

EVERY MOMENT MATTERS.



**VCU**

VIRGINIA COMMONWEALTH UNIVERSITY

2013-14 Presidential Annual Report

EVERY MOMENT MATTERS.

When we created our Quest for Distinction strategic plan in 2011, we stated emphatically that Virginia Commonwealth University would become a nationally known premier urban, public research university.

We are midway on this six-year journey. We have stayed the course on our quest together, as one university, focused on the successes of our people and committed to taking our place on the national stage. We have already achieved and surpassed some of our goals. And along the way, we have created a place where people care deeply about and embrace each other; a place where we are free and empowered to achieve big things; and a place where we all help shape the future of Richmond, the commonwealth of Virginia, our nation and the world.

Celebrate with us some of the FY 2014 moments that have made a difference in the life of the university — and the lives of our faculty, staff, students and alumni.

Sincerely,



Michael Rao, Ph.D.  
President, VCU and VCU Health System

Three years ago, Virginia Commonwealth University began an ambitious six-year journey we call Quest for Distinction.

At the onset, we knew we would change the face of our university, but we could not have imagined how quickly we would progress as one of the nation's premier urban, public research universities.

We said we would increase our graduation rates. We have, and that work continues as we begin to narrow our focus to four-year graduation rates. We said we would improve our first-year retention rate. We have, and there is more work to do as we implement new programs that will allow all of our students to succeed. We said we would hire internationally renowned and diverse faculty. Those faculty are now here, enhancing the immense talent already in place, and we remain committed to attracting, and retaining, the very best from around the world to come to VCU.

We are a university of our word. But it is not mere words that have led us to achieve so much, particularly in a time when resources are precious. It has taken focus, ingenuity and determination from everyone at this university. We are one university with one mission.

Our collaborative approach has led to an innovative living and learning environment, a safer campus, record research, and creativity and top honors for VCU Medical Center. And we continue to celebrate global partnerships with universities and teaching hospitals around the world to deliver international experiences in Richmond and abroad.

We have much to celebrate from the first half of our Quest, with a commitment to finish strong. We will build upon this momentum as we continue to make Quest real.

Executive summary . . . . .	1
The student experience . . . . .	2
Faculty excellence . . . . .	9
Innovation . . . . .	14
Human health . . . . .	19
World view . . . . .	23
Looking ahead . . . . .	25



## THE STUDENT EXPERIENCE

Across the university, leadership continues to focus on creating the infrastructure, culture and environment in which students can thrive, explore their horizons and find new passions.

### Graduation rates continue to soar

The National Student Clearinghouse Research Center indicates an overall level of 54.1 percent of students who enrolled in 2006 graduated within six years. VCU has seen positive trends in six-year graduation rates from 53.7 percent in 2011-12 to 57 percent in 2013-14, much thanks to an emphasis on the first-year cohort experience, enhanced advising and academic support services offered to students.

**WOMEN, MINORITIES AND STEM.** VCU is being recognized nationally as a major force in producing a talented and diverse array of graduates entering careers in STEM fields.

In July, the American Society for Engineering Education ranked the School of Engineering as the nation's No. 9 engineering school or university based on the percentage of doctoral degrees awarded to women. VCU was the only institution in Virginia to be ranked among the top 10 in ASEE's newly published edition of "Profiles of Engineering & Engineering Technology Colleges."

The School of Engineering awarded 32.1 percent of its doctoral degrees to women in 2013. That is 10 percent higher than the national average.

In September, the chemistry department in the College of Humanities and Sciences placed No. 6 in a national ranking by the National Center for Educational Statistics of undergraduate chemistry degrees awarded to women.

VCU's 2013 class of chemistry students was 58 percent women. In recent years, the department's ranking in terms of B.S. degrees awarded to women has climbed significantly. It ranked No. 12 in degrees awarded to women in 2012.

Additionally, the chemistry department ranked No. 3 among non-historically black colleges and universities in undergraduate degrees awarded to African-American students from 2011 to 2013, according to 2013 data compiled by the NCES. Overall, the department ranked No. 15 in undergraduate degrees awarded to African-Americans.

The department was ranked No. 12 nationally in the total number of undergraduate chemistry degrees awarded in 2013.

**A FOCUS ON FOUR.** During fall 2013, the Division of Strategic Enrollment Management launched the "Do the math" communications campaign to reinforce to students the need to enroll in adequate credit hours each semester in order to complete their degrees in four years. Eighty-three percent of VCU freshmen signed up for at least 15 credit hours for the fall 2014 semester, up from 73 percent last year. Two years ago, before the program launched, that number stood at 61 percent. These comparisons indicate a shift in the behavior of students, who are now paying tuition based on the number of credit hours they are taking — and the long-term math indicates an overall lower cost for four years versus six, a strategy for lowering the amount of debt a student or family incurs.

The division also introduced students to tools such as the Course Scheduler and DegreeWorks, as well as offered students tips on managing their academic affairs (i.e., what questions to ask, how often to visit an adviser, etc.), all with the goal of helping students graduate on time and ultimately lessen the overall expense of their education. In addition, the team has established partnerships with groups such as Financial Aid TV — to help students and parents with the financial aid application process — and the American Student Assistance organization — to implement SALT, a free, nonprofit-backed educational program that provides financial literacy to students.

### University creates space to flourish

#### INSTITUTE FOR CONTEMPORARY ART GROUNDBREAKING.

The nation's No. 1-ranked public university visual arts and design graduate program deserves a world-class showcase for the arts, and this year VCU broke ground on making it a reality: In June the Institute for Contemporary Art finally moved from concept to construction site.

Designed by one of the world's most important living architects, Steven Holl, the ICA will represent a vital, living landmark when the building is completed in 2016. This inspiring 43,000-square-foot space will encompass four main galleries, a performance center, classrooms, a sculpture garden and other facilities, providing spatial energy for important cutting-edge contemporary art

exhibits, film screenings, lectures and symposia. It will also be a medium for global collaboration, bridging not only VCU School of the Arts' campus in Qatar, but also artists working in other regions internationally.

The ICA and its building, which will be called the Markel Center thanks to a generous gift from the Markel Corp., would not have been possible without the commitment of co-chairs Bill and Pam Royall and Steve and Kathie Markel, who have helped the ICA raise \$26.4 million as of September 2014. As a stunning reminder of the power of public/private partnership, their passion for fostering the arts and artists has garnered a wealth of support and funding that has, more than anything else, made the ICA real.

**LIBRARY EXPANSION ON MONROE PARK CAMPUS.** A \$50.8 million expansion of VCU's James Branch Cabell Library began in March.

As part of the project, a new 93,000-square-foot building will be built and connected to the north and east sides of the existing Cabell Library, and an additional 63,000 square feet of the current library building will be renovated — all to address the immense traffic and demand that has emerged with the university's enrollment growth of more than 10,000 students since the library opened in 1975.

