



**VIRGINIA COMMONWEALTH UNIVERSITY
BOARD OF VISITORS
ENROLLMENT WORKSHOP
MAY 11, 2023
10:15 A.M.¹
James Branch Cabell Library
901 Park Avenue – Room 303
Richmond, VA**

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.



VCU



Enrollment Workshop

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

May 11, 2023

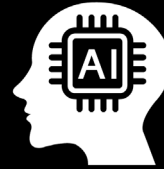
Higher Education's “Perfect Storm”



Declining birthrates



Questions about the value of college



Game-changing technologies

The pool of likely students is expected to become much smaller and more racially diverse.



- **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.**



QUEST 2028

ONE VCU:
TOGETHER WE
TRANSFORM



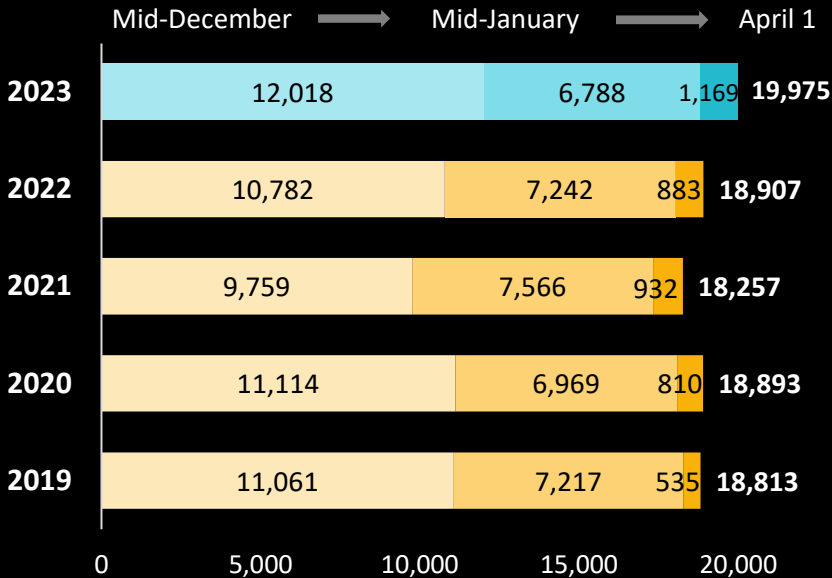
First Time in College Completed Applications by Year for Select Virginia R1 Institutions



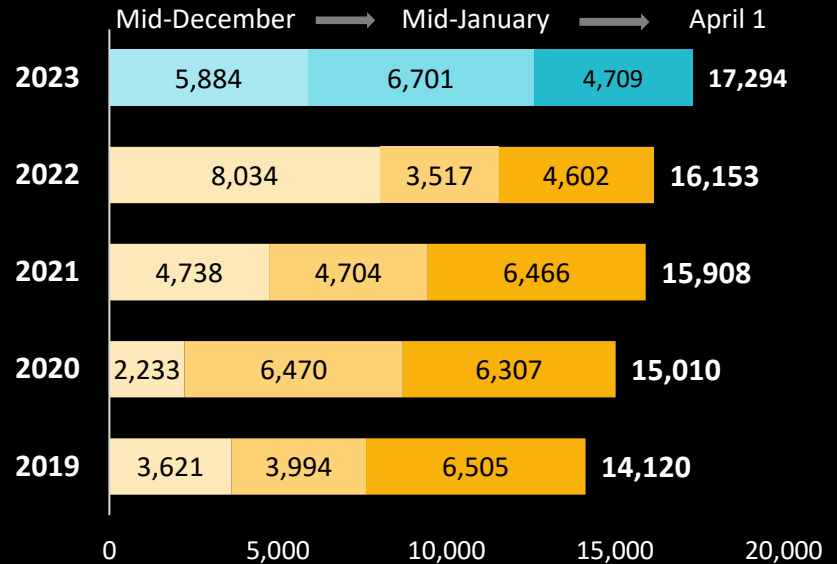
Over the past 5 years VCU has seen increased new freshman interest and responded with more timely application processing and admission decisions

