



PRESIDENTIAL ANNUAL REPORT 2011-12



VCU Office of the President

Make it real.

VIRGINIA COMMONWEALTH UNIVERSITY



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We make it real at Virginia Commonwealth University. As in, we make a real difference. Make a real impact. Make real progress.

We also celebrate real successes. And this year, there were many. In FY 2011-12, we saw increases in research, scholarship and creative expression — projects that transform our world. We saw more students than ever earn their degrees — women and men who, in the VCU way, will be leaders and difference-makers in their fields. We saw record philanthropy and record construction that will accelerate our progress.

Our Quest for Distinction strategic plan directs priorities on student success at all levels, research that changes lives, an unwavering commitment to human health, and on serving and engaging with the community around us. That is exactly what we did over the past year, as you will see throughout this annual report. I am so proud of the many contributions of my colleagues on the faculty and staff, and of our students, alumni and friends — only a small portion of which we could include here. I am grateful for their commitment to advancing VCU to the ranks of the premier urban research university.

It is time to see VCU for what it is, and that is a national university on the rise. A place where people from diverse backgrounds do more than just fit in; rather, we embrace

each other and learn from one another. A university where an education means more than completing 40 courses. A university that is a living laboratory.

We are just getting started. As I begin my fourth year here, Quest will continue to guide everything we do and inform every decision we make. Our focus will remain on improving our performance in every meaningful way, from enrolling motivated students and ensuring that they graduate, to appraising how we operate as a university and steward our resources.

As I reflect on a historic year at VCU, I marvel at the numerous successes of my colleagues and students. I am also excited to continue our determined drive to be among the nation’s premier research universities. Why do we have such ambitions? Because we believe we can achieve them. Because at VCU, we make it real.

Sincerely,

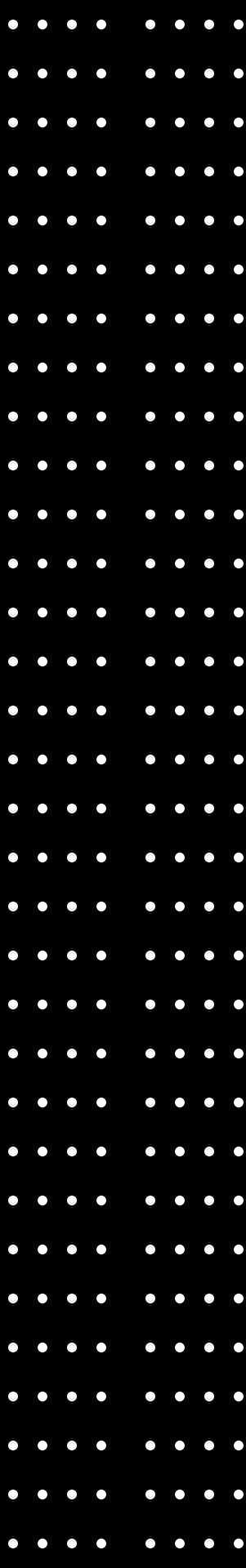
Michael Rao, Ph.D.

President, VCU and VCU Health System

As our ambitious **Quest for Distinction** strategic plan continues to define everything we do at VCU, we have enjoyed a year of remarkable accomplishments from students, faculty, staff, alumni and friends. All across the university, we broke records, set standards and achieved real successes that matter.

Our Brandcenter students were named the **“most innovative”** in the nation while our faculty raised VCU’s research profile into the top 100 nationally. Our medical center and numerous academic programs across the university earned unprecedented national rankings. We reached new heights in innovation and entrepreneurship, moving up to take our place as the nation’s premier urban, public research university.

Our greatest success was about more than growing bigger or breaking records. It was about making a real difference for real people. The world watched as an interdisciplinary team at the VCU Medical Center forever **changed the lives** of Maria and Teresa Tapia, conjoined twins from the Dominican Republic who are now happy, healthy and independent. More students than ever — almost 7,500 — earned



a VCU degree and became job creators and leaders in their fields. Our pipeline programs showed more young Virginians that a college education and **the life they dream of is within their reach.**

VCU Massey Cancer Center received earnest support from the General Assembly, an investment that will lead to breakthroughs in the war on cancer. The stunning James W. and Frances G. McGlothlin Medical Education Center, which is the result of one of the most generous gifts in our history, will soon revolutionize how physicians are educated and serve as the centerpiece of record infrastructure development at VCU. First lady Michelle Obama chose our university to launch a program that will **make a lasting difference** for injured veterans.

It was a great year for so many reasons. But what is most exciting is that this is only the beginning. We have hired outstanding new faculty members and enrolled incredible students all across the university, adding to the rich and diverse talent already in place at VCU and joining in our quest to be the nation’s **premier urban, public research university.**



Finalists from The Innovation Challenge, including VCU Brandcenter students, at the New York Stock Exchange

Brandcenter team innovates its way to the top

While students hailing from VCU's Brandcenter have wowed local and national business leaders and colleagues since its inception, January provided them with the opportunity to shine on the international stage, and they surely didn't disappoint.

Competing against more than 160 teams in The Innovation Challenge — which pits the world's brightest graduate school teams against one another to find creative technology business solutions — a team of four Brandcenter students, known simply as "Brandslam," stood above the rest.

