



**VIRGINIA COMMONWEALTH UNIVERSITY  
BOARD OF VISITORS**

**May 13, 2022**

**9:00 a.m.<sup>1</sup>**

**James Branch Cabell Library**

**901 Park Avenue – Room 303**

**Richmond, VA**

**&**

**Virtual**

**AGENDA**

- 1. CALL TO ORDER & OPENING COMMENTS**  
**15 minutes (9:00 – 9:15)**  
**Mr. H. Benson Dendy, III, Rector**
- 2. PRESIDENT’S REPORT**  
**20 minutes (9:15 – 9:35)**  
**Dr. Michael Rao, President**
- 3. PUBLIC COMMENT PERIOD**  
**1 hour (9:35 – 10:35)<sup>2</sup>**  
**Ms. Chelsea Gray, Board Liaison  
and Executive Assistant to the  
President**
- 4. BUDGET, TUITION & FEES**  
**10 minutes (10:35– 10:45)**  
**Ms. Karol Kain Gray, Senior Vice  
President and CFO**
- Action Items, recommendation for:

**5 minutes (10:45 – 10:50)**

**5. CONSTITUENT REPORTS**
  - a. Student Representatives**  
**10 minutes (10:50 – 11:00)**  
**Mr. Jordan Matamoro-Mejias,  
Undergraduate Student BOV  
Representative**

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<sup>1</sup> 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.

<sup>2</sup> The length of time for public comment period subject to the number of people who sign up for public comment.

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|   | <b>Ms. Anne Skelton, Graduate<br/>Student BOV Representative</b>   |
| b. Faculty Representatives<br><b>5 minutes (11:00 – 11:05)</b>  | <b>Dr. Nancy Jallo, Faculty Senate<br/>BOV Representative</b>  |
|   | <b>Dr. Valerie Robnolt, Faculty Senate<br/>Alternate BOV Representative</b>  |
| c. Staff Representatives<br><b>5 minutes (11:05 – 11:10)</b>  | <b>Ms. Saher Randhawa, Staff Senate<br/>BOV Representative</b>   |
|   | <b>Mr. Christopher McDonald, Staff<br/>Senate Alternate BOV<br/>Representative</b>   |
| 6. <b>QUEST RECALIBRATION</b><br><b>30 minutes (11:10 – 11:40)</b>  | <b>Dr. Fotis Sotiropoulos, Provost &amp;<br/>Senior Vice President for Academic<br/>Affairs</b><br><b>Dr. Tomikia LeGrande, Vice<br/>President for Strategy, Enrollment<br/>Management and Student Success</b> |
| 7. <b>MEDICINES FOR ALL</b><br><b>15 minutes (11:40 – 11:55)</b>  | <b>Dr. B. Frank Gupton, CEO,<br/>Medicines for All</b>   |
| 8. <b>LUNCH BREAK</b><br><b>20 minutes (11:55 – 12:15)</b>  |  |
| 9. <b>CLOSED SESSION – Freedom of Information<br/>Act Sections 2.2-3711 (A) (1), (2), (7), (8), (9), (11), (19) specifically:</b><br><b>5 minutes (12:15 – 12:20)</b> |  |
| a. Audit, Integrity and Compliance Committee<br>Closed Session Report<br><b>2 minutes (12:20 – 12:22)</b>   | <b>Dr. Shantaram Talegaonkar, Chair</b>  |
| b. Finance, Budget and Investment Committee<br>Closed Session Report<br><b>2 minutes (12:22 – 12:24)</b>  | <b>Mr. Stuart Siegel, Chair</b>  |
| c. University Resources Committee<br>Closed Session Report  | <b>Rev. Tyrone Nelson, Chair</b>   |

**2 minutes (12:24 – 12:26)**

- i. Named Fund and Spaces Report
- ii. Approved Named Funds under \$50,000

d. President's Report:

**30 minutes (12:26 – 12:56)**

- i. Faculty Tenure Appointments, Changes in Status and Other Personnel Actions
- ii. Personnel

e. Governance Committee  
Closed Session Report

**15 minutes (12:56 – 1:11)**

**Dr. Michael Rao, *President***

**Ms. Carolina Espinal, *Chair & Vice Rector***

## **10. RETURN TO OPEN SESSION AND CERTIFICATION**

**Mr. H. Benson Dendy, III, *Rector***

Resolution and Certification

**2 minutes (1:11 – 1:13)**

**Action Items:** Approval of items discussed in closed session, if any

**5 minutes (1:13 – 1:18)**

## **11. STRATEGIC TASK FORCE UPDATE**

**Mr. Keith Parker, *Chair***

**5 minutes (1:18 – 1:23)**

## **12. HEALTH SYSTEM UPDATE**

**Dr. Arthur Kellermann, *Senior Vice President for Health Sciences and CEO of the VCU Health System***

**10 minutes (1:23 – 1:33)**

## **13. ACTION ITEMS**

**Mr. H. Benson Dendy, III, *Rector***

**2 minutes (1:33 – 1:35)**

- a. Approval of Minutes – March 21 & 22, 2022

## **14. AUDIT, INTEGRITY AND COMPLIANCE COMMITTEE OPEN SESSION REPORT**

**Dr. Shantaram Talegaonkar, *Chair***

Report to the Board of Visitors

**2 minutes (1:35 – 1:37)**

**15. INTERCOLLEGIATE ATHLETICS  
COMMITTEE OPEN SESSION REPORT**

**Mr. Todd Haymore, *Chair***

Report to the Board of Visitors

**2 minutes (1:37 – 1:39)**

**16. ACADEMIC AND HEALTH AFFAIRS  
COMMITTEE OPEN SESSION REPORT**

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

Report to the Board of Visitors

Action Items, recommendation for:

**5 minutes (1:39 – 1:44)**

**17. GOVERNANCE AND COMPENSATION  
COMMITTEE OPEN SESSION REPORT**

**Ms. Carolina Espinal, *Chair & Vice  
Rector***

Report to the Board of Visitors

Action Items, recommendation for:

**5 minutes (1:44 – 1:49)**

**18. FINANCE, BUDGET AND INVESTMENT  
COMMITTEE OPEN SESSION REPORT**

**Mr. Stuart Siegel, *Chair***

Report to the Board of Visitors

Action Items, recommendation for:

**5 minutes (1:49 – 1:54)**

**19. UNIVERSITY RESOURCES  
COMMITTEE OPEN SESSION REPORT**

**Rev. Tyrone Nelson, *Chair***

Report to the Board of Visitors

**2 minutes (1:54 – 1:56)**

**20. OTHER BUSINESS**

**Mr. H. Benson Dendy, III, *Rector***

**4 minutes (1:56 – 2:00)**

**21. ADJOURNMENT**

**Mr. H. Benson Dendy, III, *Rector***

	A	B
1	Affiliation with VCU	Please provide the VCU Board of Visitors with feedback about the 2022 - 2023 Budget and Tuition proposal.
2	Student	i believe that there definitely shouldn't be an increase in tuition. i feel like it would be pointless. you guys take, take, and take our money but when it comes back to using for the good or better of the students it's never given back. we have the same 4-5 food options and then half the time they close earlier than we can get there. not to mention how expensive it is to live here in general. i am blessed to be able to use military benefits so about 90% of my schooling is cover but for the other 10 me and my family are paying out of pocket. we have managed a system that we planned on doing for my next 3 years here but if the tuition is it increase our entire financial plan falls through. i also do not appreciate how the increase was just going to happen and not notify the students who would be GREATLY impacted by this. i feel as though when we pay the school our money isn't used to benefit the school, it's only to benefit the higher ups. an entire freshmen dorm was SHUT DOWN because it had black mold and people were getting sick. then you had people have to be sent home and yet they still payed for housing. how is that fair? they didn't get their money back. once again and example of where you guys take and don't give. it would be greatly appreciated if we could just leave the tuition where it is. thank you and have a great evening.
3	Student	I think this is an awful idea. I have friends here, friends, unlike me, who do not have the support of their families in order to pay for tuition and housing. You are risking losing many students over this change, and could in-turn lose way more money.
4	Student	I, as well as many others in the VCU student body, have been increasingly losing faith in the school's administration. It's the faculty and students who make VCU worth anything, and time and time again this institution has proven that they value their own paychecks more than education. We already think too much of our tuition is going to administration instead of into quality of life and education for students and staff, and we have no reason to believe that any of the hundreds of dollars taken from each of us (which many students may not be able to afford) will go towards any tangible difference for us.
5	Student	I do not think tuition needs to be raised and I think the organization needs to be completely redone and the school needs to be given a new budget. At the end of the day the school won't run without the students and if you keep raising the price students are going to transfer or never come at all
6	Student	I think it is inconsiderate towards the people who are already struggling to pay tuition and not many people have the opportunities to get scholarships that could cover their tuition and other bills.
7	Student	Please do consider not raising the tuition as it is expensive enough for many families, who struggle to make ends meet in order for their children to keep going here. Especially as an out-of-state student and the child of immigrants, I worry that a tuition raise would impact my ability to keep going here.

	A	B
8	Student	<p>I don't think this is fair at all. Tuition is already quite high, it seems that the money isn't even being used to fix and prevent some of VCU's biggest problems. For example, the Johnson mold issue. That issue was a very much so preventable issue with regular thorough inspections and replacement of equipment, like shower heads, air filters, and such. Plus, there are some students who struggle to pay the current tuition because they come from low income families and are not able to get the financial assistance that they need. It's contradictory when VCU says things like "we understand that college can be expensive, and we're here to help!" and then raise tuition even higher, without a reasonable explanation or proof that this raise will be beneficial. And in top of that, there isn't much time to prepare for this increase. This literally plans to go into effect this upcoming fall semester. That's in less than 5 months!!! So if people wanted to perhaps, get another job or find a way to raise their income or financial situation so that they can afford this tuition raise, they don't even have enough time to do so. If this upcharge does go into effect, many students will be hindered and the VCU community as a whole will be inconvenienced. From my understanding, the only people this raise benefits are the people who already have high salaries, giving them EVEN HIGHER salaries, which is overwhelming unfair.</p>
9	Student	<p>The increase in tuition is incredibly unfair and justified, especially with the knowledge that this will be going into effect in the fall semester of 2022, which is incredibly late notice for something that will affect every student at VCU. The amount of tuition paid currently should be more than enough, and VCU has not dealt with any of the issues that they should've in a way that benefited their students. With the shut down of the Johnson dorm, students in every dorm finding mold, and a variety of other issues that have arisen and students have complained about, we feel as though our tuition dollars are already not going to the issues that they should, and charging students more money is not justified when our money already hasn't gone to fixing the problems that we have already commented on. Increasing tuition is not the way to resolve the issues that need to be fixed. First, the salaries of administrators, specifically Michael Rao, should be cut. Student should not be blamed for the issues that VCU has either caused or failed fix.</p>
10	Student	<p>Please, PLEASE reduce tuition cost. I just can't keep supporting it on my own without my parents help. Please, stop taking money that should be used to reduce the cost of housing and tuition.</p>
11	Student	<p>I do not see this as fair due to the issues that are already not being dealt with, with the money already being paid. This change may seem small to some people but for others this small difference could change the affordability of college for them.</p>
12	Student	<p>we are already broke enough to not afford food, why are you guys doing this to us? You have money but need more money for what</p>
13	Student	<p>Why is that you think it's ok to continue to just take money from students that's uncalled for without actually bettering the campus. The freshman housing is so so so terrible and students were removed from their dorms, but instead let's building a research building. That makes perfect sense to me. Not only that but the food quality, especially in the Shafers Court, the buffet part needs to be increased and the cleanliness. Also we're is said grocery store that was promised spring 2022, that place is still empty. Everything is just empty promises please do better. I don't believe there should be a tuition increase what so ever. Michael Rao doesn't need anymore money.</p>
14	Student	<p>I do not think VCU Board of Visitors should increase the budget and tuition simply because us students are not made of money, VCU already has the highest tuition rate as it is and it is very expensive that most students in VCU cannot even afford.</p>

	A	B
15	Student	Many students already struggle with paying their tuition at this price currently, indicating that an increase in costs would hurt many vcu students and families.
16	Student	I came into college with a complete virtual schedule, paying full tuition and housing for classes I couldn't go to and for classes in which I never once interacted with a professor. We are paying for a fully immersive education that students received 3-4 years ago that is still unavailable to us. To be asked to pay even more while the school is still not fully operational to the capacity it was pre-COVID is irrational, and a deterrence to rising freshmen classes. COVID has economically disadvantaged many students and families, and the university should not instill a tuition increase while students and families are still financially recovering.
17	Student	I do not see why VCU needs to increase tuition, knowing that people are struggling and many people are struggling to pay for school right now. It's unfair to students because we are just trying to get an education, we already deal with the stress of class, etc. We do not need the added stress of how we are going to pay for school.
18	Student	It's ridiculous. VCU makes MILLIONS off of us and campus life, academic life doesn't get any better, so it's like where is this money going to? This school sucks us students dry financially but don't offer more financial aid opportunities.
19	Student	It's ridiculous because tuition is barely manageable as it is.
20	Student	I do not agree with this proposal.
21	Student	please do not raise tuition!
22	Student	XXXXXXXXXXXX Va. Code 2.2-3705.4(B)
23	Student	The tuition shouldn't be increased, we as students already go through enough as it is and don't need to be worrying about our loans being increased. VCU is a great school but it doesn't provide anything extravagant for the price to increase especially with the amount of money we already pay.
24	Student	Should not increase tuition, still in a pandemic
25	Student, Faculty	This is ridiculous. Enough said.
26	Student	We don't want you to raise it as some students cannot even afford the current tuition!!
27	Student	I vehemently oppose the proposal. The increase in tuition is incredibly unfair and justified, especially with the knowledge that this will be going into affecting the fall semester of 2022, which is incredibly late notice for something that will affect every student at VCU. The amount of tuition paid currently should be more than enough, and VCU has not dealt with any of the issues that they should've in a way that benefited their students. With the shutdown of the Johnson dorm, students in every dorm finding mold, and a variety of other issues that have arisen and students have complained about, we feel as though our tuition dollars are already not going to the issues that they should, and charging students more money is not justified when our money already hasn't gone to fixing the problems that we have already commented on. Increasing tuition is not the way to resolve the issues that need to be fixed. First, the salaries of administrators, specifically Michael Rao, should be cut. Student should not be blamed for the issues that VCU has either caused or failed to fix.
28	Student	I think this is a terrible plan

	A	B
29	Student	There should be NO INCREASE FOR STUDENTS. It is absolutely ridiculous that VCU not only continues to ignore student complaints about how our tuition is being allocated. IT HAS NEVER BEEN OKAY and this increase will cause displacement for lower in-come students who are ALMOST ALWAYS forced to deal with the consequences of classicist proposals like this one. I'm extremely disheartened, with the amount of administrators you have at this institution, there is ABSOLUTELY NO WAY that this is the best decision. The Board of Visitors needs to go back & CUT THE SALARY of Micheal Rao (the highest paid president out of ALL HIGHER EDUCATION IN VIRGINIA) and find OTHER WAYS to accommodate for inflation that we students, the ones who literally have no money, DID NOT ASK FOR. A tuition increase after raising the mask mandate in the middle of a ONGOING pandemic, students being harassed for being black on YOUR grounds?? It's shameful and the worst part is that each and every single person on that board can do something about it. I hope that VCU changes it's mind about this ridiculous proposal and puts more effort into making education accessible for EVERYONE. Not just children of people like President Rao, who don't even have to second guess the financial burden of higher education.
30	Student	The president is the highest paid president in the state. He makes more money that Id ever know what to do with and instead of lowering his salary maybe he decides to raise our tuition. For two years already Im \$50,000 in debt. \$50,000. To the president? That's a dollar almost because his salary is so high. I don't have a dining plan because I don't want more debt, I have to work two jobs to afford summer classes and the school wants us to pay more?? Find anything else to take money from. anything. But raising tuition for students, many of whom rely on loans to pay for college, is insane. I want to pay as little as possible after I graduate and this is just another reason for me to leave. Find anything else, anything. Tuition for students and parents though will affect so many lives and make it harder for so many families and students. We are here for a degree, not for \$28,000 tuition that goes straight into the presidents pockets because he needed to raise it 6% instead of the mandated 3.
31	Student	It's ridiculous. VCU already doesn't give enough aid to students and a lot of us(myself included) are already struggling. Raising tuition will only increase the burden so many students are facing.
32	Parent or family member	Salaries are high enough at VCU and considering for the past 2 years most of the staff as worked from home and hasn't come into to the university they saved even more money. Having an increase in Tuition at this time with gas prices and inflation running amok is not only underhanded but senseless. Keep your hands out of pockets, they are in deep enough, thank you.
33	Student	Why would you make education more of a cash grab? There are a decent few faculty members that make drastically more than most others. I believe it would be much more justified & also easy to achieve the goals set in the budget plan by giving more reasonable salaries to the few making much more than the others. Education is already so expensive & it's not encouraging more enrollment when it is only getting more expensive.
34	Student	I don't believe we should raise the tuition seeing how the pandemic still has affected people and the cost of living is still going up. Which makes it difficult for lower income students to pay for tuition.
35	Student	I disagree with raising the tuition out of concern for my family's financial situation. My family is not wealthy or upper middle class. My parents are in poor health and gaining in age. I cannot ask them to overwork themselves to help pay for college. Not only that, my expenses are also going to increase due to VCU's limited housing spaces running out. I cannot ask my parents to help shoulder that increase as projected expenses for my next semester is over 10,000.

	A	B
36	Student	It's a big increase in tuition out of nowhere, it's not fair for you to ask us to pay more without providing any kind of additional change to campus or for students. It is not easy for many students to come up with extra money like that out of nowhere.
37	Student	It is outrageous that during a time of economic struggle for everyone, VCU is deciding to make it even more difficult by raising the price of tuition.
38	Student	I do not think this is a justified choice to raise tuition fee. Myself and other thousands of students are still currently working part time to be able to pay for school fees an housing. Bad enough as it is with gas prices rising, raising tuition fees would just become another issue students face. Nevertheless are we still navigating through a pandemic, managing zoom calls, adapting school activities and events. In my opinion, it is a burden for the school that I love to raise my opportunity of keeping my education. I would hate to see others fall in that same situation and not stay to see themselves graduate in what is one of the hardest times people are facing.
39	Student	It's already a hassle to pay tuition now with this proposal it's suicide for many families and students
40	Student	Do not raise it! Personally COVID has decreased the amount of work and money my parents make to the point where i've had to work to support myself. Because of this my grades have dropped significantly. As of last semester I've just started accommodate my schedule around work, but with the tuition increase I will have to fully dedicate more hours of the week to work than to do what im here to do, learn.
41	Student	Staff and faculty at VCU definitely deserve to be payed more, but the student body is wondering why that burden would fall on working class teenagers and young adults that attend the university as opposed to the filthy rich administration.
42	Student	You know you have the money to not raise tuition.
43	Student	Do not raise the tuition. Students can barely afford tuition as is. This is supposed to be a LEARNING INSTITUTION, an opportunity for young adults to better themselves and pursue careers. Raising the tuition affects EVERY student, especially students that come from low-income families who cannot contribute money to their education. Think about the students.
44	Student	It is absolutely disgusting that you are considering raising tuition without giving students any additional benefits. You have multiple dorms with black mold that you refuse to listen to students about. You have food options that are always either closed or understaffed. You still haven't the grocery store after more than a semester. You lie to potential new students about the grocery store being open already and Johnson going to open next fall when we all know you are just waiting on the city to approve tearing it down. You ignore your art students (at an art school) in favor of new STEM buildings while your art students are learning in a garage with no heat. There are so many students at this school struggling to pay tuition with absolutely no help and you want to make it harder??? Get a grip. Prioritize your students over profits for once.
45	Student	If the tuition is going to increase, financial aid needs to increase also. Also increasing tuition is going to make it harder for students who have to pay out of pocket to come to VCU since so many are already struggling.
46	Student	I honestly think this is pretty fair. We already had tuition freezes for a few years and I'm sure the school budget is struggling. If tuition increases result in higher salaries for faculty and staff, and more programs for students, then I am all for it.

	A	B
47	Student	VCU has the highest paid employee of the state, with the lowest average faculty salary, and one of the highest VA in-state tuition rates. This move to increase tuition makes zero sense, and is a disgrace and an embarrassment to administration.
48	Student, Faculty	The wage increase should be the responsibility of Admin, not students. When students are living in spaces that are not up to par and have not been updated. Many students cannot afford these continued rises in tuition that does not go towards our own education and well being.
49	Student	America has still not left the pandemic. Students and their families have been hit with crippling financial loss due to the pandemic's economic devastation. I know many students and their families who are still struggling to pay rent and grocery bills, despite working two jobs and getting through school. The aid of scholarships is not enough for many. Now, while in the midst of rising tensions and the ever-changing uncertainty of our world, is not the time to be raising tuition. VCU is a community, and frankly, it is hurtful to see the administration raising tuition in a time of crisis for many of its students. Universities are meant to put their students and staff first, and with the current proposed tuition raises, this all seems to fall flat. Thank you for your time.
50	Student	please do not raise the tuition for undergraduates! although i may have financial assistance under vcu, many of my peers do not. an increase in tuition will hurt them greatly.
51	Student	I'm an out of state student who is here because of a grant that allows me to come at prices that are affordable for me, and this sudden change so soon to the actual year we'll have to pay is incredibly unfair to current and upcoming students.
52	Student	This is simply outrageous. Most students that go here are already hundreds of thousands of dollars in debt for the high prices that you already charge us. Many of us struggle and cry every single day wondering how we are going to pay for this college "experience", much of which is unsatisfactory already from the lack of adequate housing due to the life-threatening mold issue in Johnson (which you all must have been aware of well ahead of time and acted poorly on) and the poor choices of mostly unhealthy dining options on campus. If the money needs to come from anywhere, it should be YOU, the administration. The administration makes plenty of money, especially the president who makes 6 figures, so I don't see what the problem is in taking some of that money out of your paychecks. Why should we have to pay for problems that weren't our responsibility to begin with? Corporate greed is a very ugly, unprofessional look on VCU.
53	Student	It's outrageous to even consider ANOTHER increase in tuition costs. Tuition has DOUBLED in the past ten years making it more inaccessible for students to receive their education. Education is a RIGHT for ALL. Education is not just for the elite. With increase in costs to attend here, as students we know it won't go to improving our community. With so many increases in the past, administration has failed to prioritize the students' needs. The prime example is Johnson Hall. VCU admin has failed to handle the mold situation in a timely fashion without the need to gaslight students. If we can't trust you to handle a situation that could've been prevented because you guys didn't want to pay for the damages earlier, why should we trust you with more money?

	A	B
54	Student	Many students are still recovering from the financial burden the pandemic caused. Also many other necessities like gas and rent have increased making it difficult to afford an increase in tuition. Increasing tuition would burden already struggling students even more. Students who pay out of pocket and their tuition without assistance already have a hard time even affording the cost of university. Increasing tuition might cause many to be deprived of furthering their education. It is not fair to the students who work jobs and balance school to add another stressors like tuition increase. Many have put themselves in debt to even be able to attend this university in hopes that they will be able to have a better future. Please consider no increase to tuition or at least a smaller percentage.
55	Parent or family member	The increase in tuition and fees is too much. We struggle to make the payments now. The monthly payment is more than \$1,000 more than our monthly mortgage, insurance and real estate tax bill. That is unacceptable.
56	Student	please do not do that. i am already going into thousands in debt to get an education
57	Many friends attend here	This is an absurd amount of tuition to put onto the already high amount to students. This should be coming out of the administrator's pockets, not the students or faculty's.
58	Student	This is a very harmful act towards many vcu students. So many of us are already struggling to afford to come here. Not only is it a struggle, but you put us in terrible living/learning conditions. Many of these buildings are covered in black mold. Students are breathing this in and being affected by this. Despite that, you put the money towards stem and athletics, when you could be bettering our living conditions. You aren't helping the students that you say you care about it. It's wrong to take money from hard working students when you can cut the salary of rao, who makes the most money of any college president in Virginia. I hope you can find it your heart to remember who you are hurting with these decisions. Thank you.
59	Student	This is a very harmful act towards many vcu students. So many of us are already struggling to afford to come here. Not only is it a struggle, but you put us in terrible living/learning conditions. Many of these buildings are covered in black mold. Students are breathing this in and being affected by this. Despite that, you put the money towards stem and athletics, when you could be bettering our living conditions. You aren't helping the students that you say you care about it. It's wrong to take money from hard working students when you can cut the salary of rao, who makes the most money of any college president in Virginia. I hope you can find it your heart to remember who you are hurting with these decisions. Thank you.
60	Student, Staff	I am already so broke and rely on financial aid and federal loans strictly to pay VCU. I am food insecure and don't have enough money to pay my monthly bills. This tuition increase would damage my finances significantly and would make me re-consider attending VCU.
61	Student	I think it is stupid. I already pay a lot to go here plus textbooks and crap. This might make many of people have transfer
62	Student	Do NOT increase tuition or fees by any amount. With the ridiculous meal plan forced on me this year as well as the extra fees for services I don't use, I can barely afford to live. Many other students agree; we cannot afford any rise in tuition or fees. If you need more money, stop spending it on useless stuff.
63	Student	I think it's an awful idea. So many students here struggle with paying for school already and you want to make that burden even worse?

	A	B
64	Student	The more money you take from us the less students you are going to have. So many of us already struggle with the current tuition, and a lot of us aren't getting our money's worth. As an art student I've only experienced 2 in person courses in my 2 years here at VCU. I love this school and I love my major but the more money you charge, the harder it is for me to see myself being able to stay at VCU. Even now, I will be paying off loans for most of my adult life. Please think of what students and professors need. Put money towards paying professors a livable wage. Put money towards student benefits. I want to stay in school. I want to see my dreams through, but I can't if all you do is take take take. I don't even know where my money is going at this point because I'm really not seeing it within my major program and classes.
65	Student	I don't know what you expected when you announced a 6% tuition increase for in and out of state but I am beyond pissed right now. My mom is working two jobs and can still barely afford this school even with the loans I got. So if this gets included I don't know how I'm going to afford to even attend this school next year. Considering this and how expensive upperclassman housing and a decent apartment is around here. As many problems as I have with this school I still love it and plan to spend the next four years of my life here. So please don't take this opportunity away from me and other students like me.
66	Student	Are you insane??
67	Student	Stop taking our money. We already pay way too much money for a college education that has become essential to succeed in the professional world.
68	(Future) Student	I am planning on transferring to VCU after two years at J Sargent Reynolds and after hearing about this, I'm seriously reconsidering if education is worth the amount of debt enough to cripple the entire lifetime of one person and have more left over for another person.
69	Student	This isn't right at all
70	Student	I don't like this because that's taking more of the students' money and will it even be given to the staff members?, will it be used to upkeep buildings?, will you guys actually rebuild Johnson hall to a better freshman dorm?, will students get more financial aid since tuition and as well as room and board are increasing?, like what's the real plan behind this increase because I know you guys have outside funding and then the president is making bank and what are the staff and students getting in return?
71	Student	Stop making us more broke I can barely pay for what I have now.
72	Student	I honestly don't believe y'all are budgeting money well. What y'all are doing is corny. This is such a late notice for students to get prepared. At this point y'all are making college an unreachable goal for many students especially the ones who can't pay for school and who are constantly taking out loans. There are many students who have talked about transferring to other universities that are less expensive than here at VCU. Y'all need to do better.
73	Student	As someone who is paying out of state tuition, the total cost of attendance sat at approximately \$60k for this year alone. VCU charges the same amount, or even more as private universities around the country. Now imagine if tuition went up 3-6%... You do the math. Even though thousands of students are getting financial aid, raising the cost of tuition, and so soon at that, is blasphemy.
74	Student	So y'all are raising tuition and keeping students in unsafe living conditions wow at this point y'all are just working for a paycheck. Y'all need to get your priorities together.

	A	B
75	Student	The proposed budget intuition is completely undermining Low income students. Students who rely solely on their own personal income and do not get help from their families are left to struggle even more because of the increase in tuition. Fees and tuition for Virginia Commonwealth University's already high and adding more onto The cost will do more damage than good
76	Student	This proposal is honestly unjustifiable. I see no personal benefit to me directly as the person who is supposed to be paying for the service of education, to put myself even more into debt for this. My major is not one that is apart of VCU's reputation, so the care that I should be recieving is severely lacking and I've already had academic advising and the university screw me over because they can't put effort into making my major actually cultivating. I already know that any "necessary" raises in tuition would not go towards helping me. I'm going here because it's the cheapest and I get a scholarship. I don't have a choice. Please do not ruin this for me. I need a career and stable life.
77	Student	I do not agree with the tuition increase. It is incredibly late notice for incoming freshmen and will make it even harder for students to afford their education.
78	Student	I will not be able to afford an education with an increase in tuition for my last two years. Please reconsider this with thoughts for the future of low-income and first generation students.
79	Student	Stop with the overpriced tuition and the required classes that are a waste of money.
80	Student	As a freshman here at VCU it's already hard enough to afford tuition, and what we get for our money does not exactly validate how much we pay. One of only 4 freshman dorms were shut down because of black mold, we had to relocate and be disturbed near our finals week of fall semester and the amount of money offered if we didn't continue our housing lease was close to none. Our tuition should not be raised.
81	Student	If the tuition cost goes up I have no idea how I would even be able to afford it. I am one of the many art students and if tuition goes up I have no idea how I'd be able to afford both tuition and art supplies.
82	Student	This is stupid. Your department has not proposed any *valid* reason for hiking up our tuition, because there is no valid reason. You're just doing this because you can. Stop taking our money. Stop making us pay more than we need to. Stop taking advantage of us. As a junior who has been a GI Bill dependent for 6 semesters now, the 2022-2023 academic year is when I will no longer have GI bill benefits---and I will likely be taking out student loans for the remainder of my time enrolled as an undergrad at VCU. Your new proposal personally affects me, given that you suggest raising tuition rates the year I can't afford college on my own anymore. However, I don't just speak for myself, but I speak on behalf of everyone. STOP TAKING OUR MONEY. WE DO NOT WANT THIS PROPOSAL TO GO INTO EFFECT. WE SAY "NO!"

	A	B
		<p>The new proposed budget for VCU should not be happening. There is already an immense number of students(including me) who cannot pay or are struggling to pay for tuition. They have to take out loans just to come here and still be treated badly by not being promised what this school originally offered. This includes social events, on campus organizations, and proper education. The only reason for this increase is for the faculty to have a higher salary which is so clearly biased. This is also because VCU has been hiring more administration recently and need to pay for them, but they are not actively working on bettering the staff and environment of the campus currently. People are struggling to make ends meet every single day and VCU is constantly ignoring it whether it comes to money, housing, fairness to the students, or reprimanding their current faculty so there is no reason to increase tuition for kids that are not getting anything but an education from people who do not care about them. Increasing tuition will only put more kids in debt because vcu does not want to give out scholarships and less people will want to come to this school. VCU should also know that the current students will continue to speak out and voice just how bad they are treated and this will reflect badly on the university. Stop charging more on our tuition when you are barely treating us like young adults, much less people, to pay for a salary and fix the school to begin with. Once VCU improves by getting back to the environment precovid, getting housing sorted, treated students like they matter, then possibly consider it. However, VCU is NOWHERE near that and they will not be for years. Fix how you are now instead of making us pay for slim to nothing in return. We are students but not afraid. You cannot silence us.</p>
83	Student	
84	Student	Don't want tuition to be raised!
85	Student	I am considering pursuing a masters degree but as it is I can barely afford tuition right now working full time and trying to meet deadlines in the school of the arts. Increasing tuition would make tuition literally impossible for students like me. Please reconsider.
86	Student	It's not fair for Michael Rao to be making as much as he does while students (teenagers and early twenties for the most part) are getting their finances milked. Fix his payment, pay VCU staff and faculty better, and lower students tuition. It's horrible and inhumane how much he gets payed while students are forced to pay this amount of tuition. From my VCU experience (I'm a sophomore) he doesn't deserve his salary, put the money from his increasing salary into lowering VCU students tuition before I have to drop out from the amount of debt I've been put in as a nineteen year old.
87	Student	this is beyond unfair for students. This is such late notice to be giving this out now especially to people who are struggling to pay tuition right now. these people deserve time to be able to get everything in order and decide what's right for them. not to mention prospective students who would have no idea about this until they have already accepted to go to vcu. Do better.
88	Student	Most students can barely afford tuition as it is. Increasing it will only make it harder on the students and their families.
89	Student	Tuition is already expensive as is. This school doesn't provide enough to students to be raising it.
90	Student	Please don't raise the tuition more it already costs so much. Do you guys not realize how many years people are stuck in debt?

	A	B
91	Student	A projected increase in tuition would be very harmful to students already struggling to pay to be here. While tuition fees are not contractual, students who made financial plans to cover four years of tuition would be left unprepared in paying this increased sum. This is not what they signed up for. Blind-siding them risks not only losing students, but also damaging the university's reputation, particularly regarding prospective students. This proposal has been noticeably talked about online on platforms which prospective students look to for advice on whether the school is a good fit for them, and following through with this raise would not fare well in attracting that crowd. Likewise, losing them is losing their investment and their money, making the venture altogether counterintuitive. This past year alone has already aroused quite an upset, not least of which due to the sudden shut-down of Johnson Hall dormitories. Please consider these points, from a concerned student.
92	Student	A blasphemous cause, with a blasphemous cost
93	Student	Please do not increase tuition. The environment in the school is slowly becoming worse and wanting students to pay for a place that isn't doing much to fix thing does not effectively make any sense. I can understand faculty pay raises, but why does it have to come at a cost for the students?
94	Student	Its bad. Don't raise tuition further. Rao doesn't need a 4th yacht
95	Student	I am in a position where this increase will have less of an effect on me than it will on others due to my tuition being covered by government bills and military aid. That being said, there are so many people who it will impact SIGNIFICANTLY. My friends and countless other students are either using scholarships that barely cover the costs as it is, have to work almost full time to pay a fraction of the cost, or have taken out student loans that will leave them in debt for years after graduating. This increase in tuition will not only add onto student loans, but will force a number of current students to drop out or will hinder their graduation year. All because of a cost. Students deserve an education without fear of an increasing tuition. Please do not approve this increase.
96	Faculty	Bro vcu already costs too much
97	Parent or family member	The price hike will be high toll for parents and students. Please don't raise the tuition fee under current scenario.
98	Student	This is a terrible idea! Students can not afford this with how the economy is!
99	Student, Faculty	It's too late notice. Plus with so many things shut down like the free store and Johnson were already not having access to everything we're paying for.
100	Student	Take the money from elsewhere. Most of us choose vcu because it was the cheapest option for us shy of community college. Right now, community college is sounding like a better, more worthwhile deal. We all know that there is money to be found in Rao's pay check, use it for something worthwhile.
101	Student	I am saddened to hear about the increase in budget and tuition proposal. Students are already providing this school with millions yet my teachers are barely getting paid and our facilities need serious work. The fact that some of my peers have to work multiple jobs to survive and attend this institution shows me that VCU has little consideration for its student body. Where is all the money we are giving going? My professors have to work multiple jobs to make a living so I know it's not going to them. Instead of an increased tuition VCU seriously has to rethink where their money is going and start using the millions of dollars they are receiving to help this be a safe and healthy environment for its student body.

