

**CONFIDENTIAL SUMMARY
ACADEMIC AND HEALTH AFFAIRS COMMITTEE
OF THE BOARD OF VISITORS
March 21, 2022
OPEN SESSION**

ACTION ITEMS:

- Minutes of Dec. 10 meeting
- Eight (8) academic program proposals will be recommended for approval. Two-page summaries are in the AHAC Meeting folder in Board Effect. Full Proposals are in a separate folder in Board Effect.
 1. Proposal to create a Graduate Certificate in Business Analytics, School of Business
 2. Proposal to create a Graduate Certificate in Data Science for Management, School of Business
 3. Proposal to create a Graduate Certificate in Decision Analytics, School of Business
 4. Proposal to create a Graduate Certificate in Information Risk, Security, and Assurance, School of Business
 5. Proposal to create a Graduate Certificate in Supply Chain Management, School of Business
 6. Proposal to create a Graduate Certificate in Health Care Financial Management, College of Health Professions
 7. Proposal to change the name of the Department of Rehabilitation Counseling to the Department of Rehabilitation and Mental Health Counseling, College of Health Professions
 8. Proposal to change the name of the School of Public Health to the School of Population Health

FOR INFORMATION/COMMITTEE REVIEW:

- 1) Items that may be action items at upcoming committee meeting:
 - none
- 2) Items that the board needs to be aware of, but will not require action:
 - none

NEW INFORMATION REQUESTED BY AHAC MEMBERS AT PREVIOUS MEETING:

- none

EXECUTIVE REPORTS:

Report from the Provost and Senior Vice President for Academic Affairs

- Provost Fotis Sotiropoulos will report on how VCU is preparing students for the future of work through Transformative Experiences.

Report from the Senior Vice President for Health Sciences

- Dr. Art Kellermann will provide an update on MCV Campus academic leadership and transformative experiences in health programs.

Report from the Vice President for Research and Innovation

- Dr. Sriram Rao will provide a briefing on the One VCU Research Enterprise that covers 1) numbers of interest and importance including: sponsored funding YTD trends, NSF ranking and comparisons to peer institutions 2) an update on the progress of the One VCU Research Strategic Priorities Plan and its current funding approaches 3) an update on technology commercialization benchmarking and current/future global outreach and applications.



**VIRGINIA COMMONWEALTH UNIVERSITY
BOARD OF VISITORS
ACADEMIC AND HEALTH AFFAIRS COMMITTEE**

March 21, 2022

9:30 a.m.¹

**James Branch Cabell Library
901 Park Avenue – Room 303
Richmond, VA
&
Virtual**

AGENDA

1. CALL TO ORDER

2 minutes (9:30 – 9:32)

Ms. Coleen Santa Ana and

Dr. Gopinath Jadhav, *Co-Chairs*

2. ACTION ITEMS

5 minutes (9:32 – 9:35)

Ms. Coleen Santa Ana and

Dr. Gopinath Jadhav, *Co-Chairs*

a. Approval of Minutes – December 10, 2021

b. New Certificate Program Proposals

- i. Proposal to create a Graduate Certificate in Business Analytics, School of Business
- ii. Proposal to create a Graduate Certificate in Data Science for Management, School of Business
- iii. Proposal to create a Graduate Certificate in Decision Analytics, School of Business
- iv. Proposal to create a Graduate Certificate in Information Risk, Security, and Assurance, School of Business
- v. Proposal to create a Graduate Certificate in Supply Chain Management, School of Business
- vi. Proposal to create a Graduate Certificate in Health Care Financial Management, College of Health Professions

¹ The start time for the Board of Visitors meeting is approximate only. The meeting may begin either before or after the listed approximate start time as Board members are ready to proceed.

c. Organization Change Proposal

- i. Proposal to change the name of the Department of Rehabilitation Counseling to the Department of Rehabilitation and Mental Health Counseling, College of Health Professions
- ii. Proposal to change the name of the School of Public Health to the School of Population Health

3. **REPORT FROM THE PROVOST**

20 minutes (9:35 – 9:55)

Dr. Fotis Sotiropoulos, *Provost and Senior Vice President for Academic Affairs*

4. **REPORT FROM THE SENIOR VICE PRESIDENT FOR HEALTH SCIENCES/ CEO VCU HEALTH**

20 minutes (9:55 – 10:15)

Dr. Arthur Kellermann, *Senior Vice President for Health Sciences/ CEO VCU Health*

5. **REPORT FROM THE VICE PRESIDENT FOR RESEARCH AND INNOVATION**

20 minutes (10:15 – 10:35)

Dr. Srirama Rao, *Vice President for Research and Innovation*

6. **CLOSED SESSION – *Freedom of Information Act Sections 2.2-3711 (A) (2)***

Ms. Coleen Santa Ana and Dr. Gopinath Jadhav, *Co-Chairs*

- i. Board of Visitors Award Recipient

20 minutes (10:35 – 10:55)

7. **RETURN TO OPEN SESSION AND CERTIFICATION**

Ms. Coleen Santa Ana and Dr. Gopinath Jadhav, *Co-Chairs*

Action Item:

Approval of items discussed in closed session if necessary

5 minutes (10:55 – 11:00)

8. **OTHER BUSINESS**

Ms. Coleen Santa Ana and Dr. Gopinath Jadhav, *Co-Chairs*

9. **ADJOURNMENT**

Ms. Coleen Santa Ana and Dr. Gopinath Jadhav, *Co-Chairs*

In accordance with the Board's operating procedures and in compliance with the Virginia Freedom of Information Act, there will be no opportunity for public comment at this meeting.



**VIRGINIA COMMONWEALTH
BOARD OF VISITORS
ACADEMIC AND HEALTH AFFAIRS COMMITTEE
December 10, 2021
James Branch Cabell Library
901 Park Avenue – Room 303
RICHMOND, VIRGINIA**

MINUTES

DRAFT

COMMITTEE MEMBERS PRESENT

Ms. Coleen Santa-Ana, *Co-chair*
Dr. Tonya Parris-Wilkins, *Vice Chair*
Mr. Andrew C. Florance
Mr. Edward L. McCoy
Rev. Tyrone E. Nelson
Mr. Stuart C. Siegel
Dr. Shantaram Talegaonkar

OTHER BOARD MEMBERS PRESENT

Mr. H. Benson Dendy III, *Rector*
Ms. Carolina Espinol
Mr. Todd Haymore

COMMITTEE MEMBERS ABSENT

Dr. Gopinath Jadhav, *Co-Chair*

OTHERS PRESENT

President Michael Rao
Dr. Fotis Sotiropoulos, *Provost and Senior Vice President for Academic Affairs*
Dr. Art Kellermann, *Senior Vice President for Health Sciences and CEO of the VCUHS*
Dr. Charles Klink, *Senior Vice Provost for Student Affairs*
Dr. Tomikia LeGrande, *Vice President for Strategic Enrollment Management and Student Success*
Dr. Aashir Nasim, *Vice President for Inclusive Excellence*
Dr. Srirama Rao, *Vice President for Research and Innovation*
Mr. Jordan Matamoro-Mejias, *Undergraduate Student Representative*
Ms. Anne Skelton, *Graduate Student Representative*

Dr. Nancy Jallo, *Faculty Representative*
Dr. Valerie Robnolt, *Faculty Representative*
Mr. Christopher McDonald, *Staff Senate Representative*
Ms. Jamie Stillman, *Director of Strategic Communications, Office of the Provost*
Presidential Cabinet of VCU
VCU students, faculty and staff
Member of the Media

CALL TO ORDER

Ms. Coleen Santa-Ana, Co-Chair of the Academic and Health Affairs Committee, called the meeting to order at 9:30 p.m.

OPEN SESSION ITEMS

Ms. Santa-Ana began by asking the committee to consider items for approval.

On a motion duly made and seconded the following items: 1) Minutes of the Sept. 17, 2021 meeting of the Academic and Health Affairs Committee; 2) Proposal to create a Graduate Certificate in Culturally Responsive Leadership; 3) Proposal to create a Baccalaureate Certificate in Public Health Laboratory Sciences; 4) Proposal to create a Graduate Certificate in Health Equity; 5) Proposal to discontinue the Master of Music in Music; and 6) Proposal to discontinue the Doctor of Philosophy in Art History were approved by a voice vote.

Separately, on a motion duly made and seconded, the proposal to establish the VCU School of Public Health was approved by voice vote.

The proposal briefs for each of these items are attached hereto as ***Attachment A*** and is made a part hereof.

REPORTS

Provost and Senior Vice President for Academic Affairs Fotis Sotiropoulos reported on his plan to build on VCU's momentum of access and student success toward excellence and national prominence in the academic enterprise. Included in his report were key strategies and tactics, as well as examples of metrics of excellence, and [a video prepared for the committee regarding the Classroom of the Future](#). A copy of Dr. Sotiropoulos' presentation is attached hereto as ***Attachment B*** and is made a part hereof.

Dr. Tomikia LeGrande, vice president for strategy, enrollment management and student success, provided an enrollment market scan, which included enrollment plans for next year. A copy of Dr. LeGrande's presentation is attached hereto as ***Attachment C*** and is made a part hereof.

Dr. Art Kellermann, senior vice president for health sciences and CEO VCU Health, provided a report on the proposed School of Public Health. A copy of Dr. Kellerman's update presentation is attached hereto as ***Attachment D*** and is made a part hereof.

Virginia Commonwealth University

Board of Visitors

Draft Academic and Health Affairs Committee December 10, 2021

ADJOURNMENT

There being no further business, Ms. Santa-Ana adjourned the meeting at 10:53 a.m.

**Virginia Commonwealth University
Proposed Program Brief**

Proposal to create a Graduate Certificate in Culturally Responsive Leadership

Overview

Virginia Commonwealth University (VCU) requests approval to create a 15-credit hour Graduate Certificate in Culturally Responsive Leadership. The purpose of the proposed certificate program is to prepare school and community leaders with foundational theory, research and skills related to culturally responsive leadership. Students will develop specific knowledge of power imbalances related to race, ethnicity, culture and class in school and community settings. Graduates will possess the skills to mitigate those imbalances through the establishment of practices that nurture an anti-racist organizational climate. Graduates will be able to: 1) analyze research and theory related to race, ethnicity, culture and class; 2) engage in critical self-reflection and action; 3) develop relationships with schools, communities, nonprofits and other community-based organizations to advocate for transformative, justice-centered praxis in education; 4) implement place- and people-based education strategies to empower communities for social change.

Method of Delivery

Traditional face-to-face classroom format and fully online.

Target Implementation Date

Fall 2022

Target Population

The target audience includes individuals working in K-12 educational settings, including schools and education-related non-profit organizations.

Impact on Faculty

All courses will be taught by existing faculty in the Department of Educational Leadership. Faculty appointments in the proposed Graduate Certificate program will be established by the Chair of the Department of Educational Leadership. The minimum requirements for faculty teaching in the certificate program include a doctorate in educational leadership or a related field and three years of higher education teaching experience

Funding

Resources required to support the proposed certificate include existing resources to support current programs such as: student support services (e.g., enrollment, help desk for computer and technology support, library); faculty support services (e.g., copying, contracts); and general administration (e.g., budgeting, forecasting). Program administration is provided by the program coordinator. Faculty in the Department of Educational Leadership created new courses for the program. Faculty time to teach the new courses will be included in existing teaching loads. No new positions will be created to initiate the proposed certificate program. Virginia Commonwealth University has sufficient resources to initiate and sustain the proposed certificate program.

Next Steps

October 28 - University Council subcommittee on Academic Affairs and University Policies (UCAAUP)
November 4 - University Council Meeting
November 8 - President's Cabinet Meeting
December 9 - Board of Visitor's Meeting

Virginia Commonwealth University Proposed Program Brief

Proposal to create a Baccalaureate Certificate in Public Health Laboratory Sciences

Overview

Virginia Commonwealth University (VCU) requests approval to create a 12-credit hour Baccalaureate Certificate in Public Health Laboratory Sciences. The purpose of the certificate program is to provide students with specific coursework and training for performing laboratory testing in a public health facility. Students will learn knowledge and skills in areas related to public health laboratories (e.g., whole genome sequencing and epidemiology). Graduates will possess competencies and skills specific to a public health laboratory setting and be able to: 1) perform molecular assays not performed routinely in the clinical laboratories such as those applicable to whole genome sequencing and newborn screening; 2) apply the fundamentals of epidemiology in public health surveillance including data collection, analyzing and interpreting data, and evaluating and improving surveillance; and 3) assess and apply quality management and regulatory requirements of public health laboratories.

Method of Delivery

Core courses will be offered fully online. Practicum courses will be offered in a public health laboratory setting.

Target Implementation Date

Fall 2022

Target Population

The primary target audience for the proposed certificate program is existing undergraduate students in the Bachelor of Science (BS) degree program in Medical Laboratory Sciences. Additionally, current graduate students in the Master of Science (MS) degree program in Medical Laboratory Sciences and individuals who possess a bachelor's degree and are certified as Medical Laboratory Scientists may apply to the program.

Impact on Faculty

Full-time faculty from the Department of Medical Laboratory Sciences will be the primary instructors in the proposed program. Two adjunct faculty will also be used. All faculty teaching in the certificate program will meet minimum requirements: master's degree or higher, certified as Medical Laboratory Scientist or related credential, minimum five years' experience in their discipline, and minimum two year's higher education or bench training experience.

Funding

Resources required to support the certificate program are met by existing resources to support current programs. These include student support services (enrollment, help desk, and library), faculty support services, and general administration (budgeting and forecasting). No new faculty or staff positions will be created to support the certificate. Resources for adjunct faculty will be available within the existing budget of the Department of Medical Laboratory Sciences in the College of Health Professions. The university has sufficient resources to offer and sustain the certificate program.

Next Steps

October 28 - University Council subcommittee on Academic Affairs and University Policies (UCAAUP)

November 4 - University Council Meeting

November 8 - President's Cabinet Meeting

December 9 - Board of Visitors Meeting

Virginia Commonwealth University Proposed Program Brief

Proposal to create a Graduate Certificate in Health Equity

Overview

Virginia Commonwealth University (VCU) requests approval to create a 12-credit hour Graduate Certificate in Health Equity. The purpose of the proposed program is to prepare students to manage factors (e.g., differences in income, education, social and physical environments, and access to health care) that contribute to health disparities in the United States (U.S.) by helping them identify and advocate for strategies to reduce these disparities (e.g., increasing insurance coverage, increasing school and social program funding in disadvantaged communities, and eliminating food deserts). Students will gain an understanding of the historical context and existing research on the causes and impact of health disparities. Students will also explore the values and ethical framework that relate to health equity. Students will learn how health care organizations and public entities are funding efforts to address unconscious bias, patient centered care, and the social determinants of health such as housing, food insecurity, and environmental conditions as well as increased access to health care as a means to reduce health disparities. Students will develop skills to understand and influence the policy process and learn to apply advocacy skills to influence policies that affect health equity. Graduates will be prepared to critically analyze, design, and implement strategies to enhance health equity.

Method of Delivery

All courses for the proposed certificate program will be conducted in a fully online format.

Target Implementation Date

Fall 2022

Target Population

The target population for the certificate program is students enrolled in VCU graduate degree programs in the health sciences (e.g., nursing, medicine, pharmacy, dentistry, health professions) as well as other graduate programs such as social work and public administration. The certificate will also target graduates of undergraduate programs in health sciences, social work, and public administration.

Impact on Faculty

Faculty members teaching courses will have appointments in the Department of Health Administration and other departments in the College of Health Professions. All faculty teaching in the certificate program will meet the minimum requirements for faculty as determined by the home departments. No new faculty positions will be created.

Funding

Resources required to support the proposed certificate program include existing resources to support current programs such as student support services (e.g., enrollment, help desk, and library), faculty support services (e.g., copying and contracts), and general administration (e.g., budgeting and forecasting). No new positions will be created to initiate and sustain the proposed certificate program. The university has adequate resources to offer and sustain the proposed certificate program.

Next Steps

October 28 - University Council subcommittee on Academic Affairs and University Policies (UCAAUP)

November 4 - University Council Meeting

November 8 - President's Cabinet Meeting

December 9 - Board of Visitor's Meeting

**Virginia Commonwealth University
Proposed Program Brief**

Intent to Discontinue the Master of Music in Music in the School of the Arts

Overview

Virginia Commonwealth University (VCU) requests approval to discontinue the Master of Music (M.M.) in Music in the School of the Arts. This program has experienced a decline in enrollment in recent years. In 2019-2020 there were four students enrolled in this program, all of whom graduated in the Summer 2020 term. There have been no new enrollments in the program since that time.

