



VCU

VIRGINIA COMMONWEALTH UNIVERSITY

**VIRGINIA COMMONWEALTH
BOARD OF VISITORS
BUDGET WORKSHOP
MARCH 22, 2022
8:30 A.M.¹
James Branch Cabell Library
901 Park Avenue – Room 303
Richmond, VA
&
Virtual
AGENDA**

- | | |
|--|---|
| 1. CALL TO ORDER
5 minutes (8:30 – 8:35 a.m.) | Mr. H. Benson Dendy, III, Rector |
| 2. PRESIDENT’S REPORT
5 minutes (8:35 – 8:40 a.m.) | Dr. Michael Rao, President |
| 3. ENROLLMENT
30 minutes (8:45 – 9:15 a.m.) | Dr. Tomikia LeGrande, Vice
President for Strategy, Enrollment
Management and Student Success |
| 4. FY23 BUDGET, TUITION
TUITION & FEES
45 minutes (9:15 – 10:00 a.m.) | Ms. Karol Kain Gray, Senior Vice
President and CFO |
| 5. PUBLIC COMMENT PERIOD*
1 hour (10:00 – 11:00 a.m.) | Ms. Chelsea Gray, Assistant
Secretary & Board Liaison & Executive
Assistant to the President |
| 6. ADJOURNMENT | Mr. H. Benson Dendy, III, Rector |

* There will be an hour public comment period at the beginning of the workshop on March 22. The board will receive comments only on matters pertaining to VCU’s enrollment and budget, tuition and fees.

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.



Board of Visitors Budget Workshop

Enrollment Overview

Tomikia LeGrande, Ed.D.

Vice President for Strategy, Enrollment Management, and Student Success

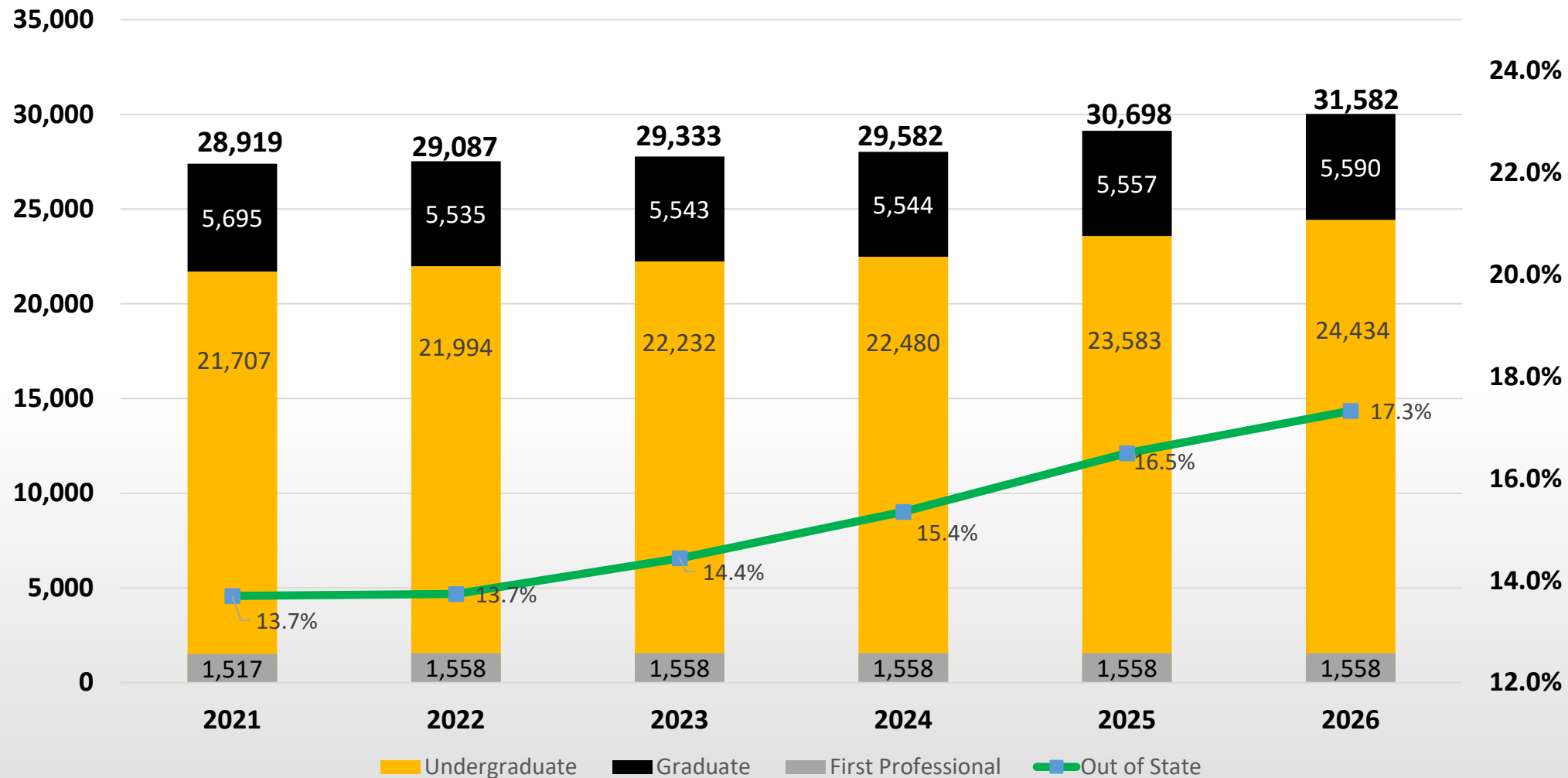


Long-Term Outlook

Informed by Quest 2025 Recalibration

VCU Anticipates 9.2% Enrollment Increase Over Next 5 Years

2021 Actual Fall Enrollment and 2022-2026 Enrollment Projections



New Graduate Enrollment

1,497



0.5%

from Fall 2021

New Freshman Enrollment

4,900



18%

from Fall 2021

New Transfer Enrollment

2,000



26%

from Fall 2021

Continuing UG Enrollment

16,945



10.2%

from Fall 2021



VCU

Strategic Enrollment Management
and Student Success

Retention: An Important Enrollment Growth Strategy

Freshman Year 1 Retention



- Each 1% growth in undergraduate enrollment = \$2.7M tuition revenue

Freshman Year 2 Retention



- Each 1% growth in undergraduate retention = \$0.8 tuition revenue

Undergraduate Enrollment Strategies



Increase New Freshmen

- Focus on conversion rates throughout the enrollment funnel
- Out-of-State Markets:
 - Primary: NC, DC/MD, NY, NJ, PA
 - Secondary: CA, GA, TX
- Increase speed of admissions and financial decisions and communication



Increase New Transfers / Adults

- New online undergraduate programs
- VCU corporate partnerships
- Create seamless community college to VCU pathways and experiences
- Policy adjustments to meet student needs

