

# **Recalibration Quest 2025**

## **Working Draft**

**Theme: Research & Innovation Addressing  
Societal Changes**

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

**Research and Innovation Addressing Societal**

**Challenges:** Distinguish VCU as a preeminent urban public research university by growing areas of strength as researchers, educators and innovators.

**PROPOSED REVISION**

Theme: Research and Innovation Addressing Societal Challenges		Responsible	Illustrative University Metrics or Milestones		Comments
Goal	Strategy		University Metrics	Process Milestone	
Establish VCU as a preeminent research university known for public impact through knowledge creation	Fully implement the One VCU Research Strategic Priorities Plan and its four key initiatives aligning transdisciplinary strengths with societal grand challenges impacting our community, region, and globe	VP for Research; Provost & Sr. Vice President for Academic Affairs; Sr. VP Health Sciences; Deans	Increased research activity of every type in alignment with transformative innovation across four research strategic priority areas (initiatives).	Annual growth in research submissions and awards in alignment with transformative innovation priority initiatives, further defining VCU's public impact.	
	Invest in promising research aligned with VCU's strengths and emerging research areas as a catalyst for increased external research awards including federal research awards, and research expenditures as a measurement of knowledge creation	VP for Research; Provost & Sr. Vice President for Academic Affairs; Sr. VP Health Sciences; Deans	Achieve 400M in external research awards by 2027, supported by increased federally sponsored research. Achieve NSF Top 50 ranking for R1, public institution by 2027.	3-5% annual increase in external research awards and federal research awards	
	Improve VCU processes and procedures supporting the tracking and reporting of VCU research expenditures.	VP for Research; Provost & Sr. Vice President for Academic Affairs; Sr. VP Health Sciences; Deans	Achieve NSF Top 50 ranking for R1, public institution by 2027.	Annual improvement in NSF HERD Ranking	
	Expand and amplify the societal impact of VCU-led innovations including market and start-ups launched in the Commonwealth	VP for Research; Provost & Sr. Vice President for Academic Affairs; Sr. VP Health Sciences; Deans	Annual growth in all technology transfer metrics	The promotion of technology transfer as knowledge dissemination.	

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	Develop a comprehensive communications approach to disseminate public impact results and their role in inclusive knowledge creation and experiential learning for the next generation of innovators across all disciplines	VP University Relations; VP for Research; Provost & Sr. Vice President for Academic Affairs; Sr. VP Health Sciences; Deans	Annual growth of research stories; recognition of public impact; measure of annual awareness and perception; measure of frequency that faculty and leaders are presenting at conferences	Increased awareness and perception of the VCU knowledge-creation generation.	
Create a university culture of collaboration in knowledge-creation through research, ensuring that next-generation knowledge is based in ethics, sound science, reliable methods, and inclusive practices that create meaningful change and impact.	Prioritize inclusive research that advances the creation of new knowledge and public impact	VP for Research; Provost & Sr. Vice President for Academic Affairs; Sr. VP Health Sciences; Deans; Chief Diversity Officer & VP Institutional Equity, Effectiveness and Success;	Annual expansion of URM faculty engagement and leadership in research	% of URM faculty / % of URM faculty engaged in research	
	Advance community engagement as a standard for knowledge co-creation and public impact	VP for Research; Provost & Sr. Vice President for Academic Affairs; Sr. VP Health Sciences; Deans; Chief Diversity Officer & VP Institutional Equity, Effectiveness and Success;	Growth of societally-relevant community-engaged research	X% growth per year?	

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	Develop approaches and mechanisms that ensure 'knowledge creation' is a prominent opportunity for students and trainees	VP for Research; Provost & Sr. Vice President for Academic Affairs; Sr. VP Health Sciences; Deans; Chief Diversity Officer & VP Institutional Equity, Effectiveness and Success;	Growth of students and trainees engaged in research	X% growth per year?	
	Develop the research pipeline where team approaches yield public impact across disciplines.	VP for Research; Provost & Sr. Vice President for Academic Affairs; Sr. VP Health Sciences; Deans; Chief Diversity Officer & VP Institutional Equity, Effectiveness and Success;	Growth of inclusive, transdisciplinary research teams, providing a platform for shared advances in knowledge through the integration of approaches in STEM, the medical sciences, humanities, social sciences, and arts.	Growth of pipeline positions as part of research teams	
<b>Create a university research infrastructure that is scalable, nimble and ready for growth.</b>	Invest in research cores and research centers and institutes.	VP for Research; Provost & Sr. Vice President for Academic Affairs; Sr. VP Health Sciences; Deans	Strengthened research cores, centers and institutes	New model for stability, growth, and accountability of cores, centers, and institutes	
	Expand training grants and trainee positions	VP for Research; Provost & Sr. Vice President for Academic Affairs; Sr. VP Health Sciences; Deans	Growth in number of training grants and trainee positions supported	X% growth per year?	

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	Prepare for growth by establishing performance metrics, analytics, and infrastructure strategies (e. g., reduced administrative burden)	VP for Research; Provost & Sr. Vice President for Academic Affairs; Sr. VP Health Sciences; Deans	Process improvement plans for critical administrative program areas.	Internal volume dashboards shared with college/school research leadership.	