

Progress on the Implementation of the VCU 2020 Strategic Plan

August 2006

VCU 2020: Vision for Excellence is an ambitious and transformational strategic plan. Through the collective efforts of hundreds of VCU employees, students, alumni and Board members over the course of 20 months, our community has agreed upon a blueprint for our future. The Board of Visitors approved the plan in February 2006 and instructed the Provost and Vice President for Academic Affairs and the Vice President for Health Sciences to make twice-yearly reports of progress in implementing the plan.

Implementation began immediately following Board approval – the first step being the integration of VCU 2020 into the daily operations of VCU and building collaboration among the key players who will bring this plan into fruition: our faculty and staff. The following report details the activities associated with each of the forty initiatives contained in the plan as of August 2006.

Theme I: Ensure and maintain the highest levels of University efficiency, accountability and infrastructure support required to achieve our strategic vision.

Initiative 1:

Under the leadership of the provost and vice president for academic affairs, the vice president for health sciences, and the senior vice president for finance and administration, VCU will initiate a review of its administrative foundation and make recommendations to assure that VCU is the most effective university that it can be, that it is aware of and employs best practices in all areas, and that it demonstrates the highest levels of accountability for the use of the various resources entrusted to it.

Progress

- The Offices of the Provost and Vice President for Academic Affairs and the Senior Vice President for Finance and Administration consolidated the Academic Technology and Administrative Information Technology divisions into a single Technology Services unit. The previous divisions were split between the provost and finance and administration areas, resulting in inefficiencies, poor communication and duplication of services. Through this consolidation, our technology services have been streamlined, and the position of Vice Provost for Academic Technology has been eliminated. The new Chief Information Officer, Mr. Mark Willis, reports simultaneously to the Provost and Vice President for Academic Affairs and the Senior Vice President for Finance and Administration. Two faculty advisory committees assure oversight of research and instructional technology needs.

- The Office of the Provost led a review of VCU's internal academic program approval process. This review led to the elimination of the President's Council, a marked reduction in duplication of effort, and a more streamlined process.
- The Provost and Vice President for Academic Affairs, the Vice President for Health Sciences, and the Vice President for Research have worked to integrate decision-making and planning among their offices to better reflect institutional needs and priorities. Examples include a modified and coordinated Higher Education Equipment Trust Fund (HEETF) allocation process, and improved budget development, enrollment planning and projections, and faculty mentoring and development processes.
- Under the leadership of the Senior Vice President for Finance and Administration, the University has made numerous improvements to administrative processes associated with the conversion to new administrative systems including the streamlining of payroll processes, and the integration of human resources, payroll, and financial accounting and reporting systems. The VCU Administrative Reengineering through Implementing Electronic Services (ARIES) Project will conclude in Fall 2007 with the completed implementations of the student and financial aid systems from the Banner enterprise resource planning (ERP) system.
- The Office of the Provost and Vice President for Academic Affairs reviewed and revised enrollment and revenue projections processes, leading to greater linkages between unit-level enrollments and budgets. In addition, we are developing a planning template for the colleges and schools to use in making five-year enrollment plans.
- The University has increased access to information needed for decision-making through a state-of-the-art research information reporting system, and a web-based reporting center for finance, human resources, and student information.
- The Office of the Provost and Vice President for Academic Affairs has developed a centralized and standardized method for scheduling of Monroe Park Campus classroom facilities. Previously, classrooms could be scheduled by individual departments, colleges and schools operating on different course schedules resulting in the remarkably inefficient use of one of our most scarce resources – classroom space.
- The Office of the Provost also created a facilities database for the Monroe Park Campus for better strategic space planning.
- The Provost and Vice President for Academic Affairs combined administrative oversight of academic and faculty affairs under the new position of Vice Provost for Academic and Faculty Affairs.
- The Provost and Vice President for Academic Affairs combined oversight of instruction, student engagement, and services for first-year and undeclared students under the position of Vice Provost for Instruction.
- The Senior Vice President for Finance and Administration transferred the reporting relationship of the University's equity and diversity officer and the EEO/AA services office from finance and administration into the Office of the Provost and Vice President for Academic Affairs. The position was also elevated to an assistant vice provost-level position.
- The Board of Visitors approved University-wide policies related to affiliate faculty and faculty bonuses, as well as a revised promotions and tenure policy that eliminates an unnecessarily restrictive condition on faculty employment.
- A policy to standardize reviews of Monroe Park Campus administrators is currently under development.

Initiative 2:

Establish a unit concerned with ongoing University effectiveness to ensure that VCU maintains its effectiveness as an institution and its accountability for the resources entrusted to it, and that the institution is aware of and employs best practices in all areas of its operation.

Progress

- The Center for Institutional Effectiveness (CIE) was established and Dr. Mark Hampton was named Associate Vice Provost for Strategic Planning and Director of the Center for Institutional Effectiveness in July 2005.
- The Center for Institutional Effectiveness ensures that the university meets its statutory and voluntary reporting requirements in an accurate and timely fashion; develops appropriate metrics and provides decision-makers with information and analyses necessary to make data-driven decisions; and supports the ongoing planning and evaluation needs of the university.
- The Center for Institutional Effectiveness is currently working with the Office of the Vice Provost for Academic and Faculty Affairs to begin the review of all academic programs starting in Fall 2006.
- The Center for Institutional Effectiveness is currently working with the University Equity and Diversity Committee to conduct a climate survey to be used as the basis of the action plan for diversity called for in Theme III, initiative 1 of this plan.
- The Center for Institutional Effectiveness is currently working with the finance, human resources, admissions, records and registration, and financial aid offices to develop common data standards and information access strategies to ensure the availability of accurate data for decision-making, as well as to capitalize on all opportunities to improve business processes during the conversion to new administrative systems.
- Center for Institutional Effectiveness staff are overseeing the implementation of the VCU 2020 Strategic Plan and will monitor established metrics to ensure that the Plan stays true to its strategic vision.

Initiative 3:

Develop a common set of policies and processes to guide all individuals and units that generate revenue through entrepreneurial activities, and encourage all units to identify and take advantage of entrepreneurial opportunities.

Progress

- The Office of the Provost has established a team to review how off-campus enrollments and enrollments related to entrepreneurial program tuition (EPT) agreements are categorized, reported and projected. The goal of the review and the team is better management of off-campus and EPT enrollments.
- The Vice President for Research has convened a working group that has initiated a review of the human subjects approval process with the intent of streamlining this policy to allow for faster response to community-based research opportunities.
- The Vice President for Research has created the position of Associate Vice President for Research Development. Dr. Ann Nichols-Casebolt was named to this position on an acting basis in December 2005.
- Dr. Ivelina Metcheva has been appointed to serve as Director of the Office of Technology Transfer.
- The Office of the Vice President for Research implemented a significant upgrade to InfoEd, VCU's research administration system. The upgrade includes research proposal and protocol preparation, submission and review modules, as well as modules supporting technology transfer, targeted funding alerts, and faculty expertise.

Initiative 4:

Develop a University-wide strategic plan for increasing philanthropic opportunities beyond 2007, when VCU's current capital campaign is scheduled to end.