With a proposed tool to simplify and help small business owners take advantage of cloud computing technology, Brandslam rolled through the AT&T division of the challenge and took home first place in the final round, beating out touted teams from places such as Harvard and Dartmouth,

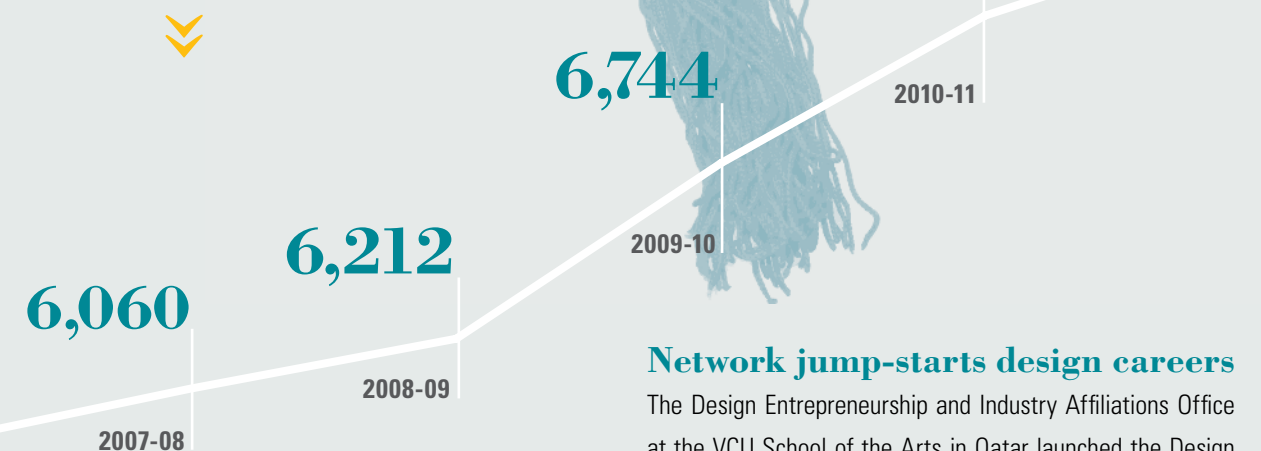
capturing the \$20,000 grand prize and a chance to ring the opening bell at the New York Stock Exchange.

Team leader Jennifer Clinehens (creative brand management), Ryan Dowling (creative technology), Cody Pate (art direction) and Katlyn Williams (copywriting), along with Don Just, a Brandcenter professor and the team's faculty adviser, were quick to point out, however, that this was a win for the program, not just for them. They hope the win will serve as a springboard for getting the message out that VCU and the Brandcenter, which has been ranked the top program of its kind in the country by multiple sources, are truly exceptional.

And, to further emphasize that distinction, Clinehens also added that, while Brandslam took home top honors, two other Brandcenter teams reached the semifinals in the competition, giving the program three of the top 15 spots in the challenge.

CHALLENGE VCU Brandcenter

	2007-08	2008-09	2009-10	2010-11	2011-12
Bachelor's	3,572	3,726	4,033	4,379	4,666
Master's	1,542	1,556	1,721	1,769	1,740
Doctoral	252	227	280	329	333
First professional	397	395	407	401	415
Certificate	297	308	303	314	308



DEGREES CONFERRED 2007-12 (TOTALS)

VCU sees largest graduating class

At VCU, our focus is on helping students graduate, producing a stronger, better-educated workforce for the commonwealth. Our graduates are job creators, not job takers. We are proud that a record number of graduates earned their degrees from VCU in 2011-12 — almost 7,500. That includes a record number of doctoral degrees, the mark of a premier research university. That total reached 333, the most in university history.

Network jump-starts design careers

The Design Entrepreneurship and Industry Affiliations Office at the VCU School of the Arts in Qatar launched the Design Entrepreneurship Network in May to help guide aspiring entrepreneurs through the identification, planning, launch and implementation stages of their design start-up businesses.

Through mentoring sessions, seminars, exhibitions and special events, the network seeks to provide entrepreneurs with access not only to training and business planning advice, but also early stage funding, soft loans, personal development workshops and exhibition and retail space.

According to Roger Griffiths, director of the design entrepreneurship and industry affiliations at VCU Qatar, building an attractive culture of entrepreneurship through the Design Entrepreneurship Network will encourage young designers to contribute to the growing diversification of Qatar's economy, shepherding it away from its oil dependence and focusing on producing goods designed in Qatar by Qataris.

Excellence emerges in student honors

National posts, honors, awards and distinctions carried the year for VCU students and recent graduates.

2012 graduate **Sai Iyer** was asked to join President Obama’s re-election campaign as a national co-chair, becoming the only student representative on the 35-member list of governors, longtime Obama friends and Hollywood celebrities tasked with mobilizing voters and advising the campaign on key issues.

From the College of Humanities and Sciences and the VCU Honors College, senior **Anjali Hari** and junior **Grant Day** each earned Goldwater Scholarships — the premier national scholarship for undergraduate math, science and engineering students — and **Margaret Cotter, Bertrand “Yohannes” Mpigabahizi** and **Rachel Sine** each received David L. Boren Scholarships from the National Security Education Program.

Jordan Covvey, a PGY1 pharmacy practice resident, was named a 2011-12 Fulbright Scholar, in addition to receiving the Fulbright-Strathclyde Research Award, which will




Natalie Nguyen (right) helping a customer at a local pharmacy

allow her to pursue her Ph.D. at the University of Strathclyde in Glasgow, Scotland. Unlike most Fulbright scholars, who are awarded one-year grants, Covvey received the only Faculty of Science Fulbright, providing her an additional three years of study and research.

