



VCU

Quest 2025: Together We Transform Excellence and Access

Executive summary

Virginia Commonwealth University is a rare place of both access and excellence. The new strategic plan, Quest 2025: Together We Transform, charts the course over the next six years for VCU's rise as a pre-eminent urban, public research university committed to equitable access to social, economic and health success.

The plan addresses significant issues faced by all institutions of higher education, as well as those specific to VCU. The issues include:

- Growing cynicism that public higher education serves the public good and may not be worth the expense to individuals
- The significant challenge of the rising cost of education and providing affordable access and support for timely degree completion regardless of students' particular demographic or group
- Increased competition in public higher education for students, faculty, government and philanthropic support and national prominence
- Dependence on urban universities to lead in solving vexing societal issues, including health and economic vitality
- A recognition that resourcing the plan's strategic priorities will require an integrated, pan-university approach and will call for hard choices around resource allocation

Quest 2025 includes a high-level implementation plan for the first three years, acknowledging the need for flexibility to adapt to changing circumstances that undoubtedly will occur during the next six years. Detailed implementation plans will be developed annually to reflect the university's highest priorities and their associated strategies, tactics, resources and metrics — ensuring accountability for results.

The first of the detailed implementation plans, the 2018-2019 Quest Implementation Presidential Priorities, includes specifics on the following strategies to advance delivery of the highest-quality experience and outcomes for our students and patients:

- Refocus the undergraduate experience through interdisciplinary learning and the R.E.A.L. initiative
- Implement enrollment strategies: decrease student debt; launch VCU Online; increase in-state, domestic and international out-of-state student enrollments
- Strengthen teaching and research faculty compensation
- Increase national research prominence
- Achieve Make It Real capital campaign
- Strengthen the patient experience significantly