Progress

- The Office of the Vice President for University Advancement, in conjunction with the deans and the development officers within the colleges and schools, will be completing the Campaign for VCU in June 2007. Quiet planning for VCU's next campaign is already underway.
- The Office of the Vice President for University Advancement is in the process of conducting a review of administrative systems in the advancement and alumni affairs areas, which will identify ways to apply information about students, alumni and donors to enhance alumni participation and philanthropy at VCU.
- The VCU Alumni Association is planning a survey of VCU alumni that will be conducted in fall 2006. The survey will identify alumni expectations and interests with the goal of increasing the membership of the VCU Alumni Association, the degree of alumni participation in VCU activities and programs, and the level of giving from VCU alumni.

Theme II: Achieve national recognition as a learning-centered research university that embraces a world-class student experience.

Initiative 1:

Establish a "University College" that will become VCU's front door. It will oversee all academic support services for undergraduates in their first year (and, as resources permit, through the sophomore year), all undergraduates who have not declared majors, all conditionally admitted students and all undergraduates in interdisciplinary majors.

Progress

- The University College (UC) was approved by the Board of Visitors in February 2006. The State Council for Higher Education in Virginia (SCHEV) approved the establishment of the University College in April 2006.
- Dr. Jon Steingass was named Dean of the University College in March 2006, and Dr. Martha Lou Green was named Associate Dean of the University College in July 2006.
- The University College has recently moved to its permanent home on the first floor of the newly-renovated Hibbs Building.
- The University College has appointed 14 new faculty advisers and accepted responsibility for the Office of Student Athlete Advising, which was transferred from the College of Humanities and Sciences.
- To date, the University has allocated \$1.0M in new resources to the University College and reallocated an additional \$2.9M in existing resources to the University College from the College of Humanities and Sciences, the Division of Student Affairs and Enrollment Services, the Office of the Provost and Vice President for Academic Affairs, and from other areas throughout the University.

Initiative 2:

Establish a compact with VCU's students and their parents that ensures all graduates have the skills, knowledge and attitudes needed for lifelong success.

- The elements of the VCU Compact are skill development, shared experiences, higher expectations, sense of community, integrated experiences and a sense of accomplishment.

- To date, the University has allocated \$1.9M in new funding to the VCU Compact, and expects to reallocate an additional \$717,000 in resources from the College of Humanities and Sciences.
- The first semester of VCU Compact, *Focused Inquiry I*, has filled 12 pilot sections to be taught by 6 faculty members in fall 2006. After the pilot phase, the VCU Compact will make its official debut in fall 2007.
- The Office of the Vice Provost for Instruction will hire up to 35 new, full-time faculty for VCU Compact, with an expected total of 70 faculty to be part of this effort.

Initiative 3:

Accelerate the VCU Libraries' expansion and support in recognition that the libraries are a foundational underpinning of the University's commitment to excellence and to its plans for growth and quality enhancement in its undergraduate and its graduate programs, and in its research enterprise.

Progress

- The University's budget provided \$418,000 in new funding for the VCU Libraries for FY 2006, and an additional \$961,000 in FY 2007.
- The Office of the Provost and Vice President for Academic Affairs provided more than \$200,000 in matching funds for a library renovation grant from the Cabell Foundation.
- With the support of the VCU Board of Visitors, the University changed budgeting practices for the library to recognize that there are unavoidable cost increases associated with scholarly periodicals, including both inflation and increased subscription costs that are tied to enrollment growth.
- The Office of the Provost and Vice President for Academic Affairs provided \$500,000 for compact shelving in both library buildings and for renovations to increase student space in the James Branch Cabell Library on the Monroe Park Campus.
- The Office of the Provost and Vice President for Academic Affairs is working closely with the Office of the University Librarian to study off-site locations for staff and operations that do not need to be housed directly in James Branch Cabell Library.

Initiative 4:

Fully implement the SACS Quality Enhancement Plan as articulated in VCU's Reaffirmation of Accreditation. Recognizing the centrality of the Quality Enhancement Plan to the ongoing mission and development of the institution, create the position of vice provost for instruction, to be charged with the continuous assessment and improvement of instruction at all levels and of all types.

Progress

- The Provost created the position of Vice Provost for Instruction in July 2005. The position is held on an interim basis by Dr. Joseph Marolla, who continues to serve as Director of VCU's Center for Teaching Excellence. A search for the permanent Vice Provost for Instruction is currently underway.
- With oversight of instruction, student engagement, and services for first-year and undeclared students, the Office of the Vice Provost for Instruction has launched several programs for Fall 2006:
 - VCU's first Summer Reading Program has already begun. All new students are expected to read this year's selected book -- Freakonomics: A Rogue Economist Explores The Hidden Side of Everything by Steven D. Levitt and Stephen J. Dubner -- before returning to campus for the fall semester. The students will exchange ideas on the book through small-group discussions. To date, 126 members of the VCU community have volunteered to lead discussions. The Center for Teaching Excellence is preparing information for discussion leaders (a study guide, some book

reviews (positive and negative), an interview transcript, and an article containing some of the author's recent statements).

- The Honors College is developing a program that will have advanced students mentor first-year students in gateway mathematics and science courses.
- The University College has assumed responsibility for a number of integrated first-year student experiences across the student and academic affairs domains, such as UNIV 101, STAR, Residential Villages (Learning Communities), VCU Works, and some parts of Welcome Week, such as Convocation.
- Both the deans of the University College and Honors College report simultaneously to the vice provost for instruction and the provost and vice president for academic affairs to assure involvement of the Honors College in the activities of the University College and the first-year student experiences. Both deans also serve on the Council of Deans.
- The Provost has approved the position of Director of Student Engagement within the Office of the Vice Provost for Instruction. A search for this position is currently underway.
- In addition, the Provost has transferred the position of Director of Student Outcomes Assessment from the Office of the Vice Provost for Academic Affairs to the Office of the Vice Provost for Instruction.
- The Office of the Vice Provost for Instruction has completed assessments of all five core competencies as required by the SCHEV.

Initiative 5:

Develop the University Honors Program into a true Honors College, and seek to establish a chapter of Phi Beta Kappa at VCU.

Progress

- The VCU Board of Visitors approved the Honors College in February 2006. The Honors College was approved by SCHEV in April 2006.
- Dr. Tim Hulsey was named Dean of the Honors College in March 2006. Dr. Anne Chandler was named Associate Dean of the Honors College and Dr. Jackie Smith-Mason was named Assistant Dean of the Honors College in July 2006.
- To date, the University's budget provides \$800,000 in additional funding to support faculty who teach the Honors College curriculum, as well as to fund two additional student support positions.
- Renovations to several informal learning spaces for Honors students in the Honors College at 701 West Grace Street have recently been completed.
- The Office of the Provost and Vice President for Academic Affairs and the Office of the Dean of the Honors College are currently preparing an application to shelter a chapter of Phi Beta Kappa to be submitted in Fall 2006.

Initiative 6:

Develop the strength and vigor of the summer sessions, with attention given to the breadth of offerings, to the involvement and support of graduate students and collateral faculty, and to appropriate incentives for academic units. In addition, further develop VCU's off-campus and distance-education offerings to allow VCU to better meet the lifelong learning needs of VCU's communities and to better respond to demand for higher education among populations that do not have easy access to VCU's Richmond campuses.

Progress

- Summer enrollments have grown to record levels in 2006.

