



# VCU

## Board of Visitors

### ACADEMIC, HEALTH AFFAIRS AND RESEARCH COMMITTEE

February 27, 2026

The Honorable Benjamin Lambert III Board Room

1213 East Clay Street

Richmond, VA

### MINUTES

#### **COMMITTEE MEMBERS PRESENT**

Dr. Dale Jones, *Chair*

Ms. Rooz Dadabhoy, *Vice Chair*

Mr. Neil Amin

Dr. Kenneth Lipstock

Dr. Clifton Peay

Ms. Ellen Fitzsimmons, *Rector*

Mr. Steve DeLuca, *Vice Rector*

#### **COMMITTEE MEMBERS ABSENT**

Hon. Siobhan Dunnivant, M.D.

#### **OTHER BOARD MEMBERS PRESENT**

Hon. Peter Farrell

Mr. P2 Sandhu

#### **OTHERS PRESENT**

Dr. Michael Rao, *President*

Dr. Arturo Saavedra, *Interim Executive Vice President and Provost*

Dr. Marlon Levy, *Senior Vice President for Health Sciences and CEO VCU Health*

Dr. Andrew T. Arroyo, *Senior Vice Provost for Academic Affairs*

Dr. Daniel Gutierrez, *Faculty Director of Convergence Labs*

Dr. Stephen Kates, *Interim Dean, School of Medicine*

Dr. Susan Kornstein, *Executive Director, Institute for Women's Health*

Dr. Kathleen Rudasill, *Senior Vice Provost for Faculty Affairs*

Dr. John Ryan, *Associate Vice President for Research Development*

Dr. Cristina Stanciu, *Director, Humanities Research Center*

Dr. Monica Swahn, *Dean, School of Public Health*

Ms. Jamie Stillman, *Executive Director of Academic Operations, Office of the Provost*

Presidential Cabinet of VCU

Members of the media

### **CALL TO ORDER**

Dr. Dale Jones, Chair of the Academic, Health Affairs and Research Committee, called the meeting to order at 10:48 a.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 three items that were provided in advance for review the committee meeting minutes for November 21, 2025 and proposals to retire two policies:

- Faculty Promotion and Tenure Policies and Procedures for Faculty Hired Prior to 2010-2011
- Faculty Promotion and Tenure Policies and Procedures for Faculty Hired between July 1, 2010 and December 31, 2022

On a motion duly made and seconded, the committee approved unanimously the November 21, 2025 meeting minutes and to recommend to the board the two policies to retire as presented.. The meeting minutes are posted at <https://bov.vcu.edu/meetings/minutes/>. The proposals for retirement of the two policies are attached hereto as *Attachment A* and is made a part hereof.

### **OPEN SESSION**

The Academic, Health Affairs and Research Committee heard from Arturo Saavedra, M.D., Ph.D., interim executive vice president and provost who introduced a joint report on Future proofing VCU through interdisciplinarity. Joining him in the presentation were Marlon Levy M.D., MBA, senior vice president for health sciences & CEO of VCU Health, and John Ryan Ph.D., associate vice president for research development. The report, which focused on the crucial need for the university's functional areas to operate in a matrixed environment, provided an overview of efforts designed to cut across schools, colleges and services. Among the items covered were the interdisciplinary efforts of VCU's Research and Innovation enterprise, including 16 Research Clusters, which encourage faculty researchers to collaborate with members of other units to address societies grand challenges; and VCU's Research Institutes and Centers, which are interdisciplinary by design and frequently support the efforts of the Research Clusters.

Following the research-specific efforts, VCU's Enterprise Convergence Labs were discussed, focusing on their ability to enable faculty work across all schools and colleges to collaborate on interdisciplinary curricula including experiential learning, transdisciplinary research, and community and industry partnership. There was a final overview of the current efforts by University College to introduce curricula that cuts across disciplines, including a practical AI minor and an applied AI graduate certificate; a neuroscience major and minor; and a mental health microcredential. The committee encouraged the administration to continue to report on AI

The committee engaged in a discussion with a panel of six VCU faculty and staff regarding their focus on interdisciplinarity. Panelists included Andrew T. Arroyo, Ed.D., senior vice provost for

Virginia Commonwealth University  
Board of Visitors  
Academic, Health Affairs and Research Committee  
DRAFT  
February 27, 2026 Minutes

academic affairs; Daniel Gutierrez, Ph.D., LPC, CSAC, faculty director of convergence labs; Stephen Kates, M.D., interim dean, School of Medicine; Susan G. Kornstein, M.D., executive director, Institute for Women's Health; Cristina Stanciu, Ph.D., director, Humanities Research Center; and Monica Swahn, Ph.D., dean, School of Public Health. The committee expressed support for the work that is being done.

