

**STRATEGIC PLAN FOR THE FUTURE OF VIRGINIA COMMONWEALTH UNIVERSITY
PHASE II**

I. The University will provide the highest quality academic programs, services, and facilities for students.

Initiative	Priority	Timetable	Progress to date
<i>1. Reallocate university resources to enhance general education, graduate student assistantships and fellowships, technology support for instruction, advising and retention.</i>	1	Continuing from Phase I	General Education support ongoing with funding options and space planning being analyzed by the tactical strategies subcommittee. The 1998-99 Budget Plan identified \$100,000 of permanent funding from the Strategic Plan Reallocation Pool that will be used to fund annual general education initiatives. Future funding on a current basis may be required for special projects and permanent funding for enrollment increases. Faculty development programs for general education offered through the Office of Faculty Affairs. See I. 8, 9 for graduate studies initiative. See I. 14, 15 for technology initiatives.
<i>2. Implement recruitment and enrollment management plan to achieve enrollment growth projections.</i>	1	Continuing from Phase I	Both undergraduate and graduate recruitment planning in place. Undergraduate recruitment plan focuses on increasing undergraduates in the life sciences, and out-of-state undergraduates in competitive programs. The size of the freshman class for fall 1999 is expected to be 2,500 students, an increase of 300 students from the fall 1998 freshman class size of 2,206 students. Out-of-state enrollment is projected to increase over the next three years. Graduate recruitment has been enhanced by: increased visits to career days in Virginia and surrounding states and strategic development of initiatives to increase evening graduate students. Merit scholarships identified as top priority of post campaign fundraising.
<i>3. Establish Honors Program more centrally as a "leader of excellence in undergraduate education."</i>	2	1998-2000	Strategic plan for Honors Program completed; awaiting review and approval. Planning goal is to position Honors Program as the center of excellence in undergraduate education. Recommendations include funding allocations for the Honors Program as an academic unit comparable to a School; budgeting funds for new staff for advising, fiscal administration, database management; establishing clear link between Honors recruitment and merit-based scholarships; linking initiative in life sciences undergraduate education with Honors Program; completing plans for space in renovated Franklin Street Gym.

4. <i>Strengthen connection among life sciences within undergraduate curriculum and with biomedical sciences on MCV Campus.</i>	1	1998-2001	The Provost and Vice President for Academic Affairs received the <i>Report of the Task Force on Life Science Education</i> in December 1998. Report concentrated on development of honors-level programs, undergraduate research opportunities, and resource requirements. Implementation Committee seeking to expand initiatives to strengthen all undergraduate life sciences education, tie life sciences initiatives to graduate programs, expand research and career opportunities, and increase inter-departmental and inter-campus collaboration and initiatives. Recruitment brochure on life sciences developed. Ground breaking for new Life Sciences building in January 1999.
5. <i>Achieve a more coherent undergraduate experience.</i>	2	2000-2001	General education plans for university and college/schools have been partially implemented; resource issues remain to be resolved. Plans for assessment of general education developed in some units; others pending. Impact of accomplishments of initiatives 3 and 4 to be assessed in 1999-2000.
6. <i>Implement program review process and initiate long-range planning process to identify new undergraduate and graduate program possibilities.</i>	2	1998 - 1999	Undergraduate and graduate program review has been implemented in the College of Humanities and Sciences; reviews of undergraduate programs in Religious Studies, Philosophy, and Foreign Languages as well as undergraduate and graduate programs in Biology, Criminal Justice, and Mass Communications completed by May 1999. Graduate program in the School of Mass Communications suspended; undergraduate programs restructured. Program reviews in English, Sociology and Anthropology, and Physics will be completed by May 2000. Review of graduate programs using <i>Guidelines for the Academic Review of Graduate Programs at VCU</i> was initiated in April 1999 with review of Pharmaceutical Sciences in the School of Pharmacy.
7. <i>Determine feasibility of restructuring doctoral education in the biological sciences, develop long range plan for interdisciplinary doctoral degree in engineering, explore feasibility of other interdisciplinary doctoral programs.</i>	1	1998-2001	Task force completed assignment in December 1998, with recommendation for interdisciplinary doctoral degree in engineering to replace the existing Ph.D. in Biomedical Engineering. An implementation committee is currently designing the program for internal and external (SCHEV) review and approval. Anticipated date of implementation Fall 2000 or 2001.
8. <i>Pursue policy to limit tuition increases for graduate students; establish funds to offset cost of out-of-state graduate tuition; explore changes in credit hour requirements during summer and near end of graduate training.</i>	2	2000-2001	Graduate Council and Research Advisory Council has developed plan with projected implementation in 2000-2001. 1998-2000 biennial budget necessitates increase in out of state and graduate tuition. Plan submitted to Executive Budget Committee to limit tuition for doctoral students during dissertation phase.
9. <i>Develop strategy to educate public and political leaders about importance of graduate education.</i>	1	1998-2000	Brochure being developed by graduate deans of Virginia public institutions, expected to be completed by end of calendar year 1999.
10. <i>Develop and implement a plan to expand and publicize study abroad programs, enhance faculty development in international teaching and research, expand international perspective in curriculum.</i>	3	1999-2001	Planning process initiated; university-wide advisory task force established.

