AGENDA

1. CALL TO ORDER & OPENING REMARKS
   Mr. H. Benson Dendy, III, Rector

2. PRESIDENT’S REMARKS
   Dr. Michael Rao, President

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

4. ADJOURNMENT
   Mr. H. Benson Dendy, III, Rector

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.

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.
Enrollment Workshop

Fotis Sotiropoulos, Ph.D.
Provost & Senior Vice President for Academic Affairs

May 11, 2023
Higher Education’s “Perfect Storm”

- Some colleges and universities will have to make difficult choices about their enrollment practices, academic offerings, and makeup of their student body.
  - The most-selective private colleges and public flagships are expected to fare the best.
- Colleges and universities cannot control demographics but can improve retention and graduation rates.

The pool of likely students is expected to become much smaller and more racially diverse.
QUEST 2028
ONE VCU: TOGETHER WE TRANSFORM
First Time in College Completed Applications by Year for Select Virginia R1 Institutions

Source: SCHEV
Over the past 5 years VCU has seen increased new freshman interest and responded with more timely application processing and admission decisions.

<table>
<thead>
<tr>
<th>Year</th>
<th>Mid-December</th>
<th>Mid-January</th>
<th>April 1</th>
<th>Total Freshman Applications Received Over Time 2019 - 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023</td>
<td>12,018</td>
<td>6,788</td>
<td>1,169</td>
<td>19,975</td>
</tr>
<tr>
<td>2022</td>
<td>10,782</td>
<td>7,242</td>
<td>883</td>
<td>18,907</td>
</tr>
<tr>
<td>2021</td>
<td>9,759</td>
<td>7,566</td>
<td>932</td>
<td>18,257</td>
</tr>
<tr>
<td>2020</td>
<td>11,114</td>
<td>6,969</td>
<td>810</td>
<td>18,893</td>
</tr>
<tr>
<td>2019</td>
<td>11,061</td>
<td>7,217</td>
<td>535</td>
<td>18,813</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Mid-December</th>
<th>Mid-January</th>
<th>April 1</th>
<th>Total Freshman Acceptances Processed Over Time 2019 - 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023</td>
<td>5,884</td>
<td>6,701</td>
<td>4,709</td>
<td>17,294</td>
</tr>
<tr>
<td>2022</td>
<td>8,034</td>
<td>3,517</td>
<td>4,602</td>
<td>16,153</td>
</tr>
<tr>
<td>2021</td>
<td>4,738</td>
<td>4,704</td>
<td>6,466</td>
<td>15,908</td>
</tr>
<tr>
<td>2020</td>
<td>2,233</td>
<td>6,470</td>
<td>6,307</td>
<td>15,010</td>
</tr>
<tr>
<td>2019</td>
<td>3,621</td>
<td>3,994</td>
<td>6,505</td>
<td>14,120</td>
</tr>
</tbody>
</table>

VCU has increased from only accepting 42% of applications by mid-January in 2019 to 67% in 2023.
Retention Trends

One-year Retention Rates: VCU vs. National Average

Source: IPEDS

- **Fall 2011**: 85%
- **Fall 2012**: 78%
- **Fall 2013**: 85%
- **Fall 2014**: 84%
- **Fall 2015**: 85%
- **Fall 2016**: 80%
- **Fall 2017**: 85%
- **Fall 2018**: 82%
- **Fall 2019**: 81%
- **Fall 2020**: 84%

4-Year Publics National Average

VCU
4- and 6-Year Graduation Rates: National Average vs. VCU

Graduation Trends

Fall 2006 Fall 2007 Fall 2008 Fall 2009 Fall 2010 Fall 2011 Fall 2012 Fall 2013 Fall 2014 Fall 2015

Publics National Average

VCU

Source: IPEDS
Post-Graduation Employment + Continuing Education Rates

Source: IRDS

Note: This chart reflects undergraduates only. Employment refers to full-time only and does not include part-time employment.
## Graduation Trends

