

# Progress on the Implementation of the VCU 2020 Strategic Plan

July 2007

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 July 2007.

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## **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 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 the assistant vice provost level.
- 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.
- The new process for allocating the Virginia Higher Education Equipment Trust Fund (HEETF) funds progressed very smoothly. Our new process is intended to assure that expenditures are not duplicated; to carefully plan the implementation of core scientific and instructional 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, and recruitment and faculty development.
- 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, the Center for Institutional Effectiveness (CIE) has developed a planning template for the colleges and schools to use in making six-year enrollment plans.
- Dr. Laura Moriarty was named vice provost for academic and faculty affairs. This new position combines the administrative oversight of academic and faculty affairs.
- Dr. Joseph Marolla was named vice provost for instruction. This new position combines oversight of instruction, student engagement, and services for first-year and undeclared students.
- A national search for a director of assessment to lead VCU's assessment of student outcomes and student engagement resulted in the hiring of Dr. Stephen RiCharde from Florida Atlantic University. Dr. RiCharde has more than 20 years of experience as an assessment professional and faculty member and will be joining VCU on August 25, 2007.
- Procedures to standardize reviews of Monroe Park Campus administrators were developed in the 2006-07 academic year and are currently being used to evaluate individuals who report directly to the provost and all administrative and professional faculty within the provost's office.
- In fall 2006 a committee was organized and tasked with planning the technology upgrade of centrally scheduled classrooms. After surveying faculty and reviewing data on classroom usage, the committee worked with Media Support Services to develop a compact podium unit that includes a computer, internet access, and an LCD projector. Results of the Faculty Senate survey of classroom facilities then identified classrooms with the most pressing needs. In total, approximately 48 rooms have been or will be renovated. Renovations are expected to be completed by fall 2008.

- The Hunton Student Center opened on January 12, 2007 with a grand opening and dedication ceremony held on January 24, 2007.
- The 15-story Critical Care Tower for the VCU Health System is nearing the February 2008 completion of the erection of the structural steel. Opening of this facility remains on schedule for August 2008.
- The Medical Sciences Building II design is complete and foundation work will start this month. The expected completion date for this major research addition is December 2008.
- The new School of Nursing building was completed ahead of schedule and the School moved into the new building in March 2007.
- The Monroe Park Campus Addition will remain very active over the next six months with the School of Business and Phase II of the School of Engineering building opening in December 2007.
- The new 689 car parking deck, and the newly renovated and expanded Belting Building for the VCU AdCenter are scheduled to be complete by December 2007.
- The Residential College student housing project is under construction, with a planned opening of August 2008.
- Renovations continue on Franklin Terrace and on the James W. Black Music Center. These two projects are expected to be completed by December 2007.
- Dr. Beverly Warren was appointed dean of VCU's School of Education.
- Under the leadership of Vice President Macrina, policies are being developed to guide the recruitment and mentoring of postdoctoral scholars. You can review a draft at <http://www.research.vcu.edu/vpr/postdoc/postdocpolicy.pdf>.
- A task force composed of four separate committees was formed to explore VCU's current policies and procedures related to conflicts of interest, and to decide if additional policies are needed or if existing policies need to be revised and expanded. The committees have concluded their work, and two committees have reported that new policies are needed, whereas one committee is proposing a revision of two existing policies. The task force is currently deciding the best way to present the collective revisions and additions to existing policies and is beginning the process of moving their proposal through the governance structure at VCU. The final set of policies related to conflict of interest is expected to be presented to the Board of Visitors in May 2008.
- Honor System revisions were completed and approved by the Board of Visitors on November 16, 2006. See [http://www.vcu.edu/provost/pdf/Honor\\_system\\_policy.pdf](http://www.vcu.edu/provost/pdf/Honor_system_policy.pdf)
- Fall 2006 enrollment figures verify that Virginia Commonwealth University is now the largest in the Commonwealth of Virginia, with more than 30,300 students. Official enrollment projections will have VCU remain the largest institution in the Commonwealth for years to come.
- The Office of the Vice President for Health Sciences implemented new instructional space management software to improve tracking and reporting on centrally scheduled classrooms and teaching laboratories.
- The Office of the Vice President for Health Sciences is partnering with the School of Medicine to extend their current system that measures the productivity of assigned research space (Research Space Management System/RSMS) to the other schools on the MCV Campus.
- The Office of the Vice President for Health Sciences is developing a new system for establishing and monitoring performance metrics for key business and academic indicators. The new system, TOPEM (Targeted Outcomes Performance Evaluation Metrics), will provide historical statistics (lagging indicators) for evaluating progress in achieving annual strategic goals and benchmarks as well as evaluating leading indicators and business trends monthly to facilitate re-prioritization and/or redirection of resources to ensure successful achievement of planned outcomes.
- The Office of the Vice President for Health Sciences has implemented several policies within the MCV Campus schools to improve internal review and approval of HR actions including non-reappointment of A&P faculty, the recruitment and selection of key administrators, and the use of professional search firms.
- The Office of the Vice President for Health Sciences has taken a direct leadership role in the management and oversight of the financial and HR functions of the Massey Cancer Center, which was previously administered through the School of Medicine. This oversight includes development and approval of an all funds budget plan as well as monitoring the Center's progress in maximizing resources, both internal and external.
- As part of its overall administrative realignment, the Office of the Vice President for Health Sciences is expanding its academic affairs section by recruiting for an academic affairs coordinator who, along with the facilities scheduling coordinator, will report to the director for academic & facilities services.

