

Recalibration Quest 2025

Working Draft

Theme: Collaboratively Creating a Thriving RVA

For All People

Virginia Commonwealth University
Recalibration of Quest 2025: Together We Transform

Collaboratively Creating a Thriving RVA for All People: Mobilize VCU's human capital and economic resources, collaboratively with the community to address social and health inequities

PROPOSED REVISION

Theme: Collaboratively Creating a Thriving RVA for All People		Responsible	Illustrative University Metrics or Milestones		Comments
Goal	Strategy		University Metrics	Process Milestone	
Build a comprehensive and cohesive organizational infrastructure adaptive to the evolution of community and economic engagement across the academic and medical enterprise.	Enhance strategic investments in infrastructure to expand operational capacity and management to oversee and implement policy reform, communications, and university-wide coordination and execution of strategies.	ONE VCU: President's Office, All VCU cabinet members	VCU Budget allocation; amount of VCU staff/faculty FTE allocated toward this effort; Oversight body/office established; # of policies reviewed/modified/implemented; communication strategy created and implemented; infrastructure created and established.	Structure Developed	
	Implement continuous improvement and sustainability of community and economic practices throughout the academic and medical enterprises	All VCU Healthcare and Academic Units	Creation of new partnerships and # of partnerships sustained; changes in community and economic practices; impact evaluation and community feedback	One VCU Principles of Community	
	Development of community and economic engagement leadership and leadership pathways	ONE VCU: President's Office, All VCU cabinet members	VCU centralized Gateway for engagement established; awareness campaign and key messaging about gateway created and implemented across VCU and in the community; gateway guidelines and practices for engagement with community and VCU disseminated and monitored; impact evaluation and feedback	CE&E Pathways developed; CE&E training modules for students, faculty and staff	
	Enable a collaborative community and economic engagement enterprise that is inclusive of clinical care, curriculum, scholarship and practice and student initiative	All VCU Healthcare and Academic Units; VPR; VP SEMSS	Partnerships developed; internships generated; students and faculty supported; curriculum transformation;	Formation of team in 2023	
	Establish enterprise-wide team to guide VCU's continued competitiveness for the Carnegie Community-Engaged classification	ONE VCU: President's Office, All VCU cabinet members	Carnegie designation as Community Engaged		
Establish the authentic co-creation of a comprehensive community-level model that catalyzes health, education and economic prosperity.	In collaboration with community stakeholders, develop a process to identify targeted partnership neighborhoods, including audit of existing VCU and other partners activities, to be aligned and leveraged.	ONE VCU; VP IES; VCU VPR; VCU Health; Key VCU Centers;	Neighborhood selection process developed and agreed upon neighborhood of focus identified; Partners, community members, students, faculty and colleges/departments engaged; establish VCU wide community advisory board to support the implementation and accountability	identify neighborhood; leverages identified	To deliver on equity, metrics should be disaggregated to understand differing levels of participation, access and impact.
	Build relationships and partnerships to foster civic agency and community resiliency	ONE VCU; All VCU Health and Academic Units	Process and impact evaluation affirms goal achievement		Pilot approach in a target neighborhood to leverage and consolidate existing assets and relationships.
	Work with community partners and stakeholders to determine strengths, assets and resources to inform the development and implementation of a model and identify success and baseline metrics.	ONE VCU; VP IES; VCU VPR; VCU Health; Key VCU Centers;	Model for comprehensive community-level model co-created; Process and impact evaluation affirms goal achievement	Strategy and model developed and implemented	