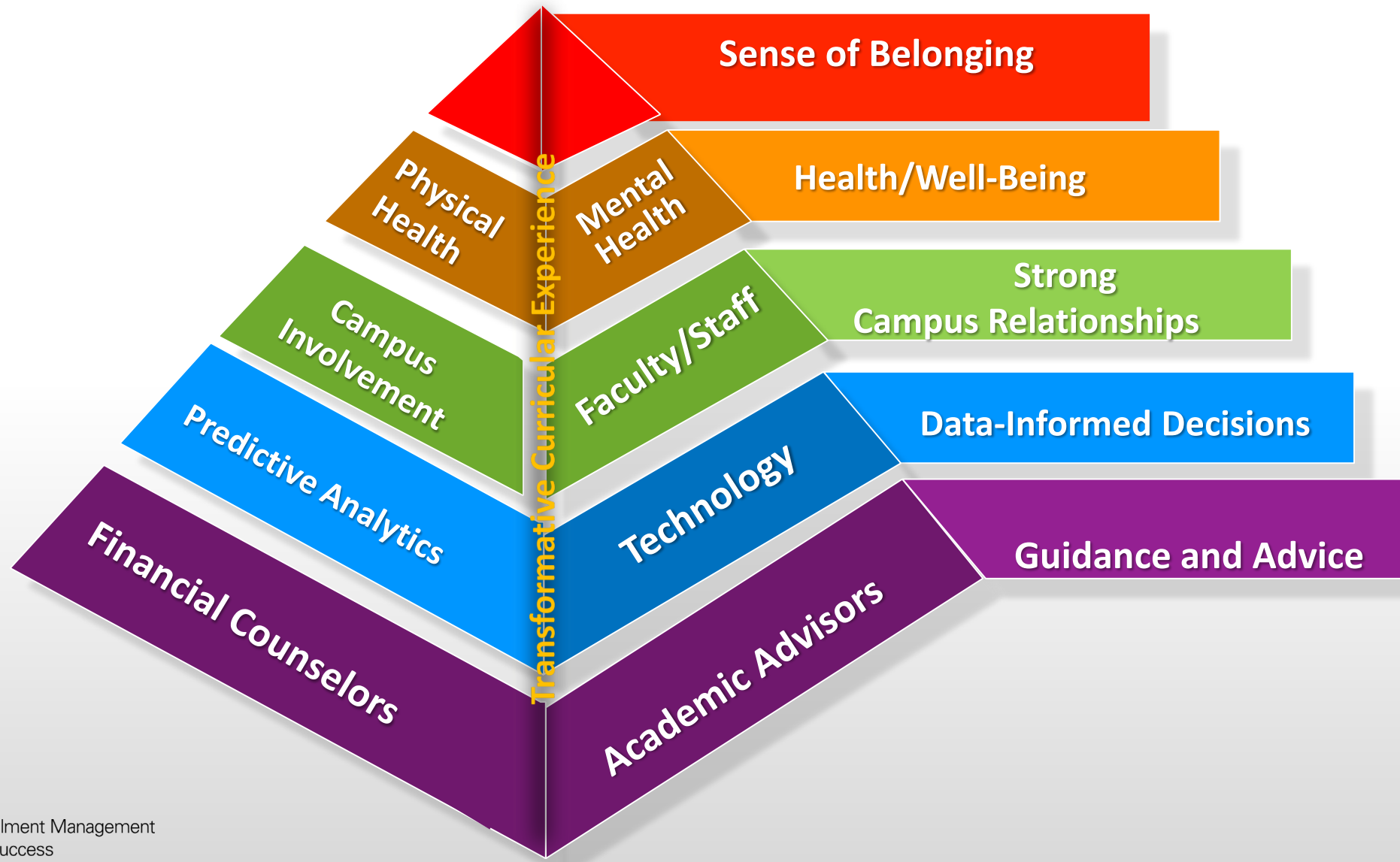


Increase Retention

- Elevate faculty engagement in student success model.
- Expand financial funding and support
- Strengthen academic support
- Elevate student voice in solution design
- Strengthen culture of care



Components of VCU's Culture of Care



Affordability for Completion



Institutional Need-based Aid

Undergraduate institutional aid is an annual budget priority.

Tuition and Fee Simplification

Reduced 455 courses to 17 program fees.

Student Financial Management Center

Financial Counselor partnered with Academic Advisor, serve as foundation of VCU Care Team. Established student advisory board.

RAMS Scholarship Hub

Created a centralized database in which University scholarships are housed and managed

Open and Affordable Course Content Initiative

22% of Fall 2021 undergraduate courses have no/low-cost materials.

Ram Reconnect and Completion Grants

Recruit stop outs within 3 semesters, reconnect to VCU with academic goal setting and financial plan.

Ram Pantry

Assists with food insecurity for enrolled students.



National Graduation Rates at Public Universities

VCU is identified as a Selective Institution:

- VCU performs better than “selective institution” peers in student success metrics
- VCU enrolls more underrepresented minority students than most “selective institution” peers and graduates them at higher rates.

VCU Goal: Achieve student success rates that exceed those of highly selective institutions

Selectivity	1 st -Year Retention Rate Cohort 2018	4-Year Graduation Rate Cohort 2015	5-Year Graduation Rate Cohort 2014	6-Year Graduation Rate Cohort 2013
Highly Selective	89.0%	53.9%	71.9%	75.2%
Selective	79.3%	30.4%	49.9%	55.9%
VCU	83.9%	48.2%	63.1%	67.8%
Moderately Selective	76.0%	30.5%	48.6%	53.1%
Less Selective	74.2%	21.0%	39.4%	46.0%

Source: CSRDE, 2019-20 Cohort from Public Institutions (pgs.14-17)

Graduate Enrollment Strategies

Increase New Masters

Targeted awareness-building and recruitment

- VCU [Recent Alumni Master's Opportunity](#)
- Accelerated bachelors to masters degrees
- Partnerships with Minority Serving Institutions

New technology implementation

- Enrollment funnel management

Online program expansion

- New online programs
- Expanded capacity of existing online programs

Strengthen graduate student support

- Expand services of Writing Center to more fully meet graduate student needs
- Create professional development center

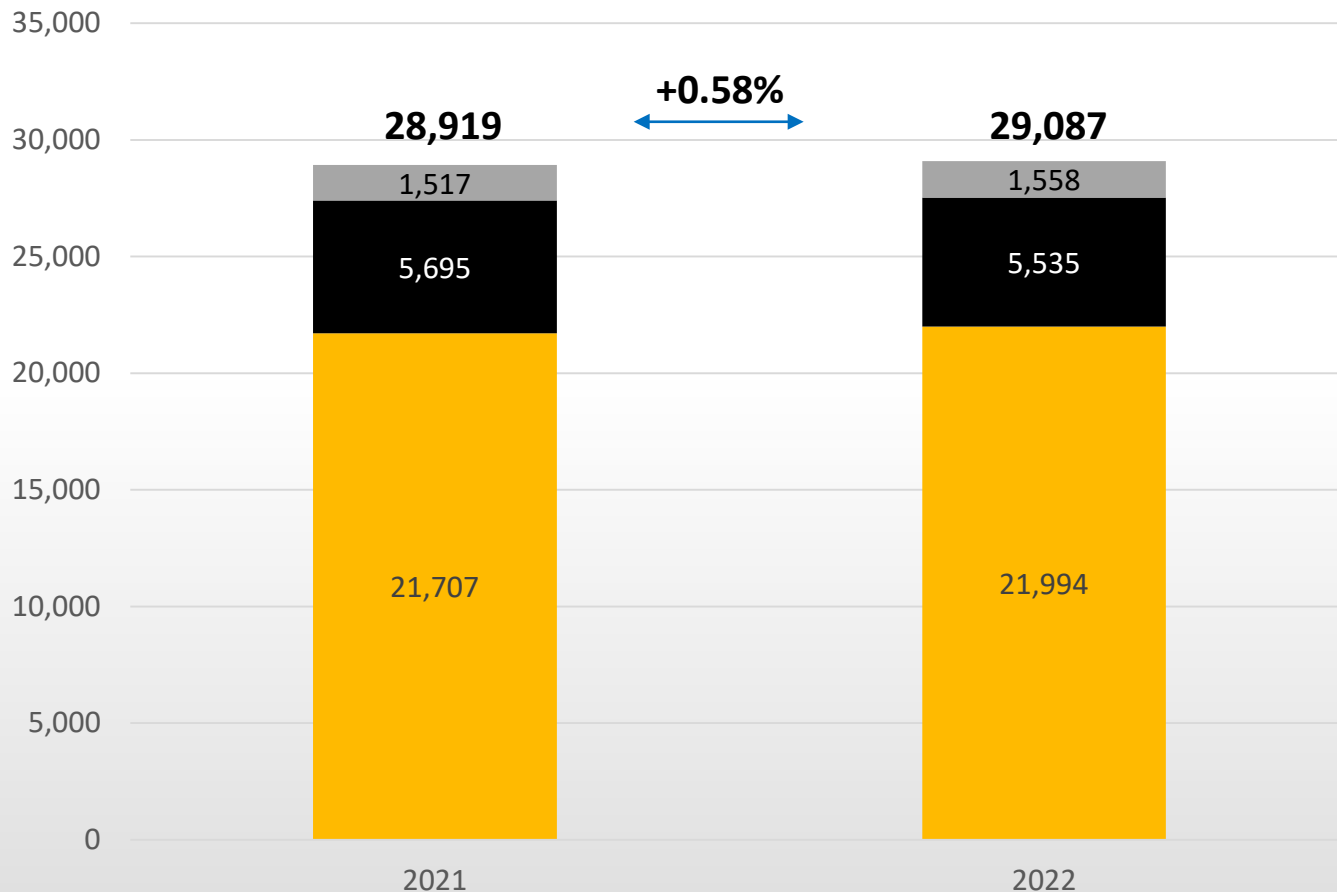


A group of four students are featured in the foreground, smiling and posing for a photo. They are standing behind a large cardboard box. The student on the far left is a young woman with brown hair, wearing a yellow t-shirt. Next to her is a young woman with dark hair in a high bun, wearing a grey t-shirt with 'VCU RAM' printed on it. In the center is a young woman with dark hair and glasses, wearing a dark grey t-shirt with a large yellow ram head logo and the words 'RAM CAMP' below it. On the far right is a young man with short brown hair, wearing an orange t-shirt with sunglasses hanging from the neckline and a name tag that says 'UDSTH'. In the background, other students are visible, along with teal and purple balloons and white tents, suggesting an outdoor campus event. The text 'Fall 2022 Outlook' is overlaid in the center of the image.