VCU submitted materials to SCHEV in August 2021 as part of the productivity review process, and subsequently this discontinuance was the agreed-upon action by SCHEV and the university.

There are no students affected by this closure. There are no students “stopped out” or currently enrolled at this time.

The department will communicate this decision to all potential students, faculty, and staff via the University Bulletin and through direct communication.

Target Implementation Date

Fall 2022

Impact on Faculty and Funding

Resources previously required to sustain the M.M. in Music have been reallocated to related programs within the Department of Music in the School of the Arts. This includes instructional faculty and staff who have supported the program. No staff or faculty have been eliminated as part of this change, and there will be no measurable changes in workload or duties as a result of this discontinuance. No additional costs or fees to students have been associated with this change.

Next Steps

October 28 - University Council subcommittee on Academic Affairs and University Policies (UCAAUP)
November 4 - University Council Meeting
November 8 - President's Cabinet Meeting
December 9 - Board of Visitor's Meeting



Program Productivity Process: *Intent to Discontinue Cover Sheet*

Complete a separate cover sheet for each program closure. Completed cover sheets should be emailed to emilyhils@schev.edu.

1. Institution: Virginia Commonwealth University	
2. Program name: Music	
3. Degree designation (e.g. AA, BS, MBA, PhD): Master of Music (M.M.)	4. CIP code: 50.0903
5. Date beyond which no new enrollments will be accepted (last semester and year): Fall 2021	6. Termination date for reporting degrees (last semester and year when the degree will be granted): Fall 2021
7. Submitted by (name, title, email address): Deborah S. Noble-Triplett, Ph.D., Senior Vice Provost for Academic Affairs, nobletriplett@vcu.edu	

Virginia Commonwealth University Proposed Program Brief

Intent to discontinue the Doctor of Philosophy in Art History

Overview

Virginia Commonwealth University (VCU) requests approval to discontinue the Doctor of Philosophy (Ph.D.) in Art History in the School of the Arts. The program has experienced a decline in enrollment and funding in recent years. In 2020-2021, the Ph.D. in Art History enrolled five students and graduated one.

VCU submitted materials to SCHEV in August 2021 as part of the productivity review process, and subsequently this discontinuance was the agreed-upon action by SCHEV and the university.

There are currently four students affected by this closure. None of these students is taking courses, as all are in the dissertation phase of their doctoral programs. Students will be permitted to finish their dissertations and graduate within eight semesters, which is consistent with university policy. The teach out plan will be to offer the dissertation course in which they will enroll each semester until degree completion. There are no “stopped out” students affected by this closure.

The department will communicate this decision to all students, faculty, and staff via the University Bulletin and through direct communication.

Target Implementation Date

Fall 2022

Impact on Faculty and Funding

The resources required to sustain the Ph.D. in Art History have been reallocated to related programs within the Department of Art History. This includes instructional faculty and the staff who support the program. No staff or faculty have been eliminated as part of this change, and there will be no measurable changes in workload or duties as a result of this decision. No additional costs or fees to students have been associated with this change.

Next Steps

October 28 - University Council subcommittee on Academic Affairs and University Policies (UCAAUP)

November 4 - University Council Meeting

November 8 - President's Cabinet Meeting

December 9 - Board of Visitor's Meeting



Program Productivity Process: *Intent to Discontinue Cover Sheet*

Complete a separate cover sheet for each program closure. Completed cover sheets should be emailed to emilyhils@schev.edu.

1. Institution: Virginia Commonwealth University	
2. Program name: Art History	
3. Degree designation (e.g. AA, BS, MBA, PhD): Doctor of Philosophy (Ph.D.)	4. CIP code: 50.0703
5. Date beyond which no new enrollments will be accepted (last semester and year): Fall 2021	6. Termination date for reporting degrees (last semester and year when the degree will be granted): Spring 2025
7. Submitted by (name, title, email address): Deborah S. Noble-Triplett, Ph.D., Senior Vice Provost for Academic Affairs, nobletriplett@vcu.edu	

Virginia Commonwealth University Proposed Organizational Change Brief

Proposal

Virginia Commonwealth University (VCU) requests approval to establish a School of Public Health. The proposed School of Public Health will build on VCU's long-accredited and substantive public health program as a stand-alone academic unit within the university and consistent with national accreditation standards, will have the same reporting structure as the other schools at the university (e.g., College of Health Professions; and the Schools of Dentistry, Medicine, Nursing, and Pharmacy).

Overview

The proposed School of Public Health intends to focus on advancing the health of the commonwealth, with a particular emphasis on eliminating longstanding racial, ethnic, economic and geographic health disparities. The proposed school will attract and prepare a high-performing public health workforce with the breadth of knowledge and skills required to meet existing and emerging threats to public health. The proposed school will also catalyze world-class, multidisciplinary and inter-professional research across VCU's MCV and Monroe Park Campuses to improve public's health at a local, regional, national, and global level.

Impact on Existing Programs/Policies

The proposed organizational change will: 1) academically relocate the Department of Biostatistics, 2) academically relocate and reorganize the Department of Health Behavior and Policy into two departments -- the Department of Social and Behavioral Health and the Department of Health Management and Policy, and 3) academically relocate and elevate the Division of Epidemiology, currently located within the Department of Family Medicine and Population Health, to become a Department of Epidemiology. All three organizational units currently reside in the School of Medicine but will be reallocated, with the support of the School of Medicine's dean and faculty, to the proposed School of Public Health. The academic programs that reside within each of the departments will realign with their respective departments.

Impact on Faculty

Initially, the proposed School of Public Health will house 41 instructional faculty and 6 adjunct faculty for a total of 47 faculty. The current faculty are academically located in the School of Medicine and will relocate to the proposed school. The instructional faculty of the proposed School of Public Health will include 26 faculty (15 tenured, 11 tenure-track) and 15 full-time (i.e., non-tenure or non-tenure eligible positions) faculty. These faculty will be supplemented by 6 adjunct faculty for a total of 47 faculty positions. As enrollment grows, additional faculty will be hired. Anticipated enrollment growth has been budgeted for the first three years of the school's operations.

Funding

Funding for the proposed School of Public Health will be sourced in two ways: (1) existing VCU resources allocated to the departments that are being restructured into the new school will be retained and (2) VCU Health will provide \$5 million dollars in start-up support to cover initial operating costs, and will underwrite any operating deficits that might occur over the life of the school.

Next Steps

November 18: University Council subcommittee on Academic Affairs and University Policies (UCAAUP)
December 2: University Council Meeting
Electronic Vote: President's Cabinet Meeting
December 8-9: VCU Health System Board of Directors
December 9: VCU Board of Visitors Meeting

Provost Report

VCU Board of Visitors
December 10, 2021

Fotis Sotiropoulos, Ph.D.

Provost and Senior Vice President for Academic Affairs





Our vision is bold, distinctive, and impactful

Provide equitable **access** to transformative education leading to student **success** and **social mobility** in a rapidly changing world

Foster a culture of inclusive excellence in teaching, research, scholarship, creative works, and clinical care

Improve the human experience through impactful cross-cutting societally relevant research

Expand **community engagement** and partnerships that promote **economic development and prosperity**

We are bringing our vision into focus by:

- Building a culture of accountability
- Committing to define and track measures of excellence and impact
- Providing students impactful experiences that strengthen their employability



Culture of Accountability for Academic Leaders

We are developing a consistent and unified approach with an ongoing focus on diversity, equity, and inclusion.

This approach emphasizes our collective responsibility and supports progress in these key areas.

- Academic performance and student success
- Faculty recruitment and retention
- Scholarly excellence
- Research quality and breadth
- Fiscal management
- Philanthropic fundraising

Benchmarking our progress against aspirational peers

We will measure progress against aspirational peers with:

- Analytics tools
- National data bases for benchmarking

Focusing on:

Faculty scholarship, research and research training impact

- Federal R&D expenditures
- Doctoral degree production
- Scholarly impact

Student access and success

- Graduation rates
- Employment outcomes

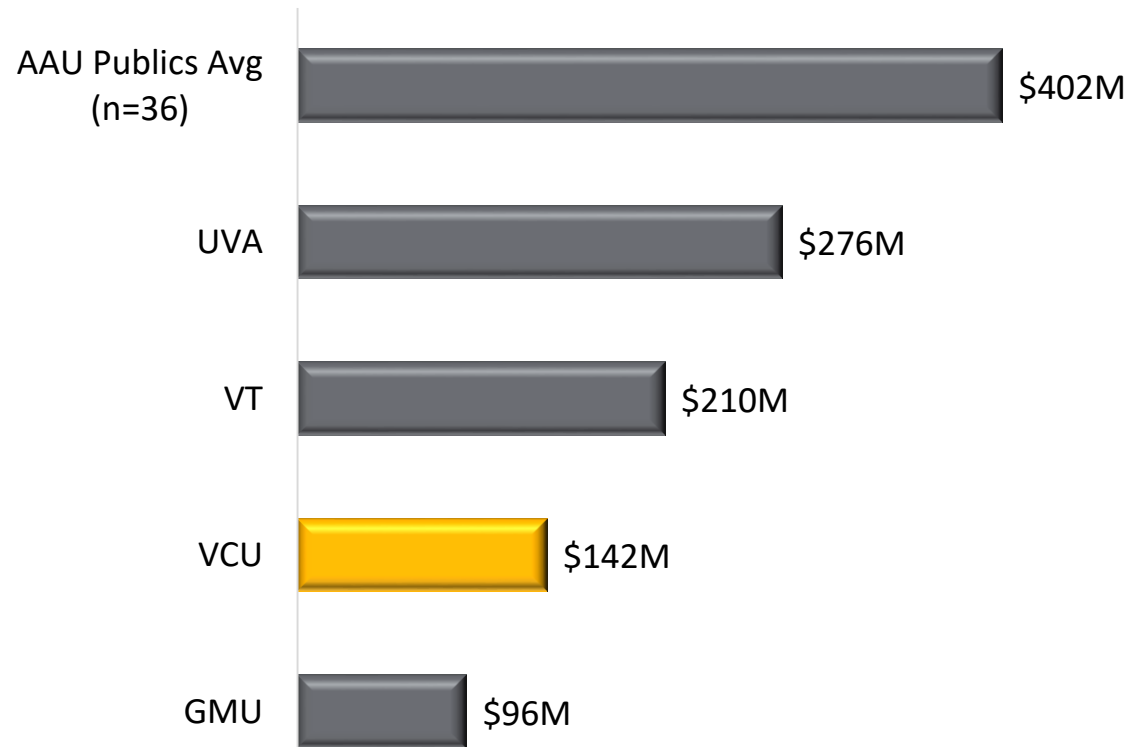
Data-driven goal setting and decision-making will drive a culture of excellence in everything we do!



Metrics of faculty research & research training impact

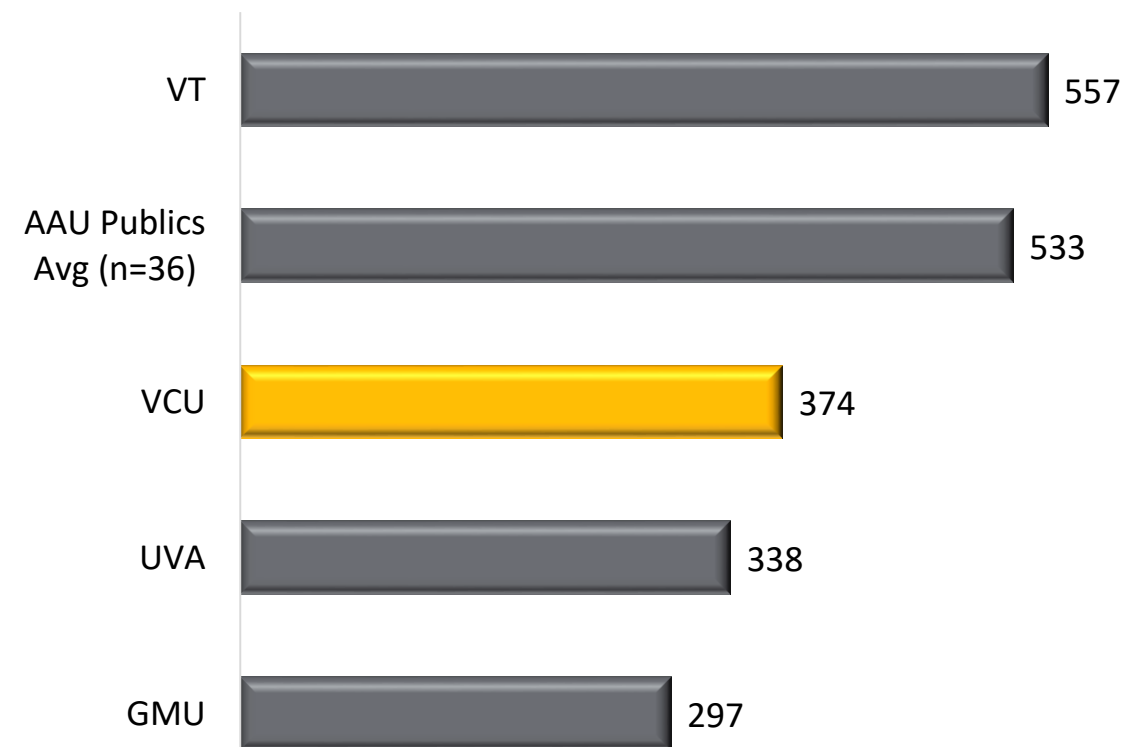
These measures reflect the contributions of our faculty to society in terms of producing new knowledge and original research and training the next generation of researchers, scholars and art makers.

Research impact: 2019 Federal R&D expenditures VA R1s & Association of American Universities (AAU) Publics



Source: NSF Higher Education R&D (HERD) Survey

Research training impact: Number of doctoral degrees (2019-2020) - VA R1s & AAU Publics

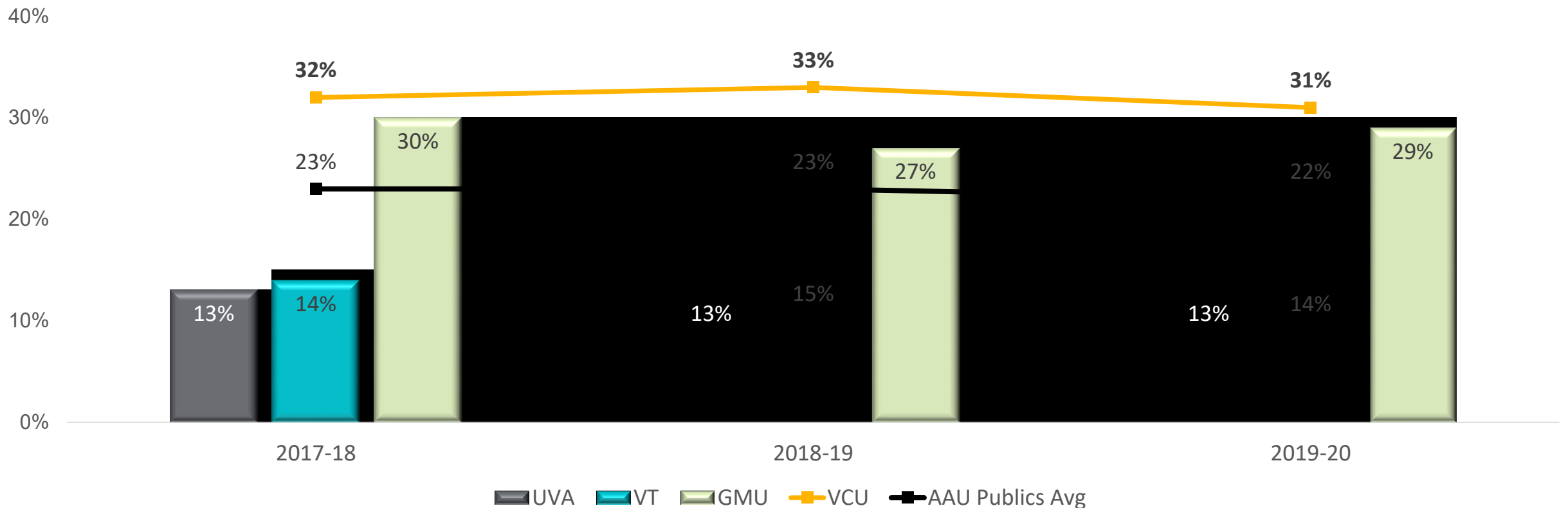


Source: IPEDS

Student Access and Success

Full-time undergraduate students who are Pell recipients measures our commitment to access and equity

Percent first-time, full-time UG Pell recipients, VA R1s & AAU publics



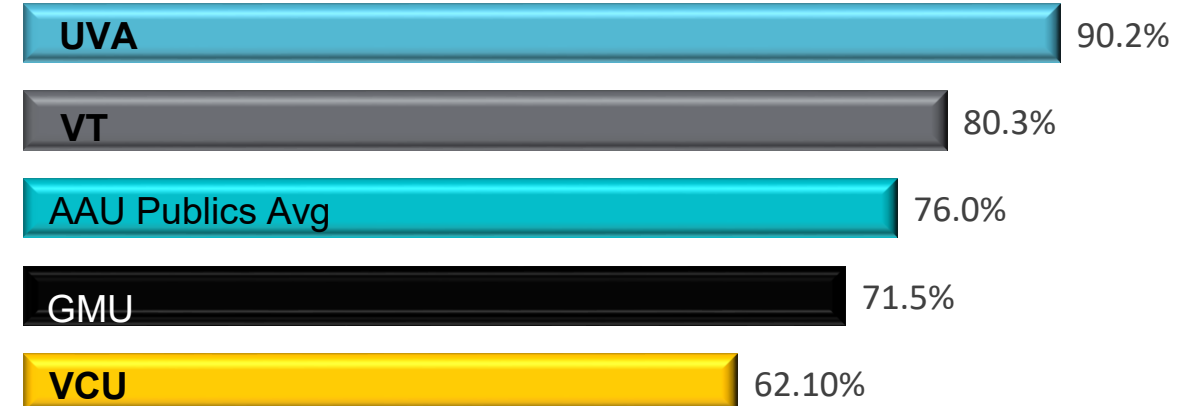
Student Access and Success

The strides we have made in 6-year graduation rates need to be considered in context with our commitment to access highlighted by our Fall 2019 admission rate of 87% compared to AAU publics average of 46%.