<p>11. Pursue increased support for undergraduate medical education as legislative and budget priority.</p>	<p>1</p>	<p>Continuing from Phase I</p>	<p>General Assembly appropriated \$15 million to fund Undergraduate Medical Education and indigent care. In preparation for the 2000 General Assembly Session, meetings with key university and Medical Campus staff have been held. A multi-faceted work plan has been developed, including local, state, and federal strategies to promote this issue with government and health care representatives.</p>
<p>12. Establish task force to explore ways of achieving Inter-disciplinary teaching among all health sciences education program.</p>	<p>1</p>	<p>1998-1999</p>	<p>Task force will be appointed in late-Spring 1999 to develop strategies to complete this initiative; Associate Vice President for Health Sciences, Louis S. Harris, will lead this effort. Background materials and draft guidelines for the task force have been developed.</p>
<p>13. Develop and implement plan to take advantage of on-site and distance-learning opportunities for health professions with development of Northern Virginia Community College health sciences campus.</p>	<p>3</p>	<p>To be determined</p>	<p>Director of Distance Education appointed in the Division of University Outreach, with support from the Office of Information Technology. Faculty advisory committee appointed. Director of Distance Education and Dean of the School of Allied Health Professions appointed to the Northern Virginia Community College Health Sciences Campus Steering Committee.</p>
<p>14. Ensure that all students are computer literate through the goal of information technology across the curriculum by 2000.</p>	<p>1</p>	<p>1998-2000</p>	<p>Task Force on Computer Literacy completing review of computer literacy requirement for undergraduate students with specific recommendations to be forwarded to the Provost in late Spring 1999; the report will include an operational definition of computer literacy for undergraduate education and options to integrate computer literacy into the general education curriculum. Additionally, Information Technology Strategic Plan completed in draft form and under review. OIT completed networking wiring of remaining residence rooms in Rhoades Hall; provided data network improvements in McGuire Hall, Temple Building, and Student Commons. Provided off-campus students with cost effective Internet Service Provider; continued assistance with the Faculty Mentoring Program. The College of Humanities and Sciences partnered with the Office of Information Technology to renovate the basement of the Hibbs building to provide a 115-station, state-of-the-art computer laboratory. Equipment is funded with the student technology fee.</p>
<p>15. Develop a distance learning strategy.</p>	<p>1</p>	<p>1998-1999</p>	<p>Director of Distance Education appointed; faculty advisory committee established; comprehensive plan for distance education underway, with a distance education strategy part of OIT's draft Strategic Plan. ULS adopted ALA's guidelines to support distance learning initiatives. Electronic journals and databases being moved to ULS Website for remote access by students. Access to graduate engineering courses via compressed video on Network Virginia. \$100,000 Bell Atlantic grant to build distance learning classroom. Participating in Electronic Campus of Virginia LAAP Grant Proposal. Multimedia computer laboratory/classroom installed in Tompkins-McCaw Library. Ph.D. in Health Related Professions, delivered through distance learning, inaugurated in Fall 1998.</p>