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	Collaboratively partner with community to design and implement comprehensive health, education and economic strategies	All VCU Health and Academic Units; VP IES	Health, education and economic prosperity metrics identified by collaboration (e.g. life expectancy increases from baseline)	Implement strategies.	To deliver on equity, metrics should be disaggregated to understand differing levels of participation, access and impact.
Build pathways aligned with VCU academic and health system mission and values that create reciprocal opportunities and benefits for VCU, the Richmond community and community partners.	Drive local workforce opportunity in student and employee recruitment, development and advancement within VCU and VCU Health	VCU HR, Staff/faculty Council, VCUHS HR, Office of the Provost, VP for Administration	No. of community residents recruited and retained; No. of credentials; # of new individuals with new economic options; # of new economic options developed; and VCU student success (#REAL experiences, #post-collegiate outcomes; #retention; #graduation, #new partnerships for students, increase in student entrepreneurship and innovation etc...) Creation of new workforce development pathways; HR data trajectory		
	Work with partners to strengthen pre-K-16 student success.	Richmond Public Schools, VCU School of Education, Health Sciences Schools/Colleges, Student Success, Office of the Provost	Collaboratively identify student success and baseline metrics	Establish Pre-K-12 student success initiative with middle and high school in target neighborhood;	To deliver on equity, metrics should be disaggregated to understand differing levels of participation, access and impact.
	Collaboratively cultivate an economic ecosystem for the growth and development of community and student entrepreneurship and small business development by leveraging VCU assets, processes and student experiences.	DaVinci Center, VCU Innovation Gateway; School Of Business; VP IES, VP Student Success, Office of the Provost	#of internships in target neighborhood; # of mentorship in networks established; # of new VCU revenue streams in target neighborhood; #of businesses started by VCU students and grads		To deliver on equity, metrics should be disaggregated to understand differing levels of participation, access and impact.
	Lead inclusive art, social, health and technological research, innovation and practice informed by community priorities	All VCU Healthcare and Academic Units; VP IES; ICA; ONE VCU	# of new and emerging social innovations in neighborhood; # of technological collaboration through neighborhood incubation; #new and emerging art innovations in the neighborhood; #of new and emerging health innovations in target neighborhood; increased transdisciplinary and community engaged research portfolio; enhanced student community experiences , opportunities and partnerships (with industry and agency);cluster hiring initiatives; curricular transformation strategies; badging and credentialing initiatives.	Academic and health system teaching, research, service and practice missions are shaped and informed by diversity driving excellence priorities and values	
Reimagine and implement bold new systems and structures for thriving communities in a transforming world.	Galvanize the academic and health system enterprise around a priority RVA social issue to catalyze bold transformation	All VCU Healthcare and Academic Units	Implement process to identify and communicate priority issue; transdisciplinary community engaged research, service learning opportunities, cross-institutional collaborations and projects focussed on target social issue.	Collaboratively identify the social issue	

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	Establish sustainable process for reviewing and developing policies, practices, principles and ethics for transformation.	ONE VCU; VP IES; Data Team; Compliance Office; Wilder School;	Assess policies, practices and procedures for alignment with strategic plan and to facilitate this plans' implementation; Provide education, training, monitoring of culture and climate, and the implementation of engagements best practices to embed diversity driving excellence principles, practices for students, faculty and colleges/departments engaged and partners. Use NADOHE as a guiding document to create clear DEI expectations for all levels of leadership and DEI officers.	Establish and implement accountability mechanism; Academic and health system teaching, research, service and practice community engagement is lead with are diversity driving excellence priorities and values.	
	Foster community trust through open, transparent and timely communication	All VCU Healthcare and Academic Units; University Relations	The development of the VCU ONE community communication loops for communications and discourse within and across community spaces; Increased accessibility, awareness and reach of VCU related information; Process and impact evaluation affirms goal achievement; Consistent reporting of the progress and impact of strategic plan; Engage with the Truth in Racial Healing and Transformation (TRHT) framework to inform and implement best practices approaches to building trust; Establish a community advisory board to support the implementation and	# of distinct communication messages; #type and quality of key messaging; Advisory board insight	
<p>Introduction Blurb: The revisioning of this theme considered the larger role that VCU intends to take within the Richmond area. Thriving for all members of the community became the priority to inform our efforts and is the foundation for this re-imagined theme. The intent is to focus our finite resources to make demonstrative and meaningful community impact while fulfilling and leveraging the full spectrum of our academic and healthcare mission. This theme uses a diversity, equity, inclusion and engagement framework to achieve collective urban and regional impact through the lens of thriving for all people.</p>					