- The VCU Summer Workshop Series, a series of one-week intensive-learning experiences for middle- and high-school teachers began five years ago with one science course and has now grown to approximately 200 teachers from Virginia and 10 other states in 14 science courses, as well as courses in art, history and foreign languages.
- The Office of Community Programs and the School of World Studies created the position of Spanish Language Liaison to develop Spanish conversation courses for VCU faculty and staff, and for community organizations, government agencies, and other workplaces to help meet the needs of interacting with the region's growing Latino community.
- The School of Nursing extended its off-campus RN to BS offering to Danville. The offering is a collaborative venture between the VCU School of Nursing and the School of Nursing at the University of Virginia.

Initiative 7:

Continue to strengthen the Graduate School through the addition of new graduate programs (particularly at the doctoral level), through the expansion of and increases in graduate stipends, and the initiation of developmental programs designed to increase graduate student involvement in undergraduate student learning.

Progress

- The Provost provided direct funding for 25 new graduate assistants in FY 2006 (additional graduate assistants were funded by the colleges and schools through the out-of-state tuition reimbursement program). The Provost is funding an additional 38 graduate assistants in FY 2007.
- For FY 2006, the University budget process provided \$1.0M for assistantships for out-of-state doctoral students, with the university forgoing the differential.
- The Vice President for Research has established a Postdoctoral Policies and Procedures Advisory Committee to study, evaluate, and make recommendations about improving the culture for postdoctoral students at VCU.
- The Provost and the Dean of Graduate School are working together to establish an Office of Postdoctoral Services.
- The interdisciplinary Ph.D. in Media, Art, and Text, a collaboration among the Department of English, the School of Mass Communications, and the School of the Arts, was approved by SCHEV in January 2006 and welcomes its first class of 13 students in August 2006.
- Graduate program proposals have been developed and approved by the VCU Board of Visitors in the following areas: Master of Science Medical Physics; Master of Science Sport Leadership; Master of Science Athletic Training; Master of Art Homeland Security and Emergency Preparedness (HSEP); Ph.D. in Clinical Psychology; and Ph.D. in Counseling Psychology.

Initiative 8:

In conjunction with Initiative 10 under Theme III, develop strong and continuing semester- and year-long international exchange programs for undergraduate students, with a goal of 2,000 VCU students studying abroad per year, matched by a similar number of students from our sister institutions studying on our campuses.

Progress

- President Trani is in the process of identifying appropriate institutions and establishing detailed exchange partnerships with 15 universities throughout the world.
- The President has allocated, to date, \$500,000 in on-going support for the development of new international activities and partnerships. In addition, funding has been provided for additional faculty and staff in the Office of International Education.

- Since May 2006, VCU faculty and administrators have visited institutions in Ireland, Sicily, Russia, China, Costa Rica, and Australia to discuss international exchange programs.

Initiative 9:

Build on current efforts to develop a University-wide approach to enrollment management with particular attention to student selectivity, student mix by discipline and by level (graduate/professional and undergraduate), and diversity.

Progress

- Ms. Delores Taylor was named Acting Associate Vice Provost for Enrollment Services in June 2006.
- School- and college-level budgets are being linked to progress in meeting graduate enrollment projections.
- The Provost has made funding available for a Hispanic outreach position in the Office of Undergraduate Admissions, increased staff support in the Office of Financial Aid, and has charged the University's Enrollment Management Team with identifying and implementing more efficient and effective methods for the use of financial aid resources.
- The Center for Institutional Effectiveness has developed new reporting tools for monitoring unit-level enrollments.
- The Center for Institutional Effectiveness and the Office of the Provost have developed a more empirical approach to developing enrollment projections.
- This fall, the University will begin updating enrollment projections, developing school- and college-level strategic enrollment plans, and fine-tuning admissions and enrollment reporting to support strategic enrollment management.

Initiative 10:

Develop opportunities for formal and informal student life activities through optimal use of existing, enhanced and new facilities, such as student recreation centers.

Progress

- Over the course of the past several years, VCU has experienced an increased demand for its recreation facilities due to increased on-campus and near campus housing, the increased student population, and increased interest in club sports and demand for intramurals, an increased Intercollegiate Athletic (ICA) demand on facilities, and an increased demand for non-structured recreation.
- In order to meet these growing demands and support the University's collective goals of Quality of Student Life, Recruitment and Retention, Healthy Lifestyle Choices, Student / Faculty / Staff Interaction, the Office of the Vice Provost for Student Affairs and Enrollment Services has embarked on three major recreation projects: the Cary Street Recreation Project, the MCV Campus Student Life/Recreation Project, and the Lobs & Lessons Tennis Facility. Current plans indicate that these projects will be completed by fall 2008.
- The VCU Board of Visitors has approved additional student fees to support the development of these student recreation facilities.
- VCU Campus Recreation, which is under the auspices of the Division of Student Affairs, has been given access to and authority over recreational facilities in the Franklin Street Gym on the Monroe Park Campus. As a result, students are benefiting from improved facilities and increased aquatics hours and offerings on the Monroe Park Campus, including increased use of aquatics facilities by students in the residence halls.
- The Shafer Court Dining Center continues to win awards. On April 7, 2006, the Shafer Court Dining Center received the Excellence in Design, Interiors Award from the Hampton Roads Chapter of the American Institute of Architects. In addition, the Shafer Court Dining Center won the Gold Citation Award from American School & University

Magazine for its Interiors Showcase. This was published in their August 2005 publication.

- The Vice Provost for Student Affairs and Enrollment Services formed a University Safety Committee, which is comprised of representatives from across the University. This committee was charged with addressing safety awareness and promoting safe behavior practices among students, faculty and staff. The group has made numerous recommendations that are being integrated into all new student orientation programs.
- Renovations to classrooms and informal learning spaces in the Hibbs Building have been completed and will directly benefit the majority students on the Monroe Park Campus.
- Renovations have also been made to informal learning spaces for Honors students and first-year students, and plans are underway to increase and improve informal learning spaces in the James Branch Cabell Library.
- Renovations to Hunton Hall on the MCV Campus are nearly completed.
- The 1st Annual VCU Fall Fest will provide an opportunity for students, families, alumni and other members of the VCU and Richmond communities to come together to celebrate the university's remarkable diversity, history and energetic growth. We're bringing the community together for the weekend on October 13, 14 and 15 to connect VCU's traditional Family Day with an exciting and eclectic mix of on-campus events, including the VCU Open House for prospective students, the Grace Street Festival, School of the Arts and Recreational Sports activities, as well as off-campus events, including Richmond area tours and the 68th Annual National Folk Festival.

Theme III: Assure continued international recognition for our research, scholarship and creative expression.

Initiative 1:

Under the leadership of the provost and vice president for academic affairs, initiate the development and implementation of an action plan that recommits the University to embracing and celebrating diversity in its student body, faculty, staff and administration.