Admission Trends

Total Freshman **Applications** Received Over Time
2019 - 2023

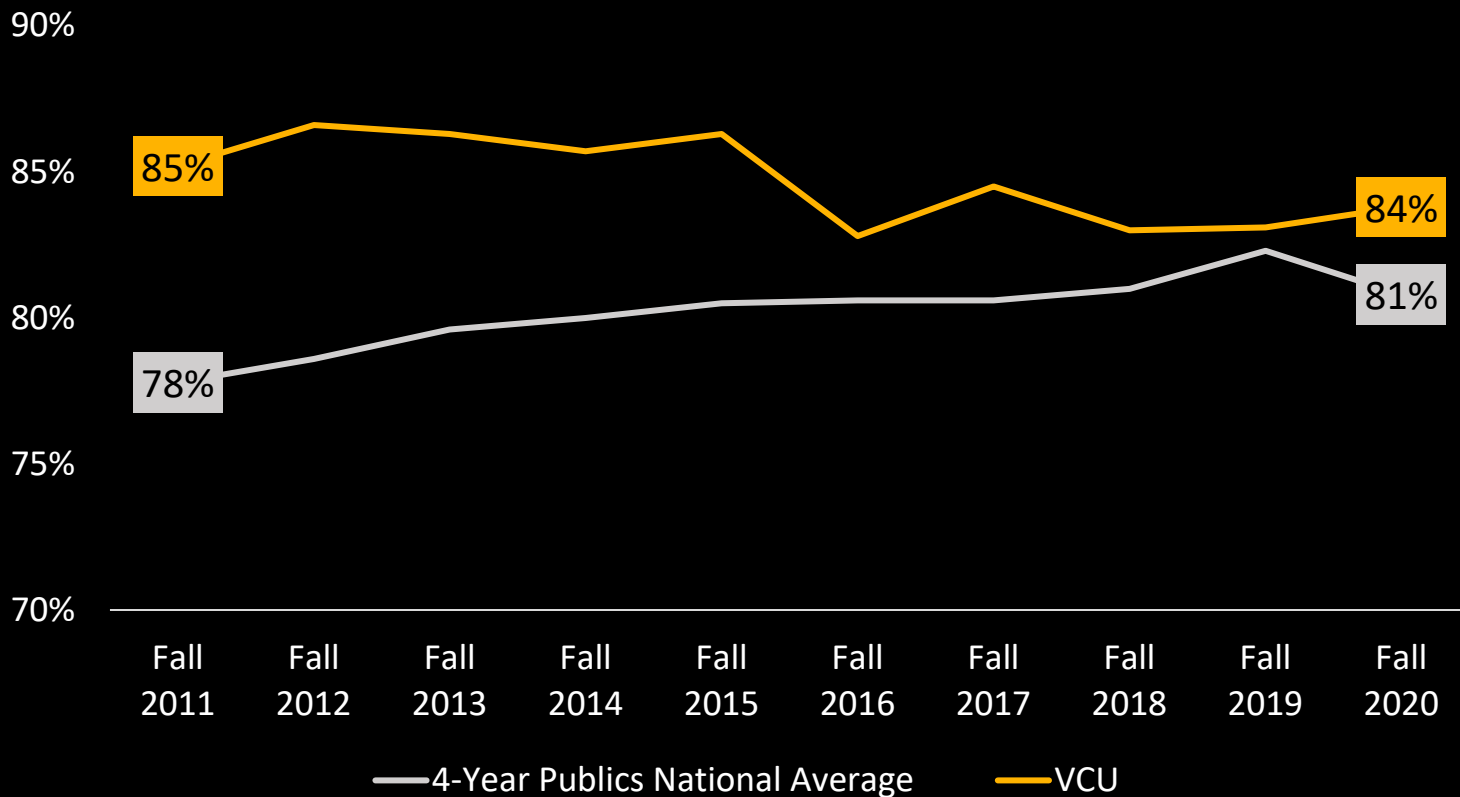


Total Freshman **Acceptances** Processed Over Time
2019 - 2023



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

One-year Retention Rates: VCU vs. National Average

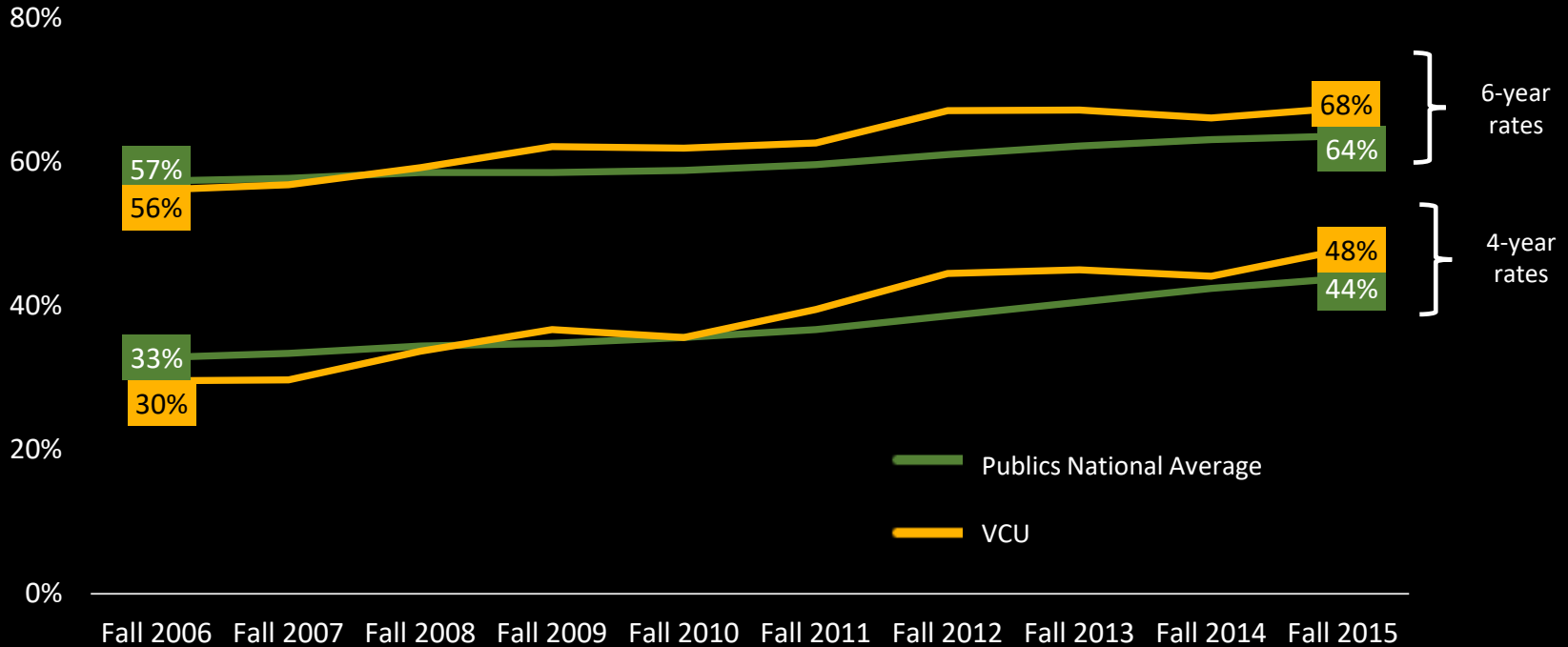


Retention Trends

Graduation Trends

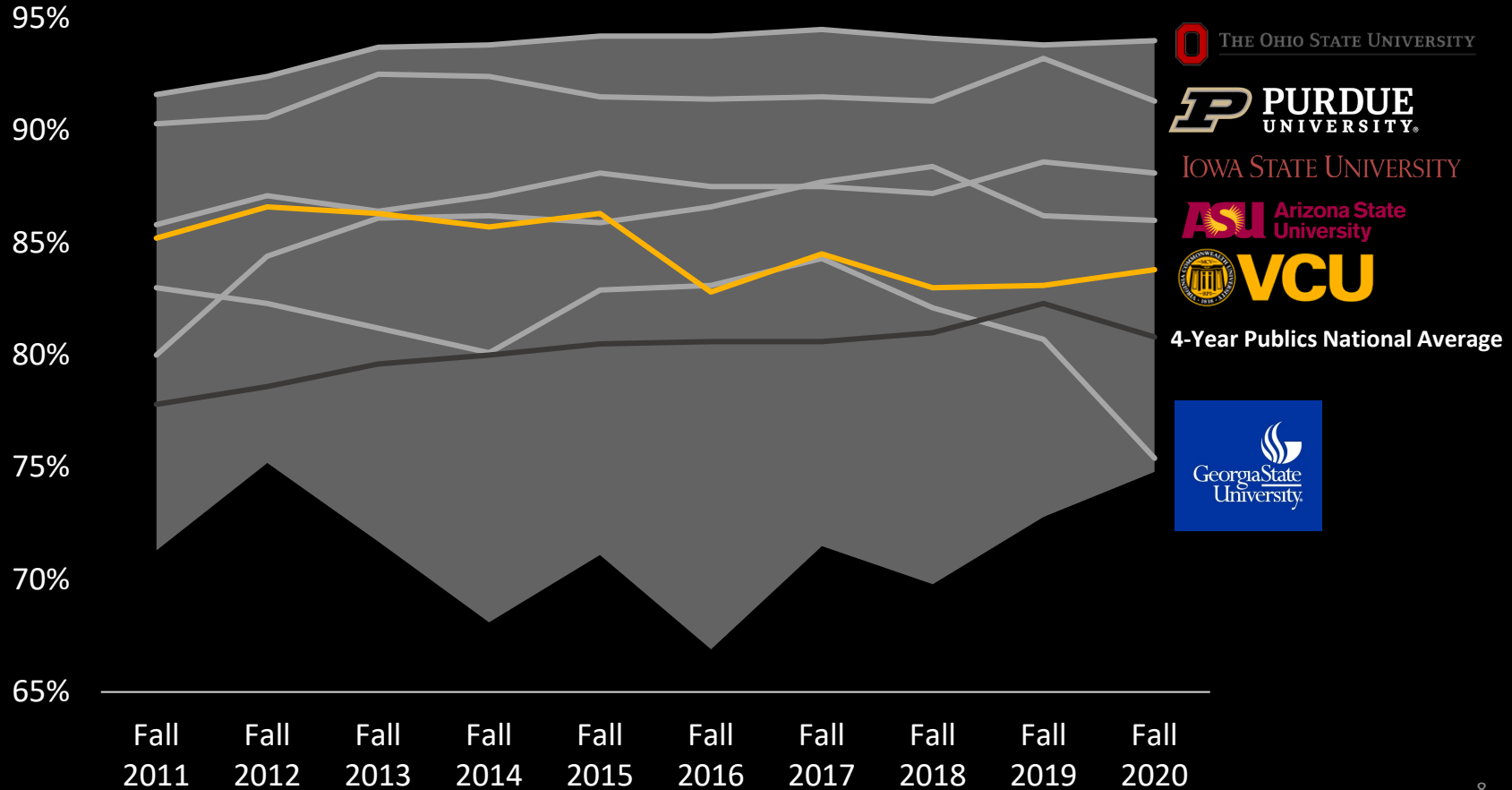
4- and 6-Year Graduation Rates: National Average vs. VCU

Source:
IPEDS

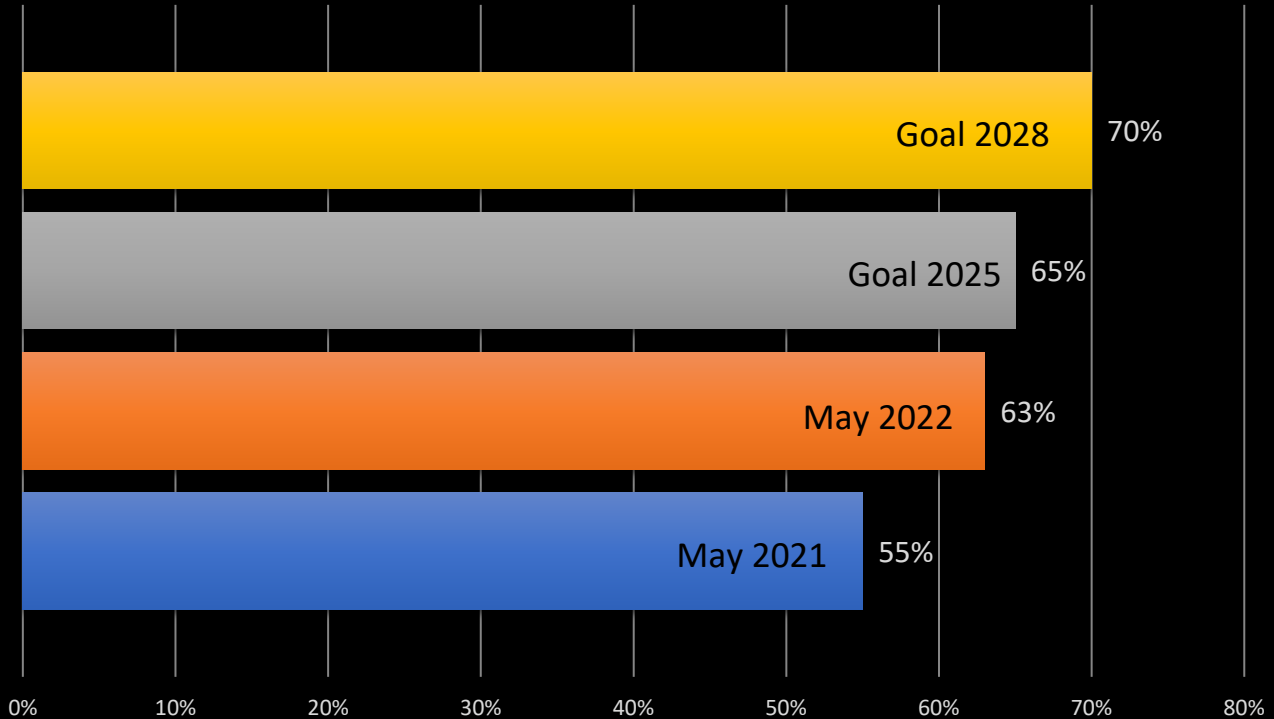


Retention Trends

One-Year Retention Rates: UIA Institutions



Post-Graduation Employment + Continuing Education Rates



Source: IRDS

Note: This chart reflect undergraduates only. Employment refers to full-time only and does not include part-time employment.