Scheduled to open in 2015, the expanded library will add a number of new services and capabilities, including the Innovative Media







Rendering by Shepley Bulfinch

Opened in fall 2013, Globe (left) is VCU's newest living-learning residence hall. Construction is underway for two more living-learning halls, and for the \$50.8 million expansion of Cabell Library (rendering at right).

Studio to offer students access to high-end computing, a green-screen studio, audio and video recording and editing equipment, 3-D printing, and data visualization. A research center will provide the kind of capabilities that faculty and graduate students need for individual and collaborative work. Plans include more space dedicated to the library's special collections and archives, two classrooms and a significant amount of additional seating for students. The project will also add a public auditorium, which will seat up to 300 people.

**HIGH-QUALITY LIVING-LEARNING EXPERIENCES.** When President Michael Rao, Ph.D., took office, one of his first initiatives was to establish a living-learning residence hall, ASPIRE (Academic Scholars Program in Real Environments), for students who are committed to community and civic service, such as mentoring children and revitalizing low-income communities. These students, from a broad range of disciplines and majors, participate in a common curricular focus on community engagement. It opened in fall 2012 and its first cohort, recognized

with honors by the city of Richmond, graduated in May. ASPIRE's success was followed by a second hall, Globe, which opened in fall 2013 and houses students who are pursuing a global education and have made a commitment to serve diverse communities throughout the world. Construction is underway for the next two living-learning residence halls, which will focus on leadership and innovation and are slated to open in August 2015.

Scholarship honors former provost



Warren

An endowed scholarship to honor former VCU Provost Beverly Warren, Ed.D., Ph.D., the Beverly Warren Scholarship Fund, will provide scholarships for students from any discipline within the university and will honor Warren's commitment to accessibility and affordability in education.

Warren announced in January that she had accepted the presidency of Kent State University in Ohio. She had been at VCU since 2000, serving first as a professor and head of the Division of Health, Physical Education and Recreation, then later as dean of the VCU School of Education, and finally as provost beginning in 2011. More than 100 donors, primarily current and retired VCU faculty and staff, have so far donated to the scholarship fund, which currently stands at more than \$120,000 in gifts and pledges.

Athletics, academics team up for success

The stature of VCU's athletics program has grown significantly over the past three years, especially with the move to the Atlantic 10 Conference, one of the most competitive conferences in the nation. Over the past three years, seven programs reached the NCAA postseason and five programs earned top 25 rankings. More than 55 percent of student-athletes achieved GPAs of 3.0 or greater. The Academic Progress



Rate of 970 is the highest ever for VCU and is well above the NCAA minimum score of 925. Four programs achieved a perfect score: men's basketball, men's soccer, field hockey and women's tennis.

**PERFECT PRACTICE.** In the spring, VCU announced plans to build a \$25 million, 60,000-square-foot basketball practice facility to be located adjacent to the Stuart C. Siegel Center.

The facility is part of VCU's effort to provide its student-athletes with the best possible experience and to provide coaches with the tools they need to continue to excel. Plans include practice courts and viewing decks for the men's and women's basketball programs, as well as locker rooms, a strength and conditioning center, a training room, a hydrotherapy room and video viewing rooms. In addition, it will feature student-athlete lounges, player dining rooms and an academic center. It will also house administrative suites and offices for both the men's and women's basketball coaching staffs. It is scheduled to open in fall 2015.

**DIVISION I LEADERSHIP OFF THE FIELD.** VCU's prominence in collegiate athletics has enabled President Michael Rao, Ph.D., to take a leadership role on the NCAA Division I President's Advisory Council at a critical time in the history of collegiate athletics with intense scrutiny on the role of student-athletes, conference alignments and regulatory issues.



Students take notes during a lecture in the Academic Learning Commons on the first day of classes of the fall 2014 semester.





Students Megan Hulcher (left) and Christopher Kephart (right) take a break outside Shafer Court Dining Center on the first day of classes in August 2014.

### VCU Police strive to cultivate safe campus community

In early 2014, VCU Police Chief and Assistant Vice President for Public Safety John Venuti was named one of the top 13 national finalists for Campus Safety Director of the Year by Campus Watch Magazine. Venuti, his officers, partner agencies and the university community have all contributed to making the VCU campuses inviting and safe places for students and employees to live, learn and work.

VCU Police's 2013-14 "perception of safety survey," found that 94.6 percent of students, faculty and staff at VCU feel either "safe" or "very safe" on its campuses. VCU Police used data from the survey to help inform and then implement numerous upgrades. The department made adjustments to its personnel and deployments to be more effective; enlisted help from partner agencies, including the Richmond

Police and Virginia State Police, to be highly visible during the start of the academic year; and partnered with University 101 instructors to introduce freshmen to campus safety as part of their course. Significant upgrades also were made to the existing video security systems on each campus to help deter and solve crimes; more than 90 percent of crimes have been solved since the cameras were installed.

The department has also emphasized its online presence to share information and departmental activities through Facebook and Twitter, and through LiveSafe, a mobile app that allows the VCU community to share information with the police department.

**FIRST IN THE NATION.** The International Association of Chiefs of Police has selected the VCU Police Department

as first in the nation among colleges and universities for the organization's 2014 National Law Enforcement Challenge. The challenge recognizes law enforcement traffic safety programs for 2013, focusing on those that address issues such as impaired driving, occupant protection and speeding.

**FIRST IN THE COMMONWEALTH.** VCU is the first public institution of higher education in Virginia to be certified as a crime prevention campus by the Virginia Criminal Justice Services Board. A certified crime prevention campus is required to have 11 core safety elements. Those include having a certified crime prevention specialist on staff, maintaining mutual aid agreements with other agencies, continuing compliance with the federal Jeanne Clery Act,

having a crisis management plan in place and distributing campus safety information. It was noted by the board that VCU had "exceeded program requirements."

The department was also honored with the 2013 Governor's Transportation Safety Award in the law enforcement category for its commitment to safety on the road.

**REGIONAL TRAINING FACILITY.** The VCU Police Department received a \$2.08 million grant from the commonwealth of Virginia to develop a regional law enforcement training facility geared toward campus law enforcement agencies. As Virginia's largest campus law enforcement agency, VCU Police is taking the lead on the regional facility, which will include instructional classrooms and facilities designed to simulate environments that VCU Police or other campus law enforcement officers might encounter, including expanded crisis intervention training for handling situations involving people with mental health challenges and Advanced Law Enforcement Rapid Response Training for active shooter situations. The grant was the largest awarded to any campus law enforcement agency and was behind only the Virginia State Police and the Virginia Department of Criminal Justice Services for all recipients.



### VCU ranked a top military-friendly campus

Victory Media's fifth annual Military Friendly Schools has ranked VCU among the nation's top 20 percent of military-friendly campuses including colleges, universities and trade schools.

