



VCU

VIRGINIA COMMONWEALTH UNIVERSITY

2012-13 ANNUAL PRESIDENTIAL REPORT

A game-changing year



Without a doubt, the game is changing at VCU.

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When we introduced the Quest for Distinction strategic plan three years ago, we stated emphatically that Virginia Commonwealth University would become a nationally premier urban, public research university.

I am deeply proud of the progress we have made together as one university focused on the success of our people and committed to taking our place on the national stage.

We are now a top 100 institution in National Science Foundation funding. We are a top 200 research university worldwide according to Academic Ranking of Worldwide Universities in Shanghai. Several of our programs are nationally ranked by U.S. News & World Report, including No. 1 programs in sculpture and nurse anesthesia. We are top 50 among public research universities in several important categories assessed by the Center for Measuring University Performance.

My faculty colleagues are among the most talented anywhere in the nation — and beyond. They are members of the national academies and the Institute of Medicine; they have won Guggenheim awards, Pulitzer Prizes, NSF career awards. And the list goes on.

Without a doubt, the game is changing at VCU. More and more, people are saying that this is not the same institution it was a few years ago. We know that we have continued to build on the foundation that was laid by our pioneers, and we are grateful to them.


That is why, as we rise in national rankings, our focus remains unchanged: We are a university that makes a difference in people's lives. We do this by what we discover, create and teach, and by how we empower others through service. We do this by engaging our diverse university population and adding value to one another's lives — as well as our own — by what we learn from one another. We do this by re-imagining what is possible in our fields and what it means to be a human being. We remember that the highest ceiling we

know today is not a platform to deliver a solution but a jumping-off point to innovate.

This reminds me of what the CEO of a very large, internationally renowned company based here in Richmond, Va., once told me. He said, "I'm telling you that we need you to succeed and succeed big. What you do, we need you to do it well."

I am proud that VCU is doing just that. I am proud that, more than ever, we have become a major national research university that is changing society quickly, that is making a difference in our nation. I am most proud of my colleagues whose successes continue to elevate our national profile.

We took historic steps in 2012-13. They were only the beginning.

Sincerely,

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

CMUP rankings

The Center for Measuring University Performance, which is a benchmark rating system of American universities in 10 key categories, lists VCU among its top 50 public research universities overall. VCU is also ranked in the top 75 in eight of the 10 categories, as illustrated below:

Category	Value*	National rank
Faculty awards	12	33
Postdoctoral appointees	233	44
Doctorates awarded	280	45
National Academy members	5	57
Federally funded research	\$97,433,000	64
Annual giving	\$57,230,000	66
Total research	\$150,989,000	72
Endowment	\$280,704,000	74

* Numbers are based on current CMUP reporting data, which is compiled from AY 2009-10. Other institutional metrics included in this publication are from AY 2012-13.



VCU is among the nation's top 50 public research universities.

VCU enjoyed a remarkable 2012-13 — a year in which we took our place on the national stage thanks to the achievements of our people. This includes 7,372 students who earned their degrees — an all-time record — and a record enrollment in the VCU Honors College. More students than ever, such as our Undergraduate Research Opportunities Program scholars, conducted research as part of their curriculum or alongside faculty mentors and stated their desire to be entrepreneurs.

The nation recognized VCU's diverse campus. We were called one of three institutions in the nation "that has made great strides in education success for black and Hispanic students," earned an inaugural Higher Education Excellence in Diversity Award, closed the graduation gap for minority students and were named among the top 30 schools for minorities nationwide.

Our nationally prominent faculty earned two Guggenheim awards (bringing our total to 12 since 2002, one of the highest totals for any university), four Fulbright Scholar awards, a State Council of Higher Education for Virginia Outstanding Faculty Award and an election to the Institute of Medicine. In addition, we added to our faculty ranks distinguished new deans in the schools of Engineering and Nursing, a founding director for the Institute of Contemporary Art, a Pulitzer Prize-winning poet in the Department of English and vice presidents for development and alumni relations and finance and administration.

The faculty, staff and students in our renowned VCU da Vinci Center were recognized for excellence by the National Academy of Engineering, and we earned more Virginia Innovation Partnership proposal awards than any institution in the commonwealth. U.S. News & World Report also named VCU as one of the top 14 "up-and-comer" universities in America.

As we took our place among the nation's top public research universities, we also worked to serve our home city in innovative ways. Our students conducted more than 700,000 hours of community service last year, buoyed by the Academic Scholars Program in Real Environments and VCU Globe living-learning communities. Examples of community service included

a life-changing program in the Mosby Court community of Richmond, Va., where residents, many of whom are single mothers, learned the skills they need to compete in the 21st-century workforce. Another example involved a group of VCU students who collect and ship life-saving medical supplies to impoverished nations around the world.

Our success, of course, must be built on resources, and we were pleased by how the Gold Line, our new student-based call center, has continued to increase our base of support from alumni and friends across the nation. On campus, we saw a \$1 million Alumni Week gift for the School of Dentistry, significant gifts for the VCU Pauley Heart Center and VCU Massey Cancer Center, as well as the two largest gifts in the history of our intercollegiate athletics program.

Our physical resources, including the new James W. and Frances G. McGlothlin Medical Education Center, enabled us to educate future physicians in new ways, further solidifying our unique commitment to student success and human health. We saw that commitment reaffirmed when the VCU Medical Center was named a No. 1 hospital in Virginia for a second time and cared for more than 650,000 patients at its world-class facility.

VCU sent a strong message by joining the Atlantic 10 Conference, launching a striking new "Make it real" branding campaign and attracting visitors such as U.S. Vice President Joe Biden and award-winning filmmaker Spike Lee, that we are no longer a mid-major in any aspect.

Taken together, it was an outstanding year for VCU — one in which we took our place as one of the nation's premier urban, public research universities.

Faculty and student excellence

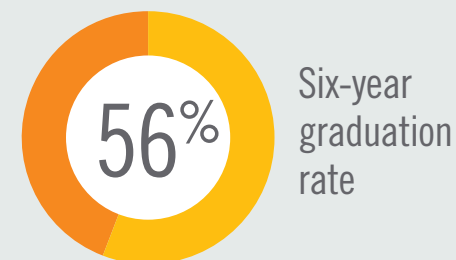


VCU students celebrate at Commencement ceremonies.