6-year graduation rate for VA R1s & AAU publics
(Fall 2014 cohort)



6-year **Pell** graduation rates for VA R1s & AAU publics
(Fall 2014 cohort)



Source: IPEDS

Undergraduate Student Employability Measures, Class of 2018-19

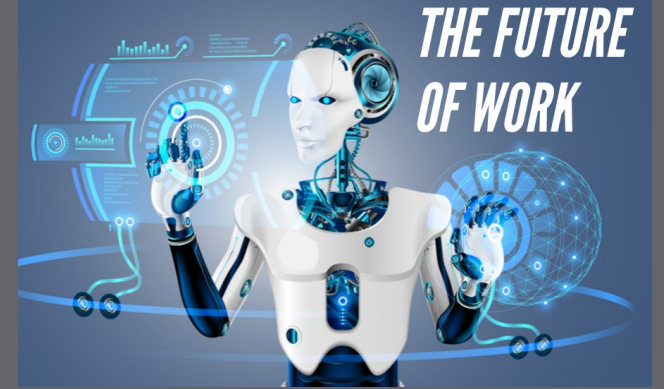
Strong employability requires that students graduate with market-relevant degrees and the skills that employers value. Experiential, immersive real-world learning allows students to cultivate these skills, develop multidisciplinary perspectives and cultural fluency, and address global challenges.

	Employed Full-time	Continuing Education	Still Seeking
VCU	53%	16%	23%
National R1s	53%	20%	16%
All Publics	53%	18%	17%
National Avg	55%	19%	14%

Increasing employability and preparing our students for the future of work

- Foundational literacies for all our students in computing, data science, and entrepreneurship
- Less emphasis on the classroom and greater emphasis on experiential learning
 - Real world experience: Internships
 - Project-based learning in teams: Multi-year and multi-disciplinary community and industry-driven projects
 - Engagement in faculty research
- Life-long learning: Meeting the re-skilling and re-tooling needs of our alumni

World-class faculty who are contributing new knowledge to society dramatically increase the value of a VCU degree and drive student recruitment, retention, and career success.



Key competencies for new hires

1. Oral & written communication
2. Creative problem solving
3. Professionalism/work ethic
4. Teamwork/collaboration
5. Leadership
6. Information technology
7. Career management
8. Global/multi-cultural fluency

Source: National Association of Colleges & Employers

The classroom of the future

- The **da Vinci Center for Innovation** exemplifies how VCU can infuse high-impact, career-focused experiences into the curriculum.
- Students develop skills employers are seeking
- Program increases diversity and inclusivity in entrepreneurial and technical ecosystems.



<https://youtu.be/z94wop0Bj4Q>

Enrollment Landscape Comparison and Future Planning

Board of Visitors

Academic and Health Affairs Committee

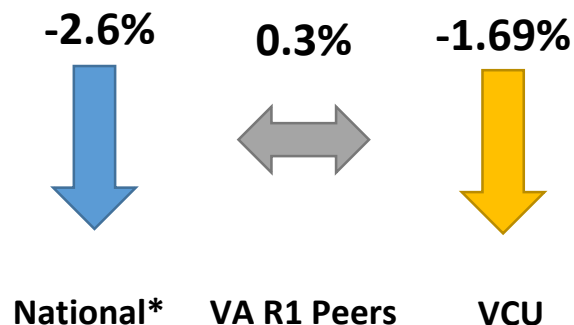
December 10, 2021



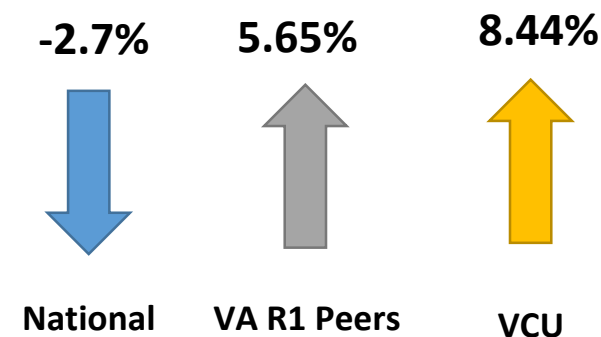
National and State Enrollment Landscape

Comparison of national, state and VCU percent change between 2020 and 2021

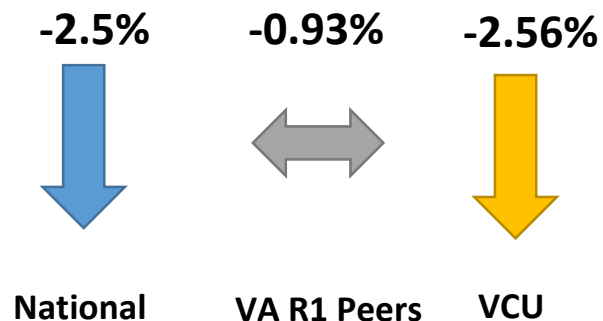
Total Enrollment



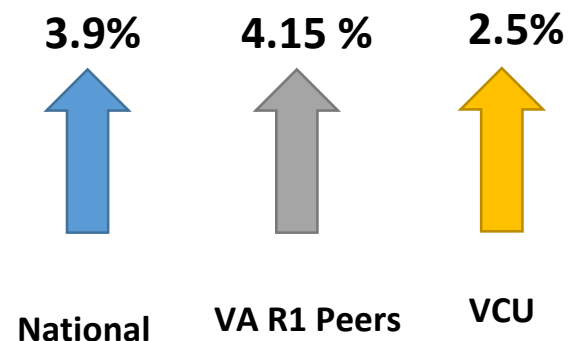
New Freshman Enrollment



Undergraduate Enrollment



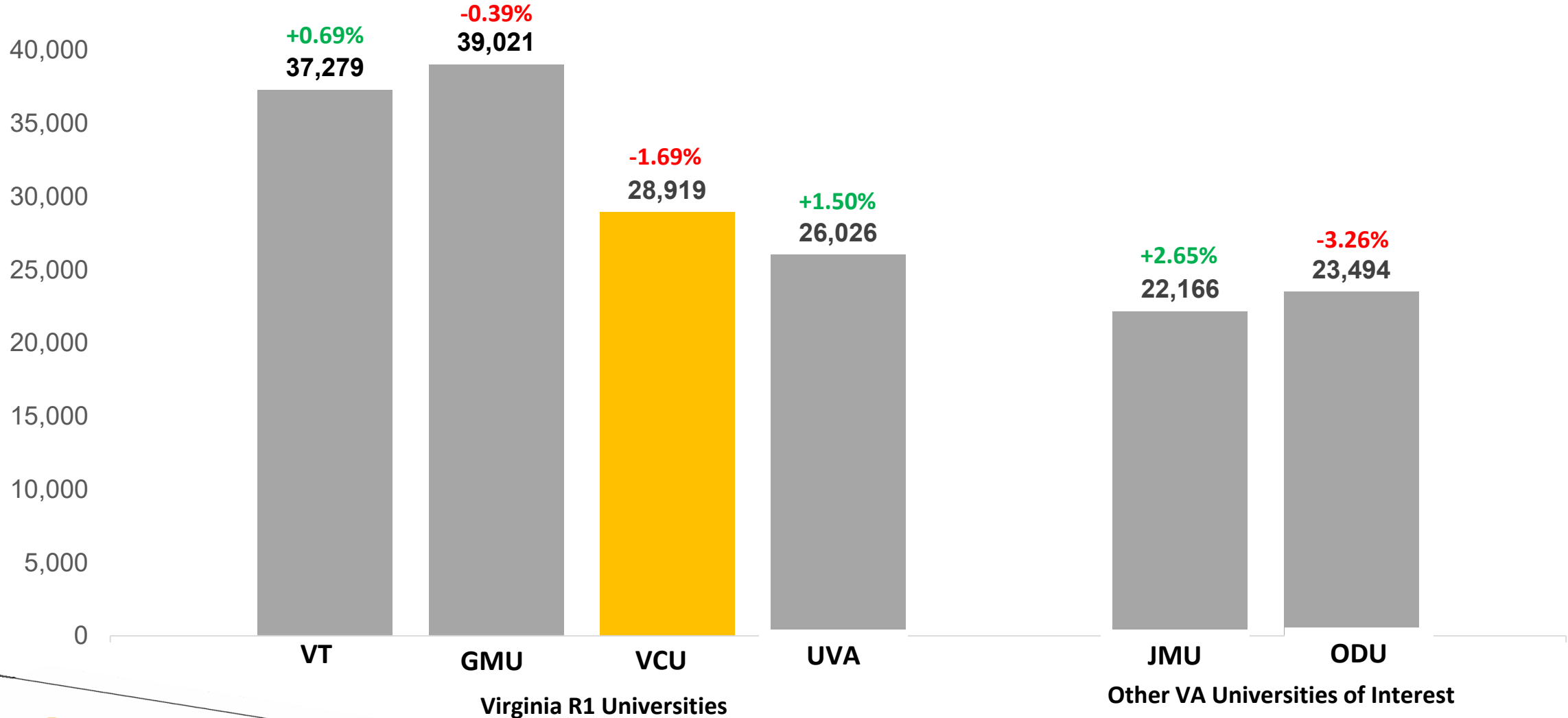
Graduate Enrollment



Total enrollment at Virginia's R1 Universities, stayed flat, increasing 0.3%. VCU enrollment declined 1.69% compared to previous year.

Fall 2021 Total Headcount

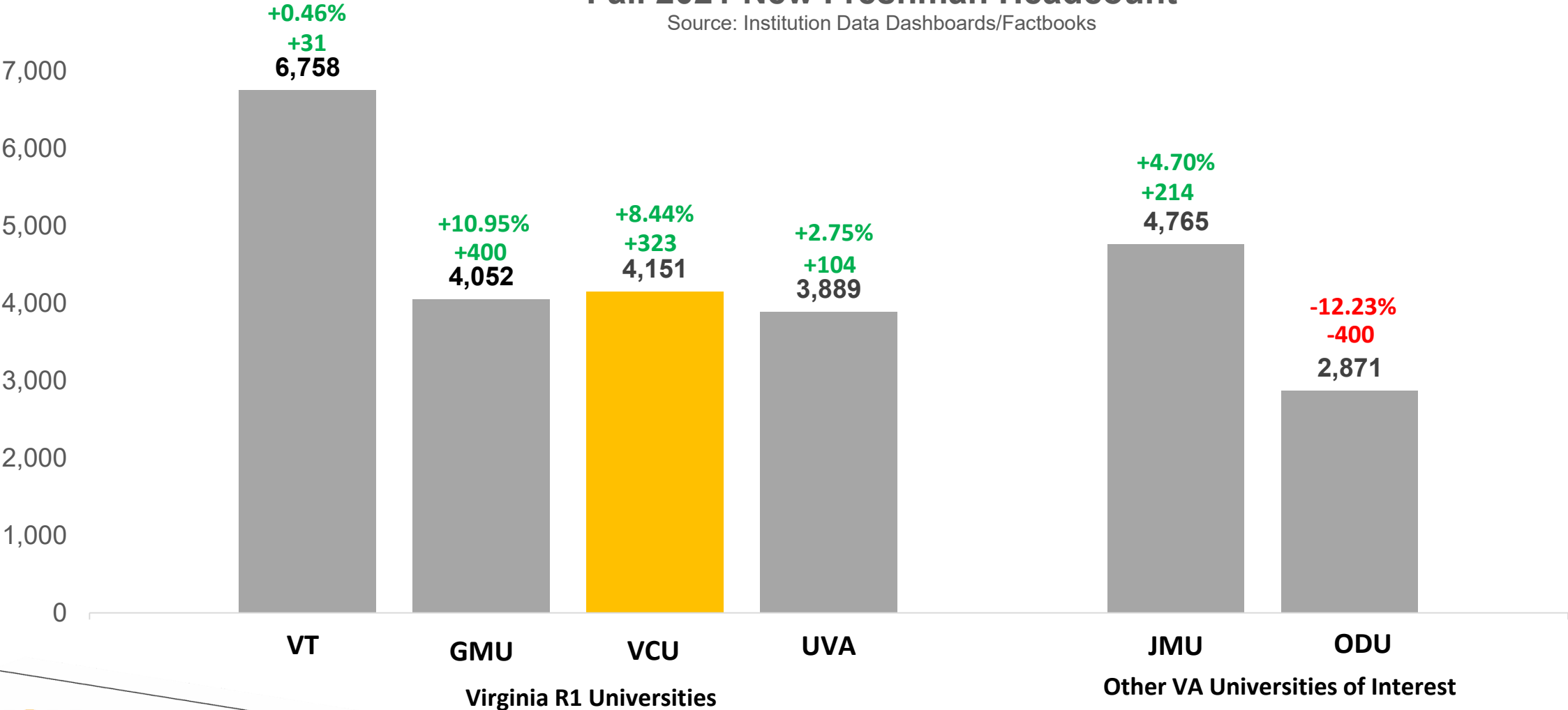
Source: Institution Data Dashboards/Factbooks



Freshman enrollment declined 3% nationally, but increased 5.65% among Virginia R1 universities. VCU freshman enrollment increased 8.4%.