<p>16. Develop short and long-range plan for student housing.</p>	<p>1</p>	<p>1998-2000</p>	<p>JPI Education Services selected as the developer for the long term housing project. Schematic design has been approved, and project is now in design development. Project now has full support of Carver Civic League, and is scheduled to open in Fall 2001. Project will add 396 spaces to the student housing inventory. No acceptable vendor for short term housing identified. Short term housing needs met through housing priority changes and expansion of off campus housing initiatives..</p>
<p>17. Implement centralized student services on Academic and MCV campuses.</p>	<p>3</p>	<p>Continuing from Phase I</p>	<p>The e2 bookstore has witnessed brisk business. Expanded operation hours include weekend openings. Opened student lounge in Hunton Hall for all MCV Campus students. Renovation of student health services on MCV campus completed. Final planning underway for building of Sports Medicine Facility to house Student Health, Sports Medicine, and Athletics Offices, providing Student Health with appropriate space for clinics. This will also provide additional space in the Gladding Residence Center. Completion is scheduled for 2001. Planning for enhancements of the Larrick Student Center are underway.</p>
<p>18. Develop comprehensive plan to address need for more green space, and more school and program-based space for students to congregate.</p>	<p>3</p>	<p>Ongoing</p>	<p>Long term plan for Shafer Court has been developed and approved. Shafer Phase II contract awarded for completion in Summer 1999. Landscaping replaced around Performing Arts Center. Monroe Park master plan developed by the Advisory Committee and presented to local community groups. City developing plan for implementation and funding of the master plan recommendations. A \$10 million expansion of the Student Commons is being added to the new Six Year Capital Plan for the 2000-2002 Biennium.</p>
<p>19. Provide additional improvement in parking and bus service and campus safety.</p>	<p>2</p>	<p>Ongoing</p>	<p>Parking & Transportation Services (PTS) worked with City to eliminate parking on Harrison & Shafer Streets between Broad and Grace Streets. Created right turn lane for eastbound traffic turning off Broad Street to Harrison. Established bus stop to service Welcome Center and e2 Bookstore. Established 2 hour parking on Broad Street in front of the e2 Bookstore. Increased police jurisdiction into the Fan and Carver neighborhoods. Currently have 2 bike patrols working with the City Police in the VCU area. This number increases when special events occur in the VCU area. 9 new police positions have been added since July 1998. 4 community police officers for the Carver Community and 5 others have formed a special bicycle squad for the VCU, Fan, and Carver areas, a special evening unit for high visibility during evening college hours. West Broad Street Deck is fully open and operational. Improvements include pedestrian and vehicular signage and re-striping for improved visibility. Two additional 29-passenger, diesel fueled buses have been added to the fleet, fully ADA compliant, with electronic signage. Relocated C lot parking subscribers to more proximate parking locations on the MCV campus. Enforcement safety officers, deck attendants & customer care specialists will participate in extensive customer service and job skills training provided by internal and external resources on an on-going basis.</p>

<p>20. <i>Develop more university sponsored activities on both campuses.</i></p>	<p>3</p>	<p>Continuing from Phase I</p>	<p>Task force established on Weekend Activities; report submitted. Siegel Center opened in March 1999, providing more opportunities for student recreation. Relocation of the Outdoor Adventure Center to the Cary Street Gym has made these services more visible. Greater emphasis on development of student organizations and activities. The Office of Minority Student Affairs annually sponsors an Intercultural Festival. The residence halls are providing more programming activities. The Office for Commuter Student Services has been identifying commuter student needs.</p>
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II. The University will foster excellence in teaching, research, and public service that will establish the University as a leader among the nation’s major research universities.