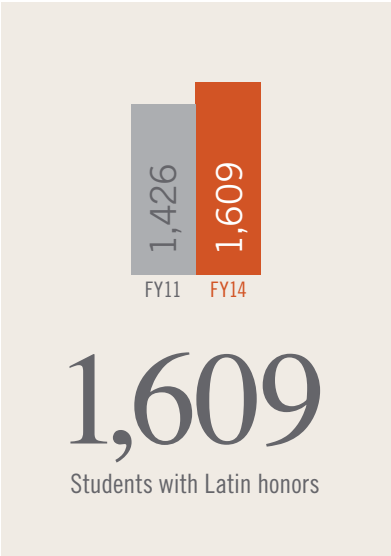
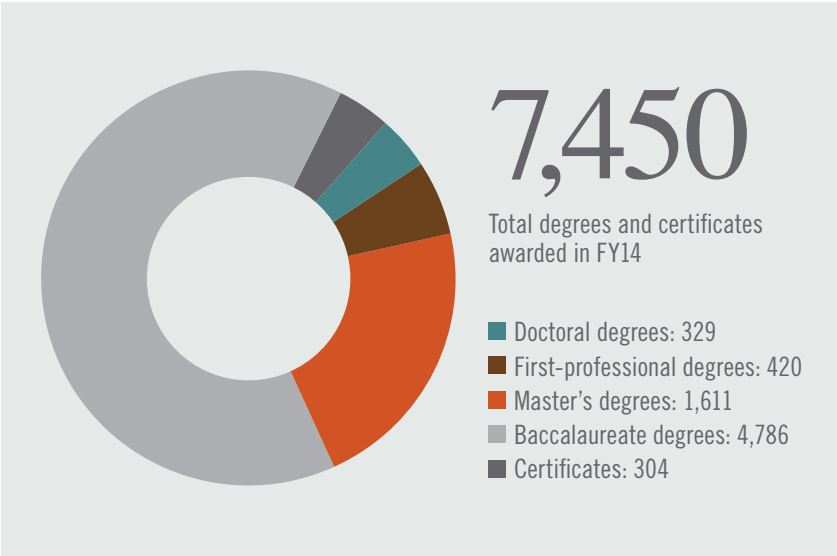
VCU has nearly 1,200 military-affiliated students and more than 270 faculty and staff members, many of whom have served overseas. Recognizing the need to assist student veterans, the university created the office of Military Student Services in 2009. Since its founding, Military Student Services has launched programs such as the Green Zone, which trains faculty and staff members to deal with issues related to post-traumatic stress disorder and military deployments.

Many of VCU's student veterans take advantage of benefits such as the Post-9/11 GI Bill, which helps pay for tuition and housing. Military Student Services helps current and potential students with the application process and any issues that arise between VCU and the Department of Veterans Affairs.

VCU also offers priority registration to students who currently or have previously served. As of 2013-14, VCU was the only college in Virginia to offer this benefit.

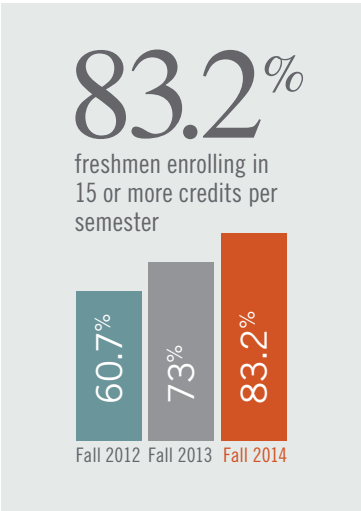


Facts and figures



**GRADUATION AND RETENTION RATES**

	FY11	FY14
Six-year graduation rate (total)	51.1%	57%
Six-year graduation rate (African-American)	52.3%	57%
First-year retention rate	85.5%	86.7%



FACULTY EXCELLENCE

An increasing reputation for academic quality and student success has enabled VCU to recruit international leaders in their fields.

Nursing faculty inducted to academy

For two consecutive years, a School of Nursing faculty member has been among the fewer than 200 leaders inducted as fellows during the American Academy of Nursing's annual meeting.



Small



Starkweather

In 2013, Leigh Small, Ph.D., associate professor and chair, Department of Family and Community Health Nursing, received the honor. A nationally renowned nurse scientist, Small studies prevention and treatment interventions with obese/overweight young children and young children who have experienced ICU hospitalization.

In 2014, Angela Starkweather, Ph.D., ACNP-BC, CNRN, associate professor and chair, Department of Adult Health and Nursing Systems, became the ninth member of the school to be inducted. Starkweather has made significant contributions to advancing nursing science, largely through a research focus on innovative biobehavioral approaches to pain management. She is the principal investigator of a National Institutes of Health R01 grant to study the influence of genetic factors on pain perception and how this may contribute to an increased risk of chronic low back pain.

Faculty receive Fulbright grants

Jeff South, associate professor in the Richard T. Robertson School of Media and Culture and director



South



Utsey

of the Capital News Service, and Shawn Utsey, Ph.D., professor of counseling psychology in the Department of Psychology, each received Fulbright

Scholar grants to travel abroad this past year.

South will teach at Northeast Normal University in Changchun, a city of more than 3 million people, in far northeast China. The school's spring semester runs from February through July.

Utsey collaborated with faculty, staff and students at the Sinomlando Center for Oral History and Memory Work at the University of KwaZulu Natal in Pietermaritzburg, South Africa, to conduct oral histories with survivors of apartheid-era ethnviolence and their families.

The Robertson School and the Department of Psychology are both part of VCU's College of Humanities and Sciences.

Gooden earns Fulbright Specialist Award



Gooden

Susan Gooden, Ph.D., professor of public policy and administration in the L. Douglas Wilder School of Government and Public Affairs and executive director of The Grace E. Harris Leadership Institute, received a Fulbright Specialist Award to collaborate with scholars at Zayed University in the United Arab Emirates this past summer.

Gooden worked with faculty and senior administrators in the College of Sustainability Sciences and Humanities



at Zayed University to gain an in-depth understanding of their public administration program and to work with them on global accreditation standards. In 2013, the Network of Associated Schools of Public Policy Affairs and Administration began offering accreditation of public administration programs based outside of the U.S. This is the first public administration program in the United Arab Emirates, and one of few internationally, to work toward this distinction.

State honors Cifu with faculty award



Cifu

David X. Cifu, M.D., has been selected as one of 12 faculty members from Virginia’s colleges and universities to receive the 2014 Outstanding Faculty Award from the State Council of Higher Education for Virginia and Dominion Resources.

A VCU faculty member since 1991, Cifu is chairman and Herman J. Flax, M.D., Professor in the VCU School of Medicine’s Department of Physical Medicine and Rehabilitation and executive director of VCU’s Center for Rehabilitation Science and Engineering. He is also national director of the Physical Medicine and Rehabilitation Program Office, Veterans Health Administration.