FACULTY AND STUDENT EXCELLENCE

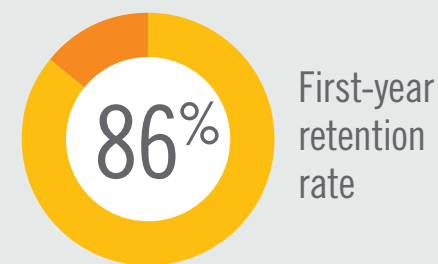
7,372 Number of degrees conferred

15.3% Increase since 2004 of African-American graduation rates



22% Increase since 2004 of Hispanic graduation rates

2,020 Number of full-time faculty



20% Percentage of minority full-time faculty

7 Number of faculty with membership in national academies

VCU focuses on improving six-year graduation rates

As part of their efforts to fulfill the ambitions of Quest for Distinction, leaders at VCU have focused on improving the rate at which students graduate within six years of first enrolling. In 2008, only 47 percent of students graduated on time. Today, 56 percent graduate in that time frame.

Graduation rates are increasing across all student demographics, including among diverse populations. The graduation rate for African-American students has improved by more than 15 percentage points since 2004, and the rate has increased by more than 22 points over the same period for Hispanic students.

VCU continues to attract motivated students who can succeed at a national research university: The average high school GPA among

entering freshmen has risen from 3.27 to 3.52 over the past five years. More of these students stay at VCU, too. The university's freshman retention rate has improved from 82 percent in 2008 to 86 percent today.

In total, 7,372 students graduated from VCU in 2012-13, a record for the university. That includes 324 doctoral degrees, 434 first-professional degrees and 1,658 master's degrees. VCU awarded about 19 percent more degrees than it did five years ago, despite an enrollment that is 2 percent smaller. The number of students who graduate with Latin honors continues to increase as well. In 2011-12, 1,504 students earned this achievement. In 2012-13, that number jumped to 1,611.

19% more degrees awarded this year than five years ago

VCUQatar student earns valedictorian and President's Scholar honors

Leila Natsheh set foot on VCU's campus in Richmond, Va., only once. But in May 2013, she became one of the university's brightest graduates when she was named valedictorian of the Class of 2013 at VCUQatar, earning her bachelor's degree in graphic design.

Born in Budapest, Hungary, to a Hungarian mother and Palestinian father, Natsheh has focused on studying graphic design since childhood and was a ninth-grader in Doha, Qatar, when she decided she would enroll at VCU "because of its international reputation for excellence in the arts," she says.

Natsheh excelled, graduating not only as valedictorian among VCUQatar's 44 students, but also

as the first VCU student ever honored as a President's Scholar at Education City. President's Scholars are recognized for excellence among all graduates at Education City, and the criteria for selection are strict. Natsheh was chosen from among more than 440 students — a record for Education City — representing VCU, Carnegie Mellon University, Georgetown University, Northwestern University, Texas A&M University, Weill Cornell Medical College, HEC Paris and University College London. As a President's Scholar, she was honored personally by Her Highness Sheikha Mozah bint Nasser Al Missned during Education City's Convocation.



President's Scholar Leila Natsheh addresses the Class of 2013.

Photo VCUQatar

Four grants extend VCU's global reputation



Harrison



Perdue



Larson



Trumble

Four professors received Fulbright scholar grants for the 2013-14 academic year to travel abroad, extending VCU's worldwide reputation. Les Harrison, Ph.D., associate professor in the Department of English, traveled to Belgium in spring 2013 to teach classes in the American Studies program at Ghent University; Craig Larson, Ph.D., assistant professor in the Department of Mathematics and Applied Mathematics, journeyed to Belgium in February, where he worked with Gunnar Brinkmann, one of the world's leading experts on graph theoretic algorithms, at Ghent University; Daniel Perdue, Ph.D., collateral assistant professor of religious studies in the School of World Studies, headed to India in fall 2013 as a Fulbright-Nehru Senior Research Scholar; and Robert Trumble, Ph.D., professor in the Department of Management in the School of Business, traveled to Ireland from late August through November to work with the business school at Dublin City University.

VCU increases its number of Fulbright scholars

Six recent VCU graduates were awarded Fulbright U.S. Student Program scholarships to travel abroad during the 2012-13 academic year, bringing the total number of students and recent alumni to receive the prestigious awards to 23 since 2006. Recent awardees include: Julie Charbonnier, who will collaborate with a Spanish scientist to investigate the ecological consequences of climate change on amphibians in Southern Spain; Cole Cridlin, who will teach English in the suburbs of Paris at the Lycée Evariste Galois à Sartrouville; Tschuna Gibson, who will serve as a teaching assistant for high school-aged students while attending courses at the University of Vienna; Joel Kabot, who will travel to Ukraine to conduct the background research necessary to complete a novel; Kunal Kapoor, who will study for a Master of Science degree in medical anthropology from Durham University in the U.K.; and Catherine Porter, who will travel to the Democratic Republic of Congo to interview residents about the Katangan secession that occurred in the country in the early 1960s.

Undergraduate and graduate students exhibit their research during VCU's Third Annual Student Research Week sponsored by the VCU Undergraduate Research Opportunities Program, VCU Graduate Student Association, the VCU Office of Research and the VCU Office of the Provost. The 2013 event marks its highest participation rate and number of exhibitors (200).



Two VCU professors earn Guggenheim Fellowships, bringing total number to 12 since 2002



Gulati



Allen

Two professors in the School of the Arts were named 2013 recipients of the Guggenheim Fellowship, one of the top awards available to artists in the U.S. and Canada. Sonali Gulati, associate professor in the Department of Photography and Film, and Siemon Allen, assistant professor in the Department of Sculpture and Extended Media, were selected as fellows. Since 2002, 12 VCU professors and alumni have received the esteemed award.

Gulati, a filmmaker and educator who grew up in India, has made films that have screened at more than 300 film festivals worldwide. Gulati's most recent film, "I Am," won 13 awards and continues to exhibit extensively in the film festival circuit. Allen, a South African artist, was awarded a 12-month fellowship to work with institutions and individuals to further his documentation of South African material, adding digital images to a Web-based database he has developed and expanding the visual archive and discography of South African material.

Strategic decisions regarding diversity and enrollment bring recognition and opportunities

VCU's reputation as a leader in diversity expanded with several accolades and a new division created to further its model efforts. The Division for Inclusive Excellence was launched under the direction of Wanda S. Mitchell, Ed.D., founding vice president for diversity and equity. The division focuses on strengthening VCU's climate of equity, diversity and inclusiveness even further, and is responsible for implementing a five-year diversity plan. VCU received the first Higher Education Excellence in Diversity award from INSIGHT Into Diversity magazine. Meanwhile, The Chronicle of Higher Education named VCU one of three institutions in the nation "that has made great strides in education success for black and Hispanic students." A pair of reports released by The Education Trust in September 2012 recognized VCU as one of the nation's top colleges and universities for boosting graduation rates and closing the graduation rate gap for both black and Hispanic students. VCU also was named a recipient of the 2012 Minority Access Role Models Award for its commitment to recruiting, retaining and advancing students and employees from a diverse applicant pool, placing it among only 27 institutions nationally

to achieve the designation. And the university was listed among the 30 best non-historically black colleges and universities for minorities by Matthew Lynch, Ph.D., department chair and associate professor of education at Langston University. The Division of Strategic Enrollment Management welcomed Luke D. Schultheis as its new vice provost in August 2012. He oversees the implementation of VCU's strategic enrollment management tool, ensuring that the university's student body reflects the academic strength and diversity that is commensurate with VCU's status as a top 50 research institution.



