

Enrollment Workshop

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Fotis Sotiropoulos, Ph.D.

Provost and senior vice president for academic affairs

Hernan Bucheli, Ph.D.

Interim vice president for strategic enrollment
management and student success



VCU's strategy 2023-2024

Short-term

Increase new student pipeline

Improve enrollment yield

Grow VCU presence in other target markets

Launch campus-wide student success engagement plan

Programmatic focus

Expand support for advisors

Improve outcomes in courses that are barriers

Build a culture focused on student success and outcomes

Grow enrollment in high demand areas

Create greater value in the VCU degree

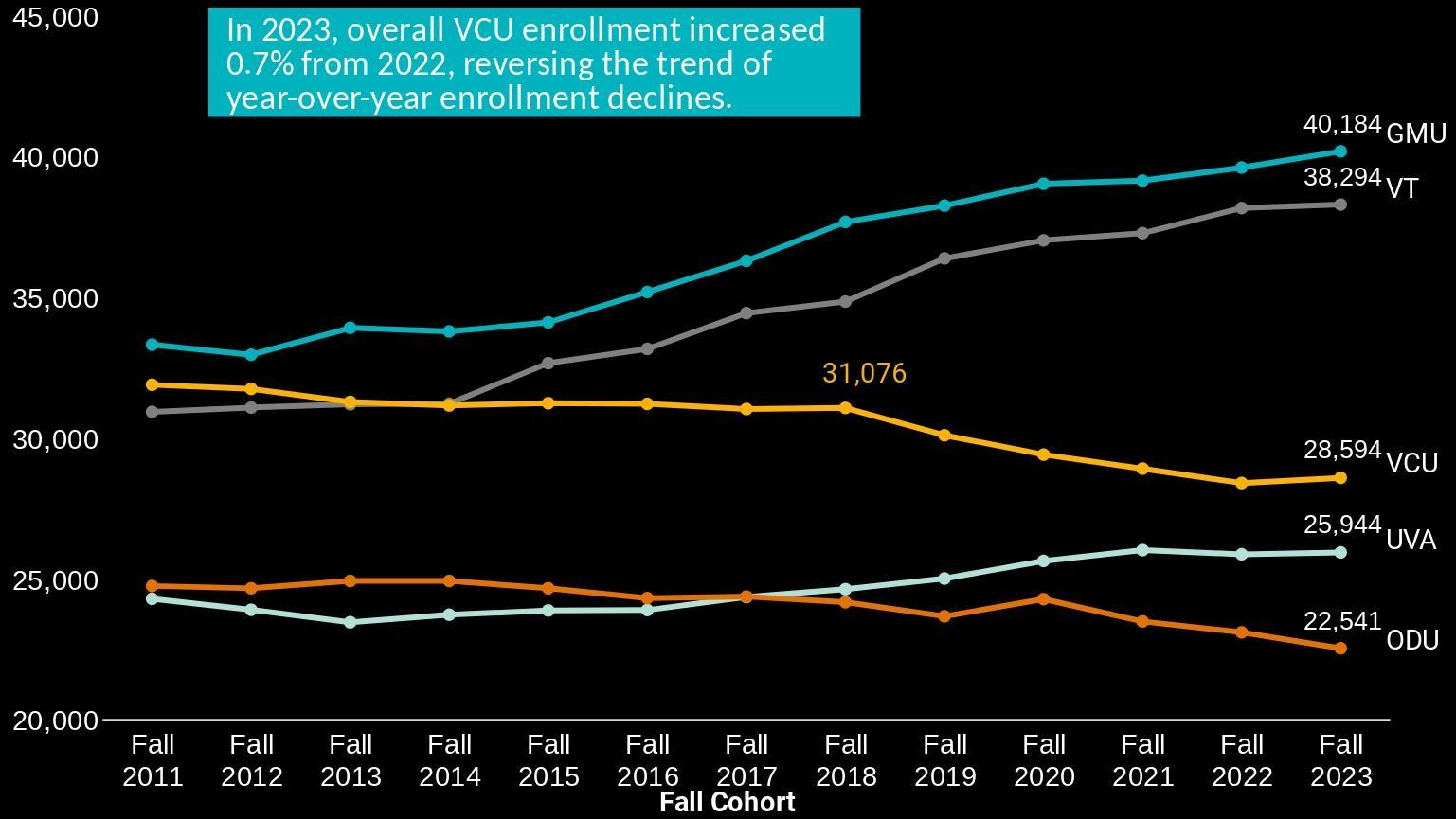
Long-term

Demonstrate value in VCU degree

Prioritize student experience and technology

Overall Enrollment Trends for Virginia R1 Universities