Cifu is the principal investigator on a \$62 million federal grant awarded in 2013 to oversee a national research

consortium of universities, hospitals and clinics that will study what happens to service members and veterans who suffer mild traumatic brain injuries or concussions.

New deans take leadership posts



DiPiro

Joseph T. DiPiro, Pharm.D., dean, School of Pharmacy, joined the VCU team by way of serving as the executive dean of the South Carolina College of Pharmacy. DiPiro successfully built the research program of the college to its top 25 national ranking and fueled a large increase in the college’s endowment. In 2013, DiPiro was one of six scholars in the nation elected as a fellow in the Section on Pharmaceutical Sciences of the American Association for the Advancement of Science.



Falk

Barry Falk, Ph.D., was named dean of The Honors College. Falk previously served as director of the Honors Program and a professor of economics at James Madison University. Before taking his position at JMU in 2007, Falk was an assistant, an associate and then a full professor of economics at Iowa State University. He has also served as a visiting fellow at Yale University and as a visiting scholar in the economics research division of the Federal Home Loan Bank Board.



Peterson

Gene N. Peterson, M.D., Ph.D., has joined VCU as associate dean for patient safety and quality care in the School of Medicine and chief safety and quality officer for the VCU Health System. The dual role is unique in academic medicine as it crosses over boundaries that traditionally separate domains of clinical work, academics and research. As chief safety and quality officer, Peterson is responsible for developing an integrated program that addresses patient safety and improves performance across the spectrum of medical education. A board-certified anesthesiologist, Peterson most recently served as associate medical director and co-director of University of Washington Medical Center’s Center for Clinical Excellence.



Verma

Niraj Verma, Ph.D., was named inaugural dean, L. Douglas Wilder School of Government and Public Affairs, after serving as the school’s director since 2011. Verma is an internationally recognized expert in urban planning and management, and previously served as professor and chair of the Department of Urban and Regional Planning at the University of Buffalo.

‘Top innovator’ leads learning innovation



Campbell

Gardner Campbell, Ph.D., was appointed vice provost for learning innovation and student success to provide leadership for programs that support the education of undergraduate students in a 21st-century global environment. Previously, Campbell served as the director of professional development and innovative initiatives and an associate professor of English at Virginia Tech. He was named one of the “Top 50 Innovators in Education in 2012” by the Center for Digital Education and Converge Magazine.

New members join president’s cabinet

Brian Shaw, J.D., was appointed senior executive director in the Office of the President. Shaw previously served as president of the George C. Marshall Foundation in Lexington, Virginia, where he was responsible for the foundation’s financial, administrative and



Shaw

programmatic success. He also served as associate vice president for communications and publications at Washington and Lee University and as a member of the president’s senior cabinet.

John Wiencek, Ph.D., was named interim provost and vice president for academic affairs in June. Wiencek joined VCU in August 2013 as the senior vice provost for administration and strategic initiatives, after serving six years as dean of engineering



Wiencek

at one of VCU’s Quest peer institutions, the University of South Florida. Wiencek rose through the faculty ranks at Rutgers University and the University of Iowa, where he was recognized for excellence in both teaching and research.

Vice provost for student affairs joins VCU



Exum

Melissa E. Exum, Ph.D., was appointed to serve as the new vice provost for student affairs. She comes to VCU with more than 25 years of progressively responsible experience in university-level student affairs. Most recently, Exum served as the vice president for student affairs at Purdue University and before that, she was the dean of students and associate vice-chancellor for student affairs at UNC Chapel Hill.

School announces director, new name



Cheng

Hong Cheng, Ph.D., director, joined the School of Mass Communications just prior to the school adopting a board-approved name, the Richard T. Robertson School of Media and Culture. Previously, Cheng served at Ohio University where he was a tenured professor in the E.W. Scripps School of Journalism, Scripps College of Communication.

The school’s new name, Richard T. Robertson School of Media and Culture, recognizes the VCU alumnus and retired TV executive for his volunteer service and philanthropic support of the university. The renaming also reflects changes in the communications profession, as the transfer of information in the fields of advertising,

**Biology professor receives Fulbright to investigate invasive frog species**

James Vonesh, Ph.D., a biology professor in the College of Humanities and Sciences, received a Fulbright Scholar award to study *Xenopus laevis*, an invasive frog species in Asia, Europe and North and South America. The global expansion of *Xenopus* is associated with the introduction of a fungal pathogen that has caused mass amphibian extinctions around the globe.

As part of the grant, Vonesh will spend the 2014-15 academic year collaborating with scientists at several South African universities and research institutes. *Xenopus laevis* is native to parts of South Africa but invasive in other areas, such as the Western Cape. The aim of Vonesh’s Fulbright grant is to better understand the degree to which aquatic predators regulate *Xenopus* populations within their current range in South Africa to see if there are meaningful differences that give insight into when and where the frog species might become established as invasive.



journalism and public relations is becoming less aimed at a mass audience and more personalized, drawing on many new avenues, including social and digital media.

Med school divisions expand expertise



Celi

Francesco S. Celi, M.D., professor of internal medicine and chair of the Division of Endocrinology and Metabolism, brings with him clinical and research expertise in the areas of thyroid disorders and thyroid cancer. Before coming to VCU, Celi served as a clinical investigator at the National Institute of Diabetes and Digestive and Kidney Diseases at the National Institutes of Health. Additionally, Celi also comes from an appointment as clinical associate professor of medicine in the Division of Endocrinology, Diabetes and Nutrition at the University of Maryland in Baltimore. He was most recently principal investigator on 10 intramural NIDDK protocols, a member of several committees of the American Thyroid Association and on the editorial board of the Journal of Clinical Endocrinology and Metabolism.



Malkin

Mark G. Malkin, M.D., FRCPC, FAAN, professor of neurology and director of the neuro-oncology program, is now the William G. Reynolds Jr. Chair in Neuro-Oncology. A physician, researcher and educator, Malkin comes to VCU as the region's only board-certified neuro-oncologist. Fewer than 1 percent of neurologists are board-certified in neuro-oncology. Before coming to VCU, Malkin served as chief of the division of neuro-oncology, chair of the brain and spine tumor faculty research committee and professor of neurology at the Medical College of Wisconsin, as well as chair of the cancer committee at Froedtert Hospital.

Shin-Ping Tu, M.D., FACP, professor of internal medicine, joined the general internal medicine team as the division's chair. At her previous post at the University



Tu

of Washington, she worked at a safety-net hospital and studied how to bring evidence-based medicine — particularly preventive medicine — to underserved populations. She has served as the principal or key investigator on three grants and co-investigator on several additional grants from the National Institutes of Health. Tu is currently leading the flagship multi-site research project of the Cancer Prevention and Control Research Network, funded by the Centers for Disease Control and Prevention and National Institutes of Health.