In addition, **George H. McArthur IV**, a doctoral candidate in the VCU School of Engineering, earned the Whitaker International Fellowship to conduct research at Imperial College London starting this fall; **Natalie Nguyen**, a rising second-year student at the VCU School of Pharmacy, was named one of 15 Virginia Governor’s Fellows for 2011; and undergraduate advertising students in the VCU School of Mass Communications won seven awards in the 2012 One Show College Competition.

PERCENT OF MINORITY STUDENTS ENROLLED AT VCU

	2007	2008	2009	2010*	2011
Undergraduate	34%	34%	35%	39%	40%
Graduate/professional	19%	20%	20%	23%	24%
TOTAL	29%	30%	30%	35%	36%

Diversity creates a vibrant campus 

Diversity is a hallmark of VCU. We are the most diverse university in the commonwealth and strive to be a national leader. VCU is a place where people from all walks of life do more than just fit in, but rather we embrace one another and learn from one another. The chart above shows the growth in minority student enrollment at VCU during the past five years as a percentage of total enrollment.

* Data prior to 2010 is not comparable due to changes in federal reporting requirements.

Students engage in real-life research

At a premier research university, a passion for discovery and inquiry is not reserved for faculty and graduate students alone. That is why VCU celebrates Student Research Week in April, particularly aimed at giving undergraduate students a chance to showcase their research. This year’s Undergraduate Research Poster Symposium drew 200 students exhibiting 150 posters, both records.

While that event was growing, another was just beginning. The inaugural Venture Creation Competition, hosted by the VCU da Vinci Center for Innovation, brought 87 students comprising 40 teams who submitted ideas, concepts or technologies for a business venture. These students designed everything from a high-tech bicycle rack to a device to help people with asthma enjoy a more normal life. The winning team of Katie Acosta, Jerry Roback, Mena Xiong and Brian Jang won \$4,000 for developing ice cream cones with flavors like red velvet, honey lavender and mocha. They are proof that innovation comes in all flavors at VCU.

Building expands academic spaces

The university broke ground last fall on a new academic building, which will give VCU much-needed classroom space when it opens in spring 2013. The 102,000-square-foot University Learning Center sits at the corner of Linden Street and Floyd Avenue and will serve as a technology showcase and house VCU’s nationally ranked School of Social Work and the Center for Teaching Excellence.

Future home of the School of Social Work and the Center for Teaching Excellence



SIX-YEAR GRADUATION RATES

Fall 2007	47%
Fall 2008	49%
Fall 2009	51%
Fall 2010	51%



FIRST-YEAR RETENTION RATES

Fall 2007	82%
Fall 2008	85%
Fall 2009	84%
Fall 2010	85%



UNDERGRADUATE TRANSFERS TO VCU

	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011
Total transfers	1,730	1,891	2,043	2,007	2,144
Percent VCCS*	57%	59%	61%	63%	67%

* Virginia Community College System



Research at VCU

VCU moves into top 100 in NSF research rankings

Continuing its climb up the National Science Foundation rankings board in 2012, VCU made it as a top 100 institution in both the federal and total spending categories for research and development.

Expenditures from federal grants and contracts for research and development for fiscal year 2010 increased 48 percent from 2009, boosting VCU into the No. 79 position, up from No. 102. And while total expenditures during that time increased at a slightly lower clip, the 31 percent increase in spending propelled VCU's ranking in that category to No. 98.

According to Francis Macrina, Ph.D., VCU's vice president for research, the increased expenditures were due in part to federal stimulus funds, as well as the \$20 million National

Institutes of Health grant awarded to VCU to become part of a nationwide consortium of 60 research institutions focused on turning laboratory discoveries into treatments for patients.

"VCU's research grant support base has been growing steadily for several years now," Macrina said. "We were pleased with the success of our faculty in competing for research grants in that reporting period and expected that we'd see VCU climb in the NSF rankings. But we were pleasantly surprised by the magnitude of climb, especially in the federal expenditure category. This accomplishment is directly connected to the outstanding scholarly work of our faculty, who have created a research enterprise that is the pride of VCU."

Funded research reaches record levels

One indicator of the health of a research university is its sponsored research level. In other words, are others investing in conducting research there? In the case of VCU, they have never invested more. In fiscal year 2011, sponsored research reached a record \$256 million. That number is up almost \$37 million since 2008. The biggest source of research funding at VCU continues to be the National Institutes of Health, which topped \$88.5 million. State and federal government were also large sources of funding.



SPONSORED RESEARCH GROWTH

YEAR	AWARDS
FY07-08	\$223,789,733
FY08-09	\$230,237,118
FY09-10	\$255,461,168
FY10-11	\$255,927,083



Sheldon M. Retchin, M.D., M.S.P.H., VCU Health System and VCU Health Sciences, wearing the SwiMP3 underwater audio device, which he co-invented

Faculty leads the way in innovation

With the university's focus on entrepreneurship and innovation, VCU's faculty has never been more industrious. This past year, faculty members filed 107 invention disclosures, a record. Add to that 11 patents issued, another record.



FACULTY ENTREPRENEURSHIP

	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12
Invention disclosures	98	93	101	106	107
Patents issued	7	7	9	10	11

State solidifies support for Massey

VCU Massey Cancer Center received another boost in its quest to achieve National Cancer Institute Comprehensive status, as Virginia Gov. Bob McDonnell and the General Assembly presented the center with \$5 million in state appropriations for fiscal year 2012.