The new coordinator will have responsibility for assisting MCV Campus schools with undergraduate transfer students, articulation agreements for community college students, and enrollment tracking.

- The VCU Controller's Office is coordinating VCU's compliance with the Agency Risk Management and Internal Control Standards (ARMICS). An ARMICS oversight committee, with university-wide representation, has been appointed by the Senior Vice President for Finance and Administration. The oversight committee is assisting the Controller in the assessment of agency level controls. Assurance Services is assisting in the evaluation and testing of key central areas of the university. All departments with financial transactions above a certain risk level are evaluating their controls. The Office of the Vice President for Health Sciences has designated an ARMICS coordinator for each school and the Massey Cancer Center in order to facilitate the development and documentation of internal controls needed to achieve compliance with the goals outlined by ARMICS.
- The Office of the Vice President for Health Sciences has taken the lead for the University to integrate the SCHEV Six Year Planning Process with the University's established annual budget process. This new, Web-based database will link annual internal initiatives and budget requests to the themes and initiatives outlined in VCU 2020 for the SCHEV planning cycle.
- The HIV/AIDS Center and the Richmond Aids Consortium completed its reorganization under the leadership of Dr. Daniel Nixon, center director, to combine these two VCU units. This was part of strategic plan to bring all HIV/AIDS research, clinical service, and education under the Center umbrella for improved effectiveness. The Center also has launched its new joint Web site (<http://www.hivcenter.vcu.edu/>).

### 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

- President Trani has appointed a strategic planning implementation oversight committee to monitor progress in implementing the strategic plan and to ensure that budgetary and other resource allocation decisions remain true to the intent of the plan.
- 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 continues to ensure 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 leads efforts 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 continues to oversee the implementation of the VCU 2020 Strategic Plan and will monitor established metrics to ensure that the Plan stays true to its strategic vision, and works with various units within VCU to develop strategic plans and to ensure that planning efforts are aligned with the University's strategic vision.
- 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, and to begin to develop school-/college-level plans for attaining the appropriate mix of faculty as called for in the strategic plan.
- The Center for Institutional Effectiveness worked with the University Equity and Diversity Committee throughout the 2006-07 academic year 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 collaborated with the Harvard Graduate School of Education to conduct a survey of VCU's pre-tenure faculty in order to identify strengths and weaknesses in the policies, procedures, services and general climate that shape the work of VCU's newly hired faculty.

While the results of the survey were overwhelmingly positive and showed that VCU has a very supportive culture for pre-tenure faculty, it did highlight a number of areas where VCU could strengthen processes and services for new faculty. CIE staff will work with the vice provost for academic and faculty affairs, and the vice president for research to ensure that the results of this survey can help to improve the experiences of VCU's new faculty.

- The Center for Institutional Effectiveness has conducted or participated in reviews of summer school contracts, undergraduate and graduate admissions, and other business processes at VCU, and serves as a resource to the provost and other administrators in developing recommendations for improving the efficiency and effectiveness of VCU's administrative infrastructure.

### 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 has been appointed to serve in this new position.
- 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.
- Four separate committees were formed to explore VCU's current policies and procedures related to conflicts of interest, and to decide if additional policies are needed or if existing policies need to be revised and expanded. The committees have concluded their work, and two committees have reported that new policies are needed, whereas one committee is proposing a revising of two existing policies. The committees are currently deciding the best way to present the collective revisions and additions to existing policies and are beginning the process of moving their proposal through the governance structure at VCU. The final set of policies related to conflict of interest is expected to be presented to the Board of Visitors in May 2008.

### 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 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.
- The Office of the Vice President for University Advancement is planning an official announcement of the funds raised through the recently completed Campaign for VCU.

- The Office of the Vice President for University Advancement continues to review 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.
- Tennis stars Andre Agassi, Stefanie Graf, Lindsay Davenport, and James Blake helped President Trani break ground for the Mary and Frances Youth Center at Virginia Commonwealth University in the summer of 2006. The Youth Center is being funded by a private, \$1.5 million donation from Michael Fraizer, chairman and CEO of Genworth Financial Inc., and his wife, Elizabeth. The youth center will provide the Richmond community with a wide range of life skills, mentoring, academic and athletic programs for at-risk children.
- The Office of the Vice President for University Advancement is conducting a national search for the new position of assistant vice president for advancement services. This position will provide both “back office” and front line support for VCU’s development officers, and will develop cutting-edge information systems and other information tools needed to support VCU’s alumni affairs, development and philanthropy efforts.