A copy of this presentation is attached hereto as *Attachment B* and is made a part hereof.

**ADJOURNMENT**

There being no further business, Dr. Dale Jones, *Chair*, adjourned the meeting at 12:13 p.m.

# Executive Summary for Policy Retirement: **Faculty Promotion and Tenure Policies and Procedures for Faculty Hired Prior to 2010-2011**

**Policy Type:** Promotion and Tenure

**Responsible Office:** Office of the Provost, Faculty Affairs

**Draft Date:** 05/19/2006

**Initial Policy Approved:** 05/19/2006

**Current Revision Approved:** 05/19/2006

**Policy Retirement Process Tracking:**

**Respective Cabinet Member Approval to Retire Policy:** 12/05/2025 Dr. Bev Warren

**Integrity & Compliance Office Review:** 12/04/2025

**President's Cabinet Approval to Retire Policy:** 02/09/2026

**Board of Visitors Approval to Retire Policy [BOV policies only]:** MM/DD/YYYY

**Why is this policy being retired?**

There is no longer a need to govern this topic.

The topic is covered by another policy.

**Justification for selection above:**

This policy is now governed by the Transitional Faculty Promotion and Tenure Policies and Procedures for term and tenure-eligible faculty hired before 7/1/2026 (formerly entitled the Interim Faculty Promotion and Tenure Policies and Procedures-For Faculty Hired Beginning 1/1/2023) which will be the P&T policy that is used during the sunset period for faculty hired prior to 7/1/2026 as outlined in the new P&T and Term Promotion policies, approved on 11/21/2025. The nominal difference between this policy (being retired) and the Transitional Faculty Promotion and Tenure Policies and Procedures is that this policy does not specify any requirements for external reviewers. The Transitional Faculty Promotion and Tenure Policies and Procedures specifies the requirement to have letters from at least 3 external reviewers (for faculty hired before 1/1/2023) and at least 5 external reviewers from R1 institutions (for faculty hired on or after 1/1/2023). Retiring this policy is part of an effort to streamline and simplify the promotion and tenure policies that apply during the sunset period which includes a) retiring this policy; b) retiring the Faculty Promotion and Tenure Policies and Procedures for Faculty hired between 2010 and 12/1/2022; and, c) revising the Transitional Faculty Promotion and Tenure Policies and Procedures for term and tenure-eligible faculty hired before 7/1/2026.

# Executive Summary for Policy Retirement: **Faculty Promotion and Tenure Policies and Procedures – For Faculty Hired Between July 1, 2010 and December 31, 2022**

**Policy Type:** Promotion and Tenure

**Responsible Office:** Office of the Provost, Faculty Affairs

**Draft Date:** 05/10/2013

**Initial Policy Approved:** 09/24/1981

**Current Revision Approved:** 05/10/2013

**Policy Retirement Process Tracking:**

**Respective Cabinet Member Approval to Retire Policy:** 12/05/2025 Dr. Bev Warren

**Integrity & Compliance Office Review:** 12/04/2025

**President’s Cabinet Approval to Retire Policy:** 02/09/2026

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LONG-TERM STUDENT SUCCESS AND WORLD-CHANGING RESEARCH.

# Future-proofing VCU through interdisciplinarity

Academic Health Affairs and Research Committee

February 27, 2026

WE  
ARE  
UNAFRAID  
VCU



A man with a beard and glasses, wearing a dark suit, white shirt, and patterned tie, stands in front of a large window. The window looks out onto a cityscape with buildings and trees. The man is looking directly at the camera.