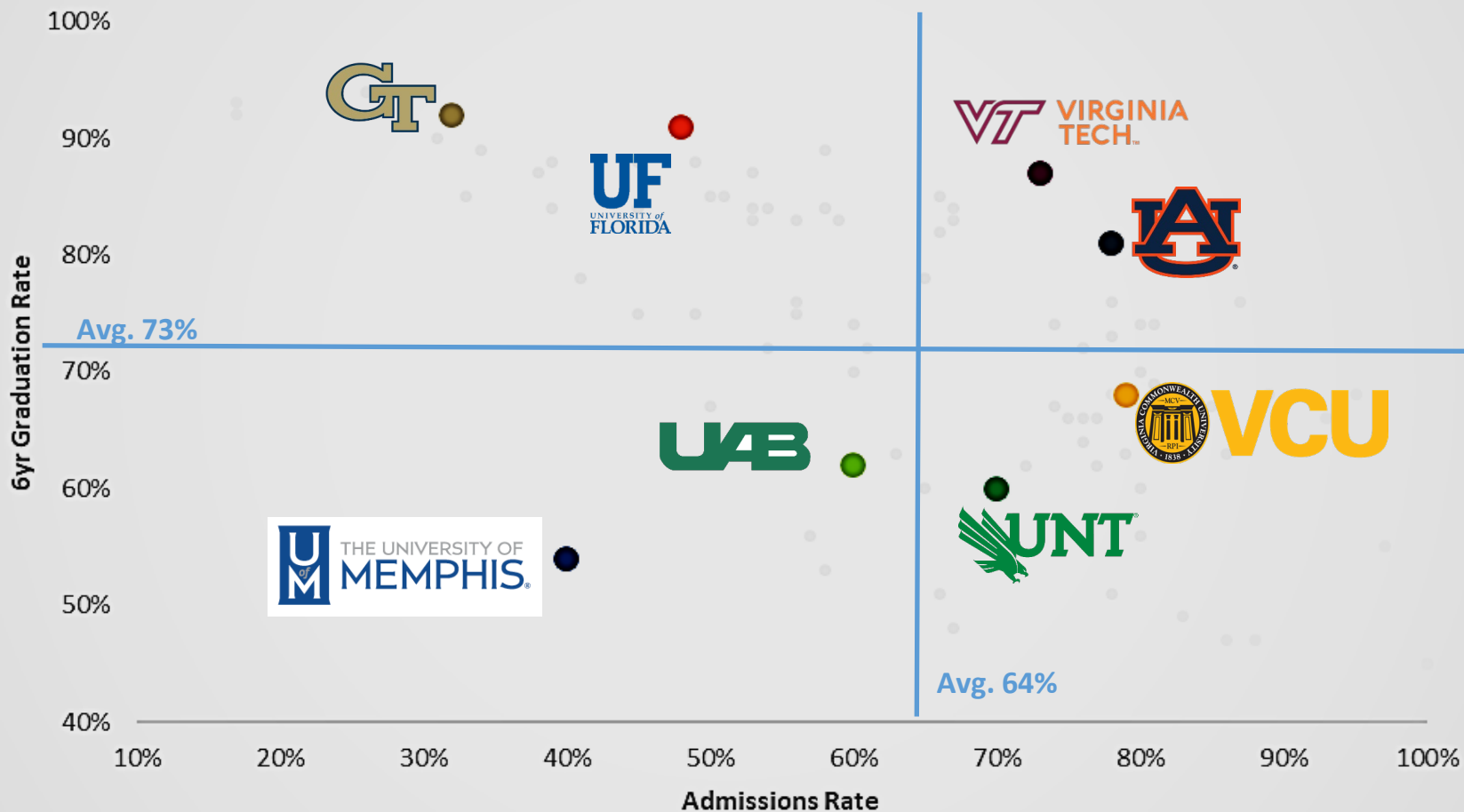
6-Year Graduation Rates 4- Year Publics Avg vs. VCU

6 YR Grad Rate	National Avg.	UIA Avg.	VCU	VCU 2011-2015
Pell	53%	65%	63%	+3 pts
Black	58%	61%	64%	+13 pts
Black Men	40%	54%	56%	+7 pts
Hispanic Men	53%	60%	58%	+16 pts

Note: Slide reports 6 year graduation rate for 2015 cohort. See Graduation Appendix Slides 4-8 for details.

Selectivity vs. Graduation Rates

2015 Cohort (Public R1 Institutions)



Richmond Times-Dispatch

Are Va.'s big colleges driving small ones out of business?

Eric Kolenich Apr 8, 2023 9

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.)

Richmond Times-Dispatch

Are Va.'s big colleges driving small ones out of business?

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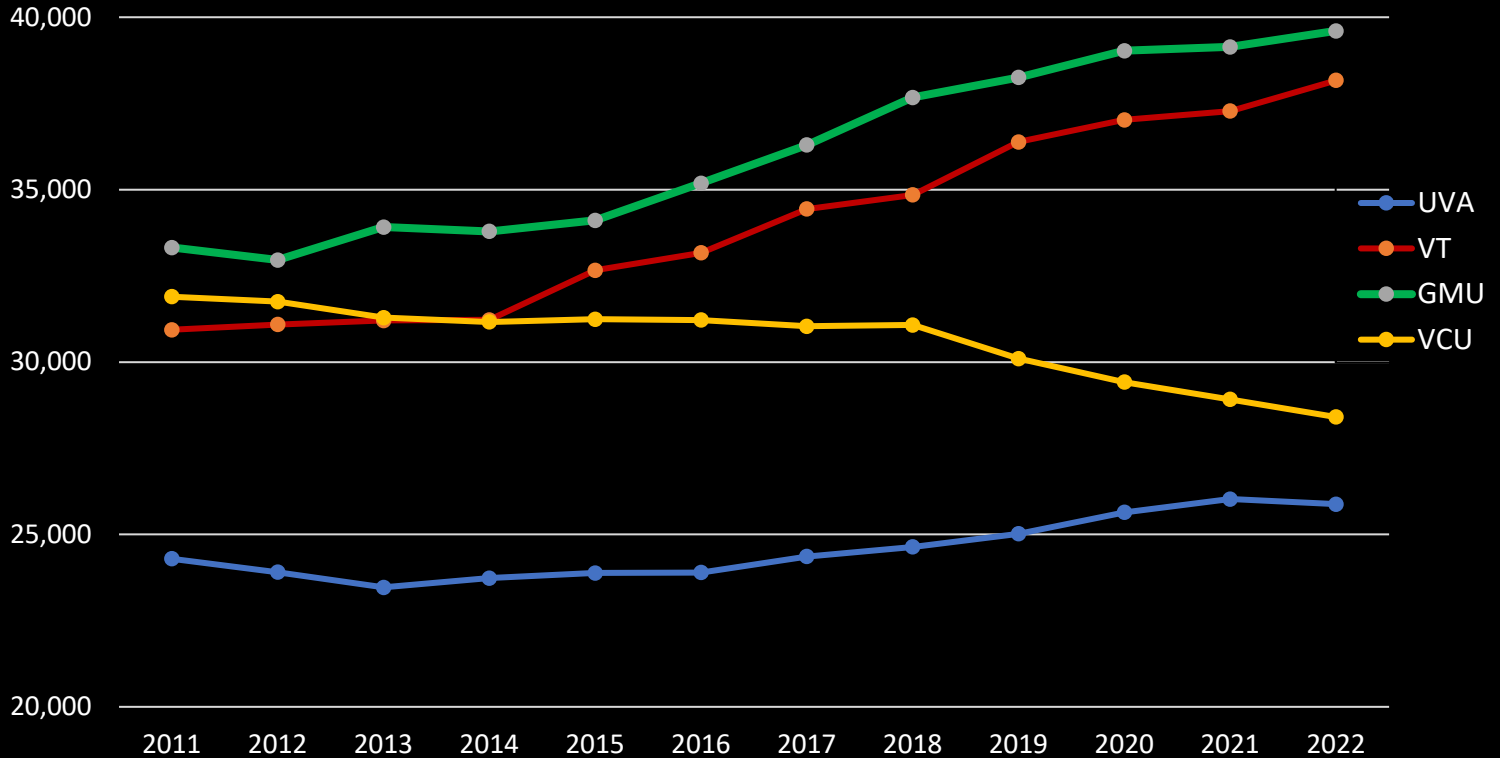
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(VCU is an outlier - it's the state's only large college that is shrinking. Its enrollment has slipped in each of the past four years.)

Enrollment

Enrollment Trends for Select Virginia Research 1 Universities: Fall Headcount



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

Labor Market Trends

Top 10 skills of 2025



Analytical thinking and innovation



Active learning and learning strategies



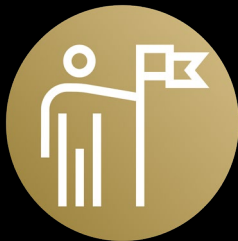
Complex problem-solving



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



Problem-solving



Self-management



Working with people



Technology use and development

Source: Future of Jobs Report 2020, World Economic Forum

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

31

TOP 50 GRADUATE PROGRAMS

- 2 IN TOP 10

U.S. NEWS

Top 20%

GLOBAL UNIVERSITY FOR
RESEARCH IMPACT
AND SCHOLARLY
PRODUCTIVITY

U.S. NEWS GLOBAL RANKINGS

Top 50

PUBLIC NATIONAL UNIVERSITY
FOR RESEARCH

NSF HERD



VCU

UNAFRAID UNDERSTANDING UNEQUALED

**UNSTOP
PABLE**

UNCOMMON

**UNCONVEN
TIONAL**

UNEXPECTED UNTRADITIONAL UNLIMITED

Additional enrollment strategies



Non-
Traditional
Learners



VCU Online



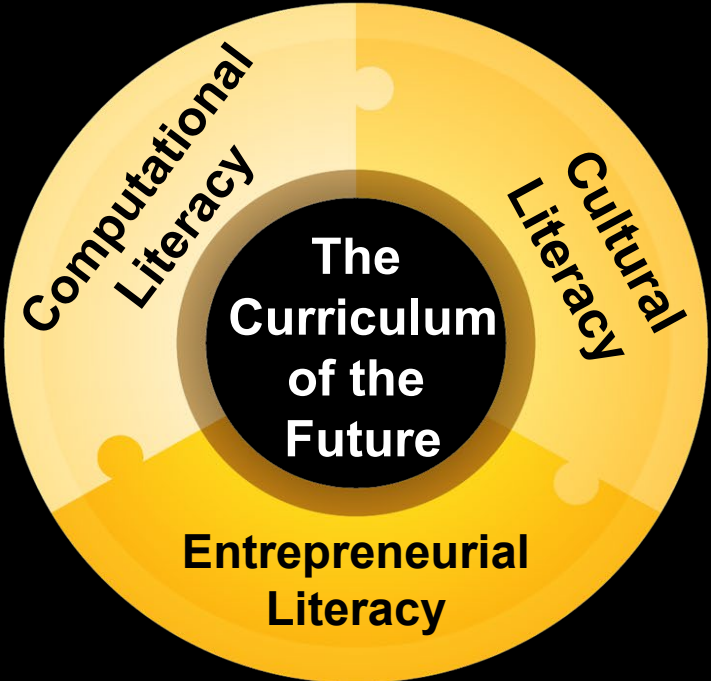
Transfer
Students



International
Students



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.