Massey has been designated by the NCI for 35 years because of its scientific excellence in cancer research and its vital role in reducing cancer morbidity and mortality. It is one of only two centers in the state with this designation; however, with Comprehensive status (the highest level of distinction for a cancer center), Massey would become the only facility in Virginia with such a designation, and one of only 42 in the nation.

Gov. Bob McDonnell signing legislation in support of Massey



Faculty awards mark successful year

The university celebrated the many successes of our faculty members this year, including the following standouts:

M. Samy El-Shall, Ph.D., professor of chemistry, was one of 13 research scientists and engineers selected nationwide as a 2012-13 Jefferson Science Fellow at the U.S. Department of State. He is the fourth fellow from VCU to participate in the program. Cornell is the only other institution to have as many researchers and engineers participate as VCU.

Kathleen Graber, assistant professor in the Department of English who teaches in the creative writing program at VCU, received a 2012 Guggenheim Fellowship, as well as the 2011 Library of Virginia Literary Award for Poetry for her most recent collection, "The Eternal City." Her book earlier was named a finalist for both the National Book Award and the National Book Critics Circle Award.

Brian Cassel, Ph.D., a senior analyst in the VCU Massey Cancer Center, and **Michael Pitts, D.B.A.**, associate professor of management in the VCU School of Business, both earned Fulbright awards for the 2011-12 academic year.

VCU School of Medicine physician **Alan Dow, M.D.**, is one of five medicine and nursing faculty members across the country in the inaugural class of Macy Faculty Scholars.

Sandra Wilkins, professor and chair of the Department of Fashion Design, VCU Qatar, was named the "Best Professor in Fashion Designing" by the World Education Congress.

Jack Martin Brandt, disability policy specialist for the VCU Partnership for People with Disabilities, is an appointee for the President's Committee for People with Intellectual Disabilities.

Craig Larson, Ph.D., an assistant professor of mathematical sciences, received a Fulbright Research Grant to work at the University of Ghent (Belgium) on advancing research on graph theoretic independence number algorithms.

The International Society of Psychiatric Genetics named **Kenneth Kendler, M.D.**, professor of psychiatry and human and molecular genetics, a recipient of the 2011 ISPG Ming Tsuang Lifetime Achievement Award. Kendler was also named as one of the state's Outstanding Scientists of 2012 for his contributions to the field of psychiatric genetics.

VCU recruits top leaders for three dean posts

VCU welcomed three new deans this past year, including Joe Seipel, who returned to the university as dean of the School of the Arts after serving as vice president for academic services at the Savannah College of Art and Design in Savannah, Ga. Seipel was a distinguished member of the arts school faculty for more than 30 years.

James Coleman, Ph.D., a highly regarded ecology and evolutionary biologist and academic administrator, joined VCU as dean of the College of Humanities and Sciences. He previously served as vice provost for research and professor of ecology and evolutionary biology at Rice University in Houston.

Christine S. Walther-Thomas, Ph.D., took the reins as dean of the School of Education, having previously led the Department of Special Education at the University of Kansas, ranked by U.S. News & World Report as the No. 1 special education public graduate program in the country.



Joe Seipel



James Coleman, Ph.D.



Christine S. Walther-Thomas, Ph.D.

Yuichi Motai, Ph.D., assistant professor, electrical and computer engineering; **Raj R. Rao, Ph.D.**, associate professor, chemical and life science engineering; **Vishnu-Baba Sundaresan, Ph.D.**, assistant professor, mechanical and nuclear engineering; and **Hu Yang, Ph.D.**, associate professor, biomedical engineering, all received the National Science Foundation's Faculty Early Career Development Award. Motai was honored for his "Engineering data-intensive prediction and classification for medical testbeds with nonlinear, distributed, and interdisciplinary approaches." Rao was recognized for his

"Propagation systems for generation of chromosomally stable human embryonic stem cells." Sundaresan was honored for his "Ionic transistor devices for sensing and controlled actuation – An integrated research, teaching and community outreach program." Yang was recognized for his "Surface-engineering of monocytes for anticancer drug delivery."

Also receiving an Early Career Award, this one from the National Academy of Neuropsychology, was **Juan Carlos Arango, Ph.D.**, associate professor in the Department of Physical Medicine and Rehabilitation.

Faculty numbers continue to rise

Premier research universities have a premier faculty, and VCU is no exception. The university has made serious investments in faculty in recent years and we are proud of the teachers, researchers and leaders all across the university.

FACULTY MEMBER NUMBERS

	2007	2008	2009	2010	2011
Tenured/tenure-track faculty	941	965	949	919	938
Total full-time faculty	1,888	1,927	1,919	1,990	2,032



Conjoined twins' separation surgery

Pediatric surgeons ensure a future twice as nice

In November 2011, a team led by VCU pediatric surgeons successfully completed the separation of 19-month-old conjoined twins Maria and Teresa Tapia of the Dominican Republic, the first surgery of its kind at the Children's Hospital of Richmond at VCU.

As doctors in the Dominican Republic recognized they wouldn't be able to provide the quality of care necessary for the twins' condition, they reached out to the World Pediatric Project, which, in turn, reached out to a team led by David Lanning, M.D., Ph.D., associate professor in the Department of Surgery and CHoR's surgeon-in-chief, who had worked with the organization in the past.