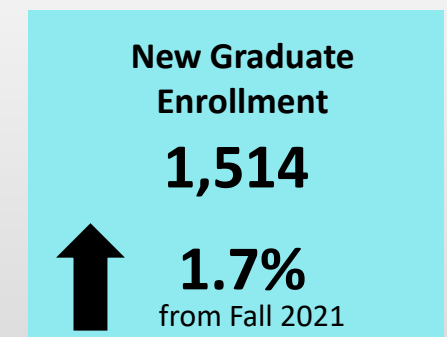
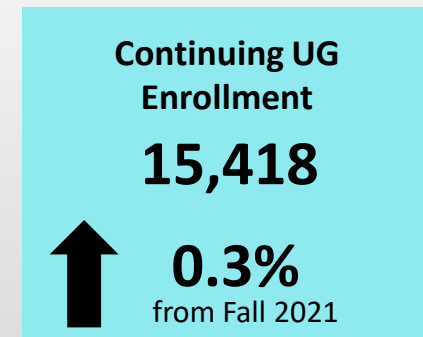
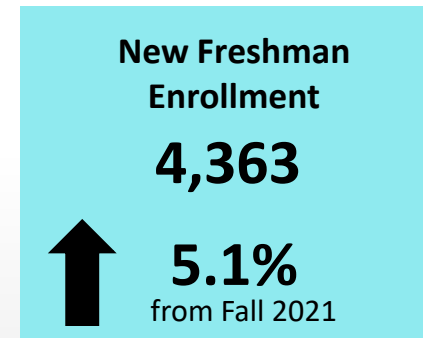
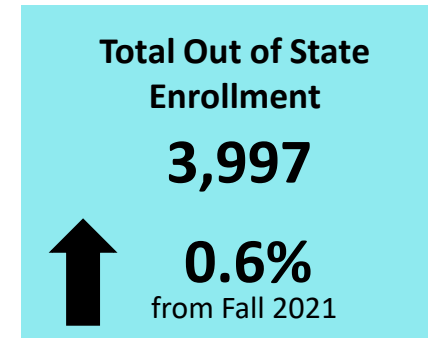
Fall 2022 Outlook

Fall 2022 Enrollment Projection

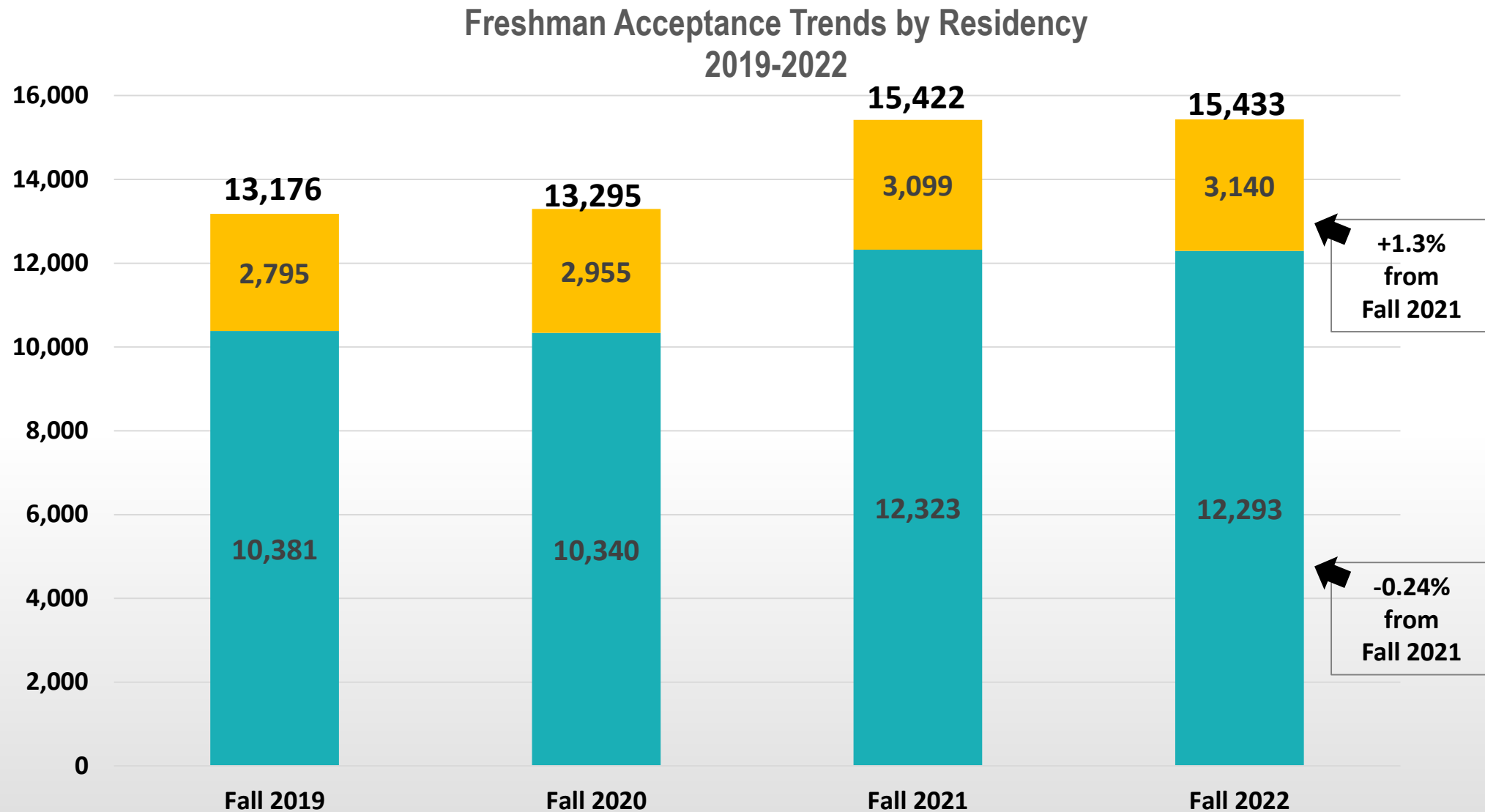
2021 Actual Enrollment and 2022 Projections