Progress

- The Provost has charged the University Equity and Diversity Committee with delivering an action plan for diversity by May 2007.
- The University Equity and Diversity Committee will conduct a climate survey of VCU's faculty and staff in Fall 2006, and a similar survey of VCU's students in Spring 2007. The results of this survey will serve as the basis of the action plan for diversity.
- The University ACCESS Committee, which is comprised of faculty, administration and staff from both campuses, have completed or are in the process of completing these activities to improve the overall disability access issues across the University:
 - The Student and Faculty Disability handbooks have been revised and updated to meet the changing needs of the university, the Federal rules and regulations. It is anticipated that the final printed version will be available and disseminated in the fall of 2006.
 - A Web-based "Complaint Form" for faculty, staff and students is located on the MCV campus DSS Web site. The "Complaint Form" has expedited the resolution of access concerns across the University.
 - A formal strategic plan with recommendations for improving access issues for buildings, street crossings, transportation and other university related access issues will be completed and submitted to the provost by Spring 2007.

Initiative 2:

Require each school and the college to develop a detailed plan for identifying and, over time, achieving an appropriate mix of tenure-eligible, collateral and part-time faculty, and graduate assistants.

Progress

- This fall, VCU will participate in the Harvard University Collaborative on Academic Careers in Higher Education (COACHE) study of the development of tenure eligible faculty.
- Administrative policies related to affiliate faculty and off-cycle faculty bonuses have been developed and approved by the VCU Board of Visitors.
- Dr. Frank Baskind, Dean of the School of Social Work, and Cindy Andrews, Executive Director of Human Resources, are currently leading a study of issues related to workforce transition among VCU faculty and staff.

Initiative 3:

Require all academic and administrative units to review their classified pay practices and staff-recognition awards plans annually to ensure that available funds are being utilized to attract and retain the best staff in support of the unit's business needs, and to develop plans to ensure that current and future staffing supports the unit's goals and objectives.

Progress

- Dr. Frank Baskind, Dean of the School of Social Work, and Cindy Andrews, Executive Director of Human Resources, are currently leading a study of issues related to workforce transition among VCU faculty and staff.
- To underscore VCU's continued commitment to improved university life for faculty and staff, the provost created the new position of Faculty/Staff Ombudsperson. The faculty/staff ombudsperson is a confidential resource for all faculty and staff at Virginia Commonwealth University. In addition to providing assistance in problem, complaint and conflict resolution, the ombudsperson will monitor the policies, procedures and practices of the University for fairness and equity. The ombudsperson is a resource for information and guidance who, if necessary, directs clients to the University's formal processes for grievances. Dr. Donna Brodd, who has served ably as our Vice Provost for Academic Affairs for the past five years, has agreed to assume responsibility for this newly created position, as well as to serve as Special Assistant to the Provost.

Initiative 4:

As VCU develops new graduate programs, concentrating on doctoral-level education, it needs to double the total number of graduate students by 2020, increase the proportion of full-time graduate students, provide funded assistantship opportunities for at least 50 percent of doctoral students and set institutional guidelines for compensation and benefits for postdoctoral fellows that are competitive with VCU's peer institutions.

Progress

- The Provost provided direct funding for 25 new graduate assistants in FY 2006 (additional graduate assistants were funded by the colleges and schools through the out-of-state tuition reimbursement program). The Provost is funding an additional 38 graduate assistants in FY 2007.
- For FY 2006, the University budget process provided \$1.0M for assistantships for out-of-state doctoral students, with the university forgoing the differential.
- The Vice President for Research has established a Postdoctoral Policies and Procedures Advisory Committee to study, evaluate, and make recommendations about improving the culture for postdoctoral students at VCU.
- The Provost and the Dean of Graduate School are working together to establish an Office of Postdoctoral Services.
- The interdisciplinary Ph.D. in Media, Art, and Text, a collaboration among the Department of English, the School of Mass Communications, and the School of the Arts, was approved by SCHEV in January 2006 and welcomes its first class of 13 students in August 2006.

- Graduate enrollment projections have been revised to reflect the University's plan to double the total number of graduate students by 2020.
- School- and college-level budgets are now linked to progress in meeting graduate enrollment projections.
- Graduate program proposals have been developed and approved by the VCU Board of Visitors in the following areas: Master of Science Medical Physics; Master of Science Sport Leadership; Master of Science Athletic Training; Master of Art Homeland Security and Emergency Preparedness (HSEP); Ph.D. in Clinical Psychology; and Ph.D. in Counseling Psychology

Initiative 5:

Encourage the development of interdisciplinary programs by supporting and following the successful model of VCU Life Sciences.

Progress

- The interdisciplinary Ph.D. in Media, Art, and Text, a collaboration among the Department of English, the School of Mass Communications, and the School of the Arts, was approved by SCHEV in January 2006 and welcomes its first class of 13 students in August 2006.
- Under the leadership of the Vice President for Research and the Center for Institutional Effectiveness, a faculty expertise database is under development to promote greater linkages among faculty from different academic disciplines who are seeking interdisciplinary collaborations.
- In summer 2006 the first nursing student graduated from the dual degree in public health and community health nursing. A course offered by the School of Nursing is now a required course for all Masters of Public Health majors. Additionally, the Department of Integrative Systems continues to explore the potential for additional dual degrees. In the area of research, faculty with federally-funded research projects are providing research assistant positions for students from other disciplines, as well as nursing. Students from the Department of Psychology and the School of Engineering are examples of students from other programs who have been supported by research grants in Nursing.
- The newly formed VCU Council on Community Engagement will provide a coordinating infrastructure to support a university-wide interdisciplinary effort to engage with and respond to the community, will promote and support VCU's core mission activities of research, teaching, and service as they relate to enhancing our engagement with the community, will enhance awareness of opportunities and achievements, and will promote involvement among university stakeholders interested in becoming engaged with the community.
- A new program proposal for an interdisciplinary B.A. in Women's Studies has been developed and approved by the VCU Board of Visitors.

Initiative 6:

Establish a mechanism for sensibly identifying the needs for, the initiation of, and maintenance and oversight of core scientific instrumentation and research computing facilities to support current and emerging research priorities.

Progress

- The process for allocating Higher Education Equipment Trust Fund (HEETF) resources was changed this year to assure that expenditures were not duplicated; to carefully plan the implementation of core facilities; and to maximize opportunities to the best advantage of the University. Three faculty committees were established to evaluate and recommend funding. In the end, all three committees - research, instruction and

- academic/student support - recommended concentrating the funding on core facilities, equipment needs for new buildings, recruitment and faculty development.
- With the \$12 million in HEETF support allocated by the state in this fiscal year, a Proteomics Core Facility, a Center for High Performance Computing, and a Nucleic Acids Research Facility have been funded. These facilities join the previously funded core research instrumentation facilities for mass spectrometry and scanning electron microscopy.

Initiative 7:

Increase total non-National Institutes of Health federal research to a level that is at or above 50 percent of the level of NIH-sponsored research.

Progress

- A faculty expertise database is under development to promote greater linkages among faculty from different academic disciplines who are seeking interdisciplinary collaborations.
- The Vice President for Research has convened a working group that has initiated a review of the human subjects approval process with the intent of streamlining this policy to allow for faster response to community-based research opportunities.

Initiative 8:

Engage all undergraduates in research, scholarship and creative expression by including research-intensive courses in the core undergraduate curriculum and by initiating and ultimately requiring an appropriate senior capstone experience for all majors.