Class of 2016 students pose for a class photo at New Student Convocation.

VCU recruits expert leaders across campus



Boyan

Barbara D. Boyan, Ph.D., renowned researcher and entrepreneur, and a member of the prestigious National Academy of Engineering, was named dean of the VCU School of Engineering. She joins the university from Georgia Tech, where she served as the associate dean for research and innovation in its College of Engineering, held an endowed chair in tissue engineering and served as a professor in the departments of biomedical engineering at both Georgia Tech and Emory University. Boyan also has authored more than 370 peer-reviewed papers, reviews and book chapters, and holds 14 U.S. patents.



Emerson

Claudia Emerson, distinguished professor, poet and Pulitzer Prize winner, joined the VCU Department of English where she serves as professor, teaching graduate and undergraduate creative writing workshops and courses in literature and poetics. She was awarded the Pulitzer Prize in poetry in 2006 for her third collection of poetry, “Late Wife,” and was selected in 2008 by then-Virginia Gov. Timothy Kaine as Poet Laureate of Virginia.



Freiman

Lisa Freiman, Ph.D., was appointed inaugural director of the new Institute for Contemporary Art. Previously senior curator and chair of the contemporary art department at the Indianapolis Museum of Art, she also will be a professor in VCU’s School of the Arts. An internationally recognized curator and leader in the contemporary art field, she transformed the experience of contemporary art during her 10 years in Indianapolis. Freiman also helped raise more than \$10 million to support contemporary exhibitions, programs, collection development, scholarship and other initiatives at the IMA.



Giddens

Jean Giddens, Ph.D., R.N., FAAN, a nationally recognized expert in nursing education, curricula and evaluation, was named dean of the School of Nursing. She served as professor and executive dean of the College of Nursing at the University of New Mexico. The author of numerous journal articles, nursing textbooks and electronic media in nursing education, Giddens is widely recognized for creating innovative teaching

and learning models in nursing sciences, including The Neighborhood, a Web-based virtual community used to enhance integrative approaches in nursing education.



Spivak

Helayne Spivak, acclaimed veteran creative director in the advertising industry, was named the new director of the VCU Brandcenter. The Brandcenter, which serves as the university’s marketing communications and advertising graduate program, also moved to join the School of Business. Spivak’s career includes such high marks as serving as chief creative officer of Saatchi & Saatchi Wellness and leading the creative departments at Hal Riney, Young & Rubicam New York, Ammirati Puris Lintas New York and JWT New York. She’s earned numerous creative awards, including the One Show, the Art Director’s Club and the Cannes Gold Lion, and received the prestigious Matrix Award for Women in Communications.

SCHEV honors outstanding VCU researcher



Khanna

The State Council of Higher Education for Virginia honored Shiv N. Khanna, Ph.D., Commonwealth Professor in the Department of Physics, by naming him a 2013 recipient of its Outstanding Faculty Award. Khanna, who is a leader in the field of clusters and nanoscience, was among 11 honored for excellence in teaching, research, knowledge integration and public service.

Sixth VCU member joins prestigious institute



Coney

PonJola Coney, M.D., director of the VCU Center on Health Disparities and professor of obstetrics and gynecology in the VCU School of Medicine, was among 70 new members to be elected to the Institute of Medicine — one of the highest honors in the fields of health and medicine. Coney becomes VCU’s sixth member of the prestigious institute, which recognizes individuals who have demonstrated outstanding professional achievement and commitment to service. She is noted for building an impressive pipeline program at VCU for minority students in the health sciences and fostering a robust federally funded program.

Innovation



VCU earns \$62 million traumatic brain injury grant

In August 2013, VCU was awarded a \$62 million federal grant from the White House 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.

The concussions that will be studied include both combat injuries, such as those from blasts and bullets, and civilian injuries, such as those from car accidents, sports injuries and falls.

The researchers involved in the departments of Defense and Veterans Affairs grant have been studying brain injuries and working with Veterans Health Administration hospitals (including Richmond’s Hunter Holmes McGuire VA Medical Center), the

military and universities for many years. They now will share their knowledge and work toward solutions for traumatic brain injuries. The principal investigator on the grant is David X. Cifu, M.D., the Herman Jacob Flax, M.D. Professor and chair of the VCU School of Medicine’s Department of Physical Medicine and Rehabilitation and executive director of VCU’s Center for Rehabilitation Science and Engineering.

“This is another significant milestone in VCU’s ascent as a national-caliber public research university,” says VCU President Michael Rao, Ph.D. “We recognize that an award of this magnitude only results from the research excellence that is fostered and encouraged across VCU.”



National academy recognizes VCU innovation

VCU's reputation as an innovative provider of real-world, hands-on education grew in 2012. The National Academy of Engineering selected the VCU da Vinci Center as an outstanding academic program in its Real World Experiences into Engineering Education publication that highlights best practices for schools seeking to create new programs. VCU is among 29 schools nationwide to be chosen for this prestigious recognition, including the likes of Cornell, Duke and the Massachusetts Institute of Technology.

Ninety-five nominations were reviewed by an NAE committee and judged based on seven factors: program creativity, innovation, attention to diversity (including geographic, institution, racial/ethnic and gender), sustainability plan, assessment of student learning, level of real-world experience and anticipated versus actual outcomes. The best practices outlined in the report include incorporating multidisciplinary team-based projects into curricula to help students develop skills in decision-making, leadership, written and oral communication, organization/time management, cultural awareness and problem-solving.

VCU joins statewide multi-institution research partnership as part of federal challenge

VCU's position as a cornerstone for innovation and economic growth is now anchored in a new statewide network designed to accelerate these priorities. The Virginia Innovation Partnership is one of only six multi-institution initiatives to win federal funding as part of the U.S. Department of Commerce's i6 Challenge in 2012, and already more than \$250,000 has gone toward VCU-driven research projects.