Initiative	Priority	Timetable	Progress to date
<i>1. Undertake university-wide initiative to strengthen skills of faculty to teach diverse students.</i>	2	1998-2000	Office of Faculty Affairs incorporated a diversity component into annual workshop offerings, with 5 workshops during 1998-99 focusing on teaching/learning process for students with disabilities, highlighting gender differences, and working with international students and other “non-traditional” students.
<i>2. Strengthen skills of faculty for utilizing new and emerging instructional technologies to enhance student learning.</i>	1	Continuing from Phase I	Instructional Development Center (IDC) offered spring, summer, and winter institutes for faculty and provided a variety of classes on incorporating technology into the classroom. Third year of IDC sponsored a grant program that funds instructional proposals for incorporating the use of technology into current or newly created academic courses. ULS provided course-integrated instruction to facilitate the use of scholarly information.
<i>3. Establish task force to review evaluation of teaching and develop effective university-wide process.</i>	2	1998-1999	Task force report received by the Provost in March 1999 and submitted to deans for review and implementation; Purdue Student Evaluation system being assessed as possible vehicle for student input. Office of Faculty Affairs sponsored workshops on developing teaching portfolios.
<i>4. Develop a comprehensive review of Summer School.</i>	2	1998-1999	Faculty senate study, currently underway, to be basis for review.
<i>5. Achieve a research budget of \$135 million by 2002.</i>	1	1998-2002	Research awards for 1998-1999 projected to total \$105 million; increased concentration on development of NIH funding; focused effort on space allocation needs of researchers; ongoing identification of start-up funds, space, and equipment; promotional materials have been created that highlight faculty research; university’s web-page provided updated information on opportunities for scholarly funding.
<i>6. Enhance technology support for research.</i>	1	Ongoing	OIT is reviewing the merging of research computing SGIs on both medical and academic campuses into one large system. The University will acquire and implement a research administration system in FY 1999-2000. The College of Humanities and Sciences and the University supplied \$750,000 in laboratory and instrumentation start-up funds in 1997-1998 and \$500,000 in 1998-1999. Over \$20 million in proposals have been generated by faculty in the College alone.
<i>7. Increase funding for research grants-in-aid to support scholarship, research, and creative activity in all forms.</i>	2	2000-2001	Budgetary constraints prevent increases in grant-in-aid during 1998-1999 and 1999-2000.
<i>8. Develop a legislative plan to alter state’s practice of applying a portion of a university’s indirect costs generated by research to university’s education and general fund budget.</i>	2	1999-2000	This will be addressed in context of the larger funding issues over the next two biennia.
<i>9. Increase the amount of private foundation support for faculty and student scholarship and program activities.</i>	2	Ongoing	Staff position added to Advancement office to focus on foundations; increased coordination between advancement and research offices has resulted in higher number of proposals being developed; visits with foundations ongoing.

<i>10. Establish and provide start-up support for University Institutes and initiate a process to develop criteria for establishing University Institutes and guidelines that would establish their relationship with the University.</i>	1	Ongoing	Institutes have been established and criteria developed for establishing future institutes. Monitoring will be a continuing activity. Vice President of Research and Graduate Studies presents an annual summary of achievements, goals, and objectives to President and other VPs.
<i>11. Continue regular review of university-wide centers and establish criteria for identification of future centers that are interdisciplinary in focus.</i>	1	Ongoing	Annual evaluation process in place and ongoing; criteria established for identifying future centers.
<i>12. Take advantage of the Virginia Biotechnology Research Park and the Virginia Microelectronics Center to enhance research and economic development.</i>	2	Ongoing	Ongoing activities to attract new companies to Research Park and to develop research collaborations with School of Engineering, Center for Environmental Studies, and various departments in the School of Medicine.
<i>13. Increase commercialization of faculty research.</i>	2	Ongoing	Income from commercialization increasing yearly. In fiscal year 1999, the technology transfer office filed 71 invention disclosures, assisted in creation of 7 new start-up companies, filed 37 patents, and 12 patents were issued. The University received 72 material transfer agreements and generated \$400,000 in royalty income. Intellectual Property Foundation had total assets of \$2,000,000 and equity positions valued at \$950,000 in 7 university start-up companies. Director of the Research Park provided consultation to research tenants, including faculty, concerning business and grant opportunities.
<i>14. Expand, improve, and redistribute space for scholarly research.</i>	1	Ongoing	Review of space in Medical Sciences Bldg completed and reallocation begun. West Hospital and McGuire Hall research space policies developed by schools and approved by VP Health Sciences. Research space planning is currently being evaluated for new life sciences building; construction initiated.
<i>15. Establish a task force that will develop university-wide guidelines for the evaluation and reward of public service and community outreach activities.</i>	2	1998-1999	Task force developed guidelines; unanimously accepted by the Council of Deans; implementation currently under discussion with faculty.
<i>16. Develop a long-range planning process for public service and outreach.</i>	1	1998-1999	Task force in process of completing report. Initial recommendations are for Division of University Outreach and International Programs to strengthen distance learning through coordination with OIT and develop faculty and staff advisory/planning group. Various facilities are recommended to provide off-campus training and continuing education.
<i>17. Provide support for University Library Service's staff, collections, and technology necessary to achieve teaching, research, and public services missions.</i>	1	1998-2001	ULS Strategic Plan completed in draft form and under review. Process included benchmark study of peer institutions and examination of resource reallocation options for libraries.
<i>18. Undertake comprehensive intercultural initiative supportive of diversity as central value for realizing strategic vision.</i>	2	1998-2002	A 5-year diversity plan was developed, with focus on recruitment and retention of minority and female faculty members, classified staff, and students; incorporation of diversity into curriculum; and establishing a more welcoming climate to diversity on both campuses. Plan was introduced at the President's Leadership Retreat on April 17, 1999.

