov.

Health sciences federal research rankings released

Blue Ridge survey based on NIH funding

Feb.

Future presentations by faculty, postdocs and student researchers

Thank you

P. Srirama Rao, Ph.D., vice president for research and innovation

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