Facilities under new management



Wyatt

Harry E. Wyatt Jr., associate vice president for facilities management, brings 30 years of leadership experience to the university. A registered architect, Wyatt has held a number of management positions at universities and academic health care facilities including Duke University Medical Center, Louisiana State University Medical Center and Georgia State. He comes to VCU from Ohio University, where, as associate vice president for facilities, he was the leader of facilities planning, design and construction, plant operations, transportation and parking, and sustainability.

Rams welcome new women's b-ball coach



O'Boyle

Beth O'Boyle, former Stony Brook University coach, was chosen to lead the VCU women's basketball program. She coached Stony Brook to one of the largest turnarounds in the NCAA, increasing the program's win total by double digits each of the past two seasons. O'Boyle has also shown a commitment to developing the total student-athlete, including a player who earned America East All-Academic status in 2012-13. At Canisius College, her position prior to Stony Brook, she monitored the academic progress of a team that was recognized in the NCAA Top 25 for team GPA.

Facts and figures

OUTSTANDING FACULTY

14

Fulbright scholar awards earned FY11 through FY14

27

Faculty awards received through 2012-13 CMUP reporting period

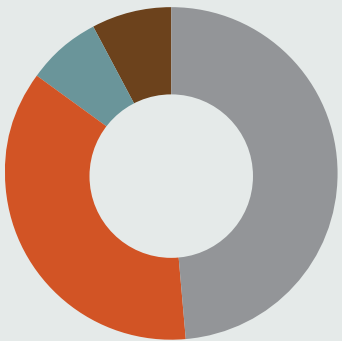
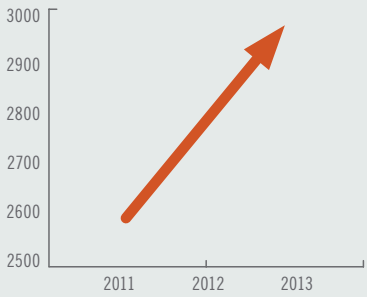
6

Guggenheim fellows named since 2010-11

GROWTH

14%

In the past three years, the faculty has grown by 14 percent (from 2,595 to 2,963)



625

faculty members hired last year

- 304 instructors (49%)
- 228 assistant professors (36%)
- 46 associate professors (7%)
- 47 professors (8%)

DIVERSITY

21%

of VCU faculty members are minorities, an increase from 19% in 2011-12

37%

of tenure and tenure-track faculty at VCU are now female, higher than the national average of 28%

Growth in ethnic minority faculty in past three years has been about the same as growth among white faculty (both 5.7%)

Growth in diversity among teaching and research faculty by ethnicity, past three years:  
Hispanic (+8%)  
Black (+6%)



INNOVATION

An interdisciplinary research strategy focused on collaboration and a commitment to community-engaged research has attracted the national spotlight to VCU's research enterprise, and helped garner an all-time university record in sponsored awards.



Sponsored awards reach all-time high

The sponsored research awards portfolio at VCU closed fiscal year 2014 at an all-time institutional high of \$262.3 million — a 5.8 percent increase compared to the previous year.

A quantitative measure of VCU's success is found in the research funding resulting from investigator-initiated grants. This amounted to about \$187 million in FY 2013, and increased to \$206 million in FY 2014 — representing a 10 percent increase in the faculty-driven core funding of the VCU portfolio.

During FY 2014, VCU was awarded several significant federal grants. For example, VCU received an \$18.1 million, multiyear grant from the Food and Drug Administration and the National Institutes of Health to study novel tobacco products. Other areas of strength for VCU include the National Institutes of Health and the Department of Education portfolios.

Federal funding agencies are placing a premium on interdisciplinary research proposals, and the collaborative culture of VCU will be an asset in competing for a broad range of federal funding opportunities.

VCU researchers already are competing with increasing success for multiprogrammatic awards that involve interdisciplinary projects with investigators who typically span multiple departments and schools. A number of these types of proposals were funded in FY 2014, including center grants, training grants and multisite cooperative projects.

For three consecutive years, VCU has been ranked by the National Science Foundation among the top 100 research universities in the nation in federal research expenditures. VCU is currently ranked at 101 in total research expenditures.

Community-based care model expands

A \$1.5 million grant is allowing the School of Nursing to expand an interdisciplinary, community-based pilot program that helps underserved older adults better manage their chronic health conditions and coordinate their care.

The three-year grant from the U.S. Department of Health and Human Services' Health Resources and Services Administration will expand and refine an existing model of interprofessional health care education



and clinical service focused on improving the health and well-being of residents in their homes. The project — directed by Pamela Parsons, Ph.D., geriatric nurse practitioner, assistant professor in the VCU School of Medicine and the VCU School of Nursing — eventually will serve as a model across the city and beyond.

Students in the VCU schools of Nursing, Pharmacy, Medicine and Social Work, overseen by licensed clinical faculty, work in teams to provide coordinated care for low-income, often low-literacy, older adults with limited access to care — adults who may require multiple providers to manage their complex care.

Students get to see residents within their home setting, while also having the opportunity to watch professionals across the spectrum of health care work together. As the program expands through the HRSA grant, more students will be able to participate, and the clinics will be offered twice a week. Through a partnership with the Better Housing Coalition, the clinics will expand to other living facilities in Richmond during the second and third years of the grant. In addition, the program will add a behavioral health component, the teams will start electronic charting and a new pharmaceutical model will be developed to allow the teams to administer outpatient pharmacy services on site.

VCU wins 2014 Magrath Award

VCU took home the 2014 C. Peter Magrath University Community Engagement Award, a national award recognizing model programs that have had significant impact on their communities.

VCU was chosen from a pool of four regional winners from the 2014 Engagement Scholarship/W.K. Kellogg Foundation Engagement Award: VCU, Oregon State University, the University of New Hampshire and Purdue University.

VCU's entry reflects efforts by the School of Pharmacy's Pharmacist Collaborative Care and Outreach in the Community program, which includes seven academic-community partnerships with independent senior-living facilities and underserved clinics, five large-scale community outreach programs and programs to train the next generation of health professionals.

PCOC initiatives focus on underserved populations including the uninsured, older adults, homeless individuals and those living in rural areas. Through the initiatives, 14 School of Pharmacy faculty members, 500 students and 35 residents have provided more than 20,000 patient care encounters in the Greater Richmond Area. PCOC



Pharmacy graduate student Yaena Min interviews a resident at a senior living facility about pain medications and sleep patterns.



initiatives are integrated with service-learning courses, advanced pharmacy practice experiences, electives and interprofessional education experiences.

The award recognizes programs that demonstrate how colleges and universities have redesigned their learning, discovery and engagement missions to become even more involved with their communities.

Researchers improve access to AIDS drugs

A \$4.4 million grant from the Bill & Melinda Gates Foundation is giving the VCU School of Engineering and collaborating research universities an opportunity to supply developing countries with affordable access to AIDS drugs.