## **P. Srirama Rao, Ph.D.**

Vice President for Research and Innovation

I'm so sorry I'm unable to

School of  
Education

School of  
Business

College of  
Engineering

College of  
Humanities  
and Sciences

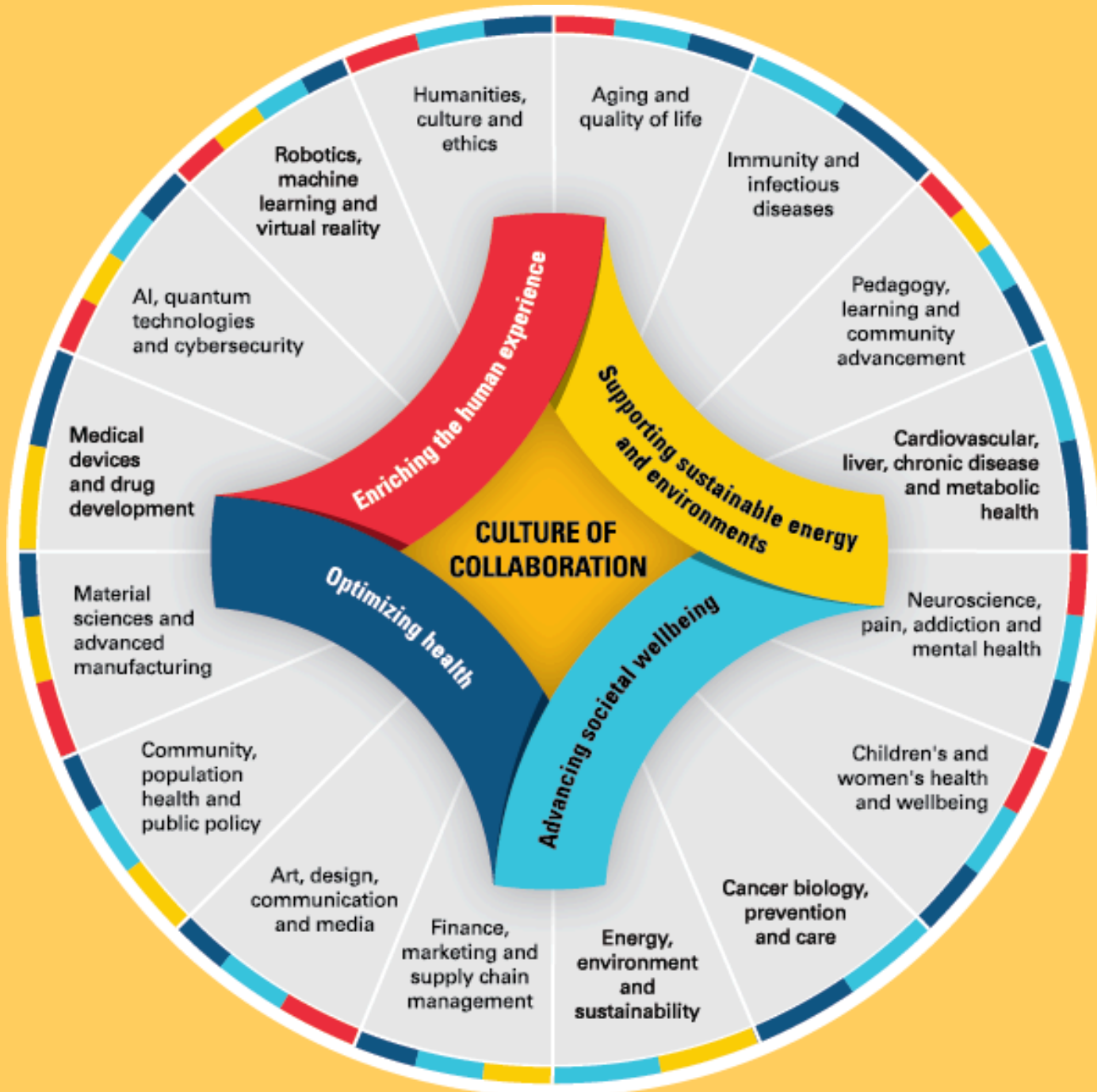
School of  
Education

School of  
Medicine

School  
of  
Pharmacy

**VCU Research Clusters**

**VCU Convergence**



# VCU Research Clusters

- **Center for Drug Discovery (C2D)**
- **Center on Health Advancement (COHA)**
- **Center for Microbiome Engineering and Data Analysis (cMEDA)**
- **Center for Rehabilitation Sciences and Engineering (CERSE)**
- **Center on Society and Health (CSH)**
- **Clark Hill Institute for Positive Youth Development (CHI)**
- **Humanities Research Center (HRC)**
- **Institute for Creative Research (ICR)**
- **Institute for Drug and Alcohol Studies (IDAS)**
- **Institute for Research on Behavioral and Emotional Health (IRBEH)**
- **Institute for Sustainable Energy and Environment (ISEE)**
- **Institute for Women's Health (IWH)**
- **Partnership for People with Disabilities (PPwD)**
- **Pauley Heart Center (PHC)**
- **Virginia Institute for Psychiatric and Behavioral Genetics**