In 2023, overall VCU enrollment increased 0.7% from 2022, reversing the trend of year-over-year enrollment declines.

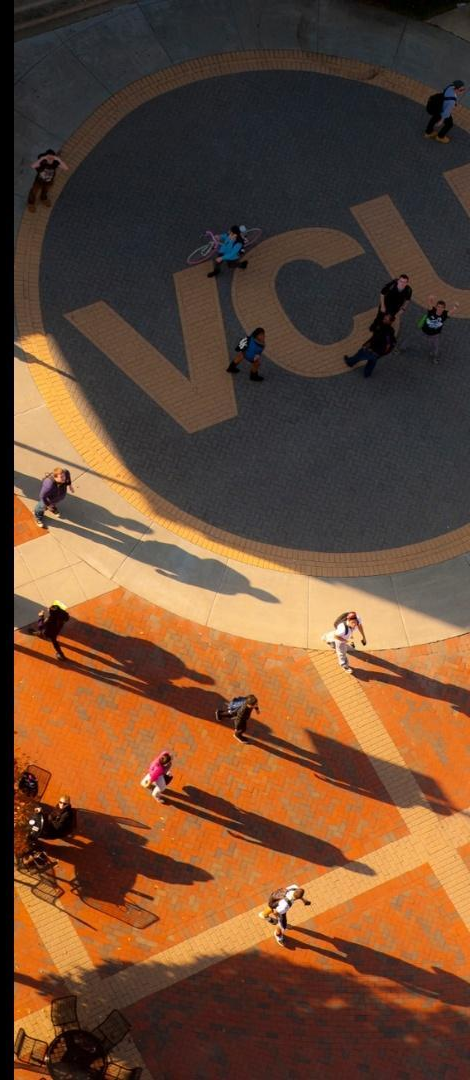
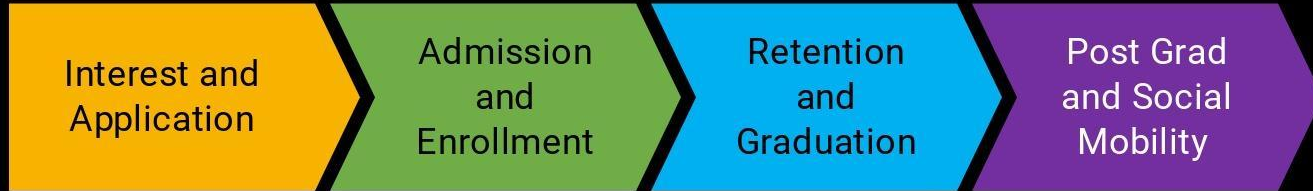


Enrollment Trends



Source: SCHEV E02, Fall 2023

From applicant to graduate



Enterprise Marketing and Communications

Admissions and Enrollment



Overall Enrollment

0.7%



since 2022

Undergraduate Enrollment

1.3%



since 2022

Graduate Enrollment

2.4%



master's degree level

Freshman applications



Interest in VCU



Response time by VCU

FTIC* Freshman applications

Surpassed goal for 2024



Retention and Graduation



First-year **retention** rates

Virginia Commonwealth University

85%

Virginia (4-yr publics)

86%

NATIONAL (4-YR PUBLICS)

81%

Quest 2028 Goal

90%

Retention and Graduation



Six-year **graduation** rates

65%

VCU

73%

Virginia (4-yr publics)

63%

National (4-yr publics)