III. The University will position the academic health center and clinical enterprise as a leader in the creation and application of health care knowledge and as a provider of quality patient care and health services in a highly competitive marketplace.

Initiative	Priority	Timetable	Progress to date
<i>1. Develop external partnerships and affiliations that enhance competitive market position.</i>	1	Ongoing	Partnerships with Bon Secours and Southside Regional Medical Center have been established for ambulatory surgery center at Ironbridge Medical Park. The VCU Health System, comprising MCV Hospitals and MCV Physicians, continues to maintain and develop external partnerships and affiliations to enhance its competitive market position.
<i>2. Develop strategies to provide care for patients unable to pay.</i>	1	Ongoing	MCV Hospitals and Physicians have worked on a variety of fronts to obtain more resources and support for providing care to patients unable to pay. Specifically, the new CityCare program has been developed in conjunction with the City of Richmond government. In support of City Care, MCV Hospitals and Physicians have received a \$1.34 million grant from the Annabella R. Jenkins Foundation for a Public Health Program. To date, there are an estimated 1,000 enrollees in the program. Approximately 750 patients have been identified as being eligible for Medicaid. Also, MCV Hospitals and Physicians are exploring ways to use the managed care infrastructure of Virginia Chartered Health Plan.
<i>3. Create strategies to remain competitive and achieve strong market position in City of Richmond and suburban market-place.</i>	2	Ongoing	Analyzed market demand/supply and competitor information to identify areas of opportunity to provide increased service and secure stronger market positions. Development of business strategies around selected service lines that offer potential for improved market positions.
<i>4. Develop and implement strategies so that the academic clinical enterprise patient care delivery system will be competitive in the managed care environment.</i>	1	Ongoing	The principal strategy has been the acquisition of the Virginia Chartered Medicaid HMO Plan. This MCV Hospitals acquisition has allowed for the offering of managed care services to the Medicaid population of Virginia. This will give MCV Hospitals direct experience in handling the requirements needed to survive in a competitive managed care environment. Furthermore, MCV Hospitals is working actively to create clinical pathways to improve patient outcomes and be more cost effective. These clinical pathways are a collaborative effort between MCV Physicians and MCV Hospitals.
<i>5. Position the academic clinical enterprise to respond quickly to changes in health care environment.</i>	1	Ongoing	Respond quickly to changes in federal policy for Medicare and Medicaid, and payment for graduate medical education by closely monitoring current policy and anticipating future alterations. Specific resources in External Relations have been dedicated to monitoring government policy and direct communications have been established with state and federal representatives.

<p>6. <i>Develop a patient-friendly and “seamless” service delivery system.</i></p>	<p>1</p>	<p>Ongoing</p>	<p>This initiative is being addressed by creating a new management structure of the VCU Health System to cut across the entire continuum of care for patients of clinical enterprise. In this way, service delivery will be coordinated and managed across every component in a consistent and patient-friendly manner that will allow patients to move seamlessly between components. Specific task forces developing solutions for an integrated VCU Health System address human resources, governance & legal issues, management, and finance expect to complete their work by Summer 1999.</p>
<p>7. <i>Develop methods to transfer new health care knowledge created through research to benefit patient care.</i></p>	<p>2</p>	<p>Ongoing</p>	<p>Health care knowledge is being enhanced by an organization-wide commitment to expand research in key areas of biomedical and health care related study. For example, research has enabled the first living-non-related donor liver transplant, has shown genetic links to caffeine addiction, and VCU Minimally Invasive Surgery Center was named Center of Excellence by US Surgical Corp.</p>
<p>8. <i>Leverage interdisciplinary efforts of the five health sciences schools, MCV Hospitals Authority, MCV Physicians and the Virginia Biotechnology Park to elevate VCU to a leading academic health Center.</i></p>	<p>2</p>	<p>1998-2000</p>	<p>Specific areas of interdisciplinary efforts include Institutes on clinical trials, drug and alcohol studies; oral and craniofacial molecular biology; psychiatric and behavioral genetics; outcomes research; and structural biology and drug discovery as well as Centers for Cancer, Environmental Studies, Clinical Research, Periodontal Diseases, HIV/AIDS, Neuroscience, and the VCU Heart Center.</p>
<p>9. <i>Develop and implement plan for the academic clinical enterprise to partner with or create health-care related insurance products.</i></p>	<p>1</p>	<p>Ongoing</p>	<p>Acquisition of Virginia Chartered Medicaid HMO in late 1998, one of five Medicaid Medallion II HMO carriers in the Richmond and surrounding Central Virginia market.</p>
<p>10. <i>Utilize flexibility of the MCV Hospital Authority to collaborate in creating new health care markets and service delivery opportunities.</i></p>	<p>2</p>	<p>Ongoing</p>	<p>Flexibility and independence has been utilized for needed capital for investing in the future growth and development of the academic health center; more streamlined and faster completion of capital projects; and has enabled collaboration and relationships with other community providers and government entities.</p>