B. Frank Gupton, Ph.D., VCU School of Engineering research professor and chair of the Department of Chemical and Life Science Engineering, is leading an interdisciplinary team that will focus on cost improvements for the drug nevirapine by holistically applying the principles of modern synthetic chemistry, advanced analytical methodologies and next-generation processes. The World Health Organization considers nevirapine a



B. Frank Gupton, Ph.D.

first-line therapy for the treatment of AIDS.

Gupton and other researchers from the VCU School of Engineering have organized a partnership with several higher education institutions. This collaboration, known as the Medicine for All Initiative, includes specialists from the University of Washington, Florida State University and Massachusetts Institute of Technology.

\$18.1 million grant supports study of novel tobacco products



Eissenberg      Balster

VCU received an \$18.1 million federal grant — VCU's third largest to date — to study so-called modified-risk tobacco products and other novel tobacco products, such as electronic cigarettes, and to develop an evaluation tool that will help inform U.S. tobacco regulatory policy.

Researchers in the VCU Department of Psychology's Center for the Study of Tobacco Products in the College of Humanities and Sciences will study methods for evaluating modified-risk tobacco products as one of 14 Tobacco Centers of Regulatory Science, a new program launched by the U.S. Food and Drug Administration and the National Institutes of Health.

Thomas Eissenberg, Ph.D., professor of psychology and director of VCU's Clinical Behavioral Pharmacology Laboratory, and Robert Balster, Ph.D., professor of



pharmacology and toxicology in the VCU School of Medicine, are the co-principal investigators on the grant. The project will span both campuses of VCU, involving the College of Humanities and Sciences, the Massey Cancer Center and the School of Medicine.

VCU's center is part of a network of Tobacco Centers of Regulatory Science that includes Yale, Ohio State, the University of North Carolina and the University of Southern California. The program will be coordinated by the National Institutes of Health Tobacco Regulatory Science Program. The VCU grant that forms the Center for the Study of Tobacco Products includes two partner institutions: Penn State-Hershey and the American University of Beirut.

Grants to fund heart failure research



Abbate      Van Tassell

VCU researchers received two grants for a combined \$1.32 million from the National Heart, Lung and Blood Institute to conduct clinical trials to evaluate the effectiveness of a new anti-inflammatory therapy and a similar regimen for the treatment of heart attack and heart failure.

Antonio Abbate, M.D., Ph.D., professor of medicine in the VCU School of Medicine and the VCU Pauley Heart Center, and Benjamin Van Tassell, Pharm.D., assistant and research professor in the VCU School of Pharmacy's Department of Pharmacotherapy and Outcomes Science, will serve as co-principal investigators on the two clinical trials.

The first grant, which will award \$660,000 over three years, is funding a multicenter clinical trial to evaluate the effectiveness of targeted anti-inflammatory therapy in 100 patients with a severe form of heart attack known as ST-elevation myocardial infarction. Previous studies by Abbate and Van Tassell have shown

that this approach may reduce the risk of heart failure after a heart attack.

The second grant, which awards \$660,000 over two years, will fund a single-center clinical trial to evaluate a similar regimen in 60 patients who have a specific condition known as diastolic heart failure. According to Abbate and Van Tassell, approximately half of all heart failure patients suffer from the condition. There are no approved treatments for this type of heart failure.

Fund encourages grassroots innovation

For two years in a row, VCU has provided seed money to support innovative pilot initiatives proposed by the university's own faculty, staff and students. Called the Quest Innovation Fund, the program encourages change and participation by anyone in the university to help advance its Quest for Distinction strategic plan. Already the university has funded more than 30 projects that span many areas of the university and medical center and include enhancements to the classroom or laboratory experience, efficiency improvements and novel uses of new technology.



Students collaborate in a classroom in the School of Medicine's James W. and Frances G. McGlothlin Medical Education Center.



Research grant helps improve academic outcomes for at-risk students



Farmer

VCU will lead a three-year research grant of \$1.5 million from the Institute of Education Sciences to develop a professional development model that will help sixth- through eighth-grade teachers support all students, including those who have difficulties and are at risk for poor academic outcomes.

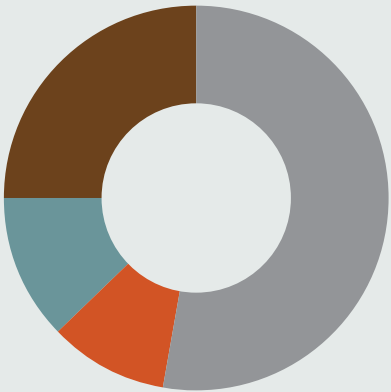
Thomas Farmer, Ph.D., associate professor in the Department of Special Education and Disability Policy in the School of Education, was awarded the grant along with co-principal investigators from the University of North Carolina-Chapel Hill and Pennsylvania State University.

During middle school, many students struggle academically and feel they don't belong in school. Some will drop out. The purpose of the professional model, Supporting Early Adolescent Learning and Social Success (SEALS II), is to build on the original SEALS program that focused on supporting sixth-graders as they transitioned into middle school.

SEALS II will extend the work of the original program, which has been shown to create classroom cultures in which students are academically motivated, support each other's engagement in instruction, have fewer social difficulties and concerns about bullying and have better academic outcomes.

Facts and figures

SPONSORED PROGRAMS AWARDS



53% of the total awards came from federal funding sources

- Federal funding sources (53%)
- Industry (10%)
- Commonwealth of Virginia (12%)
- Other sources, including foundations (25%)

GROWTH IN RESEARCH AND INNOVATION ENTERPRISE

	FY11	FY14
Sponsored research awards (millions)	\$256	\$262.3
Invention disclosures	106	98
Patents filed	119	138
Patents issued	10	12
Copyrights	3	6
Licenses/options	10	16
Research support agreements*	10	26

\*Includes formal research collaborations as well as all other research support agreements

STUDENT START-UPS

51% of VCU students have a high or moderate interest in starting their own company, according to a recent VCU survey

15% of VCU students have already started a company, have a business idea or are actively pursuing business formation, according to a recent VCU survey

HUMAN HEALTH



From the overall safety and quality care of patients to model collaborative care programs educating the next generation of health professionals, VCU's commitment to human health runs deep.

Community Memorial Healthcenter staff celebrate their new partnership with the VCU Health System.

New partnerships advance health care

The VCU Health System and Community Memorial Healthcenter in South Hill, Virginia, announced an agreement to join operations to expand the range and depth of health care delivery for residents of Southside Virginia and northern North Carolina.

With the affiliation, the VCU Health System will commit a minimum of \$75 million in new strategic investments in CMH, including a new hospital facility, health care technologies, clinical initiatives and physician recruitment.

The affiliation brought together two high-performing organizations, combining the clinical expertise of the community-based hospital with the nationally ranked programs of VCU Medical Center under the umbrella of the VCU Health System.