- **Massey Comprehensive Cancer Center (MCCC)**
- **Wright Center for Clinical and Translational Research (WCCTR)**

# Current university-wide research-related institutes and centers



# RICs and research clusters are interdisciplinary

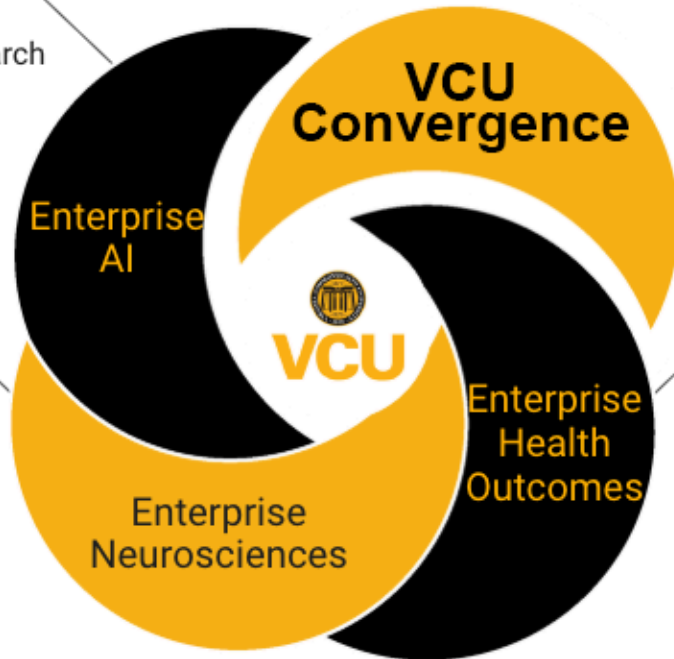
	Center for Drug Discovery	CERSE	Humanities Research Center	IDAS	Institute for Sustainable Energy and Environment	Institute for Women's Health	Clark Hill Institute	VIPBG
Aging	✓	✓	✓			✓		✓
AI		✓	✓		✓	✓	✓	
Art/design			✓		✓	✓	✓	
Cancer	✓	✓				✓		
Cardiovascular/metabolic	✓	✓		✓		✓		✓
Children/womens health	✓	✓	✓	✓		✓	✓	✓
Population health		✓	✓	✓	✓	✓	✓	
Energy			✓		✓	✓		
Humanities			✓			✓		
Finance/supply chain					✓	✓		
Immunity/infectious disease	✓	✓		✓		✓		
Material sciences					✓	✓		
Med. devices/drug dev.	✓	✓		✓		✓		
Neuroscience	✓	✓		✓		✓		✓
Pedagogy		✓	✓		✓	✓	✓	
Robotics		✓	✓	✓			✓	

### Faculty Engagement

Faculty co-create transdisciplinary research and interdisciplinary curricula.

### Community & Industry Partnerships

Community and industry partners collaborate on research and educational initiatives.



### Learner Involvement

Learners engage in traditional and experiential learning.