The new partnership brings together educational institutions, corporations, investment capital and other resources in an effort to drive promising research discoveries through investing \$800,000 annually in

proof-of-concept projects. In early 2013, the program elicited 84 proposals from researchers representing 10 academic institutions throughout Virginia, 27 of which were tagged for oral presentations before an external advisory group. Among the 18 selected for funding, five were from VCU, garnering a total of \$258,000 in funding — the highest dollar award total among all Virginia universities.



\$248 million in sponsored research*

* Prior year totals were higher because of stimulus funding and the trusts of Arthur Graham Glasgow and Margaret Branch Glasgow.

103 Invention disclosures

152 Patents filed

7 Patents issued

7 Copyrights

11 Licenses/options

16 Research support agreements

Top 200 research university in Academic Rankings of World Universities in Shanghai

Top 100 university nationally in National Science Foundation awards

Competition jumpstarts entrepreneurship

As part of VCU's Third Annual Student Research Week in April, the Venture Creation Competition, a product design contest sponsored by the VCU da Vinci Center, drew its largest contingent of undergraduate and graduate student entries. The winners — mechanical engineering students John Swanson, Jonathan Marsh, Justin Dickerson and Matt Schell — designed a stair-climbing walker for elderly and mobility-impaired individuals. The design also took third place in a statewide competition hosted by Gov. Bob McDonnell.

VCU students are committed to entrepreneurship as a foundation of their education. A recent survey of VCU students showed that about half are interested in entrepreneurship in their lives, and as many as 7 percent have an idea they are already working to turn into a company — even before they graduate.

A valued university resource available to all students and recent alumni is the University Career Center. Under the leadership of Joseph Testani, appointed director in June 2012, the center provides services such as professional job search resources, career counseling, leadership development and experiential learning



John Swanson (left), Jonathan Marsh, Justin Dickerson, Michael Rao, Ph.D., and Matt Schell celebrate with Rodney the Ram.

opportunities. In addition to serving students, the center works with VCU faculty members to help mentor and recruit students, as well as with local businesses and employers by fostering relationships that help students with job placement.

723,414

community-engagement hours logged

First Mosby leadership class graduates

In spring 2013, 14 residents of the Mosby Court community in the East End of Richmond, Va., graduated from the Mosby Leadership Program, which is designed to empower Mosby Court residents to address social problems and become advocates for themselves and others. Mosby Court, a public housing project near the VCU Medical Center, houses 1,200 residents with an average annual income of about \$10,000. Ninety-three percent of households are headed by single mothers.

For five months, members of the inaugural class of the program attended workshops taught by volunteers who included VCU faculty, staff and students. The workshops focused on developing skills such as conflict resolution, effective communication and computer training. Program participants must be Mosby Court residents, demonstrate a clear desire to be leaders and successfully advance through a competitive application and interview process.

The Mosby Leadership Program is a partnership with VCU ASPIRE, VCU Center on Health Disparities and the Richmond Redevelopment and Housing Authority. The program is funded through a grant from the VCU Division of Community Engagement.



Graduates of the Mosby Leadership Program document their achievement.

Mohamed Shaaban gives back through his organization United2Heal.



VCU student founds service organization

When Mohamed Shaaban left his native Egypt four years ago, he relied on the charity of others to help him survive in the U.S. Today, he's not only surviving but thriving — and determined to give back.

Shaaban graduated from VCU in May 2013 with a bachelor's degree in biology and is now enrolled in VCU's School of Medicine. As an undergraduate, he began United2Heal, a student organization that collects surplus medical supplies and ships them to needy hospitals and schools around the world. Much of what the organization collects comes from the VCU Medical Center.

The organization's first shipment of medical supplies filled a 20-foot-long shipping container and was valued at more than \$1 million. It went to a Syrian hospital in spring 2012. In 2013, Shaaban and his fellow students gathered more than \$400,000 worth of supplies for a children's cancer hospital in his native Egypt. They plan to collect for a school in Ghana.

Shaaban says his efforts through United2Heal are his way of paying back those who helped him when he immigrated to America. And it's a mission he'll continue during medical school — and beyond.

"My experience with United2Heal has been very enriching," he says. "We are very motivated to keep growing and expanding."

Service-learning mission expands

In its mission to merge learning with experience and students with their surroundings, VCU reached an all-time high in community-engagement hours with 723,414 hours logged in 2012-13. The university expects those numbers to increase after launching two new living-learning communities designed to immerse students in both local and global service themes.

ASPIRE (Academic Scholars Program in Real Environments) debuted in fall 2012 with 148 sophomores. The program partners with 20 local organizations as it instills community engagement through academic course work and co-curricular activities. By 2014, more than 420 students will participate, making an impact in such areas as pre-K and adult education, affordable housing, environmental sustainability and urban revitalization.

In April 2013, VCU expanded the focus of its living-learning communities to a worldwide perspective with VCU Globe. This new program prepares students to navigate global communities, in both personal and professional contexts, as they engage in community service projects and leadership-building activities. Students from throughout the university completed Globe's first orientation in spring 2013 and began living together in the new West Grace Street Student Housing – North residence hall in fall 2013.

VCU School of Social Work students Tanetta Walston (back left) and Brad Mallinger (back right) participate in an after-school program for children at the Neighborhood Resource Center of Greater Fulton.

\$77 million in new gifts and pledges, exceeding \$60.5 million maximum target

\$1.316 million in endowment contributions

11,000+ alumni association members, most in university history

The new VCU Basketball Complex project will enhance VCU's stature as an athletic powerhouse and economic engine for downtown Richmond, Va. Part of the university's Master Site Plan, the complex is slated to be built adjacent to the Stuart C. Siegel Center.



Image courtesy of HKS

Alumni answer the call

In September 2012, VCU launched a student-based calling center, the Gold Line, to reconnect with alumni and ask them to support the university. The Gold Line exceeded its goal, reaching about 27,250 alumni on the phone and securing more than 5,300 pledges, totaling more than \$750,000. And in keeping with VCU's going green initiative, the university's alumni base chose to make its donations using credit or debit cards 34 percent of the time.



VCU President Michael Rao, Ph.D., visits the Gold Line call center.

Schools' faculty show tremendous support

Over the past decade, School of Pharmacy faculty has been one of the more engaged donor groups at VCU, giving hundreds of thousands of dollars to support endowed student scholarships in its school. In 2013, 42 pharmacy faculty members contributed more than \$12,000, with a dozen giving more than \$500 each, a 9 percent increase in participation and a 9.1 percent increase in dollars raised over last year.