Fall 2021 New Freshman Headcount

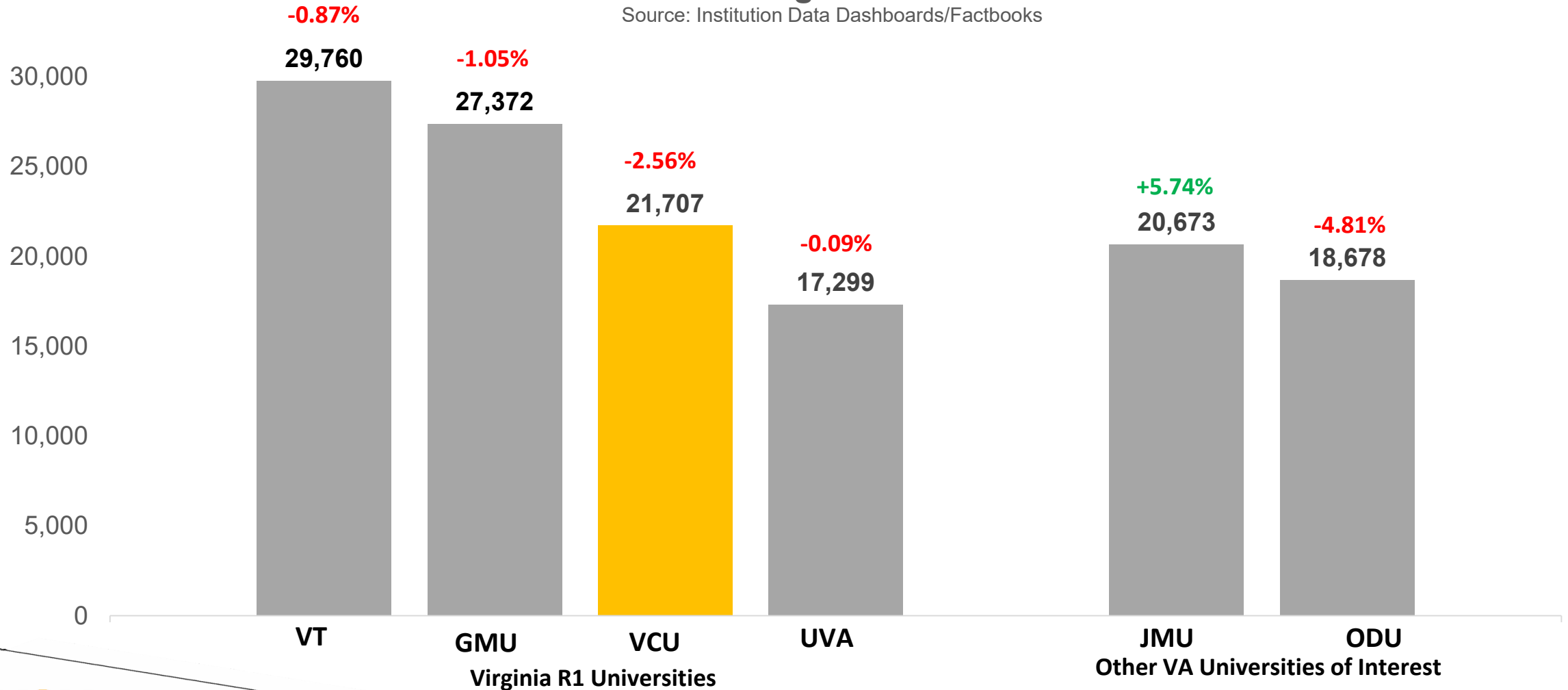
Source: Institution Data Dashboards/Factbooks



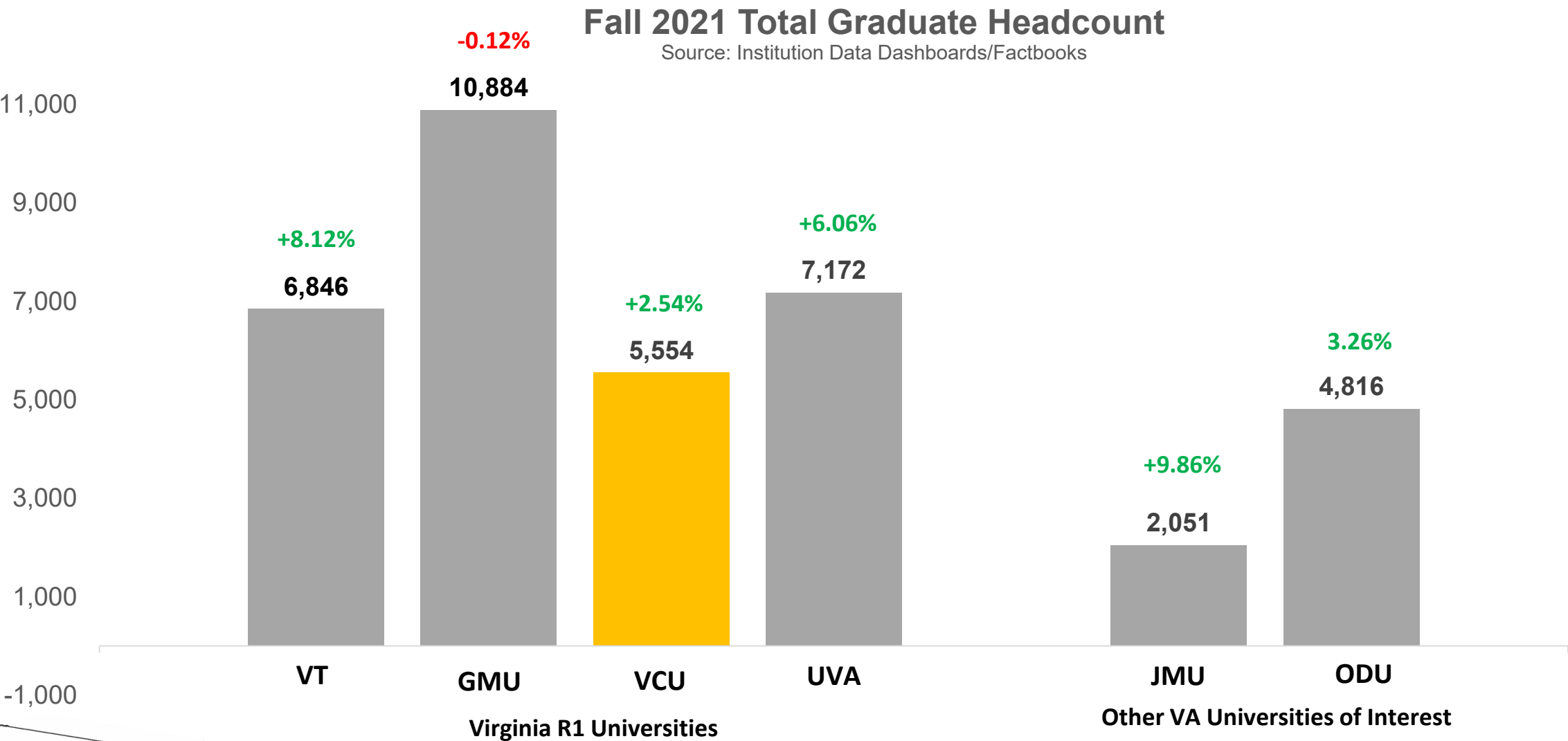
Nationally, many 4 YR public institutions experienced a decline in undergraduate enrollment. Undergraduate enrollment changes varied across Virginia universities, with all R1 institutions experiencing a decline.

Fall 2021 Undergraduate Headcount

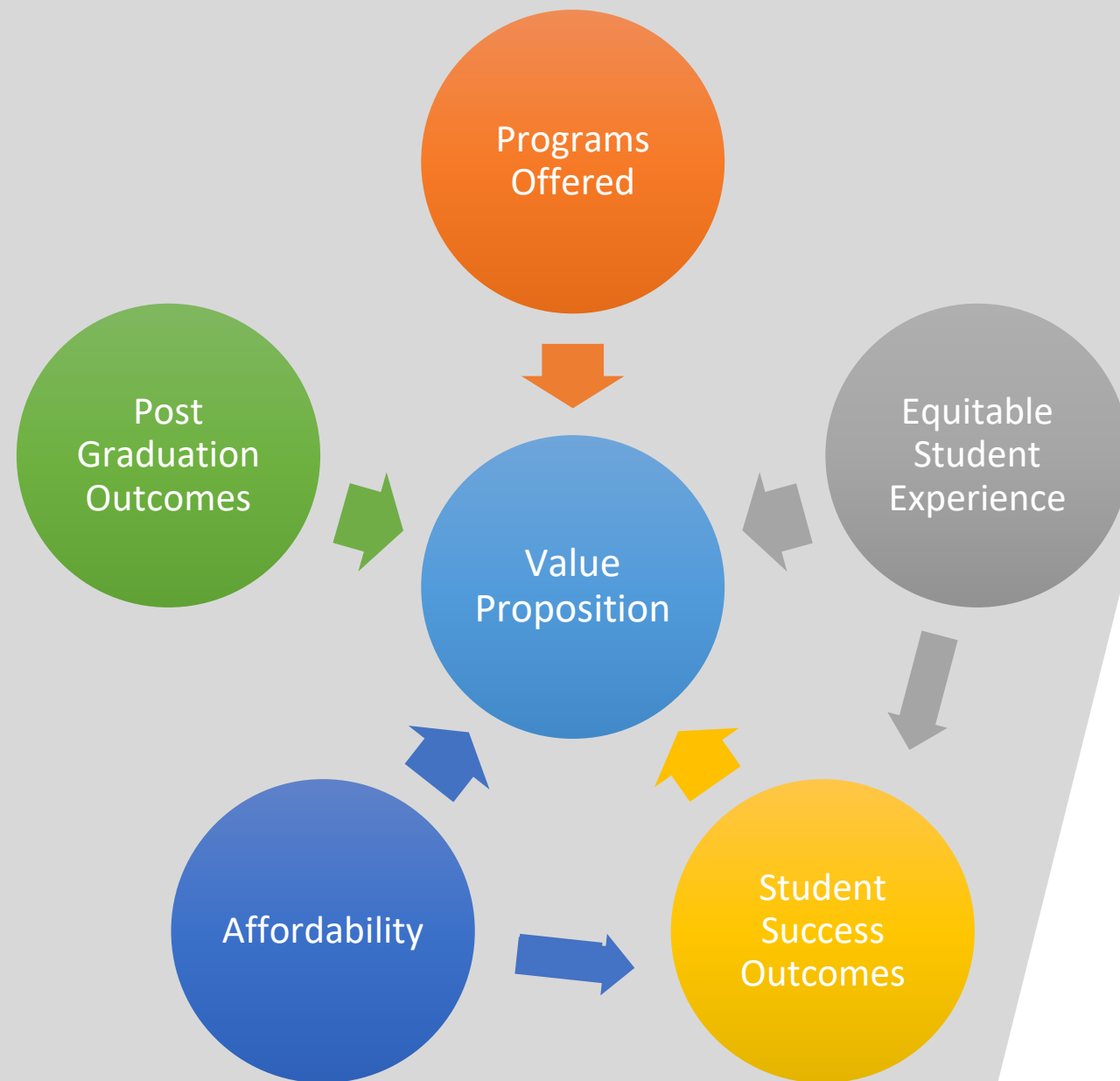
Source: Institution Data Dashboards/Factbooks



Graduate enrollment increased over 4% nationally and among Virginia R1 peers. VCU graduate enrollment increased 2.54%



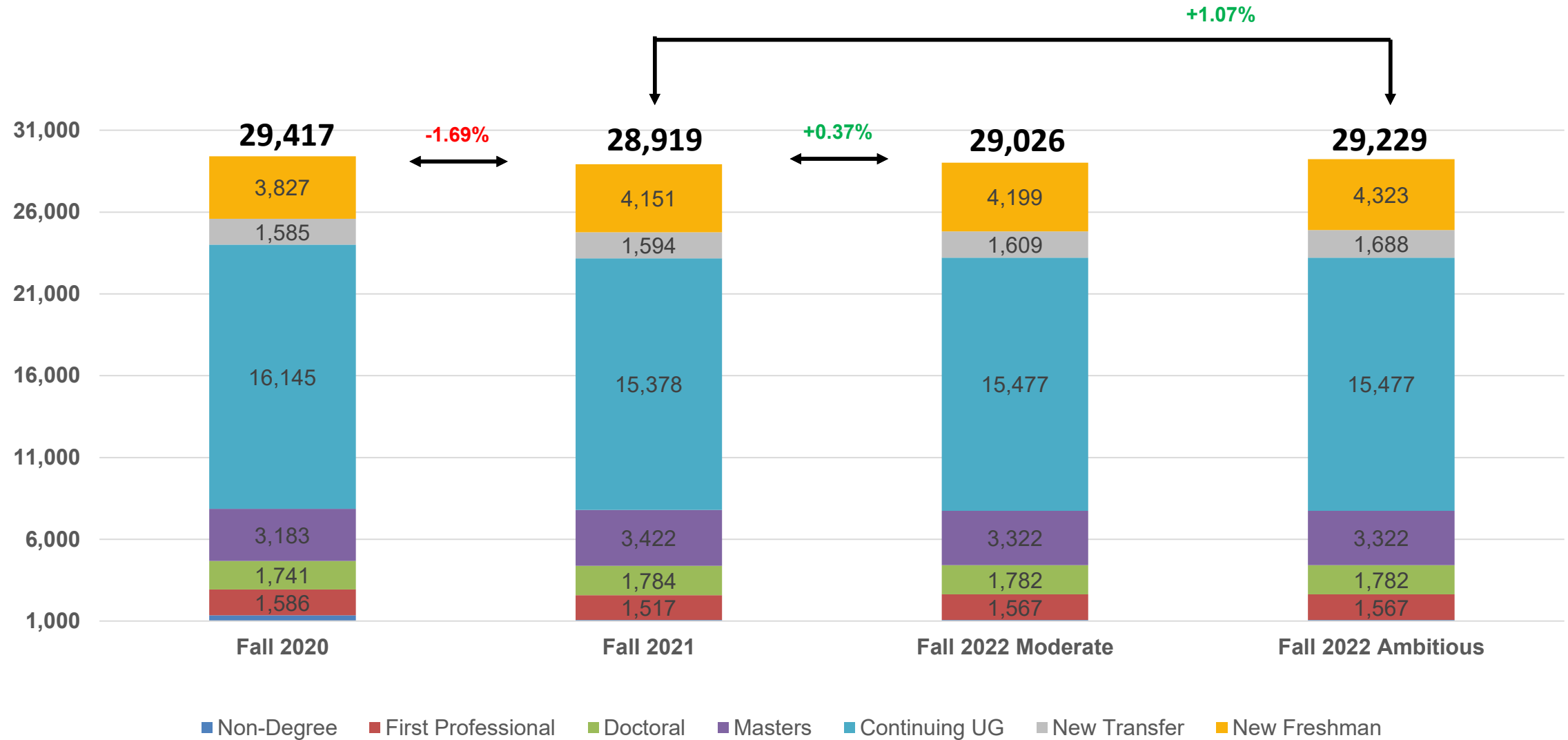
Increased Value Proposition Contributes to Opportunities for Increased Enrollment



VCU 2025 Strategic Enrollment Management Plan

- Increased enrollment in the following target areas:
 - New Freshman
 - In-State & Out-of-state
 - New Transfers & Working Adults
 - New Masters Enrollment
 - Online Programs
 - International Students
- Increased retention

Fall 2022 Enrollment Projection Options



Strategies for Fall 2022 Enrollment Cycle

New Student Interest and Enrollment

- 1 Strengthen VCU awareness and interest in target markets:**
 - New Freshman: Virginia, Maryland, North Carolina, Pennsylvania, New York, and New Jersey
 - New Transfers: Virginia Community Colleges and Working Adults in Greater Richmond area
 - New Master's: VCU undergraduates, working professionals, underrepresented populations.
- 2 Improve conversion rates throughout the new student enrollment funnel:**
 - Personalized student and family engagement
 - New Student Orientation redesign
- 3 Continue to improve financial aid and scholarship options and timing**

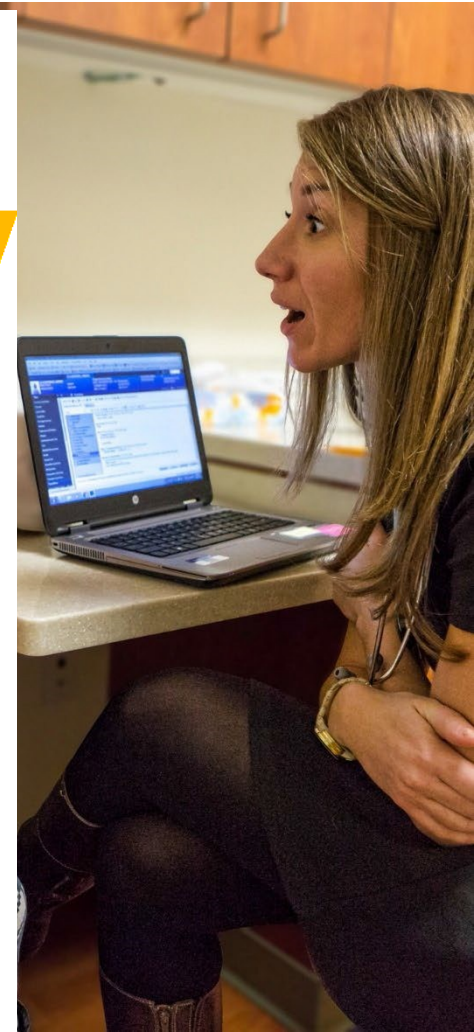
Continuing Student Retention

- 4 Strengthen VCU student experience by advancing VCU's culture of care:**
 - Heighten understanding of student populations and redesign supports where needed to emphasize a caring atmosphere
 - Better integrate and present student support services across campus.
 - Improve student success in barrier courses
 - Strengthen faculty awareness and engagement
 - Design new academic support approach
- 5 Interventions to improve equity gaps:**
 - Men of Color Initiative
 - You First at VCU, First-Generation Student Success and Research Center
- 6 Continue to strengthen affordability focus⁹**

Reimagining public health at VCU for our students and the Commonwealth

VCU Board of Directors
Dec 10, 2021

Art Kellermann, MD, MPH



Virginia & our world have compelling needs

- The pandemic exposed stark shortcomings in public health at all levels.
- Once it recedes, other threats will remain



So does VCU & VCU Health

- VCU urgently needs to grow undergrad & masters degree enrollment and research funding. A SPH can do all three
- VCU Health needs to free up beds to reduce costs. Improving the health of disadvantaged communities could reframe VCU Health's "safety net" mission in a powerful way
- VCU and VCUHS exist to serve the Commonwealth

How would it work?