# VCU Convergence

Strategic Initiatives											
Transdisciplinary Research			Interdisciplinary Academic Programs					Microcredentials		Transformative Learning	
	Neuroscience	Mental Health	Health Outcomes	AI Accelerator Workshop	Practical AI Minor	Applied AI Graduate Certificate	Mixed/Immersive Reality Studies Minor	Neuroscience Major & Minor	Mental Health	Vertically Integrated Projects	Undergraduate research
Engineering	Yes	No	No	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
Health Professions	Yes	No	Yes	Yes	Yes	No	No	Yes	No	Yes	Yes
Humanities and Sciences	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
Arts	No	No	No	No	Yes	No	Yes	Yes	No	Yes	Yes
Business	No	No	No	Yes	Yes	Yes	Yes	No	No	Yes	Yes
Dentistry	Yes	No	No	No	Yes	No	Yes	No	No	No	Yes
Education	No	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Government and Public Affairs	No	No	No	No	No	No	No	No	No	No	Yes
Medicine	Yes	Yes	Yes	Yes	No	Yes	No	Yes	Yes	No	Yes
Nursing	Yes	No	Yes	No	No	No	No	No	Yes	No	Yes
Pharmacy	Yes	No	Yes	Yes	No	No	No	Yes	No	Yes	Yes
Public Health	No	No	Yes	Yes	No	No	No	No	No	No	Yes
Social Work	No	Yes	Yes	No	No	No	No	No	Yes	No	Yes

	Transdisciplinary Research			Interdisciplinary Academic Programs				Microcredentials	Transformative Learning		
	Neuroscience	Mental Health	Health Outcomes	AI Accelerator Workshop	Practical AI Minor	Applied AI Graduate Certificate	Mixed/Immersive Reality Studies Minor	Neuroscience Major & Minor	Mental Health	Vertically Integrated Projects	Undergraduate research
Engineering											
Health Professions											
Humanities and Sciences											
Arts											
Business											
Dentistry											
Education											
Government and Public Affairs											
Medicine											
Nursing											
Pharmacy											
Public Health											
Social Work											

	Transdisciplinary Research			Interdisciplinary Academic Programs				Microcredentials	Transformative Learning		
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Engineering											
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Humanities and Sciences											
Arts											
Business											
Dentistry											
Education											
Government and Public Affairs											
Medicine											
Nursing											
Pharmacy											
Public Health											
Social Work											

Strategic Pillars											
Transdisciplinary Research			Interdisciplinary Academic Programs						Microcredentials	Transformative Learning	
	Neuroscience	Mental Health	Health Outcomes	AI Accelerator Workshop	Practical AI Minor	Applied AI Graduate Certificate	Mixed/Immersive Reality Studies Minor	Neuroscience Major & Minor	Mental Health	Vertically Integrated Projects	Undergraduate research
Engineering	Light	None	None	Light	Light	Light	Light	Light	None	Light	Light
Health Professions	Light	None	Light	Light	Light	None	None	Light	None	Light	Light
Humanities and Sciences	None	Light	Light	Light	Light	Light	Light	Light	None	Light	Light
Arts	None	None	None	None	Light	None	Light	Light	None	Light	Light
Business	None	None	None	Light	Light	Light	Light	None	None	Light	Light
Dentistry	Light	None	None	None	Light	None	Light	None	None	None	Light
Education	None	Light	None	Light	Light	Light	Light	Light	Dark	Light	Light
Government and Public Affairs	None	None	None	None	None	None	None	None	None	None	Light
Medicine	Light	Light	Light	Light	None	Light	None	Light	Dark	None	Light
Nursing	Light	None	Light	None	None	None	None	None	Dark	None	Light
Pharmacy	Light	None	Light	Light	None	None	None	Light	None	Light	Light
Public Health	None	None	Light	Light	None	None	None	None	None	None	Light
Social Work	None	Light	Light	None	None	None	None	None	Dark	None	Light

## Academic mission

Faculty engagement and excellence

Student success

Curricula

Community partners

## Knowledge creation

Research institutes and centers

Core laboratories

Strategic priorities and research clusters

## Fiscal support

Space and infrastructure

Licensing and patents (ROI)

Budgeting

## Government and regulatory

SCHEV/SACSCOC

Local/state/federal support

New economic entrants (pharma, etc.)