Upon initial examination, Lanning and his team discovered that Maria and Teresa, joined at the lower chest and abdomen, shared parts of their biliary system, pancreas glands and the first part of their small intestine, as well as their liver, presenting a major challenge to the surgery.

But, what started as a medical case that would require the volunteer efforts of more than 45 physicians and pediatric specialists quickly turned into a community rally that extended far beyond the hospital walls.

Fashion design and merchandising students designed custom dresses for the twins to wear while they awaited surgery. Morgan Yacoe, a senior sculpture major, spearheaded an effort to create a plaster casting mold of the twins' bodies to assist surgeons' preparation for the surgery and cosmetic care required after separation. And Audrey Kane, an occupational therapist at VCU and a certified car-seat technician, designed a car seat large enough to accommodate both Maria and Teresa.

On Nov. 7, they put their plan in motion, embarking on a 20-hour series of procedures to divide the twins' liver and other shared organs before reconstructing their abdominal walls. A month later, doctors released the girls to the Hospital Hospitality House and, following their initial rounds of occupational and physical therapy, Maria and Teresa returned home to the Dominican Republic in December.

The twins celebrated their second birthday in April, the same month Dominican Republic president Leonel Fernandez Reyna presented Lanning with the country's highest civilian honor, the Order of Christopher Columbus rank of Knight, for his efforts to separate the girls.

Center supports retooled curriculum

Construction continued in 2012 on a state-of-the-art training hub for medical education. Bringing together medical students, residents and alumni, the James W. and Frances G. McGlothlin Medical Education Center — named in honor of longtime supporters James and Frances McGlothlin — will house the School of Medicine's innovative curriculum redesign when it opens this spring. The revamped medical curriculum features integrated learning modules, earlier exposure to clinical experiences and multidisciplinary training utilizing flexible learning environments that support active learning, case-based lectures and small group study.



James W. and Frances G. McGlothlin Medical Education Center

Two floors of the 12-story building will house the Center for Human Simulation and Patient Safety, providing enhanced education for medical students, residents and continuing medical education. The building also will support the school's discovery mission with two floors dedicated to cancer research and additional space for structural biology.

CHoR celebrates second birthday

Children's Hospital of Richmond at VCU celebrated its second birthday in June, marking two years since VCU Health System and Children's Hospital came together to form the area's only full-service children's hospital — including the only pediatric emergency room in Central Virginia that offers 24-hour access to all pediatric specialists for the care of acutely ill and injured children. This fall will mark another milestone when construction begins on a state-of-the-art ambulatory pavilion to meet the growing demand for outpatient pediatric services.

VCU joins military medical initiative

First lady Michelle Obama visited VCU Jan. 11, 2012, to announce an initiative of the country's top medical colleges and universities to create a new generation of doctors, medical schools and research facilities to ensure that service members receive the medical care they deserve.

The VCU School of Medicine was among 101 members of the Association of American Medical Colleges that signed a pledge to support Joining Forces, a comprehensive national initiative to mobilize all sectors of society to give service members and their families opportunities and support, specifically in the areas of post-traumatic stress disorder and traumatic brain injury.

The White House selected VCU to host the announcement because it is a national leader in TBI research and a strong partner with the Hunter Holmes McGuire VA Medical Center. VCU's Department of Physical Medicine and Rehabilitation faculty members have served in physician leadership and clinical positions at the Richmond VA for more than 30 years.



Michelle Obama announcing the Joining Forces initiative



VCU Center for Human Simulation and Patient Safety

Campaign creates a culture of safety

VCU Medical Center strives to be the safest health system in the nation. That is the goal behind the “Safety First. Every Day.” initiative, and it is becoming a reality. The number of serious safety incidents continues to drop, now averaging about four per 10,000 adjusted patient days. Progress has come in part because of increased communication efforts and more staffing of key medical personnel at key times.

Medical center ranks among the best

The VCU Medical Center kicked off 2011 with a Richmond metro area No. 1 designation in U.S. News & World Report’s 2011-2012 Best Hospitals rankings, and the nod set the tone for another strong showing in the publication’s annual national specialty distinctions, as the medical center earned a top 50 spot in nephrology. The VCU Medical Center — the only hospital in Richmond whose specialties were ranked by U.S. News & World Report — also earned recognition for excellence in cancer treatment, heart and heart surgery programs, and physical rehabilitation.

Patients receive some of the best care available at the VCU Medical Center as proven by these and numerous other accolades. With seven Consumer Choice Awards over the past

CTSA opens doors for researchers

In 2010, VCU became the first institution in Virginia to earn a very prestigious Clinical and Translational Science Award from the National Institutes of Health. The purpose of the CTSA is to advance biomedical research, speed treatments from the laboratory to the marketplace, engage communities in clinical research and train a new generation of researchers. And that is exactly what has happened in the past few years at VCU.

Since the CTSA was awarded, the Center for Clinical and Translational Research has received two supplemental grants totaling nearly \$1 million. One supported the creation of the National Post-Arrest Research Consortium led by Mary Ann Peberdy, M.D., professor of internal medicine and emergency medicine. The other, led by Steven Woolf, M.D., M.P.H., director of the VCU Center on Human Needs, established partnerships with community organizations to conduct research on health disparities in Richmond. Additionally, nearly 50 articles written by VCU researchers that cite the CTSA grant have been published or are in press.



VCU Medical Center

decade, as well as many distinctions from diverse organizations such as The Joint Commission, Thomson Reuters and Working Mother magazine, the medical center has cemented its status as Virginia’s top provider of quality health care and workplace excellence.