	A	B
102	Student	This budget would increase our tuition which isnt fair. Some students have to work all day to even save enough money for tuition price. Some students have to pay rent as well. This increase is dumb and honestly baffling with how much money you guys get. Like put it to good use instead of raising prices
103	Student	The increase in tuition is incredibly unfair and justified, especially with the knowledge that this will be going into affect in the fall semester of 2022, which is incredibly late notice for something that will affect every the lovely student at VCU. The amount of tuition paid currently should be more wrote this in than enough, and VCU has not dealt response to the with any of the issues that they google form. should've in a way that benefited if you want to their students. With the shut down of use this as a the Johnson dorm, students in every dorm finding mold, and a variety of me and i'll send u other issues that have arisen and the whole thing students have complained about, we feel as though our tuition dollars are again, here's already not going to the issues that they should, and charging students the link to more money is not justified when our the form: money already hasn't gone to fixing the problems that we have already commented on. Increasing tuition is not the way to resolve the issues that need to be fixed. First, the salaries of administrators, specifically Michael Rao, should be cut. Student should not be blamed for the issues that VCU has either caused or failed fix.
104	Student	there is literally no reason to raise tuition. there was that huge multi million dollar donation this year that could have been used differently. maybe tell michael rao to share some of his salary instead of punishing students!!!
105	Alumnus/ae, Parent or family member	I earned my BA in 1993 and my M.Ed 2003 from VCU. My daughter is finishing up her freshman year in the Arts at VCU. I LOVE VCU. I still attend basketball games and volleyball games when I can. My sorority had a reunion recently and we enjoyed walking the campus again. VCU has changed Richmond, for the better, there is no doubt about that. Why do the students and families have to carry this burden though? Housing is already through the roof (my daughter just signed a lease), tuition and fees are already insane; and for art students, the cost of extra spending is crippling. Please, reconsider raising the tuition. My other daughter (twin) attends JMU and it is significantly less. I love VCU, but enough is enough. Students and parents will already be in major debt from the loans. Perhaps President Rao should share some of his millions to fund whatever it is VCU needs to raise tuition for...just a thought.
106	Student	Stop taking our money we pay you enough!! Abolish vcu pd if you need to save money!!
107	Student	Students already struggle to pay the cost of tuition as is. The extra stress and strain that a higher tuition would put on lower-income students is not justifiable especially when we all know that this money would either go to lining the pockets of the administration or be donated to political campaigns. This goes against everything VCU claims to support and shows how hypocritical and corrupt the administration of this school truly are.
108	Student	The increase in tuition is not only unfair but it's also unjust, especially with the knowledge that this will be going into act fall of 2022, which is incredibly late notice for something that will affect every student at VCU. The amount of paid tuition currently should be more than enough, and VCU has not dealt with any of the issues that they should've and a way that benefited the students. With the shut down Johnson dorm, students in every dorm are finding mold, In a variety of other issues that have arisen and students have complained about. We feel as though our tuition dollars already or not going to the issues that they should. Charging students more money is absolutely not justified when our money already has not gone to fixing any of the problems that we have already commented on here. Increasing tuition is not the way to solve the issue that need to be fixed. First, the salaries of administrators, specifically, Michael Rao, should be cut. Students should not be blamed for issues that VCU caused or failed to fix.

	A	B
109	Student	We should not raise the price of tuition, it is already high enough, people will struggle to financially pay it even more. There are also already fees that we have no real idea what they even go to. The tuition is high enough.
110	Student	Tuition needs to go down because of the pandemic and inflation.
111	Incoming transfer student for Fall 2022	I can understand the idea behind this proposal but it will only end up hurting students. A lot of them already struggle to pay tuition and raising it will most likely cause them to drop out entirely. It may not be true for every student but it is true for enough of them. Additionally, prospective students will be turned away from the school because of the tuition. One of VCU's selling points is affordability compared to other schools. This decision has the potential to make or break that.
112	Student	I believe that an increase in tuition is completely unfair. As a student, I am already struggling to come up with next semester's payment. All of my scholarships are unrenowable and my family has been struggling with finances all my life. On top of this, my grandpa passed away during the pandemic in Vietnam, so my parents have been giving money to my family who lives there (paying for the funeral, helping my family with mortgage). I feel that there are already unnecessary fees that come with tuition and with the increase, I'm not quite sure I could afford to attend VCU for the coming semesters. My only other option would be Northern Virginia Community College. Please take this into consideration as I'm certain there are many of my peers that feel the same way as me. I respectfully request that the board will understand after seeing this proposal from a student's perspective and how it can be detrimental to the community of students here.
113	Student	This school is already money draining as is, you guys really think people would be okay with a whole 3 orrcnt increase on tuition?
114	Student	Increasing tuition for next year impacts every student at VCU. As it is now, students in general struggle to keep up with the demanding tuitions and fees of universities in this country and often fall into more and more debt from a lack of student aid and a continuous increase of tuitions they can't keep up with. Tuition as it is now is already expensive enough and we don't need an increase when it isn't being justified or shown it'll go to good use. Why should we pay more money when the money we already pay isn't going to what the VCU community believes it should go towards; such as improving and fixing our dorms because of growing mold concerns, especially Johnson Hall, which had to get shut down this year for that exact reason. If you want to increase what we students pay for an education and a living on this campus, then you need to show how and what our money is going towards to benefit the VCU community.
115	Student	Horrible idea. A majority of people who come to this school are in-state, barely middle class students, and with all this inflation and uneven amount of distribution of wealth in this school towards Rao, is there really a proper thought process behind this or what?

	A	B
116	Parent or family member	<p>Dear Members of the Board, Please do not raise tuition at this time. Everything has gone up dramatically in price. As a single mother paying almost all of this out of pocket on my own, I'm not sure how I will be able to afford such an increase as this. Please consider what ALL families are enduring right now. Not everyone is fortunate to obtain grants and loans to even put much of a dent in these tuition bills. My daughter absolutely loves VCU, and I pray I can afford to continue keeping her there.</p> <p>Thank you for listening. Kind Regards, Michelle (parent of a first year student)</p>
117	Student	I'm just surprised that they'll increase the tuitions after going through hell on moving dorms because of Johnson hall, they should've removed it a long time ago
118	Student	Stop taking our money. I pay a ridiculous amount to be here as it is and my VCU experience has been less than adequate. Make some changes before you decide to charge us more for this garbage.
119	Student	I oppose the 2022-2023 tuition increase because as a low income student, I already worry about how to make ends meet when it comes to paying for college. An increase in tuition would just make things even harder for my family and I financially, and I depend on financial aid to allow me to attend VCU.
120	Student	I think it is a horrible idea. Personally as a student, this affects me greatly. I am completely on my own when it comes to finding out how to pay for my tuition and an increase would only make the life of me and the other thousands of students that go here that much harder. Please think about how this will affect the people who pay you to go to this school, I understand trying to make money up for costs increase but I'm sure there are other ways of doing it, rather than getting it from students. This could be a deal breaker for kids who have to pay their own tuition, you could lose students.
121	Student	as an art student, it's incredibly disheartening to see a tuition increase in the face of all the firings and general state of the art program - none of this extra money will find its way into improving anything tangible (not that any of my classes were tangible anyway, for the record, almost everything was online). there are no accommodations for students with learning issues or disabilities with online classes, there aren't enough professors in the art program so most classes are taught by grad students - and all this extra money is gonna go straight up the chain to rao so he can buy a toilet that jacks him off or something - i'm so tired of vcu dude
122	Student	While the staff should be paid more, it SHOULDNT be up to the students to cover those payments. We're already in enough debt, how dare you try to make it our responsibility
123	Student	You need to tell students exactly what this tuition increase is for. VCU owns half of the city and has major hospitals a university and a med school providing revenue. Also VCU has been known to put money into lobbying and lining politicians pockets. VCU is a business and while I understand that, the commonwealth of Virginia and the country rely on this school for much much more. When you increase tuition you are harming the most vulnerable communities from gaining access to college and it goes against the equity that this school preaches about.

	A	B
124	Student	While staff and faculty deserve a raise, the money shouldn't be coming from an increase in tuition but from a reallocation from administration's salary. It is a well known fact that VCU has hired more administration and given them larger salaries and raises while staff and faculty, especially adjunct professors, haven't gotten their raise. While it is definitely time for them to get their raise, the students shouldn't be the ones to pay when we are already struggling to make ends meet and going into debt to get our degrees while administration gets richer and richer, not to mention the housing crisis with Johnson being closed and nothing being done about it.
125	Student	I feel like our tuition dollars are already not being put to good use to help us. There is no reason the tuition should be increased especially in times like these.
126	Student	I think the 3% and 6% increase will cause people who haven't been to this school will not want to come here anymore. The average middle class family can barely afford the tuition as it is now. Increasing will just bar the fact that people will find other schools and universities to attend.
127	Student	The increase in tuition is incredibly and completely unfair and unjustified, especially with the knowledge that this is going into affect fall of 2022. That is such a late notice after people have ALREADY signed up for classes, and would need to get their finances in a row before the semester starts. The amount tuition is at is at already is already TOO MUCH! I, and a lot of my peers, still haven't been able to pay THIS semester because of how expensive tuition is. Not to mention, I have been working with the financial department for over a month to get my SAP appeal done and it is STILL not done. Hence why I cannot even pay THIS semester. VCU has NOT dealt with any issues they should have in a way that benefited their students. With dorm issues (mold!!), and much more. We feel our tuition money is not even going to fix actual issues we are having and continuously complain about. Charging students MORE money is just going to decrease attendance to VCU, because I personally will NOT be able to keep up the payments as I pay for it all myself. I will quite literally have to stop attending VCU. Increasing tuition will not resolve these issues, but create more. Salaries should be cut from departments such as Michael Rao and administrators if you cannot keep up the payments of VCU. Students should not be punished or blamed for issues that VCU has either caused or failed us by.
128	Student	absolutely unfair
129	Student	I think it is very unfair to raise tuition. Many students are barley able to afford vcu now. A tuition raise is not necessary especially when Rao is the highest paid employer in VA
130	Student	I already feel as though there are a lot of random and hidden university fees. Last fall, my tuition got to be about \$8,000 more than I expected. Clearly, I, and I'm assuming every other student and potential student, am against raising the price of an already devastatingly expensive education. Please understand that many families are still financially reeling from the pandemic, and others are not helping their children pay for college at all. (Also, side note, it doesn't seem right to pay so much for facilities that harbor mold in living spaces and rats in eating spaces...just saying)
131	Student	Please do not increase tuition
132	Student, Staff	What more would we be getting? Are classes more in person? I didn't think so! So where's the money going? The quality of education isn't increasing, so neither will my money
133	Student	they shouldn't raise tuition while inflation is rising and covid assistance is no longer available

	A	B
134	Student	Not acceptable. STOP overcharging us. VCU doesn't do much for it's students until it becomes a huge deal- look at the students in Johnson hall who were living in unsafe conditions. The situation NEVER should have gotten that bad to point where mid school year they had to move out. Some classes are still online so why are we getting charged even more. It makes no sense. Affording schooling is already hard for some people (for those who don't receive fafsa and even those who do receive help from fafsa) and making it even more expensive could prevent students from being able to attend. Money is a stupid reason why a student cannot go to school. Do the right thing VCU, and stop stealing from students.
135	Student	I think the increase would be too much too fast, that's a huge jump for a lot of people like me, who live paycheck to paycheck. I want to be able to attend school without insane amounts of debt or extra work just to receive funds and I don't think that's an unreasonable desire either. Scholarships require time, energy, and excellence. Some want overachievement even, but when I'm working sometimes 36 hours a week as well as a full load of credits, I cannot do that, I just simply do not have the time or energy to fight that hard. With a price increase like that I'd consider attending another school if I'm being honest because the main reason I chose VCU was affordability. To raise tuition so much after everything just would show how little you care about students. I don't believe there was a price decrease during the pandemic either, so right as we're able to attend school normally, the absurd raise in cost would be a slap in the face. 6 percent may not seem like a lot to you all, but to someone who's 19 and just starting their life it can really negatively affect me.
136	Student	I think it's ridiculous that you want more money from us without proper time to inform us, you're setting this in motion for next fall and many students won't be able to return.
137	Student	I don't think students should have to pay more. I think the president of vcu and other admin should get their pay cut first before making the students at vcu responsible for the issues that have already been occurring at the school.
138	Student	The proposal is ridiculous. Increasing the tuition is just going to push more and more students out of the college. There are amazing talents that are not going to be able to fulfill their dreams and contribute to society the way they want to just because they couldn't attend school and get a higher education. None of this is for the benefit of the students and will do more harm than good.
139	Student	The proposed tuition increase is unfair to students both in and out of state. In light of the pandemic and global economic crises, raising tuition exacerbates the fact that college is inaccessible financially to many students, and will likely result in many vcu students needing to withdraw from school. Furthermore, the proposed tuition only applying for up to 15 credits puts a limit on the experience and learning opportunities that students are supposed to have by forcing them to pay more for every credit over 15. Given the number of issues that have occurred in student housing, dining, internet access and other resources this past year, it seems more fitting that the board redirect some of the money that is going towards multi-million dollar parking garages and use it for the benefits of students and staff.
140	prospective students	Our tuition should not be raised !
141	Student	Don't do it. I don't want to have to drop out because I can't afford it.
142	Student	This increase is not fair for students. Most of us are already in debt to just get our educations. This increase can mean the difference of some students not finishing their degree. Students should not have to carry this burden. Our tuition is high enough.

	A	B
143	Student	you are NOT getting any more of mine or anyone elses money. you have plenty of money to pay the people who work here more money without stealing even more from the people who pay to attend this school that's already falling into disrepair bc you dont pay to fix shit. maybe worry about not giving our stupid president more money and redirect some of that to the people who are supposed to be benifiting from attending this university.
144	Student	The increase of tuition by VCU is completely and utterly unwarranted. The sheer amount of students at VCU who already pay an unbelievable bill just to attend a school, that can't find mold in the easiest of places, is unacceptable. Not only is this decision unwarranted and unnecessary but it's a blatant attempt to line the pockets of rich executives like Micheal Rao. I will pay a total of around \$100,000 for my four years at VCU which will likely put me in debt for the rest of my life. 20 thousand a year and the school can't even upkeep their facilities or have a student health department that actually helps students in need. So please instead of raising tuition take the time to reassign where money is actually going. Fuck Michael Rao
145	Student	this is not a very thought out decision. many students will not be able to afford their tuition and will not be able to attend vcu since it will cause a significant difference
146	Student	If a tuition increase is causing countless students to fear for their ability to pay for an education you need to rethink that. This is a public institution for the commonwealth of Virginia and it should remain accessible, not a luxury.
147	Student	The tuition increase is not consistent with the amount of positive "change" that is being proposed. Faculty need to be payed more, and funding for the certain programs absolutely should not be cut. The quality of learning and funding in the classroom is barely worth the price of tuition already.
148	Student	This proposal is very inconsiderate to those who have been significantly effected by financial loss ever since covid started. This increase in tuition will cause those in these unfortunate situations to either dropout or use an extensive amount of loans to pay off the proposed tuition. Please reconsider these factors when making the final decision as it pertains to the students attending this school.
149	Student	Absolutely not. Students already struggle so much to pay for tuition as it is.
150	Student	Do not Increase tuition, I cannot afford it. I might as well have gone to another school if I was going to be paying that much.

	A	B
151	Parent or family member	<p>VCU is doing very well - there is NO absolute, real need to raise tuition right now. See below.</p> <p>"Virginia received over \$948 million for 120 colleges and universities including \$297 million for community colleges due to the American Rescue Plan"</p> <p>Source:  <a href="https://www.whitehouse.gov/wp-content/uploads/2022/03/ARP-Higher-Ed-Virginia.pdf">https://www.whitehouse.gov/wp-content/uploads/2022/03/ARP-Higher-Ed-Virginia.pdf</a></p> <p>"Virginia Commonwealth University is the fourth-highest funded school, and it enrolls the seventh-most low-income students. VCU receives about \$9,000 per student and has a student body that is 29% low-income."</p> <p>Source: <a href="https://richmond.com/news/local/education/think-tank-report-says-virginia-higher-education-funding-is-unjust-and-lacks-transparency/article_c2af6dfe-70c3-5ed9-baaf-02bbe7d36d8d.html">https://richmond.com/news/local/education/think-tank-report-says-virginia-higher-education-funding-is-unjust-and-lacks-transparency/article_c2af6dfe-70c3-5ed9-baaf-02bbe7d36d8d.html</a></p> <p>"VCU Health, the state's largest medical campus, received the most funding from the \$116 million package with \$19,887,400."</p> <p>Source:  <a href="https://vadogwood.com/2020/10/28/virginias-new-budget-gives-an-extra-116-million-for-universities/">https://vadogwood.com/2020/10/28/virginias-new-budget-gives-an-extra-116-million-for-universities/</a></p> <p>Net Price of Virginia Colleges by Income:  <a href="https://tamingthehighcostofcollege.com/net-price-of-virginia-colleges-by-income/">https://tamingthehighcostofcollege.com/net-price-of-virginia-colleges-by-income/</a></p> <p>Also:  <a href="http://jlarc.virginia.gov/higher-ed-cost.asp">http://jlarc.virginia.gov/higher-ed-cost.asp</a></p>
152	Student	It is greedy to increase tuition just so faculty can get raises. If the budget was proposed for the renovation of the Johnson Hall dorm or for other genuine concerns on campus I would be less upset, but it blatantly says in the notice that the increase in tuition (WHICH SOME STUDENTS ARE PAYING FOR THEMSELVES THROUGH LOANS AND WORKING WHENEVER POSSIBLE) would only be for pay raises of staff and faculty. I also doubt the tuition increase would reach the professors, cafeteria workers, janitors, construction workers, student workers, etc... bc it doesn't seem like the university cares as much about their pay as much as the ones in charge such as Rao and the board.
153	Student	they're a lot of people that are already struggling to pay their tuition and it's just getting worse if anything the tuition should decrease since many classes are hybrid
154	Student	I do not accept this proposal.
155	Student	This is unfair for students already enrolled who have already agreed to the original tuition.
156	Student	I don't receive financial aid in any form and I have to pay out of pocket and get a loan to pay for tuition. If it raises I will have to get a loan sooner because there won't be enough in my savings. There are many other expenses I have to pay for like gas groceries and rent. Those are already going up and if tuition goes up it will be an added unnecessary expense. Thank you.

	A	B
157	Student	As a first generation Afghan American that is considering graduate school after I graduate, this budget & tuition proposal is absolutely robbery. Michael Rao makes more than any other university professor in the state from a public, "non-profit" university. As an institution which prides themselves in integrity and accessibility, this not only alienates the impoverished majority of students but future Rams that are considering universities. I barely was able to attend the university financially as a community college transfer, so I hope the university as a whole comes together on this unnecessary increase.
158	Alumnus/ae	It's very wrong to increase tuition by SIX PERCENT considering a lot of students are already trying to figure out how to pay to come here. I just graduated in 2021 and I could barely pay with yall increasing it every year. Why is it that we don't even see any quality changes with the increases in fees? Where is the money going because it's certainly not to the students. VCU does everything it can to bring in students BUT NOTHING to retain them. A lot of people suffer after freshman year. Is that really the school environment you want to create? I'm very grateful to have gotten my education at VCU but I can't even begin to consider continuing it here if you don't get a handle on these price increases.
159	Student	After being in a serious car accident and having to be medically withdrawn this fall before exams (but was still being charged for weeks I wasn't there). It is incredibly difficult as an out of state student to come up with money to help pay for my education, if you want more money than consider not raising the tuition price because I can guarantee you that I will be telling everyone I know not to ever attend this college; it's really sad because VCU became my home, I've already signed a lease for next year, but with a raise in tuition I'm not going to be able to afford to be there this fall. Do better.
160	Student	This budget and tuition proposal is completely unwarranted and unnecessary, especially to the degree proposed. This increase in tuition will drive people away from the school.
161	Friend	Awful idea. Where are the students going to get the money?
162	Student	Tuition is already high enough as it is and my family is still in the process of entering the job market during the pandemic. It's unfair to many students including me to raise the Tuition Atleast for the upcoming fiscal year since a lot of families are still affected by the pandemic in addition to ridiculously high rate of inflation in the last 6 months
163	Student	The tuition freeze these past few years have made going to college more accessible. With requirement of a 4 year degree in the job market and the exponentially growing cost of college, now more than ever the tuition must freeze. A great deal in my decision to come to VCU was the tuition costs and financial aid, despite being a competitive applicant and being accepted to 7 other institutions (including early-action at UVA). But as a first-generation student, having an affordable college experience to prevent an excess of debt post-graduation was very important. My parents cannot afford to pay for my school or my debts. This is a reality for many students, so please freeze tuition.
164	Student	Increasing tuition is just going to cause people to transfer to other universities or drop out completely. Many students have chosen to study at VCU at least in part because of it's relative affordability. This sudden notice is unfair to those of us who are in the middle of our studies, and will shut prospective students out. Why should students be responsible for funding VCU's budget when so many students are unable to find housing for the Fall 2022 semester? Not to mention the buildings' problem with mold and having to close down Johnson Hall. VCU can't even keep it's student workers' wage at 15 per hour, when Michael Rao is the highest paid employee of the State of Virginia. His salary can go to better use.

	A	B
165	Student	I think having a tuition increase would be ridiculous considering Rao's VCU salary is the highest among all employees of the State of Virginia. If tuition is raised I will make sure to make all prospective students aware of how little VCU prioritizes their students versus the fortune earned by high up administration.
166	Student	We don't need a tuition increase, it would be unaffordable for many low income students
167	Student	Raising the tuition and lying about it will deter prospective student and encourage current students to transfer. Majority of us went to an in state university solely because of the tuition being cheaper, raising that price will do nothing but cause VCU to lose students
168	Student	Students before profit. If you do this you do not care about your students. You would be blood sucking vampires, you would be cruel, you would telling the world that you care more about making money that making the right decision; that you care more about sustaining the salary of one of the highest paid officials in our state than the people who come here to learn. But, you could make the right decision. Decide that your students and your faculty, who work tirelessly to get by, are worth more, and are in more dire need, than the university president's salary. Frankly, if he cared he would be laying down his salary on the chopping block before anything else because that's what a leader does. Or have we forgotten what leadership means at this school? Does it mean expensive construction projects, catering to wealthy student body, and colonizing a city? Or does it mean sacrifice, forethought, and empathy? You, our unelected leaders, get to decide that.
169	Student, Faculty	Raising tuition should be a worse case scenario, not the first solution to a problem that most certainly has more than one solution. Raising tuition may not effect me to much, but it would drastically change the lives of many of my fellow students.
170	Student	I think this tuition proposal and increase is unnecessary and unfair to all students at VCU. An extremely large portion of VCU students rely heavily on financial aid and scholarships or loans to pay their tuition, including myself. With any type of increase it will make paying for college even harder and maybe impossible. You will lose many students if you continue to raise the tuition because a lot of us cannot afford the costs. VCU does not need to raise tuition costs.
171	Student	VCU has committed a number of outrageous and irresponsible things in the last academic year alone (the continued delay of an on-campus grocery store, "discovering" the mold issue in Johnson Hall which has been a known issue for at least two decades, blaming students for poor living conditions and hazards such as mold and insect infestations, the list goes on). Raising tuition adds to the pile of atrocities, and contributes to making higher education inaccessible for lower income families. Increasing tuition means students (who in most cases are very newly adults and are easily taken advantage of by loaners) paying for their own education have to take out larger loans. College loans loom over people for the majority of their adult life and cause undeserved and unnecessary stress and anxiety. Don't add this to the ever-growing pile of VCU's mistakes.
172	Student	It's ridiculous considering the lack of aid or resources this school gives its student population. We've had to kick and beg for basic human treatment, for VCU to deal with the mold in Johnson, for VCU to offer more healthy dining options or dining options in general, for VCU to provide safer environments and security when there's sexual battery on the streets, robberies, and people being harrassed in Cabell of all places almost every day. It's absolutely mind boggling that you VCU would ask for more money when most of it is ever going into the betterment of its student population at all.
173	Student	We should not have a 6% increase in our tuition. It just seems like VCU being greedy during a time that we are all struggling.

	A	B
174	Student	I wholeheartedly disagree with the board's proposal! Being that VCU is already #3 on the most expensive schools in VA, charging more per student isn't the way to solve the budgeting issue. This should be solved with prioritized spending! There are many universities in our state that charge way less that don't have the issues we have and that fault lies on the VCU administration, not the students.
175	Student	You charge us enough. You cannot prepare us for careers if we can't afford it.
176	Student	Our tuition does not need to rise when the majority of our money is going to administration. Adjunct professors need to be paid fairly, student housing conditions must be improved, and student resources need to be improved. A tuition hike is not justified when these things are not being addressed. Vcu students are becoming aware of the corruption in the administration, and we do not want to give money to a corporation that is not helping us succeed academically.
177	Student	please i am broke
178	Student	VCU is known for being accomodating and attentive to student needs. The increase in both fees and tuition completely goes against what the school stands for, if no other fix is incorporated to improve the system. The 90% acceptance rate is ridiculous and absolutely tarnishes the intellectual integrity VCU has maintained, and coupled with the tuition raise clearly signals greediness and a college dedicated to scamming individuals. If raising prices is indeed the action, beneficial to in turn decrease acceptance rate. An increase in tuition with slightly smaller classes would allow the school to at least be able to invest back into the students.
179	Student	Students already pay the school a lot for tuition why does it need to be increase. I was barely able to make the payment for this semester. Literally only 5 days before it was due.
180	Student	I've done pulled out so much money for every semester to now have to pay more and there's no housing provided. What sense does it make for students to have to pay for your repercussions for not providing SAFE and CLEAN housing.
181	Student	THIS INSTITUTION IS OPERATING LIKE A CORPORATION. PRESIDENT RAO HAS A 1 MILLION DOLLAR SALARY AND YOU WANT TO CHARGE STUDENTS MORE MONEY? Y'ALL HAVE ENOUGH MONEY. CUT ADMINISTRATION SALARIES INSTEAD. STUDENTS SHOULDN'T BE COVERING THE COST OF THE UNIVERSITY'S FAILURES. YOU CAN'T FORCE YOUNG PEOPLE INTO FURTHER DEBT WHEN OUR DORMS AND LEARN FACILITIES ARE IN DISREPAIR AND INFESTED WITH BLACK MOLD.
182	Student	As a 1st-generation college student (freshman) at Virginia Commonwealth University i have been given an opportunity that most Hispanic/Latinos are not given each day. The reason for this is the cost of tuition. I've witnessed a lot of my friends not attending college because they feared they would not be able to pay for their cost and tuition. I do not come from a wealthy family where my parents have no worries of paying my tuition. Each day I have to wake up with the struggle and fear of my parents or myself not being able to pay for my tuition. I ask that the VCU board of Visitors look within the consequences of raising the percentage in undergraduate and graduate tuition/costs.
183	Student	Im sorry but I already can barely afford this school and so many others I know are going through the same thing. Raising the tuition will cost students leaving potentially.

	A	B
184	Student	I simply cannot afford an increase in tuition right now. My parents and I are already up to our necks in loans trying to cover the tuition without an increase. It just doesn't make sense for the school to be running our pockets dry when they can't even provide proper housing to some upper class men who did an application. There are other things that you can see around campus that need attention, but have been looked over. My thing is VCU talks about inclusion and being a diverse body, but being inclusive means including those who come from lower income families. So VCU, if you even receive this I hope you genuinely look at your students and your potential students and think about us and how this could affect us in the long run.
185	Student	I truly think raising tuition costs is not a great idea, considering the pandemic it has been very difficult for students to find ways to pay for just attending VCU disregarding other expenses that are just basic human necessities. Where would all this money go towards? I really doubt it will go towards student hence the conditions we have faced previously this academic years with residential housing issues such as mold. We are paying thousands of dollars to obtain an education, at least keep dormitories well maintained to prevent people from getting sick all the time, even putting more into more dining options or better quality food.
186	Student	I do not believe this proposal is appropriate . Students are already struggling to even pay for tuition why make it worse ? Low income , minorities, and other students are even homeless so why would you even do that ? It wouldn't be benefits and very selfish of this university . You will lose students and without students there's no work for anyone . So please be mindful of the decision that's being made.
187	Student	Do not raise tutiton we already pay enough
188	Student	There is no reason to raise tuition especially after we are at the tail end of the pandemic. The housing is unlivable because of the mold. The President doesn't need more money. None of it goes back to the students.
189	Student	this negatively affects so many people, we already pay so much money and it doesn't seem like it's being used in the correct way
190	Student	This is ridiculous students already pay an extreme amount to go to school here and we already get very basic necessities. I will not be coming back if there is an increase in tuition.
191	Student	I do not support this proposal, it affects students already struggling to pay.
192	Student	Highly disagree. Many of the students here are commuters because they are trying to cut back on costs. With gas prices rising, they have to worry about making enough money to afford transportation to school. Now they have to worry about tuition increase as well? Why don't you cut Rao's salary instead?
193	Student	Stop raising our tuition we are already paying thousands of dollars each semester and your answer to financial aid is "your parent makes to much"
194	Student	Hundreds of students will have to go through extreme changes including dropping out if you increase tuition this drastically all of a sudden.
195	Student	I don't think the tuition for this school should be raised especially because some of us did have to change our living situation because of mold in johnson. People do not have money to be spending on a place that doesn't care about our feelings .
196	Student	I believe this increase in tuition is unnecessary. As it stands already we are currently struggling to stay financially able to attend this great university. With these increases, students will be forced to transfer and will deter incoming freshman from attending.

	A	B
197	Student	I do not agree with the 3% or 6% increase in tuition. We as students are already having a hard time enough going to class and being the best students we can be while in a global pandemic. The last thing students and parents should be worried about is another bill. We have had enough!
198	Student	Raising tuition would only limit students from exploring college opportunities, make student drop out who already are struggling, and increase the nation's debt. There is no benefit to the students with this increase and sound like the gentrification of Richmond is moving into the school system which effects the minority that already struggle to this day.
199	Student	This is ridiculous to be raising the tuition while students are still suffering from Covid impacts and life changing situations from it. No sympathy for your students
200	Student	College tuition rates should only decrease. Unreasonable tuition rates are the reason so many Americans are in debt at such old ages.
201	Student	NO NO NO
202	Student	With the prices of everything rising exponentially, it is only plausible to believe this would cause more students to cease their education here at VCU as a consequence of this action. This will not benefit the students in any way. This will also yield unfavorable aftermaths for VCU as the students are overwhelmed by this asininity and already paying their due diligence to this school.
203	Student	Extremely selfish idea that would negatively effect thousands of students.
204	Parent or family member	I don't think we need to be charging undergraduate students more money for tuition.
205	Student	This is absurd, there are currently students who are struggling to make payments and are falling in debt because of how high the tuition cost is already. This is unfair and does not seem to benefit the students at all. It does not seem that the money will be going to better student facilities (which are disgusting and FILLED with mold!) or go towards student funds, grants, or towards materials we need. I am fully against this proposal.
206	Student	Don't raise the tuition! It's not helping anyone!
207	Student	I don't believe this decision is necessary. Rising tuition rates for the school will discourage students from attending or continuing their college education here at VCU. There are other colleges with lower tuition rates that are in fact better than vcu and what vcu has to offer.
208	Student, Staff	This is incredibly abusive towards students. No online class is worth this increase and neither are the regular classes. This is downright disrespectful to all students tuition. We are in a pandemic no matter the mask mandate being lifted. Our families are already working to the max fo provide us with an education. All students have a job or two or three to help with their tuition and living. By having this increase, you are putting students' financial, social, mental, physical, and spiritual health at risk.
209	Student	Hello. Why would you increase it. People are not walking banks, middle class families do not have extra money to spend on college when they have other kids to take care of and they receive little to no financial aid from the government. Please reconsider this.
210	Student	Tuition is already hard enough to cover, a lot of these students struggle to pay tuition, yet alone their own personal expenses. This would more struggle on your student, and you may potentially loose students as well
211	Prospective student	This is a horrible idea. Instead of raising tuition, cut excess funding to administrators and try to actually care about your students

	A	B
212	future student	Unless there's a plan to be able to cover this increase with financial aid then this tuition increase is going to hurt a lot of students. People go to VCU because it is one of the most affordable colleges in the area. We cannot keep raising prices of tuition as if it's a reasonable price as is.
213	Student	As someone who stresses about finance and money, this increase would destroy my mental health and how much I've already saved up for college. I don't even get that much Fassa or aid anyways so this would destroy my family. I also have 2 other siblings that need to go to school so this increase will make it harder for us financially
214	Student	I came to Richmond with excitement and a new love for the city, however since my 3 years of being here I have grown miserable in the environment vcu has created. I learned over the years that vcu has such a disregard towards its students. This institution has proven to be greedy money grabbers. I, and many others, have suffered physically and mentally by the hands of vcu. I believed that vcu was underrated, people just didn't see how unique it was. Now I know, there is no regards to the students. We are living and learning in mold ridden buildings causing chronic illness for students and staff. VCU prides itself on diversity and acceptance but as soon as I got here I realized it's not vcu it's the students who bring that. VCU uses us to promote a great environment and attract people as a money scheme. You simply do not care for the students. VCU, Micheal Rao, and the board have not only disappointed the vcu/Richmond community but also let us down. Instead of raising tuition why don't you take a look on the inside and see what the real problems are that need to be addressed before you shove your money grabbing fingers up ours. Re-evaluate where money is being allocated because we as students know damn well the majority is not going anywhere to directly benefit us but go to our dear Micheal and to make the institution more money.
215	Student, Alumnus/ae	Michael Rao this is UNACCEPTABLE, shame
216	Student	It's ridiculous that our prices are being increased when Rao has received another raise.
217	Student	Don't make me spend more money towards tuition unless you also raise my scholarships so it cancels out.
218	Student	I don't think tuition should be raised at all. There are students ( such as me ) who are still struggling to find a way to pay for school and it's very difficult to find work. Please be considerate of the students who want to come here and/or who are already here who struggle with tuition.
219	Student	As a student that has been very impacted by the pandemic as well as all of the other things happening around the world, I think that having these tuition raises is not appropriate. Students are already struggling by working part-time jobs as a full time student.
220	Student	There should be no valid reason to raise the tuition cost to 6% when it's already difficult enough to live and sustain ourselves here.
221	Student	I don't agree with the increase in tuition as it will create a unnecessary strain on the finances of the student and i believe this increase doesn't add much to anything, as i don't really see how this increases will be put back into the community.
222	Student	No increase in tuition
223	Student	Please do not raise tuition I cannot afford to take out more loans as a 20 year old.
224	Student	Stop bleeding the students of this school dry. "Ramily" means nothing when people are struggling to support themselves. Stop suffocating the students you claim to care about. Keep this school one of the most affordable in the state. People want to learn and are here to be successful, give them the means to be. Thank you.