## Community

Societal challenges and solutions

New perspectives

Increased regional impact

Internships

# Interdisciplinarity

# Future-proofing VCU through interdisciplinarity

## Moderators

**Arturo Saavedra, M.D., Ph.D.**, interim executive vice president and provost

**Marlon Levy, M.D.**, senior vice president for VCU Health Sciences, chief executive officer of VCU Health System

**John Ryan, Ph.D.**, associate vice president for research development



**Andrew Arroyo, Ed.D.**  
*Senior vice provost and  
professor  
Office of the Provost*



**Daniel Gutierrez, Ph.D.**  
*Faculty director of  
Convergence Labs  
School of Education*



**Stephen Kates, M.D.**  
*Interim dean  
School of Medicine*



**Susan Kornstein, M.D.**  
*Director  
Institute for Women's  
Health*



**Cristina Stanciu, Ph.D.**  
*Director  
Humanities Research  
Center*



**Monica Swahn, Ph.D.**  
*Dean  
School of Public Health*



# VCU

Academic, Health Affairs and Research Committee

February 27, 2026

## Panelist Biographies



### **Andrew T. Arroyo, Ed.D.**

Senior Vice Provost for Academic Affairs  
Interim Dean of University College  
Professor, School of Education

Andrew T. Arroyo, Ed.D., serves as Senior Vice Provost for Academic Affairs, Interim Dean of University College, and Professor of Educational Leadership at Virginia Commonwealth University. A scholar-practitioner with more than three decades of experience across higher education, community engagement, and corporate wellness, he brings a uniquely interdisciplinary perspective to academic leadership. Dr. Arroyo's career includes securing major external funding, co-creating national faculty development initiatives, and contributing extensively to research on student success at minority-serving institutions. Prior to transitioning into academia in his mid-thirties, he spent a decade in community engagement and several years as a corporate fitness director and personal trainer. The author of multiple books and peer-reviewed studies, Dr. Arroyo continues to explore innovative approaches to organizational change and the future of higher education.



### **Daniel Gutierrez, Ph.D., LPC, CSAC**

Faculty Director of Convergence Labs  
Professor, Counseling and Special Education, School of Education

Daniel Gutierrez, Ph.D., LPC, CSAC, is a professor whose research focuses on mental health strategies that support resilience, well-being, and human flourishing in the face of chronic stress and life challenges. His scholarship spans two primary areas: the development of evidence-informed interventions to promote individual and community thriving, and the exploration of contemplative practices and spirituality as pathways for personal transformation and social renewal.

Dr. Gutierrez serves as the Director of the Socially Transformative Applied Research (STAR) Lab and is a member of the Convergence Labs at Virginia Commonwealth University, where he engages in interdisciplinary research that connects science, practice, and community impact. A licensed professional counselor and certified substance abuse counselor, he brings over a decade of clinical experience into his teaching, research, and mentorship.

He was named a Fellow of the American Counseling Association (ACA) and received the Distinguished Alumni Award from the University of Central Florida. A former president of the Association for Spiritual, Ethical, and Religious Values in Counseling (ASERVIC), Dr. Gutierrez currently serves as Editor-in-Chief of Counseling and Values, the leading journal for research on spirituality and ethics in the counseling profession.



## **Stephen Kates, M.D.**

Interim Dean, School of Medicine

Professor and Chair, Department of Orthopaedic Surgery, School of Medicine

Dr. Kates is an orthopaedic surgeon and currently serving as interim Dean of the School of Medicine at Virginia Commonwealth University, where he specializes in knee replacements, hip replacements using an anterior approach, and orthopaedic trauma surgery involving the upper and lower extremities and the pelvic region. His extensive work with older adults led him to develop an internationally adopted model for treating geriatric fractures, now used in medical centers across Europe, Latin America, and Asia. A dedicated educator, he has strengthened the orthopaedic residency program by integrating enhanced training in geriatric care. As the John Cardea Professor of Orthopaedic Surgery, Dr. Kates also leads research focused on preventing and treating bone infections, work that earned his team the Richard A. Brand Award for Outstanding Orthopaedic Research in 2015. Outside medicine, he enjoys crafting classic furniture, rebuilding cars, and honing his metalworking skills in his home workshop.