Programs form a pipeline for success

The VCU Health Sciences and Health Careers Pipeline offers programs designed for students from elementary school through post-baccalaureate study. Though each program is different, they share the mission of educating and exciting students about careers in the health sciences. For example, for the past four years, the School of Dentistry has sponsored the Reaching Academic Milestones through Participation and Service program, also known as RAMpS. As of this year, nearly half of the students who had participated in the program since 2007 have enrolled in dental school — most of them at VCU. Based on the success of this program, the schools of Medicine and Pharmacy and the Department of Physical Therapy have begun similar programs.



VCU Pipeline students

VCU Pipeline programs are growing in other ways, too. In summer 2012, VCU began Mini Medical Days — a collaboration with several community groups — to introduce middle school students to careers in health care through one-day interactive sessions. The S.E.E.D. (Science. Exercise. Explore. Develop.) camps are continuing, and the VCU Acceleration program, designed to support incoming VCU pre-health students, saw almost 95 percent of its students retained for their sophomore year at VCU.

Curriculum fosters collaborative care

How can VCU train future providers to integrate into, as well as lead, a health care system that promises to be more team-based and interactive? Thanks to a two-year, \$200,000 award from the Josiah H. Macy Jr. Foundation, which named him one of five medicine and nursing faculty members nationwide in its inaugural class of Macy Faculty Scholars last summer, that is exactly what Alan Dow, M.D., assistant dean of medical education for the School of Medicine and assistant professor in the Department of Internal Medicine, is trying to determine.

Dow’s project looks at how increased collaboration among health professionals can improve patient care and how to teach team-based competencies that foster effective interprofessional practice. He will create an interprofessional curriculum that other institutions can use, providing them with a toolkit for instruction and assessment to ensure successful adoption.

In just the past six years, Dow, who was featured in the March 2012 U.S. News & World Report for his work in interprofessional education, has created several unique programs that have significantly enhanced the learning experience of medical school students and residents.



Alan Dow, M.D. (right), Department of Internal Medicine, in a training session with a medical student



Rendering of the Institute for Contemporary Art interior

Image courtesy of Steven Holl Architects

ICA advances artistic vitality of VCU, Richmond

While VCU already serves as an essential thread in the fabric of the city of Richmond, its new Institute for Contemporary Art, slated to open in 2015, will add an indelible mark to the cityscape and become a beacon for local, national and international artists.

The \$32 million, 38,000-square-foot building, designed by Steven Holl and Chris McVoy, will be located on the corner of Belvidere and Broad streets (one of Richmond's busiest intersections) and will feature a series of flexible exhibition spaces for the presentation of visual art, theater, music, dance and film, as well as a 240-plus seat performance space, outdoor plazas, a sculpture garden, classrooms and a café.

At the heart of the building's design is an effort to embrace and emulate the artistic process through architectural flourishes. With seamless links between exhibition spaces, as well as outdoor and indoor transitions, the building will serve as an open experience for visitors and fertile ground for artists to experiment and create across disciplines while simultaneously attracting cutting-edge contemporary exhibits that will place VCU at the forefront of any serious discussion of the arts.

Of course, such a discussion already involves the VCU School of the Arts, as it stands as the top public university graduate arts and design program in the country, according to U.S. News & World Report, which also ranks eight of the school's programs in the top 10.

Hall lets students learn where they live

VCU has long kept community engagement at the heart of its mission. But with its new Academic Scholars Program in Real Environments, known as ASPIRE, the university takes the living-learning experience to new heights.

Launched in fall 2012 and centered in the new five-story residence hall on the south side of West Grace Street, VCU ASPIRE is a one-of-a-kind effort to link students with their community and with each other through a coordinated educational and service-learning curriculum and living experience.

High-level undergraduate students selected to participate in the program will complete seven credit hours in a variety of academic disciplines, and faculty members will work with the students and community to forge partnerships that can meet community needs related to the environment, youth health care, the arts and improving economic and social conditions. The program kicked off with 148 sophomores this semester, and by 2014, 420 students will participate.

Office aids combat-to-college move

The university further solidified its commitment to helping military students successfully transition to university life with the relocation of VCU's Military Student Services Center to a larger space in Harris Hall. The office operates as an advocate, addressing the unique needs of incoming and current military students by counseling them during the application process, directing them to available educational benefits and referring them to helpful university services during their time here.



Military student on campus

Partnership bridges education gaps

VCU has been a proud supporter of and partner in the Bridging Richmond program since its inception in 2009. Bridging Richmond is a partnership among VCU and a number of other educational, corporate, and civic and philanthropic organizations to help young people in Richmond achieve their educational goals. Over the past year, VCU has supported the Richmond's Promise Neighborhood initiative of Bridging Richmond and has brought more families into the program and analyzed the needs of various neighborhoods. VCU also helped initiate the first two phases of a shared data system, with CIS of Richmond serving as the fiscal agent and VCU as the neutral data manager. The outcome of this work will be a strategic plan that offers students and families an identifiable pathway to opportunity supported by community partners and resources to chart success.

Construction of the West Grace Street Student Housing – South, home of VCU ASPIRE



Lobs & Lessons scores high honor

The United States Tennis Association selected VCU's Lobs & Lessons program, under the direction of Tina Carter, as one of their three National Junior Tennis and Learning chapters of the year. Located at VCU's Mary and Frances Youth Center, Lobs & Lessons teaches children both tennis and life lessons, with an emphasis on pursuing higher education.