- The bulk of assets *already exist* at VCU
- Two depts, one division + faculty & staff would move from SoM to the SPH, but keep their offices
- A modest dean's staff would be co-located
- Reorganizing these into four depts w/ 4 existing PhD programs and adding a 3rd MPH track meets CEPH accreditation criteria
- By focusing on grad ed, an SPH would enhance, rather than compete, with existing pre-health undergrad programs
- Schools with relevant bachelor's programs will have option to partner with the SPH to create *5-year* dual-degree tracks
- The University will not incur new costs. VCU Health will underwrite any unmet expenses to advance its “safety net”



Why now?

- High student interest in public health
- Focus on health equity and other 21st century challenges should create opportunities for VCU faculty with a wide range of expertise (e.g., media, business, social work, education, public policy, environment, etc.)
- Could attract substantial philanthropy
- “Workforce development” a key goal in VDH’s newly-released *Public Health Transformation Plan*
- VCU Health must reduce preventable hospitalizations



In addition...

- At least two other Va universities are launching schools
 - In 2005, VCU got SCHEV approval to start a SPH, but later
- t. This could be our last chance.

This idea is not new...



expanded. In 1925 the school became the Richmond Division of the College of William and Mary and moved to its permanent home here at 827 West

Virginia Commonwealth University Proposed Program Brief

Proposal to create a Graduate Certificate in Business Analytics

Overview

Virginia Commonwealth University (VCU) requests approval to create a 12-credit hour Graduate Certificate in Business Analytics. The purpose of the proposed Graduate Certificate in Business Analytics is to introduce students to the fundamental methods for data management, descriptive analytics, and statistics applied to business problems. Upon completion of the proposed certificate program, students will be able to write advanced SQL statements, create visualizations for data storytelling, and build statistical models for system understanding.

Method of Delivery

The proposed certificate program will be offered in fully online, face-to-face, and hybrid delivery formats.

Target Implementation Date

Fall 2022

Target Population

The intended target audience for the proposed certificate program is people who are interested in leveraging analytics to support decision making, including people currently working as business analysts or data managers.

Impact on Faculty

Faculty appointments in the proposed certificate program are established by the recommendation of the program director, a full-time faculty member in the school. Faculty teaching in the proposed certificate program will hold a doctorate in an appropriate discipline such as business analytics, operations research, decision sciences, statistics, management science, or information systems. Five full-time faculty from the school/college will teach courses in the proposed certificate program. No adjunct faculty will be used to initiate the proposed certificate program.

Funding

The proposed certificate program will be supported by resources already in place to sustain existing academic programs, including student support services (i.e., enrollment services, library support, and career services) and faculty support services (i.e., advising, ALTLab, and CTLE). The graduate program director and administrative staff in the Office of Graduate Programs in the School of Business will actively recruit, maintain and support students in the proposed certificate program. The faculty advisor and administrative staff from the Supply Chain Management and Analytics and Information Systems departments will also provide support for the proposed certificate program. The school faculty will engage in ongoing curriculum development reviews and assessments to ensure the proposed certificate program is kept current with industry trends and market needs. No new faculty or staff positions will be created to support the proposed certificate. The university has sufficient resources to offer and sustain the proposed certificate program.

Next Steps

January 27 - University Council subcommittee on Academic Affairs and University Policies (UCAAUP)
February 3 - University Council Meeting
February 7 - President's Cabinet Meeting
March 21 - Board of Visitors Meeting

Virginia Commonwealth University Proposed Program Brief

Proposal to create a Graduate Certificate in Data Science for Management

Overview

Virginia Commonwealth University (VCU) requests approval to create a 12-credit hour Graduate Certificate in Data Science for Management. The purpose of the proposed graduate certificate is to educate students for specialized roles utilizing information systems concepts and methodologies. The certificate program will prepare students to effectively and efficiently support information extraction from data and associated data management activities in organizations. Students will learn data management concepts and concepts in information extraction from data, characteristics, methods and associated technologies. Students will also learn the skills to apply methods and technologies effectively in specific business circumstances. Upon completion of the proposed certificate program, graduates will be able to develop efficient and effective data management solutions and solutions related to information extraction from data using appropriate technologies. Graduates will also be able to develop and incorporate changes in the planning and management of data management resources and resources for information extraction from data based on an increased understanding of the dynamic changes in the organization, information systems and global environments.

Method of Delivery

The proposed certificate program will be offered in fully online, face-to-face, and hybrid delivery formats.

Target Implementation Date

Fall 2022

Target Population

The intended target audience for the proposed certificate program is Information Systems professionals who are interested in specializing in information extraction from data and data management activities in organizations.

Impact on Faculty

Faculty appointments in the proposed certificate program are established by the recommendation of the program director, a full-time faculty member in the School of Business. Faculty teaching in the proposed certificate program will hold a doctorate in Information Systems or closely related field.

Funding

The proposed certificate program will be supported by resources already in place to sustain existing academic programs, including student support services (i.e., enrollment services, library support and career services) and faculty support services (i.e., advising). The graduate program director and administrative staffs in the Office of Graduate Programs in the School of Business will actively recruit, maintain and support students in the proposed certificate program. The faculty advisor and administrative staff from the Department of Information Systems will also provide support for the proposed certificate program. The school faculty will engage in ongoing curriculum development reviews and assessments to ensure the proposed certificate program is kept current with industry trends and market needs. No new faculty or staff positions will be created to support the proposed certificate. The university has sufficient resources to offer and sustain the proposed certificate program.

Next Steps

January 27 - University Council subcommittee on Academic Affairs and University Policies (UCAAUP)
February 3 - University Council Meeting
February 7 - President's Cabinet Meeting
March 21 - Board of Visitors Meeting

Virginia Commonwealth University Proposed Program Brief

Proposal to create a Graduate Certificate in Decision Analytics

Overview

Virginia Commonwealth University (VCU) requests approval to create a 12-credit hour Graduate Certificate in Decision Analytics. The purpose of the proposed Graduate Certificate in Decision Analytics is to introduce students to the fundamental methods for machine learning and prescriptive analytics applied to business problems. Upon completion of the proposed certificate program, students will be able to create machine learning models to make predictions, create a quantitative framework for reconciling input from a variety of experts, create and use an optimization model for calculating decisions that achieve an objective subject to constraints, and generate forecasts using time series methods.

Method of Delivery

The proposed certificate program will be offered in fully online, face-to-face, and hybrid delivery formats.

Target Implementation Date

Fall 2022

Target Population

The intended target audience for the proposed certificate program is individuals interested in applying analytics to support decision making, including people currently working as business analysts or data managers.

Impact on Faculty

Faculty appointments in the proposed certificate program are established by the recommendation of the program director, a full-time faculty member in the school. Faculty teaching in the proposed certificate program will hold a doctorate in an appropriate discipline such as business analytics, operations research, decision sciences, statistics, management science, or information systems. Five full-time faculty from the school/college will teach courses in the proposed certificate program. No adjunct faculty will be used to initiate the proposed certificate program.

Funding

The proposed certificate program will be supported by resources already in place to sustain existing academic programs, including student support services (i.e., enrollment services, library support, and career services) and faculty support services (i.e., advising, ALTLab, and CTLE). The graduate program director and administrative staff in the Office of Graduate Programs in the School of Business will actively recruit, maintain and support students in the proposed certificate program. The faculty advisor and administrative staff from the Supply Chain Management and Analytics and Information Systems departments will also provide support for the proposed certificate program. The school faculty will engage in ongoing curriculum development reviews and assessments to ensure the proposed certificate program is kept current with industry trends and market needs. No new faculty or staff positions will be created to support the proposed certificate. The university has sufficient resources to offer and sustain the proposed certificate program.

Next Steps

January 27 - University Council subcommittee on Academic Affairs and University Policies (UCAAUP)

February 3 - University Council Meeting

February 7 - President's Cabinet Meeting

March 21 - Board of Visitors Meeting

Virginia Commonwealth University Proposed Program Brief

Proposal to create a Graduate Certificate in Information Risk, Security, and Assurance

Overview

Virginia Commonwealth University (VCU) requests approval to create a 12-credit hour Graduate Certificate in Information Risk, Security, and Assurance. The purpose of the proposed graduate certificate is to educate students for specialized roles involving computer and information systems security concepts, methodologies, and tools to support cybersecurity and associated activities in organizations. Students will learn information cyber risk, cybersecurity, and information assurance concepts, methods, and tools. Students will also learn the skills to apply methods and technologies in specific business scenarios. Upon completion of the proposed certificate program, graduates will be able to develop information systems risk, security and assurance policies and procedures using appropriate frameworks and technologies to secure data and information assets within an organization. Graduates will be able to develop and incorporate changes in the information cybersecurity organizational resources based on understanding of the dynamic changes in the operational environment, information systems, and global environments.

Method of Delivery

The proposed certificate program will be offered in fully online, face-to-face, and hybrid delivery formats.

Target Implementation Date

Fall 2022

Target Population

The intended target audience for the proposed certificate program is information systems professionals who are interested in specializing in information risk, security and assurance activities in organizations.

Impact on Faculty

Faculty appointments in the proposed certificate program are established by the recommendation of the program director, a full-time faculty member in the school. Faculty teaching in the proposed certificate program will hold a doctorate in Information Systems or closely related fields. Three full-time faculty from the school will teach courses in the proposed certificate program. Two adjuncts will be used to initiate the proposed certificate program.

Funding

The proposed certificate program will be supported by resources already in place to sustain existing academic programs, including student support services (i.e., enrollment services, library support, and career services) and faculty support services (i.e., advising, ALTLab, and CTLE). The graduate program director and administrative staffs in the Office of Graduate Programs in the School of Business will actively recruit, maintain and support students. The faculty advisor and administrative staff from the Department of Information Systems will also provide support for the proposed certificate program. The school faculty will engage in ongoing curriculum development reviews and assessments to ensure the proposed certificate program is kept current with industry trends and market needs. No new faculty or staff positions will be created to support the proposed certificate. The university has sufficient resources to offer and sustain the proposed certificate program.

Next Steps

January 27 - University Council subcommittee on Academic Affairs and University Policies (UCAAUP)
February 3 - University Council Meeting
February 7 - President's Cabinet Meeting
March 21 - Board of Visitors Meeting

Virginia Commonwealth University Proposed Program Brief

Proposal to create a Graduate Certificate in Supply Chain Management

Overview

Virginia Commonwealth University (VCU) requests approval to create a 12-credit hour Graduate Certificate in Supply Chain Management. The purpose of the proposed certificate is to provide the foundational understanding of the functionality and associated complexities related to managing global supply chains. A major emphasis is on the strategic decisions that are explored given the inherent tradeoffs and risks embedded in the decision framework. Students will explore a myriad of topics that cover the gamut of supply-chain activities encompassing the entirety of a complete supply chain including inbound logistics, internal operations, and outbound logistics. Upon completion of the proposed certificate program, graduates will be capable of examining complex supply-chain problems through a variety of lenses and making informed decisions aimed at enhancing organizational performance.

Method of Delivery

The proposed certificate program will be offered in fully online, face-to-face, and hybrid delivery formats.

Target Implementation Date

Fall 2022

Target Population

The target audience for the proposed certificate includes working professionals from business and industry who wish to supplement their undergraduate degree with focused, graduate level courses in supply chain management to make more informed decisions to improve organizational performance.

Impact on Faculty

Faculty appointments in the proposed certificate program are established by the recommendation of the program director, a full-time faculty member in the school. Faculty teaching in the proposed certificate program will hold a doctorate in an appropriate discipline such as operations management, supply chain management, or equivalent.

Funding

The certificate program will be supported by resources already in place to sustain existing academic programs, including student support services (i.e., enrollment services, library support and career services) and faculty support services (i.e., advising). The certificate program director and faculty advisors will actively recruit, maintain and support students in the certificate program. Administrative staff from the Supply Chain Management and Analytics department will also provide support for the certificate program. No new faculty or staff positions will be created to support the proposed certificate program. The university has sufficient resources to offer and sustain the proposed certificate program.

Next Steps

January 27 - University Council subcommittee on Academic Affairs and University Policies (UCAAUP)
February 3 - University Council Meeting
February 7 - President's Cabinet Meeting
March 21 - Board of Visitors Meeting

Virginia Commonwealth University Proposed Program Brief

Proposal to create a Graduate Certificate in Health Care Financial Management

Overview

Virginia Commonwealth University (VCU) requests approval to create a 15-credit hour Graduate Certificate in Health Care Financial Management. The purpose of the proposed program is to prepare students to participate in the financial management of health care organizations. Students will learn how to analyze and interpret financial information specific to health care organizations and systems. Students will also learn concepts and techniques that inform financial decision making. Coursework will enable students to conduct the financial aspects of management within a health care organization. The proposed certificate program will prepare students to sit for the Healthcare Financial Management Association (HFMA)'s Certified Healthcare Financial Professional (CHFP) examination. The curriculum will train students in a broad range of financial management skills including interpretation of financial statement, financial management and control, reimbursement systems and use of financial capital.

Method of Delivery

All courses for the proposed certificate program will be conducted in a hybrid format.

Target Implementation Date

Fall 2022

Target Population

The primary target population for the proposed certificate program is individuals currently working in health care organizations (e.g., administrators, physicians, dentists, nurses, pharmacists). The certificate will also target current students in Master of Science in Health Administration (MSHA) and Master of Health Administration (MHA) programs who would like to extend their understanding of financial management beyond the content currently offered in those degree programs.

Impact on Faculty

Faculty members teaching courses will have appointments in the Department of Health Administration and/or other departments in the College of Health Professions. All faculty teaching in the proposed certificate program will meet the minimum requirements for faculty as determined by the home departments. No new faculty positions will be created.

Funding

Resources required to support the proposed certificate program include existing resources to support current programs such as student support services (e.g., enrollment, help desk, and library), faculty support services (e.g., copying and contracts), and general administration (e.g., budgeting and forecasting). The proposed certificate program will have a Program Coordinator who is a staff member within the Department of Health Administration. No new positions will be created to initiate and sustain the proposed certificate program. The university has adequate resources to offer and sustain the proposed certificate program.

Next Steps

January 27 - University Council subcommittee on Academic Affairs and University Policies (UCAAUP)
February 3 - University Council Meeting
February 7 - President's Cabinet Meeting
March 21 - Board of Visitors Meeting

Virginia Commonwealth University Proposed Organizational Change Brief

Overview

In December 2021, Virginia Commonwealth University (VCU) received approval by the VCU Board of Visitors and VCU Health Board of Directors to establish a School of Public Health. Shortly thereafter, the proposal was submitted to the State Council of Higher Education for Virginia (SCHEV) with plans to initiate the accreditation process with the Council on Education for Public Health (CEPH) in the following months.

Since that time, CEPH has informed VCU that we may not establish a school under the name of “Public Health” until we have initiated our accreditation process and been granted such authority by CEPH. Consequently, VCU has prepared a revised proposal identical to the first with one exception: the proposed name for the school will be a *School of Population Health*. This temporary change will allow the university to establish a stand-alone school with the support of SCHEV, while the university prepares the necessary application to initiate the CEPH accreditation process.

When CEPH approves elevation of VCU’s longstanding public health program to the status of a free-standing School of Public Health, the University will request that SCHEV approve a change of the school’s name from “population health” to “public health.”

Knowing all other tenets, including organization and financing of the proposal school, are unchanged, and the name *School of Population Health* is the consensus choice of the affected faculty, VCU seeks the approval of the VCU Board of Visitors and VCU Health Board of Directors to establish a stand-alone *School of Population Health*.