IV. The University will provide an environment for working and learning that attracts, retains, and supports outstanding, diverse, and dedicated staff, administrators, and faculty.

Initiative	Priority	Timetable	Progress to date
<i>1. Develop and implement a staff planning process.</i>	2	Ongoing	Planning initiated in Fall 1998 by Provost, Vice Presidents, deans, directors as strategic planning occurs in both academic and non-academic units. Focus on interdisciplinary and joint appointments. Implementation has begun for 1999-2000 hires.
<i>2. Establish a university-wide initiative to increase efforts to identify and recruit outstanding and promising minority and women faculty, staff, and administrators.</i>	1	1998-2000	Planning continues for a university-wide initiative with implementation of process in 1999-2000. Ongoing meetings with minority student associations to assist in recruitment efforts. Recruitment procedures have been revised with several recommendations to the Provost on how to strengthen recruitment requirements. Diversity plan completed and under review.
<i>3. Use the Division of Human Resources to support recruitment efforts.</i>	3	Ongoing	Human Resources has expanded relocation assistance, providing relocation materials by mail and on Website. 36 relocation information packets have been sent since September 1998. Funding mechanisms are being researched to produce a 10-minute relocation video.
<i>4. Establish targets for funding of University Professorships and Endowed Chairs.</i>	2	1998-2000	Within the Partner's for Progress Campaign, 10 endowed chairs have been established. Funding for endowed chairs and faculty start-ups will have a high priority in the post-Campaign years.
<i>5. Evaluate issues related to the utilization of adjunct faculty and their roles in the university.</i>	2	1998-2000	The Division of Faculty Affairs surveyed all deans on utilization of adjunct faculty, including course loads, mentorship, programs, and other resources available to adjunct faculty. A study is currently being conducted by the Survey Research Laboratory to investigate years of service and career paths of current adjunct faculty members. This information will be used to develop programmatic initiatives for adjuncts. Completion and implementation scheduled for 1999-2000.
<i>6. Develop and implement a plan that provides a base-line of appropriate technology access for all faculty and staff.</i>	2	Ongoing	OIT has created a VCU Reporting Center Website to provide access to enrollment, financial, and human resources information. New technology tools provide easier access to management and operational information. OIT and HR are reviewing options to combine current training efforts to support computer literacy. HR continuing to partner with University Outreach to deliver desktop training. New computer training facility has been developed for administrative applications and tools such as SIS+, HRS, Lotus Notes, Focus, and Resource 25. Low cost Internet service available off campus access for staff and students. ULS has implemented a new faculty orientation program.

<p><i>7. Enhance faculty mentoring and faculty development.</i></p>	<p>2</p>	<p>Ongoing</p>	<p>Assessment of school based mentoring programs has been conducted. Recommendation under consideration to create a university-wide mentoring program similar to the previous FAME program but including all junior tenure-track faculty. Office of Faculty Affairs sponsored over 25 faculty development workshops during 1998-1999. Office of Instructional Development offered winter, spring, and summer instructional technology institutes as well as regular workshops. Office of Sponsored Research offered grant-writing workshops each semester.</p>
<p><i>8. Implement a fund to support a university-wide study/leave program and a research leave program.</i></p>	<p>2</p>	<p>2000-2001</p>	<p>No action to date due to budgetary constraints.</p>
<p><i>9. Redefine the mission of EEO/AA placing greater emphasis on campus diversity and civility.</i></p>	<p>3</p>	<p>1998-1999</p>	<p>Diversity plan completed and under discussion. EEO/AA office has worked with Human Resources and University Counseling Center to provide programs on diversity and civility and has co-facilitated a series of 16 workshops for employees of Finance and Administration.</p>
<p><i>10. Implement periodic surveys to determine faculty and staff satisfaction with working environment.</i></p>	<p>3</p>	<p>1999-2001</p>	<p>University currently participating in a research project to survey faculty and student affairs staff attitudes in urban universities; beginning research on implementation of first university developed survey in 2000-2001 and re-survey periodically (every three years). HR "spot" surveys completed.</p>