■ Undergraduate ■ Graduate ■ First Professional

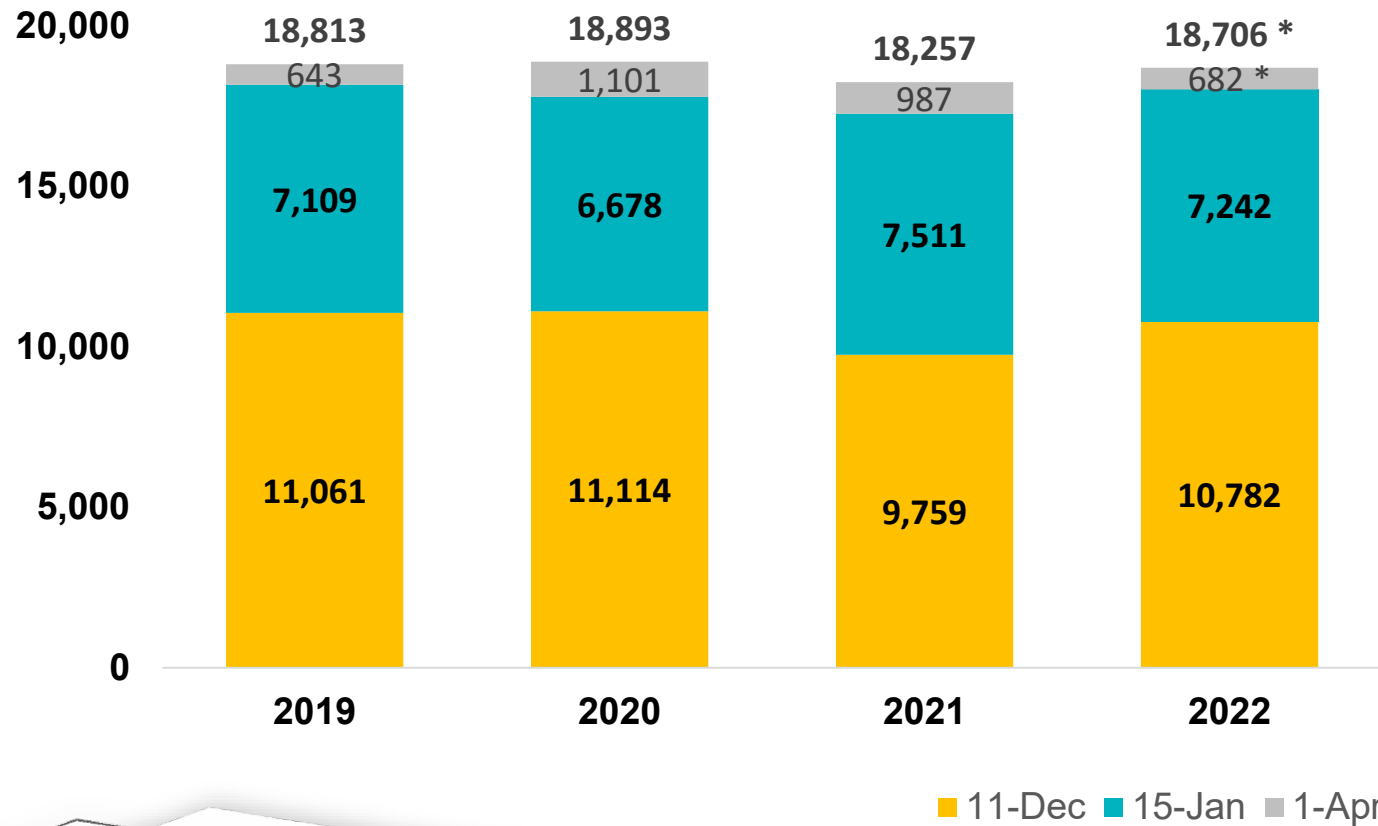


Preview: Fall 2022 New Freshman Acceptances



Preview: Fall 2022 New Freshman Estimates

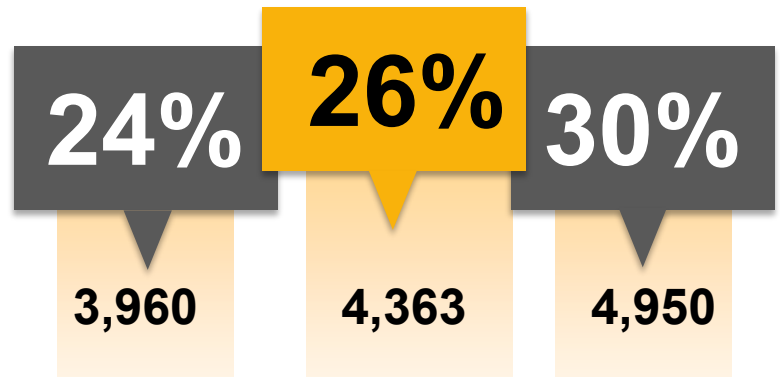
New Freshman Application
Actuals 2018-2021 & Projection for 2022



* Projected

Fall 2022 Projected Acceptances
16,500

Enrollment Yield Scenarios







VCU Board of Visitors Budget Workshop

KAROL KAIN GRAY

Senior Vice President & CFO

March 22, 2022

AGENDA

1. Supporting university strategies
2. National outlook
3. Challenges and opportunities for 2022-23
 - Challenges for 2023
 - State budget opportunities
 - Tuition & Fee proposal

Supporting University Strategies

FY2019 - Present



Strategic Investment

FY19 - Present

Enhancing
diversity
initiatives

Increasing
salaries &
improving
benefits

REAL Initiative

Growing out of
state recruitment

Equity & Access

HR Redesign

Energy
conservation
contract

RealSource

Budget
Redesign

Infrastructure

STEM and ERB
Building

Campus “Front
Doors”

Technology
Building

ICA Properties

Athletics Village

Acquisitions

Research
Strategic Plan

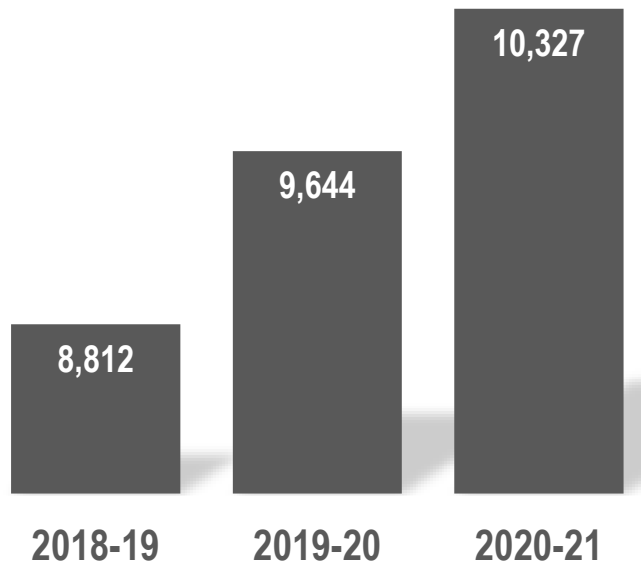
Medicines for
All

Stravitz-Sanyal
Institute for
Liver Disease
and Metabolic
Health

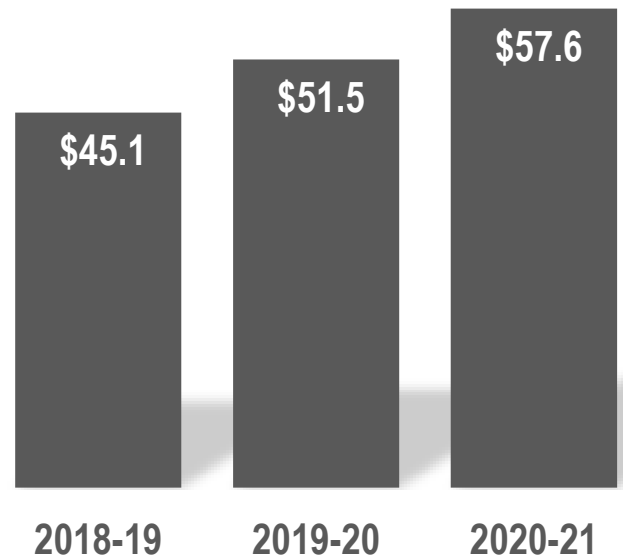
Research

Growing Undergraduate Financial Aid

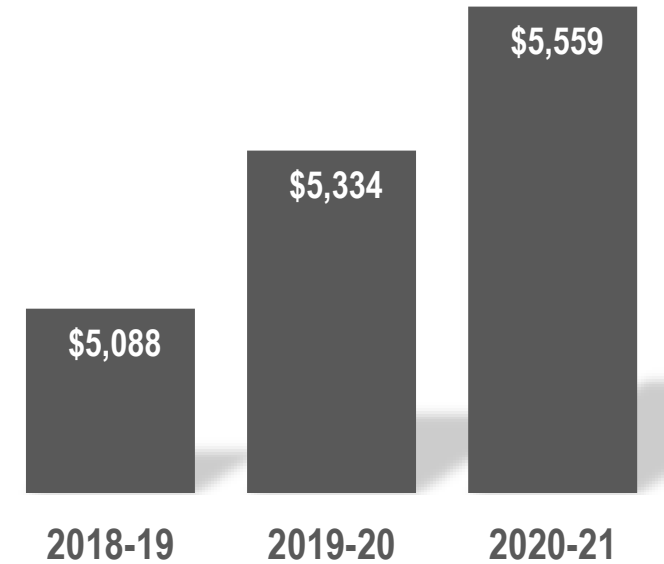
Institutional Aid Recipients Paid



Total Institutional Aid Paid (in millions)

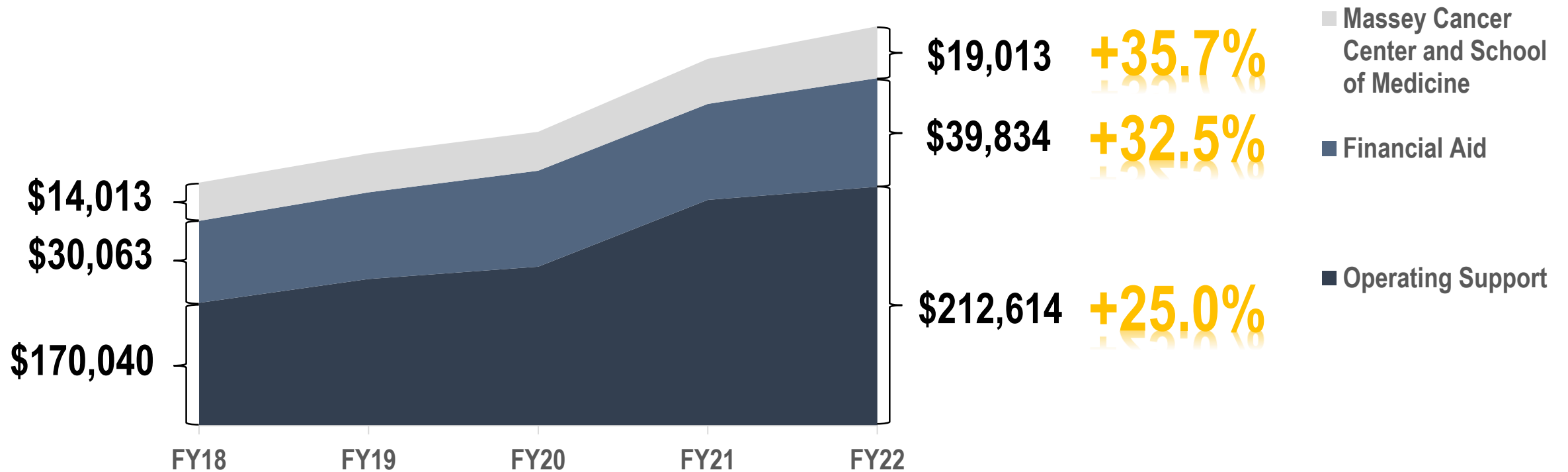


Average Institutional Aid Paid per Recipient



Partnering with Virginia

State Support by Category, in thousands



National Sector Outlook: Stable

**From Moody's National Sector Outlook
12/7/2021 report:**

"Colleges' expense management proves more agile than expected... colleges responded quickly to sharp revenue declines in fiscal 2021"