	A	B
225	Student	Extremely wasteful and unwanted. The teachers that I have had shouldn't even be teaching at a University, they are more suited for a JC at best. Im already paying a great amount of money for mediocre teachers. I'm teaching myself in my classes and that is a reflection on the teachers. It's giving a bad rep for VCU. this school is should be so much more, but ,disappointingly enough, it isn't.
226	Student	You're all a bunch of greedy bastards and the fact that you arent even being transparent and disingenuous is disgusting. you already let students get sick from your lack of upkeep of the johnson building, now youre taking even more of our money. that president doesnt need the million dollars youre paying him, pay your food staff and faculty better instead, fuckers
227	Student	This is an unwarranted and unjust raise of tuition. VCU students have already had to deal with a number of issues (including the toxic mold being found in dorms) that VCU has still not addressed or fixed when the institute has more than enough funding to do so. I especially don't understand why the move raise tuition was so immediate but cutting the salary of the President (Rao) is not even an option. He is earning more than what most of the students here will ever see in their lifetime, and everyone here knows this. There is not one student here who actually likes Rao, maybe that should be taken into consideration rather than raising tuition costs for a school that does the absolute bare minimum for their students.
228	Future Student	It's unfair to raise tuition if you've failed to deal with the issues the students have been facing already with the huge amount of money you already have. If anything, you should be giving the students higher refunds or Tuition reductions due to the problems they've been forced to cope with this whole time.
229	Student	Absolutely not, I don't think VCU should be increasing our tuition prices as many people are struggling to pay fees in general. College is suppose to be affordable and not a Luxury. Stop treating it as such.
230	Student	This increase is infuriating and shows the greed of VCU's administration and Board. They really will stop at nothing to squeeze more money out of the students it claims to care about. If the board really had students' best interest in mind, you would cut your own salaries, as well as Rao's to make up for whatever you feel the current budget is lacking. I'm sure the Admin and Board has imagined that this tuition increase will flow back to the students in some way, but that's not how VCU has handled things in the past. Brand new engineering buildings are favored over removing mold from existing buildings. Faculty, Staff, and Students suffer the most from these types of changes, this is known. \$2000 is probably nothing to someone who makes six figures a year, but to most students in the US, that's about 1-2 months of living expenses to make up. Protect your most vulnerable students by finding the money you need in a richer person's pocket.
231	Student, Faculty	Dislike increase in tuition
232	Student	I feel as if this will tremendously impact the students who are just barely getting by with tuition and will cause them further debt that will last a life time
233	Student	Many of my friends are barely affording tuition cost after loans as is. If you increase cost, they will likely drop out.
234	Parent or family member	There are already way too many fees in addition to the tuition costs. Tuition needs to be more affordable. Student debt and parental debt shouldn't be as high as it currently is. Everything is so over priced in my opinion for a state (non-private) school.
235	Student	tuition should be lowered not raised

	A	B
236	Student	Please do not raise the tuition by anymore. It's already a struggle for families to stay afloat in this economy. Even if COVID is starting to get better, the other effects it's caused haven't been reversed. With the possibility of war & rising gas prices. We can't afford to pay more.
237	Student	This increase would only make it harder for students to afford college, which means that fewer students would be willing to come to VCU.
238	Faculty	Yet another hike so that our administration can raise their salaries. Come on VCU, you clearly don't care about the students. Education should be equalized so that all students can afford to attend University. The costs of education in this state make it an elitist, racist pathway that is not attainable by many without going into deep debt. Not Ok VCU, Not ok.
239	Student	Unacceptable and disgraceful
240	Student	This tuition raise in the midst of a global pandemic and an extremely strained economy is absolutely despicable. It proves that VCU cares more about profit than it's student body, and will be extremely detrimental to morale as well as quality of life for many students. I am absolutely, completely and totally, appalled.
241	Student	I oppose the tuition increase, this effects students who are already struggling to pay tuition and it's not fair to raise tuition now
242	Student	You've got a lot of nerve trying to raise my tuition when the VCU Cinema department is in such a state of disarray.
243	Student	Y'all are real fuckin funny thinking y'all gonna raise the tuition while we're still in a pandemic. Hahahahahaha. Great joke!! If anything the tuition should be LOWERED. Half of the VCU dining places are always closed!! A lot of classes are still online!! It's bullshit!! Lower the tuition and stop being selfish and giving yourself more money!!!!
244	Student, Staff	I strongly discourage this change.
245	Student	Regarding the increase in tuition, don't. The return on investment at this school is already incredibly low and there are so many people here that are facing financial troubles related to university fees.
246	Student	I don't believe this proposal is necessary because a lot of us students are already struggling with paying for tuition, as well as our parents especially because of the pandemic.
247	Student	Please don't raise the tuition!
248	Student	This is the worst idea in the entirety of mankind. Tuition is already overpriced.
249	Student	Don' raise the tuition because a lot of us already struggle to pay for the school and I do not feel like having to decide between my education or possibly having to leave vcu bc I can't afford it and that's just me and there plenty more people who struggle immensely worst then me with paying for school here and WE DESERVE THE OPPORTUNITY TO GET A SOLID EDUCATION WHILE PAYING THOUSANDS OF DOLLARS ALREADY!!!!
250	Student	I think the raise in tuition is unnecessary as it will put those already struggling to have the money for college at a further disadvantage while the president is already making MORE than enough money.
251	Student	Raising tuition is unnecessary and unfair to current and prospective students. The money we give to VCU is already not being spent wisely and is NOT used in the interests or benefit of students.
252	Student	Don't do it.
253	Student	Please do not raise the tuition, it is already hard enough for students to pay their fees. Plus loans on top of that certainly doesn't help, and I know the board has had student debt at some point in their lives. Raising the tuition is not necessary and the idea needs to stop now.

	A	B
254	Student	There is absolutely no need for tuition to be raised, VCU is doing very well financially and doing this will only make it harder for students to earn an education debt free.
255	Student	<p>Michael Rao earns well over \$1,000,000, and he continues to get raises. Maybe use some of that money instead to fix the mold problems within housing or help increase the quality of the programs. Stop taking more money from the students so you can build your fancy STEM buildings to keep up your external facade.</p> <p>In addition, a lot of the arts school students have concerns that this is not going towards the art programs. At least make the information about what exactly you need this money for very clear to the students. If this tuition raise does go through, many fine students might not have the money to pay for education here and could be forced to go somewhere else. Please put the students into consideration before you throw us around like this.</p>
256	Student	I remember coming to orientation and having the school boasting about how they were one of the best and most affordable art schools in the country and now the school is trying to raise the tuition with no word on where the money is going but I can only assume it's not towards the art department even though 5 of your top 6 ranked programs are art, meaning one of your main pulls to your school is the ART PROGRAM. Not to mention that the building that housed the majority of the first year art students was closed down for an EXTREMELY HAZARDOUS mold problem that should've been taken care of before the school allowed people to live there for the year. And now the school has the AUDACITY to raise the tuition, for those same students as if that mold problem has been at all resolved. If the school is raising the tuition, which is already egregious on its own, we at the very least deserve to know where that money is going.
257	Student	This proposal is atrocious and VCU already takes so much money from students. This proposal cannot happen.
258	Student	Why can't VCU allocate the millions of dollars earned by President Rao and administration into covering increased costs instead of raising tuition? Many students I know can barely pay for the current tuition(or can't at all). Many families are still struggling from the pandemic too. As someone who resided in Johnson hall and was not reimbursed nearly enough tuition for living in unhealthy conditions, I do not understand why VCU is turning to its students to pay off costs when so much has already been taken from us.
259	Student	I am against the proposal to raise tuition as I already feel as though I am not receiving my money's worth from my time being here.
260	Student	As a child of two parents who proudly attended VCU, we are all extremely disappointed in this choice the college has made. Not only has the quality of education and campus resources declined since the pandemic, but tuition has risen. If this increase in tuition occurs, I, a student paying for their own tuition in hopes of breaking the cycle of poverty (which many VCU students are considering their minority backgrounds) will be left with no choice other than to either go into more extreme debt due to the irresponsible funding of VCU, or to leave the campus altogether. I hope this message speaks for itself in what the University decides to do for its loyal students who have done nothing but struggled for the past years.

	A	B
261	Student	As a student that already struggles to pay the current tuition costs and fees, having them go up wouldn't benefit me at all. I know for a fact my situation is not unique to me so many other students would agree. Everything else in the world is already getting more expensive and not everyone is able to efficiently keep up with that. You would begin to have students who start contemplating if staying in school is worth the financial turmoil. Having to think of ways to pay for school adds its own stress. For example, I didn't know my financial aid didn't cover all my costs for the year and I struggled so hard to find a way to pay the leftover amount before spring semester started. My mom is a single mother dealing with her own financial issues so her helping me with a student loan or a parent plus loan wasn't an option. I did eventually figure something out but imagine if the cost I had to cover out of pocket was larger ? I believe no changes need to be made and if there are some changes made, maybe a decrease could come in to play. On the other hand I do realize VCU is a large school and its obviously going to need a good amount to keep it running so I essentially vote to keep tuition the way it is.
262	Student	It's stupid
263	Student	Don't raise tuition when most students here can barely afford how high it is now.
264	Student	I am already living outside of means as a college student, while working when I can for TWO jobs. It's not that I am spending unwisely, it's that tuition and housing cost beyond what I can afford, or even my family can afford.
265	Student	I think more students and perspective students would benefit from the tuition rates as they are now. It may not seem like such a different to you but to many students this could change their ability to attend school.
266	Student	I think this is not a great idea every student and parent has been through a lot and especially financially and still aren't recovered. Increasing the tuition for absolutely no reason can bring a financial roll to some families it may not seem like a big increase to some people but the others this is a big sum difference for them and it's not fair as some of Vcu's services we pay for didn't work and especially with Johnson hall being uninhabitable people paid to live on campus and expected a GOOD living conditions and pay a lot for it now these people were scattered across campus for housing. My point is why increase tuition this is not the right time at all people are still struggling.
267	Student	It should not be enacted. The students who already applied to VCU based on how financially accommodating it was to their situation may not be able to continue attending VCU with a higher tuition.
268	Student	I thought VCU understood the hardships people went through with covid. This is a slap in the face to all who are still recovering.
269	Student	Dont do it
270	Student	It should not be raised we pay too much money for tuition already, if the university really needs money take it out of the dean's salary.
271	Student	College is already expensive enough as it is. It's one of the main reasons kids don't attend or why they go to community college instead. That's not including housing, food, medicine, etc. Don't add to our already expensive situation please.
272	Student	I completely disagree with this budget and tuition proposal.
273	Student	It's unfair to raise tuition fees during a time where millions are still struggling financially due to the COVID-13 pandemic. The students shouldn't have to pay for VCU's mistakes when VCU already has enough money to cover them.

	A	B
274	Student	I understand there are bills to pay, but y'all knew the pandemic was happening and still decided to invest MILLIONS into other areas of VCU instead of saving that money. Don't make students pay for that. You're already kicking us out of dorms, refusing to fix dorms because you spend it on other things, and barely pay student enough for how hard they work.
275	Student	Students are already struggling to pay for college
276	Student	You don't need any more money. Stop being selfish. Please, I am going broke.
277	Student	please stop i'm already fucking broke and y'all give me no financial help as is i can't pay even more
278	Student	I have gone into so much debt already and this fall is my last semester. I would like it to be a flat tuition rate as it has been.
279	Student	Do not raise the tuition costs we pay way too much in the first place
280	Student	This is a ridiculous proposal. Most students and their families are barely recovering from the pandemic and still struggle regardless to pay tuition. We have given more than enough to a school that forced students to live in a mold infested dorm for 4 months. This school is great because of its community and with this proposal you are actively harming the community. Please rethink this proposal or scrap it all together.
281	Student	It is unfair to students to raise the price of tuition when people are already going in debt.
282	Student	Learn to finance yourselves instead of capitalizing on broke people
283	Student	I don't see any reason for students to pay more for tuition when you've already gotten so much aid. The increase being made to tuition costs can truly make or break college for many students, so I really hope this doesn't happen.
284	Student	Please don't increase tuition!
285	Student	I am strongly against the VCU Board of Visitors raising tuition and fees. It is already hard enough trying to find an apartment to rent for a decent price let alone pay off thousands of student debt while already living paycheck to paycheck. I believe the students who were enrolled Fall 2020 and Spring 2021 were robbed of the utility fees that were still charged to our account even though little to none of the VCU facilities were being used during this time.
286	Student	Most people that I know are using student loans to even stay here, to add more debt towards the future is just gonna break them.
287	Student	Students are not getting return right now. Many of the art majors are disappointed and thinking about dropping out... this will expedite this process.
288	Student	Do not increase tuition please, its already high enough as it is.
289	Student	The salary raise shouldn't come out of our pockets as students but rather from your 2 billion dollar endowment
290	Student	This would cause financial problems for numerous students and should be considered unfair.
291	Student	I think it is incredibly unfair to raise tuition rates. I personally am going to be attending vcu fall of 2022 and so far I have seen a lot of unfair situations going on around campus. Dorms are very unsanitary and safety of students is at risk. Along with all of this people like me, who have already committed before knowing this is truly unfair.
292	Student	Lower the tuition fee, we're struggling enough as is.
293	Student	Don't raise it
294	Student	As a student that currently struggles to pay her housing bill, it will simply make it impossible for the majority of the vcu student body to stay enrolled with the increase of tuition prices.
295	Student	I'm already close to not being able to afford tuition now, if tuition raises i'm not sure how i'll pay.
296	Student	I'll drop out if tuition is increased anymore

	A	B
297	Student	Just. No.
298	Student	It is quite frustrating to hear about a tuition increase when the estimates at <a href="https://sfs.vcu.edu/tuition-and-fees/">https://sfs.vcu.edu/tuition-and-fees/</a> for the 21-22 is far from the truth from in-state tuition charged at VCU. Personally, my financial aid was estimated to be \$2000 less despite my mother who provides for most of my living expenses losing her job in mid-August of last year. Furthermore, how is anyone supposed to comment on the tuition increase for the FY 22-23 when the link for the budget proposal isn't even on the website <a href="https://budget.vcu.edu/budget-plans/">https://budget.vcu.edu/budget-plans/</a> as of 3/25/22?
299	Student	It is absolutely ridiculous. Students need more aide. There is no justification for digging students into an even DEEPER whole of debt.
300	Student	Please do not increase the tuition! My family cannot afford to pay the extra dollars for me and I have two other siblings who are in/about to be in college. Please consider the opinions of VCU students before increasing the tuition!
301	Student	Raising tuition is a profit motivated decision that would hurt poor and disenfranchised students while contributing to the inaccessibility of education in America.
302	Student	So many families are still suffering from the COVID-19 pandemic. Raising tuition isn't for the students nor does it benefit anyone, but the college and President Rao himself. As he sits on the high pedestal and makes his money, his students and their families suffer. You can't want the best for your students and do something so selfish and greedy like such. VCU and Rao need to rethink and reconsider their goals, because right now it's not the their students...it's literally to take everything their students have and more. I haven't seen how raising tuition has benefit the students when dorms have mold and look so nasty, while the only things being fixed is the roads and random shit that should be considered not for the interest of the students but rather more for the aesthetics of VCU. To differentiate VCU's RVA and Downtown Richmond.
303	Student	It's preposterous, there is no reason to increase the tuition whatsoever. We were in a pandemic and yet you increase it, we come out of a pandemic into a mass inflation and the economy crashing and yet you still decide to increase tuition. Why is that? Why does vcu and the president of vcu profit off of already struggling students and faculty. Instead of increasing tuition. Certainly vcu should be decreasing the tuition but instead they are a greedy organization that profits off of families and struggling students instead of helping and supplying their students for success. This utterly upsetting and vcu needs to do better.
304	Student	We pay enough as it is.
305	Student	I feel like that the raise isn't really needed as I am a VCU student and it is already hard for me to pay my tuition as is and for them to raise it even more will only make it harder on me and other students that work and help their families.
306	Student	Awful. There is no reason to raise tuition when we are already being over charged.
307	Student	I already have debt to pay why increase the amount students have to pay for their education. Education shouldn't be such a privilege that is only assessable by how much money you have,
308	Student	It's ridiculous, I'm 19 years old have my own apartment and I don't have parent support I'm struggling as it is for groceries, gas and rent this is so unnecessary.
309	Student	Unless you're planning on bringing in a ton of new art professors and replacing Franklin Terrace with a new, non-dilapidated building, I whole heartedly oppose of this decision ❤
310	Student, Alumnus/ae	I attended VCU for undergrad, and I am now enrolled in a graduate program. The cost of tuition in grad school is outrageous (especially considering the income I will make in my field). An increase in tuition will limit my extra funds that I use to pay for food and bills.

	A	B
311	rising freshman for fall 2022	Considering about 30% of your students are low-income and the other 70% barely get any financial aid. raising tuition would just be greedy, VCU is one of the top funded universities in Virginia, so why raise it? yes inflation but also think about how to distribute the money better instead of asking us to pay more for an education.
312	Student	For what reason? For Rao to pocket more money? Students get nothing out of this. Tuition wasn't decreased when everything was online, students were out of jobs and and still had to pay just as much. IT IS NOT FAIR TO US.
313	Student	Raising the tuition when so many students are working class is a slap in the face. As one of the most expensive public universities in Virginia, by raising tuition you are only continuing to exclude the very populations you so proudly boast about in your diversity campaigns and ads for prospective students. I strongly urge the board to reconsider its proposal and see that what they might consider a "slight increase" in tuition can be devastating to the education of students as they are unable to meet it or must end up taking out more loans (which we all know can leave you in crippling debt).
314	College student	This is ridiculous and there should not be an increase in tuition.
315	Student	Many students are already struggling financially, and tuition increase would not help matters. If you want to maintain or improve student retention, you cannot increase tuition. Increasing financial burden on students will also impact academic achievement.
316	Student	How are we supposed to garner a diverse group of students when you are using tuition to isolate lower income people? What would this increase go to? making a new stem building? How about proving us with adequate mental health services so in addition to paying \$15,000 we don't have to pay \$100 every other week to see a therapist.
317	Student	The budget increase feels completely unnecessary as someone who isn't getting much or at all financial support from VCU if the prices get raised its only going to be motivation to speed through my college degree and leave VCU for grad school earlier. Not even meaning I'll take more classes through VCU as my community college offers the same at a way lower price. You definitely have more money lying around at the top of the VCU's hierarchy to pay for the renovations, better salaries for your employees, and whatever else. Especially since one of your dorms had a black mold problem that you did nothing about for years which puts your students at risk for health problems you definitely won't bother to pay for those medical bills and took the cheapest route avoiding doing it until it snowballed. The most i can see you needing if you still want to keep things as is a hundred dollar increase in one fee out of your 29,070-student population which would be another 2,907,000 dollars both for renovation and whatever else. Renovation in AFO is already done by students probably making it cheaper for y'all to keep going. The exuberant prices you make parking for your commuting students. You're confusing to navigate help center that often hasn't helped me when I was at my worst. You have plenty of money to draw from already charging me and others will make me invest less and less in VCU.
318	Student	Raising tuition for students in this current climate would be detrimental to the wellbeing of every VCU student. Although we may no longer be in the heart of a pandemic, inflation on everyday goods has skyrocketed, making the cost of living here in Richmond increase exponentially. The VCU Board of Visitors does not experience firsthand the struggles we must endure just to attend this school. Students are already forced to give up their meal plans due to their inability to afford the cost of attendance, what's next? An increase in homeless student population? So many of us at this school can barely afford to attend, please do not increase our tuition. Our pockets are already empty.

	A	B
319	Student, Alumnus/ae, Parent or family member	It would cause students way more stress than they already have, some students are in way too much debt due to the cost now, imagine if it raise
320	Student	Are you dumb? Why would you do this? You think we have money??? No. Stop.
321	Student	This increase in tuition and fees during these fair times is not acceptable! especially the 3% to 6% increase. Please reconsider this plan.
322	Sister goes to vcu!	One question...why raise it?
323	Student	Raising tuition only creates further barriers of entry for students and most tuition increases only benefit administration and not academics. It is for this reason that I oppose increasing tuition 3-6 percent or at all.
324	Student	I believe that this budget change will force some students to consider other education options for financial reasons. I have one friend leaving VCU for another school because of the high cost already. I expect many more to consider this route if this tuition hike is passed.
325	Student	As a current student, and current regular human trying to navigate the already treacherous and expensive world. It brings insult to injury when VCU, a perfectly well funded institution is asking for more from the students. The pandemic alone has raged havoc on the housing and job market everywhere let alone in Richmond Virginia. It might be worth it to sell some of the unused faculty vehicles that are constantly parked near the bookstore and other locations.
326	Student	It is not the fault of the students that VCU cannot allocate their funds properly. This bill is not sustainable for all students trying to further their educations, parents do not fund all the students here, as opposed to the university's popular belief.
327	Student	We already can't afford it.
328	Student	The upcoming tuition proposal should be lowered by at least 2%.
329	Student	Many VCU students I know are already in terrible debt and will likely be stuck with that debt for years charging them more only worsens an already big problem
330	Student	They don't need to raise the prices any more, I am already thinking about transferring due to cost as is.
331	Student	The tuition at the price it is now allows many students the opportunity to attend a 4 year university instead of the cheaper option of community colleges. The increase of tuition will affect students who barely get by with the help of their scholarships. I think it would be of great importance to look into the student demographics and visibly see how it could be affected by this change.
332	Student	As a student of VCU with a single parent. I can't pull out loans because my mother has terrible credit and can't get accepted and we pay out of pocket. Financial aid hardly covers half of what we already pay and we are already struggling with that. An increase in tuition would probably make me consider going somewhere cheaper like a community college or something that I can afford.
333	Student	do not do this
		DONT RAISE TUITION it's already an arm and a leg for in state and even double for out of state students I think the admissions would decrease

	A	B
334	Student	As a student I understand the struggles everyone has to take to afford college. My parents both are teachers, we live in a beautiful house, we are middle class Americans. But we cannot pay for my college without loans. I am already 25,000 dollars in debt. I'm only a sophomore. Inflation is increasing all across the country. How much money do you need to make? How much money must you take from the students who love this college?
335	Student	Considering that VCU students have dealt with multiple financial changes and issues through this ongoing pandemic, I think it would be a bad idea to raise tuition. Classes are already at a high rate and many students aren't reviewing scholarships and grants to pay for them. Raising tuition would likely deter future VCU students from coming and give the college a negative reputation in the eyes of their students and their families.
336	Student	There are students who can barely get past the first semester with paying it, they spend all of winter break and work while in school to pay the second semester. Increasing the tuition is just going to be too much for all the students and families, some can barely make it, let's remember to take care of our students
337	Student	please no😞
338	Student	Raising tuition in the economy that we are already faced with is outrageous. Students are already in thousands of dollars in debt. Raising the tuition only raises out debt and makes the school more money. We don't see that money out back into our school or environment around our school.
339	Student	It's ridiculous. Families are still feeling the impacts of COVID.
340	Student	I think the Vcu board should not raise the tuition because it is already expensive as it is, and some people I know can barely afford it right now without plenty of government help.
341	Student	after working so hard to get through these past two years of mainly online schooling, it seems ultimately ridiculous to raise tuition.
342	Student	People everywhere are already struggling with money, so the fact that vcu is trying to up our tuition again is ridiculous. We can barely afford to live and get groceries in Richmond and with this tuition increase it is making me and many of my classmates hesitant to continue schooling. I'm working 50 hours a week just to afford housing here , and that's not even enough to cover books & supplies.
343	Student	I think it is a terrible idea to increase the tuition. As a student at VCU I would consider switching to nova or another online program if Vcu were to increase the tuition. It's honestly rude and disrespectful because our school president is paid way way too much so take some money out of his salary and make some more scholarships or something. It's embarrassing that I go to this school.
344	Student	I think that this is very inconsiderate considering that we have been in a pandemic for a couple years now, which has had a great impact in everyone's finances. Raising tuition is going to make it extra hard for people to continue at VCU. We are still facing a pandemic and people are already stressed about that as it is, and now the board wants to add something else for students to stress about. The pandemic has impacted my family, making it hard to pay tuition as it is, raising it will only make matters worse. I ask the board to please consider all the families that have been impacted and student's career as this could
345	Student	Ridiculous.... With the amount of students at Vcu I do not understand the increase
346	Parent or family member	This increase will put us over the edge and at risk of dropping out just like hundreds of other families. Covid put a huge financial burden on so many people and this makes a dire situation even worse, unnecessarily.
347	Student	I do not believe tuition should be raised , because of the pandemic it's hard to work and study right now . It is not a good time for a tuition increase at all.
348	Student	Tuition should not be raise in a pandemic. People are struggling and are trying going to get an education.

	A	B
349	Student	I'm paying for college alone, I don't know if I can afford to pay any extra money
350	Faculty	I am hopeful that the board will consider not increasing tuition for 2022-2023. When I arrived at VCU almost 15 years ago, VCU was one of the least expensive institutions of higher education in Virginia. I took pride in knowing that we offered a high quality education at an affordable price. At the core of VCU's founding principles is to be an institution that meets the needs of the urban community. However, over the years, I have seen continuing tuition increases that now make VCU one of the most expensive institutions in the commonwealth. It is possible that we are making ourselves less accessible to the community we wish to serve. I suggest tuition be frozen until VCU is once again an affordable option in Virginia.
351	Student	I disapprove of this increase in tuition and fees
352	Student	I am against the tuition rising
353	Student	I am against the tuition increase. This institution has hundreds of thousands of students attending that 30,000-50,000+ dollars already in tuition costs and fees. Not to mention the things that we pay out of pocket for on top of that, such as books and other required course material. How is all the money that is already being poured into this facility still not enough to pay your staff members (except Rao) accordingly? How is the money you've already been receiving since the dawn of this School not enough for funding the (unnecessary) construction. This tuition increase feels like a way for vcu to cover its butt for making poor budgeting/money spending decisions. You cannot dip even further into the pockets of the people who are already working hard day and night to even be able to attend this place.
354	Student	I don't see why you would need to raise tuition, it's already incredibly high as it
355	Student	Please do not raise tuition. While I am fortunate enough to have my parents cover most of my living costs, I know countless intelligent, hardworking arts students that are already starting GoFundMe pages for themselves just to cover tuition costs. It should not come to this in any circumstance, however the sheer amount of students being forced to find unusual ways to make money is already ridiculous. Is this raise really necessary? Compared to the issues it will cause for students?
356	Student	As a student I do not agree with the proposal to increase tuition. College is progressively getting more expensive and less accessible to the majority of Virginia. If the university refuses to offer more financial aid, they further alienating the possibility of higher education to thousands of people.
357	Student	Students and parent wages aren't going up with all these other costs going up. Why suck more money out of people who can already barely afford it?
358	Student	Raising the cost of tuition right now is unjust. Inflation is awful and students already cannot afford to live in the city and pay for school. You have students working full time while in school and picking up extra shifts at night to make due. If VCU preaches that they care about the mental well-being of their students they will take into consideration the financial stresses that they cause.
359	Student	If VCU is so in need of funds maybe you could be pulling from Michael Rao's million dollar salary instead of making the students pay more.
360	Student	Tuition raises make sense, but what is the percentage of tuition and fees that goes toward administrators, educators, facilities and utilities and athletics? Can we get a budget report with the breakdown by category of where the money is being spent?

	A	B
361	Student, Staff	There is no reason for the tuition increase especially during Covid times. Students will be receiving nothing more than they already have. Tuition at Vcu is already outrageously high for some lackluster teachers who themselves cancel classes we pay for multiple times throughout the semester.
362	Student	Tuition already costs so much, it shouldn't be increased. Some of us are struggling to make enough money to pay it off, and sometimes financial aid isn't there to back some of us up. It's a bad idea.
363	Student	This is absolutely insane. You talk about rising costs of living and inflation but grad students are paid DIRT. The way to help your students with rising costs is absolutely not by increasing costs, take the cuts from VCU's rampant administrative bloat or directly out of Rao's egregiously inflated salary. Or just stop buying up every property for sale in Richmond and contributing to the astronomical yet rising housing costs in this city. Or stop it with the never ending construction projects when you know the dorms are barely habitable.
364	Student, Staff	Student workers need to be paid more. Faculty and staff need to be paid more. Students, staff, and faculty all deserve to make a livable wage and receive benefits that promote a higher quality of life. Tuition increases can be extremely necessary and beneficial, but it is hard to justify the working class contributing more to the community when those who are at the top are not contributing on the same playing field. Reallocate funds from The Colleges of Engineering, Business, and Sciences and put them back into the Arts, the reason so many people came to VCU in the first place. Treat Arts and Humanities like it matters as much as Health and Sciences. Last, but most certainly not least, make the HIGHEST PAID UNIVERSITY PRESIDENT IN THE STATE OF VIRGINIA TAKE A PAY CUT. He is the ONLY University President that did not take a pay-cut throughout a global pandemic. When the man at the top refuses to take less money, but is the figure-head for a university asking for students to pay MORE money, it can be a little difficult to empathize.
365	Student	It is insanity to believe that raising tuition will increase graduation rates. That is bullshit. The cost of attending is a large reason why students drop out. I have always lived in either poverty or an abusive household to complete my degree and did not receive any aid that I didn't have to pay back. So keep telling yourself that it is to help us graduate.
366	Student	I believe if VCU has to charge an extra 3% income it is fine. At the same time it will impact families due to the increase in tuition, but I feel like there are other factors to increase graduation rate. I understand that VCU is about being diverse, but I feel like we should lower the acceptance rate if we want to see an improvement in Graduation Rate. I believe VCU has the potential to have around a 90% grad rate at possibly 50% acceptance rate.
367	Student	I recommend a tuition freeze until COVID is officially no longer a pandemic, whilst this pandemic has been going on for almost three years now, and cases are lowering, there is still a high infection rate and economically everyone is suffering. To push it upon students when the money necessary to covering these damages is available to you elsewhere in erroneously high salaries that take on the highest in the state (Michael Rao) is criminal. Please do not do this to your students who could barely afford tuition in the first place

	A	B
368	Student	<p>Hi, I am Amy Zhang, and I am a freshman at VCU. I ask the board to not approve of the tuition increase - we students are already struggling to pay for our tuition, and it is unfair to make that struggle even steeper. I chose VCU because it was the most affordable for my program. I was happy for that. However, the possibility of a tuition hike makes me worry about the future of my financial situation. As a student, I ask you to please reconsider this decision. I have had this conversation with another student who chose the arts program as they offered him a scholarship the first year. His family is unable to support him, and he mentioned dropping out of school due to the high cost of tuition. There are so many students struggling to get by and asking for help from fellow students because the university is unable to help them. If the university really cares for the students, I ask of you to keep the tuition rates flat. Decrease the acceptance rate of VCU, and that could help alleviate housing problems also. I do not understand why you state that the "tuition increase is needed to help VCU achieve excellence and increase graduation rates by growing academic support and financial aid services, improving online education, and most importantly enhancing the overall student experience," when so many students are in debt and struggling to find ways to fund their education. President Rao is one of the highest paid university presidents, having a salary of over 1 million dollars for the 2018-2019 fiscal year. Meanwhile faculty are underpaid, and the student body is struggling. Tell me, is that million-dollar salary deserved when Johnson dorm is shut down due to twenty years of neglect, when students are struggling to afford everyday necessities, and questioning if they should drop out of school because the tuition is raising in order 'to aid in academic excellence?' If the Board truly cares, I ask that you rethink this decision. If VCU is no longer an affordable option, then future students will simply choose to go elsewhere.</p>
369	Student	<p>The tuition increase is ridiculous. Rao is the highest paid president in virginia. he can take a pay cut to cover all these costs. why are you making things harder for students.</p>
370	Student	<p>With increasing tuition other fees should be justifiably reduced. Including parking, dinning plans, professors should be restricted to using programs that the university already funds. Additionally, my increased tuition shouldnt be filling presidents Raos pockets. VCU seems to be putting more and more money into engineering but we are a liberal arts school with an already distinguished arts program. Lets stop trying so hard to be Virginia tech. Additionally, Purdue University hasn't increased their tuition in over a decade. If we want to be an engineering school so badly- lets model those that have already made themselves.</p>
371	Student	<p>Graduate students need to be taken into account in this conversation and in the same way you are providing potential increases in a transparent way for UG's, you must do the same for grad students. Additionally, as someone in a PhD program that has not had their stipend increased, it is strange to want to account for "rising costs of inflation, state salary increases, a need for more student financial aid, and a need to support faculty promotion, salaries and tenure," for the sole act of increasing tuition, but not considered when discussing graduate student salaries.</p>
372	Student	<p>Asking for a 3% increase is not consistent with inflation- it is egregious and another example of the greedy nature of VCU's upper level staff. What is Michael Rao's salary? What is the average salary of a student? The already high tuition rates are not going to school facilities anyways! Remember last semester when we discovered mold in the dorms? Stop gouging your students and lining your own pockets.</p>
373	Student	<p>I believe that this increase would affect students on financial aid like myself.</p>

	A	B
		<p>The main point offered to students to justify the tuition raise was inflation. While inflation pushes the government to make cuts, and it ends up partially cutting VCU budget, it impacts college students and minimum wage workers the most. And most college students work in addition of their classes, earning minimum wage or close to it, so where is the extra money going to come from?</p> <p>Some students are lucky enough to get scholarships, but most of them have requirements of a meal pan and minimum credits required per semester. And even without scholarship, a general minimum of 15 credits is set to graduate "on time" in 4 years. The average -in state-tuition for 15 credits is in the mid \$7000, an increase of 3% would be (using the minimum value of \$7000 current tuition fees) at least \$210, while a 6% increase would be at least \$420. These are great amounts of money, especially for the precarity and conditions college students live in: assuming a college student spends around 50\$ per week on groceries, these amount of money would equal from 4 to 8 weeks worth of groceries, 1 to 2 months worth of food. And That's only considering the minimum tuition bill, and the fact that it's only for groceries, not including rent, transportations, and other costs of living.</p> <p>Another point would be the number of high level administrators VCU employs. For example, just the College of Humanities and Sciences have 6 deans/associates, when we only need one dean. Also, VCU mostly closed the majority instructors positions, but they are currently hiring administrators. That in itself isn't logical but, if the institution is having trouble paying its current employees, why would it looks to hire more people? Part of the problem was that the current employees needed a raise, a higher salary due to inflation, so why is VCU trying to hire more people when it already has trouble properly paying the ones already working?</p> <p>Raising the fees and consequently the tuition bill would just worsen the conditions than they already are, making it harder and more difficult for them to suceed and improve their self-development which, in the end, would negatively impact the university.</p>
374	Student	
375	Student	Students can't afford this! I was in the top of my high school class, and it's been hard getting enough scholarships to cover tuition as it is. I can not afford this increase, and I have already given so much to this university.
376	Student	There should not be an increase to tuition. The inflation is already effecting students with increased rent, food, and supplies. An increase in tuition would cause more stress. This would also lead to dropout rates increasing and grade averages decreasing also.
377	Student	I am already going into insane, unnecessary debt for my crucial college education that I am receiving so I do not end up homeless, so please don't raise it anymore.
378	Student	Have you considered cutting President Rao's extremely overblown salary to help with costs?