## **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 moved to its permanent home on the first floor of the newly-renovated Hibbs Building, now called Hibbs Hall.
- 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.
- The University College has completed its first full academic year and is, by all accounts, already a huge success.
- Highlights of the University College’s first year include:
  - 29,986 academic advising sessions.
  - 28,051 hours of tutoring, Supplemental Instruction, and writing consultations.
  - 9,654 students served by UC.
  - 4,500 first-year and transfer students attended summer STAR.
  - 1,800 first-year students attended a *Freakonomics* reading group.
  - 1,600 first-year students enrolled in UNIV 101 class.
  - Record numbers of students are utilizing academic support services.
  - More first-year students returned for their 2nd semester than ever before.
  - Based on the fall semester, this is among the highest achieving class in the history of this institution.
- VCU’s first Summer Reading Program, another key student engagement strategy, was a tremendous success. All new freshmen were invited to read last year’s selected book – *Freakonomics* – before

coming to campus for the fall semester. One hundred and twenty-six members of the VCU community – faculty, staff, and administrators – volunteered to lead small-group discussions enabling students to engage with one another (and with us) and to exchange ideas on the book. We had been advised by colleagues from around the country to expect about 500 students to participate in discussion sessions, but more than 1,500 of our new freshmen showed up at one (or more!) of our discussion forums.

- The 2007 Summer Reading Program selection is *Nickel and Dimed* by Barbara Ehrenreich.

### 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, quantitative literacy, 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*, filled 12 pilot sections taught by 6 faculty members in fall 2006. After this 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.
- Focused Inquiry I and II, a two-semester sequence that will be required of all first-year students, was finalized in spring 2007 after a small number of "pilot" sections were offered the previous fall. A committee with faculty representation from each school participated in the process of moving through the curricular approval process for full implementation this fall.
- The University College has hired 41 full-time and 6 adjunct faculty members to teach Focused Inquiry I & II. Twenty-four of these faculty members are new to VCU.

### 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.
- In addition, the VCU Libraries were given \$300K in one-time funds. About \$200K of this will be used to purchase journal title files. The remaining funding – about \$100K – has been allocated to meet other needs of the libraries. Special attention has been paid to the School of the Arts and media materials in general, in support of the new Ph.D. program in Media, Art, and Text, an interdisciplinary program of the School of the Arts and the College of Humanities and Sciences.
- 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 by Dr. Joseph Marolla, who continues to serve as director of VCU's Center for Teaching Excellence.
- With oversight of instruction, student engagement, and services for first-year and undeclared students, the Office of the Vice Provost for Instruction launched several programs in fall 2006:
  - VCU's Summer Reading Program. All new students read 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 exchanged ideas on the book through small-group discussions. One hundred and twenty-six members of the VCU community led discussions. The Center for Teaching Excellence prepared 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 Summer Reading Program selection for fall 2007 is *Nickel and Dimed* by Barbara Ehrenreich.
  - The Honors College has developed 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 approved the new position of director of student engagement within the Office of the Vice Provost for Instruction, and Dr. Daphne Rankin was appointed to this position.
- In addition, the provost has changed the position of director of assessment so that it now reports simultaneously to the vice provost for academic and faculty affairs and the vice provost for instruction. After a national search, Dr. Stephen RiCharde has accepted this position and will start as VCU's director of assessment on August 25, 2007.
- The Office of the Vice Provost for Instruction has completed assessments of all five core competencies as required by the SCHEV. A report of VCU's assessments on these core competencies was made to the Board of Visitors in May 2007.

### **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 has provided \$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 been completed.

- The Office of the Provost and Vice President for Academic Affairs and the Office of the Dean of the Honors College prepared an application to shelter a chapter of Phi Beta Kappa that was submitted in fall 2006. Typically, institutions must submit applications numerous times before being granted a Phi Beta Kappa chapter. While VCU was not granted a Phi Beta Kappa chapter on this application round, the leadership of Phi Beta Kappa was very impressed with VCU's application, and have provided VCU with feedback that will greatly improve the probability of being granted a chapter in the next application round in fall 2009.

#### 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 2007, with just under 11,000 students registered for summer courses. More than one out of every three VCU students take advantage of VCU's summer offerings.
- 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. A report on the VCU Summer Workshop Series will be made to the Academic and Health Affairs Policy Committee of the Board of Visitors in August 2007.
- 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.
- The provost has named a task force to develop and coordinate plans for increasing the use of summer session courses to reduce time-to-degree, ease high demand for gateway courses, and provide educational opportunities for non-VCU students. A report on the VCU's summer session will be made to the Academic and Health Affairs Policy Committee of the Board of Visitors in August 2007.

#### 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 University's budget 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 budget provided for 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 Office of the Vice President for Research is currently examining the VCU environment for postdoctoral training with the goal of achieving a competitive institutional environment for the

recruitment and retention of postdoctoral scholars. The Office of the Vice President for Research has established a task force and is developing policies and procedures that will guide the recruiting, employing and mentoring of postdoctoral scholars.

- 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 welcomed 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.
- The MS and PhD program in Anatomy were renamed to Anatomy and Neurobiology to reflect the current research emphasis in the department.
- An interdisciplinary PhD program in Neuroscience is under development and approval is planned for a start time of fall 2008.
- MS and PhD programs in Clinical and Translational Sciences were approved under the new Center for Clinical and Translational Science.
- The Doctor of Nurse Anesthesia Practice (DNAP) was approved and will enroll more than 25 students in its first class in fall 2007.
- The Occupational Therapy Doctorate (OTD) was approved for initiation in fall 2007. The initial demand for this program has not been as great as expected; however, enrollment in the Master of Occupational Therapy has increased. The rationale for starting the OTD was to create a continuum from MOT to OTD to remain competitive for new students in Occupational Therapy.