Revenue growth:

- Tuition and auxiliary growth with return to campus
- Increased state funding
- Positive market returns improving endowment and fundraising

Cost challenges:

- Inflation and possible labor shortages (particularly for academic medical centers)
- Continued student focus on access and equity
- Cyber security needs with shift to online

Looking Ahead to FY2022-23



FY2023 Needs

Educational and General

\$3.2M

**2023 New
Undergraduate
Financial Aid**

\$16M

**Sustaining current
support for Financial
Aid**

\$24M

**5% State mandated
salary increases (half
state funded)**

\$2.5M

**Faculty Promotion
and Tenure & salary
inequities**

\$3.8M

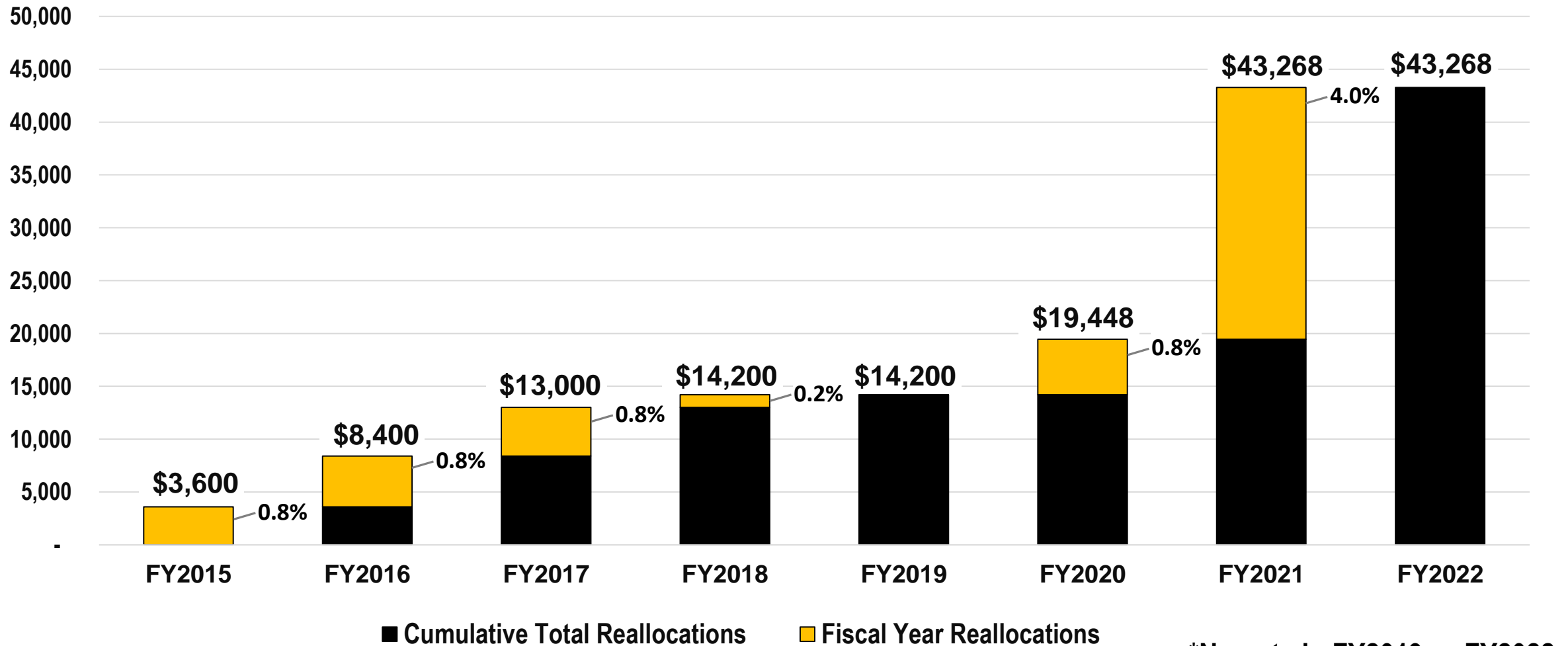
**Maintenance, IT,
Utility Increases, Debt
& University Relations**

\$3.1M

**Faculty hires, Ph.D.
student support,
school support**

VCU Budget Reallocations

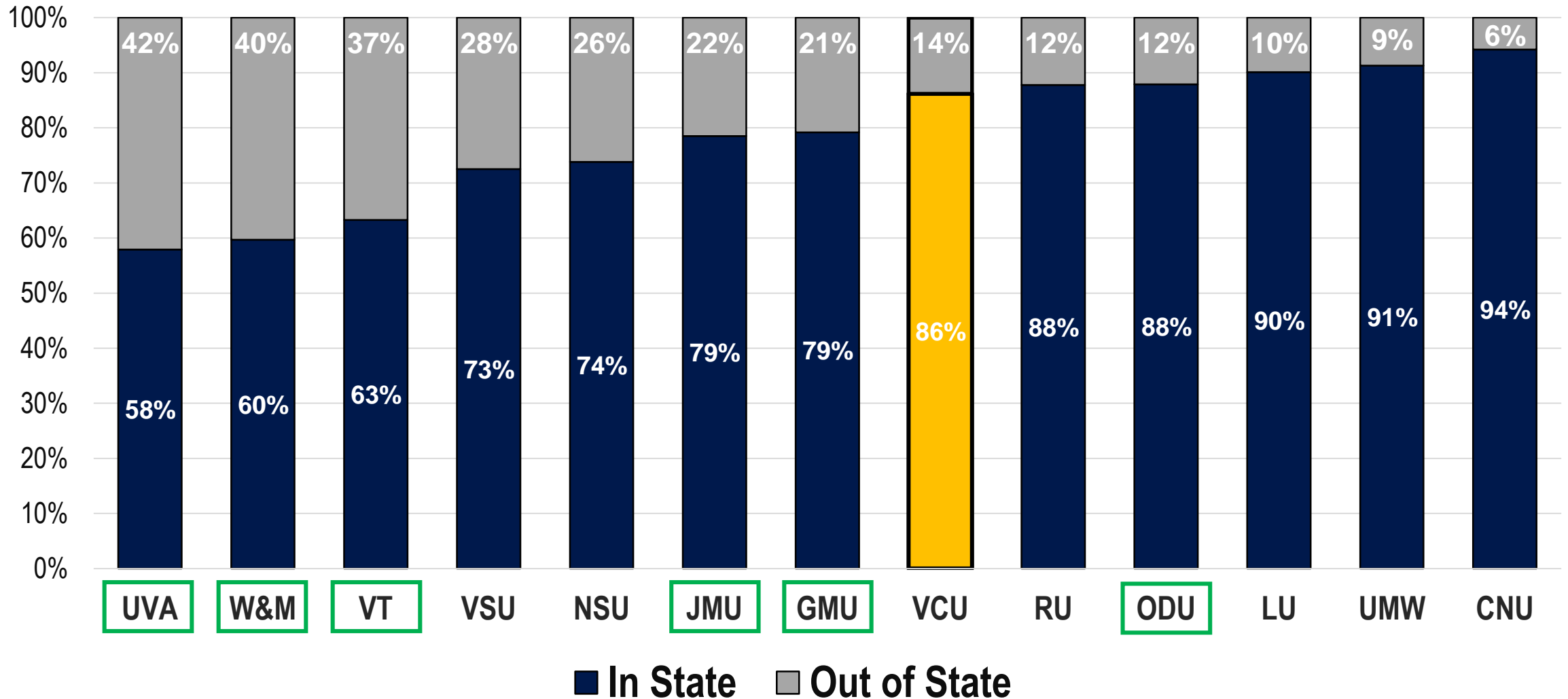
(in thousands)



