



VCU

Quest 2025: Together We Transform

Excellence and Access

AY 2019-25

Table of contents

I.	Letter from the president	1
II.	The planning process	2
III.	Mission, vision and values	5
IV.	VCU's impact on the Richmond region	6
V.	Resourcing the strategic plan	8
VI.	Quest 2025: Together We Transform – Themes, goals, strategies and metrics	9
	<i>Strategic Plan Overview</i>	10
	<i>Theme I: Student Success</i>	11
	<i>Theme II: National Prominence</i>	13
	<i>Theme III: Collective Urban and Regional Transformation</i>	15
	<i>Theme IV: Diversity Driving Excellence</i>	17
VII.	Implementation and accountability for results	19
VIII.	Strategic plan dependence upon subordinate plans	22
IX.	Appendices	23
	<i>Appendix A: Timeline - listening sessions</i>	
	<i>Appendix B: Steering Committee membership</i>	
	<i>Appendix C: Work group membership</i>	

I. Letter from the president

Dear VCU Community:

For six years, our strategic plan, Quest for Distinction, served us well. It helped elevate us as a nationally premier research university; led to records in student and faculty success, innovation and creativity, philanthropy, and campus development; and unified us more than ever as one VCU.

It lived up to its name: Like never before, we are a university of distinction.

As we close Quest for Distinction and launch the strategic plan that will guide us into a new era, we recognize that we are not changing direction or the spirit of who we are as a university. In fact, we are investing in that distinctive spirit to build what makes us exceptional even stronger.

This new strategic plan, called Quest 2025: Together We Transform, is the next phase in Virginia Commonwealth University's rise as a preeminent urban public research university distinguished by and committed to advancing equitable access to social, economic and health success. We will take this distinction to the next level by:

- Ensuring a 21st-century, real-world learning experience for our students by redesigning the undergraduate curriculum and driving innovation, access and excellence for students at every level.
- Raising our institutional profile by building on our proven interdisciplinary and collaborative research strengths to meet public need. These include neurosciences and addiction studies, cancer, children's and women's health, pharmaceutical engineering and cardiovascular health.
- Leveraging expertise from across the university and health system to provide patients access to robust, high-quality health care in a competitive environment, resulting in an unparalleled patient experience.

What we are going to do is important. So is how we are going to do it. As we move from distinction to preeminence, we will boldly pursue social and health equity; our efforts will positively affect the people of Virginia and beyond. We will innovate to change better, faster and with greater focus than our peers around the nation. And we will stay true to our roots of discovery in science, scholarship and creative expression to unfailingly serve the public good.

This is Quest 2025: Together We Transform. This is VCU.

I am grateful to every member of our community who have and will continue to dedicate themselves to the important work with will do together for these next six years. Together we make a difference. Together we move forward. Together we transform.

Sincerely,

Michael Rao, Ph.D.
President, VCU and VCU Health System

II. The planning process

This report represents the culmination of an institution-wide planning process, one that sought input from a broad range of university stakeholders, including alumni as well as representatives from the community. It reflects One VCU — our commitment to a common vision and alignment of values and goals that transcends our parts to enhance our community’s well-being and advance the VCU enterprise. It speaks to VCU’s revised vision as “a preeminent national urban public research university and academic health center,” and describes a strategic framework for leveraging our strengths, optimizing our capacity and capitalizing on opportunities to drive transformative education, research and scholarly activity, excellence through diversity, and local and regional impact.

In August, 2016, VCU President Michael Rao appointed Dr. Gail Hackett, provost and vice president of Academic Affairs, and Dr. Marsha Rappley, vice president for Health Sciences and CEO, VCU Health System, to co-chair the development of VCU’s next strategic plan, Quest 2025: Together We Transform. The name of the plan builds upon the significant brand equity and success realized by VCU’s most recent strategic plan, Quest for Distinction. **Together** emphasizes one university and our collaborative efforts; **we** means each of us has a role in working together; and **transform** is our call to action.

Members of the strategic plan project team hosted 260 participants at 12 listening sessions in November 2016. These sessions were designed to collect broad ideas to contribute to the strategic plan steering committee’s charge to set the planning direction and to establish initial thematic priorities. [See Appendix A.] Faculty, staff and students shared their vision for VCU.

Strategic priorities	Operational priorities
Community engagement: <i>“We are a campus without walls”</i>	Student financial support: <i>“Keep VCU affordable”</i>
Diversity: <i>“Diversity is who we are and [whom] we serve”</i>	Resource the priorities: <i>“We want leadership to prioritize and provide resources for those priorities”</i>
Student support: <i>“Financial, academic and social supports for students [are key]”</i>	Take care of our people: <i>“We need to find ways to take care of our faculty and staff in the face of budget reductions”</i>
Branding/prominence: <i>“We need to be seen as Richmond’s university [while having] a national and international reach”</i>	Build on our progress: <i>“Take what we built from Quest and grow from there”</i>

In January, 2017, co-chairs Drs. Hackett and Rappley charged the 47-member Strategic Plan Steering Committee [Appendix B], with representation from senior leadership, faculty, students, staff, alumni and the community at large, as follows:

- Lead a transparent and inclusive process
- Serve with an institutional focus and a commitment to the overall success of the university
- Affirm VCU's mission, vision and values
- Build upon the success of the current strategic plan to set a direction for even greater success
- Integrate themes, goals and university initiatives already underway, including:
 - Diversity and inclusion
 - Resource allocation aligned with strategic priorities, e.g., HR Redesign and Facilities Master Plan
 - Efficient and effective practices and operations
- Charge work groups with proposing theme-related goals, strategies and implementation plans to achieve the goals

Drs. Hackett and Rappley formed and charged five work groups on behalf of the Steering Committee in late spring 2017. [See Appendix C for membership for the work groups along with their subsidiary task groups.] Each was co-chaired by VCU faculty and included members of the VCU community who were knowledgeable about and actively involved in the respective thematic area. Nearly 100 VCU faculty, staff, students and community members were active participants in the work and task group planning efforts. The five themes were:

- Student success
- National prominence
- Urban and regional transformation
- Culture of appreciation
- Leveraging diversity

Each work group was tasked with describing the scope of each theme as well as identifying related goals. In addition, four of the five work groups formed subsidiary task groups to explore specific sub-theme areas. Members of the Leveraging Diversity work group aligned themselves with the other four work groups to ensure close integration of efforts and strategies along the diversity, inclusion and equity continuum. The work groups and their respective task groups met numerous times between April 2017 and January 2018, conducting background research, considering VCU's current position, and exploring new ideas and opportunities. The Steering Committee received initial recommendations from the work groups in December 2017 for review and feedback. These continued to be refined throughout the following spring term.