#### 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 has identified appropriate institutions and is establishing detailed exchange partnerships with 15 universities throughout the world.
- The President has allocated, to date, \$750,000 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 England, Ireland, Sicily, Russia, Spain, China, Costa Rica, Guatemala, Australia, Mexico, India, Brazil and South Africa 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 associate vice provost for enrollment services in June 2007.
- 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.
- The Center for Institutional Effectiveness has conducted a review of the undergraduate and graduate admissions processes and has made a number of recommendations for improving the efficiency of these processes and for improving the quality of information available for enrollment management and planning.
- 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.
- Fall 2006 enrollment figures verify that Virginia Commonwealth University is now the largest in the Commonwealth of Virginia. With more than 30,300 students, VCU is projected to remain the largest university in the Commonwealth for several years.
- The Office of the Vice President for Health Sciences is recruiting for a new position, academic affairs coordinator which will have responsibility for assisting MCV Campus schools with undergraduate transfer students, articulation agreement for community college students, and enrollment tracking.

#### 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.
- 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 has been repeatedly recognized for its excellent design. 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 Hibbs Hall have been completed and will directly benefit the majority of 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.
- The 1st Annual VCU Fall Fest provided 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. VCU brought the community together for the weekend on October 13, 14 and 15, 2007, 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.
- Renovations to Hunton Hall on the MCV Campus have been completed, and the newly-renamed Hunton Student Center, which opened in January 2007, provides MCV Campus students with study space, small group meeting space, dining and relaxation space, and information resources assistance from the library.
- The Office of the Vice President for Health Sciences is working with the vice provost for student affairs and VCU Facilities Management to initiate planning for phased consolidation of MCV Campus student support services in the Virginia Mechanics Institute Building as space there becomes vacant.
- At the request of the Board of Visitors, VCU's Center for Institutional Effectiveness is conducting a demographic survey of all of VCU's students to collect information that will be used to guide program and service offerings, such as services for students with children. The results of the Student Demographic Survey will be reported to the Board of Visitors in November 2007.
- The Board of Visitors modified the Master Site Plan in June 2007 in conjunction with planning for the new Cary Street Recreation facility.

### **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 charged the University Equity and Diversity Committee with delivering an action plan for diversity by May 2007. A draft of this plan has been submitted to the Provost for his review.
- The University Equity and Diversity Committee conducted a climate survey of VCU's faculty and staff in fall 2006, and will conduct a similar survey of VCU's students in the 2007-08 academic year. 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, has completed or is in the process of completing 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, as well as Federal rules and regulations.
  - A Web-based "Complaint Form" for faculty, staff and students is located on the MCV Campus Office of Disability Support Services 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.
  - The University ACCESS Committee has been active under its chair, Ms. Cheryl Chesney-Walker. Accomplishments include: revision of the Faculty Handbook on educational access for students with disabilities; development of the University ACCESS Web site; review of Emergency Evacuation Procedures; completion of draft of faculty student grievance procedures; completion of draft for special housing procedures for students with disabilities;

- development of “fast facts” flyers for Human Resources to disseminate to all new employees; and facilitation of discussions with stakeholders regarding handicapped parking guidelines.
- The Office of the Vice President for Health Sciences has allocated funds to the Faculty Support Program to assist in the recruitment of a diverse faculty.

**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**

- In fall 2006, VCU participated in the Harvard University Collaborative on Academic Careers in Higher Education (COACHE) study of the development of tenure eligible faculty. While pre-tenure faculty were much more satisfied with the climate and collegiality of VCU than pre-tenure faculty at peer institutions, the study did highlight a number of areas where VCU could improve the experiences of pre-tenure faculty: faculty workload, clarity of the tenure process, support for research activities, and quality of instructional and research facilities. The Center for Institutional Effectiveness is working with the Office of Research and the vice provost for academic and faculty affairs to turn the findings of this study into concrete actions that will improve the experiences and success of VCU's 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.
- For the past year, Dr. Frank Baskind, dean of the School of Social Work, and Ms. Cindy Andrews, executive director of human resources, have led a study of issues related to workforce transition among VCU faculty and staff, and have made a number of recommendations for units as they plan for workforce transitions. Chief among these is the recommendation to include assessment of workforce planning as a component of academic program review and reviews of administrative units.
- In fall 2007, the Provost's Office will be working with all schools and the college to develop plans for achieving the appropriate mix of faculty as directed in the VCU 2020 Strategic Plan. The Provost's Office has created a planning template that overlays a number of data elements to aid deans and department heads in determining what mix of faculty will be necessary to unit-level goals for the coming years. Deans will use these templates along with data from comparable schools and programs to lay out a plan for achieving the appropriate mix of faculty by faculty type.