Next Steps

March 3: University Council subcommittee on Academic Affairs and University Policies (UCAAUP)

March 3: University Council Meeting

Electronic Vote: President's Cabinet Meeting

March 21: VCU Board of Visitors Meeting

March 22/23: VCU Health System Board of Directors

Virginia Commonwealth University Proposed Organizational Change Brief

Proposal

Virginia Commonwealth University (VCU) requests permission to change the name of the Department of Rehabilitation Counseling to the Department of Rehabilitation and Mental Health Counseling. The department is located in the College of Health Professions. This change will be in name only and will not impact the organizational structure of the university or the college.

Overview

The purpose of the proposed organizational change is to change the name of the department to better reflect the academic programs, the department's focus, goals, and the department's long history of educating both mental health and rehabilitation counseling clinicians.

The proposed name change will provide a more accurate description of the department's comprehensive approach to disability, rehabilitation, and mental health services. The proposed name is needed and will help the department in four ways: Consistent branding between the department name and the degree programs, reduced confusion among prospective students seeking a field for study, alignment with accreditation changes, and accurate representation of the breadth of work in the department.

Impact on Existing Programs/Policies

The proposed name change will not impact curricular offerings in the department. No degree programs will relocate to the department as a result of the proposed name change. There will be no changes to the degree programs as a result of the proposed name change.

Impact on Faculty

The proposed change is in name only. There will be no positions added, changed, or eliminated.

Funding

There will be an initial expenditure of \$2,500.00 to be utilized for the purchasing of stationary, brochures, business cards, and signage (internal to the building) associated with the proposed name change. This cost will be funded by the department. No additional expenses are required to implement the proposed name change. No new positions will be needed to implement the name change. Department administration, administrative support, and space will not be changed by the proposed name change. Virginia Commonwealth University and the College of Health Professions have sufficient resources for the proposed change to the department's name. No new resources will be requested from the state to initiate or sustain the organizational change to rename the Department of Rehabilitation Counseling to the Department of Rehabilitation and Mental Health Counseling.

Next Steps

January 27 - University Council subcommittee on Academic Affairs and University Policies (UCAAUP)

February 3 - University Council Meeting

February 7 - President's Cabinet Meeting

March 21 - Board of Visitors Meeting

Preparing VCU Students for the Future of Work through Transformative Experiences

VCU Board of Visitors
March 21, 2022

Fotis Sotiropoulos, Ph.D.

Provost and Senior Vice President for Academic Affairs



Transformative experiences bridge the gap between the classroom and the real-world and empower students to develop skills that are reinforced by mentorship and critical reflection.



Biology professor Dan Carr (left) leading a four-week summer course at VCU called “Footprints on the James.” The course explores the history and biology of the James River watershed.

Work-based and problem-based learning promote the integration and development of theoretical content and real-world skills that prepare students for their careers.

Work-based

Internship | Field experience | Practicum/Clinical
Cooperative Education

Problem-based

Capstone | Research | Lab experience | Project-based learning
Independent study | Interprofessional collaboration
Entrepreneurship/ Innovation

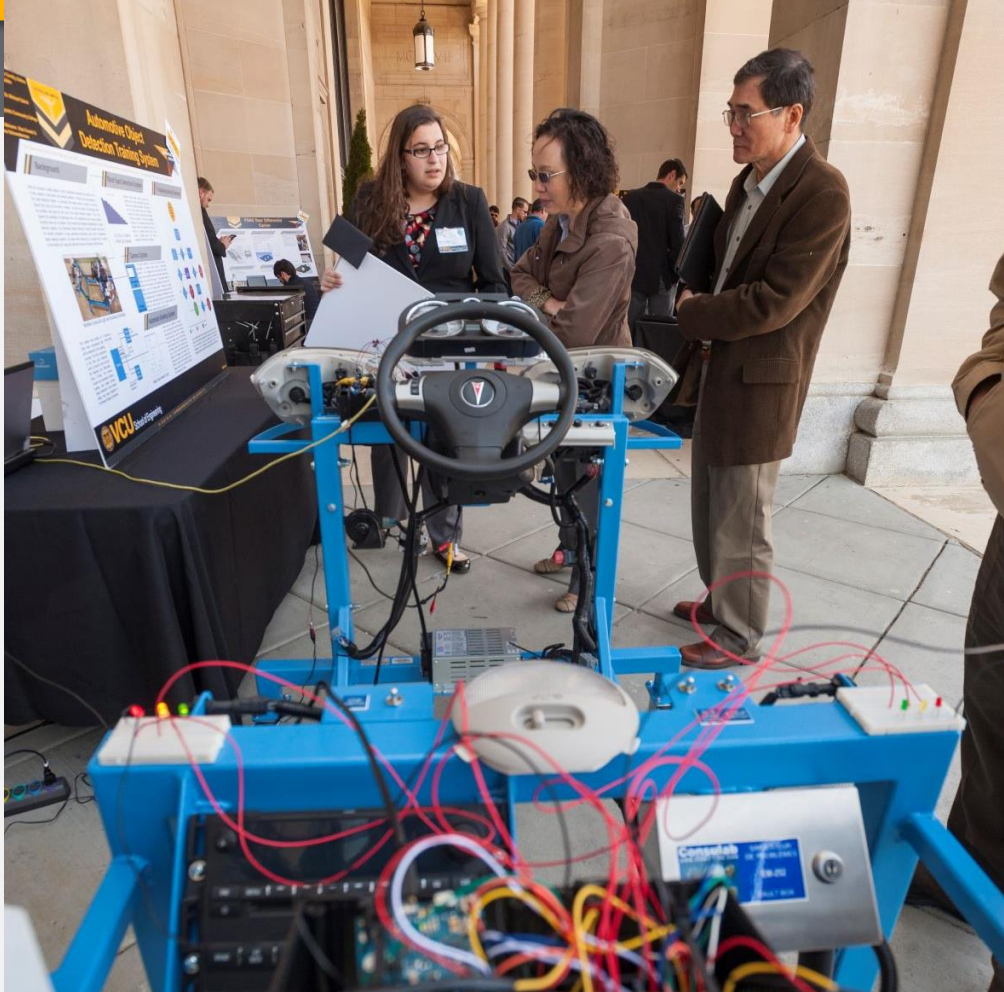
Other

See appendix for other experiential and applied learning experiences.

These transformative experiences translate to students being prepared for the future of work.

Current state – Undergraduate Programs

VCU has a gap in programs that require transformative experiences. Many have it as an option.



Research Week Senior Engineering Expo, Salima Fenaoui, explains her group's Automobile Object Detective Training System.

Of the 164 undergraduate programs and concentrations, 52% require transformative experiences.

The breakdown by type is as follows:

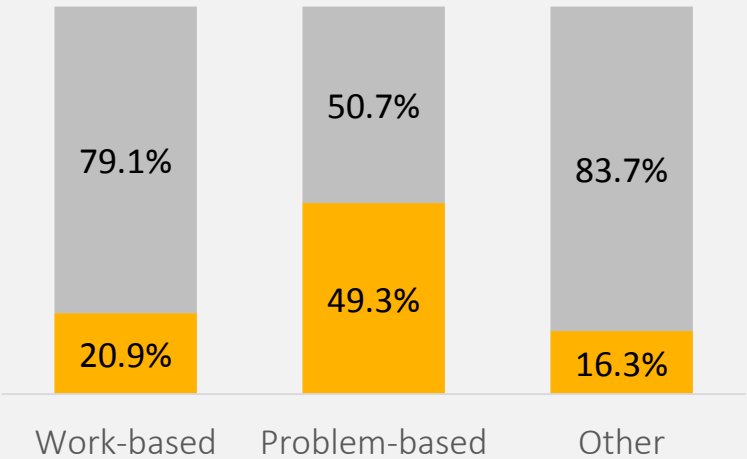
- both problem and work-based learning: 11%
- problem-based only: 35%
- work-based only: 6%

Current state – Recently Graduated Students

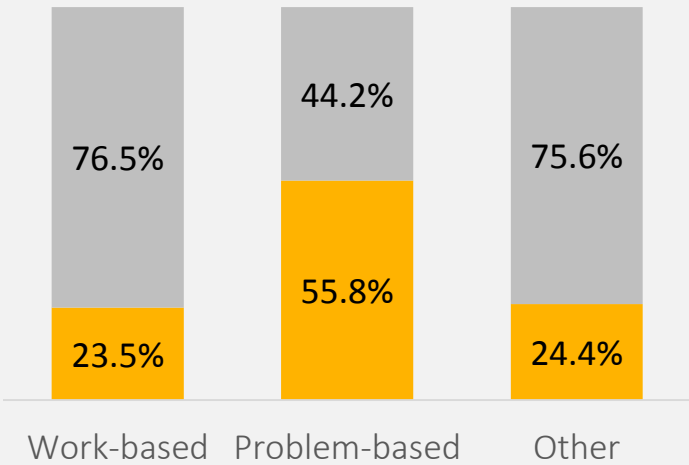
Recently graduated students who participated in transformative experiences provides a baseline for measuring progress toward the goal of 100% participation.

% of recent baccalaureate degree earners who did or did not participate in a transformative experience in their coursework

Spring 2020 – 61.3% of graduates participated in a transformative experience



Spring 2021 – 69.8% of graduates participated in a transformative experience



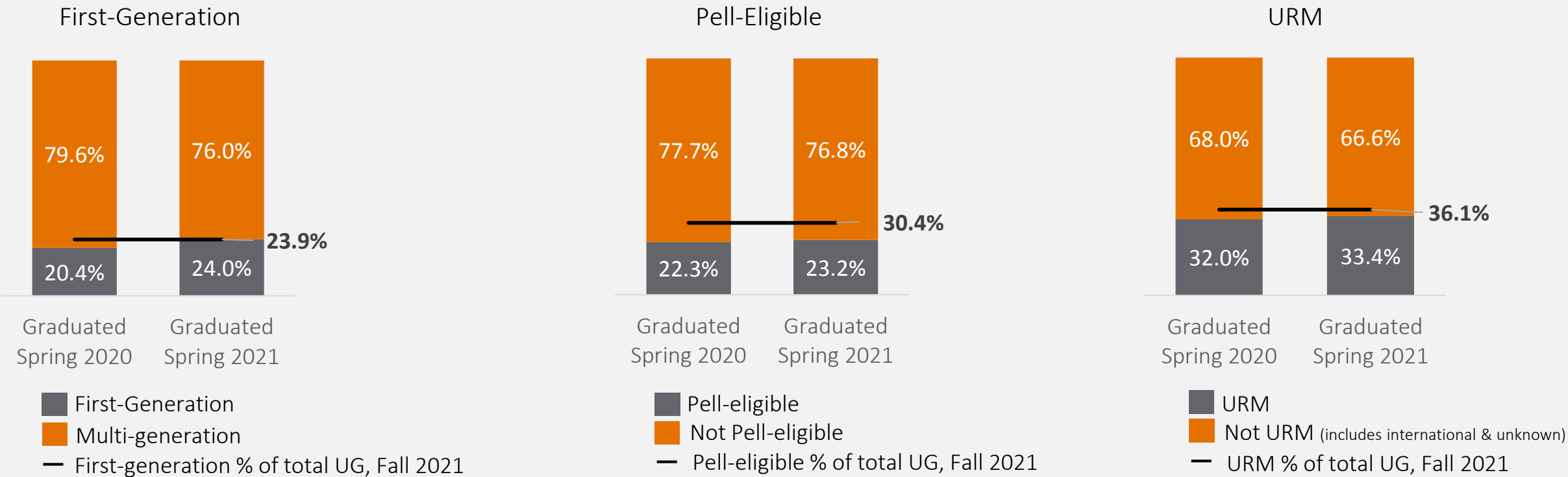
■ Participated in transformative experiences ■ Did not participate in transformative experiences

Students may participate in more than one type of transformative experience.

Current state – Recently Graduated Students

Traditionally underrepresented populations are not participating in transformative experiences at the same rates as their majority peers.

Demographics of recent baccalaureate degree earners who completed a transformative experience in their coursework



OUR GOAL FOR 2027-28

Scale access and opportunities so that every student has a transformative experience. **Strategies designed to address barriers will create required curriculum that aids social mobility for our diverse student population.**



PROGRAMS

100%

undergraduate programs and concentrations that require transformative experiences

ACCESS

Close the equity gap

equitable participation

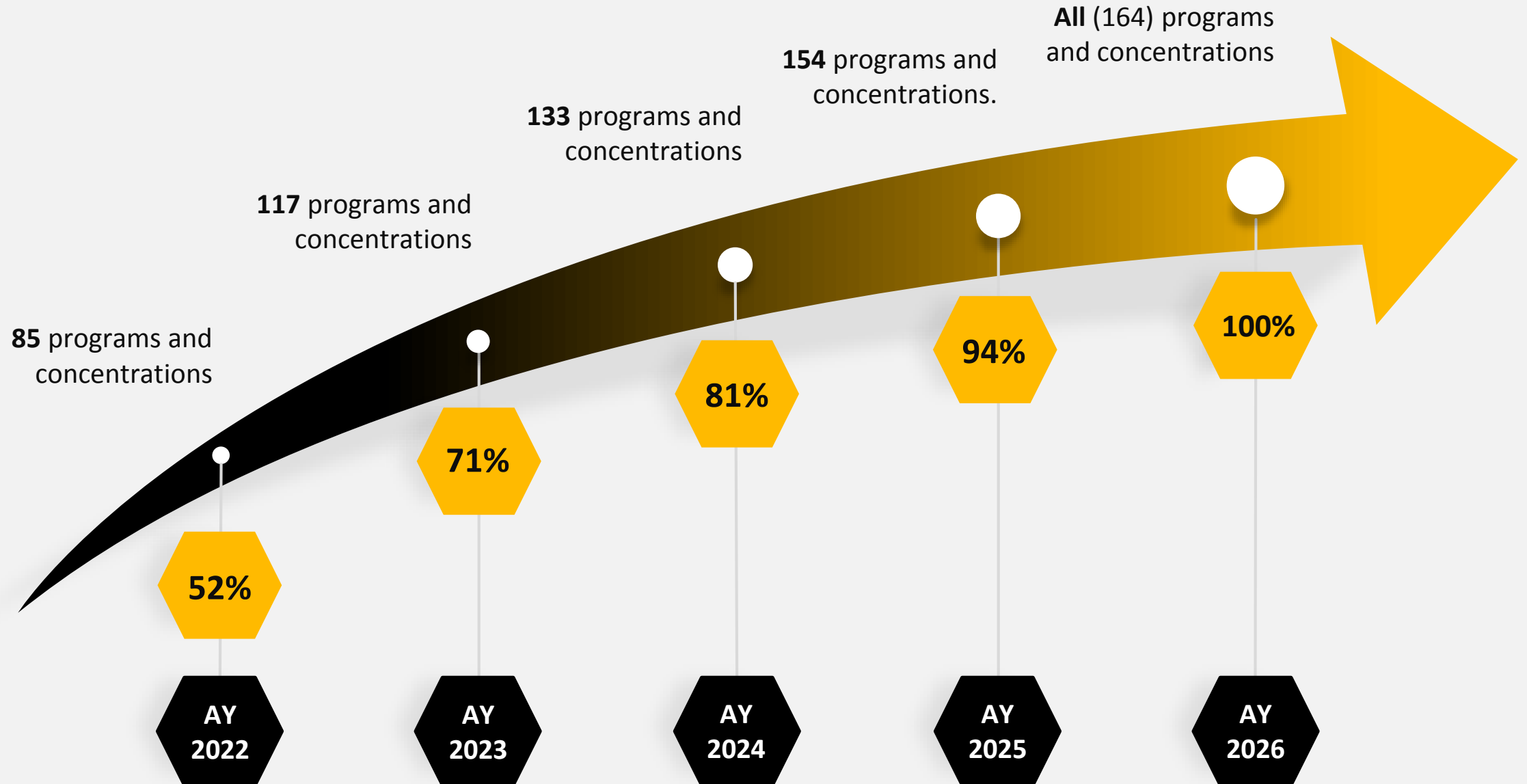
OUTCOMES

70%

baccalaureate degree earners employed full-time and/or continuing education

Path to Transformative Learning Experiences for VCU

Undergraduate Programs and Concentrations



The word "Appendix" is centered within a bright yellow parallelogram. This yellow shape is positioned between two horizontal grey bars of the same height. The entire composition is set against a light grey background.