V. The University will foster recognition of Virginia Commonwealth University as an innovative leader among the nation’s major research universities.

Initiative	Priority	Timetable	Progress to date
<i>1. Identify and promote programs that have achieved or can achieve national ranking and recognition.</i>	1	1998-2001	First stage initiated through deans at school level. Initial budgetary support needs identified via Executive Budget Committee process and the strategic and enrollment plans of the schools. On-going process. Programs identified to date include the life sciences and engineering as new areas to be targeted for national recognition.
<i>2. Establish university-wide Office of Publications.</i>	2	1998-2001	Plans completed. The Division of External Relations (ER) created an internal unit to oversee publication guidelines and review use of VCU's name and logo; assure quality control and consistency in publications. In addition, ER will produce some publications for university-wide use. Final planning and first phase of implementation will begin on July 1, 2000.
<i>3. Use the athletics programs as part of strategy of achieving national prominence.</i>	2	Ongoing	Plan completed. University News Services (UNS) will establish a new and enhanced working relationship with Athletics to enlarge its media program as part of VCU's overall national media campaign. UNS will also: provide written promotional to be included in Athletic publications; incorporate Athletics and sport information regularly in <i>UniverCity News</i> ; establish regular strategy meetings with Athletics; produce videos to air during national sports broadcasts; promote VCU during NCAA Women's Division I East Regional Championship in Siegel Center in 2000.
<i>4. Establish alumni organizations in Richmond Area and other areas of Virginia; review university alumni offices.</i>	3	Ongoing	University Advancement did not pursue developing formal alumni chapters in Richmond area. Concentrated chapter development strategies primarily in Northern Virginia and Peninsula areas, to link with broader admissions strategies. Formal chapters established in Northern VA and New York City. External Relations (ER) had made direct contact with Alumni Boards and MCV Medical Advisory Board about legislative priorities. ER established VCU Legislative Alumni Task force (V-LAT).
<i>5. Implement a federal relations strategy.</i>	2	1998-2001	ER conducted several meetings with congressional and committee staff to promote VCU's federal agenda. Agenda during these meetings included opposition to the proposed Department of Health and Human Services regulations on organ donation. ER successfully requested a one-year moratorium on the regulations. Other on-going federal initiatives include support for safety-net hospitals, funding for VCU's Va-LEND program, monitoring scores of legislative proposals, coordinating the annual State of the Union reception, and assisting with Virginia Day on Capitol Hill. The federal strategy has included regular contact with members of the Virginia Congressional delegation. In recent months, several members of Congress have visited the VCU and MCV campuses. VCU has also increased its presence on Capitol Hill in Washington by scheduling opportunities for experts to testify before Congress.

<p><i>6. Expand and market university's economic development contribution to Commonwealth.</i></p>	<p>3</p>	<p>Ongoing</p>	<p>Material has been developed to promote expertise of VCU faculty. VCU regularly assists in recruitment of new companies to Central Virginia. Graduate school has taken leading role in developing brochure, highlighting benefits of graduate education in Virginia. University participating in CIT's Brainpower for Business initiative.</p>
<p><i>7. Conduct analysis of current marketing efforts and recommend a comprehensive, university-wide marketing plan.</i></p>	<p>1</p>	<p>1998-1999</p>	<p>Marketing plan developed in fall 1998, tied to opening of new academic facilities; discussions continuing with communications and public relations firm to conduct corporate identity analysis; VCU is being marketed through TV ads in Richmond and Northern Virginia. Task force of key university administrators convened in late April 1999 to define marketing of VCU, review current strategies, and determine costs and funding of marketing plan.</p>

TACTICAL STRATEGIES

I. The University will create an integrated planning process that links budget, information technology, staff, facilities, and space management planning processes to strategic planning.