CMH, which has received numerous state and national recognitions for quality patient care and customer service, is licensed for 99 acute care and 161 long-term care beds and provides a wide array of in-patient and outpatient services. It is one of the area's

largest employers with approximately 800 employees and 200 volunteers. Eighty-five physicians representing 30 medical specialties have privileges at CMH.

**EXPANDED CANCER CARE.** VCU Massey Cancer Center also expanded its reach to CMH in South Hill as well as to Spotsylvania, Virginia, with the opening of two new radiation therapy centers.

On Aug. 14, 2013, community citizens, health care leaders, local politicians and officials gathered at CMH for the grand opening of the Solari Radiation Therapy Center, the first and only radiation therapy center in the Southside Virginia area. The center is a joint venture between CMH and Massey, who together provide CMH's cancer and specialty care.

A week later, HCA Spotsylvania Regional Medical Center opened a state-of-the-art radiation oncology unit, offering services jointly delivered by VCU Medical Center and Massey. The center encompasses 7,000 square feet and features a high-energy linear accelerator and 4-D General Electric Optima Simulator that offer innovative radiation treatments.





## Shining beacons

VCU Medical Center's Hume-Lee Transplant Center, Medical Psychiatry Unit and Acute Care Surgery Unit and VCU Massey Cancer Center's Bone Marrow

Transplant Unit all received a Beacon Award for Excellence from the American Association of Critical-Care Nurses in 2013. The award recognizes those units that demonstrate strong patient outcomes and exemplify outstanding service and innovation. The Medical Psychiatry and BMT units are the first of their kind in the nation to earn the honor.

## VCU leads in teaching collaborative care



Dow

VCU is among the leaders in interprofessional education, a growing trend used in the training of future generations of health care professionals. With little or limited opportunities to work together while still in school, many of these students would have their first interaction with other health care disciplines on the first day on the job — while caring for real patients.

Interprofessional education is designed to get multiple health care professionals — physicians, nurses, pharmacists, therapists, technicians and more — working as a team and communicating effectively beginning while they are students.

Alan Dow, M.D., assistant vice president of VCU Health Sciences' Center for Interprofessional Education and Collaborative Care, and associate professor in the Department of Internal Medicine in the VCU School of Medicine, leads a research project funded with support from the Josiah Macy Jr. Foundation to examine how increased collaboration among health professionals can improve patient care and how to teach team-based competencies that

foster effective interprofessional practice. His team, which includes more than 20 faculty members from VCU's schools of Allied Health Professions, Dentistry, Medicine, Nursing, Pharmacy and Social Work, is in the process of creating a sequence of interprofessional experiences that other institutions can use.

## Medical center earns honor for safety

The American Hospital Association recognized VCU Medical Center with its top honor for leadership and innovation in safety and quality improvement.

VCU Medical Center was selected as the 2014 recipient of the AHA–McKesson Quest for Quality Prize in part because of training that resulted in a 50 percent reduction in serious safety hospital events, an electronic early warning system that alerts caregivers in real time of a patient's declining health status, and a community clinic that has enhanced care management and care coordination for the sickest, poorest patients.

Efforts trace back to 2008 when the medical center developed "Safety First, Every Day," a mantra to support the goal of becoming America's safest health system, through reaching zero events of preventable harm to patients, team members and visitors. Since the initiative's inception, more than 12,000 team members have been trained in safe behaviors and error-prevention tools, and the hospital has seen a 50 percent reduction in serious safety events.



The president of the American Hospital Association presents VCU Medical Center staff with the McKesson Prize.

## VCU Medical Center treats cyclists, prepares for next year's world race

When the 2014 USA Cycling Collegiate Road National Championships came to Richmond in May, the VCU Medical Center team immersed itself in the event and played a critical supporting role in its operation.

In addition to the hospital's regular commitment as Central Virginia's only Level 1 trauma center, VCU Medical Center was the medical sponsor and sole health care provider for the three days of racing, which meant

ensuring the availability of medical services for roughly 400 athletes and thousands of spectators.

This year's race served as a trial run for the 2015 UCI Road World Championships, which will bring an estimated 450,000 spectators and 1,500 athletes to Richmond for nine days in September. VCU Medical Center is in charge of medical care for that cycling event as well.



VCU Medical Center staff treat cyclists in a tent along the Cycling Collegiate Road National Championships course in downtown Richmond. VCU Medical Center will also be the sole medical sponsor and health care provider for the 2015 UCI Road World Championships.



Major gift is good medicine for VCU

The Harry and Harriet Grandis Family Foundation announced a \$2.1 million gift that will endow a full-tuition scholarship in the School of Medicine and an endowed chair to support lung cancer research.

The family's gift brings Massey's total funds raised through the ongoing \$100 million Research for Life Campaign to more than \$85 million.

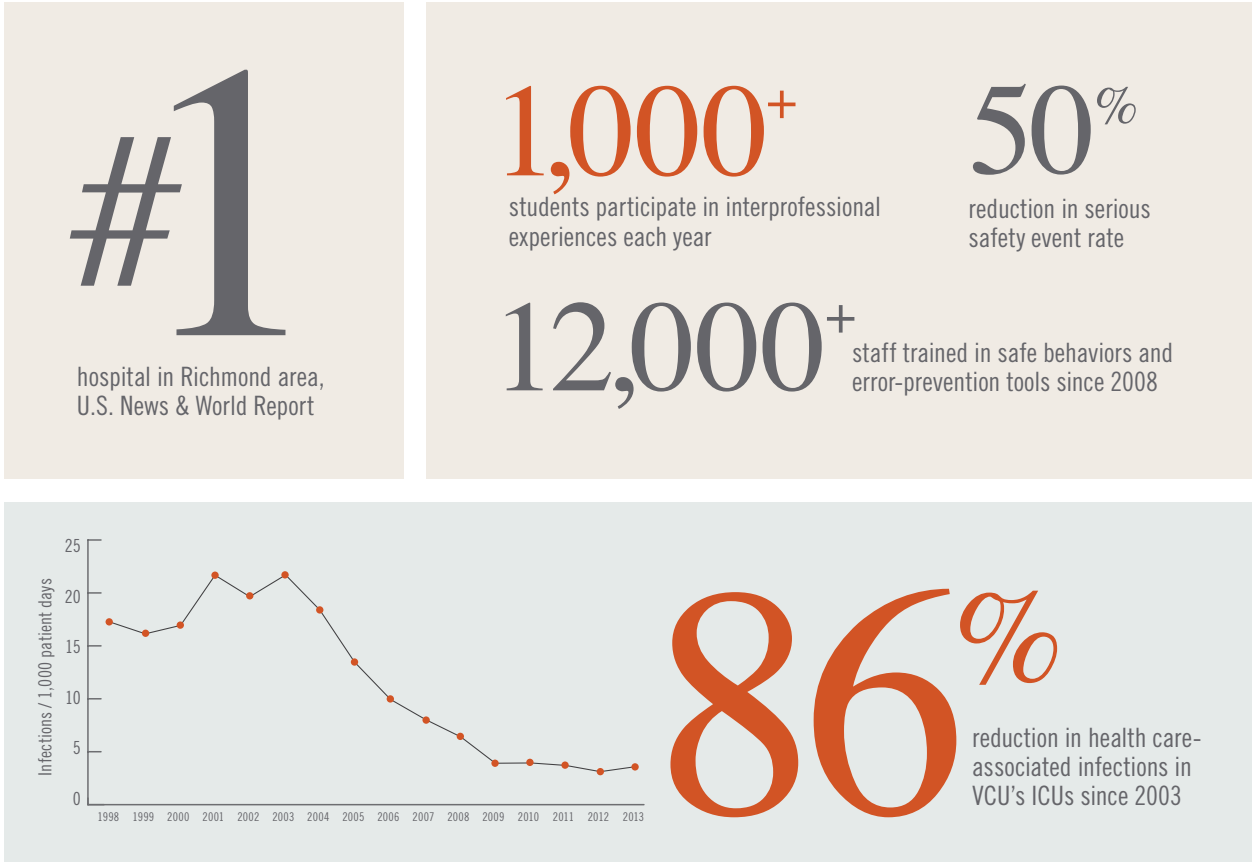
To preserve Mr. and Mrs. Grandis' yearly gift, the Grandis Family Foundation has directed \$1 million of its total gift to endow the Harry and Harriet Grandis Scholarship Fund. Each year, the fund's investment earnings will produce a full in-state scholarship for a deserving medical student. The gift launches the medical school's new \$25 million campaign to expand the medical school's scholarship endowment.