	A	B
379	Student, Faculty	<p>To quote, "VCU has frozen undergraduate tuition for the past three years, but that is not sustainable due to rising costs of inflation, state salary increases, a need for more student financial aid, and a need to support faculty promotion, salaries and tenure." End quote.</p> <p>How exactly is increasing tuition supposed to help more students? So more funds can be given to financial aid? I believe that to be entirely contradictory. Financial aid needs to be paid back.</p> <p>You have failed your students if you believe this is a good solution to budgeting mistakes of the institution. It is not the students responsibility to be burdened with the mismanagement of expenses. VCU is already one of the most expensive schools in the state. Money should not be pawn from students pockets to fix the mistakes of the VCU institution. Allocate your money better. Students are not disposable sources of income to meet the failed budgets of the institution. Raising tuition 3% in a pandemic--when inflation is rising for everyone, there's job shortages, and massive amounts of student debts--is criminal. If you need a solution, maybe try cutting salaries at the top? Perhaps some people do not need bonuses on their already million dollar salaries? Reallocate the money that exists to people who work hard for this institution and are paid unfairly and jobs cannot be retained because VCU pays so low (ie registered nurses).</p> <p>Everyone in this country is having issues with inflation. VCU is not the only one sinking. Raising the cost of tuition does NOT help the student, no matter how you may construe or rationalize it. If more funds are needed, take from the top. We can start with the highest paid.</p> <p>Do not increase tuition this year, it is not the solution. Students are the most vulnerable and already indebt to the school. Fix it in other means.</p>

	A	B
380	Student	<p>I am a third year college student, that transferred after the completion of a two year community college program. As a student, that has been grateful to have not taken out any loans, I have had to put more time in to working rather than focusing on my education. The increase in tuition would not be beneficial, and would add extra stress to students and some families.</p> <p>The Spring 2022 semester I took only took nine credits, but paid roughly \$5,000.00. To put into perspective, I was going to community college, I chose to take fifteen credit semester, Spring 2019, and paid roughly \$3,500.00.</p> <p>I live about twelve miles from campus, and gas prices have been at an all time high. It has been stressful enough trying to be able to afford gas, and then pay for parking when on campus (when parking was FREE for students for community college students)</p> <p>Since I am human and have regular expenses, as well as my four year old dog that has regular doctor's appointments due to health reasons. I have had to work 30-35 hours in order to be able to live comfortably, and all bills paid in time. Which means, I am not offered much time to put full attention towards my education.</p> <p>Every time I complete my FASFA application, I am never offered assistance, and my parents do not have that much financial wiggle room to be able to pay for my classes. As well as a majority of students that do not get any financial support from their parents.</p> <p>If the university believes that it needs to advance the resources in the academic support area, then ensure that high-quality employees/staff and professors are hired that will benefit the university and the students. Then down-size on the ones that do not benefit the university, nor the students needs.</p> <p>As for financial aid services, they are already receiving a great portion of grants and assistance from state government, since we are a state accredited university. As well, as already receiving a portion of students tuition. If anything, they should be splitting the total amount of money that they have accrued and are willing to give to students. Each student should be receiving some sort of financial relief for all the expenses that we have to make to attend the university and the other extra expenses we have to make.</p> <p>In conclusion, I do not believe that this would increase graduation rates, if anything it will continue to hinder graduation rates. This is going to require students to work even more to try to afford being able to attend the university. As well as being able to afford the recent trends in increasing prices amongst many industries, such as food services, taxes, etc. Especially since most students are earning around \$10/hour of work. If anything, I believe there should be a decrease in tuition, since most students are struggling to afford attending college, and adding on stress, while not benefiting a students education.</p>
381	Student	<p>I am not in agreement for the tuition increase this coming fall. The tuition is already so much already that if it were to increase more I will not know if I will be able to continue my education at VCU. Money is already really tight and limited with the tuition prices right now, so increasing it by 3% will be a deal breaker to not continuing classes with VCU</p>
382	Student	<p>I do not think it is appropriate to raise tuition "because of inflation" when the president of this school is earning a salary of a million dollars at the same time that there is a Ram food pantry because there are students at this school experiencing food insecurity. Food insecurity. There are students at this school at risk of malnutrition and starvation while the president is making a million dollars a year - and y'all want to raise tuition?</p>

	A	B
383	Student	<p>A tuition increase in the current economic climate would ultimately make education less accessible for students of lower income backgrounds. Even with loans, the burden on students is already too high. There has to be a more equitable solution that doesn't involve increasing the cost of tuition and fees. Are there plans to increase the amount of financial aid that is available per student? Are more internal scholarships and grants being created to offset these proposed tuition increases? Is a tuition waiver being considered for students who are financially disadvantaged? VCU has spent a great deal of time over the last year or so talking about improving diversity and equity, but instituting this tuition increase would directly contradict these goals. I can guarantee that increasing the tuition will limit the number of students who can afford to attend. The ability to receive a quality education should not hinge on the arbitrary cost of tuition. VCU has received a great deal of money from donors to sponsor much needed research, but at the same time, the university should be reaching out to donors to secure more funding to help REDUCE tuition. As a black female student in a STEM field, the financial burden to pursue an undergraduate education was incredibly high and was only attainable through an enormous amount of scholarships and grants. The process of applying for those grants and scholarships created an additional burden that diminished my ability to pursue other career enhancing opportunities that were available to my peers from higher income backgrounds. Now, as a graduate student in a dual-degree program, having my tuition covered by my program is the only way I am able to continue pursuing my career goals without falling further into crippling debt. Research has shown that minority students carry a higher student loan debt burden in comparison to their white counterparts (See the work done by Suzanne Barbour, Ph.D.), which in and of itself should be a concern for VCU. In summary, raising tuition in the midst of the current economy shows a blatant disregard for the financial inequity and frankly perpetuates structural racism by making education less accessible.</p>
384	Student	<p>Do not increase the tuition. We have already been paying full tuition for online classes for the last two years, which hinders full learning and academic potential. Additionally, we have not even had full access to all of VCU's promised amenities due to Covid restrictions, including but not limited to dining halls, operating hours, and accessibility to tools and buildings. Even now, with the mask mandate being lifted, students are still struggling to register for classes in person, and there aren't even enough professors available for students to register for their recommended/required classes. An increase in tuition should be accommodated with an increase in scholarships, since you quote inflation in your reasoning.</p>
385	Student	<p>Please don't approve the tuition increase. I genuinely already can barely afford the current tuition. I'm paying for school and housing and textbooks and food and bills all by myself, and I'm barely scraping by. The last thing we need is a tuition increase. VCU is known for having the biggest administrative staff, instead of raising tuition, get rid of some administration (because they're hardly doing anything anyway) and use the money to hire more professors. Work towards making VCU a better place by not putting any more price on life.</p>
386	Student	<p>FUCK a tuition raise. if you think this is a good idea, you are absolutely fucking braindead and need to lose your job. heres a bright idea. why dont you stop paying that suit wearing evil keebler elf michael rao A MILLION FUCKING DOLLARS EVERY YEAR and use some of that money to pay your staff and students. eat my absolute ass you money hungry vultures.</p>

	A	B
387	Student	I feel that the VCU board of visitors does not understand the stress and strain that VCU puts on its students while offering no support or barely any communication when needed. I enjoy being a student at VCU for the curriculum and that is it. Any other aspect I have only been met with barriers and excuses while continuously paying outrageous tuition prices and having no opportunities to even make money to support myself while being a student because of VCU policies. The common response I get is "Yes, that is understandable" I appreciate the concern however I would like to see some student support from VCU. I understand VCU is a very large school and there are thousands of students with varying issues but maybe VCU should make it a priority to act like they care about their students instead of creating thousands of dollars of debt for students.
388	Student	I do not agree with the increase in budget. The teaching is not consistent in my program, and it is not the fault of the student's tuition dollar amount. I am in the SSW program where we are having to do lengthy unpaid internships and go into severe debt to enter the profession. Raising tuition is unfair.
389	Student	I feel as though this 3% increase in tuition would not benefit the students. As a student who came in during the 2020 semester, I feel as though I was duped out of the college experience, while paying for the full price.
390	Parent or family member	We please urge you to go against such a raise in tuition for the sake of VCU students' sanity.
391	Student	How would the budget look like if we, 1) honor the current price of tuition for undergraduate students who enrolled with certain financial expectations, and 2) raised the tuition for incoming students in the 2022-23 year, who will therefore have a diverse, but fair assessment of their financial commitment?
392	Student	How would the budget look if we, 1) honor the price of tuition for undergraduate students with foreseen financial expectations over the course of their time at VCU, and 2) raised the cost of tuition for incoming 2022-23 students who can make a diverse, but fair financial assessment of their commitment to VCU prior to enrollment?
393	Student	Why does Michael Rao need a salary of \$1,020,828 if you need to increase tuition?
394	Student	The increase in tuition is unethical and will decrease diversity in the school. Also this are facts I personally can't get in more Student loans. If I knew about the increase of tuition I would have gone to NOVA community college and saved up money; however I didn't because of the diversity, the education and the community in Richmond. So please consider people like me from low income and the people who can't afford that much of increase in our tuition.
395	Student	I think this would be a mistake because we already pay a lot to attend here and raising the prices aren't really helping us
396	Student	Hi,  I'm xxxxxxxx Va. Code 2.2-3705.4(A)(1) and I'm a student at VCU. I don't believe it is necessary for the tuition of VCU to increase especially knowing how much some people earn. So many students, including myself, are already struggling to pay what we have to. Faculty is underpaid and students are suffering from mold and food issues already at VCU so where is our tuition money even going to.

	A	B
397	Student	<p>Hi, I am xxxxxx Va. Code 2.2-3705.4(A)(1) , and I am a freshman at VCU. I ask the board to not approve of the tuition increase - we students are already struggling to pay for our As a student, I ask you to please reconsider this decision. I ask you to keep the tuition rates flat. Decrease the acceptance rate of VCU, and that could help alleviate housing problems also. I do not understand why you state that the "tuition increase is needed to help VCU achieve excellence and increase graduation rates by growing academic support and financial aid services, improving online education, and most importantly enhancing the overall student experience," when so many students are in debt and struggling to find ways to fund their education. President Rao is one of the highest paid university presidents, having a salary of over 1 million dollars for the 2018-2019 fiscal year. Meanwhile faculty are underpaid, and the student body is struggling. Tell me, is that million-dollar salary deserved when Johnson dorm is shut down due to twenty years of neglect, when students are struggling to afford everyday necessities, and questioning if they should drop out of school because the tuition is rising in order to aid in academic excellence? If the Board truly cares, I ask that you rethink this decision.</p>
398	Student	Students already pay outrageous prices, if there are areas where there isn't enough money then people could rework the budget. The money is there.
399	Student	Please do not increase tuition unless something else will be provided like more scholarship or funds to help offset our finances. I understand inflation but it is affecting us as students as well. We don't all have jobs and with life costing more and then school this is hitting us heavily.
400	Student	I wish there was more consideration towards managing the budget and considering achieving funding through other means. The student welfare should be put first within our school because many students at VCU are struggling to finance their studies. They are working extremely hard being provided with a promised education at a rate that is financially well. Many of these students depend on the tuition cost of VCU, myself included. I am not certain I would be able to manage my time at this school if it were uncertain as to how costly it may become.
401	Student	I think that this is not a necessary proposal. Tuition fees are already expensive, so simply increasing the tuition will not benefit students. While I understand that there is a rise in inflation, I think that there can be cuts in the budget else where to accommodate the inflation instead of increasing the tuition rates.
402	Student	disapprove, while many struggle to pay for tuition. This increase would only make them struggle even more
403	Student	Considering all the money VCU wastes on construction projects that rarely benefit the students who are struggling with things like parking, decent housing, bathrooms with LOCKING DOORS (none in the women's bathroom in Harris 101 lock...but raising tuition is more important than basic privacy?) and the ongoing pandemic, how dare you all ask us if we would be okay with a tuition increase? I can't believe the audacity this university has when basic student needs are very rarely met. If VCU is anything, it's definitely money hungry and completely ignorant to the actual problems the university is facing. I can't wait to leave this atrocious place and never look back, you guys are disgusting.

	A	B
404	Student	I would ask that vcu not Increase the tuition because I am a sophomore and I have to pay for housing as well as food and tuition and that in it self is a lot. Rent prices for apartments exceed 800 a month and it's concerning when tuition goes up. I would not only have to pay for tuition but I would also have to pay for books and other costs including stay. I came to VCU because I knew that it was the most affordable for me and knowing that tuition is going to increase is really concerning. It's already really difficult for students to pay for certain things so increasing the tuition would not be right. I also know that students would not be as focused on studying because of the concerns of Financial situations.
405	Student	Raising tuition is just going to make students rethink their choice of college and if they even want to be in college in the first place. Every family is not wealthy and NO ONE wants to take out loans of that amount each year to attend a university even after coming from a community college. If anything you need to find ways to lower the cost for students and their families.
406	Student	Don't raise it it's already so hard to afford
407	Parent or family member	My name is Carmina Lopez. My older brother and many members of our community attend VCU because it is not only an accredited institution but also because of its reasonable tuition cost. In the current climate it is incredibly tone deaf and frankly embarrassing that the school might think to raise costs in the coming year. I implore you to keep them the same; to lower them, even.
408	Student	Hello, my name is xxxxxxxxxx Va. Code 2.2-3705.4(A)(1) and I am currently a freshman majoring in Pre-Nursing right now. I ask the board to no approve of the tuition increase. The students here at VCU are already struggling with housing, food, work, and homework. Some of the students do not have family to help them afford tuition and even then, we are still struggling to pay the amount. As a student here at VCU and for 3 more years, I ask you to reconsider this decision. There are so many students that would have no choice but to drop out if this decision went through. If the Board truly cares about their students and their education, you would rethink this decision and proceed onward with the right choice for the students. Thank you.
409	Student	Majority of VCU students already desperately struggle to pay current tuition prices, an increase would not be benefitting the students education only the benefits the school. There should be other options for VCU to collectively generate the money it's needs when it's already has problems with student housing and dining services. As a student I think strongly think that there way more important things that VCU should focus on then tuition prices.
410	Student	Do not raise tuition and provide more aid for students.

	A	B
411	Student	Hello, I am xxxxxxxx Va. Code 2.2-3705.4(A)(1) and I am transferring to VCU this fall. I ask the board to not approve of the tuition increase - we students are already struggling to pay for our tuition, and it is unfair to make that struggle even steeper. I chose VCU because it was the most affordable for my program. However, the possibility of a tuition hike makes me worry about the future of my financial situation. As a student, I ask you to please reconsider this decision. There are so many students struggling to get by and asking for help from fellow students because the university is unable to help them. If the university really cares for the students, I ask you to keep the tuition rates flat. Decrease the acceptance rate of VCU, and that could help alleviate housing problems also. I do not understand why you state that the "tuition increase is needed to help VCU achieve excellence and increase graduation rates by growing academic support and financial aid services, improving online education, and most importantly enhancing the overall student experience," when so many students are in debt and struggling to find ways to fund their education. President Rao is one of the highest paid university presidents, having a salary of over 1 million dollars for the 2018-2019 fiscal year. Meanwhile faculty are underpaid, and the student body is struggling. Tell me, is that million-dollar salary deserved when Johnson dorm is shut down due to twenty years of neglect, when students are struggling to afford everyday necessities, and questioning if they should drop out of school because the tuition is rising in order to aid in academic excellence?' If the Board truly cares, I ask that you rethink this decision.
412	Student	This is the absolute worst idea I've heard y'all come up with. I along with almost every other student here is already in debt. In what way would making us pay MORE money "benefit" us. I know for a fact that y'all are not struggling enough to up the tuition for us. Many students will likely be forced to drop out due to lack of money to pay for this. please for the love of god don't do this. You're hurting your students.
413	Student, Incoming freshman	As a student with parents who can barely afford to support their children, this tuition raise will severely hurt me and many other students. For how expensive the school is it makes it not worth it to go, which defeats the point of going to the college itself. It's honestly depressing that VCU tries to aide it's students but has honestly failed them.
414	Student	Personally, I am one of many students here at VCU who come from an already low-income background where we barely get by without college fees and Covid. To raise tuition would be to disregard this large population of students and their current struggles with tuition at its current standing. This is just tuition. This is not including the immense housing struggles VCU has put a large portion of its upper class into with the closure of Johnson Hall and continued acceptance of a Fall 2022 freshman class. With people having to search for housing off campus, that means they are paying a largely inflated fee for housing that what they normally would. An increase in tuition would pose the risk of many students who currently struggle to completely drop out to insufficient funds. Face it, the government isn't going to give any of these students more money, so the raise in tuition and housing could very well make a large population of students unable to continue their education. Do you want this institution to be viewed like the other, money-hungry competition, or do you want to keep to your mission and promise to students for an affordable education?
415	Student	I would prefer tuition be increased as little as possible. Thanks.
416	Student	I don't think tuition should be any more expensive because students are already having a hard time paying tuition rates as they are now.

	A	B
417	Student	If the schools goal was to increase the graduation rates, they would be lowering them not raising them. I know many people who work multiple jobs while being full time students just to barely pay their bills and are accumulating thousands of dollars of debt in student loans. I also know many people who have had to consider dropping out or taking breaks because they or their families cannot afford it. In light of recent events, such as the pandemic and increase in gasoline prices, many people have faced economic adversities. The readjustment due to these has already made things more difficult, increasing tuition would only add to the stress of everyone trying to get by.
418	Student	The proposal to raise the tuition for VCU students by 3% to 6% is absurd. Tuition was initially frozen due to COVID. We are still in the midst of the pandemic and there are still people getting sick and not being able to work. For VCU to propose college students pay the extra money, rather than the staff with unbelievably high salaries, does not logically track. Micheal Rao or Micheal Rhodes could have their salary cut by 3% and provide plenty of extra funding to the school. College students who already have to budget to afford an education will miss that 3% a whole lot more than Rao will. To take money that is going to food and rent, and demand it be paid at tuition is villainous. It is even more so when people are still dealing with COVID crises. Perhaps the school can save on costs by paying the Deans and Assistant Deans reasonable salaries, rather than those over \$100,000.
419	Student	Please do not approve this. My family is struggling financially and we chose VCU because we were able to afford it. Do not cut that option from students who are already struggling in paying for an education. There have been numerous newly approved projects at VCU, if the school is experiencing financial problems they can start with those.
420	Student	We don't want any increase in tuition it is already as high as ever.
421	Student	This budget proposal would cause immense stress and pain on many people at vcu myself included. I am fully paying my way through college and already as a freshman am 10,000 dollars in debt. That is all money I have to pay off myself. Many others are in similar situations as well. Don't make something that is already unaffordable cost even more.
422	Student	I strongly disagree with the proposal to increase tuition seeing as the majority of students, myself included have taken loans and are on scholarships in order to be able to attend this school. If the tuition does increase, the majority of my fellow students, as well as I, will not only struggle to pay for tuition but may not even be able to come back next semester at all. I strongly urge you to reconsider this proposal as it is not in the best interest of the students at VCU.
423	Student	I, along with many other students have barely been getting by. Rent in Richmond is increasing EVERYWHERE in this upcoming year and is forcing me to get a job while balancing school just to pay off my housing. My tuition increasing will just add on to more financial stress as my father, the only and sole provider for my household will now have to pay for my Tuition along with my sisters who will be coming to Vcu this following year. While I understand we can't put it off forever, you guys need to find a way to financially aid us.
424	Student	DON'T RAISE TUITION!!!!!!!!!!
425	Student	Unfortunately I do not agree with 2022 - 2023 Budget and Tuition proposal that is regarding to increase the Tuition Fees. The fees are already expensive and it's only getting more expensive. Many students do not qualify for Fafsa or have any support paying regarding for school, example: me (xxxxxxx Va. Code 2.2-3705.4(A)(1)).
426	Student	It is still the pandemic, students and families are still recovering from its affects. I do not agree with increasing tuition as financial aid can only help us so much. Furthermore, students are working on their own trying to support themselves.

	A	B
427	Student	It makes very little sense about the increase in tuition. We students have no control over the market and inflation yet this is a penalization. Why would we attend VCU if you keep raising the tuition when we could go somewhere more cost effective and reliable. Then, you get rid of COVID relief though we know you have all the extra money sitting around and now you raise tuition yet again. Preposterous
428	Student	I do not approve of the proposal
429	Student	This is outrageous! I am paying out of pocket to attend. Full-TIME!!!! I am also a full time student too.
430	Student	With an increase in tuition there is an absolute need to increase the amount of funding that student organizations can receive. Furthermore, the case of tuition raises should be accompanied by an increase in the scholarship or other financial aid amounts that students receive from the school. The previous tuition should be honored for currently enrolled students. An increased tuition should be considered for incoming students, who still have the opportunity to assess their financial ability to commit to VCU before enrolling.
431	Student	The pandemic is still effecting your students mental and financial situations! Raising tuition costs is based in greed when we still don't have the same education quality as pre-COVID.
432	Student	It's unfair to students who are already enrolled with the university. There are students who have to set up budget costs far in advance and having a raise in tuition throws everything out of order. The outcome will result it more students leaving the university before graduating due to financial struggles and reducing VCU's retention rate. If VCU needs more money, then they can start charging students who come in as first years a higher rate and allow a tuition lock for upperclassman students.
433	Student	enrolled students should not have their tuition raised
434	Student	While raising the cost of tuition by 3% would benefit the university, it would make it harder for students to attend college due to the very same reasons VCU needs extra funding. Inflation, rising costs of gas and living in general, it would be difficult to continue pursuing a college degree.
435	Student	To bring some fairness into the need for a higher budget, I suggest that we 1) honor the tuition for students who are enrolled, and 2) raise the tuition for incoming students who can make a better financial assessment of their commitment to VCU before enrollment.
436	Student	I do not agree with this decision.
437	Student	Keep the tuition the same. If not do 3% increase
438	Student	This is selfish and stupid, you have not lost any money only profits. While I barely scrape by trying to access funds I was given peace of mind knowing tuition wasn't going up or down, I work full time on top of being here just make it by my parents worked for years to make sure I could graduate debt free. You just spent money you didn't need to landscaping and putting in new signs, I talked to my professors and they know your email about them getting raises is a lie, we all know about your "administrator plan". You are lying. You are selfish. And I'm letting you know I will protest this until the end of time if I have too, I am outraged.
439	Student	More of a financial burden for students.
440	Student	What else are we getting from this tuition raise? Will dorms be cleaned properly? After the mold situation I can't believe that VCU wants to raise tuition

	A	B
441	Student	I am very much against the raise in tuition. As a student who has been here for 3 years now and needs to be here for another 2, it will really hurt me financially if it was raised. I feel like the most reasonable solution will be to implement this for all incoming students and hold the same tuition for the students that are already here. That way, in about 4 years, almost every student will be paying the desired amount and it won't come as a shock to the students. It's not an immediate solution but it is a decent compromise for everyone.
442	Student	I don't believe students in all departments are receiving enough benefits to constitute raising tuition like this. We have just been told this year that hundreds of students have been exposed to unsafe conditions in dorms. Aside from safety-- while STEM programs are receiving a new building, the arts, which VCU has advertised themselves heavily with over the years, are consistently overlooked. Rao can handle a little off his paycheck.
443	Student	I don't think the raise of tuition is necessary. Especially as an out of state student tuition is already very hard to pay.
444	Student	Tuition is already high enough. Students and parents struggle to pay now and increasing the tuition would further set them back. People are here for their education but sometimes can't focus because of the burden of finances.
445	Student	Don't do it. Raising tuition will lose students and then you won't be getting that money anyway.
446	Student	there is absolutely no reason VCU needs to raise tuition AGAIN. some classes still only offer online asynchronous sections, where the professors do not do anything, or post lecture material late. Many construction projects are currently going on around campus already, and the arts programs aren't funded enough. if VCU raises tuition again, it runs the possibility of less people returning to campus because they cannot pay for campus housing, which is another drastic expense.
447	Student	Raising the tuition has harmful, harmful implications on students who are already struggling to cover tuition costs NOW. This is very selfish and unfair to students across the board, even more so to students who aren't receiving help from their parents because they come from low-income households. DO NOT RAISE THE TUITION!!!! This could cost MANY students to drop out because they can't cover the cost to further their education! Many students are working two to three jobs just to make it by! Again, DO NOT RAISE THE TUITION. Doing so would harm the quality of life for many many students and just make VCU look like a money-hungry CORPORATION instead of an EDUCATIONAL INSTITUTION. This should be about the well-being of the students. Stop getting funding to build useless buildings or to swallow up the greater Richmond area and put it to where it's needed.
448	Student	Hello, my name is xxxxxxxx Va. Code 2.2-3705.4(A)(1) I am a first gen student and I am currently a freshman at VCU. I ask the board to not approve of the tuition increase, as a first gen student living with a single mother the rise in tuition would affect my financial situation. I chose VCU because it was my top choice and it that was the most affordable option. Many students that I know are struggling as it is, some don't have food or enough for groceries so they rely onto other students for help via cashapp or gofundme. By raising the tuition it would jeopardize the attendance of many students trying to get an education. If the board cares for the students, I ask you rethink this decision.
449	Student	Student are already struggling as tuitions has been raising significantly over the last 4 years. It's ridiculous that VCU believes they need more money when they own a majority of the city. There are other means of acquiring funds rather than up-charging your students!

	A	B
450	Parent or family member	It's difficult enough for parent's & student's to be able to afford as is on top of rent and other utilities. This is only going to hurt further education for our future & cause nothing but more educational debts. Please, don't do this. For the sake of our future & these young adults futures. Don't rob them of their hopes & dream's by making these individuals & parent's unable to afford a future for themselves & their children, not being able to go to college. This is very hurtful in so many ways.
451	Student	To bring some fairness into the need for a higher budget, I suggest that we 1) honor the tuition for students who are enrolled, and 2) raise the tuition for incoming students who can make a better financial assessment of their commitment to VCU before enrollment.
452	Student	To be honest, its already hard enough to pay for college, but a 3-6% increase on undergrad students towards the end of a global pandemic is unethical. Prices are up everywhere, so it's to be expected that VCU raise their prices as well without advocating for students. A tuition increase will make things harder for students of every caliber on every level. It's already hard enough for students to afford tuition, rent, food, supplies, and other expenses, and this increase will make it significantly harder. It would be nice for VCU admin and faculty to advocate FOR students, not against them increasing tuition for insignificant reasons.
453	Student	So let me get this straight. Inflation is rising so yall are raising the tuition instead of taking some of the salary of the president? Terrible.
454	Student	You and I both know there are ways to cover your expenses without attempting to bankrupt the very people that make this school possible. Without your students you would be nothing, so why do you keep trying to push them out? While inflation has been hitting us hard Michael Rao has only been benefiting from it taking home a whopping million dollar salary. How are we supposed to save this earth when we can't even get through college ? Think about the students that already cannot afford this school and are working two jobs just to get by ? They will not be able to afford this.
455	Student	To bring some fairness into the need for a higher budget, I suggest that we 1) honor the tuition for students who are enrolled, and 2) raise the tuition for incoming students who can make a better financial assessment of their commitment to VCU before enrollment.
456	Student	To bring some fairness into the need for a higher budget, I suggest that we 1) honor the tuition for students who are enrolled, and 2) raise the tuition for incoming students who can make a better financial assessment of their commitment to VCU before enrollment.  Some people go to this school for the lower prices, just coming out of a pandemic, why is it fair to. oh raise prices. It's been hard enough. Give us a break.
457	Student	To bring some fairness into the need for a higher budget, I suggest that we 1) honor the tuition for students who are enrolled, and 2) raise the tuition for incoming students who can make a better financial assessment of their commitment to VCU before enrollment.
458	Student	I can't afford that.
459	Student	Students and families are still recovering from the financial impacts of COVID-19. I didn't attend VCU the school year of 19/20 but I am hearing from fellow students that there was already a raise in tuition last year. Stop being greedy.

	A	B
460	Student	To bring some fairness into the need for a higher budget, I suggest that we 1) honor the tuition for students who are enrolled, and 2) raise the tuition for incoming students who can make a better financial assessment of their commitment to VCU before enrollment.
461	Student	This proposal to raise students' tuition is extremely concerning. As a student who id using her deceased father's inheritance to pay for my tuition, I am insulted at the fact that President Rao thinks this is okay to raise the price. I am using this money in order to obtain my degree, however, with the Covid pandemic forcing me to tack on a couple of extra semesters, I am getting very close to blowing the entire inheritance on solely tuition payments. This is money that could have been used to purchase a home for myself, provide for my future children, my pets, other family members, the list goes on. Knowing that VCU and President Rao have my deceased father's money as pocket change makes me physically ill at the thought of it. From a not as personal perspective, this idea of raising tuition seems like an even bigger insult to my fellow students. I am fortunate enough to have said funds for tuition payments, however, a big portion of my classmates do not have this option. Raising the price of tuition will only put even more students into even deeper debt crises. This world is not set up for people who are in college now. The cost of anything nowadays has skyrocketed compared to what it was in Dr. Rao's time. This is absolutely ridiculous. I hope VCU and Rao are able to dig deep and find their empathy for their students. If not, it will cost them in the long run. DO NOT RAISE TUITION PRICES! THINK OF YOUR STUDENTS WHO WANT TO SUCEED!
462	Student	Just don't raise tuition dear god we're begging you.
463	Student	I feel that raising the tuition will be very negative towards vcu students. Many of us can barely afford college, we go here because it was the cheapest option.. and it provides us the programs we need for our future careers. If the tuition increases, many students will drop out and leave this school due to over barring high prices. I do not support raising the tuition.
464	Student	To bring some fairness into the need for a higher budget, I suggest that we 1) honor the tuition for students who are enrolled, and 2) raise the tuition for incoming students who can make a better financial assessment of their commitment to VCU before enrollment.
465	Student	Tuition & fees have increased 79.2% for the last 10 years, disproportionately with the rise of wages and inflation. How can we trust that VCU will allocate the money wisely? How can we trust that tuition won't continually increase annually?
466	Student	This proposal will implicate immense financial struggles on students who are paying their way through college, including myself. Please reconsider, as this will harm many of VCU's students.
467	Student	Keep it the same
468	Student	I feel as if I am being spat on by Rao because of how high his salary is and how he is asking for more money with minimal improvement, such as the scattering of hundreds of students from the Johnson dorm from mold without much compensation to those who were affected.
469	Student	DO NOT RAISE TUITION COSTS!!!! Students are already struggling to pay for tuition, this will not be helping at ALL. If they want a "spectacular experience" it would be valid if they weren't going in debt in under grad.
470	Student	This school is already exorbitant, at this point you all are making it hard for students to remain here.

	A	B
471	Student	I do not think that VCU should raise our tuition. Rao got a very large salary increase last year. This money, instead of benefiting his personal life he could use this money to fund the extra costs that are said to rise due to inflation. Many students are already struggling financially and cannot afford for tuition to go up any more.
472	Student	As an international student who pays out of state tuition fee and is not eligible for FAFSA aid, it is truly a burden to have the tuition rate increased. I have also realized that overall, VCU lacks support for international student, who are crucial in bringing diversity into the community and pays higher tuition fees. At the same time, it has been more and more difficult for international students to attend universities abroad with the rise in already expensive tuition fee and so many other restrictions. I hope you take this into consideration when making your decision.
473	Student	No to increase in tuition
474	Student	Increasing tuition costs would create extreme financial strain on students who are already struggling to make ends meet with the current tuition. I am requesting on behalf of current and future students- please don't raise the tuition! I'll be graduating this semester, and I want to see VCU left better than it was in my time here, not more and more financially inaccessible.
475	Student	Hello, My name is xxxxxxxx Va. Code 2.2-3705.4(A)(1) and I am currently a junior and will be uprisng senior next year. I have seen the documents for increasing tuition next year and I would appreciate it if you reconsider your decision. When I first came to VCU I heard that it was extremely affordable and that was one of the main reasons why I chose to transfer to this university. As time went on, I found out that it wasn't the case. I come from a single parent household and originally I was told that financial aid would cover my tuition because we meet the FASFA requirement to get the full amount in financial help and that was not the case. I barely received any money from institutional grants and the government funded grants. My family and I struggle to pay out-of-pocket for my first semester on top of housing. I really did not want to have student debt so I tried to stay away from loans but I ended up having to pull out loans anyway. I feel that VCU shouldn't raise their tuition because I'm hearing a lot of students considering dropping out. At one point, I thought about unenrolling from here because it was extremely expensive and I was not properly informed about my financial aid not covering my classes. Society talks about how we need to have a degree to make it anywhere and to be successful in life but raising tuition to where people can't afford will deters kids from wanting to come to this college strictly, on the fact that they can't afford it. It's an inconvenience to us who want to go to school to further our education . I am begging you guys to please reconsider this decision. This is coming from someone who was from a low income household. It stresses me out for next year knowing that I might have to be even broker than I was this year because tuition wants to be raised.
476	Student, Staff	I am strongly against raising tuition for the 2022-2023 academic year. Students are already struggling to pay for current tuition rates, and it did not go unnoticed that we were forced back into in-person classes (in the middle of a pandemic) in order to justify current tuition rates. Our president is making upwards of \$1million dollars annually, knowing that some of that money could be reallocated towards the school itself.
477	Student	I'm extremely disappointed in the decision to raise tuition. As an out-of-state student who receives no scholarship or aid, I'm already paying a fortune to be here. I have three more years left at VCU, and it's outrageous to expect me to pay even more than I'm already paying, especially since the cost was lower when I first enrolled. At the very least, I ask that you honor current tuition costs for students like me who are already enrolled.
478	Student	It's absolutely egregious and borderline evil that VCU is considering raising tuition while Rao is one of the highest paid government employees in VA. People are struggling. VCU is a giant corporation that's not.

	A	B
479	Student	As a graduating student of VCU, i have been increasingly appalled at the way VCU will continue to ask for more money from students, who are already putting themselves in enough debt just to be able to attend classes. As a student in VCUarts, we already have to pay a higher rate of tuition, adding a raise to tuition is another way to take advantage of students. Instead of trying to expanding and 'better' the university's appearance, VCU should take better care of current students, instead of gouging their wallets.
480	Student	People can not even afford tuition right now and I think it is not appropriate to go even further by increasing tuition. One should look into Rao's income! he has the highest paid salary out of all colleges. He should be doing more for VCU with his own money instead of charging the literal poor. I don't think this is the right idea, we are living in a capitalistic world where the rich just keep getting richer and the poor are just being constantly exploited. Think about all the people who will be left in debts and possible switch colleges? Consider making it harder for people to get into this college instead since we don't even have enough housing options.
481	Student	I don't approve of the 3% raise of our tuition.
482	Student	Please do not increase tuition. We can barely afford it now.
483	Student	It would be unethical and to raise tuition for students as we are transitioning out of a global pandemic that effected many. There have been no significant changes in the offerings that warrant a raise in tuition!
484	Student	Hello, my name is xxxxxxxx Va. Code 2.2-3705.4(A)(1) and I am a current junior at VCU. I ask the board to not go forward and approve of the tuition. I say this because we as students already struggle to pay tuition, especially after the pandemic and its huge affects on everyone. As a student here at VCU, I chose VCU for its diversity as well as its financial aid it was able to offer me as I am a low-income and first-generation student. These two factors really impacted my decision on choosing a school when I first came here my freshman year. However, even since being here my freshman year, I result to taking out loans so that I can have enough to pay for my tuition now. This tuition increase will especially affect me financially and I know this goes for many other students as well. In my opinion, I don't understand nor do I agree with how tuition increase would increase graduation rates, as stated in an announcement, because if there were to be a tuition increase, it may decrease the number of students who can even attend school and graduate. I know a lot of students who are left with student debt after graduation, and even before they get to graduate. There are other needs to the school that could be improved and this tuition increase would seem to affect the school negatively. I ask, for the sake of the students and their families, to please reconsider and rethink this decision.
485	Student	This is outrageous. Especially due to the pandemic , despite mandates being lifted we are still dealing with its effect and aftermath. If wages do not change for whoever is paying said tuition than it will make their overall lives more difficult coming up with this difference in money. Please rethink this decision as it does not benefit its students and will cause an increase in amount of student withdrawal from the university.
486	Student	I do not see this as necessary. I don't believe we need to raise tuition.
487	Student	personally for me i don't like the idea that they are raising the tuition that not right to everybody that attending the school. college is already expensive so why raise the tuition rate and put more stress on students and even parents. they should be fixing up majority of the dorms.