Progress

- The School of Nursing employs undergraduate students (from freshmen through seniors) to work with select faculty on funded research projects.
- Virginia Commonwealth University is one of six U.S. universities to receive first-time grants from the prestigious Howard Hughes Medical Institute, joining veteran research universities like Harvard, Dartmouth, Stanford and Princeton in a quest to enrich the way undergraduate science is taught. VCU plans to use the \$1.5 million grant to change the emphasis in undergraduate biology and life sciences education from a traditional, organismal approach to a more integrated “systems biology” approach in which all the molecular interactions in a system – pathway, organelle, cell, organism or ecosystem – are examined to understand function.
- In the Department of English in the College of Humanities and Sciences, undergraduate students from various schools and disciplines produce a literary magazine called Poictesme. Faculty advisors for the magazine are from the Department of English.
- The L. Douglas Wilder School of Government and Public Affairs offers the Virginia Capital Semester (VCS) each Spring. VCS offers qualified college and university students the opportunity to experience an internship in the state government through course work at Virginia Commonwealth University. Internships are arranged with the legislative and executive branches of Virginia government, and with the advocacy and lobbying organizations associated with Virginia government.
- The School of Business’ Information Systems Department and the Computer Science Department of the School of Engineering once again sent three teams of students to the Microsoft Imagine Cup U.S. National Software Design Invitational competition in May 2006 in Redmond, Washington. VCU’s Team PocketDoc, won the competition.
- Honors students have presented research at the past two Colonial Academic Alliance Annual Meetings.

Initiative 9:

Enhance strong faculty development and mentoring programs intended to increase and sustain faculty excellence in research, scholarship and creative expression, building upon the successful model exemplified by VCU's Center for Teaching Excellence.

Progress

- Under the leadership of the Vice President for Research and the Center for Institutional Effectiveness, a faculty expertise database is under development to promote greater linkages among faculty from different academic disciplines who are seeking interdisciplinary collaborations.
- This fall, VCU will participate in the Harvard University Collaborative on Academic Careers in Higher Education (COACHE) study of the development of tenure eligible faculty.
- The VCU School of Nursing has an NIH-funded center that has as its purpose the support of an infrastructure for the development of young investigators who are working in the area of biobehavioral clinical research.

Initiative 10:

Initiate strong and mutually reinforcing interdisciplinary research and training relationships with carefully selected sister institutions (e.g., University of Messina, Fudan University, University of West of England), that expand opportunities for faculty, graduate students and postdoctoral fellows and that, in conjunction with Initiative 8 in Theme II, provide opportunities for international exchanges of student and faculty scholars with VCU.

Progress

- President Trani is in the process of identifying appropriate institutions and establishing detailed exchange partnerships with 15 universities throughout the world.
- The President has allocated, to date, \$500,000 in on-going support for the development of new international activities and partnerships. In addition, funding has been provided for additional faculty and staff in the Office of International Education.
- Since May 2006, VCU faculty and administrators have visited institutions in Ireland, Sicily, Russia, China, Costa Rica, and Australia to discuss international exchange programs.

Initiative 11:

Capitalize fully on potential collaborations with the Virginia BioTechnology Research Park in the development of intellectual property and transfer of technologies developed by VCU faculty into the market place.

Progress

- The Vice President for Research clearly articulated the relationship of the tenants and employees of the Biotech Park and VCU with regard to services and benefits provided by VCU, such as the facilitation of research animal use by Park tenants, subjects protection research, biohazardous waste handling, use of core facilities and specialized equipment, access to VCU libraries, VCU ID cards for BioTechnology Park administrative employees, and the use of VCU recreational facilities.

Initiative 12:

Engage in a continuous master site planning process that ensures that the current and future physical plant supports both the current research priorities of the University and

emerging research opportunities, and that allows VCU to maintain its competitiveness for both faculty and research awards.

Progress

- Planning is now underway for the future use of the Business Building on the Monroe Park Campus in anticipation of the School of Business relocation to the Monroe Park Campus Addition.
- The VCU School of Medicine has implemented a research space allocation plan that ties decisions regarding the use of research space to external funding. The Office of the Provost and Vice President for Academic Affairs is working toward the use of such a plan on the Monroe Park Campus.

Initiative 13:

Expand and capitalize on the diversity of VCU's students and the faculty's reputation for achieving excellence. The University's academic programs, its systems of recognition and rewards, its campus climate and its scholarly expertise should reflect and support intercultural understanding and community responsibility.

Progress

- Under the leadership of the Vice President for Research and the Center for Institutional Effectiveness, a faculty expertise database is under development to promote greater linkages among faculty from different academic disciplines who are seeking interdisciplinary collaborations and to allow for better access to faculty expertise by outside individuals and entities.
- The Office of the National Scholarship Coordinator was established within the VCU Honors College to work with VCU students and alumni who are interested in applying for the competitive, national and international scholarships (e.g., Rhodes, Marshall, Truman, Goldwater and Fulbright scholarships and fellowships).
- Two VCU students were just awarded Fulbright U.S. Student Scholarships to Jordan. Sana Malik will focus on Public Health, while Sohaib Mohiuddin will focus on Medicine.
- A third VCU student has been awarded a Rotary Ambassadorial Scholarship. Jennifer Kuchno will spend nine months studying in Latin America.

Theme IV: Achieve preeminence for our academic medical center.

Initiative 1:

The VCU Medical Center should achieve national recognition for growth of biomedical science, translational and clinical research by supporting the implementation of the VCU School of Medicine's Strategic Plan as well as development of the research enterprise in the schools of Allied Health Professions, Dentistry, Nursing, Pharmacy and Public Health.

Progress

- The University has set the foundation for successful implementation of the strategic plan.
 - Key leadership is in place under Dean Strauss.
 - A new position of Associate Dean for Research was created; Dr. Gordon Archer was named to this position.
 - New faculty in targeted fields have been successfully recruited. Research expertise includes cancer and cancer treatment, neuroscience, infectious agents, regenerative medicine, behavioral health, and women's health.
 - On-going recruitments are targeting "heavy hitters" in fields such as genomics, cardiopulmonary disease, aging and metabolism.

- The opening of the Goodwin Labs at the Massey Cancer Center provided much needed research space on campus.
- The accelerated planning of Medical Sciences Building II (MSB II) in FY 2006 will provide more timely completion of the facility and occupation of needed research space.
- Graduate student enrollments are at an all-time high. Among the Ph.D. programs, 21 new students enrolled, providing critical support for the growing research enterprise.
- Forty students received their Ph.D. awards in 2005-06, matching the School's highest level ever for a given year.
- The Governor and General Assembly committed \$3.1 million in annual state support for research activities over a three-year period and provided an additional \$5 million for the one-time acquisition of research equipment beginning in FY 2007.
- An additional \$14.8 million in state support was secured for research facilities: an \$8 million supplement for MSB II, \$6 million for the Massey Cancer Center addition, and \$0.8 million for the completion of renovations in Sanger Hall.
- The General Assembly provided funding of \$9.2 M to be combined with \$2.6 M from VCU resources for an additional dental school building that will support expansion of research in biomaterials and enrollment growth in the DDS and BS in dental hygiene.
- The newly established proteomics and nucleic acids university core facilities funded by HEETF will be housed in the School of Medicine.
- The School of Pharmacy is expanding research programs with the addition of research faculty and the development of new areas of research. Research faculty are being added in all three departments; Pharmacy, Pharmaceutics and Medicinal Chemistry. New areas of research emphasis include Pharmacoepidemiology, Pharmacogenomics, and Pharmacy Practice. Existing research programs in Medicinal Chemistry and Pharmaceutics will continue with goals to increase funding. The Center for Drug Studies as well as other research in the school will be active participants in the Planning Grant for Institutional Clinical and Translational Science. Interdisciplinary research will be expanded in the existing Institute for Structural Biology and Drug Discovery.
- The School of Allied Health Professions received sponsored research funding totaling \$2,442,102.
- The School of Nursing continues its focus on and support of development of programs of research that are responsive to the national agenda for Healthy People and the priorities for the development of the science of nursing. As a consequence of that focus, faculty members of the School have been successful in obtaining significant federal support for their work. The NIH funding held by faculty of the School of Nursing increased from \$1,640,058 in FY03 to \$2,701,993 in FY04. This level of funding positioned the School of Nursing as the 14th highest NIH funded School of Nursing in the nation and the highest funded in the Commonwealth of Virginia.