**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 served ably as our vice provost for academic affairs

for five years, has assumed 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 University's budget 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 budget funded 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 Office of the Vice President for Research is currently examining the VCU environment for postdoctoral training with the goal of achieving a competitive institutional environment for the recruitment and retention of postdoctoral scholars. The Office of the Vice President for Research has established a task force and is developing policies and procedures that will guide the recruiting, employing and mentoring of postdoctoral scholars.
- 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 welcomed 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.
- The MS and PhD program in Anatomy were renamed to Anatomy and Neurobiology to reflect the current research emphasis in the department.
- An interdisciplinary PhD program in Neuroscience is under development and approval is planned for a start time of fall 2008.
- MS and PhD programs in Clinical and Translational Sciences were approved under the new Center for Clinical and Translational Science.
- The Doctor of Nurse Anesthesia Practice (DNAP) was approved and will enroll more than 25 students in its first class in fall 2007.
- The Occupational Therapy Doctorate (OTD) was approved for initiation in fall 2007. The initial demand for this program has not been a great as expected; however, enrollment in the Master of Occupational Therapy has increased. The rationale for starting the OTD was to create a continuum from MOT to OTD to remain competitive for new students in Occupational Therapy.
- A Graduate Education Task Force was established and held its first meeting. The task force is charged with meeting the goal of increasing graduate enrollments at VCU, and, in particular, identifying strategies for funding doctoral-level graduate assistants. The Task Force will consider strategies used by sister institutions, such as charging tuition paid by grants, departments or the Graduate School and reducing tuition for doctoral students in the candidacy stage. It will also look for ways to offset revenue impact of strategies we adopt, and find an optimal way to invest resources to meet the goal of doctoral enrollment growth while trying to achieve parity with sister institutions for our existing doctoral students. The Task Force will also make recommendations regarding the best mix of centralized/decentralized control of graduate stipends to achieve best results for the institution, and

will assist the dean of the Graduate School in developing a strategic plan to meet proposed enrollment growth.

**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 welcomed its first class of 13 students in August 2006.
- Under the leadership of the vice president for research, the vice provost for community engagement, 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.
- The Paramedic training program in the Department of Surgery, Division of Medicine Trauma, Critical Care & Emergency Surgery was expanded to include a bachelor's degree completion program in VCU Interdisciplinary Studies.
- MS and PhD programs in Clinical and Translational Sciences were approved under the new Center for Clinical and Translational Science.
- An interdisciplinary PhD program in Neuroscience is under development and approval is planned for a start time of fall 2008.

**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 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 each of the Colonial Academic Alliance Annual Meetings.
- Students in the three programs of the Department of Radiation Sciences enroll in two research courses during their sophomore and junior years. This introductory research component of the curriculum culminates in a two-credit senior project course where the students are responsible for planning a research project. Nationwide, the VCU Radiation Sciences department is one of the first baccalaureate programs in radiation sciences to incorporate research skills into the curriculum so that graduates are better consumers of medical knowledge.
- In the Division of Dental Hygiene at Virginia Commonwealth University School of Dentistry, undergraduate students participate in a senior capstone experience involving a clinical patient. Each student is required to complete a case documentation project on a clinic patient. The purpose of this

project is to integrate treatment planning, treatment implementation, and evaluation procedures used throughout the clinical curriculum. Case documentation refers to a thorough record of the patient's dental therapy. The documentation is comprehensive in that it includes initial assessment data, the treatment goals and plan, details of actual treatment, a record of the treatment outcome, and an evaluation summary of the therapy. This record is both visual and written.

- The School of Nursing requires all undergraduate students to complete a statistics course. As of fall 2006, within the major, all students take a one-credit hour course -- Principles of Research in Nursing Practice -- in fall semester of the sophomore year and a two-credit hour course -- Evidence Based Practice in Nursing -- in the last semester of the program. In the course, Principles of Research in Nursing Practice, the students are introduced to the role of nurses in research, they are provided an overview of important research concepts and focus on developing skills related to identifying, locating, reading, summarizing and critiquing research articles and evidence based guidelines. In the course Evidence Based Practice in Nursing the students gain knowledge of the skills required to enact evidence based practice over one's professional life. Final competency related to knowledge of current evidence guiding selected aspects of nursing practice is documented through a course paper. In summary, the focus of research at the undergraduate level of a professional program is on the utilization of research and other forms of evidence to guide professional practice.
- In the Department of Clinical Laboratory Sciences, the undergraduate students participate in a method evaluation project during the last semester of the CLS program. For a given analytical method, the students perform the method evaluation experiments, analyze the data, and decide if the method under evaluation can be implemented, given the necessary reagents, instruments, supplies, and specimens.

#### 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.
- The Center for Institutional Effectiveness collaborated with the Harvard Graduate School of Education to conduct a survey of VCU's pre-tenure faculty in order to identify strengths and weaknesses in the policies, procedures, services and general climate that shape the work of VCU's newly hired faculty. While the results of the survey were overwhelmingly positive and showed that VCU has a very supportive culture for pre-tenure faculty, it did highlight a number of areas where VCU could strengthen processes and services for new faculty. CIE staff will work with the vice provost for academic and faculty affairs, and the vice president for research to ensure that the results of this survey can help to improve the experiences of VCU's new 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.
- MS and PhD programs in Clinical and Translational Sciences were approved under the new Center for Clinical and Translational Science.
- The School of Dentistry's faculty development has focused on improved teaching and student evaluation.
- The School of Pharmacy held faculty seminars on student centered teaching by the CTE during the academic year of 2006-7 and the summer of 2007. Faculty participated in two programs by the American College of Clinical Pharmacy in teaching and clinical research and in Experiential Pharmacy Education Conference sponsored by the American Association of Colleges of Pharmacy.
- The Office of the Vice President for Health Sciences initiated the M.S. in Adult Education for medical faculty. The program represents a collaboration with the School of Education. The first class entered the program in January 2007. In addition, the Physician Leadership Program for clinical faculty was initiated. This is a collaboration with the Department of Health Administration.

