Strategic Plan 2019 - 2025
Town Hall
April 21 and 24, 2017
Agenda

• Welcome and introductions
• Work group updates
• Wrap-up
Timeline

2014 - 2016
- Implementation and Analysis
- Final Reporting and Close

2017
- Quest
- Reporting and Tracking

2018
- Development of Themes and Goals
- Reporting and Tracking

2019 - 2025
- Community and Stakeholder Feedback
- Implementation and Analysis
- Launch is here.

Work Groups’ Focus

Next Strategic Plan

We are here
Planning and Decision Support and Office of the VP for Health Sciences provide support, staff, and direction for strategic planning.

Strategic Plan Writing Team creates integrated strategic narrative.
Work Group Updates

- National Prominence
- Culture of Appreciation
- Leveraging Diversity
- Local Impact and Social Embeddedness
- Student Success
VCU’s focused excellence is distinctive on a national stage

Potential task groups:
- Research
- Academic programs and departments
- VCU as a distinctive university
- Health Sciences
- Interdisciplinary work
- Interprofessional education
Elevating VCU National Prominence

Montse Fuentes and
Peter Buckley

On behalf of the work group
National Prominence Work Group

Co-chairs: M. Fuentes, P. Buckley

Members:

- Michael Donnenberg (AD of Research, School of Medicine)
- Susan Gooden (Wilder School, member of Steering committee)
- Puru Jena (Distinguished Faculty Physics)
- Monika Markowith (Office of Research)
- June Nicholson (Robertson School, member of Steering committee)
- Gregory Triplett (Engineering, AD of Graduate Studies)
- Student: Jared Crist (School of Education)
National Prominence Work Group

Charge:
• Overall strategic direction on evaluating national prominence in research, undergraduate and graduate training
• Coordinate with and report back to Steering Committee
• Maintain diligence and align with institutional timeline for strategic planning
• Determine composition and overall direction of task forces: Research Task Force, Educational Task Force, Awards & Distinctions Task Force, and Strategic Communication Task Force
• Review, synthesize and advance recommendations from task forces to steering committee
• Monitor progress, pace, minimize overlap and ensure optimum communication between other work groups
National Prominence Task Forces

Research Task Force

Charge:
- Evaluate current research rankings, overall and for each school
- Determine and evaluate peers and aspirational schools
- Identify and review best practices
- Make recommendations to workgroup on goals, metrics and strategies to advance VCU research prominence

Educational Task Force

Charge:
- Evaluate and prioritize educational metrics and best practices performances for both undergraduate and graduate students
- Understand how students and parents use information to make decisions about selection of schools for their training
- Determine and evaluate peers and aspirational
- Make recommendation on selected goals, metrics and strategies to help VCU improve retention and graduation rates and student diversity and satisfaction
National Prominence Task Forces

Awards & Distinctions Task Force

Charge:
• Understand and catalogue current areas of excellence and national prominence among staff, students, faculty, programs and units
• Recommend areas for prioritization
• Determine best practices for advancing prominence in key areas
• Determine role(s) for development in raising national prominence

Strategic Communications Task Force

Charge:
• Evaluate how peer and aspirational school communicate their rankings and national accomplishments, both internally and externally
• Understand and catalogue our current communication practices, both internally and externally, to highlight VCU staff, faculty, student, and institutional accomplishments
• Propose refinements and new recommendations to optimize communication of VCU’s prominence
• Determine how to leverage development/endowed chairs/programs to advance national prominence
VCU and National Prominence

Town Hall
Discussion
VCU is a great place to work!

Potential task groups:
• Culture of respect
• Retention for faculty
• Retention for staff
• Daily recognitions
• Acknowledging staff and their contributions
VCU’s commitment to diversity and inclusion is inseparable from our mission
How should diversity, equity and inclusion be integrated into the strategic plan?

A. Through reference to other university plans which include the Diversity & Inclusion Strategic Action Plan and the Health Equity Plan
B. As a separate theme
C. Under/tied in with the other themes
D. All of these (A-C)
Leveraging Diversity: Question

To leverage diversity in the next 5-10 years, what is the most important thing VCU can do?
Local Impact and Social Embeddedness

VCU’s presence in Richmond is a force for distinctive achievement of university and city goals