The university community was actively engaged in the strategic planning process. Town halls were held on the Monroe Park and MCV campuses in April and October 2017 and again in March 2018 to seek broad input regarding the direction and proposed elements of the strategic plan. Town halls were streamed via Facebook for live viewing. More than 400 VCU faculty, staff and students attended the town halls while over 13,000 clicked in to view the live streams. Members of the Strategic Plan Project Management Office (PMO) met with numerous VCU leadership groups, including the Faculty Senate, Council of Deans, the Associates Forum, VCU Community Liaisons and staff from several divisions, including Administration, Student Affairs and Strategic Enrollment Management to provide updates on the plan's progress and to solicit additional feedback. Community members participated as co-leaders and members of the task groups under the Collective Urban and Regional Transformation work group, providing input and seeking alignment with community-identified priorities and goals. Additionally, the Quest website [<https://quest.vcu.edu>] deployed a number of short surveys to the VCU community at large to seek input on the plan and its progress from faculty, staff and students throughout the 2017-18 academic year.

In January 2018, Drs. Hackett and Rappley charged a Writing Group, comprised of a member from each of the five work groups and the strategic plan PMO, to draft the strategic plan. The following iterative writing process incorporated feedback from the various stakeholder outreach efforts, as well as high-level input from the Cabinet and Board of Visitors. This process included:

- Refining institutional strategies to achieve the individual goals
- Identifying a range of possible metrics to measure progress and impact
- Drafting preliminary implementation plans for each goal, inclusive of primary responsibility, magnitude of resources required, targeted source of resource needs, priority level, initial timeline and major milestones

As a result of this work, VCU will continue to refine and strengthen its distinction as the premier example of a 21st century university and to maintain its position as the nation's only public, urban university that can claim Carnegie recognition as highest research and community engaged, with a nationally ranked academic medical center, five health professions schools, status as a National Cancer Institute-designated Cancer Center and recipient of a Clinical Translational Science Award from the National Institutes of Health.

III. Mission, vision and values

Our mission

Virginia Commonwealth University and its academic health sciences center serve as one national urban public research institution dedicated to the success and well-being of our students, patients, faculty, staff and community through:

- Real-world learning that furthers civic engagement, inquiry, discovery and innovation
- Research that expands the boundaries of new knowledge and creative expression and promotes translational applications to improve the quality of human life
- Interdisciplinary collaborations and community partnerships that advance innovation, enhance cultural and economic vitality, and solve society's most complex challenges
- Health sciences that preserve and restore health for all people, seek the cause and cure of diseases through groundbreaking research and educate those who serve humanity
- Deeply engrained core values of diversity, inclusion and equity that provide a safe, trusting and supportive environment to explore, create, learn and serve

Our vision

As a preeminent national, urban, public university and academic health center, Virginia Commonwealth University will be distinguished by its commitments to inclusion, access *and* excellence; innovative and transformative learning; impactful research; exceptional patient care and beneficial community impact.

Our core values

- *Accountability*: Committing to the efficient and transparent stewardship of our resources to achieve institutional excellence
- *Achievement*: Ensuring distinction in learning, research and scholarly pursuits, service and patient care
- *Collaboration*: Fostering collegiality and cooperation to advance learning, entrepreneurship and inquiry
- *Freedom*: Striving for intellectual truth with responsibility and civility, respecting the dignity of all individuals
- *Innovation*: Cultivating discovery, creativity, originality, inventiveness and talent
- *Service*: Engaging in the application of learning and discovery to improve the human condition and support the public good at home and abroad
- *Diversity and inclusion*: Ensuring a climate of mutual trust and respect where individuals of differing cultural backgrounds, identities, abilities and life experiences are embraced, engaged and empowered to drive excellence and success
- *Integrity*: Adhering to the highest standards of honesty, respect and professional and scholarly ethics

IV. VCU's impact on the Richmond region

Virginia Commonwealth University began 180 years ago with a deep commitment to the social good. When, under the recommendations of the Wayne Commission, the Medical College of Virginia and the Richmond Professional Institute came together 50 years ago under the VCU name, our founding charter asked us “to confront on an intellectual and practical level the social environment which surrounds [us]. To relate [ourselves] to the community...and participate in the solution of existing problems.” VCU’s mission remains unchanged today, embodying our commitment as a positive force for progress to improve lives, save lives and to give life meaning. As such, VCU serves as the consummate catalyst for the commonwealth, with the greatest economic impact of any university in Virginia at \$6 billion. Our impact across the region and the commonwealth extends far beyond what is captured in the numbers, identifying contributions in key areas that shape economic impact and the overall quality of life.

- *Talent:* VCU produces graduates whose skills meet the needs of area businesses and other organizations. A local business leader stated it this way: “VCU is the leader in the region’s talent pipeline.”
- *Innovation and the entrepreneurial ecosystem:* VCU is a leader in innovation and creativity, with a profound impact on the economy that reverberates across the region, the state, the nation and the globe. “The thought leaders in their field are at VCU,” stated a regional CEO. The report describes an example of this impact: “Venture Creation University is a university-wide initiative focused on nurturing and guiding the entrepreneurial and innovative mindset in students...The result of programs like these is that 51 percent of VCU students are interested in entrepreneurship and 30 percent want to start a company.”
- *Regional stewardship:* “VCU shows that it cares about the Richmond region by exercising leadership to address challenges and move forward. Its regional stewardship takes many forms, most of which can be grouped under the headings of community developer, convener, thought leader and moral leader.”
- *Local culture:* “VCU influences the local culture, the milieu of Richmond, creating both businesses that supply products and services, and a market that purchases distinctive products and services...VCU students, alumni and staff create a market that supports creative art, music, food, artisan products and sports.”

VCU’s spending on operations, maintenance and capital investment, and the spending of its employees, students and visitors generates 47,000 jobs and an economic impact of \$4 billion. When extended across the commonwealth of Virginia, the numbers expand to reflect 63,000 jobs and \$6 billion in economic impact. Other report findings include:

- While enrolled at VCU, students are strongly encouraged to engage in community service and gain hands-on experience serving the community. Nearly 4,100 students enrolled in student-learning courses during the 2016-17 academic year, contributing over 1.5 million hours in community service.
- In 2015, the Education Trust recognized VCU for its work in boosting graduation rates for traditionally underrepresented minority groups. VCU ranked among the top 26 universities nationwide for increasing the six-year graduation rate for all students and narrowing the gap between the graduation rate of underrepresented and white students.

