Quest 2028
One VCU: Together We Transform
VCU’s Recalibrated Strategic Plan is…

The process through which we, as an institution, define, what we do (mission), what we strive to be (vision), and our aspirations (goals).

Measurable when effectively implemented, monitored and reviewed to determine progress, success or where changes are needed.

Not about trying to form a plan that is all things to all people or able to address every aspect of the university.

A broad University level document, in which all divisions and school/colleges will develop strategic plans that connect to the goals and strategies of the university’s plan. These unit-based plans become the tactics or operational components of the VCU plan.

Representative of key One VCU elements woven into its fabric that are essential for VCU to achieve national prominence and maximum success: diversity, equity and inclusion, philanthropy, branding, communications and marketing, and human resources.
We are One VCU, an inclusive public research university and healthcare system where accessibility combines with excellence to produce exceptional educational and healing results.

Together, we are dedicated to serving the needs of students and patients.

We impact lives through focused global partnerships and commitment to our communities. We research solutions to societal challenges and ignite transformative innovation that matters to the people who need us most.

We prove every day that different works.

As One VCU, we are united by purpose, devoted to inclusion and driven by impact.
Feedback from internal and external stakeholders:

• More can be done to comprehensively weave diversity and inclusion throughout all of the work within the university and beyond our borders.

• More innovative curricula to meet student and workforce needs, and personalized support to ensure student success.

• Provide more real-world learning opportunities for ALL of our students.

• Do more to recruit and retain outstanding staff and faculty.

• More focus on using our research and expertise to inform needs and solutions in our region.

• Confidently tell our ONE VCU story to strengthen and deepen key relationships with alumni, employers and the community.
Quest 2028
One VCU: Together We Transform

Strategic Themes

Diversity Drives Excellence

Student Success

Research and Innovation

Thriving Communities

NATIONAL PROMINENCE
Diversity Drives Excellence

GOALS:

DDE 1: Nurture an institutional culture and climate that is diverse, inclusive, equitable and engaged.

DDE 2: Implement an organizational infrastructure to support, sustain and scale DEI initiatives that infuses them into clinical care, curriculum, scholarship and practice.

DDE 3: Demonstrate national and international DEI thought leadership.

Theme Description

Champion diversity, equity and inclusion in all that we do and advance a conscientious drive to support a climate where excellence and success for all people are valued and differences are celebrated.
We Will Be Successful When --

Diversity Drives Excellence

Diversity Training

100%
Employees complete Title IX and non-discrimination trainings

Organization Culture and Climate

Positive percent change
Biennium culture and climate survey results in diversity, inclusion, engagement and performance indices

Faculty and Staff Retention

Positive percent change
Minority, underrepresented minority, and women faculty

Positive percent change
Minority, underrepresented minority, and women staff
IGNITE STUDENT SUCCESS THROUGH CURRICULAR INNOVATION, A HOLISTIC CULTURE OF CARE AND AN ENGAGED AND EMPOWERED WORKFORCE.

**GOALS:**

SS 1: Transform curriculum so that all students engage in inquiry, discovery, innovation, experiential learning, civic engagement and creative expression to prepare them for the future of work.

SS 2: Enhance the university culture of care and responsiveness supporting student engagement, success and sense of belonging.

SS 3: Retain and attract a diverse community of highly qualified faculty and staff that reflects a culture where everyone matters and belongs; ensure the culture supports career satisfaction and growth.
We Will Be Successful When We Achieve --

**Student Success**

<table>
<thead>
<tr>
<th>Retention and Graduation Rates</th>
<th>Post-Graduation Outcomes</th>
<th>Faculty and Staff</th>
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<tbody>
<tr>
<td><strong>90%</strong>&lt;br&gt;One-year retention rate, elimination of equity gaps</td>
<td><strong>70%</strong>&lt;br&gt;Employment and/or graduate/professional school within six months of graduation</td>
<td>Increase tenure-track faculty positions</td>
</tr>
<tr>
<td><strong>78%</strong>&lt;br&gt;Six-year graduation rate, elimination of equity gaps</td>
<td>Enrollment&lt;br&gt;32,000 students</td>
<td>Increase faculty retention</td>
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<td></td>
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<td>Increase staff retention</td>
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Distinguish VCU as a vibrant public research university where researchers, educators, practitioners and entrepreneurs innovate together to improve lives and address societal challenges.

**GOALS:**

RI 1: Amplify VCU’s impact on society through excellence across all disciplines, knowledge creation and transdisciplinary research.

RI 2: Build a collaborative research culture that powers meaningful change and impact and is based on ethics, integrity, inclusive practices and critical and analytical thinking.

