

Recalibration Quest 2025

Working Draft

Theme: Student Success

Virginia Commonwealth University
Recalibration of Quest 2025: Together We Transform

Student Success: Transform the lives of our distinctive and diverse student population through empowering and sustaining a culture of care, collaboration, adaptability, and innovation that supports every student’s success through inquiry, discovery, innovation, civic engagement, and creative expression.

PROPOSED REVISION

Theme: Student Success		Responsible	University Metrics or Milestones		Comments
Goal	High-Level Strategy		University Metrics	Process Milestone	
Transform the curriculum to offer relevant 21st-century learning that prepares all students for the future of work	Foster interdisciplinary collaboration by engaging multiple knowledge communities in developing new undergraduate and graduate academic programs and credentials	Provost & Sr. VP for Academic Affairs; Sr. VP Health Sciences; Academic Deans	Enrollment in new programs and credentials;		Possible Tactic: Foster organizational agility and innovation by developing incentives for innovative and transformational work that also breaks or blurs the lines of organizational silos.
	Support undergraduate and graduate curricular innovations that align with 21st-century workforce needs and VCU's research strengths and priorities	Provost & Sr. VP for Academic Affairs; Sr. VP Health Sciences; Academic Deans	Improved post graduation outcomes	Increase in employer and community partnerships, providing internships and workplace learning	Possible Tactic: Strengthen employer and community partnerships
	Redesign undergraduate curriculum to expand the integration of transformative experiences (REAL level 3-4) focused on the future of work and student engagement in research	Provost & Sr. VP for Academic Affairs; SVP for Academic Affairs; Sr. VP Health Sciences; VP Research; Academic Deans	Improved post graduation outcomes; Improved NSSE Senior data: completed a culminating senior experience (relative to Quest Peers)	100% of all undergraduate degree programs will include level 3-4 REAL experience	REAL Classifications
	Redesign general education to include expected competencies for the future of work: digital literacy, racial literacy and entrepreneurship	Provost & VP for Academic Affairs; SVP for Academic Affairs	Improved employer perception of VCU graduate employability and readiness	NSSE data: Perceived gains among Seniors	Research Paper: Entrepreneurship Is a General Education Course
	Foster a hybrid university environment, focused on improving student learning, that integrates technology with teaching and learning innovation in course and program design	Provost & Vice President for Academic Affairs; SVP for Academic Affairs; Sr. VP Health Sciences	NSSE data?	Reduction in DFW rates in gateway courses	Possible Tactic: Redefine and support classroom technology expectations and investment to actualize a hybrid university environment.

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	Deliver high quality educational opportunities and services that are responsive to the needs of learners (i.e., traditional, non-traditional and life-long learners) and are attractive and accessible to communities across Virginia and beyond	Provost & VP for Academic Affairs; ED VCU Online; Academic Deans; VP Strategy, Enrollment Management and Student Success; Sr. VP Health Sciences	Increased online enrollment (fully online programs, online credit hours); increased out-of-state enrollment; increased international enrollment; increased transfer/adult		
	Reshape graduate education to strengthen the attraction, reach, and education of masters and highly qualified PhD students.	Provost & VP for Academic Affairs; Dean of Graduate School; Academic Deans	Increased master's enrollment; increased funded doctoral students		
	Develop approaches and initiatives that enhance the global competency of students, faculty and staff, and also facilitates differentiation of VCU's education, research and engagement in the global academic marketplace.	Provost & Vice President for Academic Affairs; ED Global Education Office; Academic Deans; VP Strategy, Enrollment Management and Student Success; VP Research	Increased international enrollment (UG &G), increased international partnerships		

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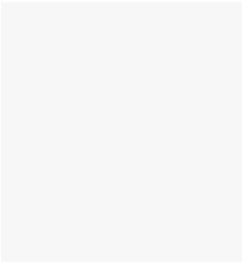
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Enhance the university culture of care and responsiveness supporting student engagement, success, and sense of belonging	Empower and sustain a university-wide culture of collaboration, adaptability and innovation focused on student success	Provost & Vice President for Academic Affairs; Sr. VP Health Sciences; VP Strategy, Enrollment Management and Student Success;	Improved University retention and graduation rates; reduced graduation equity gaps	Improved retention rates by school/college; reduced retention equity gaps	Possible Tactic: Implement VCU One Sustainability Plan
	Develop approaches and programs that strengthen student academic, financial, and career planning, readiness and agency.	VP Strategy, Enrollment Management and Student Success; Provost & Vice President for Academic Affairs	Improved time to degree; reduced student debt; and improved post graduation outcomes	NSSE data: Quality of interactions with administrative staff and offices (relative to Quest Peers)	Possible tactic: Strengthen academic support services . Possible tactic: Strengthen the link between pre-health students and MCV campus services/learning opportunities, research and mentors.
	Strengthen and provide intentional opportunities and conditions for purposeful student engagement, growth, physical/mental well-being and belonging among all students (undergraduate, graduate and first-professional).	VP Strategy, Enrollment Management and Student Success; VP Student Affairs	Increased University retention and graduation rates	Reduced equity gaps in retention and graduation; NSSE data: (relative to Quest Peers)	Possible Tactic: Integrate systematic approaches to include alumni and community partners in the student engagement, growth and belonging model.
	Create an environment that supports and strengthens student success through: faculty-student mentorship, faculty development and engagement.	Provost & Vice President for Academic Affairs; SVP for Faculty Affairs; SVP for Academic Affairs; Sr. VP Health Sciences	NSSE data: Quality of interactions with faculty (relative to Quest Peers)	Faculty engagement measures	Possible Tactic: Integrate recognition and reward of faculty engagement in student success into existing and respected reward and recognition policies and systems.

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Attract and retain a diverse community of highly qualified faculty and staff that supports a culture where everyone matters and belongs	Strengthen an enterprise-wide culture of appreciation that is expected of all academic and administrative units and is reflected in day-to-day behaviors, activities, clarity of goals, rewards and accountability.	VP Administration; AVP Human Resources; VP Institutional Equity, Effectiveness and Success; All Cabinet Members	Unit progress on culture and climate indices		
	Develop and scale innovative employee recruitment, advancement, and retention programs that contribute to a diverse and highly qualified faculty and staff (i.e: i-Cubed).	Provost & Vice President for Academic Affairs; SVP for Faculty Affairs; VP Institutional Equity, Effectiveness and Success; VP Administration; AVP Human Resources;	University/unit progress on diversity metrics	Faculty/staff diversity	Possible Tactic: Strengthen staff promotion and professional development programs and opportunities. Possible Tactic: Goal 2 of Diversity Driving Excellence Theme, Advance a conscientious drive to lead in setting national, state and professional standards for institutional civil rights, compliance and best practices
	Develop a culture through appropriate institutional shared governance structures to promote inclusive excellence in teaching and learning across the curriculum and within co-curricular programming.	Provost & Vice President for Academic Affairs; SVP for Faculty Affairs; SVP for Academic Affairs; VP Institutional Equity, Effectiveness and Success	Metric needed - Any ideas?		