Initiative	Priority	Timetable	Progress to date
<i>1. VCU will develop an integrated planning process.</i>	1	1998-1999	An integrated planning and budgeting process has been initiated which included identifying resource needs for initiatives contained in all major University planning documents; integrating these initiatives into a prioritized VCU comprehensive plan; identifying funding priorities for the next the biennia; performing an infrastructure review (e.g., peer comparison and base budget analysis); and identifying funds from reallocation and restructuring to fund new initiatives.
<i>2. The University's Vice Presidents, under the direction of the Provost, will be charged with ensuring that the planning processes are adequately and effectively integrated.</i>	1	1998-2001	On-going analyses of Strategic Plan – Phase II informed the April 16, 1999 report to state agencies regarding budgeting for the next biennium. Plan also guided Executive Budget Committee planning process.

II. The University will assure the institutional infrastructure necessary to support strategic initiatives.

Initiative	Priority	Timetable	Progress to date
<i>1. Administrative restructuring will continue in order to improve customer service and increase efficiency.</i>	1	Continuing from Phase I	Implemented additional on-line timekeeping enhancements to ensure 100% participation by University departments (up from 95% participation last report); completed testing and evaluation of on-line account entry pilot program; currently providing on-line system training to University departments; completed decentralized classification training and implementation across all schools and administrative areas; continuing to review enhancements to faculty salary administration process; continuing to provide access to human resource communications, guidelines, policies and procedures, and forms on the HR Website. Reduced and re-aligned staff in Real Estate and Foundation services to absorb internally the OSA funding requirements on the cancellation of that funding source..
<i>2. A planing process will be undertaken to assure that the priorities and timetables for enhancing information technology are integrated with strategic priorities.</i>	1	1998-1999	Strategic planning process completed. Draft of OIT's <i>Strategic Plan 1999-2002</i> received in March 1999.
<i>3. A strategic planning process will be undertaken for University Library Services.</i>	1	1998-1999	ULS strategic planning process is part of OIT's strategic planning process.

III. The University will develop and apply institutional accountability measures to assess the results of these strategic initiatives.

Initiative	Priority	Timetable	Progress to date
1. The University will use its approved list of peer institutions to establish accountability measures and benchmarks for performance.	2	1998-2001	Formal internet linkages established between Department of Institutional Research and web site home pages of 24 peer institutions. Formal procedures being established to track and compare various approved university initiatives.
2. The University will create a formal process of academic program development consistent with SCHEV requirements.	2	1998-1999	Discussions continue among Virginia institutions and SCHEV regarding decentralization of new program approval and on-going program review.
3. The University will implement its plan for periodic review of undergraduate, professional, and graduate programs.	2	1998-1999	Implemented; see initiative I-6
4. The University will undergo a bench-marking process for assessing progress as it implements the strategic plan.	3	1998-2001	Each academic unit is undergoing a base budget review. Benchmarking expectations and a time schedule has been approved and implemented for each. University benchmarking will consist of setting goals for institutional measures based on peer institutions and state measures.
5. The University will incorporate other review criteria as appropriate.	2	1998-2000	Enhanced automation of Foundation and Virginia Biotechnology Research Park accounting systems. Automated tracking system for real estate leasing. Launched web pages for various offices. Installed check-printing software. Began investigation of automated alternatives to legacy cash register system. Updated American Express Corporate Travel Card request form and procedures; held quarterly training sessions. Initiated on-line vendor payment processing for collection, billing, and legal service invoices. Training expanded to include quarterly cash management sessions on cash receipting, petty cash, and accounts receivable. The Collection unit will increase efforts through increased privatization of small dollar past-due recoveries, continued utilization of telephone collection practices. Accounts Receivable will promote use of the new student information system to centralize student receivables. Converted various forms and programs from manual to electronic processes. Manual travel authorization/reimbursement process to migrate to electronic process. Achieved \$6.9 million cost savings in University purchasing by maximizing competition, applying effective contract negotiation methodologies and using other innovative procurement strategies. Enhance quality of financial information reporting to management and boards of university and affiliated foundations. Expand student transit pass program agreement with GRTC to include (5) year renewal options by August 15, 1999. Implement VCU One Card technology on GRTC buses to accurately determine VCU student ridership; implement by July 1, 1999. Amended agreement with Pepsi to include sponsorship of scoreboard and signage in the Siegel Center. Amended agreement with Follett to include Body Fuel Café managed and operated by Seattle's Best.