Southern Association of Colleges and Schools Commission on Colleges
1866 Southern Lane Decatur, GA 30033-4097 (404) 679-4500



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



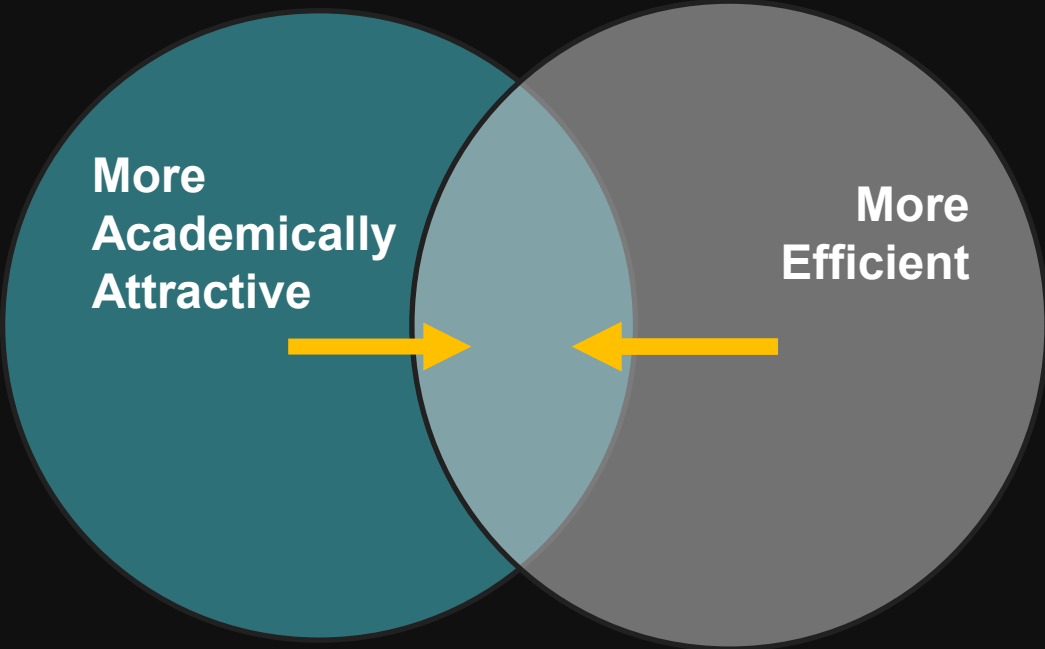
Lesley Turcios-Hernandez

Major: Biology

Minor: Chemistry

Year: Senior

Academic Repositioning Task Force



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

Long-term

Build a culture focused on student success and outcomes

Grow enrollment in high demand areas

Create greater value in the VCU degree

Demonstrate value in VCU degree

Prioritize student experience and technology

*More details in appendix.

Discussion Questions

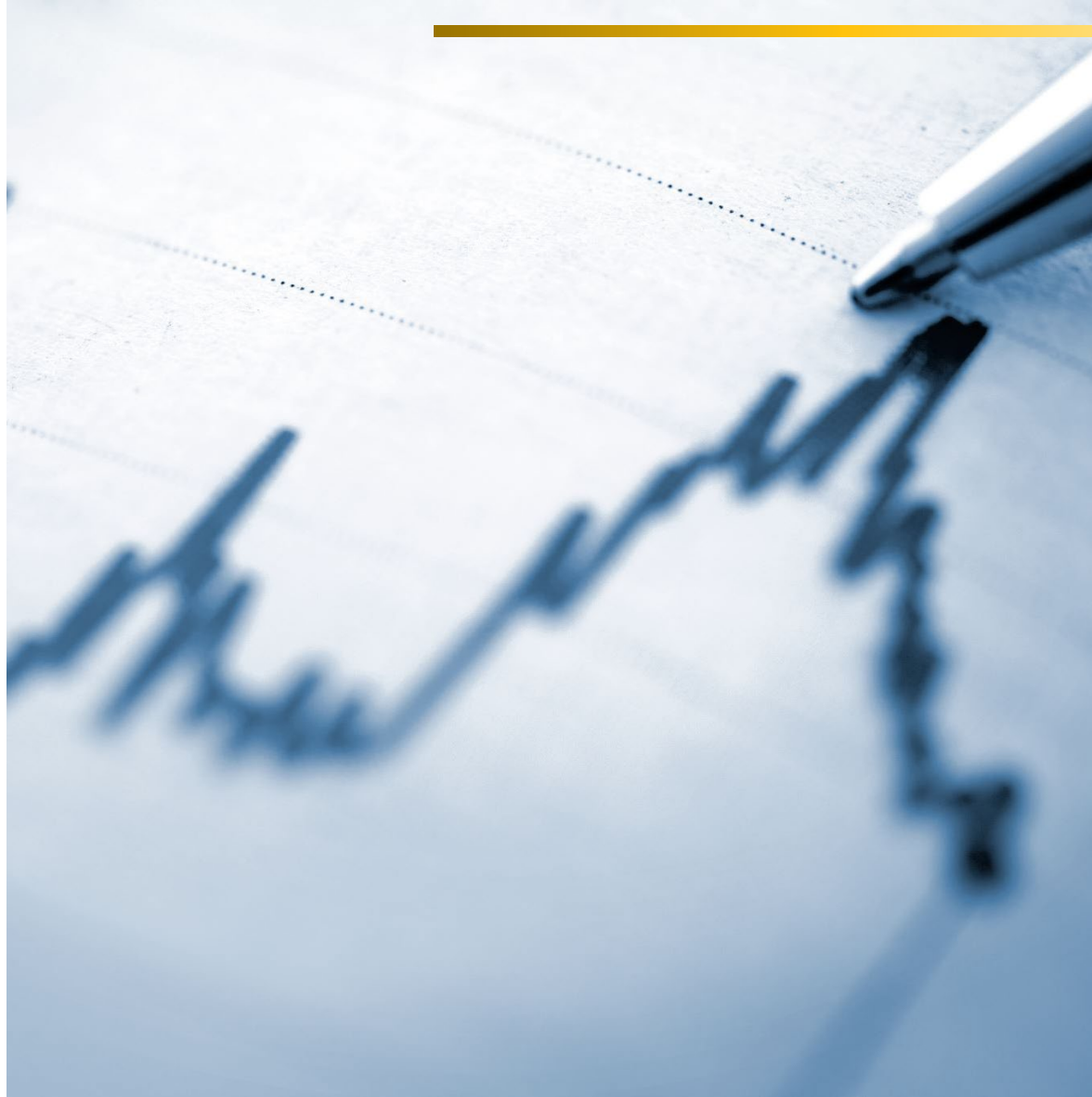
As industry leaders, what skills do you most value in new hires?

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?



VCU

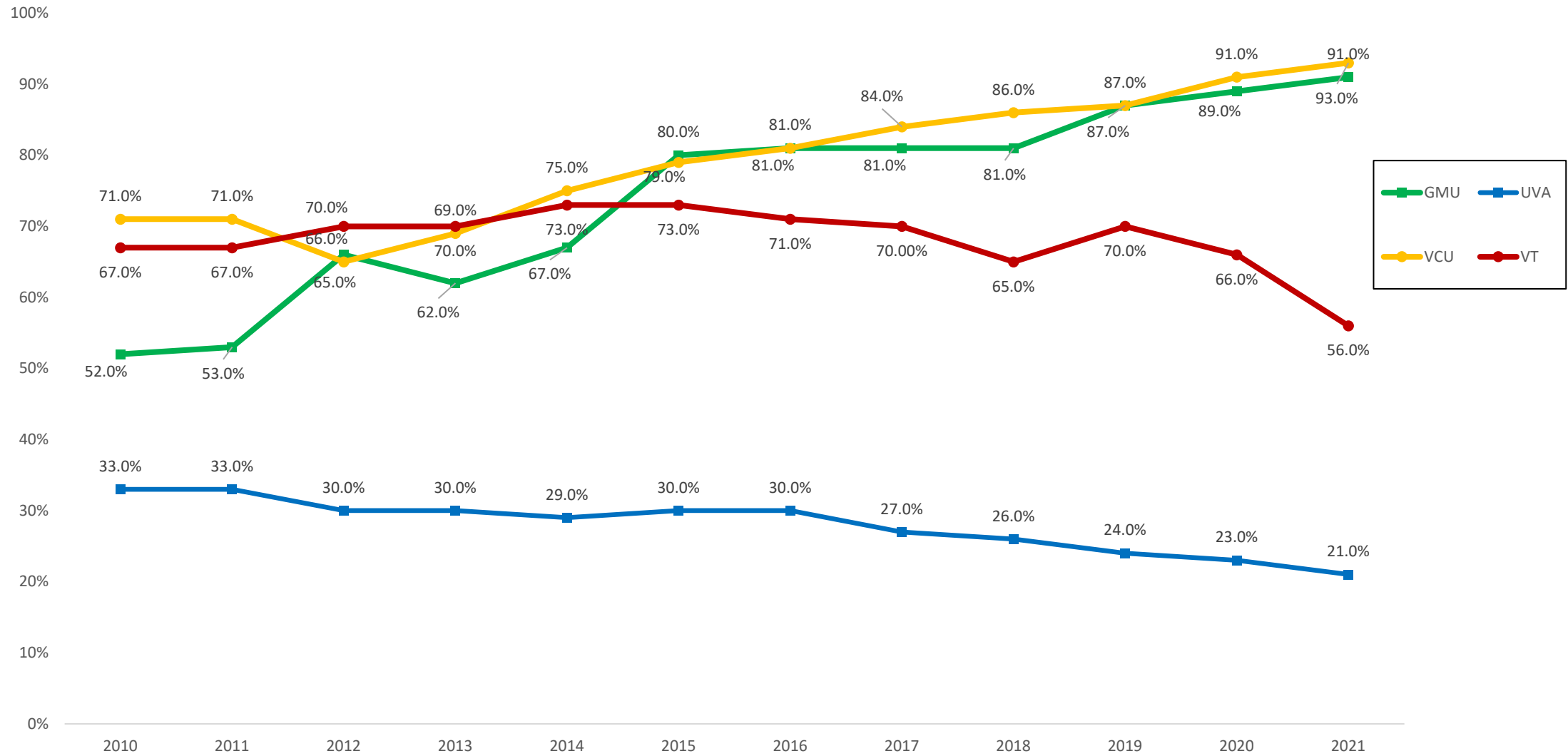


Appendix:

