Recalibration Draft Feedback Session

February 2022
We asked for your feedback....and you responded

We are proud of our strong commitment to diversity and inclusivity, but we can do more to intimately weave the actualization of that commitment throughout all of our work within VCU and beyond our borders.

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

VCU excels in providing real world learning opportunities – leveraging our urban environment as a classroom for students, but we need to provide more of those opportunities for ALL of our students.

VCU is innovative, welcoming, accepting, and engaging, but we need more innovative curricula to meet student and workforce needs, and personalized support to ensure student success.

We can and need to do more to recruit and retain outstanding staff and faculty.

We need to confidently tell our ONE VCU story in bold, engaging ways to strengthen and deepen key relationships with alumni, employers and the community.
Key Takeaways

• VCU Strategic Plan includes One VCU concept of VCU + VCU Health, where applicable and appropriate.

• National prominence is an overarching expected outcome of the strategic plan and therefore not an individual theme.

• Themes have been reordered, moving Diversity Driving Excellence to the first theme to serve as our guiding light to achieve our re-envisioned preferred state.

• Reorganized and Renamed Themes:
  1. Diversity Driving Excellence
  2. Student Success
  3. Research & Innovation Addressing Societal Challenges
  4. Collaboratively Creating a Thriving RVA for All People

• Extend the end of plan from 2025 to 2028.
Diversity Driving Excellence

Revised Description: Translate our value philosophy of diversity and inclusion into practices related to excellence and success enterprise-wide.

Goal 1
Construct a comprehensive and cohesive organizational infrastructure adapting to the evolution of diversity, equity and inclusion (DEI) across academic and medical enterprises.

Goal 2
Advance a conscientious drive to lead in setting national, state, and professional standards for institutional civil rights, compliance and best practices.

Goal 3
Promote an institutional culture and climate that is diverse, inclusive, engaging and performance-oriented.

Goal 4
Create and sustain a competitively inspired enterprise for inclusion in clinical care, curriculum, scholarship and practice.

Goal 5
Establish and strengthen a collaborative and purposive partnership loop that elevates awareness and discourse between the enterprise and communities.
Student Success

**Goal 1**
Transform the curriculum to offer relevant 21st century learning that prepares all students for the future of work.

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

**Goal 3**
Attract and retain a diverse community of highly qualified faculty and staff that supports a culture where everyone matters and belongs.

**Revised Description:** 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.
Research & Innovation Addressing Societal Challenges

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

Goal 1
Establish VCU as a preeminent research university known for public impact through knowledge creation.

Goal 2
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.

Goal 3
Create a university research infrastructure that is scalable, nimble and ready for growth.
Collaboratively Creating RVA for All People

**Revised Description:** Mobilize VCU’s human capital and economic resources, collaboratively with the community to address social and health inequities.

**Goal 1.** Build a comprehensive and cohesive organizational infrastructure adaptive to the evolution of community and economic engagement across the academic and medical enterprise.

**Goal 2.** Establish the authentic co-creation of a comprehensive community-level model that catalyzes health, education and economic prosperity.

**Goal 3.** 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.

**Goal 4.** Reimagine and implement bold new systems and structures for thriving in a transforming world.