Initiative 2:

Support the development of VCU as the leading institution in Virginia working to solve the disparities in the health of its citizens through public health community outreach and recruitment of minority and disadvantaged students and faculty into the health sciences.

Progress

- The Center on Health Disparities (CHD) was established in December 2005. Dr. Wally Smith was appointed to serve as the Center's Medical Director and Ms. Sheryl Garland was appointed to serve as the Administrative Director. The Center's Administrator, Nannette Bailey, was hired in February 2006.
- The University is in the process of developing a faculty expertise database for use by the entire University community. This will allow for better access to faculty with expertise working to solve health disparities.
- The University allocated \$150,000 to increasing the recruitment of underrepresented and disadvantaged students into health sciences careers. These funds will support K-12 and

- VCU undergraduate programs to develop the applicant pipeline and support students enrolled in health sciences programs. A reorganization and reallocation of \$60,000 under the Vice President for Health Sciences was also used to create the Office of Health Careers/Education and Special Services for Students. This reorganization combined the MCV Campus Office of Student Academic Support Services, the Health Careers Opportunity Program and the Virginia Area Health Education Center.
- The Office of Health Careers/Education and Special Services for Students implemented six summer programs in the summer of 2006. Diversity Access Programs ran a six week summer program for college juniors and seniors. Thirty participants from colleges and universities across the state underwent rigorous course work and seminars to prepare them for a professional health sciences program. The office also implemented five other programs with participants from grades fourth through rising college sophomores. The VCU Acceleration program had two separate programs consisting of a six week and a four week summer program. Participants in both programs attended health career presentations across the spectrum and also engaged in academic course work relating to health career programs. There will be a total of 53 VCU Acceleration students on the Monroe Park Campus in the fall of 2006 pursuing an undergraduate program in the pre-health sciences. Project Inquisitive Minds engaged 25 rising sophomore, junior and senior high school students from the Richmond and Tri City areas. The one week intensive program was funded through Capital AHEC and exposed the students to Dentistry, Radiation Sciences, Pathology, Occupational Therapy and Physical Therapy. A four week Summer Enrichment Day Camp exposed fourth, fifth, sixth and seventh graders to the health careers and life sciences. The 21 participants were tutored one on one in reading and mathematics each day for two hours by a student from the first cohort of VCU Acceleration students. This program was funded in part by Statewide VA AHEC. The office also partnered with Capital Area Workforce Development Board (CAWIB) over the summer and created a Youth "Works" Health Occupations Institute. Seventeen participants engaged in job shadowing at the MCV Hospital for three weeks. The participants also learned "life skills" and "job skills" through intensive workshops and seminars. The program was fully funded by CAWIB from the Richmond and Tri City areas. The Office of Health Careers/Education and Special Services for Students had a total of 146 students participating in their summer programs for the summer of 2006.
 - The CHD received one of twelve (12) awards given by the Community Campus Partnerships in Health (CCPH) to programs affiliated with Schools of Public Health programs. This program is to enhance the capacity of the CHD to support initiatives to eliminate health disparities. This CCPH program is funded by the W. K. Kellogg Foundation.
 - The Center is collaborating with the VCU School of World Studies to coordinate a Latino Health Summit that will be held on November 16-17th at the Richmond Convention Center. The program will focus on providing education to health care providers and community agencies engaged in providing care to Latino populations in an effort to enhance the overall quality of services provided.
 - Dr. Martha Moon received a federal grant from the Department of Health and Human Services, Health Resources and Services Administration, Division of Nursing, to create a career ladder program to enhance the cultural diversity of the public health nursing workforce.
 - The VCU School of Nursing has maintained a presence at the Carver Elementary School in an effort to promote health of some of the most vulnerable of our children in Richmond, and is a partner in the School Nurses as Professional Partners project that is a grant of the Partnership for People with Disabilities.
 - Drs. M. Njeri Jackson and Michelle Mead in the College of Humanities and Sciences are concluding a study on "Needs Assessment of Virginians with Spinal Cord Injury," which has been funded by Commonwealth Neurotrauma Initiative Fund Grants-Virginia Department of Rehabilitative Services.

Initiative 3:

Provide the infrastructure for innovative health sciences curricula and student-centered learning to include development of a core interdisciplinary approach to training health care professionals, clinical and human simulation, evidence-based patient care, bioinformatics and knowledge-based health care, integrated biomedical science instruction, and community-based education.

Progress

- The Office of the Vice President for Health Sciences created and filled a new position of Assistant Dean for Student Affairs in the School of Medicine. Dr. Glenda Palmer began her new role on August 1, 2006 and will be responsible for student financial aid services and other student affairs functions.
- The Schools of Pharmacy and Medicine will implement interdisciplinary experiences for the medical and pharmacy students in their first two years on the MCV campus before they complete their third and fourth years on the INOVA campus.
- The School of Allied Health Professions received \$375,000 from the Virginia Legislature that will be used to support the Geriatric Education Center and the training of physicians as well as other health professions in service to older adults in the state
- The newly-established VCU Council on Community Engagement will provide a coordinating infrastructure to support a university-wide interdisciplinary effort to engage with and respond to the community, will promote and support VCU's core mission activities of research, teaching, and service as they relate to enhancing our engagement with the community, and will enhance awareness of opportunities and achievements, and promote involvement among university stake holders interested in becoming engaged with the community.

Initiative 4:

The Massey Cancer Center should achieve NCI comprehensive status by 2010.

Progress

- In May, the Massey Cancer Center dedicated the Goodwin Research Laboratory, an 80,000-square-foot state-of-the-art cancer research laboratory named in honor of Mr. and Mrs. William H. Goodwin. The new laboratory provides space for up to 250 cancer researchers.
- Dr. Laura Siminoff was appointed as the Massey Cancer Center associate director for cancer control, an important area in the effort to attain comprehensive status.

Initiative 5:

Become the recognized academic authority in Virginia on public health and safety and emergency preparedness as a resource for homeland security through local, state, federal and global collaborations.

Progress

- A task force was formed in early Spring of 2006 to examine how VCU could enhance its opportunities within areas relating to homeland security, with the specific focus of the task force being public health.