A		B
488	Student	<p>Hello, my name is xxxxxxxx Va. Code 2.2-3705.4(A)(1) and I am a senior here at VCU. I do not think raising tuition at VCU will benefit the students at all. Especially out of state students. As an out of state student I am in a ton of debt just because I chose to come to VCU. When I first got accepted into VCU I was really happy and excited for my future. I am now a senior graduating and worry about how much money I have to pay VCU back due to tuition being so expensive. I know I am not the only student struggling with this issue too as I think you guys should be more considerate about how much debt you're actually putting us individually in. I pay \$420 for a parking pass out of pocket and out of tuition which I don't get why I'm paying almost \$50k a year and that doesn't cover it. The other college fees I barely use, like many other students that go to VCU as well, makes up for this tuition which doesn't apply to everyone. So why pay for something I'm not even using? If anything I think you guys should leave tuition as is or maybe reduce it to help those who actually need help in paying. Scholarships are one thing, but it doesn't actually do anything, maybe puts a dent in my tuition, but I still have a heavy weight of money to pay back. It stresses me out because now I feel like I need to get a good paying job to make sure I can pay back the school and live stable. It's frustrating because VCU has a lot of good things to say about it but when it comes to it, it's a money guzzler. It's all about money. President Rao made 1 Million dollars in the 2018-2019 year which is good for him but how about the educators, the workers, the buildings, the students? All of those things have been paid no mind but he can build new buildings every 3-4 months? In the summer it's constant construction, and I think to myself I'm laying here in a dorm paying weekly up to 2k for the whole summer plus my class tuition plus my \$420 parking pass that students have to pay every semester. All to attend a summer class I have to take in order to graduate. It makes me so upset that I'm paying this much money all for an education and VCU just continues to take and take and take. People have dropped out because of this, and people especially have been considering doing online classes due to the housing fee going down. VCU could use all this money for better things such as: More student parking around buildings that hold classes. Tickets add up and also going in circles, being late to class is not worth it all because there's no parking. VCU could use this money for more housing, on and off campus for students. I think you should reconsider this decision and start thinking how to excel this school and help benefit the students who choose to go here and want to excel here. Thank you.</p>
489	Student	Do not approve
490	Student	<p>I do not agree with the VCU budget and Tuition proposal. I have already taken out so many loans to not cause financial strain on my family by coming to VCU. I really love the school and the access and connections it has helped me with which is already the best a student could ask for. While it is important for college to be a good experience, it is also a stepping stone to our future. We all know that without an education we will have a harder time achieving our dreams and increasing tuition will discourage less privileged students access to better their future. It will also cause there to be less diversity within the school since only those who can afford will be able to attend. There has been many times that many of my friends at VCU and myself have had to sacrifice groceries or basic expenses to be able to pay for textbooks or materials. I'm dissapointed in the thought of increased tuition since I've always felt that VCU cares about the mental health of its students and understating that financial stress is a leading cause of anxiety and depression in students.</p>
491	Student	DO NOT INCREASE TUITION

	A	B
492	Student	I am a rising senior responsible for paying my own tuition. Since my father's salary is too high to qualify for financial aid, I am, by default, also not qualified for financial aid even though I clearly can't afford this. VCU is already one of the most expensive public schools in Virginia, therefore, I do not see reason for a tuition increase.
493	Student	A 6% increase in tuition right now is too much at once. There has been a tuition freeze for the past few years and there are still people dealing with the effects from the pandemic right now. Many had families that lost their jobs or got demoted. It is unfair to have such a drastic increase in tuition.
494	Student	A 6% increase in tuition right now is too much at once. There has been a tuition freeze for the past few years and there are still people dealing with the effects from the pandemic right now. Many had families that lost their jobs or got demoted. It is unfair to have such a drastic increase in tuition.
495	Student	As a student who relies on financial aid to continue her education, hearing an increase to tuition coming can be overwhelming. I am extremely grateful for the aid that has allowed me to continue my time at VCU, but if costs keep getting higher I might not be able to continue and that is not for lack of trying. I am a self-supporting, full-time student who works on campus to pay for my own living expenses and I also sell my art to support myself in the very little free time I have. I go to class, participate, get good grades, turn things in on time, etc. I'm even set to graduate a semester early not by choice, but for financial aid reasons. To hear that I am doing everything physically possible to get through school and get a degree and might not get a degree because of the cost? It's heartbreaking. I truly urge you to take a look at other budgeting areas that could be moved around to find money for these things instead of asking already poor and hard-working students for more. I don't know what me or my classmates will have to do if you don't.
496	Student	Not good at all
497	Parent or family member	Hi! My name is Lan Dang. My daughter is attending the VCU for the past two years and I am about sending my second one to VCU this year as well. I am not please with your increasing in budget and tuition, one of the reasons I sent my kids to your school because reasonable tuitions. To increase the tuition at this time is not the right thing to do especially every families just went through the pandemic and dealing with financial hardship, inflation, gas .... I myself have two kids going to VCU and the third will be heading to your school on 2024. The finance for them already the big deal on my budget alone, now you are talking about the tuition increase that is not the time for that, if you can't reduce the tuition then please don't increase it. It just not helping the students but also the parents on theirs budget especially at this difficult times. Thank you
498	Student	Hello, my name is xxxxxxxxxx Va. Code 2.2-3705.4(A)(1) and I am currently a freshman here at VCU. I do not agree with the tuition raise because I feel that VCU doesn't need to do it. I live in Rhoads hall, and the conditions of living in here are pretty hazardous and the conditions have not been fixed at all. Why need the extra money out of our pockets (as if we can't already afford college as is) if they're not going to be applied for our safety? I'm already struggling with the finances coming from this school already! For example: instead of fixing the MOLD issue over at johnson hall, the school is building a brand new tech building beside it.. for what? That's just a waste of our money. Don't raise the tuition, if our environment/safety can't be fixed.. Don't be bold enough to raise the tuition.
499	Student	I'm broke

	A	B
500	Student	I am against the tuition increase for the 2022-2023 academic year. We are still living in a pandemic where the future of our health and safety remains uncertain. Many people are struggling to get jobs, and trying to work while in school is mentally taxing and prevents students from putting all of their energy into school. Many students are struggling financially, and raising tuition is many students' worst fear. Adding onto this, inflation and the price of rent in Richmond are skyrocketing, and wages are not increasing to match. Many of us are struggling under the weight of financial insecurity while we are just trying to get an education. Personally, I feel that tuition should remain the same while the Coronavirus pandemic is still affecting us- even with vaccine boosters, it has not gone away.
501	Student	No bitch!!! Allocate your money to helping students and professors. Rao's salary should not be 1 million dollars. Especially when his students are struggling to pay for school asking with the rising prices of EVERYTHING. Housing and groceries are enough to pay for along with inflation. VCU is a terrible institution for allowing price increases.
502	Student	I would hope there would be more transparency in where funds are allocated and exactly why these raises are needed. When our school receives millions of funding from the state for real estate and pays bookoo bucks to the administration it's always rich to see y'all try and increase prices on the students. If these increases were to increase funding for professors, so that they could make a decent living I would be for it to be honest. However, I also have a rudimentary understanding of politics and understand that state funds for higher education are much easier to be reduced than for other areas. But still, y'all build all these new buildings and own half the city and are still raising costs? Shame on y'all. Especially since I assume the ones doing this are college educated as well. No way this school cost as much during your time. Hopefully these increased costs will lead to higher graduation rates. Do y'all want kids to graduate, or give you every dollar they have?
503	Student, Faculty	Don't do it. I need to see some actual documentation of this "sustainability" before we even talk about a raise in tuition. What we need to talk about is how y'all rob each student of thousands of dollars per semester, raise parking by \$70 because of your lack of action toward the mold issues in your dormitories, and why you think it's okay to even consider raising tuitions when students are already struggling to stay afloat. You need to rethink who is on your board and where your money is going before you think of charging extra for subpar, mediocrity.
504	Student	I disagree on the increase of tuition
505	Student	As a first-generation and low-income student, the tuition increase would not benefit me. I already cannot afford the tuition now, so raising it would not help me at all. As a full-time student trying to pay bills while attending school, it is hard trying to find the balance between both. So please, rethink your decision about raising tuition fees. Please keep in mind that not everyone has the means to pay for school.
506	Student	I know to you a mere 3% difference is nothing, but to those of us who are already struggling to meet tuition requirement it hurts us greatly. Us students are having to constantly scrape by to make ends meet just to get through college. It's extremely hard to enjoy your college experience when you are constantly worried about money, I don't have time to be involved in anything because I'm so worried about losing grants because my grades aren't good enough or working jobs to make sure I can pay for loans and tuition cost. To look at how much we as students are struggling now and still raise tuition by 3% just seems unethical to me.
507	Student	However, I understand the struggles due to global inflation and trust that any increase is backed by research and analysis that guarantees the benefit if everyone in the VCU community.

	A	B
508	Student	Please don't raise tuition costs, I'm already struggling enough with trying to pay. I know I should've rather gone to another college that has less expenses because I knew this would've been a problem, but I was determined to enroll here. It's not easy trying to get scholarships either since most are only for specific individuals and not for the majority of students that need them the most. I hope VCU listens to their students and tries raising money a different way, not with tuition. I know they can achieve that goal if they did it another way because of the good reputation this school has. Raising the cost of tuition will negatively effect students like me and definitely hurt its reputation as well.
509	Student	I ask the board not to approve the Budget and Tuition proposal as it would make it increasingly harder for students who are already struggling under the current tuition requirements.
510	Applicant to VCU	Raising tuition, while the cost of living is going up in the surrounding areas is going severely harm students that live off campus and are dependents.
511	Student	I believe that it is almost laughable to consider a tuition increase after knowing that you value the salary of a president who seems to not consider the needs of the student body more than the students themselves. I stand by the message that this university views the well being of its students as a low priority. Take a look at the facts and make education more affordable—at least keep people from needing to drop out because people are already at their financial limits. Do not force out those who can barely afford college and replace them with rich families who can. Students are not irreplaceable. Value the people you say you stand behind and support.
512	Student	This proposed increase in tuition during the times that our world is in is ridiculous. Right now the housing in the area is increasing rent anywhere from \$50-\$500 more per month while the professions skate by with not raising salaries or hourly wages at all. Adding this increased expense of an already high tuition is a sure fire way to ensure your students a decrease in physical and mental health of your students and increase drop out rates. VCU has had increases in tuition before for the rationale that it is “improving the quality of education”- this excuse has not been apparent from any perspective and is a joke.
513	Upcoming student (fall of 22)	Hi my name is xxxxxx Va. Code 2.2-3705.4(A)(1) and I believe this proposal to be extremely unfair to many of ur current and upcoming students. As someone who will be paying for your college by myself, raising the tuition costs might make that almost impossible for me. I am already struggling to save as much money as I can already, and I know I am not the only one facing this struggle. VCU has been my dream college for years, and I am so excited to be able to get this opportunity to attend, but now there is a possibility that I won't even be able to go. I want to be proud of my college. I want to confidently have pride knowing that my college cares about it's wonderfully ambitious students. This raise in tuition would be a devastating loss, not only to current and prospective students, but to your university as well because of the lack of students not being able to attend due to the rise in cost. As someone who comes from a financially unstable background, every penny counts. And as I am already stressing and trying to figure out how I will pay for my tuition, I, along with many others, now have to worry about a possible raise in cost. I hope that you take this into consideration with your decision to do what is ethically right for the good of your students.
514	Student	While we are so incredibly grateful for the hold that has been put on tuition for the last three years, please remember that these last couple years have been very difficult and extending the hold by even one more year would be of great benefit to students like myself who have been struggling.

	A	B
515	Student	Raising tuition for VCU students will not help them, rather harm them. Students already struggle to pay for college and end up paying back loans for years. I understand that grants and financial aid will still be offered, but what about students whose family situation prohibits them from getting this? I am currently in a situation where my step dad, who will not help me to pay whatsoever, makes too much money; so I will not receive financial aid. I have to pay for my own education, but how am I, at eighteen, supposed to be able to pay \$29k a year? The thought of this price increasing is incredibly scary because I am already in a boat where I have to figure out if I can even attend VCU in the fall because of the price. I know I am not alone in this situation, and this increase will end up prohibiting those who desperately want a higher education to not be able to get one. I am begging the board to think about the students because I desperately want to study chemical engineering and use my degree to help people, and right now I don't know if I will be able to, and that's with the current tuition. If it increases I know that my dream of studying at VCU will be far out of reach. Please help us, the students, continue our education.
516	Parent or family member	I understand the desire to raise tuition but this represents a real hardship to parents and students in the current environment.
517	Student	Hi, my name is xxxxxxxx Va. Code 2.2-3705.4(A)(1), and I am a sophomore at VCU. I ask the board to not approve of the tuition increase. We students are already struggling to pay for our tuition, and it is unfair to increase that burden on us. The reason I chose to attend VCU was because it was my most logical option financially. However, since my freshmen year, the amount of aid I receive has steadily decreased while my costs have increased. There are a lot of students on this campus who are considering leaving VCU because they won't be able to cover the cost with a tuition increase. Why should they have to potentially give up on their dreams because the school they attend puts a huge burden on their shoulder financially? This is concerning for me specifically because I am one of those students. I've struggled with economic precocity and food insecurity throughout my whole life, and that struggle will seemingly continue with a tuition increase. I work two jobs to support myself and pay off my bill while being a full time student at an institution that wants to exploit my struggle. Not only is this unfair, but it is also unethical — especially since President Michael Rao makes \$1 million per academic year. Many of us students struggle financially on a day to day basis. There isn't nearly enough aid that the school has to offer thousands of students for there to be an increase in cost of attendance. Because of this, I ask that the board to not approve of the tuition increase. If the board truly cares, you would rethink this decision. Students, faculty, and staff members of the university deserve better.
518	Student	I do not approve of the student tuition increase.
519	Student	The increase in tuition is unfair to much of the student body and calls into question VCU's legitimacy as a affordable school.
520	Student	The tuition increase is not the only way to fix the current situation; admit less students, divert some of the large amounts of money reserved for the engineering program, give the dean a pay cut, etc. Besides the fact that there are probably better solutions than a tuition increase, this would actively hurt many already enrolled students who are pursuing a degree at your school and negate all the hard work they've already done if forced to drop out. Especially given the current pandemic, this is a time to lower/freeze tuition, not raise it by such a considerable amount. Please reconsider.

	A	B
521	Student, Staff	If VCU really cared about student experience this tuition increase would be unnecessary. Knowing that most of the students are under LOANS, scholarships, grants, etc, is CRUEL. If every student had a say in this (as it is supposed to be) there would be an astounding call to stop this raise. The tuition raise should be going towards ACTUAL problems students have like the increasing parking prices for a school we already pay thousands of dollars to, housing, meal plans, etc. why should students go to this school when all we get is ignorance?
522	Student	I dont believe this is reasonable for the reason that half the resources that are "available" to students we still need to pay for some little fees in order to get them or pay extra through tutiton. We have carnivals and different activities throughout campus that are properly available to us students because of lack of promotion or anything like that. With the food and dining, we as vcu students always have limit selection and on top of that throughout 2020-2021 we all didnt get the full dining experience and STILL had to pay for tution and dining. It wouldn't be reasonable or even fair to higher the tuition ESPECIALLY during the pandemic. Although things are much better, that doesn't neglect the fact that some people are trying to still recover financially & are trying to still support themselves. Please reconsider this decision.
523	Student	I believe that it will create a worse environment over all and grow student debt and drop out rates. A better use of energy could be fundraising or emphasis on vcu pay to get in events.
524	Student	Please to not rise the tuition. Students are already struggling just to attend and pay for this institution as it is. I understand you have to think about the staff and inflation prices, but it is more important to put students first! The majority of us do not have job nor a stable income. This "3%" is an extra thousand dollars in the bank that we still do not have. I speak for the majority of students when I say please do not raise the tuition and put us first. Also, if you truly want to "help VCU achieve excellence" you would make our campus nicer and do something to lower the crime rate. Putting out VCU news about robbery and sexual assaults aren't enough. And please don't not state the excuse of "were in a city, so that should be expected". Put VCU first, we already have overwhelming amount of resources that the majority of us do not use. I repeat do not raise the tuition.
525	Student	This is not a great decision. Inflation has increased, yes, but the wage at many service industry jobs— where students work— has not. With the debt crisis already so out of hand, the solution is not to add more. This move will harm students and create a larger disparity between those who can pay and those who can't. Additionally, the pandemic IS NOT over— many immunocompromised people and those with immunocompromised close contacts still cannot work, and will not be able to pay this increase.
526	Student	We are a student body are asking you guys not to raise the tuition. It is already high and many including myself are already struggling to pay tuition as it is. And when we go to financial aid now and ask for help paying there is none. I just don't see how this is "enhancing the overall student experience"
527	Student	Do not raise the tuition.
528	Student	I don't believe the tuition increase would be ethical because as a freshman, I've already seen VCU neglect its students and treat us with barely any care especially in the case of living situations. It feels like a scam to demand more money after the way this year has gone.

	A	B
529	Student	<p>While i do understand an increase may be necessary due to inflation im very much against a 6% in tuition and fees because that jump in price seems way to steep for students who are already struggling to paying tuition not to mention the impact this budget increase will have to the POCs at VCU currently because most of us may have the generational wealth acquired to handle a 6% increase an almost 900\$ increase. The raise in tuition may only hurt POCs students who are already struggling to pay their tuition, by forcing some to take out more loans, work longer hours and for some to drop out completely. The increase of that amount with in one year would only add more to cycle of inequality that plagues us now.</p> <p>As a result i say besides making it sudden increase in tuition go with a gradually 1-2% increase for the next few years to both combate inflation and to give the students who don't have the generational wealth built up a fighting chance to get a degree and help close the racial wealth gap</p>
530	Student	There should be no raise in tuition if the standard of education is not improving! Hire better professors before you increase price then decide.
531	Student	One of the things I struggle to understand is how VCU is asking for more money when they're clearly doing well with "higher up" education staff, while both professors and dining employees struggle to make a decent living. Increasing our tuition rates not only don't benefit the overall experience we had (especially since money won't change professor teaching methods) but would make living in campus even more difficult. One of the things that ESPECIALLY is disappointing is that the money we already provide for VCU doesn't even cover basic maintenance of residential halls, food plans, and overall minimum living standards, yet VCU has the money to drop millions of dollars on a brand new educational building, yet fail to provide basic necessities and living conditions for on campus students. This is just wrong. I think we all remember the 2020 spring semester when VCU bragged that no tuition rates were increased... when all classes were virtual and students had to pay for all materials on their own from home.
532	Student	The tuiton I pay is already far beyond anything I could ever afford. The amount of fees being pushed areastronomical and beyond anything I could have imagined when I began attending the university. By the time I graduate, it is estimated that I will be in about \$100,000 in debt and with this increase it will continue to push that number even higher.
533	Student	I find this action to be terrifying.The amount of students who are going to be under more stress and struggle to pay financial bills will sky rocket, including myself. I hope vcu doesn't do this.
534	Student	As a transfer student who originally went to another school because it had a lower cost, raising tuition prices would only make people shy away from coming here, especially transfer students. The price is already high enough and people transferring in mid semester aren't offered nearly as many scholarship opportunities, if not none. I transferred because vcu was the only good in state art school and more affordable than out of state, but the damage of raising tuition will cause my family to struggle even more so financially. I have two other siblings in college. We cannot afford even the "smallest" rise of tuition.
535	Student	This rise of tuition benefits the school only. Student's goes through harsher financial strain just so they can keep their education. It's not fair on us

	A	B
536	Student	Hello! I'm an incoming freshman in the Mass Communications major, which I will be switching into dental hygiene after the fall semester. This switch is one of many reasons tuition should not be raised. I understand the reason for the want to raise tuition for more student and school benefits, but the outcome for our pockets as students will be even more detrimental. Thousands of students struggle with finances and student debt for decades even after graduating. Personally, I have no one helping me with my tuition. I will only be supported if I'm fortunate enough to earn scholarships and through loans. VCU has given me a better and more affordable chance to get a college education, which is the reason I chose this school. Along with many other students, I please ask you to chose to not raise tuition for the sake of student's education, mental health, and complex financial situations. Thank you. :)
537	Student	How about instead of charging stressed students more in a literal pandemic, could we maybe cut the salary of the highest paid state employee?
538	Student	so many students are already struggling so hard to pay tuition, and an increase of any amount would be so detrimental in so many experiences. we already pay so much for a this school and it is an insane burden. an increase would be horrible
539	Student	As long as I can remember, VCU has one of the best college environments a student can ask for. It's already been a struggle for me to attend how it is because of how little financial resources I have, however, with this tuition increase I am not sure how long I would be able to attend the school. VCU is one of the best highlights of my life and having it be harder and harder to attend is truly heart breaking. I would like to stay at the university rather than go back to community college. I really hope these rumors aren't true and they keep tuition the same or maybe decrease it.
540	Student	Rao is one of the highest paid university presidents, with a salary of over 1 million dollars. Yet, the Johnson dorm was shut down due to decades of neglect, students are struggling to afford necessities, and many are having to consider dropping out because of a tuition increase. The average cost of college has greatly increased over the past century, while minimum wage has stayed relatively the same (accounting for inflation). The world is already expensive enough — don't make it more difficult for students to afford higher education by raising tuition. At VCU, the faculty is underpaid, and the students are struggling. If the Board truly cares about students, it will NOT go through with a tuition increase.
541	Student	An increase of tuition will cause already stressed students to stress even more about simply being able to even afford an education. What exactly does VCU plan to do with the extra money they'd receive from a tuition increase, and how is it not possible for them to reallocate funding from projects students don't utilize to the projects that VCU wants to do.
542	Student	Raising tuition will actually lower graduation rate. People will end up dropping out because they can't pay for it

	A	B
543	Student	<p>I strongly urge the university to not go through with this increase, but reassess where current funding is needed. As a freshman, it was disheartening to see a residence hall being shut down due to poor maintenance, while a state of the art research lab is getting built right next door, and plans for a multi-million dollar data center were announced. The freshman dorms are in very poor condition and all need quality of life improvements. Just to name some: GRC has plumbing problems, Rhoades has HVAC problems, and Brandt has so much dust in the vents that within a week of dusting my bathroom, it returns, sometimes worse than before. Many locations on the swipe exchange aren't open as long as advertised or are constantly fighting to get orders out in a reasonable amount of time. Also, there aren't many healthy options to dine at. Employees working in food service for the university should be paid much better, especially students fitting a work schedule in with their school work and social life. VCU dine employees are a necessary part of residential life, and need to be paid like they are necessary. As a music major, attending one of the most recognizable music programs in the state, it hurts to see the university shifting attention toward the STEM fields. The pandemic hurt interest in music programs all over the country, but it doesn't have to be the end. I'm grateful for the music faculty, they do everything they can to help you learn and succeed, they want you to be apart of the bigger picture. (A much different feeling than I had as an engineering major). But they do need financial support to integrate modern methods that other universities have implemented over a decade ago. If the university truly wants the students to have a good quality of life, invest in what the students truly need.</p>
544	Student	<p>I am a student who has to pay for school on my own, I do not have the help of my parents or other financial aid. I am already struggling to pay for school, I cannot afford a raise in tuition, nor can my peers afford it. I had to choose VCU for its affordability, I did not choose this school because it was my favorite. If I can't afford it because of tuition raises, there is no reason for me to stay at this school as opposed to another school I can't afford.</p>
545	Student	<p>why is VCU robbing students when Rao &amp; Co have more than enough money to cover this? and why can VCU afford Echosmith, but not a salary increase for staff, black mold free, up to code dorms, and internet that doesn't break every other week? redistribute the money of the higher ups, it's literally that simple, don't act like it's not.</p>
546	Student	<p>This is the worst decision that could be made. If students are already struggling to pay tuition, why increase it and make it more difficult. Secondly, if you're increasing tuition to pay salaries, that should not fall to the students at all. We are not the ones writing those checks to the teachers here. Most of the teachers do not teach at all, we have to teach ourselves the material to pass these classes. The teachers are reading off of slideshows to teach a class with no engagement what so ever, so there seems to be no need for some of them to have an increase in salaries when they're barely doing their jobs. Not only that but the school receives funding not only from the state, on top of tuition dollars. This does nothing but inconvenience the students that are here trying to earn a degree. You say that you need this to increase graduation rates as if there are not students dropping off from the costs already established. It seems as if the money that was already being paid was not used for what it is for. Dorm halls are closed down, lack of housing for students, over acceptance, those issues are not the students' problems. I also do not see how the increase in tuition will help with financial need when the students in VCU are already in debt and receive little assistance as is. All this does is put more students in debt and others into more debt because of this tuition increase.</p>
547	Student	<p>I do not think that raising tuition is a fair thing to do next year. Students that are already at VCU committed to the school based on the agreed upon tuition that we currently have. If it were to be raised it could put many students, like myself, at risk of not being able to afford classes next semester. Along with that, I do not feel that the rise in tuition would be adequately used to benefit the students and staff. It is better for everyone if tuition is not raised.</p>

	A	B
548	Student	With VCU having the intentions of increasing tuition next academic year, as a student I find it outrageous. There are thousands of students including myself (VCU second semester freshman) who are currently already struggling with trying to pay for tuitions for this year. Adding this pressure and stress in trying to figure out how we will pay next semesters fees is bogus and unacceptable. Some of us are just starting to figure out how to handle living alone on our own, away from home.
549	Student	With VCU having the intentions of increasing tuition next academic year, as a student I find it outrageous. There are thousands of students including myself (VCU second semester freshman) who are currently already struggling with trying to pay for tuitions for this year. Adding this pressure and stress in trying to figure out how we will pay next semesters fees is bogus and unacceptable. Some of us are just starting to figure out how to handle living alone on our own, away from home. Why is VCU depriving kids of their education? When Rao and his associates have more than enough money to finance this? Why can VCU afford Echosmith but not a pay raise for workers, black mold-free, code-compliant dorms, or internet that doesn't go down every other week? Don't behave as if it isn't that simple to redistribute the wealth of the upper crust.
550	Student	Unnecessary and ridiculous
551	Student	I know a ton of people(myself included) who have lost so much financial aid and can hardly afford to pay for school. I am a lower class junior and this year has taken a toll on me mentally and physically because I have to work consistently to be able to pay for school. Raising tuition with the possibility of losing more financial aid is one of my biggest concerns.
552	Student	Raising tuition prices is incredibly insane considering y'all already charge the highest amounts possible for often times lack luster service such as the dining program where the school allows thousands of students swipes to expire and not roll over to the next semester. All of this is profit and this entire institution is drenched in corruption and preference of financial gain and power over human quality of life and community. Y'all continue to gentrify and push impoverished people out and force homeless folks away. This institution is nothing without students and the community, we organize everything and actually do our part to help. Cannot say the same for VCU itself.
553	Student	It is not in students best interest to raise tuition cost, and its false to say otherwise. I ask the board not to increase tuition cost. Expenses are already expensive for students, and raising them anymore is ridiculous. Continually raising prices for education excludes many students, especially those of color or minorities, and creates a viscous cycle of debt that can takes years to pay off. This creates setbacks and hardships from the beginning, and increasing even further only increases this. As well, President Rao is one of the highest paid university presidents, having a salary of over one million for the 2018-2019 fiscal year. Meanwhile, faculty is underpaid, and students are struggling. Where is this salary and money when Johnson dorm shut down due to decades of neglect, and when students are struggling to afford even necessities, and questioning wither they should even continue with their education? All in the name of "academic excellence"? If the board truly cares about more then their bottom line, which shouldn't even be the main goal of an education facility, then I ask to reconsider.
554	Parent or family member	I don't think it should be increased. College 10 and 20 years ago used to be so much cheaper than it is today. How do we expect our children and youth to pay this kind of debt? They shouldn't have to worry about it, they should be worrying about their assignments.

	A	B
555	Student	It is unfair to the VCU students to raise tuition. Funds can be allocated from other sources, such as certain over-paid employees. Students already struggle with being able to afford housing and food while having to create a student debt that they will dig their way out of for likely decades to come.
556	Student	My fellow students and I disapprove of the proposal to raise vcu's tuition. In these trying times of inflation, we are all struggling enough as it is and there is no good reason to raise it. It benefits nobody other than the wealthiest people in the administration, not even the teachers/staff. Tuition is already absurd as it is.
557	Student	I am personally opposed to the 2022-2023 budget and tuition proposal. Though I understand that the pandemic has stressed many financial situations, I believe raising tuition would end up hurting the university and both the current and future student body. Personally, I choose to attend VCU because it allowed me to save money when compared to other schools by living at home and commuting instead of needing to live on campus or find an apartment to live off campus at other universities. By raising tuition, this would no longer be the case. Raising tuition would not only limit my opportunities by causing more financial stress, it will also appear less competitive when compared to other universities such as JMU, VT, etc. In the post-covid world, everyone is struggling already to make ends meet to keep up with inflation. The current cost of getting a college education at any university has already prevented many potential students from obtaining a degree, and I think that by raising tuition, this pool of individuals who are committed to getting an education will shrink even further. I believe that, if VCU wants to retain and attract new students, they need to focus on making their education the best it can be while also making it as affordable as is reasonably possible within the city of Richmond. Thank you for taking the time to read this, and I hope you reconsider.
558	Student	Tuition is already ungodly expensive, a tuition increase will make vcu inaccessible to even more people. people deserve to go to school and not have to pay more and more money each year especially when the money does not reflect in our quality of education.
559	Student	This feels alienating, that's what capitalist systems are in place for, but whoever is getting the money from the budget increase (probably not teachers or anyone who needs it) can't possibly have gone into education of all things in pursuit of personal wealth, could they? If that is the case, I think a career change is in order. A tuition increase would be outrageous.

	A	B
560	Alumnus/ae	<p>As an alumni of VCU and given the state of not only the economy, but the world political situation, I find it shameful that the university is even proposing a tuition increase. It is stated that this increase is overall intended to increase graduation rates, yet this tuition hike will certainly to a direct decrease in graduation due to the number of students who will be forced to drop out. When I was a student, tuition was already an immense weight on my mind, but given the current housing crisis in Richmond, due to the extreme inflation we are experiencing, would be unbearable. Despite being a college graduate, I have yet to find a full time job in my field and am currently working as a server in order to try and save money for grad school, although this has become almost impossible due to the outrageous rent increases. The apartment I rented on 3rd street while I finished my senior year at VCU in 2020 was \$795. I moved because the rent was increasing to \$895 in 2021. As of 2022, I saw the same apartment listed for almost \$1,200 despite having absolutely no renovations or anything extra included in the two years since I moved out. In addition, no financial compensation was extended to me when the pandemic began even though some of my history courses were forced to cut up to 1/3 of their curriculum due to moving online in such a short timespan with no previous structure to follow. Yet I managed to graduate in spite of these challenges, without any additional "services". Unless VCU is planning to begin paying for students wifi bills so they can access online learning, I do not possibly see what VCU could need to raise tuition for in order to "provide more services" with the goal of increasing graduation rates. If this is the case, I would like some financial compensation for the educational loss and experiences I did not receive, such as graduation, and the curriculum and knowledge I paid for that I did not receive. If anything, to solve these financial problems, Michael Rao's position as president should be abolished. In my time at VCU, I never saw him, never saw anything he did for the university, but I did see my professors and staff and especially adjuncts struggle financially. Michael Rao did not respond to the adjunct professors attempt to organize for the BARE MINIMUM insurance and raises they demanded. Michael Rao is making over a million dollars a year by siphoning it directly out of students pockets. The workers of the food courts who keep the strident body fed deserve a living wage. The professors and adjuncts and other staff teaching the students the knowledge they are PAYING to receive deserve a raise. The man who hides behind a screen and can't even respond to the actual employees that comprise this university deserves to pay back everyone the million dollars that he made in the 2018-2019 fiscal year, of which I directly contributed to. When graduating, I remember being asked if given the chance, would I repeat my time at VCU. I stand by my statement then, that I would absolutely never return or recommend VCU as it is a shameful institution, full of elitism and corruption, that exploits its student body instead of caring for it. I stand with the people who hold SHAME ON VCU signs in the corners of the campus.</p>

	A	B
561	Student	<p>I am a first year student at VCU and I would not want the 2022-2023 Budget and Tuition proposal to be approved. I am an in-state student and as an in-state student alone I feel as though the tuition is already high enough and at times it becomes difficult to pay off. Even with plans like the Installment Payment Plan we as students still have to pay off so much to come here and I know my family and I do everything possible for me to be here and barley get by. If the tuition is raised I know I won't be the only student who will be worrying about how to afford to continue my education at VCU and might have to think about other options. I came to VCU because I knew that this was one of the best schools that could give be a great education to further my career, but with the tuition raising that might change. Even if the tuition is being raised to benefit students I feel as though that won't really happen, because even now I don't feel as though our school reflects what we pay for. Instead of raising our tuition, there should be talk about lowering it because I feel as though the tuition of an in-state student is already high and I couldn't imagine what out-of-state students are paying now and might have to pay in the future if this does happen.</p>

	A	B
		<p>I do not think the tuition should be raised as there are an influx of issues that need to be solved before hand, and the logic seems skewed.</p> <ol style="list-style-type: none"> <li>1. On campus housing is becoming increasingly more difficult to find and buildings are getting older and harder to keep up with (example: Johnson w/ black mold, Rhoads AC, etc.). I feel as though we should be focusing on being able to house all these students that are coming in more and more each year. With Johnson not reopening and the housing lottery being completely corrupt in so many ways, these systems need to be HEAVILY evaluated. I recommend having a meeting with Residential Life and Housing, Facilities, and the Hall Directors.</li> <li>2. One of the reasons listen for the tuition increased was minimum wage going up. Minimum wage increased due to it being an unlivable wage. If tuition were to rise with it, you are starting the issue all over again.</li> <li>3. The city observed the mind blowing grant that was given to the medical school for liver research, which is a wonderful opportunity. I feel as though if we are able to secure monumental grants such as this one, VCU can certainly source more donors, donations, and grants to help fill this gap the 3% increase is trying to fill.</li> <li>4. VCU Arts students already have to pay a much higher fee to attend the school than other majors. These students have to pay more, yet arguably have to buy the most school supplies than any other major. By raising the tuition, you are making it that much harder for artist to be independent and, well let them be artists.</li> <li>5. Resident Assistant's and Hall Directors are not being paid fairly for the work that is required of them. Residential Life and Housing has admitted on multiple occasions that the free housing and stipend total does not properly compensate these workers for their time and duties. By increasing the tuition by 3% but not increasing their pay, that makes the pay even worse.</li> <li>6. There was a point made in the reasoning for the increase of VCU wanting to follow the trend of other universities and increasing tuition, but being still one of the most inexpensive universities in the state. While this is true, following this trend isn't setting the University apart. If current and potential students see that VCU cares more about adapting their current systems and working with their students instead of against, our application numbers will sky rocket. The more humanitarian a university or program is, the more people want to be apart of it.</li> </ol> <p>I really hope the University is truly listening to the feedback they are getting. I believe that a tuition increase isn't needed, but instead a current budget review and renovation. VCU has the money, just not fully in all the right places.</p>
562	Student	
563	Student	<p>Don't raise the tuition, school is expensive enough and students already have a hard time trying to get financial aid. Most people I know pay for their own tuition. If VCU really cares about their students and the education system, then this unnecessary raise in tuition will not move forward.</p>

	A	B
564	Student	<p>The 2022-2023 budget and tuition proposal is inconsiderate for the student body at VCU. Many of us cannot afford the current budget and increasing the budget and tuition is VCU setting us, its students, up for failure not success. I gave up my freedom to protect a country that hates me by joining the Army National Guard, because I knew I was not going to be able to afford college. Even that decision provided me with what I do not have; however, since 2019, each semester I continue to worry about how I will be able to pay my remaining balance, prior to it being sent into collections, in order to register for classes the following semester. That is a burden on my mental and emotional health, yet I am still here. I want my education and unlike other students, I financially support myself through my academic journey. I am a first generation college student and an increase of the budget and tuition will be detrimental to my success. I have finally declared a major I am passionate about, and found a love for VCU; however, VCU increasing the budget and tuition is a liability for its students. If you want to help us, create more financial programs, grants, aid and/or decrease the budget and tuition, etc. that will put more back into us and our school. Give us a reason to want to come back as alumni and donate money to our programs, colleges, etc. Our administration, Boards of Directors and Boards of Trustees have received their degrees and education, DO NOT hinder us from receiving ours especially in a time like this. DO NOT TARGET the student pockets, target the pockets of those who want to profit off of it's students out of greed. Target the pockets of individuals who refuse to get to know the students and their struggles prior to a proposal like this. This is an inconsiderate proposal, and has the potential of splitting up VCU's community rather than bringing us together after such a conflicting three to five years dealing with the pandemic. All and all, your student's mental health is significant to VCU, well consider how this will negatively affect the emotional, mental and physical health of over 80% of VCU's community. Nonetheless, I love VCU, the College of Health Professions; however, I cannot accept the increase in our budget and tuition when I barely have enough money in my account due to the accumulation of tickets, because VCU do not care about the students who cannot afford \$425 a semester for a parking pass. Nonetheless, I am an asset to VCU and CHP, and if VCU wants to become a liability, then VCU is NOT the diversity, equity and inclusion school I want it to be.</p>
565	Student	<p>My name is xxxxxxxx Va. Code 2.2-3705.4(A)(1), I'm a freshman and VCU and I'm asking the board to please not approve this proposal. A big reason I chose VCU is because of the affordability of my program compared to other schools. I am lucky enough to have parents that started a college fund, but assuming tuition does not increase, at the end of my sophomore year I will run out. I'll have to rely on more loans and work through the school years hopefully keeping up with all my assignments. There are other ways to alleviate and save costs other than raising tuition. Michael Rao's VCU salary is the highest among all employees of the State of Virginia, at \$1,020,828 for the 2018-2019 fiscal year, a 109% increase from his 2009 annual salary of \$488,500. I don't understand why this is. Why is he so highly paid if we're looking at increasing tuition to "enhance the overall student experience." This does not make sense to me. Why is he the highest paid employee in all of Virginia when midway through the year, I had to move out of my dorm because of a mold problem that had been neglected for 20 years. I am speaking to the board as a student who will consider transferring elsewhere if this motion goes through. Please don't approve this proposal. Thanks for your time.</p>
566	Student	<p>I believe it's not fair to increase the tuition because not all these classes are in person and we still pay the same rate for online or hybrid education.</p>
567	Student	<p>Do not implement this proposal! The student body votes NO!</p>

	A	B
568	Student	Please do not raise tuition. We already pay A LOT of money and even more as an arts student and are not provided with supplies therefore paying even MORE. On the other hand VCU has the highest payed president in VA. Instead of raising tuition for broke college students who can hardly eat, lower Raos paycheck.
569	Student	Raising tuition due to rising costs and inflation is not acceptable. Students are also dealing with inflation however, students are not getting an increase in their pay to match inflation. If VCU as an institution cares about their students and values diversity then they should not increase tuition and fees. Increasing fees and tuition will disproportionately affect students of color, first generation students, and students from lower socioeconomic status; likely making attaining a degree harder for these students. Raising tuition while we are still in a pandemic, inflation is rising, and a possible recession is on the horizon does not align with VCU's mission and values, particularly around valuing diversity.
570	Student	Cannot afford, lower the tuition instead of raise
571	Student	I do not think tuition should increase. Many of us going into the helping professions (particularly those of us with disabilities who are not able to work full-time) are struggling to make ends meet. We are also required to complete unpaid internships of 20 hours per week (or more in some cases). I do not believe I will earn enough money after graduating to pay back student loans. Please do not raise tuition. Thank you.
572	Student	Y'all need to chill cuz people are broke and getting broker yall gonna lose students
573	Student	This is ridiculous. We are still hurting from the pandemic.
574	Student	I would like to request that the tuition remains the same as it did for the 2022 school year. While VCU has so much to offer, raising is not fair to students who can barley pay their way through already. We ask that the board imagine what it may be like to be in the shoes of a student who works multiple jobs and takes out loans to pay their tuition, it is not an easy position to be in as it is, let alone if tuition is raised in 2023. Furthermore, dorm issues such as mold and water issues are undesirable for students that live on campus. By increasing tuition and not addressing the school's infrastructure issues, VCU is showing that it cares more about money than the welfare of students.
575	Student	Do not increase tuition.
576	Student	I do not believe the student tuition should be increased when many of us are struggling to even pay tuition now. A lot of us have to work full time jobs and be in school full time just to graduate or take huge loans. All to pay for Vcu and they're random projects that don't really benefit us students like they claim. The parking passes alone make plenty of money per semester for Vcu. There is no reason for our outrageous fees and now raising tuition for a public college. Not even a private college, a public college that offers very expensive services to us students outside of tuition. I have been a student here for 4 years and am strongly considering transferring to another school. Even during the beginnings of Covid when yes tuition wasn't raised, there was outrageous fees such as the library fee. Despite being unable to be on campus and the library website being practically useless. Or the cleaning and health fee despite not even being on campus. I see this new increase of tuition as the exact same thing. It's supposedly to enhance the students college life without even giving one good example of how. My experience would be enhanced with it going down. I am a full time student taking over 14 credits a semester, having to take courses at a community college due to tuition already, and work 40 hours a week or more just to pay tuition. I am exhausted all the time to say the least and I know I am not the only student who struggles this way. I am fortunate to even have a job to pay Vcu tuition as others are much less fortunate and will be in debt for a very long time. I believe the increase in tuition will do more harm than anything to all the Vcu students.