*No cuts in FY2019 or FY2022

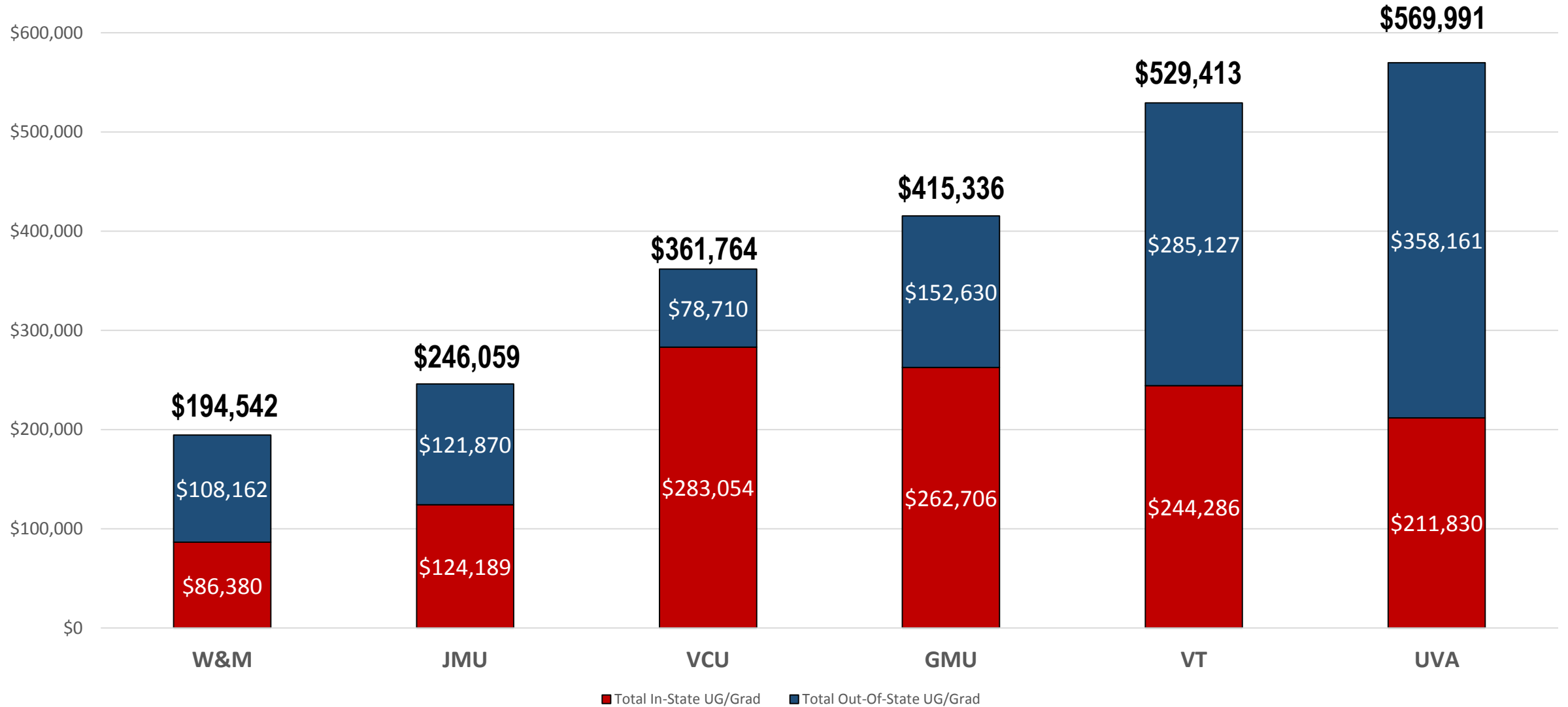
Total Enrollment by Residency, Fall 2021

VA Public Institutions



FY20 Tuition Revenue Totals, FY20

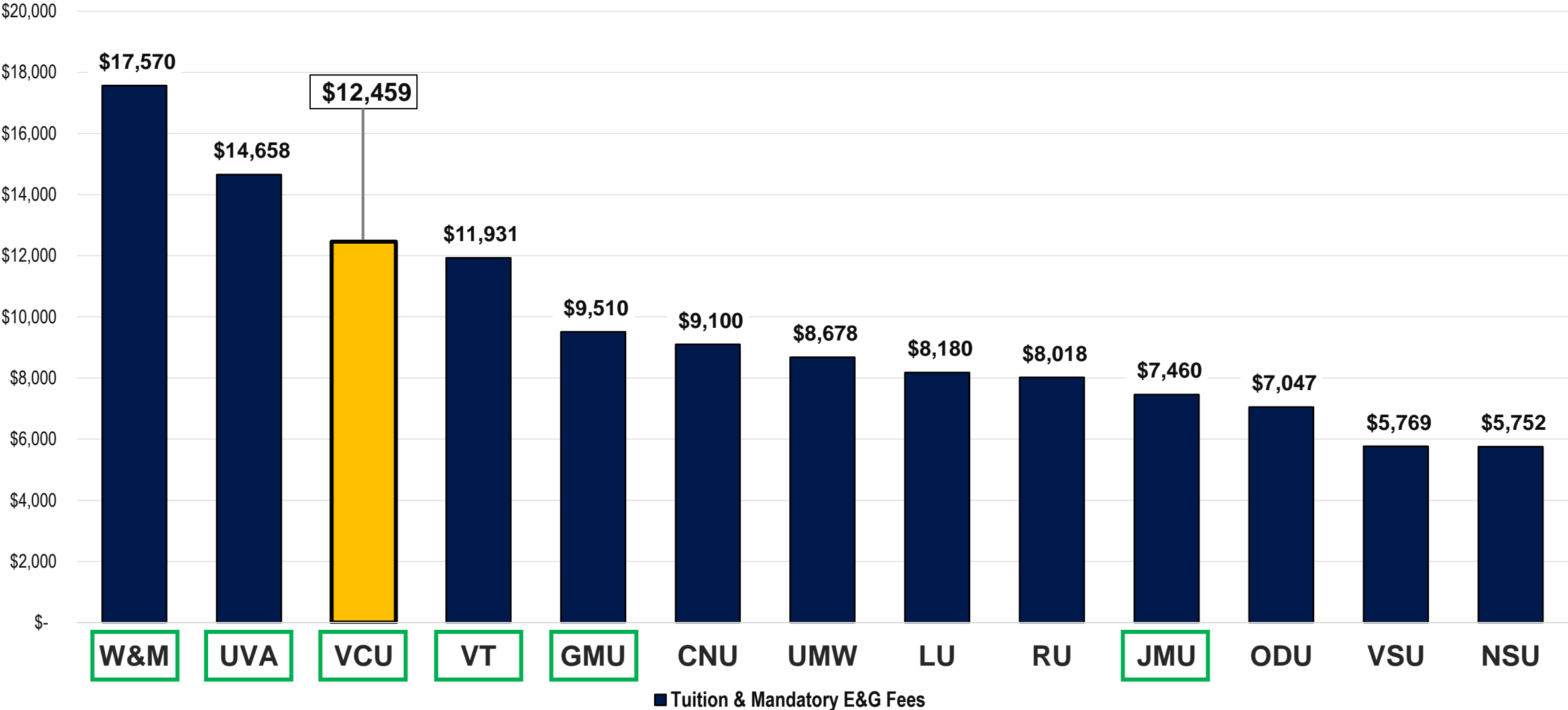
VA Tier III Institutions



*Actual tuition and mandatory E&G fees excluding first professional students based on SCHEV reporting

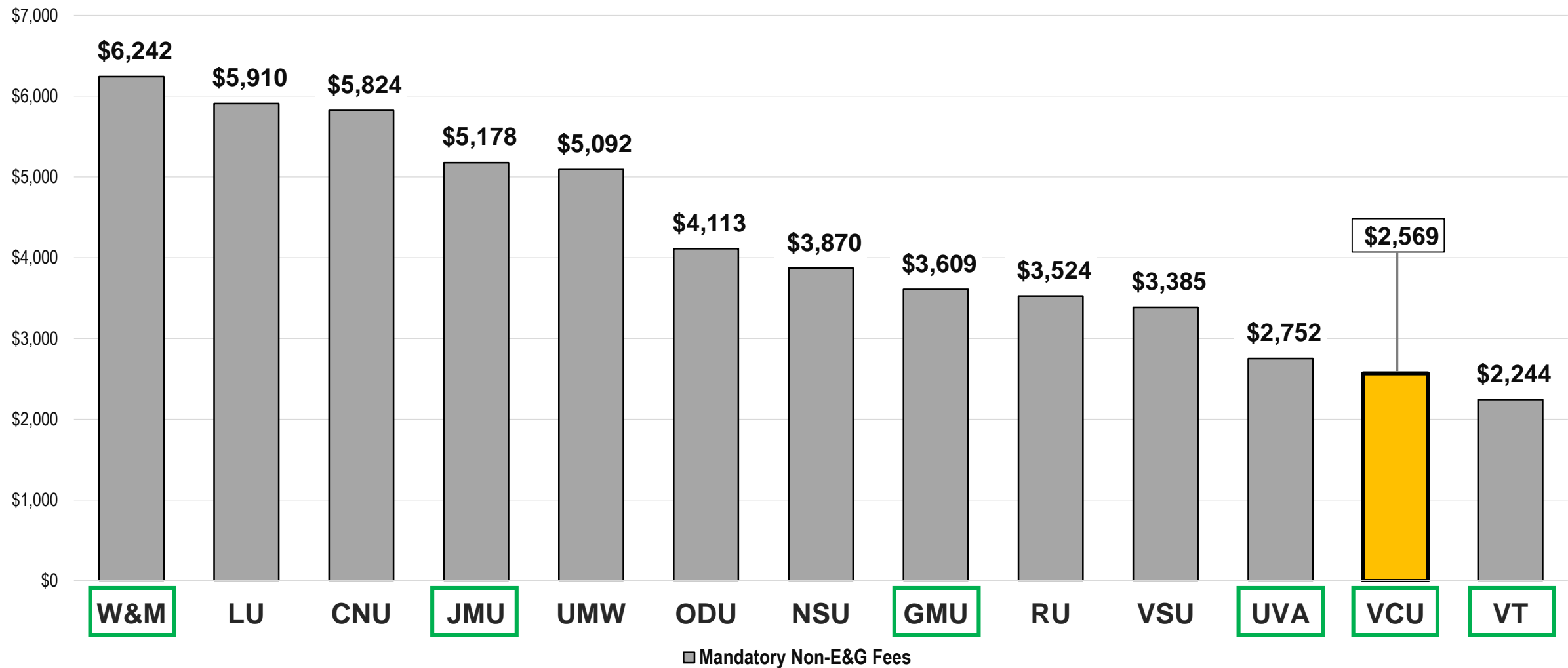
Comparative UG Tuition Rates for VA Public Institutions

