

---

# 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.

# One VCU Charge

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**.



# Areas of Focus

## 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

## 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

# Student Success

## 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.

## Theme Description

---

*Ignite student success through curricular innovation, a holistic culture of care and an engaged and empowered workforce.*



# We Will Be Successful When We Achieve --

## Student Success

---

### Retention and Graduation Rates

**90%**

One-year retention rate,  
elimination of equity gaps

**78%**

Six-year graduation rate,  
elimination of equity gaps

### Post-Graduation Outcomes

**70%**

employment and/or  
graduate/professional school  
within six months of graduation

### Enrollment

**32,000**  
students

### Faculty and Staff

**Increase**

tenure-track faculty positions

**Increase**

faculty retention

**Increase**

staff retention

# Research and Innovation to 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.

## Theme Description

---

*Distinguish VCU as a vibrant public research university where researchers, educators, practitioners and entrepreneurs innovate together to improve lives and address societal challenges.*



# 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

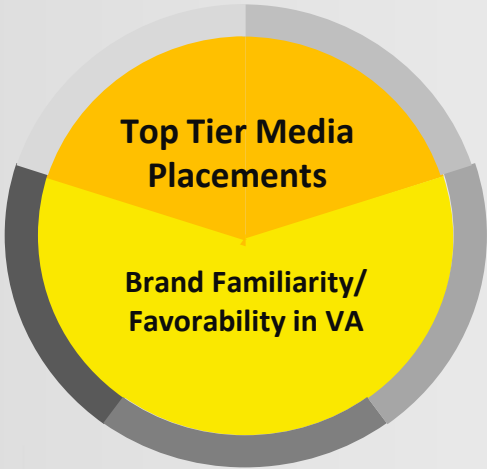
# Next Steps



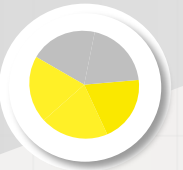


# Proposed BOV Dashboard

## Brand Awareness & Perception



2022	2025	2028
200	250	300



2022	2025	2028
TBD*	TBD	TBD

## Enrollment

### Total

New Freshman

Out of State

Fully Online

## Student Success

### 1 YR Retention

Pell

URM

### 6 YR Graduation

Pell

URM

## Transformative Experiences

% of students participating

### Post-Graduation

Employment & Grad School

*Tentative*

29,087 30,698 32,130

4,363 4,700 4,900

3,997 5,066 5,748

1,100 1,860 2,622

85% 88% 90%

83% 87% 90%

83% 87% 90%

65% 74% 78%

60% 71% 78%

61% 72% 78%

70% TBD TBD

58% 65% 70%

2022 2025 2028

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

# Proposed BOV Dashboard

## Supply Chain Diversification

### Faculty

*Tentative*

**Tenure/Tenure-Track**

**1,003**

Increase  
consistent with  
enrollment

Increase  
consistent with  
enrollment

**Minoritized**

**26.5%**

Increase  
representation

Increase  
representation

**Female**

**46.7%**

Increase  
representation

Increase  
representation

**Turnover Rate**

**7.8%**

**7%**

**6%**

### Research

**Total Expenditures**

**364M**

**Increase**

**Increase**

**Ranking**

**#50's**

**Improve**

**Improve**

**2022**

**2025**

**2028**

**2022**

**2025**

**2028**

36%

35%

35%

**2022**

**2025**

**2028**

4.5%

7.5%

8%

**2022**

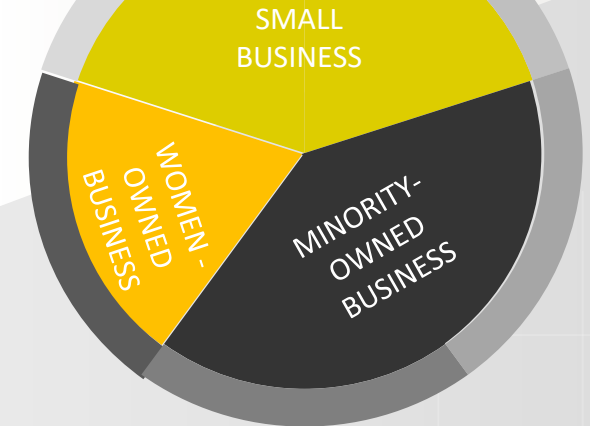
**2025**

**2028**

4.5%

7.5%

8%



\*Expenditures are reported on the prior fiscal year. #45 ranking if total expenditures were \$364 January 2022.

# THANK YOU TO THE VCU COMMUNITY

---

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.