Photo Kevin Schindler

(left to right) Jerome Strauss III, M.D., Ph.D., dean of the VCU School of Medicine; Nancy Grandis White and Betty Sue Grandis LePage, The Harry and Harriet Grandis Family Foundation; William Ginther, rector of the VCU Board of Visitors; and Gordon Ginder, M.D., director of VCU Massey Cancer Center.

Facts and figures



China, the world's most populous nation.

WORLD VIEW

A top-200 world research university, VCU embraces global partnerships to bring innovative programs to students and faculty here in Richmond and abroad.

VCU strengthens partnerships in China

In June, VCU President Michael Rao, Ph.D., and McKenna Brown, Ph.D., executive director of the Global Education Office, along with other university officials, traveled to China to create and strengthen strategic partnerships with leading universities in the world's most populous nation.

For more than a decade, the VCU schools of Business, Engineering and World Studies, the Robertson School for Media and Culture, the Brandcenter, and the departments of Psychology, Chemistry and History in the College of Humanities and Sciences have collaborated with colleagues at Fudan University in Shanghai in ways big and small. The two institutions have mutually benefited from collaborative research and academic programs and robust faculty and student exchange.

This past summer, 26 students from Fudan visited the Richmond campus for VCU's American Studies Program, as an innovative new collaboration kicked off between Fudan's School of Journalism and VCU's School of Business, in which Brandcenter faculty will teach a master's degree program at Fudan.

While in China, the VCU team had the chance to visit other leading universities, including Peking University, which is one of Asia's most important research institutions, and Beijing Technology and Business University, which offers students one of the best educational experiences in China. In addition, the president met with almost 100 VCU alumni and admitted and prospective students who live, work and lead throughout China.

Social media takes a healthy approach

Through an innovative new online course, VCU students and members of the general public developed social media strategies for two global health care nonprofit organizations.

The class, Global Health and Social Media, was an open online course designed to give VCU students and public participants a chance to learn about social media campaigns for global health issues and to gain hands-on experience developing social media strategies for nonprofit clients.

The course was among the first at VCU to allow the general public to participate as students. It was offered



by the Richard T. Robertson School of Media and Culture in the College of Humanities and Sciences in cooperation with VCU's newly established Center for Media+Health and in consultation with VCU's Academic Learning Transformation Lab.

As part of the course, the 120 enrolled VCU students and the roughly dozen nonstudent participants worked in teams to boost the social media presence of the Richmond-based World Pediatric Project, which links volunteer pediatric specialists with critically ill children in developing countries, and the Preemptive Love Coalition, which provides training for Iraqi medical professionals so they can address a backlog of Iraqi children waiting for heart surgery.

The class participants were divided into teams of six, and they competed to produce the best social media strategy plan. Representatives from the two nonprofit organizations picked their favorites at the end of the course.



The course involved online discussions, which were livestreamed via Google Hangouts, and recorded video lectures, and the VCU students were required to complete writing assignments, take brief quizzes and post on social media.

**VCU builds U.S.-Iraqi relations**

Twenty-three young Iraqis and 19 VCU students took part in VCU's fifth annual Social Media Institute, a four-week summer course in which teams of Iraqi and VCU students developed social media strategies on behalf of

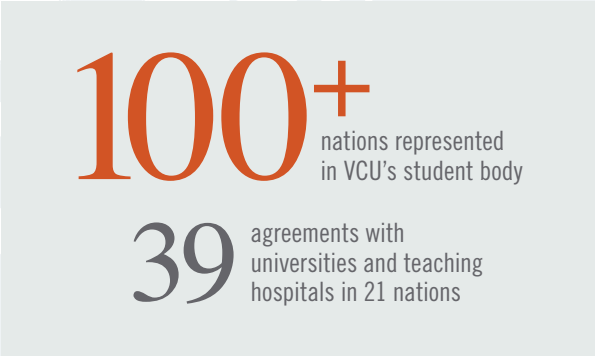


10 nonprofit organizations, ranging from Richmond-area groups to an international nongovernmental organization.

The Iraqi students were selected as part of the Iraqi Young Leaders Exchange Program, which is sponsored by the U.S. government and administered by Meridian International Center. The program selects 125 promising young Iraqis each year to take part in four weeks of leadership training and classroom instruction at five universities in the U.S. VCU's Social Media Institute is co-sponsored by the Robertson School and the Global Education Office.

The program's long-term goal is to improve U.S. and Iraqi relations by supporting the future leaders of Iraq.

**Facts and figures**



LOOKING AHEAD

As VCU continues to emerge as the nation's premier urban, public research university, we will continue to take advantage of the entrepreneurial, innovative and collaborative spirit that has become a trademark of our institution and our people.

As we complete Quest over the next three years, we will focus our efforts on infrastructure, sustainable resources and defining leading-edge education in the 21st century.





Virginia Commonwealth University  
Office of the President  
P.O. Box 842512  
Richmond, Virginia 23284-2512  
[vcu.edu](http://vcu.edu)  
[annualreports.vcu.edu/president](http://annualreports.vcu.edu/president)

A VCU University Relations publication  
an equal opportunity/affirmative action university 000071-01