Virginia R1 Institution Program Trends

Admission Rates by Year for Select Virginia R1 Institutions

Admission Trends



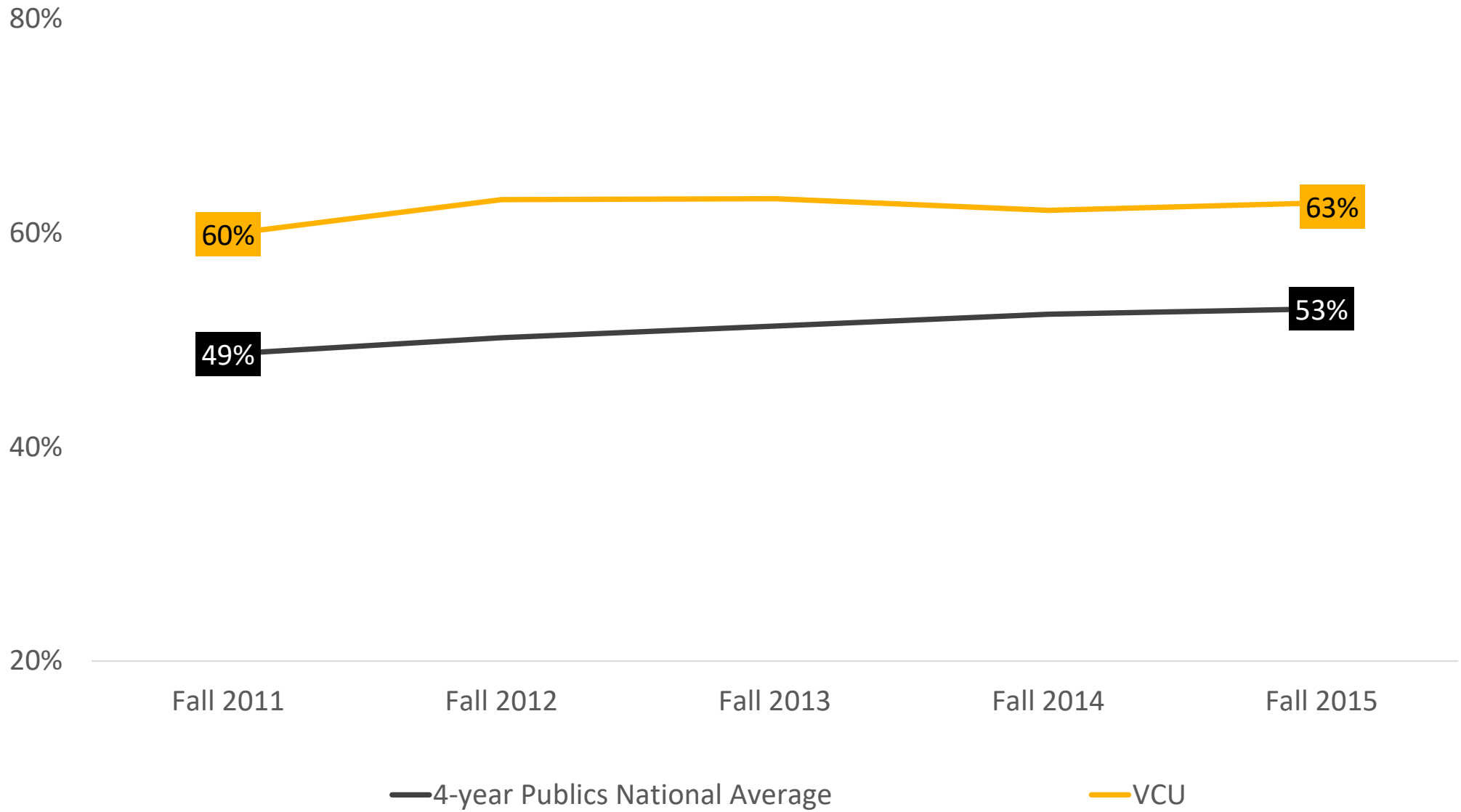


Appendix: Graduation Trends

6-Year Graduation Rates: Pell Recipients

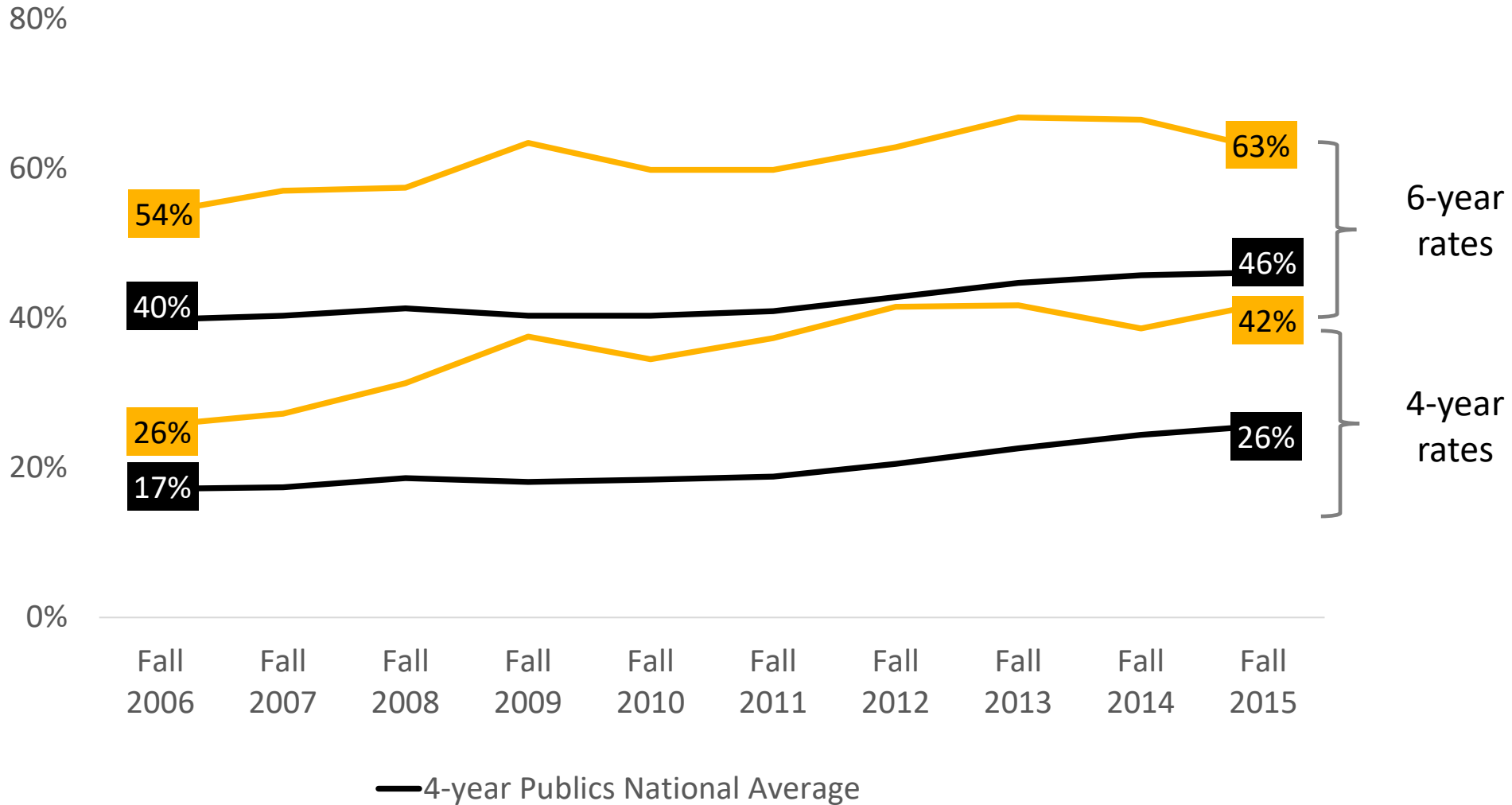
Source: IPEDS

Graduation Trends