### 6-Year Graduation Rates 4-Year Publics Avg vs. VCU

<table>
<thead>
<tr>
<th></th>
<th>National Avg.</th>
<th>UIA Avg.</th>
<th>VCU 2011-2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pell</td>
<td>53%</td>
<td>65%</td>
<td>63%</td>
</tr>
<tr>
<td>Black</td>
<td>58%</td>
<td>61%</td>
<td>64%</td>
</tr>
<tr>
<td>Black Men</td>
<td>40%</td>
<td>54%</td>
<td>56%</td>
</tr>
<tr>
<td>Hispanic Men</td>
<td>53%</td>
<td>60%</td>
<td>58%</td>
</tr>
</tbody>
</table>

**Note:** Slide reports 6 year graduation rate for 2015 cohort. See Graduation Appendix Slides 4-8 for details.
2015 Cohort (Public R1 Institutions)

Selectivity vs. Graduation Rates

Admissions Rate vs. 6yr Graduation Rate

Avg. 73%
Avg. 64%
Avg. 64%

Universities:
- GT (Georgia Tech)
- UF (University of Florida)
- VT (Virginia Tech)
- AU (Auburn University)
- VCU (Virginia Commonwealth University)
- UAB (University of Alabama at Birmingham)
- UOfM (University of Memphis)
- UNT (University of North Texas)
Almost all of the state's large colleges are growing, including George Mason, Virginia Tech, UVa, JMU and Old Dominion. The state's largest college, Liberty University, boasts 130,000 students, with about 115,000 of them fully online.

UVa and Tech have received record application numbers, and George Mason has grown alongside its Northern Virginia community. (VCU is an outlier - it's the state's only large college that is shrinking. Its enrollment has slipped in each of the past four years.)
Almost all of the state's large colleges are growing, including George Mason, Virginia Tech, UVa, JMU and Old Dominion. The state's largest college, Liberty University, boasts 130,000 students, with about 115,000 of them fully online.

UVa and Tech have received record application numbers, and George Mason has (VCU is an outlier - it's the state's only large college that is shrinking. Its enrollment has slipped in each of the past four years.)
Enrollment Trends for Select Virginia Research 1 Universities: Fall Headcount

Source: SCHEV
VA Public Universities Rank

*1,500 public universities ranked
1,850 universities reported data

25th overall
3rd among public national universities*

41st overall
13th among public national universities

62nd overall
23rd among public national universities

137th overall
64th among public national universities

151st overall
72nd among public national universities

166th overall
83rd among public national universities

299th overall
156th among public national universities

*1,500 public universities ranked
1,850 universities reported data
Top 10 skills of 2025

- Analytical thinking and innovation
- Active learning and learning strategies
- Complex problem-solving
- Critical thinking and analysis
- Creativity, originality and initiative
- Leadership and social influence
- Technology use, monitoring and control
- Technology design and programming
- Resilience, stress tolerance and flexibility
- Reasoning, problem-solving and ideation

VCU is being recognized for our excellence and achievements

- Top 30 MOST INNOVATIVE PUBLIC UNIVERSITIES
  - U.S. NEWS

- #3 GLOBAL UNIVERSITY IN VIRGINIA
  - U.S. NEWS GLOBAL RANKINGS

- Top 20% GLOBAL UNIVERSITY FOR RESEARCH IMPACT AND SCHOLARLY PRODUCTIVITY
  - U.S. NEWS GLOBAL RANKINGS

- Top 50 PUBLIC NATIONAL UNIVERSITY FOR RESEARCH
  - NSF HERD

- 31 TOP 50 GRADUATE PROGRAMS
  - U.S. NEWS
  - 2 IN TOP 10
Additional enrollment strategies:

1. Non-Traditional Learners
2. VCU Online
3. Transfer Students
4. International Students
Entrepreneurial Literacy
The Curriculum of the Future
Computational Literacy
Cultural Literacy
Entrepreneurial Literacy

Transforming the student experience and value of their higher education
Quality Enhancement Plan

QEP Topic:

Scaling Undergraduate Research at VCU

Undergraduate research is a proven, data-informed mechanism for transforming the undergraduate experience and aligns with our commitments to both new knowledge creation and transdisciplinary research that improves the human condition and to preparing students for the future of work.
Transformative learning experiences student panel

BOV Academic and Health Affairs Committee -- Sept. 15, 2022

Karah Moore
Major: Biomedical Engineering
Year: Senior

Sofia Simmons
Major: Criminal Justice
Minor: Psychology
Year: Senior

Dylan Stephens
Major: Environmental Studies and Sociology
Year: Senior

Lesley Turcios-Hernandez
Major: Biology
Minor: Chemistry
Year: Senior
Academic Repositioning Task Force