- Some 65 percent of current VCU alumni live in the commonwealth, with more than 45,000 undergraduate alumni and over 22,000 graduate alumni located in the Richmond MSA. VCU alumni contribute nearly 6 percent, or \$218 million, of the commonwealth's annual state income tax. Based on estimates of how the education and skills levels of the region's workforce would differ in the university's absence, the report calculated \$511 million loss in potential annual earnings.
- Over the last 20 years, VCU capital projects have sustained neighborhoods through economically difficult eras. Between 1996 and 2013 — beginning near the peak of a violent crime epidemic and extending through the nadir of Richmond's population loss and the Great Recessions — VCU invested over \$1.6 billion in its Monroe Park and MCV campuses. The two campuses are connected by the Broad Street corridor. The city designated the corridor an arts and cultural district in 2012 as part of an effort to encourage redevelopment. Research suggests that markets with fine arts and other quality-of-life amenities are able to attract a "creative class" that, in turn, becomes a principal driver of economic opportunity. Two highly visible VCU capital projects bookend the district, with the Institute for Contemporary Art at the district's western terminus and the Children's Pavilion at its eastern terminus.
- VCU's Innovation Gateway partners with the Virginia BioTechnology Research Park and its Innovation Council to increase entrepreneurial activities and support economic growth throughout the region. In FY 2017, VCU received \$6.8 million in licensing revenues. A VCU start-up company, Sanyal Biotechnology, was selected as one of the Best University Start-ups in the nation. Launched as a result of VCU's Entrepreneur-in-Residence program, it was incubated in and graduated from the research park, and represents a telling example of VCU's focus on building strategic industry collaborations and regional partnerships, and supporting entrepreneurship and new venture creation.
- VCU has been ranked as a top 100 research university based on federal research expenditures by the National Science Foundation for six consecutive years. It is currently ranked 81st in federal research and development expenditures and received over \$275 million in total sponsored awards and research-directed gifts in FY 2017.
- A \$25 million award from the Bill and Melinda Gates Foundation in FY 2018 supported the launch of VCU's Medicines for All project, which conducts research aimed at lowering the cost of lifesaving drugs, making it less expensive to fight AIDS, tuberculosis, malaria and sleeping sickness.
- VCU's School of Pharmacy Pharmacist Collaborative Care and Outreach in the Community conducts seven outreach programs in inner-city and remote, rural areas that have limited access to care, with more than 200 students and faculty members from various health care disciplines caring for 6,700 patients annually.
- VCU Health treats the most medically, socially and financially vulnerable citizens and is committed to creating a better state of health for Virginia. One of its initiatives, the Richmond Health and Wellness program, helps 500 older adults in five senior housing facilities age in place well. Its Bridging the Gap youth violence intervention program enrolls at-risk inner-city youth with intensive case management services that connect them and their families with community resources to assist with housing, educational, vocational, social and mental health needs.

V. Resourcing the strategic plan

VCU realizes that funding strategic priorities identified under this plan will require an integrated, pan-university approach and will call for hard choices around resource allocation during what we anticipate to be challenging economic times. Growing affordability pressures among our students and their families will limit our ability to grow tuition rates. State support for higher education has rebounded somewhat from the 2008-09 recession, yet it is likely never to return to pre-recession spending levels for institutions of higher education and our students.

A fundamental principle for the strategic plan is VCU's commitment to use its full range of financial resources wisely, balancing investment decisions, whether sourced from new or reallocated funds, with the magnitude of the initiative's impact on our mission, particularly in advancing student success. This calls for working diligently to expand current revenue sources by efforts such as growing domestic non-resident and international enrollment, developing new sources of revenue and gaining efficiencies. New sources include competing effectively for new grants and contracts, increasing philanthropy, maximizing under-performing assets, seeking efficiencies throughout the institution to reduce or hold constant the cost of services, and pricing tuition and associated services competitively and with our students' ability to pay in mind. VCU will continue to make the case to the governor and state legislature that we warrant additional state funds, yet we recognize we cannot depend upon the availability of new funds to support our priorities.

The high-level implementation plan (details appearing in Appendix D) addresses a three-year time frame, bringing the university to the midpoint of the new strategic plan. The FY 2019 budget includes funds targeting the highest-priority initiatives identified in the plan, predominantly in support of enhanced and new student success initiatives. Beyond the plan's initial year, incremental or new investments in support of strategic priorities must come from increased and diversified sources of revenue and/or reallocating existing funds.

VI. Quest 2025: Together We Transform - Themes, goals, strategies and metrics

In its 1965 recommendation to merge the Medical College of Virginia with the Richmond Professional Institute to form Virginia Commonwealth University, the Wayne Commission Report described “an urban-oriented university as unique in that its basic philosophy concentrates on meeting the needs of an urban population living and working in an urban environment [with] the city... .” This set VCU apart from all other higher education institutions throughout the commonwealth, with a unique purpose to “[successfully] address...the pressing problems of rapid urbanization,” a distinction that remains to this day. Since its formation, VCU has thrived as a diverse, engaged and ambitious institution that has placed access and excellence at the heart of all it does. It continues to make the most of what makes it distinctive, serving as a public university committed to the public good.

Today, higher education across the commonwealth faces ever-growing challenges, ones that will call for it to play an increasingly important role. Too many people today view public education as a private benefit, a pathway only to personal gain. The belief that public universities serve the public good is disappearing. A recent Consumer Reports survey found almost half of college graduates say their education was not worth the expense. Under its newest strategic plan, Quest 2025: Together We Transform, VCU will lead the charge in reversing this trend by changing better, faster and with greater intentionality and focus than its peers. The educational experience we will provide will help our students graduate with more opportunities than they had when they arrived on campus, while the research, creative activity and community engagement we pursue will help society by solving its most vexing problems.

The 2014 Virginia Plan for Higher Education speaks to this role. “Virginians will need deeper and broader knowledge and skills to be engaged, productive participants in our evolving commonwealth and its economy. At the same time, the demographics of the emerging generation are changing, as an increasing share of our youth come from populations that historically have been underrepresented in both higher education and the highly educated sectors of our workforce.” The plan was informed by these goals for higher education:

- Provide affordable access for all
- Optimize student success for work and life
- Drive change and improvement through innovation and investment
- Advance the economic and cultural prosperity of the commonwealth and its regions

The plan’s goals reflect a significant overlap with VCU’s mission, vision and goals as outlined in this report.

Strategic plan overview

Virginia Commonwealth University will pursue four overarching, integrated themes in support of its mission and vision and in its continued drive for distinction and impact.



VCU's many constituencies may recognize that these strategic themes have been foundational elements driving our growth and success since first opening our doors. The difference between our most recent strategic plan, Quest for Distinction, and this new plan speaks to the level of focus, intentionality, energy and resources to be committed to each.

Quest 2025 – Theme I: Student Success

Our goal is to create a university culture that transforms the lives of our distinctive and diverse student population; one that supports students through inquiry, discovery, innovation and creative expression. One that engages faculty, staff and administrators to create resources that help students navigate university experiences focused on increasing student success. One that addresses the rising cost of higher education and continually seeks to provide affordable access and support on-time completion.

VCU strives to put our students at the center of all we do. While student-centered learning traditionally speaks to reflecting an individual student's needs and abilities in determining what and how students learn, and how their learning is assessed, our commitment to students moves beyond the learning environment. Our educational experience is a social ladder for our students, transforming their lives and dedicated to providing the skills they need to reach their dreams. With this in mind, student success speaks to achieving the intersection between a student's own goals, those established by the institution and expectations of employers as graduates enter and advance in the workplace. It goes beyond the time spent within the university experience; ensuring students have the tools they need to advance beyond graduation and make a difference in an increasingly diverse and connected world. One priority among this longitudinal approach to learning and transformation is to ensure VCU's offers its students a 21st century learning experience, beginning with the redesign of the undergraduate curriculum while also driving innovation and widespread engagement around excellence and change throughout the graduate and professional programs. Such renovation and transformation will encompass the following principles:

- Create collaborative partnerships that cross departments and campuses and create cross-disciplinary university-wide learning outcomes
- Support excellence and innovation in teaching
- Engage faculty in the design and implementation of transformative curricula
- Empower student voices to be engaged learners and to contribute to curricular design
- Link diversity, inclusion and equity to how students are taught
- Integrate diversity into disciplinary content and teaching practices

Another priority is to support affordable access to higher education. VCU educates students unlike those found at most other research universities. We are more diverse, both in our race and ethnicity composition and in the socio-economic profile of our students. Many of our students come from fewer family resources than their peers have across the commonwealth. VCU educates — and graduates — more low-income students than our Tier III peers combined, the University of Virginia, Virginia Tech and William & Mary. Approximately 17 percent of VCU students move up two or more income quartiles after they graduate, among the highest of any university in the mid-Atlantic. Yet, VCU students also graduate with higher levels of debt than those from peer institutions. We are committed to lowering student debt and enhancing the overall return students gain on their investment in their degree.