**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 has identified appropriate institutions and is establishing detailed exchange partnerships with 15 universities throughout the world.
- The President has allocated, to date, \$750,000 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 England, Ireland, Sicily, Russia, Spain, China, Costa Rica, Guatemala, Australia, Mexico, India, Brazil and South Africa to discuss international exchange programs.
- Fourth year pharmacy students are completing an elective professional practice experience at the University of Messina in Sicily (8 students in 2006-7, and 8 students 2007-8). Eight pharmacy students from the School of Pharmacy in Messina are assigned to one month rotations at VCU.
- The first VCU medical students went to the University of Messina for a very successful start. A relationship with the Post Graduate Institute (PGI) for Medical Education and Research and faculty exchange has occurred. The VCU chair of psychiatry visited PGI and lectured. VCU hosted the PGI chair of psychiatry. Faculty exchange with Fudan University School of Life Sciences: dean visited, assistant professor of genetics did mini-sabbatical at VCU. The first fellows from Mexico arrived as trainees in the NIH Funded Post Doctoral Training Grant in Reproductive Health.

**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 complete 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, and some renovations on this building are already underway.

- 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.
- The 2006-07 MCV Campus space planning study updates the MCV Campus portion of the VCU Master Plan 2020 and designates campus districts for buildings that support the research, clinical and academic missions. The location and planning begun this year for a School of Medicine on the site of AD Williams Clinic is consistent with the Master Plan designation of the district supporting research and clinical instruction. A major objective of the recently initiated space planning study for the School of Pharmacy is to provide additional space for its expanding research program. Also completed this year was a planning study for vivarium facilities that complements the Master Plan in addressing research support.
- The Board of Visitors modified the Master Site Plan in conjunction with planning for the new Cary Street Recreation facility.
- Planning for an academic / one-stop student support facility is underway.

**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).
- In 2006-07 two VCU students were 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.
- An elective course in Spanish for Health Care Workers was established in the School of Pharmacy.
- two minority faculty members were appointed to leadership roles in the School of Medicine: Michelle Whitehurst-Cook as associate dean for admissions, and PonJola Copney as senior associate dean for faculty affairs. Suzanne Barbour was supported for Leadership Training in ELAM. Recruitment activities in historically black universities were expanded and a "second look" program for minority students was initiated.

**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 School of Medicine 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.
  - 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 Schools of Dentistry, Engineering, and Pharmacy have begun planning for interdisciplinary collaborations in PhD training and research in bioengineering.
- The School of Medicine increased NIH funding over 2006 levels. The Victoria Johnson Center for Obstructive Pulmonary Disease was created and recruited distinguished senior investigator to lead it. Recruited several other senior investigators in the fields of neuroscience, substance abuse, rehabilitation medicine, biostatistics and recruited new chair of the Department of Biostatistics, Dr. Shumei Sun from Wright State University School of Medicine.
- The School of Nursing continues its successes in enhancing its research in biomedical clinical and translational science. During this academic year there were five faculty members who held major NIH grants and the School had an NIH funded Center for Biobehavioral Clinical Research.

**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 fourth grade 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 16-17<sup>th</sup> 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.
- The Center on Health Disparities has matured rapidly under the leadership of Ms. Sheryl Garland, administrative director and Dr. Wally Smith, medical director of the Center. Accomplishments this past year in the four mission areas of the Center include:
  - Research
    - Four grant proposals recently submitted. One awarded, others pending (including a P60 to the NIH/National Centers of Minority Health and Health Disparities)
    - COHD has developed a research focus on improving birth outcomes for minorities
    - Working with a Perinatal coalition of community health care providers and social services agencies to develop ideas to reduce infant mortality rates and improve birth outcomes in the Central Virginia region
  - Education