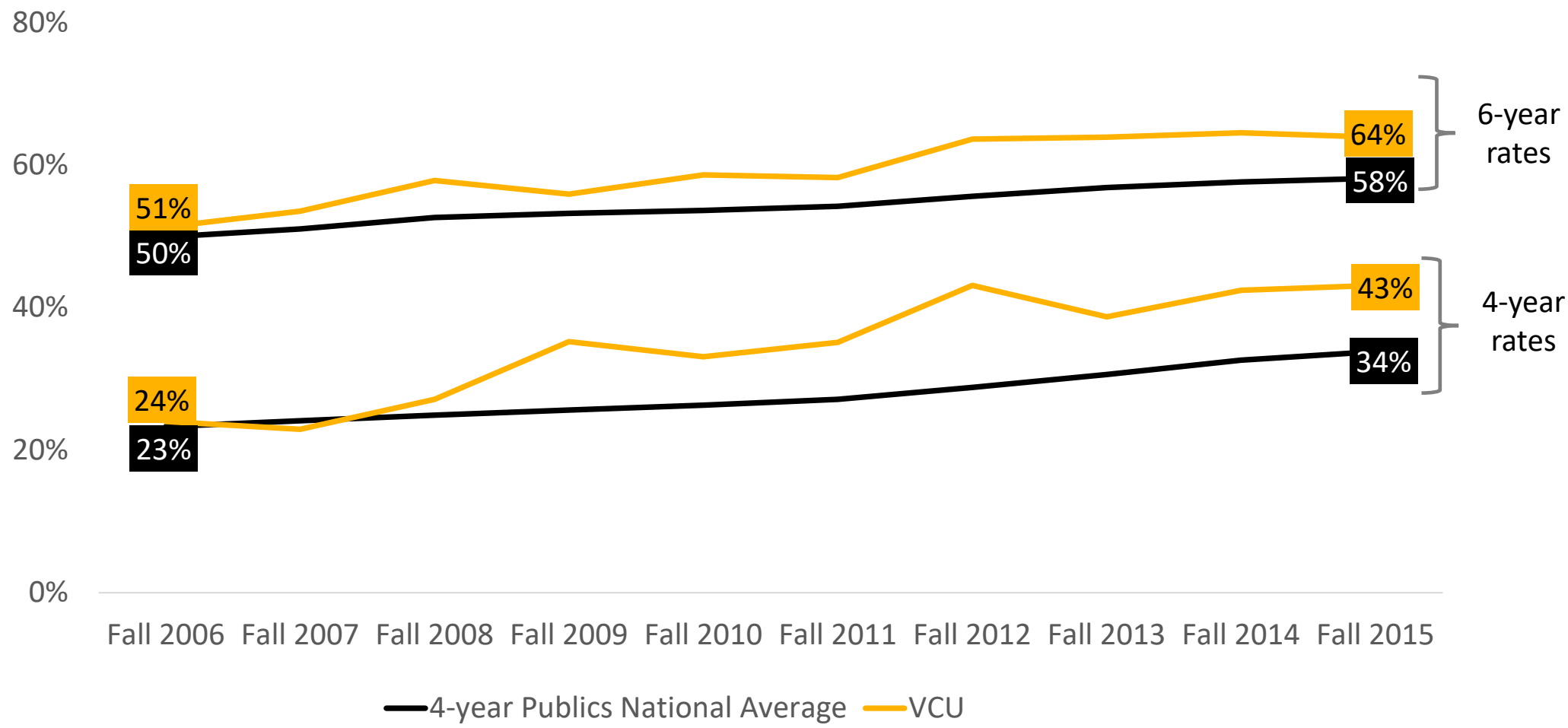
4- and 6-Year Graduation Rates: Black Students

Graduation Trends



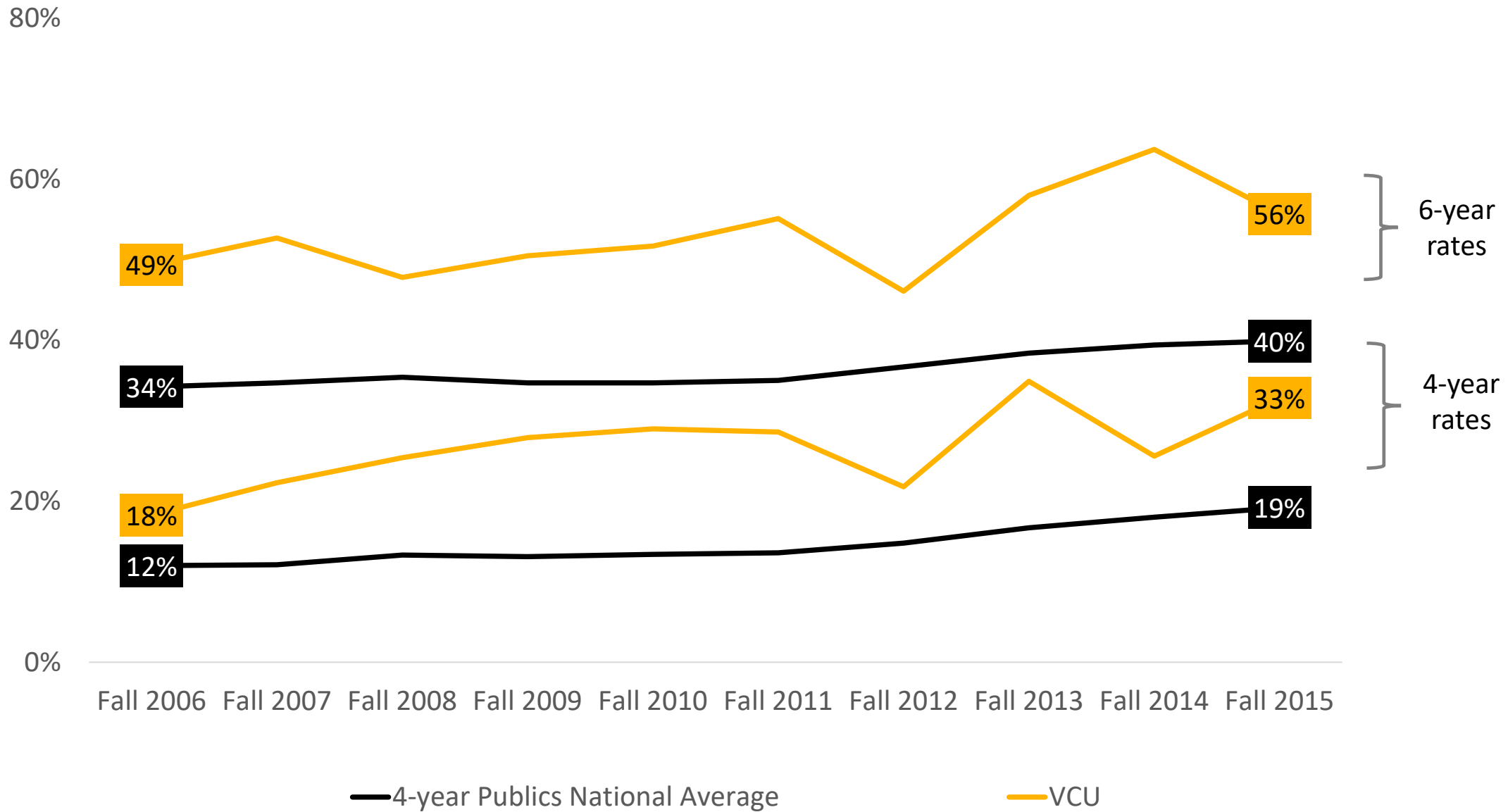
4- and 6-Year Graduation Rates: Hispanic Students

Graduation Trends



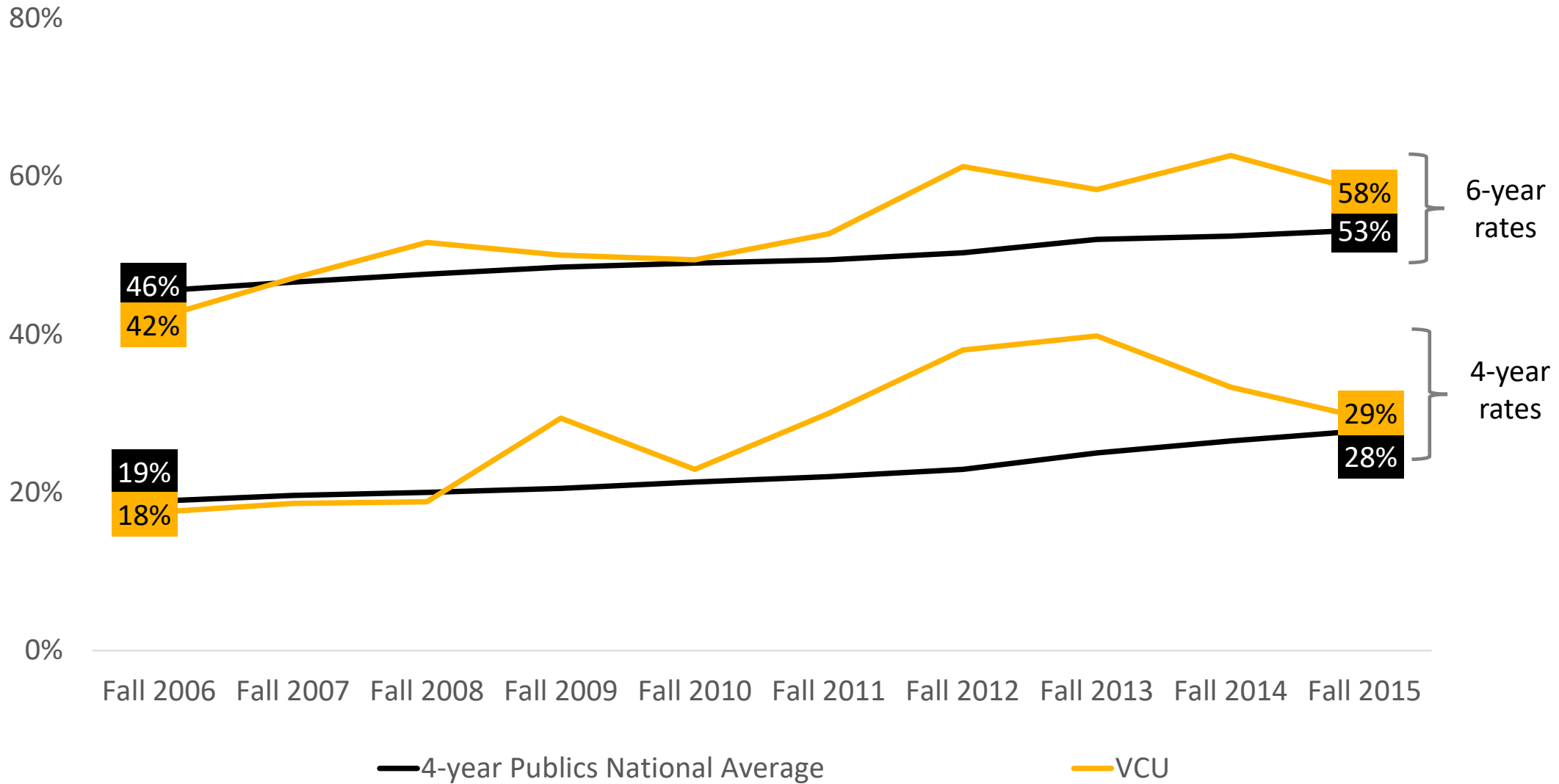
4- and 6-Year Graduation Rates: Black Men