	A	B
577	Student	Please don't raise the tuition
578	Student	<p>I am an international student. At the start of my university degree, I was asked to show proof that I could indeed afford the tuition. I was given a figure and I was able to show that. However, the devaluation of my country's currency happened so fast alongside Covid -19. I also have two siblings at VCU and one sister who is a VCU alumni. My parents have sent four of their children from Nigeria to VCU. With this being said, if the tuition is raised how do you expect them to pay for this? The inflation back home is also on the rise. My tuition per semester averages to \$20,000. The exchange rate to the dollar is around 415. For one child my parents must pay about 8,300,000 in Naira. This goes to about 25,000,000 per semester excluding other costs for just one semester not the whole year. If my parents income has been affected, how are we then expected to afford this proposed increase? I move that this proposal not be approved as this not only affects me as an international but my other peers who are indeed struggling with student loans.</p>
579	Student	As a student who is already paying an arm and a leg to attend, we need affordable education and raising prices will make you lose students.
580	Student	why can Michael Rao make over \$1 mil a year and we have to pay more in tuition? this simply doesn't make sense.
581	Student	ITS NOT FAIR! Make education accessible
582	Student	do not raise the tuition like proposed. peoplr already pay outrageous amounts of money to go to school if you need that 3% so badly take it from Rao's stash since we all know bro can afford it.
583	Student	My mom is a single mother who is trying really hard to give me a better education and luckily enough she is letting me stay at VCU, she was about to make me transfer to NOVA. I met someone this year who is my best friend and her dad was going though health issues and can't afford the tuition raise so she's leaving next year to commute to another school because her family can't afford it. Raising tuition by 8% is far to much!

	A	B
584	Student	<p>Hi, My name is xxxxxxxx Va. Code 2.2-3705.4(A)(1) , and I am a Juny at VCU. I ask the board to not approve of the tuition increase - we students are already struggling to pay for our tuition, and it is unfair to make that struggle even steeper. I chose VCU because it was the most affordable for my program. I was happy for that. However, the possibility of a tuition hike makes me worry about the future of my financial situation. As a student, I ask you to please reconsider this decision. I have had this conversation with another student who chose the arts program as they offered him a scholarship the first year. His family is unable to support him, and he mentioned dropping out of school due to the high cost of tuition. There are so many students struggling to get by and asking for help from fellow students because the university is unable to help them. If the university really cares for the students, I ask you to keep the tuition rates flat. Decrease the acceptance rate of VCU, and that could help alleviate housing problems also. I do not understand why you state that the "tuition increase is needed to help CU achieve excellence and increase graduation rates by growing academic support and financial aid services, improving online education, and most importantly enhancing the overall student experience," when so many students are in debt and struggling to find ways to fund their education. President Rao is one of the highest paid university presidents, having a salary of over 1 million dollars for the 2018-2019 fiscal year. Meanwhile faculty are underpaid, and the student body is struggling. My experience hasn't been the best at VCU. Half of the professors I've had were disgusting and disrespectful. Majority of them will get mad if you ask for help. Yes, for help. In my opinion, that's now if even worth rise the tuition if they can't do a simple job. Next, Tell me, is that million-dollar salary deserved when Johnson dorm is shut down due to twenty years of neglect, when students are struggling to afford everyday necessities, and questioning if they should drop out of school because the tuition is rising in order to aid in academic excellence?' If the Board truly cares, I ask that you rethink this decision.</p>
585	Student	<p>As a cinema student our program is a complete mess. even though i'm about to start my junior year which should be my last in cinema i feel so uncomfortable with the skills i've been "taught". i don't see myself of many others staying when a college degree isn't needed to succeed in our careers.</p>
586	Parent or family member	<p>A jump from no raise in tuition to 3% is unsustainable and crazy, you freezed tuition because you acknowledged that COVID caused a struggle, why do you think that struggled has passed? I can't afford to send my daughter here anymore I'll have to take her out. I sacrificed so much to get her here without putting either of us in debt, and you are taking that away from us.</p>
587	Student	<p>Hi, I am xxxxxxxx Va. Code 2.2-3705.4(A)(1), an out-of-state, POC freshman and I feel extremely uncomfortable by the proposal to raise tuition. As an out-of-state student, I am already paying an huge amount in tuition and I fear that with a raise in tuition, I would no longer be able to afford going here (which I barely can already). This significant raise is really unfair to us student who have everything calculated around the existing tuition and paired with the ongoing pandemic, this will displace many of us. Not to mention, the higher administration have a generous salary while buildings and programs are falling apart. At this point, it just seems like we are being robbed of money without our consent, and I'm not sure how many students will be turned away from VCU because of this. Furthermore, I saw that the forum held to address the concerns of students was a mess, with the panel picking and choosing what questions to avoid, providing vague answers and disabling the chat. This only adds to our concerns. Consider that the livelihoods of many of us and our futures are at stake. Please, please, please understand our plights and do not go further with this proposal for raised tuition.</p>

	A	B
588	Student	it is a mistake for the university to propose this increase on students and expect the responsibility to pay for faculty and staff to fall onto us. to say you will bring more financial aid with this tuition raise is preposterous because if you give a tuition we can afford then we won't need financial aid. so many students are already struggling with the cost of living with inflation and a university that has the means to reallocate funds from salaries of higher ups like Michael Rao should do so rather than hurting their students. this will cause you to lose students simply because they cannot afford it.
589	Student	Please no 3-6% tuition raise 🙏
590	Student	Please do not increase tuition. There's so many students I know who have to work unrealistic hours just to barely reach paying for tuition, on top of trying to perform well in their classes. The current tuition as is has increased drastically in the past decade and proposing an increase when certain administrators have had their salaries increase disproportionately to inflation and even just regular salary increases. Our president is known to be the highest paid chair in all of Virginia, yet some VCUarts programs are still heavily underfunded. We do not deserve to be labelled as one of the top public art schools in America when our programs can't even be funded properly and can't even properly pay our adjunct professors. Dozens of our art adjunct professors leave for better opportunities and it is sad that teaching here doesn't even hold a candle to the other opportunities they receive. To say they're under appreciated is an understatement. Our program relies heavily on these professors, yet we can't even afford to pay them a fraction of what they deserve for their hard work. Reallocating administrator salaries is one of the easiest ways to solve this issue. Professors are the closest faculty to students, they are the back bone of schools and they should be paid like it. On top of professors, VCUarts buildings are another issue in itself. Communication arts is one of the largest art majors here and is the reason many apply to VCU, yet they are given one of the smallest and unkept buildings. Not to mention Kinetic imaging doesn't have their own facility either, or even a realistic budget for what their program entails. We have to use our budget to KEEP our students and faculty, not attract new people to come here and especially during covid and nearing post-Covid many of us are already struggling financially. Creating a tuition increase without even mentioning the idea of reallocating budget and administrator salaries is ridiculous and forcing the students to pay for the administrative failures is unjustified and irresponsible.
591	Student	To raise the tuition this substantially for students without any conversation around how VCU will make scholarships, assistantships, grants, and loans more accessible is irresponsible to their students who are, majority, struggling to make ends meet. The commentary in the emails we have recieved says they cannot keep up with inflation and will use this raise to help assist students in gaining that financial help but that sounds contradictory. Please consider the impact that this tuition raise will have on students without consideration for being forthright on how the school will actually financially help students afford to finish. Federal Loan amounts are not changing, they have stayed at about \$20,000 a year and consider how little is left over when the in-state tuition (alone) is over \$16,000? Students are living off of less than \$4000 a school year not including fees, textbooks, and transportation (if they do not have the time work.) If the decision is to raise tuition, I hope the school will be transparent about how they will help students close the gap of that 3% raise.

	A	B
592	Student	<p>As a student of Virginia Commonwealth University, I believe the tuition hike of 3%-6% is detrimental to students' success and wellbeing and will lead to more issues as opposed to solutions that the administration has proposed. For starters, it is unfair that the brunt of paying faculty salaries and providing financial aid falls on the student's bill. According to the University administration, "VCU senior leaders guided board members through the financial implications for a range of tuition increase proposals and the need for an increase, citing inflation, state-mandated salary increases, and a need for more student financial aid." Virginia Commonwealth is a public university and therefore gets funding from the state. Moreover, as detailed in a December report by the VCU chapter of the AAUP (American Association of University Professors): "VCU has developed an inefficient and expensive administrative overhead that is sapping cash flow, threatening the bond rating, and mismanaging student tuition and taxpayer dollars." To keep it blunt, our tuition does not go back to us, nor do any other factors of our bill. Many students deal with unsafe housing conditions such as mold, clogged plumbing, unsanitary water, and broken facilities, to name a few. There is not enough adequate mental health care on campus. The student activity fee pays for Greek life operations which just recently the Delta Chi fraternity murdered Adam Oakes. This campus continues to be inaccessible for students who are disabled, ramsafe's infrastructure is terrible, there are barely any wheelchair ramps, and most automatic doors and wheelchair elevators rarely work. Finally, a tuition increase = increase in work hours = less time for actual school work. If VCU prides itself on diversity and inclusion, it would make sure its low-income and working class students didn't feel alienated from completing their degrees or dropping out altogether. We hope that you will do everything in your power to fight for the will of the students of VCU as you have pledged to do.</p> <p>Sincerely, Megan Rollins</p>

	A	B
		<p>As a student of Virginia Commonwealth University, I believe the tuition hike of 3%-6% is detrimental to students' success and wellbeing and will lead to more issues as opposed to solutions that the administration has proposed. For starters, it is unfair that the brunt of paying faculty salaries and providing financial aid falls on the student's bill. According to the University administration, "VCU senior leaders guided board members through the financial implications for a range of tuition increase proposals and the need for an increase, citing inflation, state-mandated salary increases, and a need for more student financial aid." Virginia Commonwealth is a public university and therefore gets funding from the state. Moreover, as detailed in a December report by the VCU chapter of the AAUP (American Association of University Professors): "VCU has developed an inefficient and expensive administrative overhead that is sapping cash flow, threatening the bond rating, and mismanaging student tuition and taxpayer dollars." To keep it blunt, our tuition does not go back to us, nor do any other factors of our bill. Many students deal with unsafe housing conditions such as mold, clogged plumbing, unsanitary water, and broken facilities, to name a few. There is not enough adequate mental health care on campus. The student activity fee pays for Greek life operations which just recently the Delta Chi fraternity murdered Adam Oakes. This campus continues to be inaccessible for students who are disabled, ramsafe's infrastructure is terrible, there are barely any wheelchair ramps, and most automatic doors and wheelchair elevators rarely work. Finally, a tuition increase = increase in work hours = less time for actual school work. If VCU prides itself on diversity and inclusion, it would make sure its low-income and working class students didn't feel alienated from completing their degrees or dropping out altogether. We hope that you will do everything in your power to fight for the will of the students of VCU as you have pledged to do.</p> <p>Sincerely, Cailyn Clements</p>
593	Student	
594	Student	I am a freshman who is currently not doing well in classes due to work, I get no financial help from anyone in my family. Tuition should be lower
595	Student	It's should not be approved and I feel the school should find ways to make tuition lower

	A	B
596	Student	<p>Dear Jordan,</p> <p>As a student of Virginia Commonwealth University, I believe the tuition hike of 3%-6% is detrimental to students' success and wellbeing and will lead to more issues as opposed to solutions that the administration has proposed. For starters, it is unfair that the brunt of paying faculty salaries and providing financial aid falls on the student's bill. According to the University administration, "VCU senior leaders guided board members through the financial implications for a range of tuition increase proposals and the need for an increase, citing inflation, state-mandated salary increases, and a need for more student financial aid." Virginia Commonwealth is a public university and therefore gets funding from the state. Moreover, as detailed in a December report by the VCU chapter of the AAUP (American Association of University Professors): "VCU has developed an inefficient and expensive administrative overhead that is sapping cash flow, threatening the bond rating, and mismanaging student tuition and taxpayer dollars." To keep it blunt, our tuition does not go back to us, nor do any other factors of our bill. Many students deal with unsafe housing conditions such as mold, clogged plumbing, unsanitary water, and broken facilities, to name a few. There is not enough adequate mental health care on campus. The student activity fee pays for Greek life operations which just recently the Delta Chi fraternity murdered Adam Oakes. This campus continues to be inaccessible for students who are disabled, ramsafe's infrastructure is terrible, there are barely any wheelchair ramps, and most automatic doors and wheelchair elevators rarely work. Finally, a tuition increase = increase in work hours = less time for actual school work. If VCU prides itself on diversity and inclusion, it would make sure its low-income and working class students didn't feel alienated from completing their degrees or dropping out altogether. We hope that you will do everything in your power to fight for the will of the students of VCU as you have pledged to do.</p> <p>Sincerely, Karen Saint Fleur</p>
597	Student, Staff	<p>As a student of Virginia Commonwealth University, I believe the tuition hike of 3%-6% is detrimental to students' success and wellbeing and will lead to more issues as opposed to solutions that the administration has proposed. For starters, it is unfair that the brunt of paying faculty salaries and providing financial aid falls on the student's bill. According to the University administration, "VCU senior leaders guided board members through the financial implications for a range of tuition increase proposals and the need for an increase, citing inflation, state-mandated salary increases, and a need for more student financial aid." Virginia Commonwealth is a public university and therefore gets funding from the state. Moreover, as detailed in a December report by the VCU chapter of the AAUP (American Association of University Professors): "VCU has developed an inefficient and expensive administrative overhead that is sapping cash flow, threatening the bond rating, and mismanaging student tuition and taxpayer dollars." To keep it blunt, our tuition does not go back to us, nor do any other factors of our bill. Many students deal with unsafe housing conditions such as mold, clogged plumbing, unsanitary water, and broken facilities, to name a few. There is not enough adequate mental health care on campus. The student activity fee pays for Greek life operations which just recently the Delta Chi fraternity murdered Adam Oakes. This campus continues to be inaccessible for students who are disabled, ramsafe's infrastructure is terrible, there are barely any wheelchair ramps, and most automatic doors and wheelchair elevators rarely work. Finally, a tuition increase = increase in work hours = less time for actual school work. If VCU prides itself on diversity and inclusion, it would make sure its low-income and working class students didn't feel alienated from completing their degrees or dropping out altogether. We hope that you will do everything in your power to fight for the will of the students of VCU as you have pledged to do.</p>

	A	B
598	Student	If you raise our tuitions, you will lose students due to how much debt you will be putting them in. It is not fair to us students to come here for our education and to have to pay even more than what we started with.
599	Student	<p>Hello, My name is xxxxxxxx Va. Code 2.2-3705.4(A)(1), I am currently a freshman at vcu. I strongly urge you and ask that you do not raise tuition for the 2022-23 school year. Many students across the nation and at vcu already struggle to pay tuition while their universities have billion dollar endowments (including vcu, with a 1.9 BILLION dollar endowment as of 2020). Part of why I chose vcu was because it was affordable for me when most other universities were not, raising tuition makes me fearful for my financial stability and my ability to further my academic career, as I'm sure it does many other students. Financial management is already a major stressor for college students and it would be cruel for vcu to worsen that by asking for more money from their students when they simply do not need to, there are many other ways to retain students from year to year and i suspect you would lose more students than you would keep if you raise tuition. VCU is a wonderful institution and I am proud and happy to call it my school, but increasing tuition is not the right thing to do and it would make me lose a great deal of the pride I hold for this institution.</p>
600	Student	<p>As a student of Virginia Commonwealth University, I believe the tuition hike of 3%-6% is detrimental to students' success and wellbeing and will lead to more issues as opposed to solutions that the administration has proposed. For starters, it is unfair that the brunt of paying faculty salaries and providing financial aid falls on the student's bill. According to the University administration, "VCU senior leaders guided board members through the financial implications for a range of tuition increase proposals and the need for an increase, citing inflation, state-mandated salary increases, and a need for more student financial aid." Virginia Commonwealth is a public university and therefore gets funding from the state. Moreover, as detailed in a December report by the VCU chapter of the AAUP (American Association of University Professors): "VCU has developed an inefficient and expensive administrative overhead that is sapping cash flow, threatening the bond rating, and mismanaging student tuition and taxpayer dollars." To keep it blunt, our tuition does not go back to us, nor do any other factors of our bill. Many students deal with unsafe housing conditions such as mold, clogged plumbing, unsanitary water, and broken facilities, to name a few. There is not enough adequate mental health care on campus. The student activity fee pays for Greek life operations which just recently the Delta Chi fraternity murdered Adam Oakes. This campus continues to be inaccessible for students who are disabled, ramsafe's infrastructure is terrible, there are barely any wheelchair ramps, and most automatic doors and wheelchair elevators rarely work. Finally, a tuition increase = increase in work hours = less time for actual school work. If VCU prides itself on diversity and inclusion, it would make sure its low-income and working class students didn't feel alienated from completing their degrees or dropping out altogether. We hope that you will do everything in your power to fight for the will of the students of VCU as you have pledged to do.</p>

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601	Student	<p>As a student of Virginia Commonwealth University, I believe the tuition hike of 3%-6% is detrimental to students' success and wellbeing and will lead to more issues as opposed to solutions that the administration has proposed. For starters, it is unfair that the brunt of paying faculty salaries and providing financial aid falls on the student's bill. According to the University administration, "VCU senior leaders guided board members through the financial implications for a range of tuition increase proposals and the need for an increase, citing inflation, state-mandated salary increases, and a need for more student financial aid." Virginia Commonwealth is a public university and therefore gets funding from the state. Moreover, as detailed in a December report by the VCU chapter of the AAUP (American Association of University Professors): "VCU has developed an inefficient and expensive administrative overhead that is sapping cash flow, threatening the bond rating, and mismanaging student tuition and taxpayer dollars." To keep it blunt, our tuition does not go back to us, nor do any other factors of our bill. Many students deal with unsafe housing conditions such as mold, clogged plumbing, unsanitary water, and broken facilities, to name a few. There is not enough adequate mental health care on campus. The student activity fee pays for Greek life operations which just recently the Delta Chi fraternity murdered Adam Oakes. This campus continues to be inaccessible for students who are disabled, ramsafe's infrastructure is terrible, there are barely any wheelchair ramps, and most automatic doors and wheelchair elevators rarely work. Finally, a tuition increase = increase in work hours = less time for actual school work. If VCU prides itself on diversity and inclusion, it would make sure its low-income and working class students didn't feel alienated from completing their degrees or dropping out altogether. We hope that you will do everything in your power to fight for the will of the students of VCU as you have pledged to do. Some people have to pay for their college themselves, this increase would affect how much money people pay. This is not helpful nor useful to any VCU student.</p>
602	Student	I do not approve of the increase. Students pay more than enough for parking, housing & tuition. After COVID, people are still struggling.
603	Student	I do not approve of this tuition increase. It's already expensive enough.
604	Student	<p>I understand needing to raise tuition "due to rising costs of inflation, state salary increases, a need for more student financial aid, and a need to support faculty promotion, salaries and tenure." But as a current student, I agreed and signed up for certain amount that I would pay for tuition when I committed to VCU. I have budgeted my time at VCU to be able to set myself up for financial security and in increase in tuition for the coming school year (and then possibly again the following year?) would put an increased burden on not only myself, but my fellow students as well. I am currently paying for myself 100% and find the possibility of a 3-6% increase is very scary for my financial future. I propose that current students keep the set amount of tuition that they agreed to when they committed to VCU, but increase the tuition for incoming classes. That way, you know what you are signing up for when committing to VCU for the duration of your time at the school and the school is able to still increase tuition for the coming years.</p>

	A	B
605	Student	The Student Forum was full of inconsistencies and patronization. It is unfair that the burden of faculty salary increases and student well-being has to fall on the students. It was admitted that the state of Virginia was eager and willing to provide the University with more money. Yes CARES ACT funding has ended, but the insistence of the University on being so underfunded that they need to increase tuition, which they have continued to get consistently for the past three years, is preposterous. Let us keep it blunt, reallocate funds from administrative and non-instructional employees back to faculty and instructional employees. Listen to student voices when it comes to our well-being and success, this University is nothing without its students and faculty. Fix old, decaying buildings rather than forcing Richmond residents out of their homes and businesses to build new buildings. And don't try to declare yourself as being better than UVA and VT, universities with tuition freezes, with surface-level distinctions. Thank you.
606	Student	VCU needs to reallocate it's resources to avoid tuition increase, since the pandemic has left thousands of college students struggling more to pay this high tuition than they already are. Do not give administration such as Michael Rao any further unnecessary raises. This money should be going towards creating a safe living environment, such as managing the mold in dorms which VCU has been sweeping under the rug until the issue spiraled out of control. VCU's inability to budget appropriately should not be the burden of the students!!!
607	Student	I will not be able to afford this and can potentially cause me to drop out.
608	Student	I've never felt more talked down to in my life. The way the advisors talked down to us like we were stupid. Disabling the chat and not letting us have a chance to voice our concerns and instead cherry picking the questions. Denying the real reason for Johnson's closing was black mold and instead citing it as "air quality issues". In addition, to using the money from the master plan to instead build new buildings. Instead of fixing the older ones to make sure another Johnson Hall doesn't happen again. Or even allocating that money to what they're supposedly using it for instead of hiking up tuition. Lastly, do not pretend that we cannot research for ourselves. We know that there's somehow enough money to give Rao a 1 million dollar salary and have a 11.1 million dollar for officers who by the way, don't keep this campus safe. Cause if they did they would have arrested that woman who attacked two students. No amount of flowery language will be able to make this proposal seem like a good idea.
609	Alumnus/ae	VCU needs to stop raising tuition prices to pay for things that are not in support of current students and staff. Leadership at VCU should be focusing on how to best assist students that are currently attending the institution and hiking up tuition prices causes stress in all aspects of student lives. This money is going to the VCU police and building new buildings that push out Richmond locals and culture, all which harm students and the surrounding community. Use some money from President Rao's record holding salary instead of taking it from current and prospective students.

	A	B
610	Student	<p>To begin, VCU is ranked below average, placing #999 out of 1,472 for value nationwide. In-state tuition is roughly \$100,901 WITH financial aid, and twice that amount with no aid at \$208,740. VCU professors themselves make anywhere from \$80,000 to \$180,000 a year, the maximum being LESS than the tuition of 1 student. Assistant professors make roughly half of that, and adjuncts can make as little as \$3,400 for an entire year's salary. The average yearly living expenses for a single person in the US is \$38,266. Without even considering what "improvements" VCU claims they will make, I think I speak for many students here when I say we want staff to first be paid a living salary. President Rao has the highest salary of ALL employees in the state of Virginia at \$1,020,828. I don't want to hear any excuses as to why the staff of this institution cannot be paid living wage while making a mere 0.08% of what the president of said institution makes, nor do I want to hear what argument this university thinks justifies dumping these increased costs onto students who are already struggling to pay tuition as is. I've heard not one or two, but many students talk about how they are likely going to have to drop out due to costs before this proposed plan. Some of them are working multiple jobs while trying to attend classes full time in order to still qualify for financial aid. But I, along with many in this university know the endless loops we are forced to jump through in order to just scratch the surface of receiving aid. To say it's frustrating is a gross understatement. What I see here is a mediocre attempt to cover the administrative, systemic failings of an institution that prioritizes monetization over the education of students. VCU does not insure the pay or even jobs of its faculty, it does not uphold transparency to its students, and its finances are squandered in opposition of what students wish. If VCU is an institution of education dedicated to improving the university for students, it should heed the student's words and be transparent in what it does and why.</p>
611	Student	Against
612	Student	Fuck you guys for considering a raise in tuition. Nobody wants this, you already have enough
613	Student	This increase in tuition is unacceptable and will hurt low income students the worst.
614	Student	<p>I feel like it is unfair and also irresponsible for VCU to put the weight of its economic problems on students by increasing tuition. There is a lack of transparency regarding where the money actually goes but with further research it is not benefiting the students as much as an educational system should or as much as VCU says. President Rao has the highest salary of all employees in Virginia at \$1,020,828. At the same time professors, specifically adjuncts, are not paid properly and the education they are able to provide suffers because of it. For example, adjuncts can make as little as \$3,400 as yearly pay. Throwing more money at a problem when current funding seems to be poorly managed is not a sustainable solution. It is also unfair to students who are already struggling to pay current tuition. I know multiple people who work multiple jobs, or just had their scholarship money cut, or have holds on even being able to register because of current tuition prices. Asking students to be responsible for mismanaged funding beyond unreasonable. VCU is also ranked below the average value nationwide, placing in 999th place. It is purely irrational to ask students for more money without beginning to be able to show that the value is going back to them and the education they pay for.</p>
615	Student	Please don't raise tuition

	A	B
616	Student	The budget increase would suggest that VCU facilities are updated and in their best quality, and that students aren't in any sort of risk. However, that isn't the case. The closure of Johnson showcases how inadequate and unlivable dorms and apartments are at VCU. Students shouldn't leave housing with health problems that they didn't come in with. That's exactly what happened because of VCU's negligence. It should also be noted that various students work, so the increase would mean that students have to commit to longer work hours to pay for school that they won't have the schedule to go to. VCU's core value is student success, and does student success sound like a student struggling to live and balance their life with VCU's rigorous demands that don't take into account of their prior circumstances?
617	Student	I won't be able to afford school anymore.
618	Alumnus/ae, Former adjunct professor	A tuition increase is unconscionable, especially when essential services to students (such as repair to student living quarters, expanded support for remote classes for immune compromised students and faculty, and student health support [masks, tests, quarantine support like food delivery] during the pandemic) remains largely unattended to. Trim your administrative budget. Trim the salaries of the overpaid administrators at the top who do not *need* more money. Do not expect students and their families to cover this unjustifiable increase, especially while there is continued inattention to student needs AND while you've gotten millions in federal and state aid due to covid. There are houseless and hungry students already at this University and you're comfortable asking for more money without addressing their very real and immediate needs. You treat the students as place for wealth extraction and not as people. I'm not seeing VCU put the covid money to good use (I'm seeing administrative salary increases though), so until the money you already have is put to use for direct student benefit, don't ask the students for another dime.
619	Student	I think an increase in tuition for the purpose of receiving more aid is not a good solution. We would just be going in a constant cycle of the tuition being raised as a result of us needing more aid. If the goal is to really help students, then creating more work study opportunities in addition to raising the wages for both work study and campus jobs would help. Having a university in Richmond means y'all should keep in mind that your students are paying city prices for places to live. Rent at a place without rats, roaches, and leaking ceilings is easily \$800+, plus we need to be full time students to qualify for financial aid. Added to the fact, most students live this lifestyle which means asynchronous/zoom classes are in high demand. Most students who need them will not get them. We do not have the time or money to keep up with a tuition increase.
620	Student	How much of the money is going towards President Rao and admin salary? Perhaps cut the amount and LOWER tuition.
621	Student	same or a few thousand lower

	A	B
622	Student	VCU is getting more money from the state this year but still is raising tuition under the guise of improving student experience. What would improve student experience is redirecting the huge amount of money that goes to Rao's million dollar salary and more administrative overhead than comparable universities in Virginia to actually focusing on student wellbeing and reinvigorating departments which have historically been sources of pride but are now being ignored in a quest to draw people in for engineering. VCU isn't an engineering school and that's okay, but you have a great niche as a public arts program and a solid health program that need to be focused on or you're going to absolutely lose those opportunities. Stop trying to pour money into speedy ways to "grow" at the expense of actual students! fund more counseling! Offer more financial aid and NOT by charging students more! Offer more work study! Finally build that grocery store! Fix up student housing so it's not literally full of black mold! Pay your adjuncts properly! And the money for all of that doesn't need to come from students struggling under rising tuition. It needs to come from the absurd amount of money that goes toward administrative overhead, gets tied up in bureaucracy, and goes to Rao and the Board of Directors. It needs to come from the constant development projects that are only driving out majority Black Richmonders and gentrifying the area. It needs to come from the police budget. And it needs to go back to the students and the professors that make this university possible.
623	Student	I feel that this is unfair to the students and the students and faculty are being pitted against eachother. New administration is being hired with enormous salaries, and if they took budget cuts, the tuition wouldnt have to be raised so much. Many students are only able to afford tuition using loans and scholarship, and i have talked to many students who have said that if tuition was raised they would have to drop out. VCU has also been negligent about mold and student health, while only caring about making money. As a public institution, the school also gets government funding. The other day was giving day, in which the university was asking students to make a donation as if our tuitin isnt enough. That day was like a punch in the gut after the announcement of the tuition increase and the disaster that was the forum, in which many of my fellow students said that they were completely ingnored. To summarize: dont raise the tuition when you can cut administrative salary.
624	Student	there is no need to raise tuition, considering none of what we pay will help us in anyway. there are so many things that need to be fixed or improved upon on campus for students, it'd be different if money was going to that. Considering staff does need to be paid more, take some of Michael Rao's salary. There is no need to the president of VCU to be making that much.
625	Student, Alumnus/ae	The tuition shouldn't increase especially when that money isn't going to go to necessary things like fixing all of the issues with housing (mold, over crowding, flooding, etc), teachers are underpaid, and the academic buildings are so old, run down, rusty that you could practically get tetanus from doing a science lab. President Rao has no reason to be making over one millions dollars a year. If anything, his salary should be decreased and then that money should go to actually fixing up things around here. Students do not have the extra money to pay tuiton when we're about to go through another world war, gas prices are through the rough, and inflation is the highest it's been in 40 years
626	Student	I'm an out of state art student. Tuition is already high enough, leaving me and many other students in to debt. It is a large tuition increase that could hurt many families if it is already hard to afford sending people to college. Please do not raise tuition and help the students get the education they deserve without going into debt for it.

	A	B
627	Student	<p>I think an increase in tuition for the purpose of receiving more aid is not a good solution. We would just be going in a constant cycle of the tuition being raised as a result of us needing more aid. If the goal is to really help students, then creating more work study opportunities in addition to raising the wages for both work study and campus jobs would help. Having a university in Richmond means y'all should</p> <p>keep in mind that your students are paying city prices for places to live. Rent at a place without mold, rats, roaches, and leaking ceilings is easily \$800+, plus we need to be full time students to qualify for financial aid. Added to the fact, most students live this lifestyle which means asynchronous/zoom classes are in high demand. Most students who need them will not get them. We do not have the time or money to keep up with a tuition increase.</p>
628	Parent or family member	Against raising tuition
629	Student, Work study student	Considering how for years VCU as an institution has prided itself on not raising tuition for its student, now choosing to raise the tuition of the school, seems like a stab in the back for students who have been trying and struggling to pay tuition here doing a pandemic. In addition, the president of the school getting a pay raise during this when other people are struggling feels like it isnt giving students a fair chance at an education.
630	Parent or family member	It's hard enough as is why make life harder for new adults!!
631	Parent or family member	I disagree with the Budge & Tuition proposal. As a family member of 2 students that attend VCU, your tuition is already at a high rate.
632	Student	I honestly don't think I can afford this and I very scared that my dad is going to have me drop out. My dad along with student loans from the government pay my tuition while I work to cover my housing that is the agreement we have for me to go to school. He does not care for college and only puts up with it because it makes me happy.
633	Parent or family member	Please do not raise tuition fees.
634	Parent or family member	Please do not raise student tuition.