- This task force designed a survey that was sent out across the university to identify faculty and staff who had expertise, taught, conducting research, or interest in the critical mission areas of homeland security and other fields with a nexus to homeland security and public health.
- A recommendation of this task force will be to create a type of homeland security institute or center that will draw upon the expertise identified in the survey.
- A faculty expertise database is under development to allow for better access to faculty with expertise in public health and safety and emergency preparedness.

Initiative 6:

Institute a process of systematic, periodic review of all VCU research centers and institutes to assess their state, effectiveness and alignment with the overall goals of the University, and to recommend actions to improve centers and institutes and the institution.

Progress

- The Vice President for Research has drafted a plan for reviewing research centers and institutes. The recommendation from that plan that a task force be formed to make recommendations on classification, formation, operation, and evaluations of ICs were made and approved.
- The Provost and the Vice President for Health Sciences have appointed the membership of this university-wide task force, which will be chaired by the Vice President for Research. It is expected that the task force will begin work in early Fall 2006.

Initiative 7:

Support the development of an independent School of Public Health to make the VCU Medical Center a fully comprehensive academic medical center.

Progress

- An additional permanent allocation of \$976,245 was made to the 2006-07 budget for new faculty in the VCU School of Public Health
- Dr. Laura Siminoff has been recruited as chair of the new Department of Behavioral Sciences and Health Promotion. This represents the third of five core areas required for accreditation of an independent School of Public Health.
- Extensive renovations are underway in the McGuire Annex to house Dr. Siminoff's department.
- A national recruitment is underway for a new Chair of the Department of Biostatistics following the retirement of the previous chair, Dr. W. Hans Carter Jr.

Initiative 8:

Continue to expand education, research and patient care services throughout the Commonwealth.

Progress

- The School of Pharmacy is completing an agreement with INOVA Health Care Services to create a Northern Virginia Division training site for third and fourth year VCU pharmacy students. The first group of 20 students are planned to begin their third year of education in fall 2007. Regional programs in the Roanoke, Charlottesville, and Tidewater areas will be anchored with faculty at Carilion Medical Center, University of Virginia, and Sentara Health Care. Expansion of teaching in the VCUHS and other Richmond area health systems is planned. Pharmacy patient care services and practice research will occur in these major affiliated sites and in collaboration with other affiliated clinical sites and affiliate faculty.

- The VCU/INOVA Collaboration has been initiated by the creation of three working committees to explore medical education, research, and professional programs. The committees will begin meeting this fall.
- The School of Allied Health Professions' department of Nurse Anesthesia continues to expand student enrollment in underserved areas such as Southwest Virginia. The School continues to expand degree and clinical placement opportunities in Northern Virginia as well as throughout the state through its efforts in distance education. The Virginia Center on Aging continues to be the largest provider of Elderhostel for the state.
- The School of Nursing extended its off-campus RN to BS offering to Danville. The offering is a collaborative venture between this School of Nursing and the School of Nursing at the University of Virginia. The University of Virginia was the recipient of a Tobacco Commission grant and we are subcontractors on that grant to deliver the undergraduate portion of an articulated undergraduate-masters program
- The School of Dentistry continues to expand its preceptorship program for fourth year dental students and second year dental hygiene students to provide care in underserved areas.
- The Center for Psychological Services and Development (CPSD) in the College of Humanities and Sciences' Department of Psychology has relocated to the newly-renovated building (formerly the home of the Richmond Ballet) at 612-620 North Lombardy Street. CPSD is a training facility for advanced doctoral students specializing in counseling and clinical psychology. The CPSD provides counseling and psychotherapy, as well as career and diagnostic assessment services to the community.

Initiative 9:

In collaboration with other VCU initiatives to improve administrative efficiency, develop and implement a comprehensive space management plan for the MCV Campus based on analyses of utilization metrics and setting priorities for work that must remain on campus versus work that may occur at off-campus sites.

Progress

- The position of Assistant Vice President for Health Sciences – Finance and Administration was created and filled by Mr. Alan Johns. This position will include substantial development of MCV Campus school performance metrics program.
- The School of Medicine hired Ms. Amy Sebring as Assistant Dean from Program Review and Strategic Analysis to support strategic planning and administrative efficiencies in the School of Medicine.
- The Vice President for Health Sciences has purchased and installed Astra Schedule program that will interface with Banner. Centrally scheduled classrooms, teaching laboratories, and conference spaces are being brought into the system for scheduling and utilization tracking.
- A consultant has been hired to develop an implementation plan for the MCV Campus master site plan. This included the determination of units that must function on-campus, an analysis of both VCU and VCUHS off-campus lease space, and projection of swing-space requirements for demolition of West Hospital and AD Williams Clinic Building for future new School of Medicine building.

Initiative 10:

As a critical component of the VCU Medical Center, the VCU Health System has embarked on a multiyear strategic plan. The major components of this plan are as follows:

- *Focus investment on programs that offer strategic potential, meet forecasts of demand and support the academic purpose of the institution. Recruitment of physicians, staff and technology to broaden the clinical and research base of the institution is an essential element of these investments.*

- *Develop short- and long-term approaches to meeting the workforce needs, including the retention and recruitment of physicians, nurses, technical staff and development of the emerging workforce.*
- *Invest in information technology.*
- *Continue pursuit of improvements in clinical and service quality.*
- *Maximize utilization of existing staff and facilities.*
- *Begin the phased, long-term redevelopment of the clinical facilities supporting health system operations.*
- *Secure the long-term financial stability of the health system.*

Progress

- A consultant was hired by the VCU Health System to work in collaboration with the Vice President for Health Sciences and VCU Business Services to evaluate and make recommendation on improving parking allocations, shuttle service, and traffic patterns on the MCV Campus. Implementation of some recommendations will begin in fall 2006 and continued evaluation of the systems.
- The collaboration between the School of Nursing and Nursing Services was cited by the site visitors as the primary strength of the application of the VCU Health System for Magnet designation.

Theme V: Maintain VCU as a model for university-community partnerships.

Initiative 1:

Enhance and extend a culture of community engagement within all campus units by:

- *Drawing from the strength of diversity of the faculty, staff, administrators and students to develop community engagement initiatives that are reflective of the community.*
- *Restructuring and elevating an infrastructure that facilitates and supports University-community partnerships.*
- *Providing faculty and professional development in community-based research and learning methods.*
- *Integrating community-based learning into the undergraduate and graduate curricula.*
- *Recognizing faculty and staff for community engagement activities.*
- *Establishing an agenda for University-community partnerships that addresses community-identified needs.*
- *Creating mechanisms for soliciting community input and disseminating knowledge and opportunities.*
- *Seeking resources from multiple sources to support community-based initiatives.*
- *Creating a seamless educational experience for P-12 students.*
- *Being the regions' institution of choice for lifelong learning opportunities.*

Progress

- The proposed Division of Community Engagement will be an expansion of the current Office of Community Programs and will provide infrastructure support to academic programs and university-community partnerships.
- The newly established VCU Council on Community Engagement will provide a coordinating infrastructure to support a university-wide interdisciplinary effort to engage with and respond to the community, will promote and support VCU's core mission