Tina Carter with young participants



Project brings new energy to campus

As it leads the way in addressing sustainability challenges, VCU has found a partner in Dominion, one of the nation's leading energy providers. The university and Dominion announced an agreement in March to use the VCU School of Engineering's West Hall as a five-year micro-grid project test site for researching efficient energy technologies.

VCU and Dominion, through its Alternative Energy Solutions group, will split the \$500,000 cost of the project, which includes the installation of hardware, control systems and solar panels to enable both parties to gather voltage data and analyze energy volume, timing, noise and cleanliness, as well as establish energy usage trends and equipment performance.

The project will also involve making continuous, real-time energy adjustments to the building, lights and equipment, which is expected to reduce energy costs by \$20,000, or 4 percent, annually.

CreateAthon celebrates five years

Since 2008, 46 nonprofit agencies in Richmond have sought out VCU students and faculty mentors during its annual CreateAthon onCampus to help get their message out through free professional marketing materials and advice.

In March, another 12 nonprofits tapped into the 24-hour creative blitz, which featured students from the schools of Mass Communications and the Arts, as well as Virginia State University's art and design program, walking away with fresh ideas and renewed hope that they can better connect with resources and serve people in need.

Since its inception, CreateAthon participants have doled out marketing materials and guidance valued at more than \$700,000.



Mass communications students participating in the 2012 CreateAthon onCampus

VCU earns spot on service honor roll

The U.S. Department of Education admitted VCU to the President's Higher Education Community Service Honor Roll for the sixth consecutive year. The honor goes to those universities nationally who are most distinguished for service learning and civic engagement. It considers the number of hours our students spend working in the community and exemplary university-community partnerships, among other things.

Rams leap to A-10 conference

For many, athletics is a window into the university. They learn about VCU through our success in sports — including, this year, an NCAA tournament appearance and Colonial Athletic Association championship for the men's basketball team as well as CAA titles in women's soccer and men's and women's tennis — and then take a closer look at and see outstanding academics, research and service. That is why VCU jumped at the chance to join the Atlantic 10 Conference, one of the nation's largest and most respected athletic leagues. The university has moved up to where it belongs in terms of competition, peer universities (athletically and otherwise) and large-market presence. VCU begins playing in the A-10 this fall after 17 seasons in the CAA.



The Rams in play against Wichita State in the 2012 NCAA tournament

Exec leads economic development

VCU ramped up its economic development efforts in 2011-12, hiring its first executive in charge of enterprise and economic development. Nicole M. Colomb is tasked with developing and executing the university's economic development agenda as a major economic engine in the Greater Richmond area. The position supports VCU's strategic plan, Quest for Distinction, which includes an emphasis on commercialization of intellectual property and economic development. Colomb, a VCU alumna, previously served as vice president of marketing and business development for Virginia Life Science Investments and the Virginia Biosciences Commercialization Center, where she evaluated a diverse range of medical technologies for potential investment and led portfolio companies through the commercialization process to ensure maximization of shareholder value.



Nicole M. Colomb

Photo VCU Athletics

VCU President Michael Rao, Ph.D., speaking about the bequest's impact

Bequest and gift add \$70M of support to VCU >>

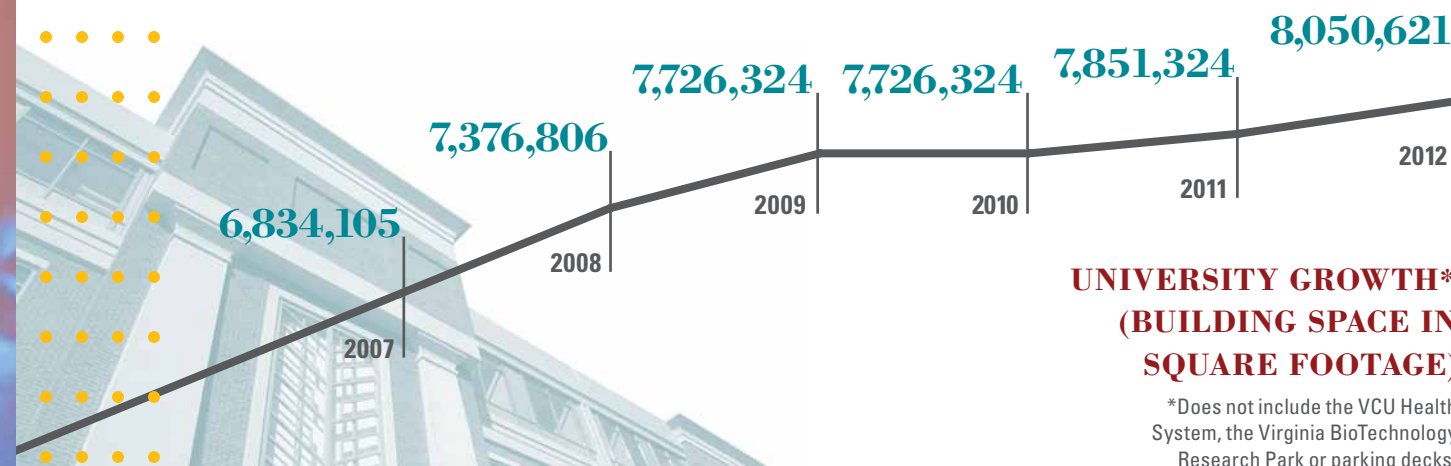
The Virginia Museum of Fine Arts and VCU received the largest-ever cash gifts to both organizations totaling \$115 million. Approximately \$45 million of the bequest will go to VCU to support medical research. The gifts are a result of trusts created in the 1950s by Arthur Graham and Margaret Branch Glasgow. The foresight that the Glasgows showed 60 years ago will help VCU's research into the cure and prevention of cancer and other degenerative diseases.