Engaged donors also abound in the School of Allied Health Professions. After a lifetime of service

and giving, Herbert T. Watson, M.Ed., CRNA, former chair of the Department of Nurse Anesthesia, created the department's first endowed professorship. The Herbert T. Watson Professorship in Nurse Anesthesia was established to support distinguished educators and researchers in the specialty of nurse anesthesia.

The newly established endowment crowns a departmentwide spirit of giving that, as of January 2013, includes endowed funds and scholarships established by every Department of Nurse Anesthesia faculty member.

VCU receives major personal and corporate gifts from across the spectrum

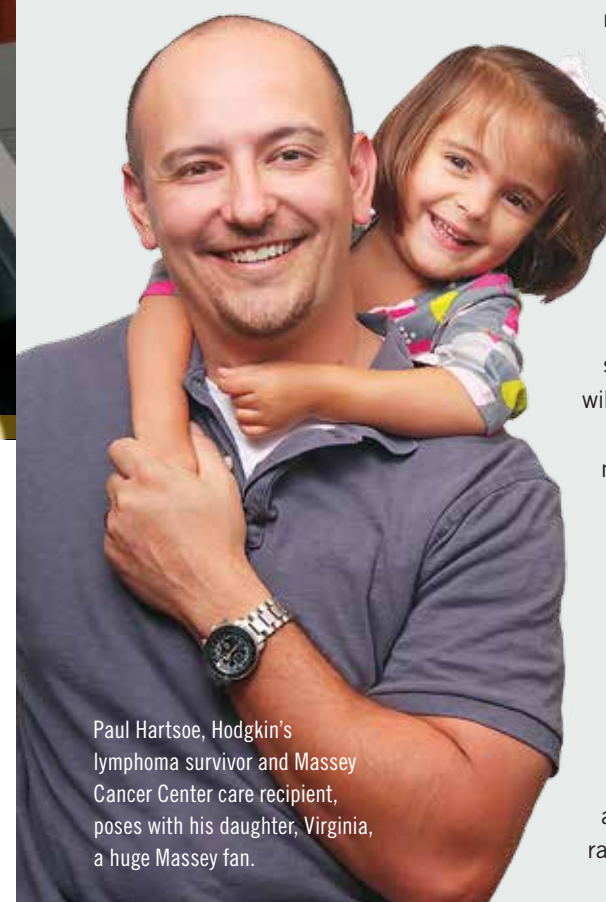
The VCU School of Dentistry used the occasion of Alumni Week in April to re-engage with its alumni and ask them to support their alma mater. In doing so, the school raised a record \$1.1 million that week with gifts from about 300 alumni — about 27 percent participation, nearly 10 percent more than any other school. Most of the donations will support student scholarships.

The Pauley Family Foundation made a \$5 million gift to the Pauley Heart Center at the VCU Medical Center that will be matched by the VCU Glasgow Endowment, creating a \$10 million total gift to expand and enhance recruitment and research at the world-class cardiology program. In addition to the Pauley gift, VCU launched a fundraising campaign to raise \$5 million for the Pauley

Heart Center that also will be matched by an additional \$5 million from the Glasgow trusts.

With more than \$73 million already raised, VCU Massey Cancer Center introduced Research for Life — its largest and most important campaign — to the public in November 2012. Nearly three-quarters of the way to its ultimate goal of \$100 million, the campaign seeks to raise an additional \$27 million by June 2014 — all centered on a single purpose: extending and saving the lives of people affected by cancer.

The Department of Intercollegiate Athletics received the largest gift and largest corporate sponsorship in its history. Health Diagnostic Laboratory Inc. agreed to a \$4 million partnership to support VCU Athletics and its future capital projects. Additionally, MeadWestvaco Corp. pledged \$3 million to be paid over 10 years to support the new VCU Basketball Complex project. This new facility will enhance VCU's stature as an athletic powerhouse and economic engine for downtown Richmond, Va. Part of the university's Master Site Plan, the complex is slated to be built adjacent to the Stuart C. Siegel Center.



Paul Hartsoe, Hodgkin's lymphoma survivor and Massey Cancer Center care recipient, poses with his daughter, Virginia, a huge Massey fan.

Photo Brian Rule



Image courtesy of Steven Holl Architects

New V.P. leads VCU development



Heil

Marti K.S. Heil was named vice president for the Office of Development and Alumni Relations. Heil, a nationally recognized leader in higher education fundraising, served as senior vice president for development at the Indiana University Foundation, where she directed all fundraising activities and capital campaigns. In previous positions, she directed several capital campaigns exceeding \$1 billion goals. Under her leadership, Indiana University in 2010 was named first among public institutions of higher education for overall fundraising results.

VCU surpasses \$20 million for new ICA

VCU exceeded the \$20 million mark in support of the university's new Institute for Contemporary Art, raising an additional \$6 million toward its \$32 million campaign goal since unveiling the building's design in April 2012. Part exhibition and performance space, part lab and incubator, the ICA will feature a series of flexible programming spaces for the presentation of visual art, theater, music, dance and film by nationally and internationally recognized artists.



Architectural renderings depict the new Institute for Contemporary Art.

\$32
million
goal for
ICA

\$20+
million
already
raised
by VCU



Image courtesy of Steven Holl Architects

Framework



Designed by the architectural firm of I.M. Pei, the James W. and Frances G. McGlothlin Medical Education Center provides 200,000 square feet of unrivaled space.

High-tech facility opens

VCU's master plan reflects its priorities as a national research university. One of our newest buildings, the remarkable James W. and Frances G. McGlothlin Medical Education Center, on Marshall Street near 11th Street, speaks to that commitment.

The center is a state-of-the-art facility for medical school teaching and learning, using collaborative space like no building before it at VCU. The striking structure, designed by the firm of the legendary I.M. Pei, includes adjustable classroom space, a technologically advanced auditorium, unrivaled simulation labs and more. The 12-story, 200,000-square-foot facility also houses space for the VCU Massey Cancer Center, and was made possible by a game-changing gift from James and Frances McGlothlin, who helped dedicate the building during Alumni Weekend.

Also in 2012-13:

- Groundbreaking for 640,000-square-foot **Children's Pavilion** began on Sept. 10, 2012.
- Construction finished on the high-tech **Academic Learning Commons**, on Linden Street and Floyd Avenue. Opened in fall 2013, the building houses VCU's School of Social Work, the Center for Teaching Excellence, Online@VCU, as well as numerous classrooms, collaborative study spaces and faculty offices.
- The university broke ground for the **West Grace Street Student Housing – North** residence hall, on Grace Street between Shafer and Laurel streets, which opened in fall 2013 to house students in VCU Globe, a global education living-learning community.
- Fundraising continued for the **Institute of Contemporary Art**, which will be built at Broad and Belvidere streets. Construction is anticipated to begin in 2015. Fundraising also began for a **new practice facility** for the women's and men's basketball teams, to be built near the Stuart C. Siegel Center.
- A funding package was approved to renovate and expand the **James Branch Cabell Library**, which will begin in 2014.