	A	B
635	Student	<p>xxxxxxx Va. Code 2.2-3705.4(B) Dear Jordan,</p> <p>As a student of Virginia Commonwealth University, I believe the tuition hike of 3%-6% is detrimental to students' success and wellbeing and will lead to more issues as opposed to solutions that the administration has proposed. For starters, it is unfair that the brunt of paying faculty salaries and providing financial aid falls on the student's bill. According to the University administration, "VCU senior leaders guided board members through the financial implications for a range of tuition increase proposals and the need for an increase, citing inflation, state-mandated salary increases, and a need for more student financial aid." Virginia Commonwealth is a public university and therefore gets funding from the state. Moreover, as detailed in a December report by the VCU chapter of the AAUP (American Association of University Professors): "VCU has developed an inefficient and expensive administrative overhead that is sapping cash flow, threatening the bond rating, and mismanaging student tuition and taxpayer dollars." To keep it blunt, our tuition does not go back to us, nor do any other factors of our bill. Many students deal with unsafe housing conditions such as mold, clogged plumbing, unsanitary water, and broken facilities, to name a few. There is not enough adequate mental health care on campus. The student activity fee pays for Greek life operations which just recently the Delta Chi fraternity murdered Adam Oakes. This campus continues to be inaccessible for students who are disabled, ramsafe's infrastructure is terrible, there are barely any wheelchair ramps, and most automatic doors and wheelchair elevators rarely work. Finally, a tuition increase = increase in work hours = less time for actual school work. If VCU prides itself on diversity and inclusion, it would make sure its low-income and working class students didn't feel alienated from completing their degrees or dropping out altogether. We hope that you will do everything in your power to fight for the will of the students of VCU as you have pledged to do.</p> <p>Sincerely, Nishita</p>
636	Student, Faculty	<p>VCU is proposing a 3% tuition increase with the rationale that it will help cover the need for salary increases and faculty promotion, as inflation rises. However, doctoral students within our department (myself included) will see no increase in our stipend salary, yet we hold the the same responsibilities within the classes with TA for as untenured and tenured full-time faculty. How is this justifiable? Are we not obligated or thought of that we are experiencing hardship as a result of rising standard of living costs? For a university that prides itself in being an R1 institution that is driven by research led on by high caliber graduate students, the administration should and needs to consider the negative ramifications of not increasing stipends for graduate students. Anything less than an adequate increase in graduate student salaries is unacceptable and revolting.</p>

## **Black Education Association recommendations**

Virginia Commonwealth University (VCU) has played a pivotal role in creating equity and access within the local and regional community. Given this historical context, appropriate and proportional representation of African American faculty, staff, and students (in all positions and responsibilities) should be mandated. Twenty-five years after the Wayne report, the culture, and practices at VCU do not reflect equity and inclusion for African American faculty. Urgent and aggressive actions are required beginning with VCU publicly acknowledging its dismal record regarding African American faculty.

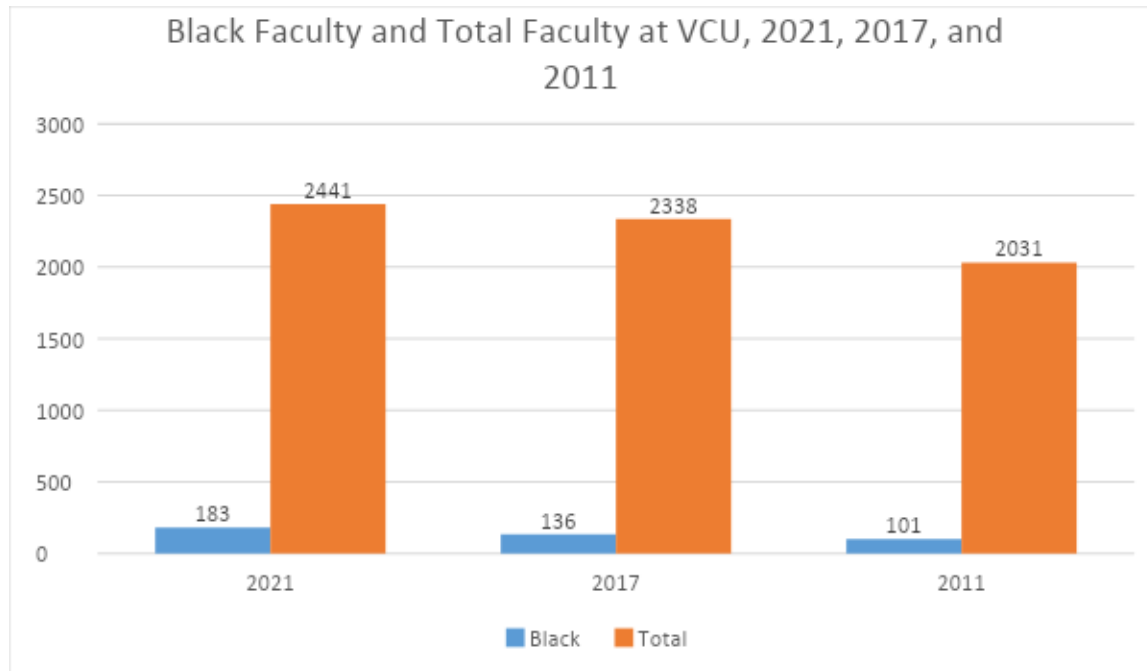
The Black Education Association (BEA) has the following recommendations:

- 1. Increase African American Faculty.** Hold senior leadership responsible for hiring more African American Faculty (with performance metrics). Make Deans and other hiring authorities responsible for recruiting and retaining African American faculty and staff with no continual pass on dismal performance. A plan should immediately be developed that addresses evidence-based strategies to recruit and retain African American faculty so that our numbers mirror the percentage of African American students at VCU and African Americans throughout the Commonwealth. Elements of the plan should address: (1) faculty salary and compensation for new and existing faculty; (2) climate including zero tolerance of bias toward African American faculty; (3) pathways for promotion and opportunities for both tenure-track and term faculty, including opportunities for transitioning term lines into tenure-eligible lines given the disproportionality of African American term faculty. The university should allocate resources (personnel, funding) to develop, implement, and monitor these efforts. Such a plan should be developed by June 2022, with implementation efforts beginning fall of 2022.
- 2. Increase VCU students from RPS.** Provide access to VCU college education for all students attending Richmond Public Schools (who meet specified criteria). VCU was founded as an institution to serve the predominantly African American urban community, yet students from Richmond Public Schools (63% African American; 19% Latinx; 67% meet federal poverty guidelines) do not have a pathway to attend VCU. Ways to accomplish this include using campaign funds such as the Invest in Me Campaign. This plan should be developed by September 2022 with the intent of implementing it the following year.
- 3. Increase African American leadership.** A plan ensuring that African Americans are in senior leadership positions (VPs, Deans) should be developed. Additionally, retaining talented African American staff at the university is a priority so individuals can also advance through the ranks at VCU. For too long, outstanding African Americans have left VCU for other

opportunities, creating a void in African American leadership at both the faculty and administrative ranks.

### Black Education Association

African American (AA) faculty increased at VCU by only 2% from 2011 to 2021, comprising 5% of faculty in 2011 and 7% of faculty in 2021. Among AA faculty, the majority are in non-tenure-track positions (61% in 2021 and 54% in 2017). Assuming a 1% increase every five years suggests that 8% of the faculty will be Black in 2026. Targeted and focused action is urgently needed to address this disparity.

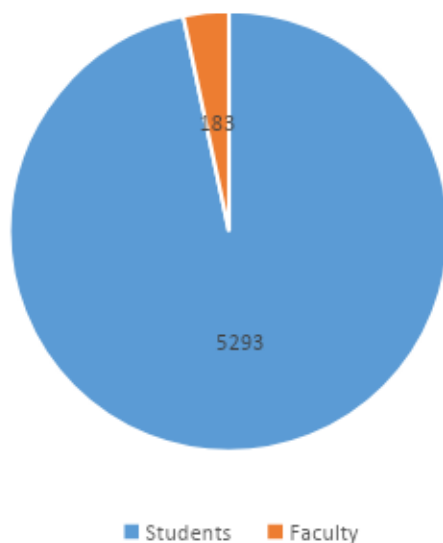


Data Source: 2021 and 2017 Data: Office of Institutional Research and Decision Support

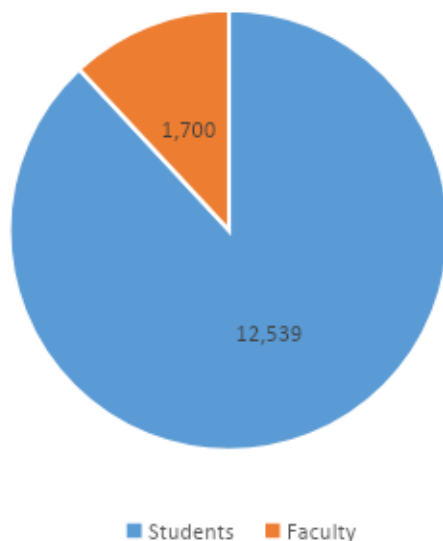
Data from 2011 is from the Office of Planning and Decision Support

## Representation Matters

Number of Black Students and Black Faculty, Fall 2021



Number of White Students and Faculty, Fall 2021



### Representation Matters: Black and White Student to Faculty Ratio

Ratio for African American Students: 5,293:183 (28.9 or for every **29 AA students, there is one AA faculty**) Ratio for White Students: 12,539: 1,700 (7.4 or for every **7 White students, there is one White faculty**)

To: VCU Board of Visitors  
From: Everett Carpenter, Ph.D., Chapter President  
Date: May 2, 2022



Dear Board of Visitors,

There are several items which the VCU Chapter of the AAUP would like to bring to your attention.

### **Current Fiscal State of the University**

The VCU chapter of the AAUP is concerned about the current fiscal state of the university and the impact of that state on the quality of education we provide our students. We recognize that the current fiscal state of the university is part of a wider set of institutional challenges faced by public higher education. Among those challenges are the reduction in public investment and the pressure to compete with other universities for attractive physical spaces and amenities. That competition has led to costly building projects and a high debt-service costs. These are problems that emerge from political and cultural forces beyond VCU's control.

We also must take this opportunity to look in the mirror and question the choices our institution makes within these challenged circumstances. Using Integrated Post-secondary education data survey responses that VCU reports to the federal Department of Education, our initial results suggested that our upper-level administration is more bloated and costly than that of our peer institutions. We are grateful that the university has decided to hire an outside consultant to review these costs. However, it is of great concern that VCU appears to be doubling down on that strategy and hiring two new Vice Provosts at this time. That AAUP report also found that VCU has a lower ratio of full-time faculty to students than other public universities in Virginia and peer universities, such as the University of Illinois-Chicago, and the University of Louisville. It was with great concern that we read in the Richmond Times Dispatch that senior VCU spokespeople were tying the tuition raise to a state-mandated raise in faculty salaries and suggesting that adjunct budgets will have to be cut.

***The overall contraction of full-time and particularly tenure-track faculty over the past decade has increased the burden of service tasks on those who remained.***

VCU instructors and staff bore the brunt of keeping the university in business during the pandemic. Many faculty taught extra courses for no additional compensation and have been a crucial link to an increasingly alienated student body. We learned to teach online, adapted our courses, taught in our homes while caring for young children and older family members. The overall contraction of full-time and

particularly tenure-track faculty over the past decade has increased the burden of service tasks on those who remained. At the same time, demands for greater scholarly productivity have not abated.

The VCU chapter of the AAUP opposes tuition increases. We question the wisdom of creating two new Vice Provost positions at a cost of around \$500K per year. That money could pay for 8-10 term faculty positions. Those term faculty could teach a total of 64-80 courses per academic

year. In addition, we would like to ask the administration to be more transparent about the university's costs, particularly our debt service on capital projects, and cease blaming instructors for our fiscal woes.

### **Faculty Engagement**

We believe that the example of fiscal challenge illustrates a larger issue that challenges VCU, faculty engagement. We have often found that faculty are engaged to ratify decisions that have already been made by senior leadership rather than engaged as partners who share a commitment to VCU and its students. As President Rao said at the March BOV meeting, VCU faculty are very generous with their time and some of the most flexible faculty he has encountered.

**The imbalance in decision making has clear impacts in regards to budget, morale, and the extent to which faculty buy-in to major administrative initiatives.**

The imbalance in decision making has clear impacts in regards to budget, morale, and the extent to which faculty buy-in to major administrative initiatives. Clear examples of the imbalance in decision making is the choice to expand administrative positions (discussed above) and a pattern of disrespect for faculty time and effort. As the ratio of full-time tenure-track and term faculty to students drops, fewer faculty are being asked

to do more service. This state of affairs has contributed to a drop in morale as seen in our climate survey as well as data collected during interviews.

Respect for faculty time and effort means being cognizant of varied faculty responsibilities: to teach/advise/mentor students, run programs, engage in research, and perform service to the University, community, and our national and international scholarly organizations. A positive example of that respect is occurring under the leadership of Dr. Tomikia LeGrande who leads an effort to re-envision aspects of our general education curriculum. She has offered to compensate 9-month faculty for the time they will need to spend over the summer (and hence off-contract) to maintain progress on this work.

Examples of disrespect for faculty time and effort are also common. But they are starting to change. The Office of Sustainability has organized a process for seeking faculty input to occur primarily over the summer. They have just recently started to look into ways to compensate faculty for the service. However, the process is being facilitated by outside consultants who typically cost between \$400-\$600k for such work. It is possible to lead initiatives and solicit faculty input in more meaningful and cost-effective ways. The money on consultants could instead be spent engaging expertise already present in our faculty ranks or building new capacities within our faculty that can last longer than a short-term engagement with expensive consultants. In many cases, faculty are available to help out, but they need to be respected for their time and not just assume they are willing to volunteer it.

Another example is in regards to the strategic priority to enhance student success on campus. Faculty generally care quite a lot about their students' success and thus are motivated to be more involved in such initiatives. However, in order to get more engaged, the demands on faculty time must be understood. We are currently in a situation in which greater demands are placed on instructors in the pandemic and its aftermath. However, with a shrinking pool of tenure-track and term professors, we are dismayed that the university chooses first to cut faculty

lines. Such cuts create larger class-sizes and reduce the ability of faculty to engage with their students. Smaller classes, which have been shown to improve student success and satisfaction, are only possible with more faculty lines. In order to build lasting success at VCU, we also believe that requires in particular the addition of more tenure-track faculty and a reduction in contingent faculty. Tenure provides a number of benefits towards fulfilling institutional priorities. Greater stability of the professorate enhances opportunities for students in regard to mentoring, getting recommendation letters for jobs and post-graduate studies. They are more likely to view their work at VCU as long term and invest more time and effort into service, committee work, and engagement with university initiatives than contingent faculty who must always have one foot in the job market.

While it may seem to Senior Leadership that simply hiring consultants or more senior administrators is the most effective way to facilitate innovation and change, we actually see this as a counter-productive. It entrenches the university in unsustainable practices instead of creatively collaborating with faculty, staff and students to build transformative capacity from within. After all, many administration actions don't achieve the desired impact without faculty buy in. The best way to get faculty buy in is to be cognizant of the faculty's time commitments, to work to better engage them, and to demonstrate the value of their input in the decisions that get made.

### **Improving Shared Governance Structure**

The university term for faculty engagement is shared governance. This past year, the VCU AAUP chapter requested the assistance of an Ed.D. capstone team to help faculty better understand the current perceptions and increase awareness of shared governance at VCU. The Capstone project was conducted with three guiding questions:

1. What is shared governance as understood through relevant literature and practice?
2. What are the current faculty perceptions of shared governance at VCU?
3. How can awareness of shared governance be increased at the institution?

This study utilized a systems theory framework to analyze the literature and the data collected from focus groups, individual interviews, and a modified design charrette. Data collected from the study offered insight into how faculty members understand and experience shared governance at VCU. The authors also identified a set of recommendations for strengthening faculty governance at VCU.

**Harvard University's Henry Rosovsky was noted in a January 2017 interview as stating *"equally important for the promotion of excellence in the university is an emphasis on shared governance. The faculty needs to be involved directly in the process of running the university and in the setting of priorities."***

The report highlights several potential actions to increase engagement and to create a better understanding of shared governance at VCU: increasing transparency in decision making, increasing communication between units, and working to build trust between faculty and administration. It is heartening that the provost's office has already identified several of the observations made by the capstone team and started work to address them. But in order to continue building

trust, we must have greater transparency, communication, and faculty involvement in the process.

Alongside the VCU Capstone team project, the Governance committee of the Faculty Senate completed a multi-year project looking at the state of shared governance in universities within the commonwealth. That report is also included in your packet. There were a number of relevant takeaways from the research:

- In many instances, the top-down approach to authority and power within the institution has eroded faculty morale, governance, and shared governance.
- When the decision-making process included and encouraged faculty voice and participation, things progressed into a more collaborative process and found innovative solutions.
- However, two types of faculty involvement are problematic—one is tokenism. Faculty are merely included for form and are generally ignored to the detriment of the university. The other type is the revolving door—what one university referred to as the “Old boys club”—the same people are tapped for special committees, administrative roles, and plum appointments.
- Faculty who take an active role in shared governance are not rewarded by the university and, in some cases, have felt threatened by administrators.
- Faculty Senators sometimes felt intimidated by the continual presence of administrators and the control administrators exercised over the senate’s agenda and discussion.
- Faculty expressed frustration around administrators’ transparency in their decision-making, especially when faculty have taken the time and effort to develop plans or provide feedback. Yet many times, decisions are made that do not appear to consider the faculty’s voice.

### **Building a culture of trust**

The Faculty Senate report as well as the Capstone team’s study show that faculty are not feeling valued and distrust administration. We heard similar comments and stories when we held our first general faculty and staff meeting, co-hosted by the VCU AAUP Chapter and the VCU Chapter of the United Campus Workers. Over 250 faculty and staff registered for the event. During that meeting, we asked participants “What is the biggest problem facing your position at VCU today”. Participants’ comments can be summed up as:

- Growing enrollment pressures which do not match resource or infrastructure needs.
- Lack of support from the institution, Job creep (adding extra duties) due to understaffing.
- Shared governance practices have broken down and administrative decisions are poorer for it.
- Lack of vision and commitment by leaders
- Favoritism or Nepotism and micromanagement have created a hostile work environment.
- Unit decisions are made to maximize short-term financial concerns without consideration for long-term ramifications (growth prioritized over capacity).
- Zero accountability for deans or higher administration – promises are unkept, rules are broken.

**Without a pathway to report that guarantees anonymity during the investigation, faculty will not feel comfortable reporting potential issues.**

The issue of administrative accountability is particularly concerning in light of overall morale. VCU has a policy that requires faculty to report instances where deans and administrators violate established policies and procedures. Coupled with the duty to report is a protection-from-retaliation policy. VCU's whistleblower policy was designed to provide faculty an opportunity

to report such violations to the Office of Integrity and Compliance. Yet in a recent incident, it was made clear that the faculty or staff who submits a question or complaint to that office will have their identity shared with the faculty's administrator's office. Without a pathway to report that guarantees anonymity during the investigation, faculty will not feel comfortable reporting potential issues. This must be changed. **Faculty need to know that should they make an allegation of wrong-doing or even just ask a question, that their identity will be confidential while the investigation is on-going.** Confidentiality is the only way to protect faculty from retaliation and build a sense of trust in the institution. Without such measures, VCU risks further metastasizing problems and potentially more publicly embarrassing outcomes.

## **Conclusion**

VCU faces a number of fiscal and educational challenges in 2022-2023. The university faces a budget shortfall and an unfavorable political environment at the state level. Our students will have spent formative years in secondary and tertiary schools with limited educational experiences due to the pandemic. The VCU AAUP chapter believes that the university can face these challenges only if administration, faculty, and staff work together. It appears as if "working together" means one thing for administration and quite another for faculty. Administrators think it is enough to give faculty information about admin priorities, to occasionally ask for advice from faculty, and to override such advice when they deem it unhelpful. Faculty and staff perceive working together quite differently. When asked faculty and staff at our university-wide meeting "what would make your life at VCU better?" The responses can be summed up as:

- Less micromanagement, more flexibility, more input into workload distributions
- Improved faculty governance = more faculty involvement, participation, and power in regards to decisions.
- Faculty would like to be respected as a partner.
- Supporting existing contingent faculty instead of always pursuing external hires.
- Changes in the complaint filing system to better protect the faculty or staff to help build trust in those systems.

**As we approach the coming year, taking stock of our successes and challenges, it is essential that we work to rebuild trust by restoring faculty governance. That is the only way we will navigate the challenges faced by the university.**



**APRIL 2022**

# **SHARED GOVERNANCE**

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**AT VCU: INCREASING AWARENESS OF SHARED  
GOVERNANCE AMONG FACULTY**

## **Executive Summary**

Ed.D. Capstone Project

# Introduction

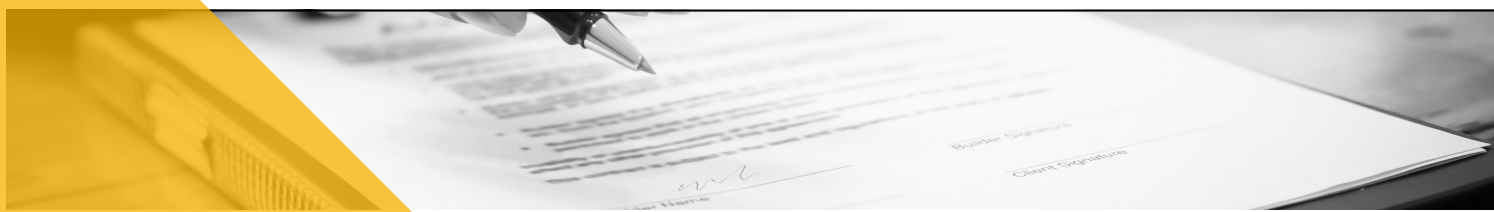
Institutions of higher education have a lot to consider when making decisions that impact university operations and the college environment. For example, they must reflect on who should be involved in the decision making process and if the balance of power proportionately reflects the investment of the stakeholders and their responsibility to implement change. Which decisions should faculty govern and which matters should be regulated to the administration? Where do our institutions go to get the answers for these deciding factors? When colleges and universities come to a crossroad in deciding what matters, shared governance should be engaged to outline the decision making process. Shared governance holds the key to unlocking many of these puzzling questions; however, when faculty and administrators seek these questions in shared governance, the answers are not always present.

The composition of institutions of higher education has changed rapidly. It is important to have a comprehensive understanding of the role of shared governance to influence policies, procedures, and the process of institutional decision making to ensure equal balance of power and stakeholder engagement over periods of time. In an effort to uncover the answers of who governs which matters and how shared governance operates during challenging times, our research team undertook the task of gaining a better understanding of shared governance.

The American Association of University Professors (AAUP) chapter at Virginia Commonwealth University (VCU) has requested the assistance through this capstone project as a means to understand the current perceptions and increase awareness of shared governance at VCU. The capstone project was conducted with three guiding questions:

1. What is shared governance as understood through relevant literature and practice?
2. What are the current faculty perceptions of shared governance at VCU?
3. How can awareness of shared governance be increased at the institution?

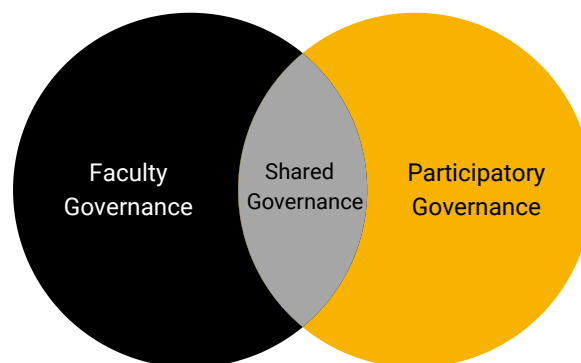
The findings of this capstone project generated recommendations for the VCU AAUP chapter to assist in developing a collective definition and enhancing shared governance practices at the institution.




# Literature Review

The concept of shared governance and all it encompasses is not entirely clear. The ways in which university personnel define, interpret, and enact shared governance are often highly individualized and contextualized. The information collected from literature and qualitative research methods indicated varied nuanced and specific understandings of shared governance. While many of the definitions have common themes and hope to receive the same end goal through policy and procedures, the individual meanings and missions dictated inconsistent application in practice.

Equally important, and embedded in the understanding of shared governance, was the need to know how shared governance will be structured and implemented. Generally, the review of literature indicated that shared governance occurs when there is a common definition and a climate of trust whereby multiple stakeholders take part in informing institutional practices through shared expectations, values, and engagement. Shared governance can be defined as the collective and mutual oversight of university operations partaken equally by faculty and administrators (Bahls 2014; Cramer 2017; Gerber 2014; Johnston, 2003; LaForge 2020). The figure below illustrates how the literature currently describes the intersection of governance at universities.





The literature suggested several best practices that have been shown to have an impact on the successful implementation of shared governance practices across postsecondary institutions (Bahls, 2014; Cramer, 2017; Gitenstein, 2017; Honu, 2018; Johnston, 2003; LaForge, 2020; Quarless & Barrett, 2017). The capstone project was heavily influenced by Bahls (2014) research and derived seven commonly recommended practices from the literature.

**01** *Developing a Common Definition*

**02** *Setting Common Expectations for Engagement*

**03** *Creating a Climate of Trust*

**04** *Reviewing Processes Regularly*

**05** *Rewarding and Recognizing Participation*

**06** *Developing Personal and Working Relationship*

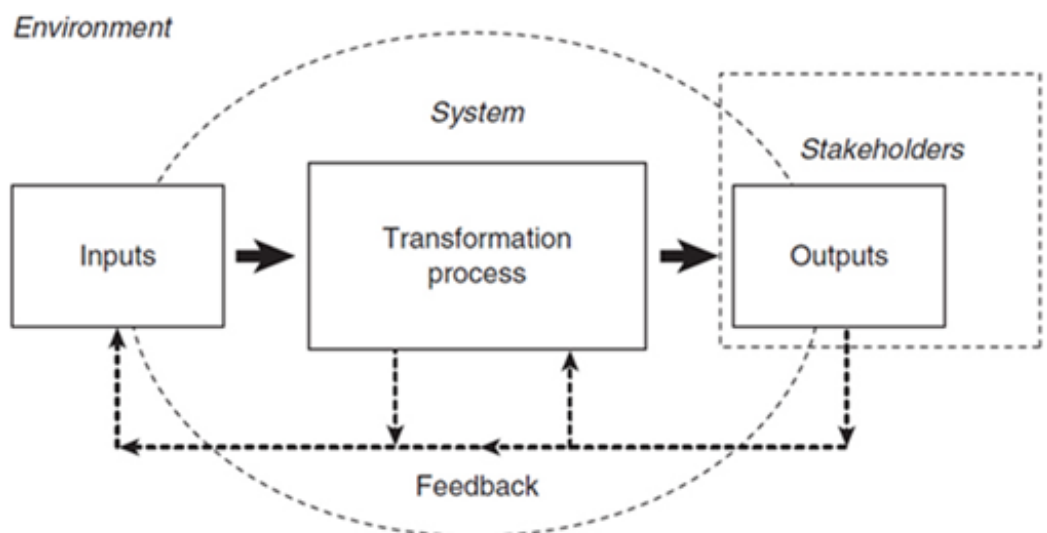
**07** *Ensuring Work is Action Focused*

# Methods

## Theoretical Framework

Systems theory was selected as the theoretical framework for this research project. Wilkinson (2011) defined systems theory as “a conceptual framework based on the principle that the component parts of a system can best be understood in the context of the relationships with each other and with other systems, rather than in isolation”(p. 1). This particular definition best encompasses this research project. Figure below visually represents the core components and relationships espoused in systems theory.


*Systems Theory Representation*



*Note. Systems theory. From Key concepts in organization theory (p. 169), by J. Luhman and A. Cunliffe, 2013 SAGE Publications Ltd. Copyright 2013 by John Luhman and Ann Cunliffe.*

The shared governance process at the university is an example of systems theory: whereby the institution is the system, and shared governance is the transformation process. It is important to note that in systems theory, feedback should flow both into and out of the transformation process before a final output is delivered to all stakeholders. In a similar vein, shared governance should be a multi-staged process with communication and engagement opportunities throughout the decision-making process. The research project closely examined the thoughts and ideas of faculty members on the system of shared governance at VCU.

## Methodology



The team determined a naturalistic approach would best encompass the many components of the project and yield rich information on the faculty's perceptions of shared governance at VCU. A naturalistic research approach allowed the research team to collect qualitative data and analyze those data using inductive and deductive analysis to understand the problem of practice. The project was broken up into two main parts:

### 1. Literature Review

The first part of this project was the completion of a comprehensive review of relevant literature related to shared governance within higher education. The literature review was divided into five key components: a history of shared governance, defining shared governance and its benefits, best practices in shared governance, current trends, and future considerations, and issues on the horizon.

### 2. Narrative Research

The research team utilized three components to collect descriptive information relative to faculty knowledge, attitudes, and perceptions of shared governance at VCU. Narrative methods were selected to best understand the lived experiences, perceptions, and awareness of faculty through one-on-one interviews and focus groups. The researchers completed a series of focus groups with VCU faculty, followed by individual interviews. Additionally, a modified charrette, or design thinking workshop, was utilized to understand faculty recommendations for increasing the awareness of and engagement with shared governance at VCU. These three components allowed the research team to gather a cross-section of faculty perceptions of shared governance through their personal experiences at the institution.

- **Focus groups**

Eight focus groups; two were face-to-face focus groups that occurred in-person on the Monroe Park campus and six were facilitated virtually via Zoom. 29 participants at the end of the study. participants represented university faculty from multiple units, varied faculty ranks, and varied involvement in governance structures. 6 open-ended questions and prompts designed to gain in-depth responses. The specific questions were based on the literature review gathered on common concerns and recommendations for best practices, predominantly influenced by Bahl's 2014 framework.



- **Individual interviews**

Interviews were necessary to obtain detailed responses that offered robust descriptions of faculty knowledge, attitudes, perceptions, and were used to gain further understanding from stakeholders who were not able to participate in focus groups. Additionally, the research team specifically included outreach to faculty of color and faculty on the tenure track to participate in the interviews. Eleven responses were received to participate. The targeted participants represented university faculty from multiple units and faculty rank.

### **3. Modified Charrette**

Participants of the modified charrette were recruited solely from the VCU AAUP chapter membership. Seven AAUP members responded with interest, six participated. Ideas informed by the modified charrette allowed for the redesign of shared governance to enhance governance practices and increase VCU AAUP chapter participation in governance efforts at the institution.

## **Limitations**

There were a number of limitations including:

1. Time constraints set by the doctoral program to complete the project
2. Lack of a central communication method to engage all university faculty which potentially resulted in a low yield rate of faculty participation.
3. Low faculty participation, specifically low involvement and response from MCV campus, faculty of color, and tenure eligible faculty.
4. Sample was largely skewed to those invested in the topic of shared governance, which potentially may be lacking the voice of faculty who are not engaged in governance.
5. COVID modifications may have inhibited faculty engagement or influenced engagement.

# Findings

Through the review of literature, focus group and interview data, and a modified charrette, researchers identified a series of findings related to how faculty at VCU experience shared governance. The data collected across all components of this study provided a robust understanding of faculty perceptions of shared governance at VCU and ideas to increase awareness at the institution. In the findings, the researchers thematically analyzed the data in response to each of the three research questions.

Research question one was answered primarily through the literature review which yielded information on some commonly held beliefs in defining what shared governance is thought to be. The literature review indicated there are a variety of definitions and interpretations of shared governance across institutions. The bottom line is, a common definition should be adopted and the mission and purpose of the institution should dictate the specific interpretation and application of shared governance. Best practices were identified through the literature to ensure effective implementation of shared governance. The literature review findings were supported by the study participants' voices who articulated a need to further understand shared governance and its practice at VCU. Research questions two and three were answered through the data collected from participants through the focus groups, interviews, and modified charrette.


From each data collection method utilized, several themes emerged. Research question two delved into faculty perceptions of shared governance at VCU. Themes that emerged from interviews, focus groups and the modified charrette centered on the themes of too much administrative power, faculty engagement in shared governance, and a desire for change. These larger themes emerged from common experiences from participants while secondary themes about lack of reward, apathy resulting from the lack of trust, fear of retribution and decision-making power also emerged. Research question three centered on how awareness of shared governance can be increased at VCU.



The data showed that shared governance can be increased at VCU through two overarching themes: creating collective understanding and increasing engagement. Study participants spoke about the need for a common definition, common structures, and common engagement opportunities to create a collective understanding. To increase engagement, participants noted the need to build trust, increase engagement, and increase transparency through involvement, processes, and rationale. Both of the overarching themes were identified as focal areas to increase shared governance at VCU.

These themes are detailed in the charts below.

<i>Research Question 2: What are the Current Faculty Perceptions of Shared Governance at VCU?</i>	Themes	Subthemes
	Too Much Administrative Power	<ul style="list-style-type: none"> <li>• Top-down decisions</li> <li>• Futile governance structures</li> <li>• Bylaws and constitutions not followed</li> </ul>
	Devalued Faculty Engagement	<ul style="list-style-type: none"> <li>• Being valued</li> <li>• High risk, low reward (fear of retribution, apathy from lack of trust, lack of reward)</li> <li>• Being engaged effectively</li> </ul>
	A Desire for Change	



*Research Question 3: How can Awareness of Shared Governance be Increased at the Institution?*

## Themes

## Subthemes

Create a Collective Understanding

- Common Definition
- Common engagement structure
- Common engagement expectations
- University structure and engagement

Increasing Engagment

- Building trust
- Increasing communication
- Increasing transparency

# Recommendations

The data collected from the literature review, focus groups, interviews, and modified charrette provided a robust understanding of faculty perceptions of shared governance at VCU and ideas to increase awareness at the institution. The researchers used the study findings to inform their recommendations for this study. The themes across all three research questions yield two overarching categories to consider increasing awareness and improving the practice of shared governance at VCU: structure and culture. Structural components speak to the need to standardize systems, workflow, and communication methods between university stakeholders. Cultural components suggest a need to increase trust, engagement, and the value of engaging in shared governance. In order to accomplish the task of increasing awareness of shared governance at VCU the researchers make the following recommendations.

## Cultural Changes


Additionally, VCU should consider the following cultural changes to improve the climate of shared governance and increase engagement. Assessment of the culture should be conducted on a regular basis to understand how the proposed environment and institutional values are evidenced in lived experiences of faculty and staff. The researchers recommend four specific cultural changes for consideration: creation of a shared governance dashboard, increase trust, increase engagement, and increase the value of shared governance.

1. Create a Shared Governance Dashboard
2. Increase Trust
3. Increase Engagement
4. Increase Value of Shared Governance

## Structural Changes

Structural recommendations are built from the findings related to systems, workflows, and communication methods between university stakeholders. Cultural recommendations encapsulate themes of trust, engagement, and the value of shared governance.



- 
1. Develop a University-wide Shared Governance Policy
    - a. Create a common definition of shared governance
    - b. Create a shared governance webpage
  2. Review and Assess VCU's Shared Governance Bodies
    - a. Review unit level and institutional structures
    - b. Review for consistency across units and effectiveness at the institutional level
  3. Develop Standard Structures and Bylaws for Governance Across Units
  4. Augment Communication Channels
    - a. Use of website
    - b. Pathways for communication across units
    - c. Standardized template for sharing outcomes of shared governance

In the end, VCU needs to make a set of structural and cultural changes to best support the systems and execution of shared governance.