- activities of research, teaching, and service as they relate to enhancing our engagement with the community, and will enhance awareness of opportunities and achievements, and promote involvement among university stake holders interested in becoming engaged with the community.
- The position of Spanish Language Liaison in the Office of Community Programs and the School of World Studies was created to develop Spanish conversation courses for VCU faculty and staff, including hospital staff, to make the VCU campus a more inviting place for the Latino community and to better serve the Latino community's needs through VCU's services, such as hospital clinics. In addition, courses will be designed for community organizations, government agencies, and other workplaces to help meet the needs of interacting with the region's growing Latino community.
 - VCU has made a proposal to become the home for Connect Richmond, a network of information resources for citizen and community leaders, particularly those in the nonprofit sector, with a common interest in building a stronger community through information-sharing.
 - VCU's faculty expertise database, which is currently under development, will allow for better access to faculty expertise by members of VCU's communities.
 - With the support of the Office of Community Programs, 65 service-learning courses were offered in 27 different departments this year. More than 1800 students offered approximately 34,000 hours of service in diverse community-based organizations throughout the Richmond region. Twenty-four faculty members participated in the Service-Learning Associates Program and each designed a service-learning course. .
 - The Vice President for Research has convened a working group that has initiated a review of the human subjects approval process with the intent of streamlining this policy to allow for faster response to community-based research opportunities.

Initiative 2:

Work collaboratively with VCU's community to be a catalyst to enhance access and improve outcomes for health care for the population of Central Virginia by:

- *Integrating health care workforce strategies into the strategic planning activities of each school and the college.*
- *Serving as a leader in defining state policy regarding the design of health care access strategies for the uninsured and underinsured.*
- *Developing an infrastructure that coordinates the activities of existing and future outreach initiatives, incorporating the core value of community collaboration into its culture.*
- *Developing strategies for each school, the college and the health system to enhance the diversity of its student population, faculty, staff and health care workforce to be more reflective of the community in which it resides.*
- *Serving as an adviser on public policy to local and state governments through the new VCU School of Public Health.*

Progress

- The Center on Health Disparities was established in December 2005 as a collaboration between the University and the VCU Health System.
- VCC program provided access to medical homes for over 18,000 uninsured patients in the Greater Richmond Community through partnerships with community physicians and Safety Net providers.
- VCUHS participated in the Perinatal Access Program with REACH and CrossOver Health Ministry that provided enhanced access to prenatal care for Latino women who were not eligible for Medicaid benefits due to their immigration status. Through the efforts of a VCU Outreach Worker, approximately 250 babies were born during the fiscal year to

mothers who received coverage for their hospital care through the Emergency Medicaid program. Through the coordination of this program, uninsured women had access to coverage for their deliveries.

Initiative 3:

VCU will continue its ongoing efforts to develop collaborations between businesses, government agencies, communities and higher education institutions in the Richmond metroplex and throughout the I-64 Corridor between Richmond and Tidewater and throughout the commonwealth.

Progress

- Over the past 10 years, VCU has seen the \$105M it has invested in the West Broad Street Corridor matched nearly dollar-for-dollar by retail and real estate development in this same area. With the VCU 2020 Master Site Plan, VCU will invest approximately \$1B more in capital development in the City of Richmond.
- President Trani is laying the groundwork for a consortium of universities, industry, and government agencies in the I-64 corridor between Richmond and Virginia Beach to grow this region's high tech and biotech industries in the model of California's Silicon Valley and Scotland's "Silicon Glen."
- The Philip Morris Research and Technology Center in the Virginia BioTechnology Research Park, at \$350M, is the largest private development project in Richmond, and will bring over 600 jobs to the Richmond metropolitan area. The addition of the Morris Research and Technology Center to the BioTech Park is a key part of the BioTech Park's new branding as "The new East Coast center for biosciences."
- VCU's Inger and Walter Rice Center for Environmental Life Sciences will significantly diversify the economy of nearby Charles City County through three major projects:
 - The formation of the Atlantic Rivers Center in collaboration with the U.S. Fish and Wildlife Service,
 - The creation of an \$850K research pier facility with the Virginia Department of Game and Inland Fisheries, and
 - The relocation of the regional headquarters of the Virginia Department of Game and Inland Fisheries to a \$2.2M facility at the Rice Center.
- VCU Community Solutions creates partnerships that address critical needs of communities. Two major areas identified as "critical needs" are Early Childhood Development and Youth Violence Prevention. Current activities include:
 - Early Childhood Development
 - Metro Ready: A graduate training model funded by the US Department of Education to increase the quantity, quality, and diversity of fully credentialed early intervention personnel and early childhood special educators.
 - Self-Study Training Accreditation Readiness (STAR) Child Outcomes: Success By 6® obtained funding for the STAR program, Greater Richmond's Quality Enhancement initiative, which supports best practice quality enhancement at 38 child care programs serving approximately 1,500 children in high-risk neighborhoods throughout the Greater Richmond area.
 - Making the Connection: An Interdisciplinary Approach to Linking VCU and the North Richmond YMCA.
 - School Readiness: Children in North Richmond: The objectives of this project are to 1) describe the early experiences of children in North Richmond, 2) compare early experiences to their PALS scores and kindergarten academic performance, and 3) provide a methodology for ongoing data collection to assess the effectiveness of prevention and intervention programs targeted to Northside children and families.
 - Integration Placement Opportunities for Preschoolers: The Virginia Department of Education's (VDOE) Training and Technical Assistance

Centers (T/TAC) statewide initiative is developing or expanding inclusive placement opportunities for young children with disabilities into general education programs (Head Start, Virginia Preschool Initiative, Community-Based Preschools).

- Include Me: The specific aim of Include Me is to increase the capacity of child care centers to provide inclusive care for children with disabilities.
- Youth Violence Prevention
 - Establishment of VCU Clark-Hill Institute for Positive Youth Development: VCU is one of eight universities selected by the Center for Disease Control to receive a five-year grant designed to support academic centers to address issues of youth violence in partnership with community stakeholders.
 - Evaluation of the “Relationship Education Leading Adolescents Toward Empowerment” (RELATE) Project: Focus group evaluation of the RELATE Project, which is a healthy relationships curriculum.
 - Women, Disabilities and the Justice System: A Department of Justice funded project to train law enforcement and judges on issues related to serving abused women with disabilities.
 - Crime Prevention Through Environmental Design: A pilot implementation of CPTED was conducted at the new Armstrong High School, which was created through the merger of two rival high schools.
 - Comprehensive Approach to Crime Reduction: For the City’s Crime Reduction Campaign, assistance was provided in the development of guidelines by which to select model crime reduction programs, monitoring their implementation, and supporting campaign evaluation efforts.
 - Latino Immigrant Community Needs Assessment: In response to a need identified by the City of Richmond, a community needs assessment was conducted to identify the strengths and needs of the Latino community.
- The L. Douglas Wilder School of Government and Public Affairs launched in November 2005 a signature event called “The Excellence in Virginia Government Awards.” The awards ceremony celebrates individuals and organizations in the public and private sectors that have made significant contributions to the practice of government and to the well-being of our communities and citizens. The 2006 ceremony will take place on November 28, 2005.
- VCU recently completed an updated study of VCU’s economic impact in the Richmond metroplex and throughout the Commonwealth of Virginia.

We have accomplished a great deal. But, clearly, much remains to be done. We thank you for your support and look forward to providing you regular updates on the implementation of VCU 2020: A Vision for Excellence.