Our plan establishes three goals to address continued efforts to drive student success. These are accompanied by a number of high-level strategies and wide range of metrics to track performance and measure progress over time.

Theme I: Student Success – Transform the lives of our distinctive and diverse student population through a university culture that supports every student’s success through inquiry, discovery, innovation, civic engagement and creative expression.

	Goals	Key strategies	Possible metrics
I.1	Transform the undergraduate curriculum to ensure we offer a 21st century learning experience	<ul style="list-style-type: none"> Establish task group to advise on implementation of evidence-based, innovative strategies and best practices in innovative pedagogy Promote interdisciplinary collaboration with the engagement of multiple knowledge communities in the development of academic programs Facilitate development of instructors in inclusive and transformative teaching practices 	<ul style="list-style-type: none"> Process milestones # and academic distribution of faculty involved in curricular redesign # of courses undergoing transformation/transformed % of students enrolled in transformed classes and/or programs
I.2	Prepare our students to be creative innovators and entrepreneurs who make a difference in an increasingly diverse and connected world	<ul style="list-style-type: none"> Strengthen student academic and career planning, readiness and employer engagement Create interprofessional or interdisciplinary learning opportunities for graduate and health professions students Continue program implementation, expand the R.E.A.L. (relevant, experiential and applied learning) initiative to all students and assess impact Increase our international student population and internationalization of VCU to enhance cross-cultural student experiences 	<ul style="list-style-type: none"> Demographics and % of students participating in R.E.A.L. initiatives Results from first destination and 5- to 10-year post-graduation surveys Change in # of international students
I.3	Enhance the university culture supporting student success, including improved retention and graduation rates	<ul style="list-style-type: none"> Advance a university-wide culture focused on the success of our students Expand student success campaigns for targeted populations Decrease student debt through targeted initiatives, for example: increased out-of-state and international enrollment; expanded online enrollment; expanded summer session; philanthropic scholarships Mobilize faculty, UAP and staff in implementing best practices in support of student success Empower students to define and support student success 	<ul style="list-style-type: none"> Graduation rates – overall and by demographic categories Average UG student debt at graduation Retention rates Student Satisfaction Index (NSSE, Noel-Levitz, HERI DLE) # of T&R faculty Tenured/tenure track faculty as % of total FT faculty Philanthropic \$ supporting scholarships and/or # of student scholarships awarded % satisfaction on Advising Student Satisfaction Survey Performance on 30/60/90 student assessments

Quest 2025 – Theme II: National Prominence

In setting a vision to be recognized as a preeminent national urban public research university and academic health center, we will leverage the many strengths and opportunities available through the achievement of “one VCU.” Our public university is a public good because our research and creative activity positively impact society. VCU serves as a “social lab,” engaging in research with a social conscience; research that advances society and helps people live longer, better lives. Examples of VCU’s research as a public good include expanding our Medicines for All initiative, which makes life-saving prescriptions more affordable and is supported by a \$25 million Gates Foundation grant, and our national leadership in funded research tackling opioid addiction, with over 30 projects across VCU’s campuses. These initiatives and others reflect VCU’s commitment to bring together colleagues from across disciplines to solve public crises from all angles.

Theme II of the new strategic plan speaks to unleashing VCU’s potential and focusing our efforts across the boundaries of research, faculty achievement, our connection to the urban community, and student success to achieve prominence both nationally and globally. Since we recognize that resources will continue to be a limiting factor for the near future, it is imperative that VCU sets priorities and allocates investments around initiatives that build upon current strengths and raise our institutional profile. These include neuroscience and addiction studies, cancer, children’s and women’s health, cardiovascular health and pharmaceutical engineering.

The new plan will focus on removing barriers to successful collaboration and identifying opportunities to expand our interdisciplinary research and scholarship portfolio, enabling VCU to leverage its resources more efficiently and effectively across multiple units and programs. It builds upon our commitment to the public good by strengthening areas where our expertise meets public need. We will boldly advance social and health equity.

One of VCU’s greatest attributes is our diverse and distinctive student body. Our urban location, research portfolio and commitment to community engagement serve as a powerful springboard for enhanced efforts to engage our students in scholarship and research. We are committed to actively engaging our students in research efforts, further motivating them and enhancing their educational experience. This provides yet another way for VCU to move ahead in terms of national prominence by promoting the quality and nature of our students and their achievements.

This plan sets out five goals to advance our preeminence as a public, urban research university with an academic health center, along with high-level strategies and potential metrics to track our progress towards achieving these goals.

Theme II: National Prominence – *Distinguish VCU as a preeminent urban public research university by growing areas of strength as researchers, innovators and educators.*

	Goals	Key strategies	Possible metrics
II.1	Create a university culture that supports and promotes VCU’s interdisciplinary research strengths, scholarship and creative expression	<ul style="list-style-type: none"> Invest in current areas of interdisciplinary strength: neurosciences; addiction studies; women’s and children’s health; cancer; pharmaceutical engineering; cardiovascular health Identify and invest in a select number of other interdisciplinary areas to diversify and strengthen VCU’s research portfolio, including the support and expansion of iCubed focus areas Fully implement the University Research Strategic Plan Invest in faculty and graduate student teams to facilitate research and scholarly activity that is nationally competitive with peer and aspirational institutions in strategic programmatic areas Remove administrative and research infrastructure barriers that limit interdisciplinary research 	<ul style="list-style-type: none"> Total federal research awards Total federal R&D awards # of interdisciplinary awards # of interdisciplinary graduate student funding opportunities # of policies reviewed and mitigated
II.2	Achieve academic distinction internationally, starting with national distinction for at least one program within each school/college	<ul style="list-style-type: none"> Identify programs to be raised to national distinction within each academic unit and develop plans to achieve goal Increase the university’s recognition and investment in the creation and dissemination of research, scholarship and creative work, and national recognition of the same Strengthen existing and build new Ph.D. programs in areas of prominence or potential strength in order to compete more effectively on a national level with our peers 	<ul style="list-style-type: none"> National rankings of graduate programs # of Ph.D. students enrolled # of master’s students enrolled Academic analytics-type program measures, e.g., publications, citations
II.3	Achieve national distinction through our successful engagement with and graduation of diverse student populations	<ul style="list-style-type: none"> Develop a pipeline of highly diverse (SES, URM and national origin) students with relevant and applied learning experiences for graduate and first health professions programs Expose students to interdisciplinary research and scholarship to prepare them to contribute to the new knowledge economy 	<ul style="list-style-type: none"> Growth in # of diverse students enrolling in post-baccalaureate programs # of students engaged in Undergraduate Research Opportunity Program (UROP)
II.4	Launch a multiyear comprehensive, institution-wide communications plan to support the Quest 2025 strategic plan and achieve national prominence	Develop the communications plan through a collaborative process between central and unit communicators	<ul style="list-style-type: none"> VCU reputational score (based on awareness survey) Communication infrastructure and resource benchmarks against peer institutions Communications plan in place