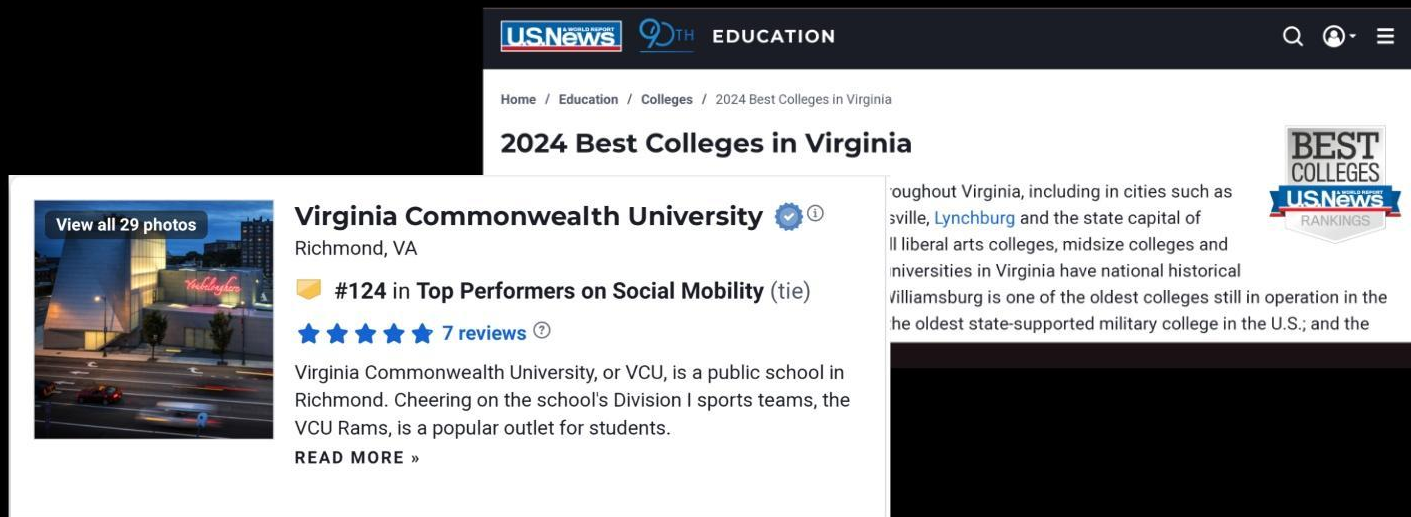
- Increased 8 pp since 2013
- Averages 9pp below Va public 4-years over past decade
- Averages 2pp above national public 4-years

78%

Quest 2028 Goal

Post-Graduation

VCU elevates its graduates' lives



The screenshot shows the US News & World Report website's '2024 Best Colleges in Virginia' page. The main heading is '2024 Best Colleges in Virginia'. A featured card for Virginia Commonwealth University (VCU) is highlighted. The card includes a photo of a building at night with a 'View all 29 photos' button. The text on the card reads: 'Virginia Commonwealth University' with a verified badge, 'Richmond, VA', '#124 in Top Performers on Social Mobility (tie)', and '7 reviews'. Below this is a short paragraph: 'Virginia Commonwealth University, or VCU, is a public school in Richmond. Cheering on the school's Division I sports teams, the VCU Rams, is a popular outlet for students.' and a 'READ MORE »' link. To the right of the card, a snippet of text is visible: 'oughout Virginia, including in cities such as sville, Lynchburg and the state capital of ll liberal arts colleges, midsize colleges and niversities in Virginia have national historical illiamsburg is one of the oldest colleges still in operation in the he oldest state-supported military college in the U.S.; and the'. A 'BEST COLLEGES US News & World Report RANKINGS' badge is also visible on the right side of the page.

VCU ranks 2nd among Virginia's R1 Universities as a top performer for social mobility.

VCU's post-graduation employment + continuing education rate is up nearly 10 percentage points over the last three years (64%).