Students enjoy the Pollak Building's rooftop garden.

VCU garners attention for being green

In 2012-13, VCU's efforts toward being a model of sustainability did not go unnoticed. For the second consecutive year, VCU earned a top spot on the Universitas Indonesia's GreenMetric World University Ranking of sustainability, ranking No. 26 out of 215 universities worldwide. In addition, VCU ranked No. 10 out of 29 participating universities in the U.S.-based rankings.

The Arbor Day Foundation recognized VCU as a 2012 Tree Campus USA, adding another notch to the university's environment-friendly designations. The recognition stems from VCU's record-breaking Arbor Day event, when university members planted 290 trees — a record high for any Tree Campus USA event.

Additionally, three organizations separately recognized VCU for the university's ongoing environmental conservation efforts. First, VCU was an honorable mention selection for the 2013 Governor's Environmental Excellence Awards. Then, the Princeton Review included VCU in its annual listing of the country's greenest colleges. Finally, the James Green Building Council honored VCU as a leader in the public sector.

Quest Innovation Fund backs new initiatives

To fulfill the goals of VCU's Quest for Distinction and drive economic growth throughout the region, the university must rely on its status as a driver of innovation. For this reason, in fall 2012 a pool of funds, deployed and aimed at innovative pilot initiatives universitywide, was tagged the Quest Innovation Fund. The fund seeks to provide monetary support for faculty, staff or students to create a service, program or initiative that will improve what the university is doing in a creative manner.

Finance division names new vice president



Decatur

William R. Decatur, J.D., has been named vice president for finance and administration, where he will oversee the major operational units in the division.

Decatur, formerly the executive vice president for finance and administration, chief financial officer and treasurer at the Rhode Island School of Design, will report to the chief operating officer.

Initiative aims to make great even better

VCU set out to celebrate and reward its faculty, staff and students by launching the Great Place Initiative. In spring 2013, the program began its data collection phase, which included a climate survey, as well as focus groups and town hall meetings. In the summer, phase II began with assessment and planning of programs, policies and benefits. In fall 2013, the information was put into action, bettering the work lives of employees universitywide by changing the way the university does business.

VCU introduces new RamSmart campaign

VCU launched RamSmart, a new website that pools all of the university's best safety-related information in one easily accessible area. Complete information on things such as safety and wellness programs, tips and contact numbers keep students RamSmart in their approach to living and learning at a premier urban research university. Ultimately, VCU strives to become the safest university in the nation.

Health care



VCU's schools keep up with the latest educational advancements.

School of Medicine introduces a new curriculum

The VCU School of Medicine, with the opening of the James W. and Frances G. McGlothlin Medical Education Center, opens its doors to the most significant curriculum overhaul in more than 30 years. A committee of more than 200 faculty and students participated in a multiyear planning phase for the new curriculum, which supports vastly innovative methods through team-based learning, individual problem-based learning and simulation. The revamped curriculum also features integrated learning modules, earlier exposure to clinical experiences and multidisciplinary training utilizing flexible learning environments, case-based lectures and small-group study.

Other schools followed suit in terms of keeping up with the latest in education advancements. In fall 2012, the School of Nursing introduced a new Ph.D. in Nursing that combines distance education with periodic on-campus learning and research opportunities. The first of its kind in Virginia, the new format expands the program's reach to a much wider range of students who

aspire to become scholars, make a significant difference in the field of nursing and study with nationally recognized nurse-scientists at VCU conducting cutting-edge biobehavioral research.

The School of Allied Health Professions has offered distance-learning programs designed for the working professional for the past 20 years. A recognized leader in distance education, the school prides itself in keeping up with the latest technologies, including most recently, utilizing the iPad, FaceTime and GoToMeeting.

The School of Social Work, ranked No. 11 among the nation's leading social work programs by U.S. News & World Report, will offer a Master of Social Work through its four-year, part-time distance-education program. Students will complete the same curriculum as the campus-based M.S.W. program as they gain practical experience in the best agencies and organizations throughout Virginia and accelerate their careers with the highest quality social work education.



VCU Medical Center staff gather to celebrate No. 1 ranking.

VCU Medical Center earns accolades

The VCU Medical Center was ranked a Best Hospital in Virginia for the second consecutive year by U.S. News & World Report and the Children’s Hospital of Richmond at VCU was named Virginia’s first pediatric Level I trauma center by the American College of Surgeons.

34,000	VCU Medical Center inpatient admissions
550,000	VCU Medical Center outpatient visits
82,000	VCU Medical Center emergency room visits



VCU art students model their brightly colored hospital masks.

VCU art students design new medical attire

As a community service project, honors students from the departments of Interior Design, Fashion Design and Merchandising, and Graphic Design in the VCU School of the Arts designed new medical attire for VCU Massey Cancer Center. The students designed a shirt made of breathable fabric that features invisible snaps allowing for easy access for patients with port catheters. They also designed a series of brightly colored and playful hospital masks that help put patients — especially young children — more at ease.

National attention



Photo VCU Athletics

VCU fans cheer for their Rams, now in the Atlantic 10 Conference.

Rams claim spotlight in first A-10 season

The VCU Department of Intercollegiate Athletics debuted strongly in the Atlantic 10 Conference with a number of premier accomplishments. In addition to earning a higher winning percentage than any other university in Virginia, VCU’s athletes notched the highest graduation rates in the university’s history, at 80 percent. In addition, the men’s and women’s tennis teams made their way to the NCAA tournament for the 20th time under 23 years of direction from coach Paul Kostin, and men’s basketball sold out 35 consecutive home games — one of the longest streaks in the nation. Season tickets for the 2012-13 men’s basketball season sold out earlier than any other university — nationwide — displaying the dedication and prowess of VCU alumni and the Ram Nation.



Photo VCU Athletics



The past year marked a time of intense interest in VCU among celebrities and political figures, including (clockwise from top left) Spike Lee, award-winning filmmaker; Terry McAuliffe, businessman and then-gubernatorial candidate for Virginia; Ken Cuccinelli, Virginia's attorney general and then-gubernatorial candidate for Virginia; and Joe Biden, U.S. vice president.

U.S. News & World Report names VCU 'up-and-comer'

U.S. News & World Report named VCU a 2014 "up-and-comer" among national universities in its annual "Best Colleges" rankings.