RI 3: Implement a research infrastructure model that is scalable, nimble and ready for growth.
We Will Be Successful When We Achieve --

Research and Innovation

**Research Funding and Portfolio**
- **>$400M**
  - Annual external sponsored awards
- **3-5%**
  - Increase in total federal research awards per fiscal year
- **Double**
  - Patents, licensing, partnerships, startups
- **5-10%**
  - Annual increase clinical research and trials

**Ranking**
- Top 50 U.S. public research universities
- NSF ranking
  - (measured by total research expenditures)

**Public Impact**
- Impactful research across all disciplines through
- **Increase**
  - faculty effort and number of new faculty hires (including URM)
- **Increase**
  - students (undergraduate and graduate, including URM) and postdoctoral fellows engaged in research
- **Increase**
  - number and quality of publications, scholarly articles, proceedings, communications
Thriving Communities

GOALS:

TC 1: Collaborate to build an adaptive infrastructure that meets the evolving needs of VCU and communities.

TC 2: Partner with communities to help inspire authentic gains in health, education and economic prosperity.

TC 3: Create and leverage pathways that demonstrate that our academic and healthcare goals and innovations benefit and complement the objectives of our community partners.

TC 4: Actively seek community partnerships and opportunities to elevate awareness and collaborative action between VCU and communities.

Theme Description

Deliver on our commitment to solving social and health inequities in partnership with communities.
We Will Be Successful When We Achieve --

**Thriving Communities**

**Supply Chain Diversification**
- Increase vendor contracts with local minority and female business in priority communities

**Community Engagement**
- Increase coordinated programs/interventions in priority communities

**Training in Standards of Excellence**
- Increase number of staff, students and faculty trained (certified/badged) in DEI and community engaged research best practices
Next Steps

- **PRELIMINARY REVIEW** of administrative and academic division and unit plans
- **EXECUTIVE COMMITTEE** approves administrative and academic division and unit plans
- **STRATEGIC PLAN COMMUNICATION ROLL OUT**
  - ONE VCU, in partnership with VCU Health
- **CHARGE TO ALL ADMINISTRATIVE & ACADEMIC UNITS**
  - Plans will be developed and/or updated to align with Quest 2028.
- **BUDGET ESTABLISHMENT**
- **BOARD OF VISITORS APPROVAL**

Timeline:
- **May 2022**: Board of Visitors Approval
- **June 2022**: Charge to all administrative & academic units
- **June – July 2022**: Budget establishment
- **September 2022**: Strategic Plan Communication Roll Out
- **December 2022**: Preliminary review
- **May 2023**: Executive Committee approves administrative and academic division and unit plans
Proposed BOV Dashboard

Brand Awareness & Perception

- Top Tier Media Placements
- Brand Familiarity/Favorability in VA

<table>
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<th>Year</th>
<th>2022</th>
<th>2025</th>
<th>2028</th>
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<td></td>
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<tr>
<td>TBD*</td>
<td>TBD</td>
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Enrollment

- Total
- New Freshman
- Out of State
- Fully Online

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<tr>
<td>1,100</td>
<td>1,860</td>
<td>2,622</td>
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Student Success

- 1 YR Retention
- 6 YR Graduation
- Transformative Experiences
- Post-Graduation

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<th>Year</th>
<th>2022</th>
<th>2025</th>
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<tr>
<td>85%</td>
<td>88%</td>
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<td>83%</td>
<td>87%</td>
<td>90%</td>
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<td>83%</td>
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<td>90%</td>
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<td>65%</td>
<td>74%</td>
<td>78%</td>
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<td>72%</td>
<td>78%</td>
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<tr>
<td>70%</td>
<td>TBD</td>
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<tr>
<td>58%</td>
<td>65%</td>
<td>70%</td>
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</tbody>
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- 1 YR Retention: 85% (Pell 83%, URM 83%), 88% (Pell 87%, URM 87%), 90% (Pell 90%, URM 90%)
- 6 YR Graduation: 65% (Pell 60%, URM 61%), 74% (Pell 71%, URM 72%), 78% (Pell 78%, URM 78%)
- Transformative Experiences: 70% (TBD), TBD (TBD), TBD (TBD)
- Post-Graduation: 58% (2022), 65% (2025), 70% (2028)

*Tentative

* RFP out for summer 2022 to establish baselines and goals for the five-year plan.
Proposed BOV Dashboard

Faculty

- Tenure/Tenure-Track: 1,003, increase consistent with enrollment
- Minoritized: 26.5%, increase representation
- Female: 46.7%, increase representation
- Turnover Rate: 7.8% to 7%, 6%

Research

- Total Expenditures: 364M, increase
- Ranking: #50’s, improve

Supply Chain Diversification

- 2022: 36%, 4.5%
- 2025: 35%, 7.5%
- 2028: 35%, 8%

*Expenditures are reported on the prior fiscal year. #45 ranking if total expenditures were $364 January 2022.
The recalibrated **Quest 2028: One VCU Together We Transform** was influenced by feedback from VCU leaders, faculty, staff, and student shared governance groups, alumni, and external community stakeholders.

The document was developed by an executive committee of VCU Cabinet members and refined by a senior communications team with multiple iterations of campus feedback on draft versions.

THANK YOU TO THE VCU COMMUNITY