Appendix

BARRIERS

- Range from required, optional, not present
- Value of transformative experience is not well understood
- Students have limited time and financial resources needed to participate

Curricular Design

- Incentivize innovation to redesign curriculum and require transformative experiences
- Expand the integration of curriculum focused on the future of work
- Expand career advising in VCU's advice and guidance model across disciplines

Faculty Role

- Changing culture: the evolution of the faculty role
- The changing higher education landscape requires adaptability and flexibility
- Accountability and reward structure

- Reimagine the faculty reward structure
- Clear vision with accountability built in
- Faculty development to increase capacity for student mentoring

Infrastructure

- Balance of coordination, centralized vs decentralized approaches
- Data and Assessment
- Resources (Human and Fiscal)

- Create centralized coordination of transformative experiences and data reporting
- Expand and create partnerships with organizations to expand and fund opportunities
- Expand funding sources to support student participation. Ex: [VCU Internship Funding Program](#)



VCUHealth™

VCU Health System Authority

Health Affairs Update

**VCU Board of Visitors
Academic and Health Affairs
Committee (AHAC)
March 21, 2022**



Omicron Packed a Punch...



Case Measure

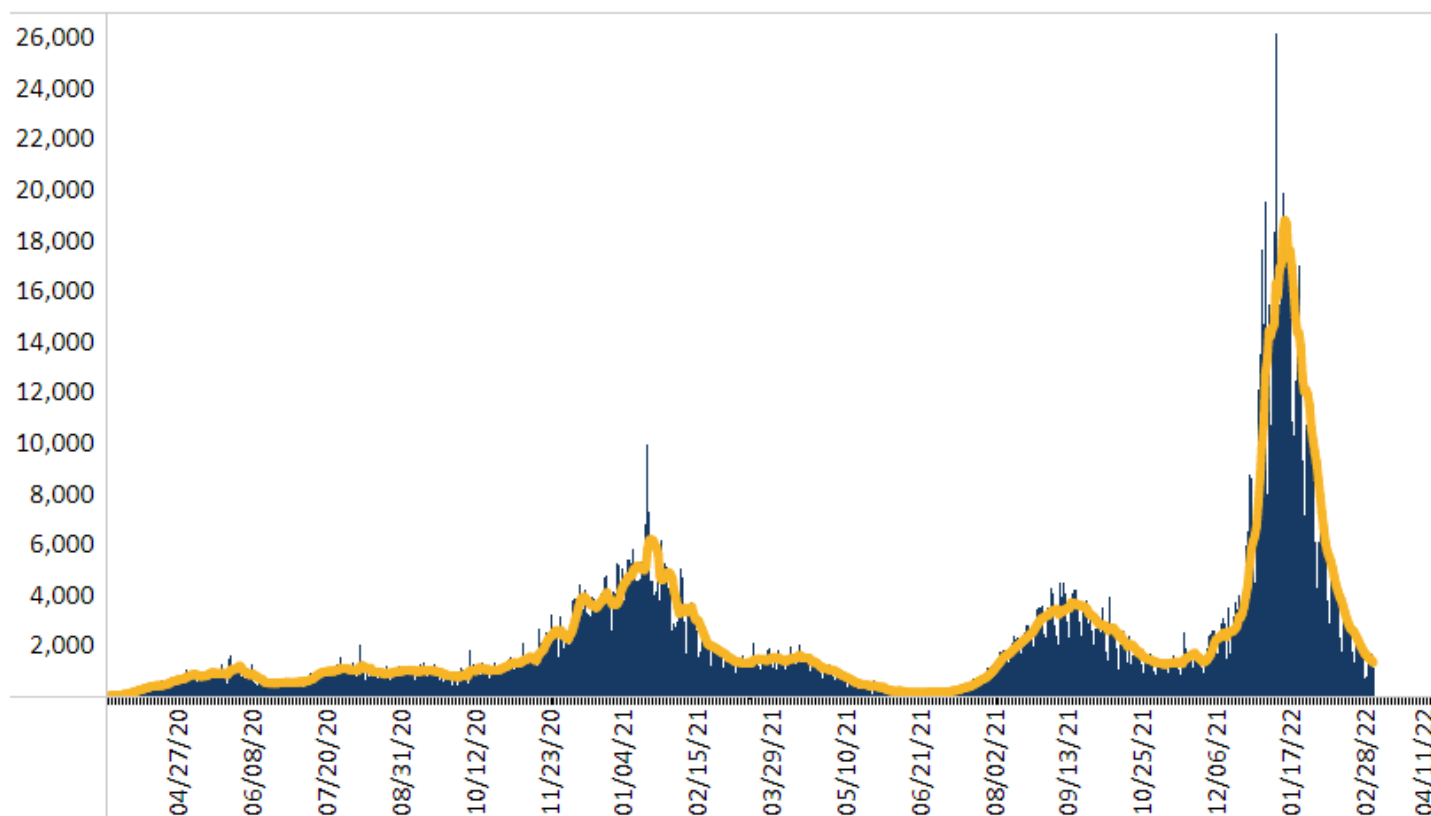


Dashboard Updated: 3/4/2022, Data entered by 5:00 PM the prior day.

Total Cases by Date Reported - Virginia

Number of new cases VDH reported by day.

■ Reported Cases
■ 7-day MA



VCUHealth™

VCU Health System Authority

1/28/2022

2

While fighting Omicron, VCU Health also launched EPIC and 2 days later, opened our Adult Outpatient Pavilion and an ambulatory surgery center at VCU Short Pump

Epic Go-live 12-4-21



AOP opening 12-6-21



Short Pump Pavilion ASC
12-6-21



2/14/22 TJC
accreditation

New leaders



Chelmow



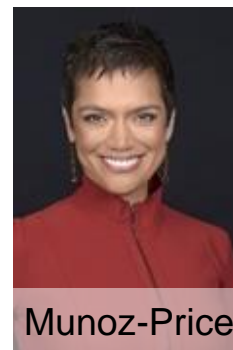
Cooper



Barkin



Ogbonna



Munoz-Price



Roussos



Seigel



Jenkins

- **David Chelmow, MD**, serving as Interim Dean, School of Medicine
- **Lyndon Cooper, DDS, PhD**, is inbound as Dean, School of Dentistry
- **Shari Barkin, MD, MSHS**, inbound as Chair, Department of Pediatrics and Physician-In-Chief of CHoR
- **KC Ogbonna, Pharm.D., MSHA** will become interim Dean, School of Pharmacy
- **Silvia Munoz-Price, MD, PhD**, Chief Quality and Safety Officer, VCU Health
- **Mike Roussos**, our new President, VCU Medical Center
- **James Seigel, CPA, CIA**, appointed Chief Financial Officer of VCU Health
- **Brian Jenkins, MHA, JD** is VCU Health's first Chief Real Estate Officer



Health Sciences Milestones

- CHP received its first major award from the US Dept of Defense and increased its overall research funding by 13% over the prior year
- School of Pharmacy secured 7 patents and filed 35 invention disclosures
- School of Dentistry secured reaccreditation of its dental hygiene education program w/ approval to expand its capacity
- School of Nursing received CCNE accreditation for its BS, MS, DNP, and post-professional certificate programs through 2031; likewise, it received Virginia BON approval through 2031. It currently ranks in the top 4% of nursing schools nationwide
- School of Medicine received the largest single gift in the history of Virginia Commonwealth University

Historic \$104 million gift to the Stravitz-Sanyal Institute for Liver Disease and Metabolic Health



Action Item: School of Population Health

- Although VCU has a long-accredited public health program, CEPH has informed us that we cannot use the term “Public Health” before they return to accredit our new school.
- They have no objection to the use of a synonym
- Accordingly, we request the BOV approve changing the name of our new school to the VCU School of Population Health
- All other elements of our SCHEV proposal are identical to the version the VCU BOV & VCU BOD unanimously endorsed at their December 2021 meetings
- This name change will allow us to establish the new school as soon as SCHEV approval is granted – possibly, August 2022
- Once CEPH accreditation is secured, we’ll promptly ask SCHEV to approve changing our new school’s name to “VCU School of Public Health”



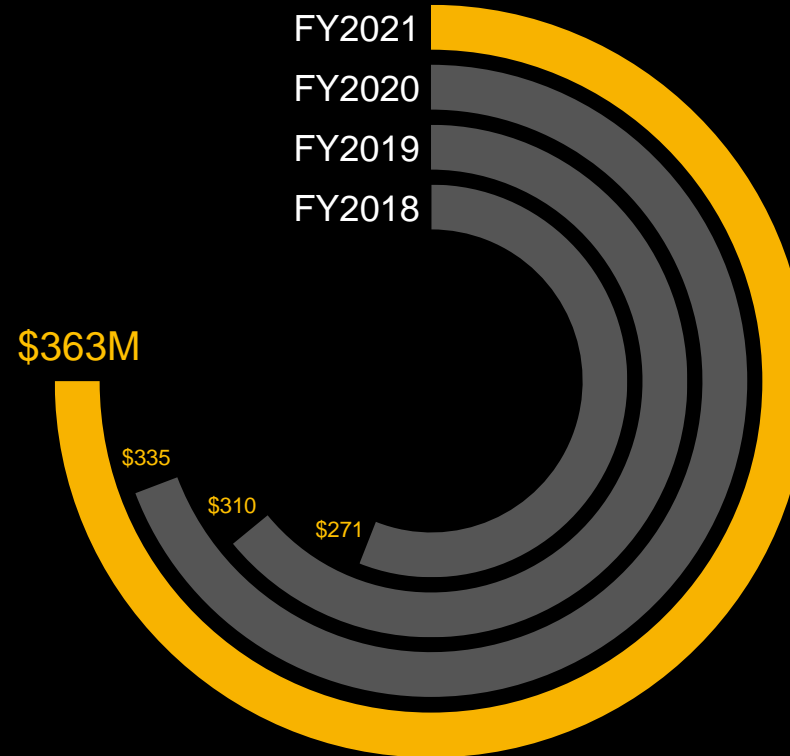
One VCU Research Enterprise Briefing

P. Srirama Rao, Ph.D., Vice President for Research and Innovation | March 21, 2022

External Sponsored Funding Growth

Up 34% since 2018

8% since 2020



Virginia Commonwealth University is built for breakthroughs



\$363M

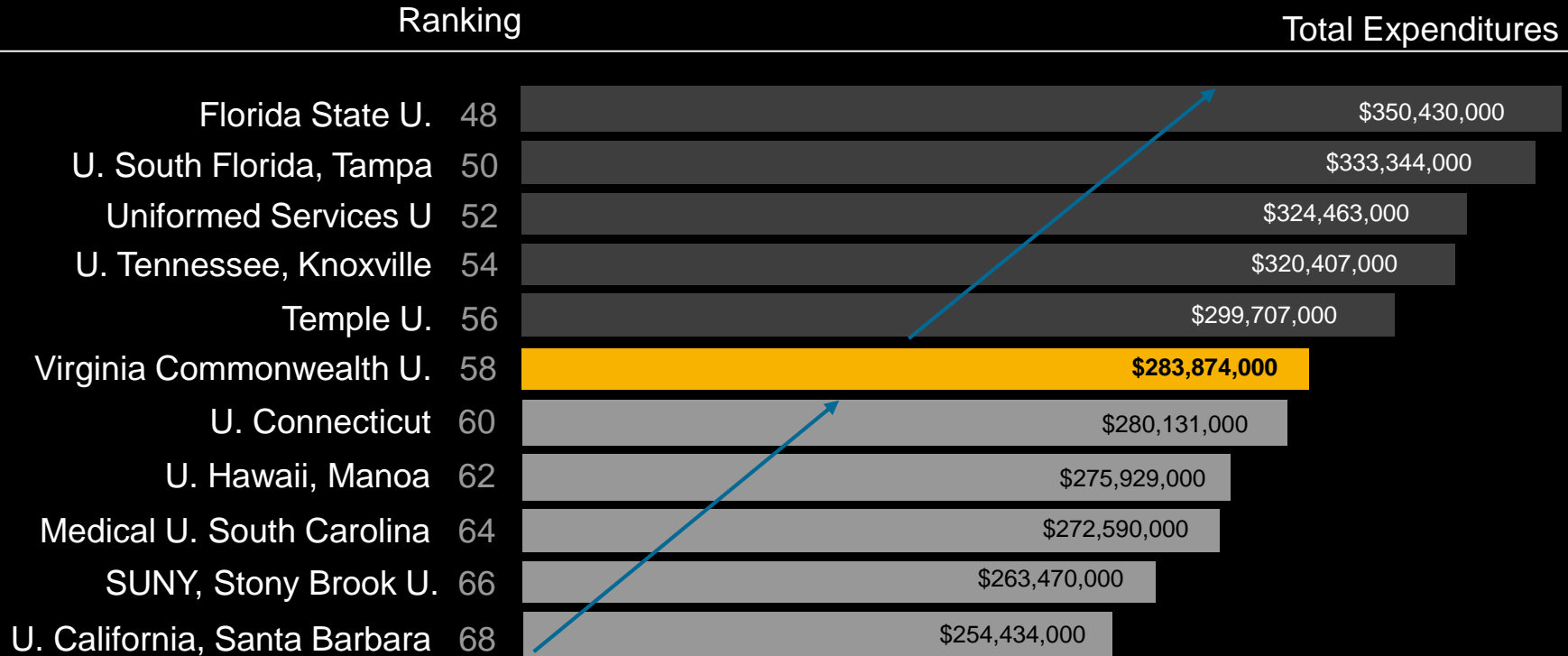
in combined awards for sponsored research
8% over last year



#58

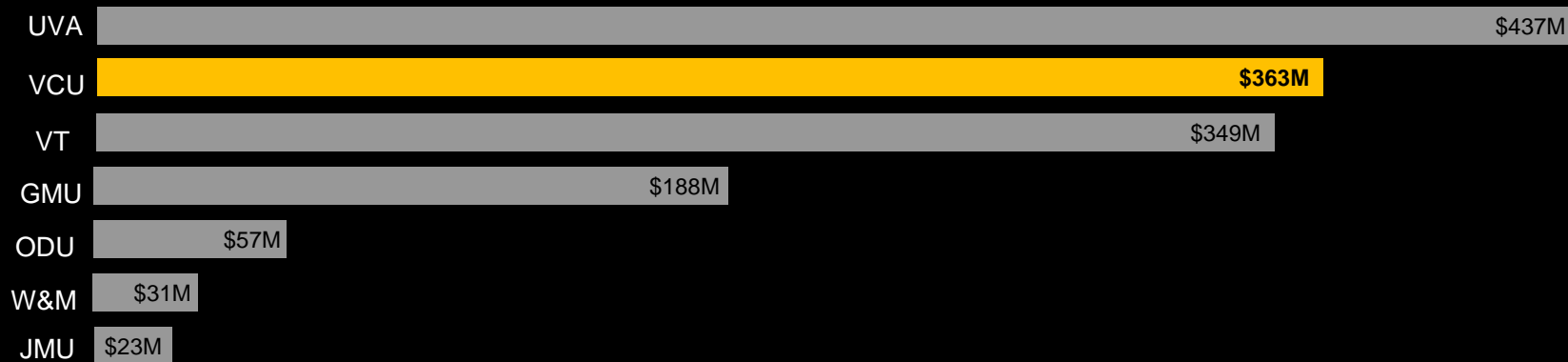
public research university
NSF ranking | Top 3 in Virginia

FY2020 NSF HERD Ranking and Expenditures

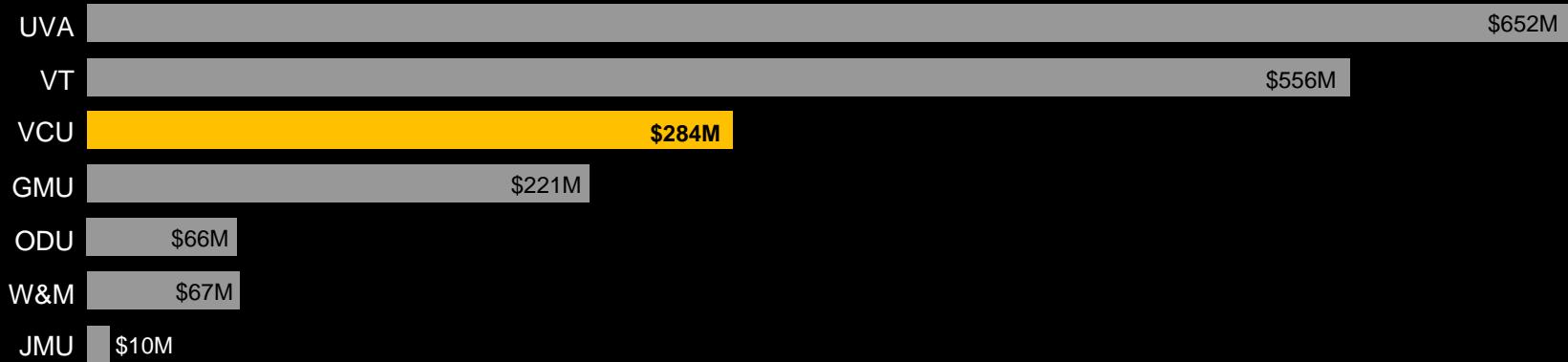


FY2021 External Sponsored Funding vs. Research Expenditures for Virginia Institutions