VCU ranked 14th among national universities, tying with Boston University, Carnegie Mellon University, Tulane University and six others.

College administrators, including presidents, provosts and admissions deans who were surveyed in the spring of 2013 for the 2014 U.S. News "Best Colleges" rankings also were asked to nominate institutions that they believe have recently made the most promising and innovative changes in the areas of academics, faculty, student life, campus or facilities.

"Being listed among America's rising national universities is an honor that reflects our commitment to brightening VCU's star on the national map," says VCU President Michael Rao, Ph.D. "Our mission as a new type of research university is to transform the human experience through education, innovation, service and a focus on human health, and our efforts have begun to attract national attention in countless ways."

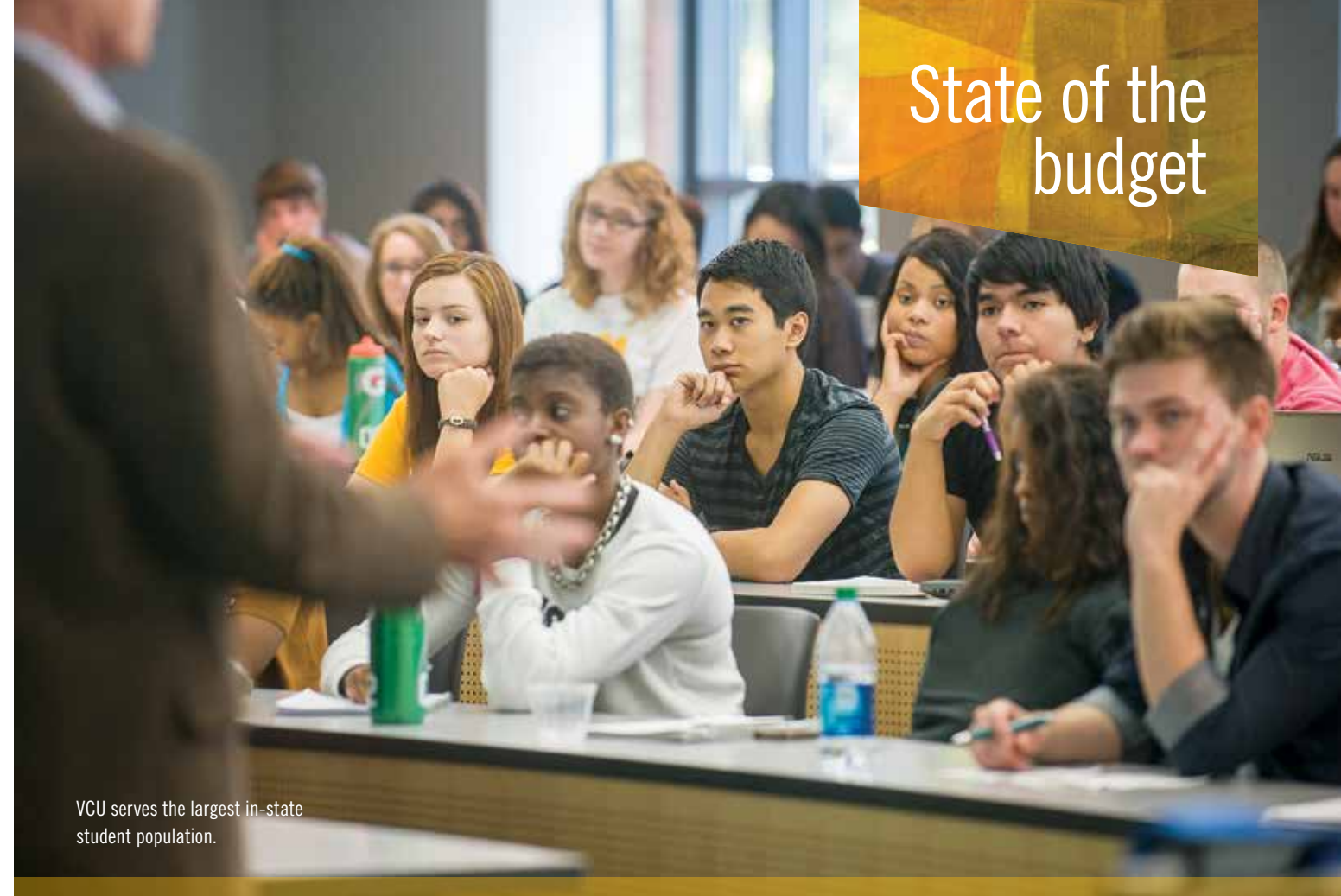
Research has bite

The work of Sandra Barker, Ph.D., professor in the VCU School of Medicine's Department of Psychiatry and director of the Center for Human-Animal Interaction at VCU, and her husband and research partner, Randolph Barker, Ph.D., a professor in the Department of Management in the School of Business, garnered national media attention in 2013, including that of "CBS This Morning" and its host, Charlie Rose. The Barker's research sheds light on the perks of human and animal interaction, specifically the benefits of bringing dogs to the workplace. A week after the story was released by University Public Affairs, the story generated nearly 500 national and international media hits, totaling approximately 169 million impressions. This effort led to media coverage by the L.A. Times, Time Magazine, WebMD, Forbes.com, U.S. News & World Report, Discovery.com, The Globe and Mail (Canada), BBC, CBC, the Huffington Post, Metro International (U.K.) and more.



Dogs in the workplace show benefits.

State of the budget



VCU serves the largest in-state student population.

University implements efficiencies in new budget

VCU's greatest challenge — and perhaps the greatest challenge in public higher education today — is achieving a sustainable financial model. While a two-year trend of increased state funding is positive, VCU's current financial picture is heavily impacted by the fiscal realities of the budgets from FY 2007-08 to FY 2011-12.

The FY 2013-14 budget, for only the second time in seven years, contains additional state funding. This change in funding sources puts VCU at a significant disadvantage. VCU is unique among our peers in that we serve the largest in-state student population, are most dependent on state appropriations, do not have a large out-of-state tuition buffer and are historically low in tuition, especially for a major research university.

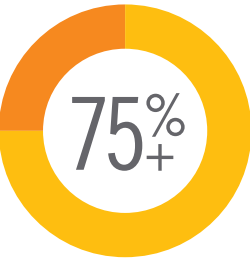
The university continues to creatively leverage our resources to maintain our status as one of the nation's premier urban, public research universities.

The University Budget Advisory Committee process was established to address the challenge of funding Quest and prioritizing needs across campus. UBAC oversees the management of the annual operating budget and reviews resource issues of the university within the context of the strategic plan and annual and multi-year goals. The process resulted in a 2013-14 budget that includes significant efficiencies, among them the outsourcing of some services and the unifying of other services within the university, which allowed the realignment of funds for academic support.