Quest 2025 – Theme III: Collective Urban and Regional Transformation

As a major research university with an academic medical center in an urban environment, VCU is emerging as a model of the 21st century research university, characterized by its urban advantage, integration of research, diversity and commitment to inclusion, experiential learning and community engagement. We are a public good because of our commitment to the health and well-being of people everywhere, beginning with our Richmond region. The university in collaboration with VCU Health System is a social lever for human health.

VCU seeks to learn from and use its role as an urban institution of higher education as an asset to serve as a full partner in supporting community progress and well-being. The university serves as an anchor institution, contributing to the health and economic, social and cultural vitality of the Richmond region. We are committed to using our vast intellectual resources to move society forward together. This requires an active, engaged model of university and community working as partners for mutual benefit. Our obligation as a public research university and as an anchor institution in our city is to work with our community partners to dive deep into critical issues and help find solutions.

One example of VCU's commitment to the community is the East End Health Education and Wellness Center. Developed in partnership with VCU Health, the center is part of a larger redevelopment initiative designed to provide new resources in an area of the East End identified as a food desert and where a majority of residents live in poverty and have poor health outcomes. It will provide assessments and screenings, nutrition outreach, behavioral health support, chronic disease prevention and management, health education, care coordination, referrals to community providers and organizations, and research and evaluation. Most services will be provided at no charge by interdisciplinary teams of VCU faculty and students who are working either as a community service activity or as part of their academic program.

The three goals for Theme III were developed in collaboration with community members and reflect community-identified priorities. As part of this collaborative planning effort, our goals are aligned with priorities established and efforts underway by the Capital Region Collaborative. VCU is committed to engaging in partnership with local and regional entities to leverage and elevate synergies of VCU's community-oriented internal and external assets.

Theme III: Urban and Regional Transformation – Mobilize VCU’s human capital and economic resources, collaborating with the community to address social and health inequities.

	Goals	Key strategies	Possible metrics
III.1	Advance innovations for high-quality education and workforce development	<ul style="list-style-type: none"> • Produce new, highly trained and high-quality teachers and school administrators prepared to work with diverse student populations and more representative of the racial and ethnic diversity of their communities • Use evidence-based practices to evaluate out-of-school-time programming and collaborate with regional schools and community partners to enhance the quality and bring new, innovative out-of-school-time programs to the region • Partner with the Richmond region school districts to increase the quality and effectiveness of programs that promote student engagement and reduce disciplinary actions • Prepare students to be career-ready for innovative and emerging industry sectors 	<ul style="list-style-type: none"> • # of VCU SoEd graduates taking teaching positions in Richmond region PK-12, particularly in Richmond and Petersburg public school systems • # of events hosted by or partnered with VCU related to PK-12 out-of-school activities • Anchor dashboard metrics addressing workforce development and education
III.2	Continue to address inequities to strengthen the health and well-being of Greater Richmond residents	<ul style="list-style-type: none"> • Strategically align university activities and resources with regional priorities and key initiatives to reduce poverty and enhance social stability, e.g., East End Health Education and Wellness Center, housing • Align with community partners to implement the VCU/VCUH Health Equity Plan (HEP) to address social determinants of health 	<ul style="list-style-type: none"> • # of students and faculty or VCU units participating in East End initiative • # of East End clients/community residents served with identified health-related (physical and behavioral) needs • # of referrals to community partners via East End initiative • Improvement in health-related community indicators based on baseline data
III.3	Elevate VCU’s contributions to the region’s economic and cultural vitality	<ul style="list-style-type: none"> • Coordinate with regional leadership and advance efforts to enhance the integration of the arts into community development and to expand arts funding, e.g., new grants or collaborations • Serve as an innovation and entrepreneurship engine providing new sources of talent and attracting industry and new businesses to the region • Improve access for the region to VCU’s facilities, intellectual services and civic engagement to address community-identified needs and contribute to community problem-solving 	<ul style="list-style-type: none"> • Richmond region employer satisfaction survey with VCU graduates (form of first destination) • # of cultural events sponsored by VCU or offered in VCU facilities and level of participation • # of business start-ups, job creation and revenues from VCU faculty and students • # of U-I collaborations • # of inventions • # of IP licenses • Follow-on funding

Quest 2025 – Theme IV: Diversity Driving Excellence

VCU is a rare place of both access and excellence. According to *Diverse: Issues in Higher Education's* 2017 “Top 100 Degree Producers” rankings, approximately 60 percent of our academic programs rank in the top 10 nationally for graduating underrepresented students. Very few universities can tell the story of increasing graduation rates, diversity and academic standards — all at the same time. As VCU’s unparalleled diversity has increased, so has its graduation rate. We appreciate this achievement is not limited to a particular demographic or group; rather, the growth in diversity and success of all students have occurred hand in hand.

VCU strives to ensure a climate of mutual respect and trust where individuals of differing cultural backgrounds, identities, abilities and life experiences are embraced, engaged and empowered to drive excellence and achieve success. We are committed to, reflect upon and pursue inclusive excellence in all that we are, do and aspire to be. We acknowledge individuals come to VCU with various ideas, experiences and strengths, all of which we recognize as assets to the university. To that end, VCU will intentionally integrate its efforts to achieve, sustain and grow inclusive excellence into the core aspects of our institution — our academic priorities, leadership, quality improvement initiatives, decision-making, day-to-day operations, community engagement and organizational cultures. Every member of the university community has a stake in and responsibility for VCU’s continual achievement of inclusive excellence. Every member of the university community should know VCU is a place where they can come and achieve their goals, and that VCU is invested in their success, health and well-being.

We seek to take full advantage of the unique character and quality of our institution to make our whole greater than the sum of our individual parts. Our individually powerful autonomous units strengthen collective capacity. We are filled with optimism about who we are and who we can be as a model and beacon for other institutions. VCU will model inclusive practices and will assign, measure and assess accountability for these practices. This theme identifies three goals to enable us to utilize our most valuable asset — the diversity of our people — to drive excellence.

