

# **Recalibration Quest 2025**

## **Working Draft**

**Theme: Diversity Driving Excellence**

**Virginia Commonwealth University**  
**Recalibration of Quest 2025: Together We Transform**

**Diversity Driving Excellence:** Translate our value philosophy of diversity and inclusion into practices related to excellence and success enterprise-wide.

**PROPOSED REVISION**

Theme: Diversity Driving Excellence		Responsible	Illustrative University Metrics or Milestones		Comments
Goal	Strategy		University Metrics	Process Milestone	
<b>Construct a comprehensive and cohesive organizational infrastructure adapting to the evolution of diversity, equity and inclusion (DEI) across academic and medical enterprises</b>	Engage in developmental, transitional and transformational change management processes to build enterprise-wide teams that focus on DEI goal attainment.	All VPs	Team formation and timely onboarding	Teams formed before 2023	
	Establish a budget, communication and policy infrastructure that supports shared services for DEI initiatives across the academic and medical enterprise	Chief Diversity Officer & VP Institutional Equity, Effectiveness and Success; Chief Finance Officer for VCU and VCUHS; VP University Relations	Adherence to ONE VCU Principles of Community	Consensus agreement across Cabinet, Faculty Senate, Staff Senate and University Council	
	Implement continuous improvement plans that ensure the performance and sustainability of DEI initiatives and practices	Chief Diversity Officer & VP Institutional Equity, Effectiveness and Success	Team process and practice fidelity		
	Develop DEI career pathways and succession plans that clearly delineate professional trajectories across the enterprise	Chief Diversity Officer & VP Institutional Equity, Effectiveness and Success; VP Administration	# of employees in DEI career pathways	Consensus agreement among Cabinet and Council of Deans	
<b>Advance a conscientious drive to lead in setting national, state and professional standards for institutional civil rights, compliance and best practices</b>	Incorporate NADOHE (National Association for Diversity Officers in Higher Education) standards in senior leadership performance goals.	President; All VPs	CDOs adherence to NADOHE standards and measure		
	Employ Affirmative Action data to set faculty and staff hiring benchmarks that are responsive to shortfalls in placement goals for women and minorities	Chief Diversity Officer & VP Institutional Equity, Effectiveness and Success; VP Administration	.25, .50 .75 and completion of shortfall goals for minority and woman hiring	Up-to-date AAP data	

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	Set utilization goals for employee hiring that exceed recommendations for persons with disabilities and protected veterans	Chief Diversity Officer & VP Institutional Equity, Effectiveness and Success; VP Administration	100% compliance for state and institution-required trainings		
	Utilize internal expertise to guide accrediting bodies and national organizations in developing compliance standards and best practices in engaging diverse students and patients	Chief Diversity Officer & VP Institutional Equity, Effectiveness and Success; CEO VCUHS	Year over year increase in ratings / ranking of patient safety and satisfaction	Collaborative agreement (s) between VCU and VCU Health System	
<b>Promote an institutional culture and climate that is diverse, inclusive, engaging and performance-oriented</b>	Administer biennial organizational culture and climate survey across academic and medical enterprises	Chief Diversity Officer & VP Institutional Equity, Effectiveness and Success	ONE VCU and unit-level dashboard and reporting	Enhancement and revision of survey items	
	Implement progressively phased approach to DEI education, training and remediation	Chief Diversity Officer & VP Institutional Equity, Effectiveness and Success	Unit progress on culture and climate indices		
	Fully integrate DEI leadership competencies in management and performance systems for all employees across the enterprise	All VPs	# of employees and students engaged in DEI sponsored programming	Collaborative agreement (s) between VCU and VCU Health System	
	Assess the continuous improvement in culture and climate indices for all units across the enterprise	Chief Diversity Officer & VP Institutional Equity, Effectiveness and Success	DEI professional development efficacy and effectiveness	Collaborative agreement (s) between VCU and VCU Health System	
<b>Create and sustain a competitively inspired enterprise for inclusion in clinical care, curriculum, scholarship and practice</b>	Institutionalization of faculty and student pipeline programs, in particular the health professions, that address organizational deficits in expertise and representation	Chief Diversity Officer & VP Institutional Equity, Effectiveness and Success; Provost & Sr. VP for Academic Affairs; Sr. VP Health Sciences & CEO VCUHS; VP SEMSS	Percent increase in URM and minority students recruited in health professions	Strategic priorities funds allocation for iCubed and related programs	

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	Promote and scale curricular initiatives related to inclusive pedagogy and experiential learning	Chief Diversity Officer & VP Institutional Equity, Effectiveness and Success; Provost & Sr. VP for Academic Affairs; Sr. VP Health Sciences & CEO VCUHS; VP SEMSS	# URM faculty recruited in cluster hiring initiatives		
	Expand DEI curricula to include badging and certificate programs on education and health equity	Chief Diversity Officer & VP Institutional Equity, Effectiveness and Success; Provost & Sr. VP for Academic Affairs; Sr. VP Health Sciences & CEO VCUHS	# of badging, certificate and credentialing programs		
	Create opportunities that increase URM and minority faculty and students engaged in transdisciplinary research	Chief Diversity Officer & VP Institutional Equity, Effectiveness and Success; VP Research; Provost & Sr. VP for Academic Affairs; Sr. VP Health Sciences & CEO VCUHS	# of URM PI's engaged in transdisciplinary research programs		
<b>Establish and strengthen a collaborative and purposive partnership loop that elevates awareness and discourse between the enterprise and communities</b>	Collaborate with community organizations in offering conferences and workshops of topics of mutual interest	Chief Diversity Officer & VP Institutional Equity, Effectiveness and Success; Chief Finance Office; VP Government Relations	# of certificate programs and workshops	Development of community advisory council	

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	Establish city-wide dialogue and lecture series with community partnership organizations	Chief Diversity Officer & VP Institutional Equity, Effectiveness and Success; VP Government Relations	Dialogue programs and lecture series offerings	Identification of community and/or corporate partner	
	Formalize community feedback and information loop on DEI-related matters	Chief Diversity Officer & VP Institutional Equity, Effectiveness and Success; VP Government Relations	Development of publicly accessible database to share comments about lived experiences		
	Integrate return on investment / return on trust perspectives in all engagements with community partners	Chief Diversity Officer & VP Institutional Equity, Effectiveness and Success; VP Administration			