Work group members:
- Sheryl Garland (co-chair)
- Tim Davey (co-chair)
- Holly Alford
- Heidi Crapol
- Herbert Hill III
- Cathy Howard
- Evan Sisson
- Lisa Webb
- Romesh Wijesooriya
<table>
<thead>
<tr>
<th>Community Partner Documents</th>
<th>Themes</th>
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<tr>
<td>Richmond City Office of Community Wealth Building</td>
<td>Employment: Permanent, stable employment sufficient to build assets</td>
<td>Education: Implementing education and career plan</td>
<td>Transportation: Transportation and childcare are reliable and affordable</td>
<td>Housing: Housing is permanent and affordable without subsidy</td>
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<td>Capital Region Collaborative</td>
<td>Job Creation and Workforce Preparation: The region aligns workforce skills to employer needs. The region enjoys a diverse economy that is competitive in the global marketplace and provides job opportunities for all.</td>
<td>Education: The region ensures that every child graduates from high school college or career-ready.</td>
<td>Coordinated Transportation: The region remains one of the most uncongested transportation networks in the country while supporting all modes of transportation.</td>
<td>Healthy Community: The region is known for an active and healthy lifestyle.</td>
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<td>RPS/Richmond City Education Compact</td>
<td>Set and Achieve Transformational Goals: Grade level academic achievement, support of the whole child, and RPS as a system of choice for families, teachers and children</td>
<td>Strong Start for Children (planned pregnancies, pre-K initiatives, racial disparity in infant mortality eliminated)</td>
<td>System of Health Care (strong primary care system, health IT initiatives to connect people, services and information to improve health outcomes, health care associated infection prevention and control)</td>
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<td>Virginia Plan for Wellbeing</td>
<td>Healthy, Connected Communities (Economic stability, health improvement)</td>
<td>Strong Start for Children (planned pregnancies, pre-K initiatives, racial disparity in infant mortality eliminated)</td>
<td>System of Health Care (strong primary care system, health IT initiatives to connect people, services and information to improve health outcomes, health care associated infection prevention and control)</td>
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## Local Impact and Social Embeddedness

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<td>VCU and VCU Health System Health Equity Strategic Plan</td>
<td>Training and Education: Intentionally introduce health equity issues to the current and future health workforce through training and educational activities in VCU health professions schools and in VCU Health System clinical programs</td>
<td>Patient Care Services: Integrate health equity strategies into the VCU Health System’s patient care programs by identifying and addressing social determinants of health when providing comprehensive patient care</td>
<td>Participatory Research: Expand cutting-edge research and scholarly activities that address health inequities</td>
<td>Community Engagement: Provide community engagement opportunities for faculty, students, and staff development in initiatives that directly address health inequities</td>
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<td>Center for Urban Communities White Paper (note: these strategies/themes are still in development)</td>
<td>Positive and adaptive changes in select community-level education and health outcomes</td>
<td>Greater alignment and coordination of university assets and intervention efforts in pursuit of community-level education and health outcomes</td>
<td>Connections and supporting collaborative opportunities to leverage VCU’s research assets in addressing key data and policy questions linked to critical community issues</td>
<td>Deeper understanding of effective strategies for community-university collaborations and partnerships that may inform both local and national work as well as new perspectives on the role of higher education institutions in urban communities</td>
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<td>VCUHS Community Needs Assessment - List of Potential Indicators and Baseline Data (S. Garland)</td>
<td>Job availability/Workforce Development: Addressing barriers that hinder development of residents so that they may enter the workforce.</td>
<td>Housing: Affordable housing and its impact on access to healthcare</td>
<td>Transportation: Lack of reliable transportation to and from work, and social and economic barrier to accessing healthcare</td>
<td>Healthy Food Access/Opportunities for Physical Activity/Obesity and Diabetes</td>
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VCU is distinctive for the success of our students; a place where students can succeed in distinctive ways

Work group members:
- Debra Barksdale, School of Nursing (co-chair)
- Chuck Klink, Student Affairs (co-chair)
- Shelli Fowler, University College
- Hannah Leopold, School of Education
- Heidi McCormick, Career Services
- Maggie Tolan, Strategic Enrollment Management
- KC Unegbu-Ogbonna, School of Pharmacy
- Maria Rivera, College of Humanities & Sciences
VCU is distinctive for the success of our students: a place where students can succeed in distinctive ways.
Student Success: Proposed Task Groups

- Gateway courses/course redesign
- Early alert, student support
- Major maps/career interests
- Health sciences/pre-health students
- Culture of service: one-stop shop
- Summer Bridge/Summer Studies

- African-American male initiative
- Latino male initiative
- Transfer students
- Graduate students
- Professional students
Student Success

What’s Missing?
Which of these would have the biggest impact on student success?

A. Gateway courses/course redesign
B. Early alert, student support
C. Major maps/career interests
D. Summer bridge/summer session
What services or offices would you envision in a one-stop student center?
Considering that African-American and Latino male student success initiatives are a high priority for the university, which of these do you see as having the next highest priority:

A. Health sciences/pre-health students
B. Transfer students
C. Graduate students
D. Professional students
How would you prefer to receive future updates about the strategic plan?

A. Electronic materials (emails, e-newsletters, website updates)
B. Social media
C. Printed materials (flyers, newsletters)
D. Town halls or other in-person meetings

- Electronic materials (70%) - Social media (25%) - Printed materials (3%) - Town halls or other in-person meetings (3%)
Next Steps

• Summer activity
  – Goal Development
  – Community Outreach

• Fall activity
  – Narrowing Goals
  – Implementation Plan Development
Give us your feedback

We welcome any additional comments or suggestions you may have – please submit via our online feedback form:

• bit.ly/townhallfeedbackform