Theme IV: Diversity Driving Excellence – *Translate our value philosophy of diversity and inclusion into practices related to excellence and success.*

	Goals	Key strategies	Possible metrics
IV.1	Advance institutional excellence through a commitment to diversity, inclusion and equity fostered through a culture of appreciation and respect	<ul style="list-style-type: none"> Foster inclusive practices and differences in ways that build cohesive communities and a positive climate Develop a university-wide culture of appreciation that is reflected in day-to-day behaviors, activities and campus life and is expected of all academic and administrative units Work in innovative ways to inspire change and promote dialogue and action on diversity, inclusion and equity within and across units 	<ul style="list-style-type: none"> D&I annual report Biannual climate satisfaction survey results
IV.2	Build and sustain the infrastructure to enhance diversity, inclusion and equity at all levels of the university to support teaching, research, scholarship, creative expression and service	<ul style="list-style-type: none"> Fully implement the university Diversity and Inclusion Strategic Action Plan as an integral component in achieving institution priorities Expand iCubed program Use diversity, inclusion and equity-related assessment data to inform investments of resources in alignment with university priorities 	<ul style="list-style-type: none"> D&I annual report New T&R faculty URM hires URM employees as % of T&R faculty, T/TT faculty, UAP and classified staff Progress at unit level against AAP (affirmative action plans) D&I dashboards
IV.3	Establish diversity as an imperative in the development and implementation of strategies and policies and in decisions regarding resource allocation	<ul style="list-style-type: none"> Integrate inclusive excellence goals, targets and benchmarks into the performance evaluation of leadership, and reward success. Factor in the implications on diversity, inclusion and equity in financial and operational decision-making processes 	<ul style="list-style-type: none"> Achievement of performance goals Evaluation framework

VII. Implementation and accountability for results – Highest priority

The strategies presented below represent VCU’s highest priorities described within the strategic plan. They reflect efforts launching in summer 2018 and continuing, at a minimum, through the plan’s 3-year midpoint, or initiatives already underway that will be scaled for greater impact, expanded or otherwise enhanced. They also represent those areas towards which will require additional resources at the earliest point. VCU is committed to moving forward on all goals and strategies laid forth in this plan, yet recognizes that those with lower priorities will need to advance using current funds or by identifying and directing new resources. Funds for associated underlying initiatives for highest priority goals have been included in the university’s proposed FY 2018-19 budget and have initial placeholders identified for the following budget year. Resource needs reflect range estimates, with FY 2020 as the earliest potential investment year, and FY 2021 as most likely. All new investments are to be sourced through reallocation or availability of new funding sources.

- High – over \$750,000
- Moderate - \$250,000 to \$750,000
- Low – under \$250,000

More details around timelines, university-level metrics and resource requirements for all goals and their supporting strategies can be viewed in Quest 2025: Implementation FY2019-FY2021.

Theme I: Student Success				
Goal	Strategy	Responsible	Resource needs	Comments
Transform UG curriculum	Establish task group to advise on innovative strategies and pedagogical best practices	Provost and VP for Academic Affairs; SVP for Academic Affairs; SVP for Faculty Affairs	Low	Minimal investment during design and planning phases (years 1-2 and year 3 pilot) to compensate for faculty time
Prepare students to make a difference	Strengthen student academic and career planning, readiness and employer engagement	SAVP for Student Success; SVP for Student Affairs	Moderate	Investments made to date to fund new Student Success office, expand technology and add advisors; further resource expansion dependent upon new revenues or reallocation
	Continue implementation of R.E.A.L. initiative and assess impact	SVP for Academic Affairs	Moderate	Funding for new AVP for R.E.A.L. initiatives and other needs included in FY 2019 budget; expansion with availability of new revenues
Enhance university culture supporting student success	Decrease student debt through targeted initiatives	Provost and VP for Academic Affairs; Vice Presidents for Health Sciences and Budget and Finance	High	Initiatives underway across targeted divisions and resources included in FY 2019 budget forward; further resource requirements to be funded through new revenues, e.g., philanthropy, new programs or reallocation

Theme II: National Prominence				
Goal	Strategy	Responsible	Resource needs	Comments
Create university culture supporting interdisciplinary research strengths, scholarship and creative expression	Launch comprehensive communications plan to support Quest 2025	Provost and VP, Academic Affairs; VP for Health Sciences; VP, Research and Innovation; deans	High	Budgeted in years 1-2; looking to innovation ROI, strategic VCUH contributions, new peer-reviewed funds and donor contributions
Achieve academic distinction internationally, starting with national distinction for at least one program within each school or college	Identify programs to be raised to national distinction	Deans; provost and VP for Academic Affairs; VP for Health Sciences	Moderate	No new investment until year 3; dependent upon new revenue to fund hires or other needs
Achieve national distinction through successful engagement with and graduation of diverse student populations	Develop pipeline of highly diverse students for entry into graduate and first professional programs	VP, Strategic Enrollment Management; SAVP, Student Success; AVP for R.E.A.L. initiatives	Low	Resource needs being funded under Student Success; differentiation will come by targeting special populations, e.g., URM, lowest SES, international
Enhance university culture supporting student success	Develop plan through collaborative process between central and unit communicators	VP, University Relations	Moderate	Plan development budgeted in year 1; implementation may require investment, funding source(s) to be identified in plan

Theme III: Collective Urban and Regional Transformation				
Goal	Strategy	Responsible	Resource needs	Comments
Advance innovations for high-quality education and workforce development	Produce new, highly trained teachers and school administrators to reflect racial and ethnic diversity of their communities	Dean, School of Education and director, Richmond Teacher Residency program	Moderate	Budgeted in years 1-2; funding now provided through grants; program expansion could require additional investment, yet will look to increased external resources to support
	Prepare students to be career-ready for innovative and emerging industry sectors	SVP, Academic Affairs; executive director, da Vinci Center; executive director, Innovation Gateway	Moderate	Expansion of university-wide UG innovation certificate programs; launch of new master's degree(s) in innovation will require new program support
Continue to address inequities to strengthen health and well-being of Greater Richmond residents	Align with community partners to implement the VCU/VCUH Health Equity Plan (HEP)	VP for Health Sciences; Health Equity Plan Steering Committee	Moderate	HEP funding for launch initiatives included in FY 2019 budget; continued expansion will require additional resources, aligned with funding availability
Elevate VCU's contributions to the region's economic and cultural vitality	Serve as an innovation and entrepreneurship engine	Executive director, da Vinci Center; executive director, Innovation Gateway	Moderate	Expansion of Quest Commercialization Fund into Phase II will require added staff; da Vinci Center seeking matching funds to host regional innovation and entrepreneurship competitions

Theme IV: Diversity Driving Excellence

Goal	Strategy	Responsible	Resource needs	Comments
Advance institutional excellence through a commitment to diversity, inclusion and equity	Foster inclusive practices and engage difference in ways that build cohesive communities and a positive climate	Vice presidents	Moderate	Embedded within current Division of Inclusive Excellence budget for FY 2019; may require additional investments for full implementation moving forward
	Develop a university wide culture of appreciation and respect	VP for Inclusive Excellence and other vice presidents	Low	Aligned with HR Redesign and full implementation of new Performance Management System; investment in technology and HR support staff already made
Build and sustain the infrastructure to enhance diversity, inclusion and equity at all levels of the university	Fully implement the university Diversity and Inclusion Strategic Action Plan	VP for Inclusive Excellence and other vice presidents	High	Embedded within Division of Inclusive Excellence FY 2019 budget; additional investments required for ongoing full implementation
Establish diversity as an imperative in development and implementation of strategies and policies and in decisions regarding resource allocation	Integrate inclusive excellence goals, targets and benchmarks into leadership evaluations; reward success	Vice presidents	Low	Included as part of VPs' FY 2019 goals

VIII. Strategic plan dependence upon subordinate plans

The strategic plan, Quest 2025: Together We Transform, sets the projected course for VCU for the years 2019 - 2025. Its successful implementation depends upon articulation, integration and implementation of numerous other administrative, operational and academic unit plans, some of which are already underway while others remain to be launched.