Graduation Trends

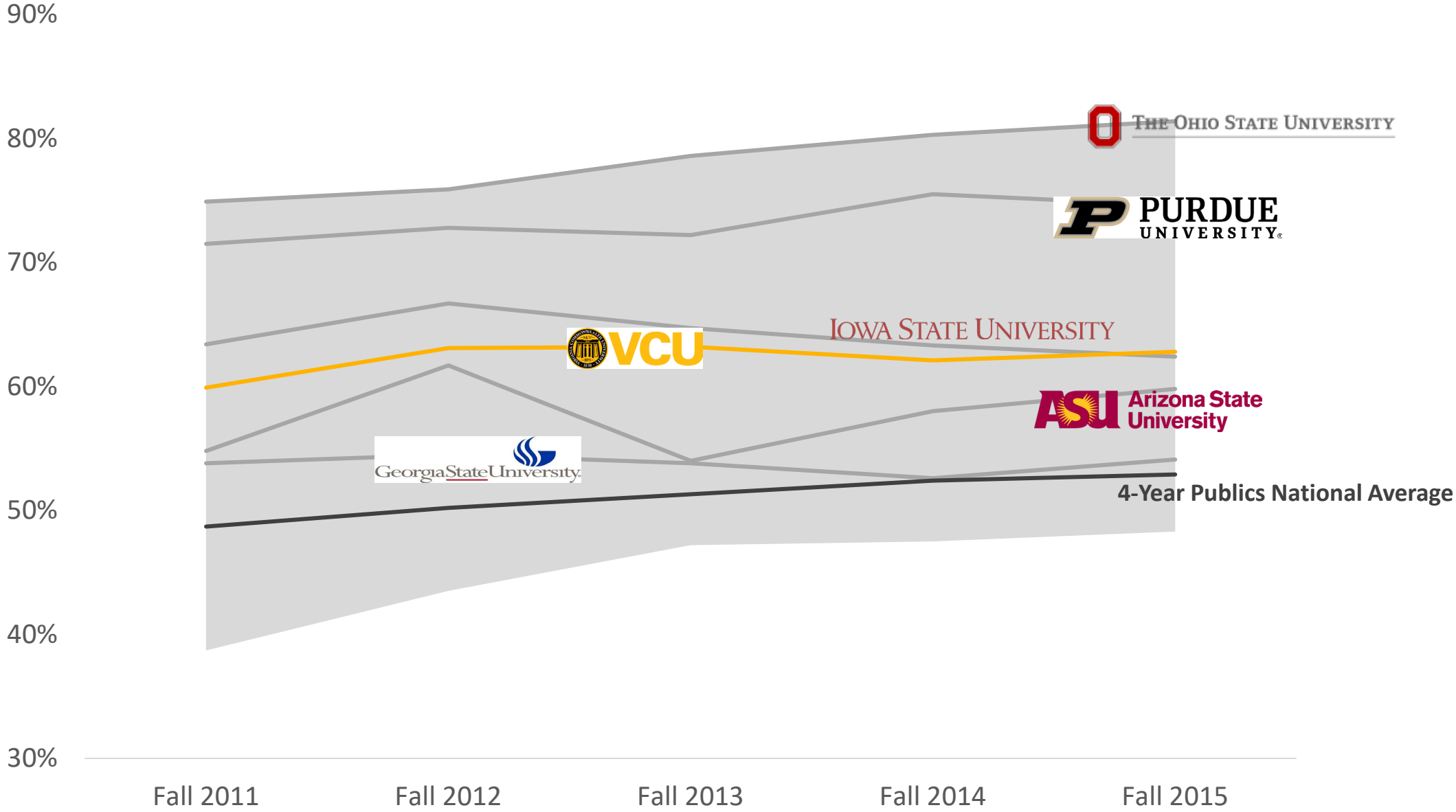


4- and 6-Year Graduation Rates: Hispanic Men

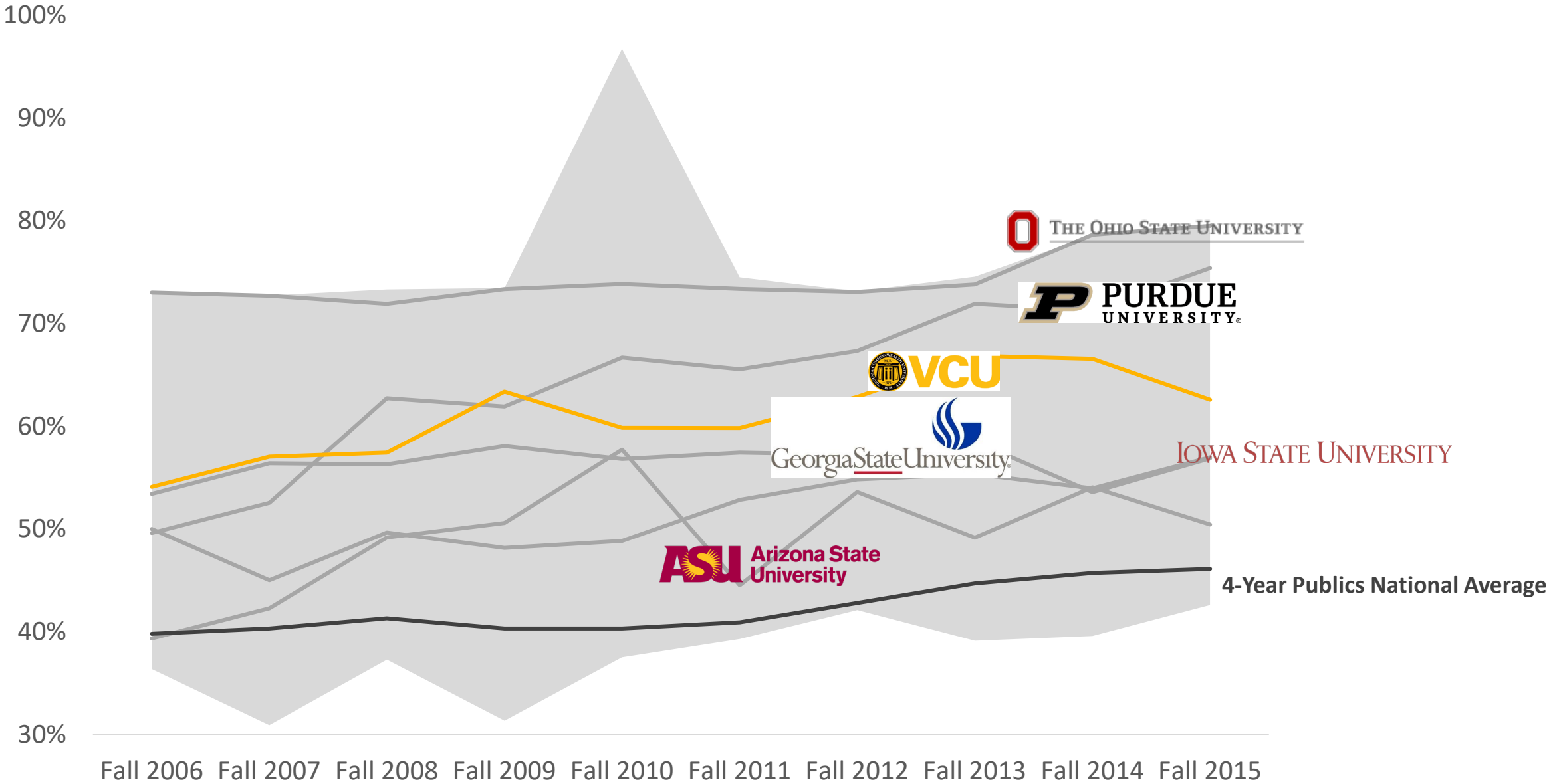
Graduation Trends



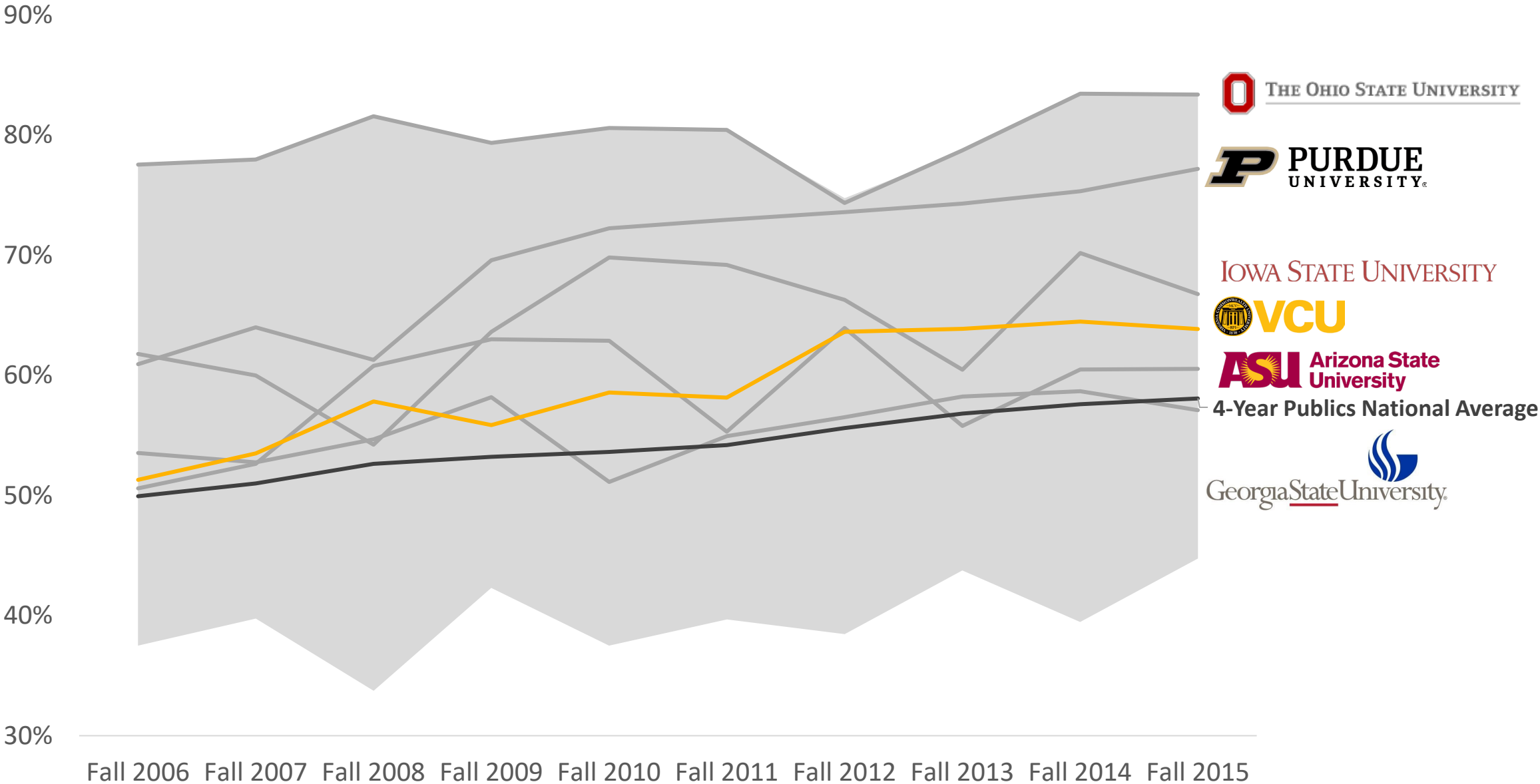
6-Year Graduation Rates: UIA Range - Pell Recipients