Higher Education Landscape



FAFSA Simplification Act



Test Optional



Affordability

Enrollment Strategies



Non-
Traditional
Learners



VCU Online



Flexible
Certifications



Transfer
Students



International
Students



Key Enrollment Initiatives

- Multi-year enrollment management plan
- Guaranteed University Admissions
- Targeted marketing campaigns for transfers, adult learners and freshmen
- Focused International Recruitment Initiatives
- Fully online undergraduate degrees programs
- Richmond Talent Pathways
- Optimization in funnel management for masters programs



Closing Equity Gaps

Student
Success
IS OUR
PRIORITY

UNIVERSITY
INNOVATION
ALLIANCE



Higher Education Landscape

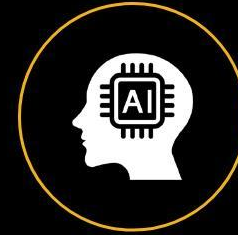
The Perfect Storm



**Declining birth
rates**



**Questioning the value
of higher education**



**Game-changing
technologies**

Academic Progress

New and Innovative Program Development

New programs approved

Graduate Certificates in:
Sustainability
Health and Healthcare
Child Welfare

BA, Computer
Science

BS, Supply Chain
Management

MS, Data
Science

Fully online modalities
approved

BA, Human & Organizational
Development

BS, Accounting

BS,
Anthropology

BS, Health
Services

BS, Marketing

BS, Sociology

BSW, Social Work

In Progress

BS, Pharmaceutical Sciences
Approval anticipated soon (unique in Virginia)

Academic Progress



Streamlined internal processes

- Governance clarity moves proposals faster
- *Modernized* Bulletin cycle allows new courses in one semester



Created innovative minors

Launching in fall 2024:

Interdisciplinary:

Practical AI
Mixed & Immersive Reality Studies

Engineering:

Artificial Intelligence
Nuclear Engineering
Cybersecurity
Aerospace Engineering
Software Engineering
Data Science



Launched microcredentials

- Ethics and Philosophy of AI



Nontraditional Learners and Transfer Students

- Agile academic calendar: shorter semesters, more frequent starts
- Implement competency-based education
- Increase credit for prior learning credit for prior learning

Transformative learning experiences

Across our campuses



Work-based

- Internships



Real World Problem Solving

- Real world problems received from corporate and community partners for our students to address



Faculty-created

- Faculty-created problems tied to their research and projects

Transformative learning experiences

The Global Tech Experience: Podium Education & VCU Partnership

4 tracks Global
Problem Solving

10 students summer 2023

400 students summer 2024



Transformative learning experiences

Student Affairs



Transform Living Learning Program

Two-year living-learning program for leadership and change-making.



Emerging Leaders Program

Selective scholarship program for first-year students.



Peer Leadership Initiative

Students lead their peers to support success.

A woman with curly hair, wearing a light blue lab coat over a white shirt, is working in a biosafety cabinet. She is wearing purple gloves and using a pipette. The background shows the interior of the biosafety cabinet with various lab equipment and containers.

EVERY RAINN'S A RESEARCHER

DISCOVER | CREATE | EXPLORE *YOUR NEXT UNCOMMON EXPERIENCE*

Whether you're a biologist or ballet dancer, find learning that goes **beyond the classroom**. New research-based courses allow you to:

INVESTIGATE:

Gather meaningful information.

REFLECT:

Consider what the information and your observations are telling you.

COLLABORATE:

Bring together different perspectives.

CONNECT:

See how classroom experiences help solve real-world issues.

**READY TO BE A
RESEARCHER?**

[GO.VCU.EDU/QEP](https://go.vcu.edu/qep)

Convergence Labs @ VCU

Benefits

- Virtual Units
- Increase innovative curriculum
- Increase cross-disciplinary research
- Increase scholarly opportunities for faculty

Potential Topics*

- AI and Data Science
- Defense
- Health Equity
- Thriving Communities
- Mental Health
- Medicine
- Neuroscience

**Determined by faculty*



Critical & Inflationary Costs

Invest in the value of a VCU degree

Value investment: \$18M

Drive academic & research excellence

Champion AI in teaching & learning

Transformative learning

Transdisciplinary research

Critical and inflationary costs: \$21.7M

Maintenance & service contracts

(e.g., facilities, academic, IT, etc.)

Faculty promotions & fringe

Military waivers*

State salary increases: \$7.5M

3% state mandate faculty & staff increases total

\$14.7M, 49% of which is state funded*

**estimated pending legislative outcomes*

DISCUSSION