- Diversity and Inclusion Strategic Action Plan
- VCU/VCUH Health Equity Plan
- HR Redesign
- “Make It Real” Development Campaign
- University Budget Redesign
- VCU Master Facilities Plan
- VCU Research Strategic Plan
- VCU Health “Vision by Design”

- Academic unit plans underway or to be launched fall 2018
 - School of Nursing
 - College of Humanities and Sciences
 - School of Education
 - School of the Arts

Appendix A: Timeline – listening sessions

May 2018

The thematic framework of Quest 2025 was presented to the VCU Board of Visitors at its final meeting of the academic year. In addition to a slideshow presentation providing a summarized view of the strategic plan, the board also reviewed drafts of both the final plan narrative and implementation structure in making its decision.

With the board's approval, the Quest 2025 work groups and writing team worked through summer 2018 to nail down the final details of the plan before its fall launch.

April 2018

In one of the final milestones prior to the May Board of Visitors' presentation, the Quest 2025 steering committee met in early April to discuss the final draft of the strategic plan. In addition to incorporating the feedback collected from March's town halls, the steering committee also participated in exercises designed to help identify the most important and distinctive goals within Quest 2025.

Also in April, a draft of the final Quest 2025 plan narrative was released to the public, incorporating input from both the steering committee meeting as well as the VCU community.

March 2018

In March, VCU held the final two town halls prior to Quest 2025's launch. Combined, more than 110 members of the VCU community attended these forums, providing valuable feedback on the plan's final themes and goals, as well as a draft of a possible implementation structure.

With this input, the strategic plan writing group and work groups went back to work, fine-tuning the final draft in preparation for presentation to the Board of Visitors.

February 2018

Quest 2025: Together We Transform's writing group continued its progress shaping the text of the eventual plan. With nearly final goals in place, the group turned its attention to incorporating metrics and other implementation features into the draft plan.

Work groups, meanwhile, continued to craft practical implementation plans for their given theme, taking possible metrics, strategies and goal distinctiveness all into consideration.

January 2018

With the plan's new name in place, the team charged with writing Quest 2025: Together We Transform began meeting bi-weekly, carving out the initial drafts of what would become the final plan.

Work groups also continued meeting to whittle down their final list of themes and goals, looking for key areas of overlap between themes and ways to combine ideas.

December 2017

At its end-of-year meeting on Dec. 7, the steering committee unanimously approved the official name for the new strategic plan — Quest 2025: Together We Transform.

The committee also heard updates from the work groups on their progress, including a first look at draft themes and goals. After hearing guidance from the committee, the work groups continued to refine and narrow down this list of goals, as they whittled them down to a final plan.

November 2017

Work group activities in November focused around two main goals: crafting measurable goals for their related topic, and planning for how the plan will be implemented. An initial draft produced more than 40 potential goals for the VCU strategic plan, which the work groups and leadership worked to fine-tune and whittle down.

October 2017

Our town halls in October saw more than 120 members of the VCU community come out to lend their voices to the strategic planning process. Discussion at the town halls, held in the Academic Learning Commons and the Egyptian Building, included:

- Presentation of preliminary goals from each of the five work groups
- Brainstorming and direction for potential plan names
- Organizing principles for the strategic plan, and how they reflect VCU's values

September 2017

The VCU Strategic Plan 2025 work groups began shifting their focus to creating implementation plans this month, as their proposed goals continued to be fine-tuned and whittled down.

Work group co-chairs also presented an update on their group's progress to the Board of Visitors in September, and the full steering committee met at the end of the month to provide guidance for both filtering theme goals as well as implementation.

August 2017

As classes begin on the VCU campus, the university's next strategic plan continued to take shape, as the work groups submitted their first round of draft goals for their respective themes. These goals, once fine-tuned through dialogue with the steering committee and the VCU community at large, eventually formed the structure of the new strategic plan.

In addition to incorporating any upcoming feedback, the work groups and task groups also began thinking about how to filter and implement these goals as well, working toward our target of a flexible and practical plan.

Summer 2017

Despite the summer break, work on the strategic plan continued in earnest, as work groups began forming the goals that made up the framework of the 2025 strategic plan.

Work groups also identified, created and charged a number of task groups: subunits designed to lead an even more detailed exploration of a given goal or aspect within a theme.

The plan's writing team — subject matter experts within each work group to help author the plan — was finalized in the summer as well, while each team also added a communications expert to help them with any creative needs.

May 2017

Among our major milestones this month include:

- We held our third steering committee meeting, where work groups presented their work to date, and representatives from the VCU master site plan discussed ways to coordinate efforts
- Work groups finalized their personnel and held their first meetings as a group to identify priorities and direction
- We presented an update on the strategic plan at the end-of-year Board of Visitors meeting

April 2017

In April, we held town halls at both the Academic Learning Commons and Sanger Hall to collect public input into our strategic planning process. At these town halls:

- Work groups representing the plan's major themes each led discussions, prompting audience members with questions and polls to help provide direction
- More than 130 people attended in person, while our live stream of the events (via the VCU Facebook page) reached more than 3,800 viewers each

The strategic plan steering committee also held its second meeting in April, where they discussed the scope of the strategic plan and how best to focus efforts.

March 2017

March proved to be a big month for the new strategic plan, as we:

- Held a meeting with the plan's co-chairs (Dr. Hackett and Dr. Rappley) and the VCU vice president for university relations in order to shape key messages and direction for the plan
- Had more than 230 members of the VCU community volunteer to be part of the strategic plan planning process — a testament to the university's commitment to service

Appendix B: Steering Committee membership

Co-chairs

Gail Hackett, provost and vice president for academic affairs

Marsha Rappley, vice president for health sciences and CEO, VCU Health

Members

Holly Alford, associate professor, Department of Fashion Design and Merchandising, and director of diversity, School of the Arts

Chioke i'Anson, instructor, College of Humanities and Sciences

Yaxiaer Atajiang, sophomore, School of Engineering

Debra Barksdale, associate dean, School of Nursing

Tegwyn Brickhouse, chair, Department of Pediatric Dentistry, School of Dentistry

Lemuria Carter, chair, Department of Information Systems, School of Business

Sarah Cunningham, executive director for research, School of the Arts

Andrew Daire, dean, School of Education

Amanda Famiglietti, first-year student, School of Dentistry

Nicholas Fetzer, contract administrator, Office of Procurement Services

Shelli Fowler, interim dean, University College

Jean Giddens, dean, School of Nursing

Stephanie Goldberg, associate professor, Department of Surgery, School of Medicine