Awards



Expenditures



VCU Sponsored Funding - YTD Trends

FY2020-22, by Sponsor

		2020	2021	2022
		\$185,631,538	\$195,176,078	\$232,448,825 ←
Federal	Total	\$117,774,613	\$113,632,292	\$121,213,958
	National Institutes of Health	\$58,660,228	\$56,049,007	\$57,733,172
	Department of Defense	\$16,819,290	\$10,139,182	\$10,523,956
	Other Federal		\$14,240,862	\$15,335,273
	College/University	\$6,945,989	\$9,396,699	\$9,006,596
	National Science Foundation	\$6,138,574	\$4,679,774	\$5,476,569
	Federal	\$12,632,391		
	Nuclear Regulatory Commission	\$448,293		
Industry	Total	\$22,306,097	\$36,262,219	\$55,205,957
	Industry	\$22,306,097	\$36,262,219	\$55,205,957
State	Total	\$27,972,396	\$28,180,334	\$31,907,045
	State VA	\$26,869,471	\$27,000,326	\$30,505,818
	Other State		\$1,180,008	\$1,401,227
	Local VA	\$1,022,245		
	State Non-VA	\$72,695		
	Local Non-VA	\$7,985		
Other	Total	\$17,578,432	\$17,101,232	\$24,121,864
	Non-Profit	\$17,311,556	\$17,101,232	\$24,056,864
	Hospital	\$236,876		
	Foreign Government	\$30,000	\$0	\$65,000
	Foundation	0		

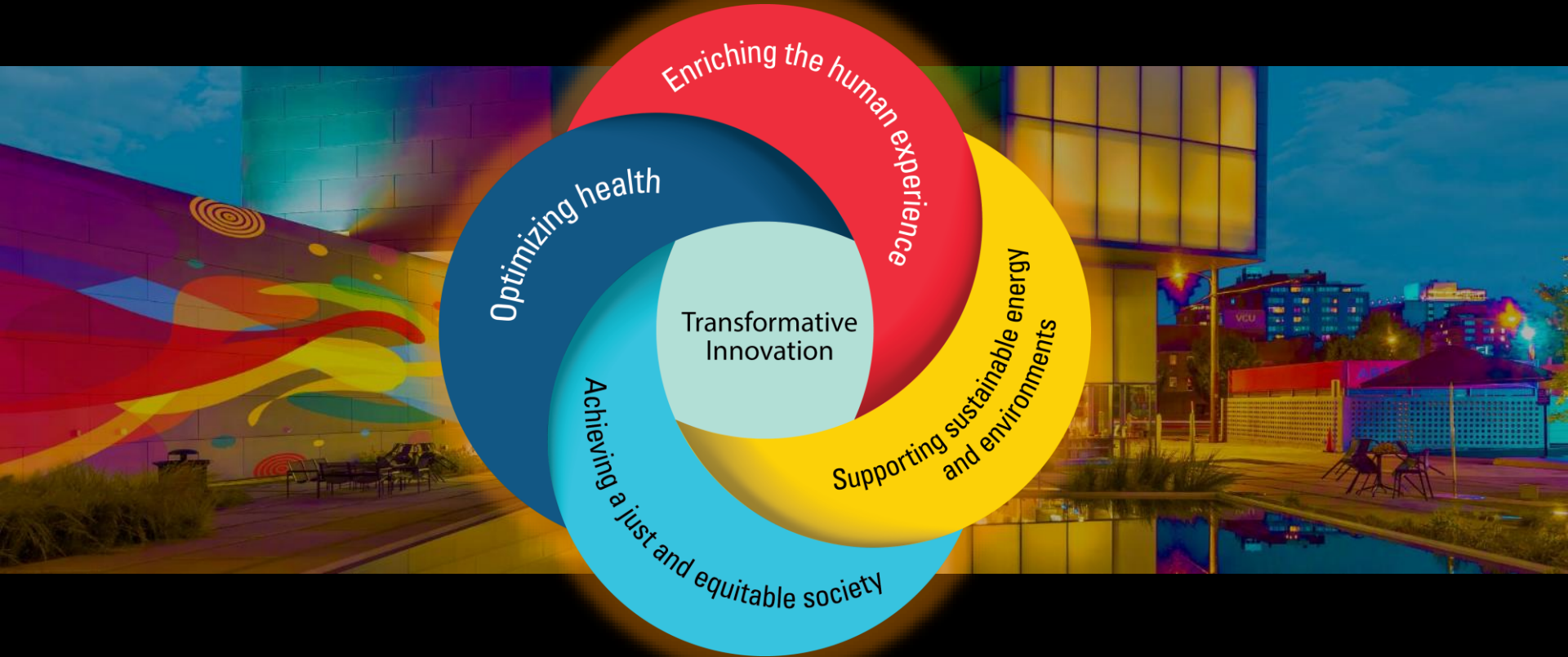
VCU Sponsored Funding - YTD Trends

FY2020-22, by Unit

		2020	2021	2022
VCU Grand Total		\$185,631,538	\$195,176,078	\$232,448,825 ←
Health Sciences Campus	Total	112,084,498	111,183,227	152,920,838
	Medicine	93,492,381	91,709,783	103,524,509
	VP for Health Sciences (Incl. MCC)	5,271,483	7,128,612	28,550,248
	Pharmacy	6,266,886	4,823,509	6,353,515
	Allied Health Professions	3,415,116	3,401,167	5,336,688
	Dentistry	2,866,501	2,756,860	4,114,684
	Nursing	772,131	1,363,296	5,041,195
Monroe Park Campus	Total	70,375,438	79,253,303	74,415,660
	Education	32,092,818	33,374,544	29,879,979
	Engineering	16,056,103	26,010,347	26,804,902
	Humanities and Sciences	19,753,340	17,180,749	15,694,361
	Social Work	1,025,836	991,535	1,169,223
	Wilder School of Government and Public Affairs	972,017	896,792	629,184
	Business	114,163	817,118	178,011
	The Arts	361,161	-17,782	60,000
Provost	Total	2,113,413	3,058,619	2,467,561
	VP for Academic Affairs	901,898	2,069,876	1,340,811
	Provost Office	426,506	548,743	642,582
	VP for Student Services	687,476	440,000	456,460
	Community Programs	97,533	0	27,708
Other	Total	1,058,189	1,680,929	2,644,766
	VP for Research and Innovation (Incl. Wright Center)	951,189	1,581,576	2,625,703
	VP for Finance and Administration	107,000	99,353	19,063

VCU's Strategic Research Priorities

Shaping the future through a culture of collaboration



One VCU Research Strategic Priorities Plan

Phase 1: Current Investment Strategy

Arts, Humanities, Social Sciences Fund: \$100K*

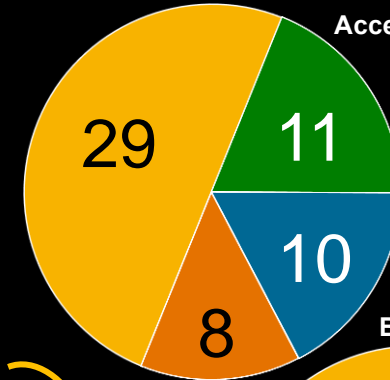
Commercialization Fund: \$0.5M

Quest Fund (Seed): \$1M

Accelerate Fund (Interdisciplinary): \$1.5M

VCU Breakthroughs Fund (Transdisciplinary): \$2.5M

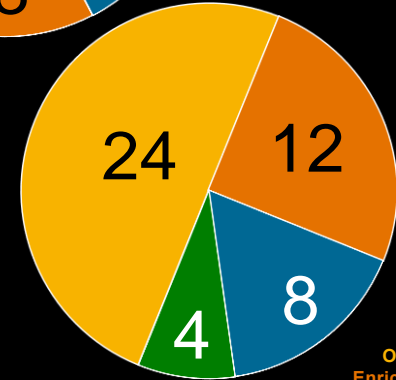
State of the Art Equipment Fund (HEETF): \$5.5M



Accelerate Fund: 58 Applications

= 106 total

Breakthroughs Fund: 48 LOIs

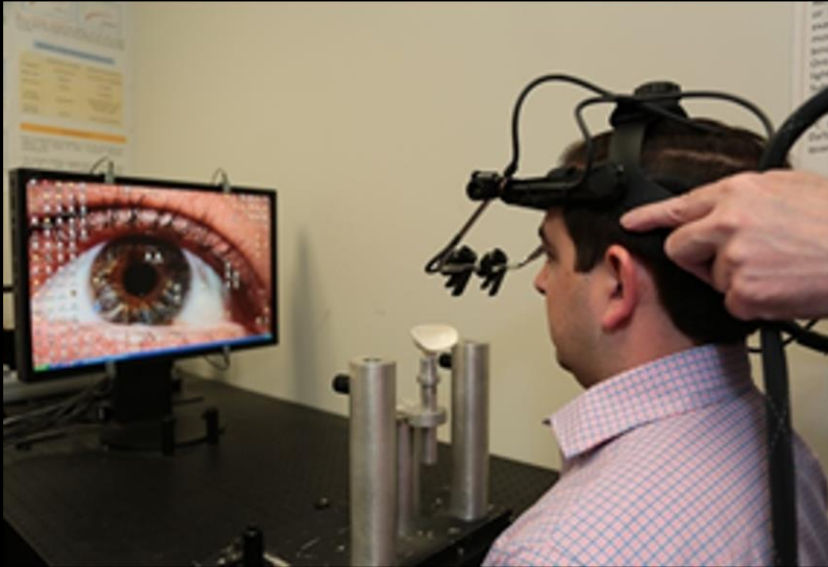


Optimizing Health
Enriching the Human
Experience

Achieving a Just and
Equitable Society

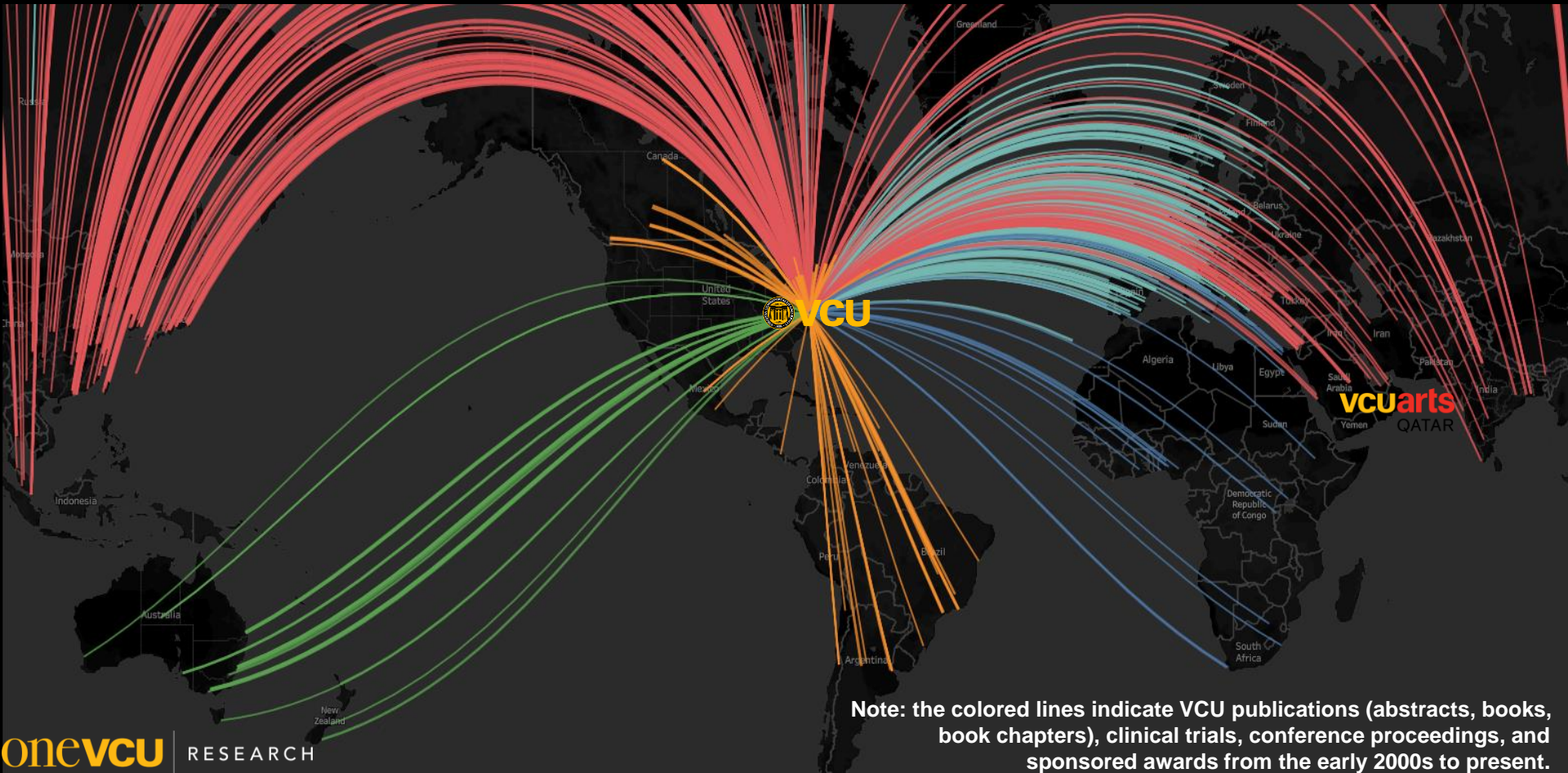
Supporting Sustainable
Energy and Environments

Technology Commercialization: Bringing ideas to life



- **\$30+ million** in licensing revenue
- **\$70 million** in startup funding
- **1,200+** invention disclosures
- **1,500+** patents filed
- **172** licenses/options
- **192** patents issued

One VCU Research has global impact



Note: the colored lines indicate VCU publications (abstracts, books, book chapters), clinical trials, conference proceedings, and sponsored awards from the early 2000s to present.

Research Excellence at VCUarts Qatar



VCUarts Qatar is a hub for multi-disciplinary and cross-institutional research collaborators in the following key areas of excellence:



**Emergent
technologies**



**Material
studies**



**Advancing
pedagogies**



**Cultural
heritage**



**Visual
cultures**

In February 2022, I visited the campus with Provost, Dr. Fotis Sotiropoulos where we met with Dean Amir Berbic, Associate Dean for Research Diane Derr, and researchers from labs at VCUarts Qatar.



One VCU Research can shape the future



Appendix

VCU FY2021 Rankings

Top graduate programs and research funding

Graduate Programs

- **1st** Fine Arts – Sculpture | Nurse Anesthesia
- **2nd** Fine Arts - Printmaking
- **3rd** Fine Arts - Glass
- **4th** Fine Arts - Graphic Design | Rehabilitation Counseling
- **5th** Health Care Management | Time-based New Media
- **9th** Nursing Administration - Online
- **12th** Fine Arts - Painting / Drawing
- **15th** Occupational Therapy
- **19th** Social Policy
- **20th** Nursing – Online | Pharmacy | Physical Therapy
- **22nd** Nuclear Energy
- **23rd** Nursing (undergraduate)

Rankings based on federally funded R&D expenditures

- **#12** Liberal Arts and other non-science disciplines
- **#32** Psychology
- **#33** Health Sciences
- **#38** DHHS Funding
- **#44** Life Sciences
- **#50** Biological and Biomedical Sciences

Upcoming Large Grant Submissions

**NIH Clinical Translational
Science Award (CTSA)
renewal for \$28M**



Dr. Gerry Moeller

**NIH Cancer Center Support Grant
(CCSG renewal) for > \$20M**



Dr. Robert Winn

**NSF AI and Cyber Security
Grant for ~\$20M**



Dr. Milos Manic

**NIH FDA Center for the
Study of Tobacco Products
(CSTP renewal) for ~ \$20M**



Dr. Tom Eissenberg

NIH T32 for \$1.5M



Dr. Patricia Sime

**BMGF Medicines for All Grant
(renewal) for ~\$25M**



Dr. Frank Gupton