More Academically Attractive

More Efficient
Summary: Implementation Strategies*

Short-term

- Increase new student pipeline
- Improve enrollment yield
- Grow VCU presence in other target markets
- Launch campus-wide student success engagement plan

Programmatic focus
- Expand support for advisors
- Improve outcomes in courses that are barriers

Build a culture focused on student success and outcomes
- Grow enrollment in high demand areas
- Create greater value in the VCU degree

Long-term

- Demonstrate value in VCU degree
- Prioritize student experience and technology

*More details in appendix.
Discussion Questions

As industry leaders, what skills do you most value in new hires?

As VCU embraces bold change, what are the things we should stop doing?

Differentiation is an important strategy for VCU, but can be challenging and uncomfortable at times. How much should VCU focus on differentiating itself from competitors and peers?
Appendix:
Virginia R1 Institution Program Trends
Admission Rates by Year for Select Virginia R1 Institutions

Source: SCHEV
Appendix: Graduation Trends
6-Year Graduation Rates: Pell Recipients

Source: IPEDS

- Fall 2011: 49%
- Fall 2012: 53%
- Fall 2013: 60%
- Fall 2014: 63%
- Fall 2015: 60%

- VCU: 49%
- 4-year Publics National Average: 53%
4- and 6-Year Graduation Rates: Hispanic Students

Source: IPEDS

Graduation Trends

4-year Publics National Average

Fall 2006 Fall 2007 Fall 2008 Fall 2009 Fall 2010 Fall 2011 Fall 2012 Fall 2013 Fall 2014 Fall 2015

2006: 24% (23%)
2007: 50% (51%)
2008: 58% (64%)
2009: 64% (64%)
2010: 64% (64%)
2011: 64% (64%)
2012: 64% (64%)
2013: 64% (64%)
2014: 64% (64%)
2015: 64% (64%)

4-year rates
6-year rates

VCU
4- and 6-Year Graduation Rates: Black Men

Source: IPEDS

<table>
<thead>
<tr>
<th>Year</th>
<th>4-Year Publics</th>
<th>National Average</th>
<th>VCU 6-Year</th>
<th>VCU 4-Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2006</td>
<td>12%</td>
<td>20%</td>
<td>56%</td>
<td>19%</td>
</tr>
<tr>
<td>Fall 2007</td>
<td>18%</td>
<td>20%</td>
<td>56%</td>
<td>19%</td>
</tr>
<tr>
<td>Fall 2008</td>
<td>18%</td>
<td>20%</td>
<td>56%</td>
<td>19%</td>
</tr>
<tr>
<td>Fall 2009</td>
<td>18%</td>
<td>20%</td>
<td>56%</td>
<td>19%</td>
</tr>
<tr>
<td>Fall 2010</td>
<td>18%</td>
<td>20%</td>
<td>56%</td>
<td>19%</td>
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<tr>
<td>Fall 2011</td>
<td>18%</td>
<td>20%</td>
<td>56%</td>
<td>19%</td>
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<tr>
<td>Fall 2012</td>
<td>18%</td>
<td>20%</td>
<td>56%</td>
<td>19%</td>
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<tr>
<td>Fall 2013</td>
<td>18%</td>
<td>20%</td>
<td>56%</td>
<td>19%</td>
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<tr>
<td>Fall 2014</td>
<td>18%</td>
<td>20%</td>
<td>56%</td>
<td>19%</td>
</tr>
<tr>
<td>Fall 2015</td>
<td>18%</td>
<td>20%</td>
<td>56%</td>
<td>19%</td>
</tr>
</tbody>
</table>
4- and 6-Year Graduation Rates: Hispanic Men

<table>
<thead>
<tr>
<th>Year</th>
<th>4-year Rates</th>
<th>6-year Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2006</td>
<td>18%</td>
<td>46%</td>
</tr>
<tr>
<td>Fall 2007</td>
<td>20%</td>
<td>42%</td>
</tr>
<tr>
<td>Fall 2008</td>
<td>29%</td>
<td>53%</td>
</tr>
<tr>
<td>Fall 2009</td>
<td>29%</td>
<td>58%</td>
</tr>
<tr>
<td>Fall 2010</td>
<td>29%</td>
<td>58%</td>
</tr>
<tr>
<td>Fall 2011</td>
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<tr>
<td>Fall 2012</td>
<td>29%</td>
<td>58%</td>
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<td>Fall 2014</td>
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<tr>
<td>Fall 2015</td>
<td>29%</td>
<td>58%</td>
</tr>
</tbody>
</table>