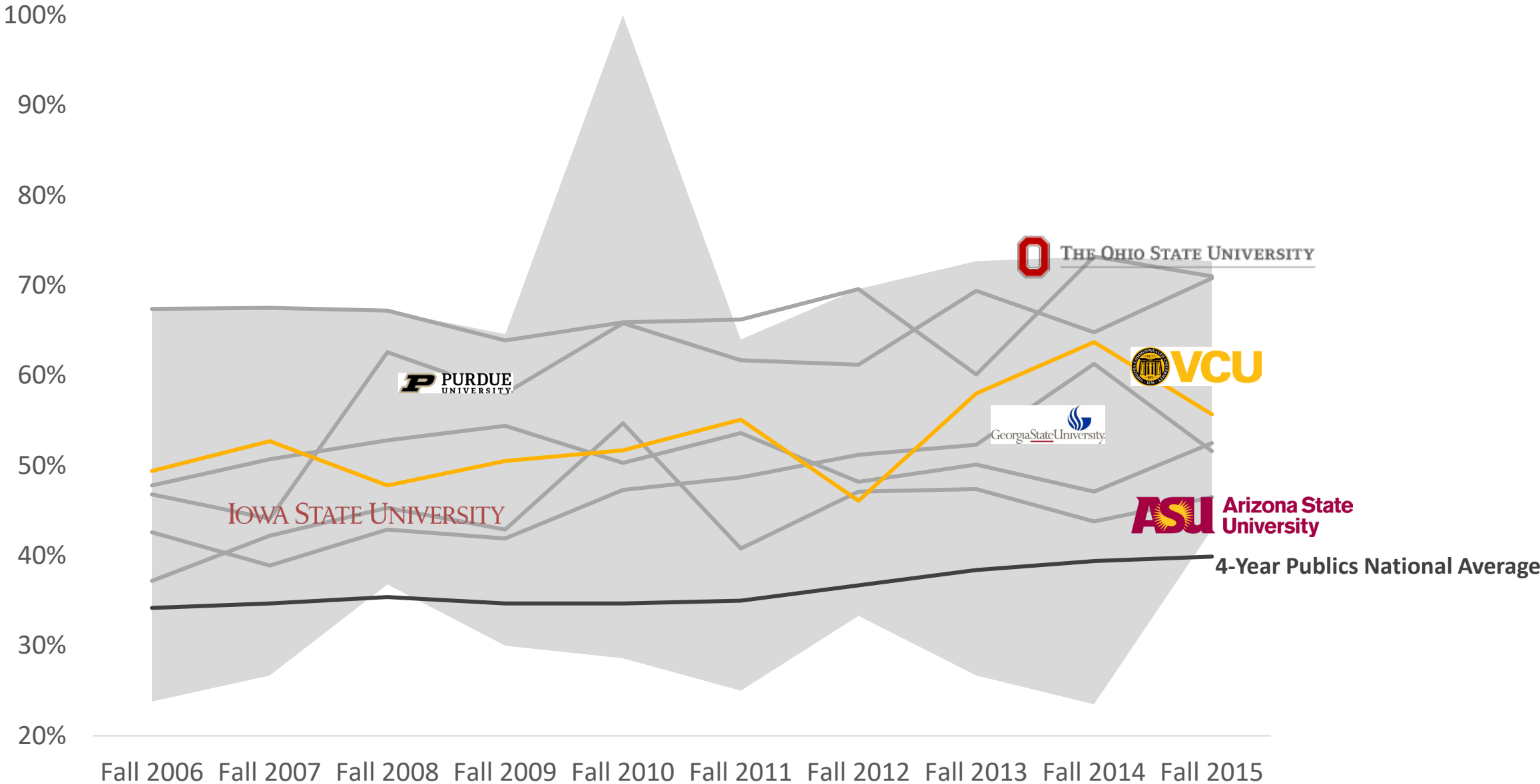
6-Year Graduation Rates: UIA Range - Black Students



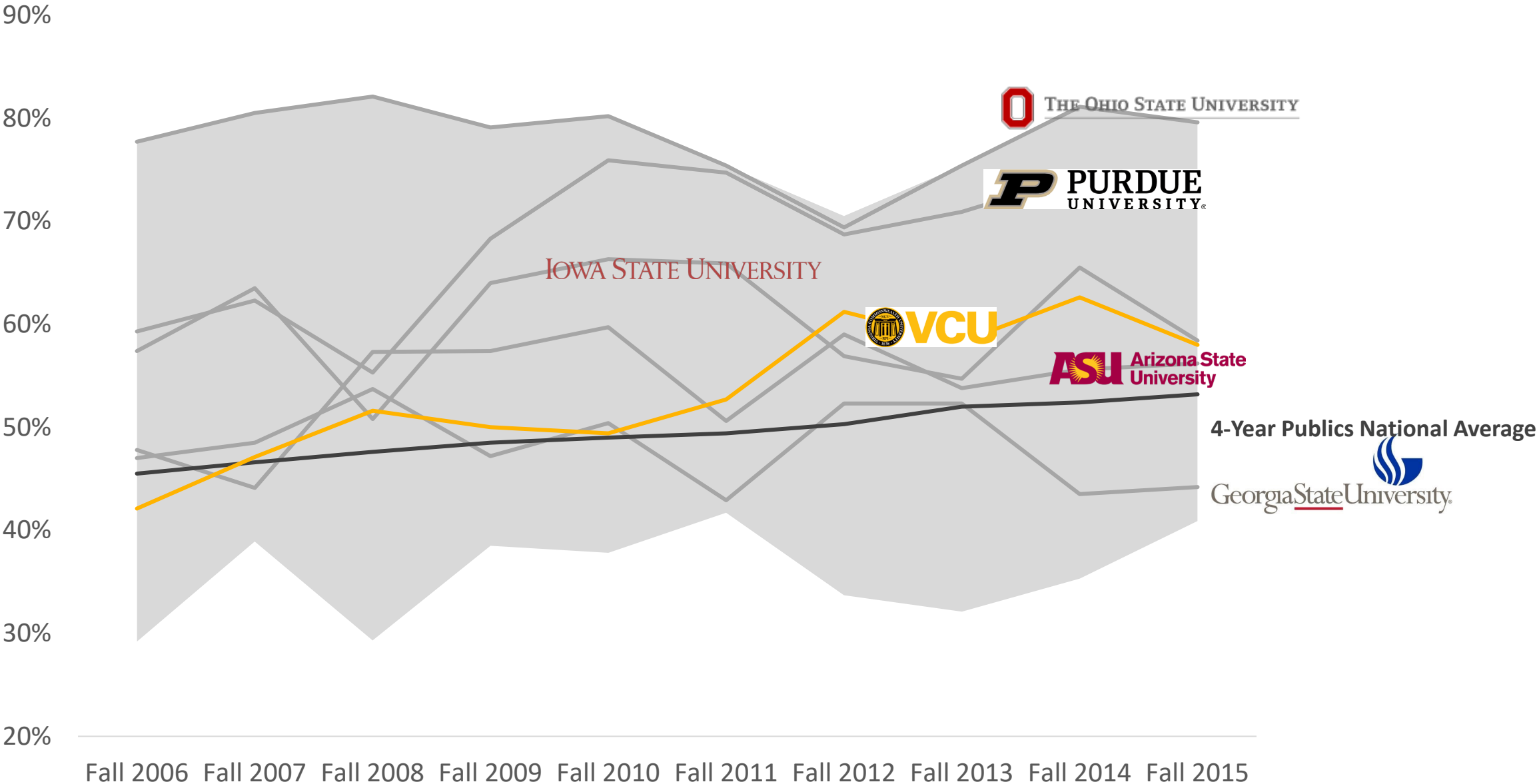
6-Year Graduation Rates: UIA Range - Hispanic Students



6-Year Graduation Rates: UIA Range - Black Men



6-Year Graduation Rates: UIA Range - Hispanic Men





Appendix: Strategies

Short-Term 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

Budget goal:
28,408

Aspirational goal:
28,692

Short-Term Strategies

Programmatic focus

- Stabilize Humanities and Sciences
- Grow engineering, computer science, business and arts

Expand support for advisors

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

Improve outcomes in courses that are barriers

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

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

**Retention Goal:
1pt increase in
each cohort**

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%**

Long-Term Strategies

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

**Enrollment goal:
31,000+**

**Graduation goal
78%**