Susan Gooden, professor, L. Douglas Wilder School of Government and Public Affairs

Reginald Gordon, director, Office of Community Wealth Building

Sybil Halloran, interim vice provost for strategic enrollment management

Rosalyn Hargraves, associate vice president for inclusive excellence

Kevin Harris, associate vice president for academic health sciences

Herbert Hill, director of undergraduate research, Office of the Vice President for Research and Innovation

Sally Hunnicutt, associate professor and associate chair, Department of Chemistry, College of Humanities and Sciences

Yiyun Jie, director of assessment, Division of Student Affairs

Allison Johnson, associate professor, VCU Life Sciences

Dale Kalkofen, alumna, School of the Arts

Cynthia Kirkwood, executive associate dean, School of Pharmacy

Kenneth Kolb, alumnus, School of Pharmacy

William Korzun, associate professor, Department of Clinical Laboratory Sciences, College of Health Professions

Hannah Leopold, graduate student, School of Education, and graduate assistant, Residential Life and Housing

Pam Lepley, vice president for university relations

Thelma Mack, research and education coordinator, Tompkins-McCaw Library for the Health Sciences

Sania Marcoccia, coordinator of fiscal operations, Office of the Provost

Bruce Miller, founding producer, Virginia Repertory Theatre

Drashty Mody, junior, College of Humanities and Sciences

Aashir Nasim, interim vice provost for faculty recruitment and retention

June Nicholson, professor, Richard T. Robertson School of Media and Culture

Deborah Noble-Triplett, senior vice provost for academic affairs

William Pelfrey, chair, Homeland Security and Emergency Preparedness, L. Douglas Wilder School of Government and Public Affairs

Carol Shapiro, physician, group practice, Georgetown University Hospital

Sunny Shin, associate professor, School of Social Work

R. Dale Smith, assistant professor, Department of English, College of Humanities and Sciences

Jenilee Stanley-Shanks, director of government and community outreach, College of Engineering

Jackie Stone, partner, McGuireWoods LLP

Erdem Topsakal, chair, Department of Electrical and Computer Engineering, College of Engineering

KC Unegbu-Ogbonna, assistant professor, Department of Pharmacotherapy and Outcomes Science, School of Pharmacy

Jayaraman Vijayakumar, associate dean for graduate programs, School of Business

Lisa Webb, executive director for academic affairs, Office of the Vice President for Health Sciences

Meredith Weiss, vice president for administration

Jeff Wing, director, National Scholarship Office, Honors College

Support to steering committee

Tedra Baskerville, business operations analyst, Office of the CEO, VCU Health System

Tom Myrick, senior communications administrator for digital strategy, Office of the Provost

Kathleen Shaw, vice provost of planning and decision support

Ashley Staton, executive assistant to the vice provost for planning and decision support

Appendix C: Work group membership

Our aim

VCU is committed to, reflects and pursues inclusive excellence in all that it is, does and aspires to be. Understanding everyone's intrinsic value, VCU embeds inclusive excellence into its core principles.

Members

Rosalyn Hargraves, work group co-chair; associate vice president for inclusive excellence

Laura Rugless, work group co-chair; director and Title IX coordinator, Equity and Access Services

Holly Alford, associate professor, Department of Fashion Design and Merchandising, and director of diversity, School of the Arts

Mary Cox, director of planning and design, Facilities Management

Raina Fields, communications director, Division for Inclusive Excellence

Selamawit Hailu, graduate student, Department of Psychology

Enoch Hale, director, Center for Teaching and Learning Excellence

Daniel Jason, benefits manager, VCU Human Resources

Archana Pathak, assistant professor, Department of Gender, Sexuality and Women's Studies

LaTina Pitts, executive assistant, School of Nursing

KC Unegbu-Ogbonna, assistant professor, Department of Pharmacotherapy and Outcomes Science, School of Pharmacy

Jeff Wing, director, National Scholarship Office

Local Impact and Social Embeddedness work group members

Our aim

VCU has an enduring commitment to the Richmond region and Virginia.

Members

Timothy Davey, work group co-chair; interim dean, School of Social Work

Sheryl Garland, work group co-chair; vice president for health policy and community relations, VCU Health System

Holly Alford, director of diversity and inclusion, School of the Arts

Heidi Crapol, owner/principal, Advancing Communities

Herbert Hill, director of undergraduate research, Office of Research

Catherine Howard, vice provost, Division of Community Engagement

Evan Sisson, associate professor, Department of Pharmacotherapy & Outcomes Science

Lisa Webb, executive director for academic affairs, Office of the Vice President for Health Sciences

Niran Wijesooriya, assistant professor and chief, Children's Hospital of Richmond at VCU

National Prominence work group members

Our aim

VCU is a premier research university focused on the positive progress of humanity through discovery and innovation.

Members

Montserrat Fuentes, work group co-chair; dean, College of Humanities and Sciences

Peter Buckley, work group co-chair; dean, School of Medicine

Jared Crist, graduate student, School of Education

Michael Donnenberg, senior associate dean for research and research training, School of Medicine

Susan Gooden, professor, L. Douglas Wilder School of Government and Public Affairs

Puru Jena, distinguished professor of physics, Department of Physics

Monika Markowitz, director, Office of Research Integrity and Ethics

June Nicholson, professor and director of graduate studies, Richard T. Robertson School of Media and Culture

David Shields, chair, Department of Graphic Design, School of the Arts

Gregory Triplett, professor and associate dean of graduate studies, College of Engineering

Rosalyn Hobson Hargraves and **Enoch Hale**, liaisons from Leveraging Diversity work group

Student Success work group members

Our aim

VCU serves as a catalyst for student success by providing access and opportunities to all students to pursue exceptional curricular and co-curricular experiences.

Members

Debra Barksdale, work group co-chair; professor and associate dean of academic affairs, School of Nursing

Charles Klink, work group co-chair; senior vice provost for student affairs

Shelli Fowler, interim dean, University College

Hannah Leopold, graduate student, VCU School of Education

Heidi McCormick, director, Career Services

Maria Rivera, associate professor, Department of Biology

Inta "Maggie" Tolan, assistant vice provost for academic advising, University Academic Advising

Kelechi Unegbu-Ogbonna, associate dean for admissions and student services, School of Pharmacy

Culture of Appreciation work group members

Our aim

VCU is committed to, reflects and pursues inclusive excellence in all that it is, does and aspires to be. Understanding everyone's intrinsic value, VCU embeds inclusive excellence into its core principles.

Members

Kevin Harris, M.S.A., associate vice president for academic health sciences, Office of the Vice President for Health Sciences

Andrew Daire, Ph.D., dean, School of Education

Daniel Jason, manager of benefits, VCU Human Resources

LaTina Pitts, executive assistant, School of Nursing

Mary Secret, associate professor, School of Social Work

Nick Fetzer, director of sponsored programs, VCU Life Sciences

Tammy Jackson, program manager, Performance Management, VCU Human Resources

William Morley, assistant director, Military Student Services