Source: IPEDS
6-Year Graduation Rates: UIA Range - Pell Recipients

Source: IPEDS
6-Year Graduation Rates: UIA Range - Black Students

Source: IPEDS

4-Year Publics National Average

Fall 2006 Fall 2007 Fall 2008 Fall 2009 Fall 2010 Fall 2011 Fall 2012 Fall 2013 Fall 2014 Fall 2015
6-Year Graduation Rates: UIA Range - Hispanic Students

Source: IPEDS
6-Year Graduation Rates: UIA Range - Black Men

Source: IPEDS

4-Year Publics National Average

Fall 2006  Fall 2007  Fall 2008  Fall 2009  Fall 2010  Fall 2011  Fall 2012  Fall 2013  Fall 2014  Fall 2015
6-Year Graduation Rates: UIA Range - Hispanic Men

Source: IPEDS

Fall 2006  Fall 2007  Fall 2008  Fall 2009  Fall 2010  Fall 2011  Fall 2012  Fall 2013  Fall 2014  Fall 2015
Appendix: Strategies
**Increase new student pipeline**
- Overall applications
- Out-of-state applications
- Speed of acceptances

**Improve enrollment yield**
- Launch targeted scholarships
- Finalize new student journey map for post-May 1
- Launched a new parent communication plan
- Targeted outreach for key schools with declining enrollment yield (H&S, Wilder, etc)

**Grow VCU presence in other target markets**
- Launch undergraduate adult student marketing and recruitment campaign
- Revamping and invest in VCU Online (in progress)
- Launch international recruitment strategy to grow masters enrollment in engineering, computer science and business.

**Launch campus-wide student success engagement plan**
- Use leadership voices to drive a sense of urgency and purpose in key groups of faculty, staff, students, and administrators
- Share updates and vision in traditional settings and create special new opportunities.
- Reduce barriers to continued enrollment for students
• Stabilize Humanities and Sciences
• Grow engineering, computer science, business and arts

• Decision to increase advisor salaries
• Expand career development, training and benchmarks for advisors

• Launched a virtual reality pilot focused on Calculus
• Launch Academic Recovery project focused on Intro Psychology – funded through Dell Foundation, a UIA partnership

• Use leadership voices to drive a sense of urgency and purpose in key groups of faculty, staff, students, and administrators
• Share updates and vision in traditional settings and create special new opportunities.
• Reduce barriers to continued enrollment for students
**Long-Term Strategies**

- **Build a culture focused on student success and outcomes**
  - Reward faculty engaging in innovative teaching and increasing productivity
  - Revise promotion and tenure, and post-tenure policies
  - Make learning more fun
  - Add problem- and research-based learning early in the student experience
  - Focus on educating lifelong learners, entrepreneurs, and innovators

- **Grow enrollment in high demand areas**
  - Invest in business, computer science and arts programs
  - Invest in other market-relevant engineering programs

- **Create greater value in the VCU degree**
  - Add new degrees and programs in market-relevant areas
  - Offer innovative, distinct, unique career pathways, preparing students for the future of work.
  - Focus on problem-based learning across VCU
  - Add computational and entrepreneurial literacy into the curriculum

**Enrollment goal:** 31,000+

**Graduation goal:** 78%
Demonstrate value in VCU degree

• Grow prestige and rankings at the enterprise, college, school, and departmental levels
• Increase branch reach and effectiveness that focuses on
  • Distinctive excellence
  • National prominences
  • Competitive advantage (location, fit of VCU, and quality academic programs)

Prioritize student experience and technology

• Map student journey throughout the entire institution to identify and address areas to improve across different units.
• Invest in incorporating technological and scientific approaches to target positive outcomes for students and faculty
• Develop artificial intelligence project aimed at empowering students to contemplate the implications of actions
• Create training and interventions for faculty coupled with promotion and tenure and post-tenure reward system

Long-Term Strategies

Enrollment goal: 31,000+
Graduation goal: 78%