(21-22)

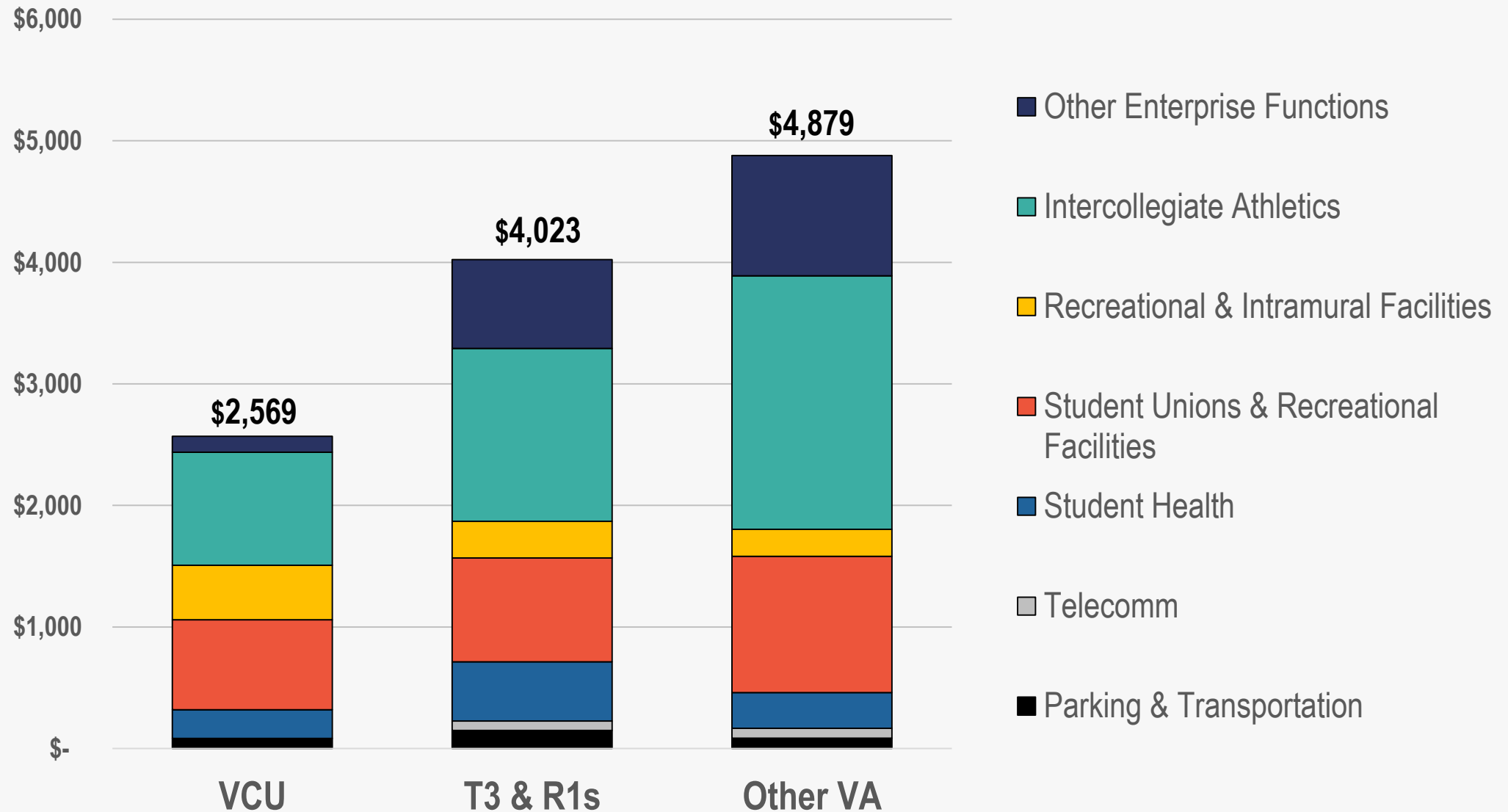


Comparative UG Mandatory Fees for VA Public Institutions

(21-22)

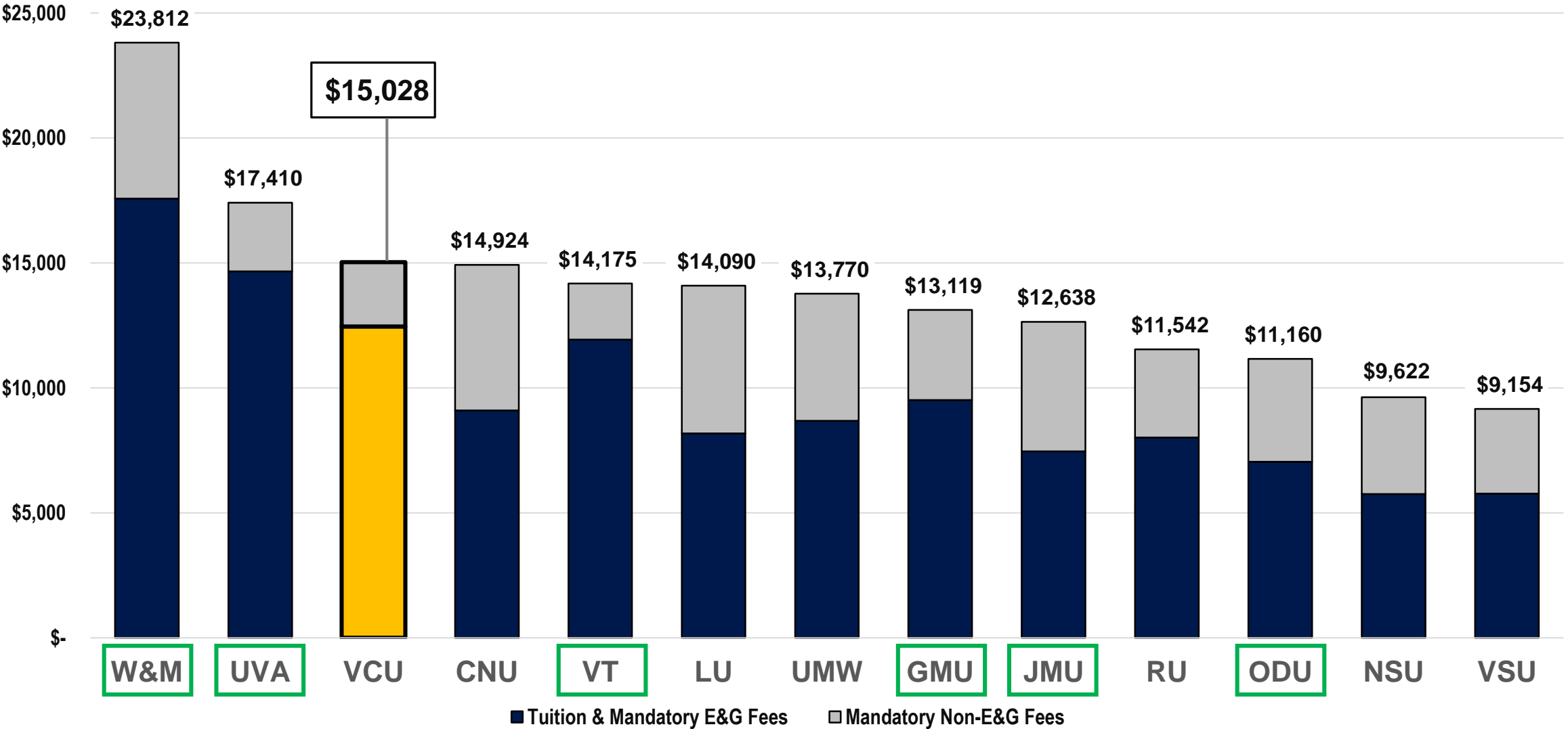


Comparison of Non-E&G Fees 2021-2022



Comparative UG Rates for VA Public Institutions

(21-22)