- Developed a business plan to partner with the School of World Studies Office of Language and Cultural Competency to develop cultural competency training programs for health care professionals
- Working with the School of Medicine to integrate a cultural competency training module into its curriculum
- Improving Access
- Developing a survey to catalogue outreach activities across the VCU medical campus
- Coordinating data gathering activities with the VCU Council on Community Engagement (CCE)
- Participating in the REACH Community Health Services Planning process focused on developing a safety net health care delivery model for the Greater Richmond area.
- Workforce Development
- Established a Health Careers Pipeline model that includes programs across the University focused on introducing K-16 students to careers in health care.
- Developed a database to track students involved in VCU health careers introductory programs
- Established a partnership with Cosby High School's Health Careers Specialty Center
- Dr. Seth Leibowitz and Ms. Donna Jackson will be teaching the Intro to Health Careers course in the spring 2008 to Cosby High School and VCU students
- The division of Health Careers/Education and Special Services for Students (HC/ESSS) is under the administration of Cheryl Chesney-Walker, executive director. The executive director reports directly to the Office of the Vice President for Health Sciences. The division continues to build the resources necessary to create and implement programs and partnerships at the University and the community at large to address critical health disparities issues and the barriers faced by underrepresented and disadvantaged minority (URMD) students pursuing a health career. The HCESS works in collaboration with the Center on Health Disparities.
  - VCU Acceleration, a program for VCU undergraduate students from a disadvantaged background with interest in health science careers, is entering its third year. Currently there are 81 VCU Acceleration students in the program with 100% of the students still enrolled in a college program, mostly at VCU. Five of the first cohort of students will matriculate to the MCV Campus this coming fall in the Clinical Lab Sciences program. Two of the five students will be awarded a one time \$1,000 scholarship through the MCV Alumni Association.
  - A new program called Hands On Science Outreach (HOSA) was implemented and consists of a partnership with Communities in Schools. The program teaches science experiments to 11 students two hours per week for four weeks during the summer. The program is held in the student's home school.
  - The Summer Enrichment Day Camp is in its second year. Thirty-five (35) fourth, fifth, and sixth graders enrolled in the program, which is an increase from 22 students last year. The program exposes the students to one-on-one tutoring for reading and math with the rising VCU Acceleration sophomores. In addition, students participate in health science and life science career activities.
  - A new program called Summer Enrichment Day Camp II was also developed and implemented with the Latino community. Nine students enrolled in the four week summer pilot program. A cooperative partnership between the office and Capital Area Workforce Investment Board is in its second year. This summer 24 students are participating in the program, up from 17 last year.
  - Project Inquisitive Minds summer program was held again this year with 48 high school students participating in the program, up from 25 students last year. The HC/ESSS Diversity Access Programs (DAP) component is entering its second year. The area is currently headed by Kevin Harris, M.S.A., and is focused on building an interdisciplinary infrastructure to support

**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.
- 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.
- The use of simulation to provide training, test competency, and improve patient care has come to all the health sciences schools. The most recent additions are in the new School of Nursing building and the School of Dentistry. The School of Medicine is proposing a Center for Simulation and Patient Safety. The Department of Nurse Anesthesia in the School of Allied Health Professions had used simulation to train students, residents, faculty, and practitioners. Simulation will be a key to being able to bring together students from different disciplines in an instructional setting with the ultimate goal of improving the function of the healthcare team and breaking down barriers the emerge from instruction within silos.

### Initiative 4:

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

## Progress

- 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.
- The Massey Cancer Center submitted its National Cancer Institutes (NCI) core grant renewal application in May 2007 and will host a site visit in September 2007.
- The Center has strengthened its cancer prevention and control, a key component required for Comprehensive Status with the recruitment of Dr. Laura Siminoff, chair of the new Department of Social and Behavioral Health in the emerging School of Public Health. Dr. Siminoff, an international expert in patient and family decision making about serious illness, serves as the associate director for cancer control at Massey.
- Another key recruit in this area is, Dr. Cathy Bradley, Professor of Health Administration. Dr. Bradley is a health economist and her primary research focus has been on health outcomes with regard to cancer and its treatment. Within this broad area, she addresses research topics related to disparities in cancer care and survival among low-income populations—specifically those insured by Medicaid. Dr. Bradley has been continuously funded by the National Institutes of Health for a decade and has been responsible for over \$5 million in NIH research funding.
- The recruitment of Dr. Alton Hart from the Fred Hutchinson Cancer Center at University of Washington brings added strength in cancer control. Massey has continued to enhance its status in the area of clinical trials. Dr. Hart is an expert in prostate cancer prevention in minorities, particularly African Americans.
- During the last five years, Massey led early phase clinical trials have been joined by eight other NCI-designated centers, most of them comprehensive. The Clinical Trials Eligibility Determination system

was developed to identify all patients registered at the VCU Health System for their potential for participation in clinical trials. This significantly enhances Massey's strength in clinical trials. Because Massey is part of a health safety-net hospital, it has a very high accrual of minority patients and sets it apart from most other NCI cancer centers. Growth in NCI funding has increased to \$15.5M this year which represents a doubling of NCI source funding since the last review five years ago. In an environment of flat federal funding for medical research, this represents significant progress in this factor that will be considered in the evaluation for 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 created 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, approved, and implemented.
- The provost and the vice president for health sciences have appointed the membership of this University-wide task force, which is chaired by the vice president for research. The task force will begin its 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. Dr. Ronald Elswick currently serves as Interim Chair.

### Initiative 8:

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

### Progress

- The VCU / Inova partnership continues to evolve with pharmacy students to start with initial class of twenty P3 students in 2007-8 academic year. The School of Pharmacy has completed the agreement with Inova Health System to create a Northern Virginia Division training site for third and fourth year VCU pharmacy students. Dr. Michael Clarke was recruited to be the associate dean for pharmacy at Inova to over see the program. The first group of 24 medical students to graduate from the VCU / Inova program completed their education this year. Three partnership committees met this past year to explore research opportunities, inclusion of allied health programs, and medical and graduate medical education expansion. Up until this point, the majority of the educational program specific work between VCU and Inova has been between the Schools of Medicine and Pharmacy. The Office of the Vice President for Health Sciences under Dr. David Sarrett, associate vice president for health sciences is developing on-going interactions and dialogue with the Inova program leadership to address academic affairs issues that span across all current and future programs. The Office of the Vice President for Health Sciences and Inova staff are meeting at Inova on July 30, 2007 to discuss these issues and establish procedures.
- 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.
- The School of Dentistry continues to partner with community-based dental programs for underserved populations in Kilmarnock, Lynchburg, Boynton, Roanoke, Martinsville, Norfolk, and Newport News. Dental and dental hygiene students work with volunteer and staff dentists in Free Clinics and Community Health Centers to provide free or low cost dental care.
- Co-funded pharmacy faculty at the following institutions in the Commonwealth of Virginia: Sentara Health Care, Carilion Clinic, Inova Fairfax Hospital, Ukrops Pharmacy, Richmond VA Medical Center, CVS Pharmacies, Chippenham Medical Center, K-Mart Pharmacies, Bon Secours Richmond Health System.
- The School of Nursing received a small grant from the Mary Washington Community Hospital Fund (Fredericksburg, VA) to implement the RN to BS program in the Fredericksburg region. Twenty-nine students are enrolled in that outreach program this fall.