• FY14 budget

The university's FY 2013-14 budget is stronger than in recent years, with a 5.6 percent growth in revenue projected in appropriations from the commonwealth. That increase represents more than \$6 million in

additional funding to cover a portion of faculty and classified staff salary increases and associated benefits, and additional funding for base operations, research and undergraduate financial aid.



of incoming freshmen
have signed up for 15
or more credit hours

• **New tuition model**

We strategically positioned VCU for the future by instituting a new per-credit-hour tuition structure for incoming undergraduate students in FY 2013-14. At this point, the new tuition model has not affected enrollment and seems to be positively influencing students to register for higher credit-hour loads moving into the fall semester. More than 75 percent of incoming freshmen have signed up for 15 or more credit hours compared to 63 percent in prior years. This should positively impact time to degree. We will continue to monitor the impact of the new tuition model.

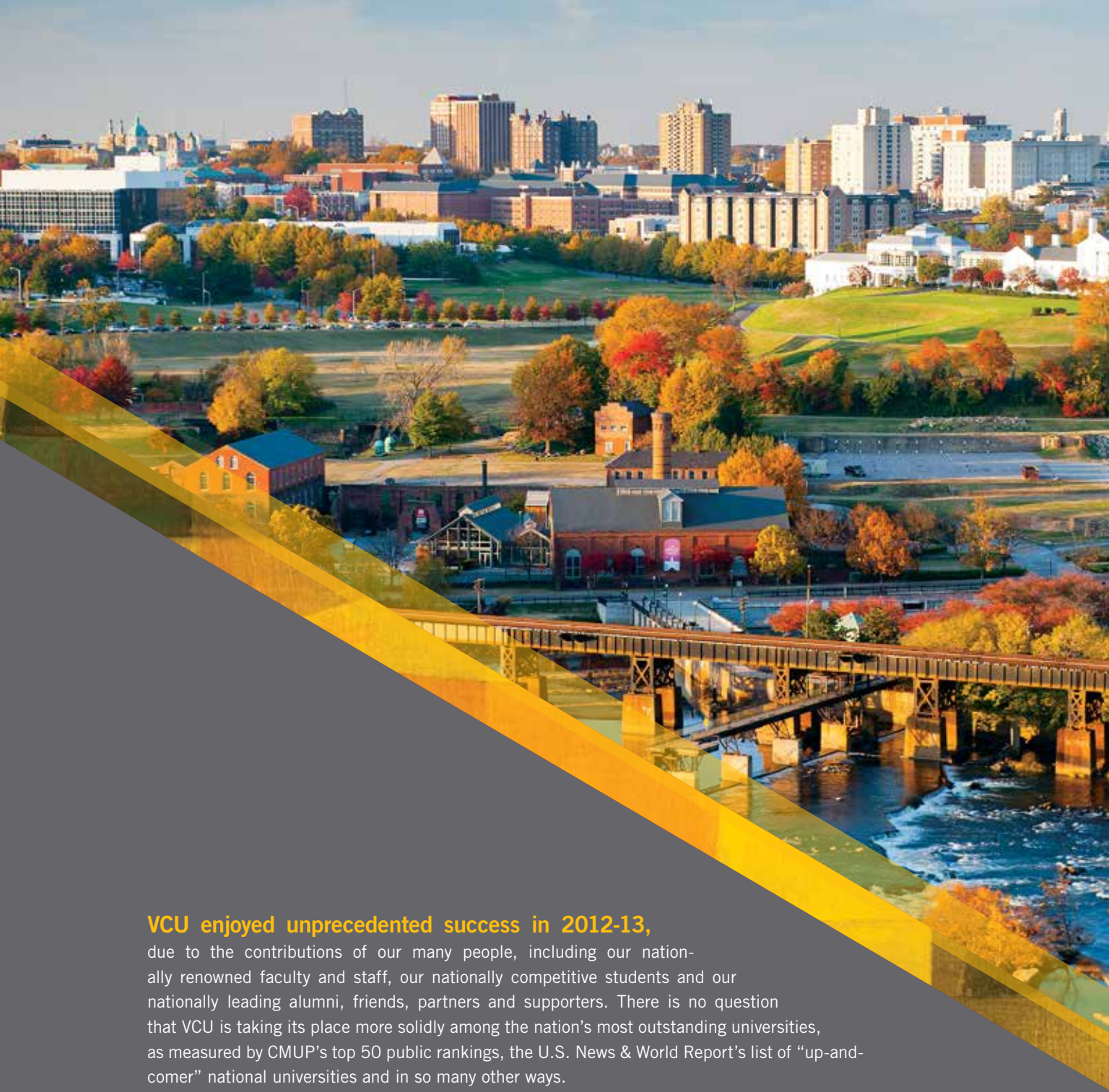
• **Operational efficiencies to enhance allocation to the academic enterprise**

- » Creating a financially self-sustaining parking operation (within five years)
- » Unifying all utility management across VCU (including auxiliaries)
- » Outsourcing all housekeeping operations
- » Unifying all maintenance activities
- » Focusing on shared service centers (financial/administrative)
- » Mandating a single travel service provider for the institution
- » Ethnography study of disbursements, collections and treasury services processes

VCU senior leadership has identified cost reduction and reallocation as a continued priority for FY14. The university is addressing many factors leading to higher costs and student debt, including those that support four-year graduation. On the financial side, we will continue a multipronged effort to reduce costs, reallocate funding for Quest priorities and generate new revenues through fundraising and entrepreneurship.



The university continues to creatively leverage our resources to maintain our status as one of the nation’s premier urban, public research universities.




VCU enjoyed unprecedented success in 2012-13, due to the contributions of our many people, including our nationally renowned faculty and staff, our nationally competitive students and our nationally leading alumni, friends, partners and supporters. There is no question that VCU is taking its place more solidly among the nation’s most outstanding universities, as measured by CMUP’s top 50 public rankings, the U.S. News & World Report’s list of “up-and-comer” national universities and in so many other ways.

Our recognition, this year and beyond, is best measured by the success of our people. In the year to come, our focus will be on leveraging our resources and the talents of our people to achieve even more of the priorities outlined in Quest. We recognize that success brings more success.

What we have achieved — and will continue to achieve — is what matters most to people: an educational experience that transforms lives, innovation that improves lives, service that empowers lives and a commitment to human health that save lives.

Taken together, it is a wonderful time to be part of the VCU community.



Virginia Commonwealth University
Office of the President
P.O. Box 842512
Richmond, Virginia 23284-2512
vcu.edu
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