FY2023 Overview

	Increase Range				
Proposed FY2023 Tuition Rate Increase	0.0%	3.0%	4.0%	5.0%	6.0%
FY2023 Projected Revenue Growth					
Tuition & Enrollment Change	\$ (1,911)	\$ 9,531	\$ 13,039	\$ 16,548	\$ 20,054
Change in State Support (W/ Salary)	30,321	30,321	30,321	30,321	30,321
Total Revenue Growth	28,410	39,852	43,360	46,869	50,375
Proposed FY2023 Projected Needs					
Proposed New Expense Needs (W/ Salary)	(51,509)	(52,465)	(52,784)	(53,102)	(53,421)
Net Expense Needs	(51,509)	(52,465)	(52,784)	(53,102)	(53,421)
University Net Position	\$ (23,099)	\$ (12,613)	\$ (9,424)	\$ (6,233)	\$ (3,046)
Use of one-time funds & Reallocations	23,099	12,613	9,424	6,233	3,046
Revised University Net Position	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

Proposed Mandatory Fees

	FY2022	FY2023 Proposed	\$ Increase	% Increase
Library Fee	\$ 80	\$ 84	\$ 4	5.0%
Technology Fee	285	299	14	5.0%
University Fee	2,244	2,356	112	5.0%
Health Service Fee	235	240	5	2.1%
Student Activity Fee	90	90	-	0.0%
Academic Support Services Fee*	45	50	5	11%
Total Resident	\$ 2,934	\$ 3,119	\$ 140	4.7%
Capital Outlay Fee	690	690	-	0.0%
Total Non-Resident	\$ 3,624	\$ 3,809	\$ 140	3.8%

*Expanded to include Seniors and Graduate Students

Proposed Tuition & Fees – Resident Undergraduate

	FY2022		FY2023		
Tuition Increase %		3.0%	4.0%	5.0%	6.0%
Fee Increase %		4.7%	4.7%	4.7%	4.7%
Overall Increase %		3.4%	4.2%	5.0%	5.9%
Tuition - 15 Credit Hours	12,094	12,472	12,588	12,704	12,848
Mandatory Fees	2,979	3,119	3,119	3,119	3,119
Total Tuition & Fees	\$ 15,073	\$ 15,591	\$ 15,707	\$ 15,823	\$ 15,967
Total Proposed Increase		\$ 518	\$ 634	\$ 750	\$ 894

Proposed Tuition & Fees – Non-Resident Undergraduate

	FY2022	FY2023			
Tuition Increase %		3.0%	4.0%	5.0%	6.0%
Fee Increase %		3.8%	3.8%	3.8%	3.8%
Overall Increase %		3.2%	4.2%	5.1%	5.9%
Annual Tuition - 15 Credit Hours	32,742	33,728	34,076	34,396	34,714
Mandatory Fees	3,669	3,809	3,809	3,809	3,809
Total Tuition & Fees	\$ 36,366	\$37,537	\$37,885	\$38,205	\$38,523
Total Proposed Increase		\$1,171	\$1,519	\$1,839	\$2,157

Annual Undergraduate Resident Inclusive of Room and Board

	FY2022	FY2023		
Tuition Increase %	3.0%	4.0%	5.0%	6.0%
Fee Increase %	4.7%	4.7%	4.7%	4.7%
Room and Board Increase %	5.4%	5.4%	5.4%	5.4%
Overall Increase %	4.3%	4.7%	5.1%	5.7%

Tuition - 15 Credit Hours	12,094	12,472	12,588	12,704	12,848
Mandatory Fees	2,979	3,119	3,119	3,119	3,119
Total Tuition and Fees	\$ 15,073	\$ 15,591	\$ 15,707	\$ 15,823	\$ 15,967
Room	6,953	7,301	7,301	7,301	7,301
Board	4,662	4,938	4,938	4,938	4,938
Total Tuition, Fees, Room & Board	\$ 26,688	\$ 27,830	\$ 27,946	\$ 28,062	\$ 28,206

Tuition and Fee Change	518	634	750	894
Tuition, Fees, Room & Board Change	1142	1258	1374	1518

*Room and Board rates are for 200 swipes w/ \$225 per semester

Proposed Tuition & Fees – Resident Masters

	FY2022		FY2023		
Tuition Increase %		3.0%	4.0%	5.0%	6.0%
Fee Increase %		4.7%	4.7%	4.7%	4.7%
Overall Increase %		3.4%	4.2%	5.0%	5.9%
Tuition - 9 Credit Hours	12,618	13,014	13,140	13,266	13,392
Mandatory Fees	2,900	3,035	3,035	3,035	3,035
Total Tuition & Fees	\$ 15,518	\$ 16,049	\$ 16,175	\$ 16,301	\$ 16,427
Total Proposed Increase		\$ 531	\$ 657	\$ 783	\$ 909

Proposed Tuition & Fees – Resident Doctoral

	FY2022		FY2023		
Tuition Increase %		3.0%	4.0%	5.0%	6.0%
Fee Increase %		4.7%	4.7%	4.7%	4.7%
Overall Increase %		3.5%	4.3%	4.9%	5.8%
Tuition - 9 Credit Hours	10,404	10,728	10,836	10,926	11,034
Mandatory Fees	2,900	3,035	3,035	3,035	3,035
Total Tuition & Fees	\$ 13,304	\$ 13,763	\$ 13,871	\$ 13,961	\$ 14,069
Total Proposed Increase		\$ 459	\$ 567	\$ 657	\$ 765

Dining Plan Rates Per Semester

	FY2022	FY2023 Proposed	\$ Increase	% Increase
All Access Swipes w/ \$225 per semester ^(1,2)	\$ 2,910	\$ 3,084	\$ 174	6.0%
250 Swipes w/ \$225 per semester ⁽¹⁾	\$ 2,570	\$ 2,725	\$ 155	6.0%
200 Swipes w/ \$225 per semester ⁽¹⁾	\$ 2,331	\$ 2,469	\$ 138	5.9%

*Prices shown are the rates for one semester only.

¹All students residing in University Housing, other than graduate students or VCU apartment residents, are required to purchase a residential dining plan. Residential dining plans are indicated above with a (1).

Room and Board Comparison for Annual Plan Rates

	Housing Rates ⁺			Dining Rates*
	Traditional Double	Traditional Single	Apt Two Bedroom	Least Cost On Campus Plan
George Mason University	\$ 7,810	\$ 10,510	\$ 9,800	\$ 5,010
Old Dominion University	6,997	8,856	11,053	5,398
College of William and Mary	9,433	9,156	9,158	5,246
Virginia Tech	6,038	9,022	N/A	4,828
University of Virginia	7,080	7,630	14,368	5,680
Virginia Commonwealth University	7,231	7,387	8,351	4,662

+ Prices shown are estimated 2023 annual rates. Most universities have ranges for room types and quality levels (i.e. corner room). Rates shown is the lowest rate for the lowest level of room.

* Prices shown 2022 annual rates. Prices represent the least cost required Freshman dining plan for on campus residency that may be selected at each university.

Summary of FY2023 Proposed Rates

Student Classification	Tuition \$ Increase	Tuition % Increase	Fee \$ Increase	Fee % Increase	Total \$ Increase
Resident Undergraduate	\$ 363	3.0%	\$ 140	4.7%	\$ 503
Non-Resident Undergraduate	982	3.0%	140	3.8%	517
Resident Masters	379	3.0%	140	4.7%	519
Non-Resident Masters	779	3.0%	140	3.8%	919
Resident Doctoral	312	3.0%	140	4.7%	453
Non-Resident Doctoral	666	3.0%	140	3.8%	807
Resident Medicine	675	2.0%	135	4.0%	810
Non-Resident Medicine	1,132	2.0%	135	3.3%	1,267
Resident Pharmacy	573	2.0%	121	3.6%	694
Non-Resident Pharmacy	826	2.0%	121	3.0%	947
Resident Dentistry	-	0.0%	135	0.9%	135
Non-Resident Dentistry	-	0.0%	135	0.9%	135

Tuition \$ Increase is annual increase for full time enrollment

Public Comment Period