### 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 is responsible for substantial development of MCV Campus school performance metrics program.
- The School of Medicine hired Ms. Amy Sebring as assistant dean for 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 the 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.
- In the area of space management, the Office of the Vice President for Health Sciences has initiated a partnership with the School of Medicine to pilot an extension of the SOM Research Space Management System (RSMS) to the School of Pharmacy in connection with its space planning. Participation of the remaining health sciences schools in RSMS will follow the implementation of the SOP pilot. The Office of the Vice President for Health Sciences is working with VCU Facilities Planning to refine instructional space utilization reporting using the Ad Astra instructional space management system in its current release before extending the use of Ad Astra to the health sciences schools in its next release.

### **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.
- Clinical programs grew collectively in FY07 with the VCU Health System charting 50,560 patient adjusted discharges which were 6.2% above prior year, and eclipsed budget and strategic plan goals.

Volume growth was notable in certain programs, namely cardio-thoracic surgery, medical oncology, neurology & neurosurgery, orthopedics, and trauma surgery.

- Workforce strategies were reflected in low vacancy and turnover statistics for the health system, and declines in the usage of outside agency staffing. In addition, these workforce strategies can be linked to increased employee satisfaction as noted by the bi-annual employee opinion survey. All of these efforts have culminated in the second year recognition as the Richmond “Employer of Choice.”
- Investments in Information Technology were substantial in FY07, and included the new code upgrade of the Cerner clinical information system, installation of the Lawson business enterprise system, on-going roll out of the electronic medical record, and the piloting of a new handheld system for physician charge capture and patient documentation management called PatientKeeper.
- Throughout the year, dedicated teams have worked on multiple strategies to improve and enhance facility and resource utilization. These efforts focused on patient flow and throughput from the emergency department, surgical suite, and imaging areas to the inpatient units and the final discharge process.
- In the clinical and service quality strategic domain, concentrated efforts included an institutional focus on patient safety and the national goals set forth by the Joint Commission and other agencies. Notable improvements continued in the area of nosocomial infection rate declines among certain clinical units and patient populations.
- Progress with the construction of the Critical Care Hospital continued to be the hallmark effort in the phased, long-term redevelopment of the clinical facilities. Other notable facility improvements included the relocation and opening of the new, state-of-the-art heart diagnostic and nuclear medicine suite on the second floor of the Gateway Building, and the opening of a Spine Center clinical facility at Stony Point.
- Lastly, the health system continued its pursuit of securing long-term financial stability by charting another record year of financial performance. In FY07, an estimated operating margin of 5.6% and total margin of 7.4% (pending final audit) were achieved.

## **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 new Division of Community Engagement is 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 provides 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's faculty expertise database, which is currently under development, will allow for better access to faculty expertise by members of VCU's communities.
- The vice president for research convened a working group that has completed 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.
- VCU achieved Carnegie recognition in the area of Community Engagement in December 2006.
- In order to more effectively meet the goals for community engagement outlined in VCU 2020, the Board of Visitors has elevated the former Office of Community Programs to the Division of Community Engagement and has promoted Dr. Cathy Howard to the position of vice provost for community engagement.
- A University-wide Community Engagement Council with representation from every school and college has been assembled. The Council will provide a coordinating infrastructure to support University-wide interdisciplinary efforts 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.
- The Community Engagement Council has awarded 9 community research grants involving 21 different departments at VCU or in the VCU Health System.
- VCU has 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.
- With the support of the Division of Community Engagement, 65 service-learning courses were offered in 27 different departments this year. More than 1,800 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.

### 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.
- The Virginia Coordinated Care for the Uninsured (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 significantly diversifies the economy of nearby Charles City County through three major projects:
  - The Atlantic Rivers Center has been formed in collaboration with the U.S. Fish and Wildlife Service,
  - Construction of an \$850K research pier facility developed with the Virginia Department of Game and Inland Fisheries has been completed.
  - Mrs. Inger Rice made a gift of \$2M for a multi-use education building overlooking the James River at the VCU Rice Center. The building will be constructed as a showpiece of environmentally-friendly design.
  - The regional headquarters of the Virginia Department of Game and Inland Fisheries have been relocated 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 took place on November 28, 2005. The 2007 ceremony will take place on November 29, 2007.
- VCU recently completed an updated study of VCU's economic impact in the Richmond metroplex and throughout the Commonwealth of Virginia.
- VCU has committed funds to develop a program in the broad area of health law and seek collaboration with the W&M School of Law. Discussions are underway to center this effort within the School of Public Health with a focus on health justice law and communications.

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