## **Susan G. Kornstein, M.D.**

Executive director, Institute for Women's Health

Professor, Psychiatry and Obstetrics & Gynecology, School of Medicine

Susan G. Kornstein, M.D. is Professor of Psychiatry and Obstetrics & Gynecology at VCU School of Medicine and Executive Director of the VCU Institute for Women's Health, a university-level institute that she co-founded in 1999. She has served in a number of other leadership roles at VCU including Chair of the Division of Outpatient Psychiatry, Medical Director of the VCU Clinical Trials Office, and Director of Clinical Research for the Department of Psychiatry. She is currently a trustee on the MCV Foundation Board and has previously served on the VCU Health System Board and the Virginia Premier Health System Board.

Dr. Kornstein is an internationally known researcher in depression and women's mental health who has been principal investigator on more than 90 grants totaling over \$30 million in funding from the National Institutes of Health, the National Science Foundation, Department of Health and Human Services, and industry. She is editor-in-chief of the Journal of Women's Health, past president of the International Association for Women's Mental Health, past president of the North American Society for Psychosocial Obstetrics and Gynecology, and a past member of the NIH Advisory Committee for Research on Women's Health. She is Chair of VCU's annual Health of Women Conference and a board member of the American Society of Clinical Psychopharmacology. She edited the first textbook on women's mental health and has authored 169 scientific journal articles, 24 book chapters, and over 200 scientific abstracts. She has been a consultant to the U.S. Surgeon General, DHHS, NASA, and many pharmaceutical companies on women's mental health concerns and has served on numerous national scientific advisory boards. She has given many media interviews, including the New York Times, CNN, U.S. News and World Report, Science Magazine, People Magazine, and numerous women's magazines.



## **Cristina Stanciu, Ph.D.**

Director, Humanities Research Center  
Professor, Department of English, College of Humanities and Sciences

Cristina Stanciu is Professor of English and the Director of the VCU Humanities Research Center (HRC). An award-winning scholar of Indigenous studies, she has received major support from the National Endowment for the Humanities (NEH) and the Andrew W. Mellon Foundation, including a recent Fulbright Canada Research Chair in Justice and Reconciliation. Her scholarship has shaped national and international conversations in Indigenous studies and American studies.

Since 2020, Dr. Stanciu has led the HRC's transformation into a university-wide hub for collaboration, intellectual exchange, and community-engaged initiatives. With interdisciplinary teams, she has launched ten Humanities Labs—research hubs where faculty, graduate students, and undergraduates across both campuses explore major humanistic themes collaboratively. Projects range from AI and environmental inquiry to health, memory studies, migration, and public humanities, bringing humanities perspectives to bear on complex social, cultural, and ethical challenges. An internationally recognized scholar and humanities leader, she serves on the board of the global Consortium of Humanities Centers and Institutes (CHCI) and regularly advises national and international funding agencies. Her work demonstrates the value of humanities research in shaping knowledge, culture, and public understanding, while building infrastructure that enables faculty, students, and communities to collaborate at scale.



## **Monica Swahn, Ph.D.**

Dean, School of Public Health  
Charles W. & Evelyn F. Thomas Endowed Professor in Epidemiology, School of Public Health

Monica Swahn, Ph.D., currently serves as the Dean of the School of Public Health at Virginia Commonwealth University. She is a distinguished global public health leader known for her visionary, community-engaged approach to research and academic leadership. Her work focuses on the structural drivers of alcohol use, violence, and HIV/AIDS in the U.S. and internationally, with particular attention to how alcohol contributes to health disparities and chronic diseases such as breast cancer. Dr. Swahn has advanced global health initiatives as a Fulbright Scholar in Uganda and as a consultant for organizations including the United Nations Development Program, the World Health Organization, and the Pan American Health Organization. She has held major leadership roles at Georgia State University and previously served nearly a decade as a health scientist and epidemiologist at the Centers for Disease Control and Prevention. She is committed to fostering innovation at VCU by advancing new ideas, technologies, and partnerships that strengthen research, deepen community engagement, and expand the school's global impact on health equity.