The gift marked the second substantial donation this past year. James and Frances McGlothlin donated \$25 million to the VCU School of Medicine — one of the largest in the university's history. In recognition of the gift and the McGlothlins' longtime support of the School of Medicine, the new medical education building now under construction, and scheduled

for completion in spring 2013, will be named the James W. and Frances G. McGlothlin Medical Education Center.

The donation was made in recognition of Harold F. Young, M.D., director of the Harold F. Young Neurosurgical Center at the VCU Medical Center. Young also is founding chair of the Department of Neurosurgery, a position he has held for more than half of his 38-year tenure at VCU.

The McGlothlins describe Young and his team as "guardian angels" for them and countless other patients who have benefited from their skill, talent and dedication to the health care profession. The couple's extraordinary generosity will help ensure that the VCU School of Medicine realizes its goal to educate physicians in the spirit of this talented and compassionate surgeon and his team.



ENDOWMENT CONTRIBUTIONS*

FY07-08	\$7.57	FY09-10	\$6.36
FY08-09	\$7.86	FY10-11	\$7.37

\$43.96
FY11-12

NEW GIFTS AND PLEDGES*

FY07-08	\$87.93	FY09-10	\$48.36
FY08-09	\$54.35	FY10-11	\$72.22

\$120.10
FY11-12

* In millions

Association sets membership record

The alumni associations welcomed more than 400 new members this year, bringing total membership to a record 10,421. The association now hosts chapters in six cities along the U.S. East Coast as well as a chapter in the Middle East, providing opportunities for alumni to connect, engage, serve and celebrate VCU.

Advocacy elevates VCU's visibility

VCU has ramped up its federal relations work, focusing on seeking research grants and influencing federal health care policy to assure funding for the missions of the health care system. In the past year, VCU — in conjunction with the National Association of Public Hospitals — hosted and participated in a significant policy discussion with influential congressional committee staffers and staff of the Virginia congressional delegation. Representatives of University College met with leaders of the U.S. Department of Education who are interested in showcasing the success of University College as a model across the nation. Grant-seeking efforts have focused on a program for the treatment of veterans suffering from traumatic brain injury as well as several initiatives within the School of Education.

Campus resources emphasize safety

VCU's success as a premier urban, public research university depends on a safe and secure environment for learning, discovery and creative expression. To that end, several new strategies are being employed to enhance safety and security communications at VCU. They include:

- Presidential Committee on Safety and Student Wellness, appointed by the president, to develop and execute effective communications that address safety and security issues
- Safety Action Team, headed by VCU Police Chief John Venuti, which will focus on safety and wellness issues particularly related to safe behaviors, alcohol and drug abuse and interpersonal violence prevention education
- Student Safety Campaign, a peer-to-peer initiative developed by the Division of University Relations with assistance from mass communications students to promote safe behaviors and information focused on drug and alcohol use and sexual assault prevention
- Ready Ram Community Preparedness Campaign, a multi-media communications initiative led by VCU's emergency planner that engages the entire VCU community in emergency preparedness and hazard awareness through social and digital media

University unveils new brand mark

In May the Board of Visitors approved a new university seal and brand mark to reinforce VCU's unified effort to become the nation's premier urban, public research university, the course set by Quest for Distinction.

The seal joins the existing VCU logotype to create a new brand mark that communicates with one voice — in a strong, compelling and consistent way — our unique character and academic quality. The seal reflects the unity of VCU while maintaining its grand historical significance, emphasizing the university's name and recognizing its two founding institutions and first home at the iconic Egyptian Building. The seal and the



Undergraduate students with their sustainability-themed board game in the Pollak Building's rooftop garden

VCU increases efforts to go green

At VCU, going green is not just a catch phrase. During the past year, VCU installed solar photovoltaic systems on the West Broad Street and N parking decks, which are the two largest solar array projects in Virginia and provide all of the power for deck lighting. In addition, VCU also completed a solar hot water system for the Shafer Court Dining Center.

The university also unveiled several gardens on campus. The Pollak Building's rooftop garden serves as a learning environment for students and, through the installation of a wind turbine, will also be used to study the financial payback for harnessing wind power on campus. A second garden, on 10th Street, includes plots owned by students, faculty, staff and community members that serve as an open teaching area, as well as two plots run and managed by student volunteers who will donate all the food grown to local food banks.



VIRGINIA COMMONWEALTH UNIVERSITY

brand mark are a result of quantitative and qualitative surveys and significant input from members of the university community, including students, faculty, staff and alumni.

Together, these elements will serve as the cornerstone of a comprehensive, integrated branding program that will launch with the 2012-13 academic year.

Without a doubt, FY 2011-12 proved to be a **transformational** year at VCU, a year in which we took our **Quest for Distinction** strategic plan and began to make it real. This report highlights the successes resulting from a **collaborative commitment to innovation and excellence**. Our achievements represent the beginning of great things to come for VCU — from student success and research to saving lives and engaging the community — as we pursue our bold vision to be the nation's **premier urban, public research university**.

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