# Conclusion

Shared governance is a concept that holds multiple definitions and implies varied experiences for those who engage in its processes. This study utilized a systems theory framework to analyze the literature and the data collected from 29 participants involved in eight focus groups, 11 individual interviews, and a modified charrette. The information gathered from the literature review informed the qualitative research in the protocol structures as well as the interpretation of the qualitative data utilizing etic coding. The data collected from the study offered insight into how faculty members understand and experience shared governance at VCU and identify recommendations to increase awareness at the institution. Shared governance at VCU is a timely issue and one that is ripe with opportunity.

In conclusion, shared governance plays a major role in postsecondary institutions across the country. As colleges and universities face 21st century challenges such as changes to online learning, threats to tenure status, and national debate over curriculum content, it is imperative to keep in mind that college populations are also becoming more diverse. It is necessary to regularly review, and discuss, best practices for shared governance to ensure adequate response to change and the inclusion of different perspectives. It is imperative that stakeholders utilize clear communication practices and work collaboratively to better collegiate environments across the country.



## *Call to Action*



In a time of uncertainty coming out of a global pandemic, institutions of higher education are poised for transition and transformation. Technology is changing and impacting instructional methods in both how faculty provide material and how students wish to receive information. There are rapid changes to online and hybrid instructional formats and augmented training from private sectors and corporations alike that threaten the underpinnings of the higher educational system as a preparation for professional engagement and career readiness. Postsecondary environments that once helped prepare students are now in direct competition with corporations primed to offer apprenticeship-style environments with specialized on the job training: offering students salaries and benefits to join the workforce sooner and without educational debt. Attractive corporate offerings in a virtual world, coupled with an impending population-based enrollment cliff indicate that now is a critical time for the academe to ensure its future success (Campion, 2020). And the COVID-19 pandemic forced organizations to make decisions with haste, changing daily operations and redefining the very ways people interact with one another.

In this transitional time, postsecondary institutions need faculty and administration to work together to ensure the path forward allows higher education to thrive. Harvard University's Henry Rosovsky was noted in a January 2017 interview as stating "equally important for the promotion of excellence in the university is an emphasis on shared governance. The faculty needs to be involved directly in the process of running the university and in the setting of priorities." The sense of urgency for faculty to be involved in the governance of the institution has only increased. Battles over power will only cause institutions of higher education to fracture at a time when they need to be strong.

Given this urgency, we look back to systems theory to understand how to respond to the situation. As such, transformation can come when the system is working properly. According to the depiction of systems theory provided in our study, transformation occurs when all parts work together, with information flowing between all parts to ensure the relationships between areas support and reinforce one another. In higher education, this process occurs through shared governance: balancing power between university faculty and university administration to make the best policies, practices, and operations for all.

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# VCU

## Faculty Senate

### Governance Committee 2022 Report

Kristine Artello & Oliver Karam, Co-Chairs

Committee Members:

Nora Alder

Jon Becker

Everett Carpenter

R. McKenna Brown

This year, the Governance committee reached out to other Virginia institutions to discuss the nature and extent of faculty and shared governance. With the impact of COVID and the arrival of Provost Sotiropoulos, the time arrived to seek out how faculty and shared governance is working and not in our sister institutions. We reached out to several institutions and talked with their Faculty leaders. A few declined our invitations, but most were happy to talk with us. We then compiled the questions and answers. Then we removed identifiers to protect their anonymity. We are reporting their answers below. We also created some takeaways that were also found to be consistent with the extent of faculty and shared governance at VCU. We then created a few recommendations.

#### Takeaways:

- In many instances, the top-down approach to authority and power within the institution has eroded faculty morale, governance, and shared governance.
- When the decision-making process included and encouraged faculty voice and participation, things progressed into a more collaborative process and found innovative solutions.
- However, two types of faculty involvement are problematic--one is tokenism. Faculty are merely included for form and are generally ignored to the detriment of the university. The other type is the revolving door--what one university referred to as the "Old boys club"--the same people are tapped for special committees, administrative roles, and plum appointments.
- Faculty who take an active role in shared governance are not rewarded by the university and, in some cases, have felt threatened by administrators.
- Faculty Senators sometimes felt intimidated by the continual presence of administrators and the control administrators exercised over the senate's agenda and discussion.
- Faculty expressed frustration around administrators' transparency in their decision-making, especially when faculty have taken the time and effort to develop plans or provide feedback. Yet many times, decisions are made that do not appear to consider the faculty's voice and, in many cases, ignore faculty voices and concerns. Consequently, administrators must share their reasoning for decisions to create and maintain a collective university vision and mission.
- Research shows that diverse voices and experiences improve outcomes. Opening the deliberative process to include more faculty decisions may be more innovative to resolve the issues facing universities as we enter the new world post-Covid.

## Recommendations:

1. Faculty Senate should create an award for faculty members and administrators who demonstrate through their work and commitment to the essential role of faculty to successful shared governance. This award need not be awarded every year but can be a way to show our appreciation for their work.
2. Faculty Senate shall continue to ask administrators to be transparent in their decision making and to include a diverse body of faculty to create solutions to problems.
3. Transparency is a crucial part of governance. We would like the administration to provide a specific faculty-wide meeting where they set out the university's financial situation on an annual basis.
4. Faculty Senate should reconsider the role played by non-senators in meetings and reconsider the "open access" to full meetings given them and explore making attendance by invitation.

## Interview Responses:

Institution	What does shared governance look like at your institution?
A	<p>Currently, they have multiple commissions (Faculty, administrators, students, staff). On almost all of those, Faculty have a majority vote. All resolutions come from these commissions. The resolutions go to the University Council, where Faculty is also well represented. However, there was no place for the Faculty to deliberate outside of the other groups, which was a strategic problem. So on paper, there was shared governance but it wasn't the case in practice. Faculty members are sometimes outnumbered since senior faculty leadership also counts.</p> <p>As an example, there is an advisory council on planning but this council is not used for shared decision making, but only for reporting.</p> <p>In addition, it is difficult for Faculty to be engaged since their teaching tasks are so important (this is not Faculty's job).</p> <p>There are also term limits that are a challenge.</p> <p>There is also a concern about the power balance and power differential, where even some tenured professors are concerned and will not speak up, and will concede to the administration (who would for example control the salary raise or budget).</p> <p>Not everything can be put on the docket.</p> <p>There are also some strategies where the administration will push through a decision before Faculty can organize and coordinate their response.</p> <p>Currently, Faculty Senate is not a decision-maker. They have the right to comment on decisions. In the future, they will have veto power.</p> <p>Overall, using the AAUP scale, our institution would be "administrator dominance" or "administrator primacy". The goal is to go to shared governance.</p>
B	<p>The head administrator is set by the bylaws as the faculty senate president is at every meeting and on every email. Faculty has proposed meetings without admin, to no effect.</p> <p>I think we have a problematic culture; top-down, tiered, stratified. There are star faculty and then everybody else. Feudal order. People who are close to the administration, get plum positions. As a result, anything that needs to be done gets done through these insiders.</p> <p>Historically, the Senate hasn't been seen as an action body; just pro forma. Gets lectured to by the administration. Thus, there's an attitude of why bother. That has slowly been changing. For the past 7-8 years, a small group has been challenging this culture.</p>

C	There is an understanding between the administration and the faculty that the faculty will have input on all major decisions. We are included on all major review committees that have topics affecting faculty. The only challenge is to ensure there is faculty representation when appropriate.
D	We've got a faculty Senate, and I think that that is clearly the body that has been positioned to sort of exercise faculty shared governance in the university. I think the Executive Committee of that body includes administrators so the provost and the Vice President of finance often sit in the executive planning meetings of the Senate. I think there's a great effort to try to collaborate and to reach some kind of joint consensus or inform each side as we move forward. But over time, shared governance has certainly eroded on campus and there's quite a lot of top-down. Management decisions and even curricular decisions are often made by the administration and pushed down onto units. If you look at the history of what your government is meant to look like and what faculty are supposed to have control or primary responsibility over, I'd say that we have less and less authority and power over those areas whether it's an academic function and the like. There is a lot of pressure from the administration to normalize, the university with regard to external funding pressures and redefining workloads and things like that really curtail sharing government or just faculty roles.

<b>Institution</b>	<b>How would you describe the relationship between faculty and administration?</b>
A	With their previous Provost, there was a trust issue. Now, the new Provost works well with the Senate. During the Pandemic, the Faculty Senate Cabinet was meeting every week with the Provost. This last year, they would meet once a month. The Provost came twice to the Senate, and the President came once. They also provided written answers to the Senate, which was very appreciated. There are multiple opportunities to have interactions, but the quality of those interactions will vary with leadership. Faculty have had seats on the Board of Visitors, which allowed them to have internal discussions and interactions with board members (although the Senate representative didn't have a right to vote). This allowed Faculty Senate representatives to be heard and to influence major decisions, such as budget
B	A little cozier than I would expect for the inner circle. Senators kind of come and go because that's not where the action is. Senate is engulfed in this top-down, feudalistic culture. Recently, our provost got a new job. There was no search committee and a dean was appointed as provost. AAUP was rebooted recently. But after a crisis was averted, everything went back to the status quo. There was hostility to AAUP in its early years. This is changing a little bit because a small group of AAUP members has managed to make some changes to the bylaws of the Faculty Senate. For example, it used to be that the executive council appointed the next leader. They kept nominating alternative candidates outside of the nominations committee process. "Old boys club." Once the Faculty Senate chair serves, they become cozy with the administration. Trying to make the Senate more representative, more democratic, and less elitist.

C	To date the relationship has been straightforward with dialogue at all levels. This is due to the approach that the president has taken to ensure faculty voices are heard across campus. The senate has monthly meetings with the president and provost so that we can air any concerns and get their feedback.
D	There's a nod to the fact of the senate's role in regards to deliberation. However, if the university wants to do something, and if the board of visitors wants to do something, there's certainly tension. I would like to see faculty way more involved, and sitting on committees of influence and having voting majorities and things like that on many, many things. We do not have that for sure. There's also faculty who move up into administration oftentimes continue to think of themselves as faculty so, then they operate as if they're a part of the faculty of the unit and then, in many ways that sort of money things because then they are sort of seen as friendly to the Faculty. But yet making they're making decisions as administrators and I find that to be very difficult to work around because they're popular or they're well liked or people don't want to ruffle feathers because of their colleagues. And yet they're really overstepping and I sort of see that as this strange position of shared governance erosion.

<b>Institution</b>	<b>To what extent are decisions at your university made based on a common understanding of shared governance among university stakeholders?</b>
A	There were a number of past initiatives where they were not heard, such as new ed pathways. There was some survey that was done, but there were no consequences and the feedback didn't seem to have been taken into account. In contrast, in the revisions to the shared governance, they now have the impression that their feedback is heard and to voice their opinions. Faculty feel they have some voice in it. The Senate understands the other forces (students, alumni, etc.). But there are some instances where governance was not shared, mostly when the Senate had the impression that the University was run like a company. They also removed a section of the Handbook without any Faculty feedback.
B	Varies by unit. In one school, our shared governance faculty counsel is captured by the administration. In a different school, they have an elected committee for finance and a more democratic governance structure. I have participated in this for years and fought against power in the hands of the Dean. Our bylaws give the Dean too much power, and there is a culture of fear.
C	All decisions on how the campus would implement the COVID-19 protocols was made together. However, the new pass/fail policy was implemented without faculty input.
D	Power is executed and enforced by third parties, by agents, so whether it's street level or bureaucrats as agents, or whatever. And so, in many ways, I often see that the power is pushed down, The decision making authority is pushed down. There are quite a few faculty, such as administrators, deans, chairs, etc, who switch back and forth between faculty and administrative roles. They enforce and met out and carry out the rules that are set on high. So the power is difficult to disrupt because of the ways in which people are agents of the

	<p>powerful and just kind of shrug and say well you know nothing I can do. I have just been told, I have to do this. I'm often like you actually have agency, should you choose to take it. I've often seen the Faculty Senate align with the administration because many faculty senators, in my opinion, it's [Faculty Senate] like a proving ground for future administrative work. And so it's almost like an audition. Administration and we [Faculty Senate] formed a chapter to really drive the agenda. The Faculty Senate does not challenge some of those positions.</p>
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<b>Institution</b>	<b>To what extent are faculty allowed to express their opinions without fear of retribution?</b>
A	There are fears of retribution, even for Tenured professors.
B	The feudal culture has varying effects. The star faculty are not afraid to say what they want to say, though most don't really push back. Associate professors live in fear of retribution. The culture seems like more than not people are afraid to take a stand on issues. This is partly about a southern, plantation mentality. Get along to go along. Don't rock the boat. There is no culture of reasonable dissent.
C	All faculty are free to share their opinions. Academic freedom encourages us to be more open.
D	The climate is chilly. I think a lot of people fear retribution if they are seen as asking too many questions if there are too critical. I think that the ethos of keeping your head down to do your job and don't make waves is very powerful here and, obviously, like everywhere as assistant professors on the tenure track. But even full professors really seem to be in many ways disengaged from decision making and that's a bummer because they're not exercising their power. I think, in general, there's just sort of this quiet like go to get along to go along and administrations are savvy. It just chips away these kinds of things until one day you look up and go what. How did we end up here? And the unfortunate part of shared governance is that it takes so much. So much time on the part of the Faculty to play defense or to be reading and monitoring, making sure, things are transparent, so that there is voice. It just takes an inordinate amount of time to do all that and there's no reward for that vigilance and that activity. So it's very difficult for us to I think keep fighting for shared governance because we're not paid truly right and it's not part of our workload really to do this. It's not recognized as such.

Institution	To what extent is there a feedback loop at University such that administrators share their reasons for making decisions?
A	Not much of one
B	At the Senate meeting following the provost appointment, the President did answer questions. He did give a rationale. Administrators are asked and will give answers, but they are not always believable. There is not always a strong rationale.
C	President meets with the senate to provide insight into major decisions and to explain the thought process behind the decisions.
D	It's (feedback loops) only as robust as the Faculty who are committed and monitoring and tracking and holding to account administrators, etc, so. You know, again, that the Faculty Senate certainly is an external volunteer group that is not recognized oftentimes at all, and as a service or even right. So yeah no I think it's just truly those faculty who see this as an imperative a moral, ethical imperative that this is our job. Without academic freedom and our governance, there's no educational system it's a propaganda machine or it's something else. Right, and so I think, but in order to maintain that level of governance and it's a volunteer all-volunteer army no rewards and it's exhausting.

Institution	To what extent are faculty at your university rewarded for engaging in governance activities?
A	There is very little reward. It counts as service (but they don't have a formal service component), but there is no financial benefit nor improved visibility (no mention in newsletters, etc.). There is no real buy-out time. The University doesn't make any deal of this, although this is very time-consuming. "You do it because you care to be involved or learn things. Or it's your term to rotate. I did it to understand more about governance, and issues"
B	Very little. Not seen as something that's seen as high profile or worthy of anyone's time. It counts as service, but we all know how much service "counts." Senate leaders get no remuneration for what they do. No office for Senate. The Senate shares staff with the President!
C	Nothing specific
D	There are no rewards, just more expectations.

Institution	What policies and best practices do you suggest that institutional stakeholders consider that would involve faculty in the decision-making process?
A	The question was not asked
B	<p>The new bylaws make the process less elitist and more democratic. I've been an advocate for a more open nomination process and no nominations committee. It's now less heavy-handed. We have two systems: Faculty Senate and then about 20-25 committees run out of Provost's office. Others never hear about these committees. We should have one unified system of shared governance.</p> <p>We have 4 or 5 positions open on those committees and nobody is volunteering. Have to show faculty that time spent doing it is going to pay off. If leadership ignores faculty, then it's hard to make that case.</p> <p>A university was sued because the donor committee is separate from the university and was therefore not subject to FOIA. Students sued and the SCOTUS of Virginia said the foundation is a private, non-profit organization and not subject to FOIA. But, the president and provost worked with the faculty to change the rules and put faculty members on the non-profit donor committee. So, now the Faculty Senate passed a resolution that the university will appoint 3 faculty senators to the donor committee. Provost rejected the resolution.</p> <p>A single system of shared governance where administrators have to go through the Senate to form committees.</p> <p>The university Covid response team included no faculty. The university finally agreed to add the Faculty Senate chair.</p> <p>A small dedicated group of faculty who do the work on principles and incentives. They now have a representative on the Board of Visitors.</p> <p>It's a constant struggle within the culture of the state and the institution. Things only change when a small, committed group takes things on.</p>
C	We closely monitor ad-hoc committees to ensure there is faculty representation. When this does not occur we engage with the administration to get faculty assigned. We follow our faculty handbook.
D	Not a specific answer was given.

Dear Members of the Board of Visitors,

The slides that were provided as part of your pre-read packet will be presented at the May 12th and 13th meeting of the Board of Visitors requesting your approval of the proposed FY2022-23 budget.

The presentation highlights the financial aid (\$19M), inflationary costs (\$6.5M), new initiatives (\$2.3M) along with faculty, adjunct, and staff salary increases (\$24M). To balance these new needs, VCU must rely on growth in state funding and tuition revenue. While a final state budget is still in conference with the legislature, VCU is anticipating an increase in general operating support of \$9.7 to \$17M along with salary support related to the 5% state increase. To balance the budget an increase in tuition revenue is needed, resulting in a modest proposal of a 3% tuition increase.

We will be seeking your approval for all proposed tuition rates at this meeting (a summary of all proposed tuition and fee actions can be found on slide 20). This year's budget development process included two student forums to gather input regarding the tuition rate changes as well as in-depth meeting with the student ambassadors and submission of online comments.

In addition to approval of the Education and General fund (E&G) and tuition rates, the May meeting is also where the Board of Visitors is asked to approve the university's budget for all the additional funds outside of E&G including Sponsored Research and Overhead (slide 24), Student Financial Assistance (slide 25), and Auxiliary Enterprises (slide 26). A summary of all funds detailing the \$1.XB budget proposed for FY2023 is included on slides 30 and 31. Should there be significant changes from an approved university budget as a result of a final state budget or other factors, the leadership team will return this fall with an update on the revised university financial plan.

This presentation will be discussed in detail with the Finance, Budget & Investment Committee on May 12th with a summary discussion to the full Board on May 13th. As always, our thanks for your extensive time and review of this important material. Please feel free to reach out to my office with any questions or comments about this presentation in advance of our meeting.

Sincerely,

Karol Kain Gray



# VCU Board of Visitors Finance, Budget and Investments

**KAROL KAIN GRAY**  
Senior Vice President & CFO

**May 12, 2022**

# AGENDA

**01 Three Years of Flat Tuition**

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**02 2023 Educational and General Budget**

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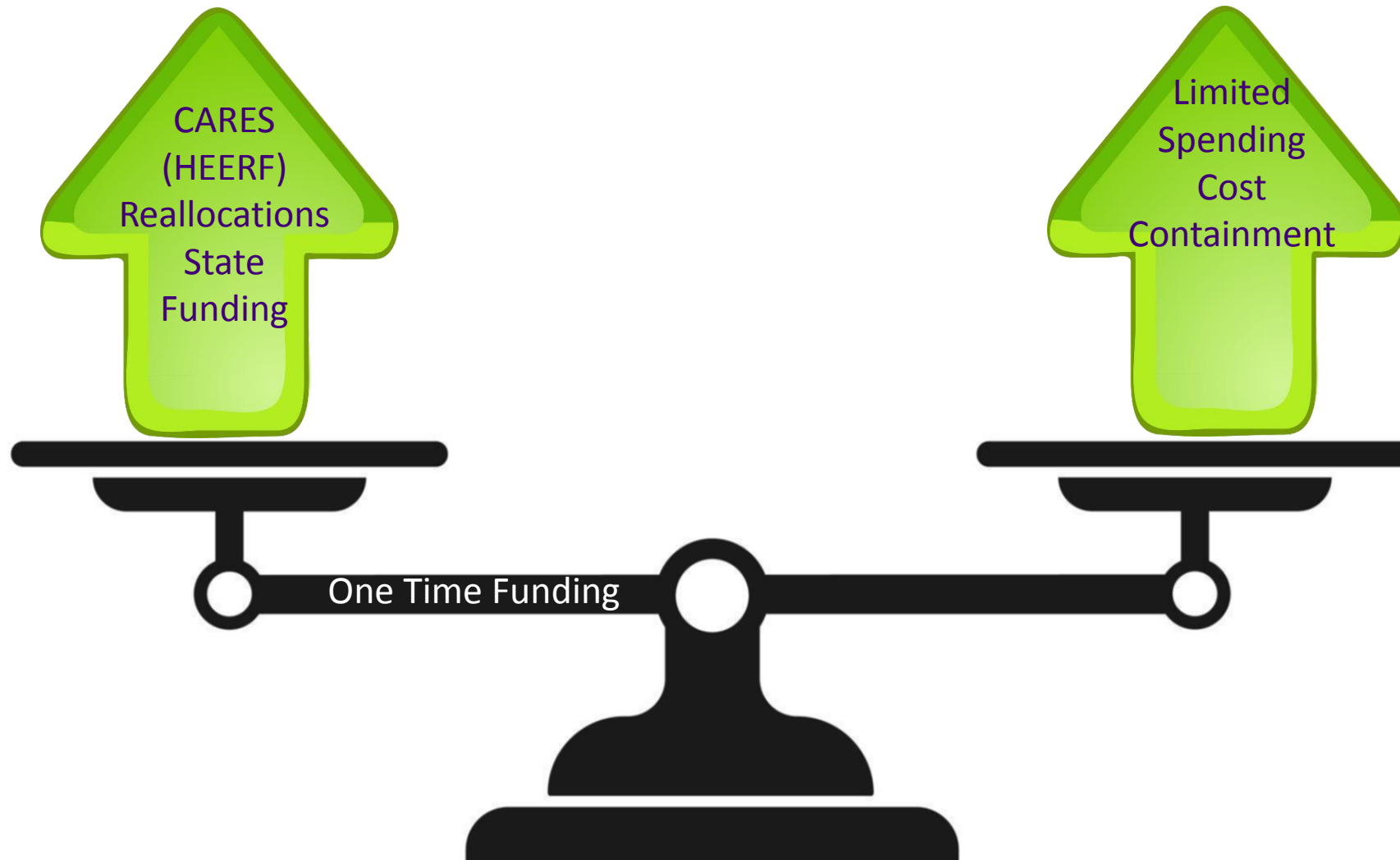
**03 2023 All Funds Budget**

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# Enabling Flat Tuition for 3 Years



# Balancing 3 Years of Flat Tuition



# **2023 Educational & General Budget**



# Consideration of the 2023 Budget

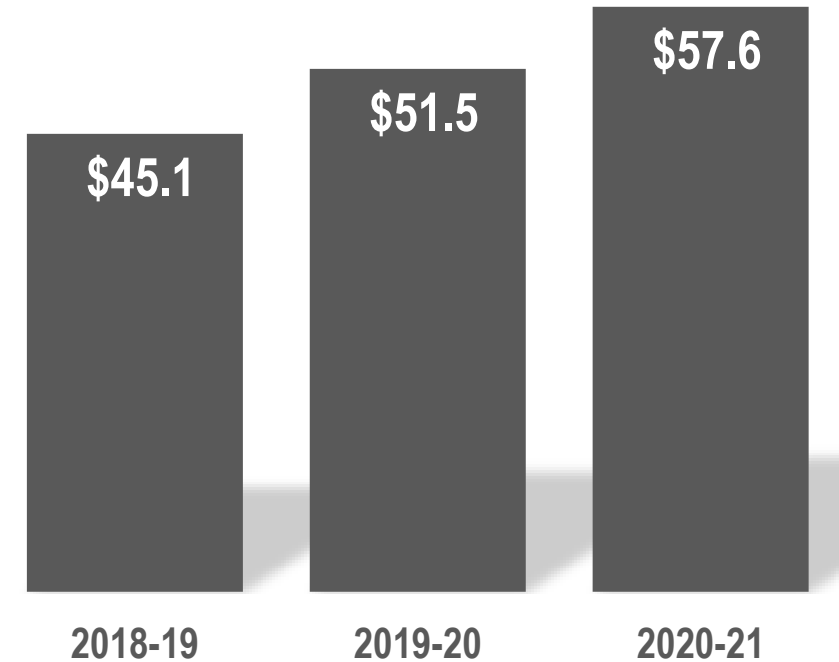


# Growth in Financial Aid

## Focusing on Affordability

- The 2023 Budget Will
  - Continue higher levels of student aid implemented over the past two years
  - Offset impact of tuition rate changes for those receiving aid
- Aid paid from E&G now at historic levels

Total Institutional Aid Paid (in millions)



\$5M

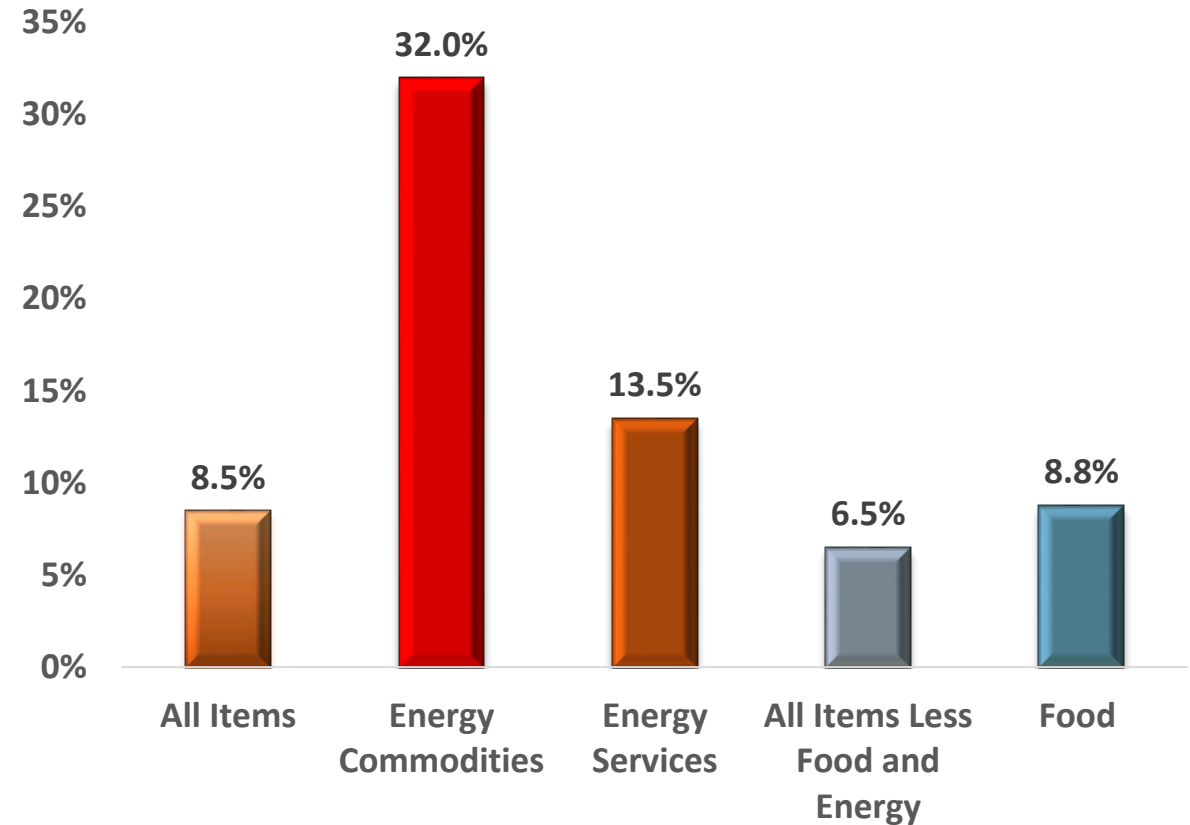
**FY23 New  
Undergraduate  
Financial Aid From VCU  
and State**

# Manage Inflationary Costs

## Supporting technology and facilities

- Supporting
  - IT cost and contract increases
  - Utility rate increases
  - Rise in the cost for maintenance and supplies

12-month % Change, Consumer Price Index, Selected Categories, March 2022 Not Seasonally Adjusted



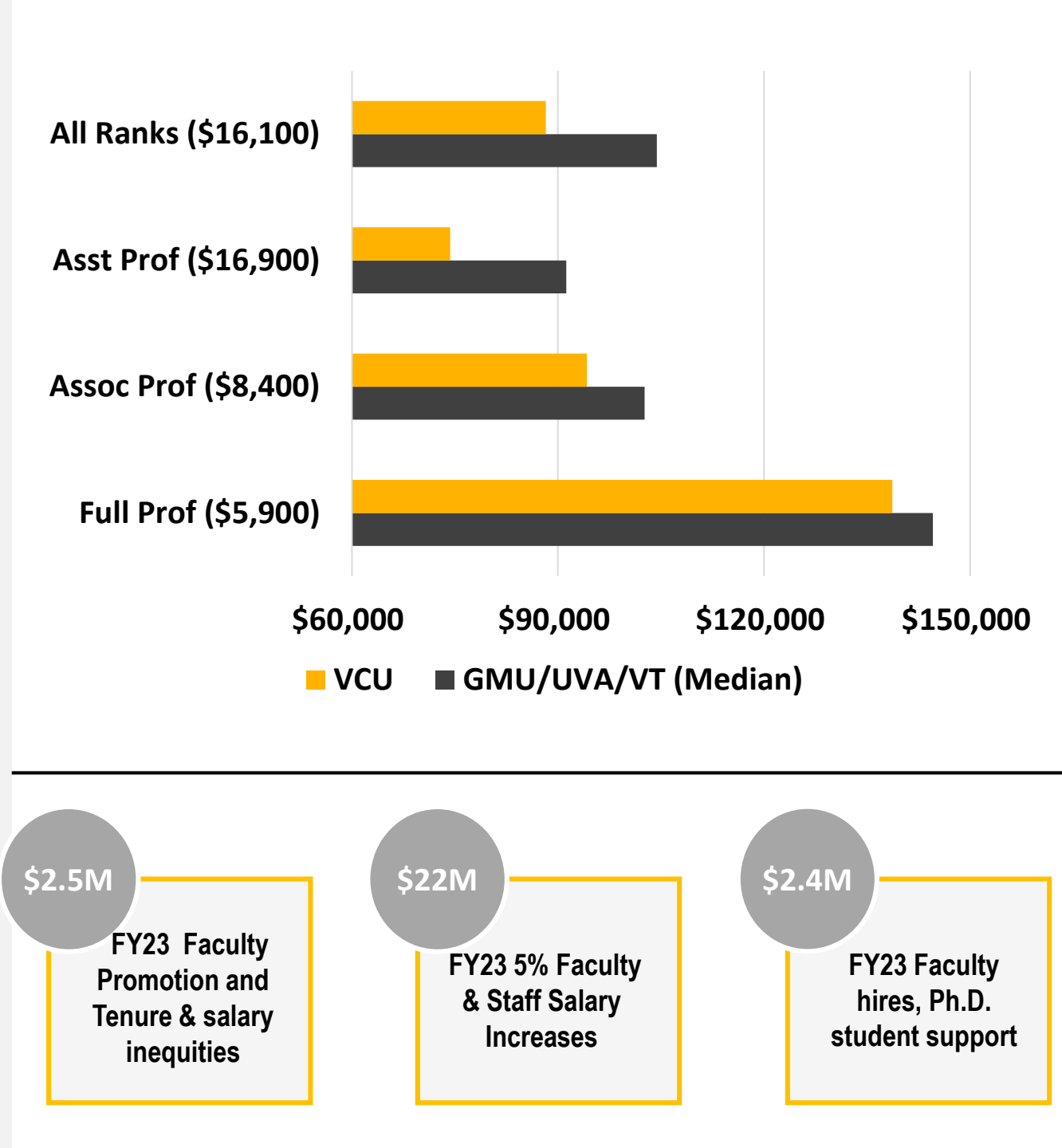
\$4.9M

**FY23 Maintenance, IT,  
Utility Increases, Debt &  
University Relations**

# Compete For and Retain the Best Faculty

## Continued Focus on Competitive Salaries for Faculty

- 5% increase in FY 2022
- Proposed 5% increase in FY 2023
- Focus on Faculty Promotion and Tenure for Recruitment and Retention (\$1.5M per year)

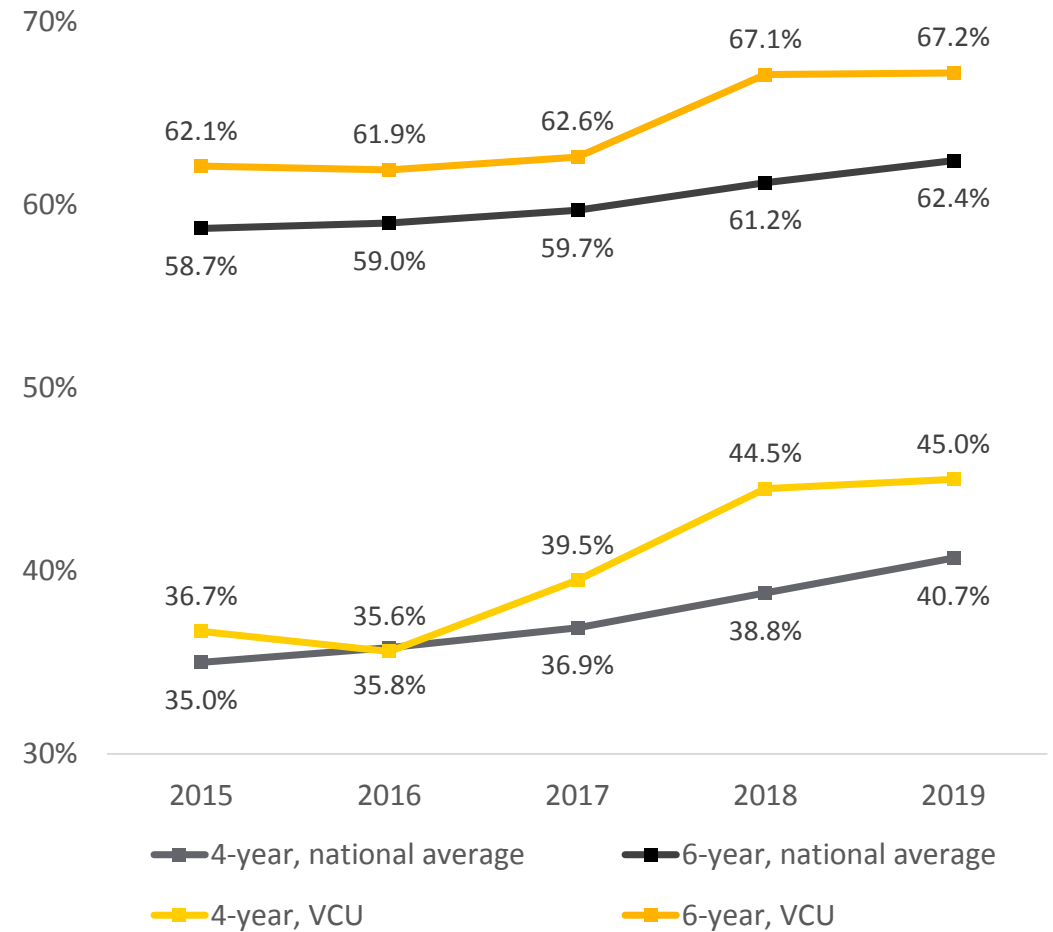


# Focus on Continued Student Success

## Maintaining Momentum with Student Success

- Technology and staffing to support access to
  - Counseling Services
  - Student Learning Services
  - REAL Initiative
  - Engaging online courses and support
  - Academic Advising
- Sustaining higher levels of financial aid
- Increase 4 to 6 Year Graduation Rates

## VCU vs. Public Institutions



Source: IPEDS

**\$.3M**

**Counseling, Rams in Recovery, and Academic Integrity**

**\$16M**

**FY23 Sustaining current support for Financial Aid**

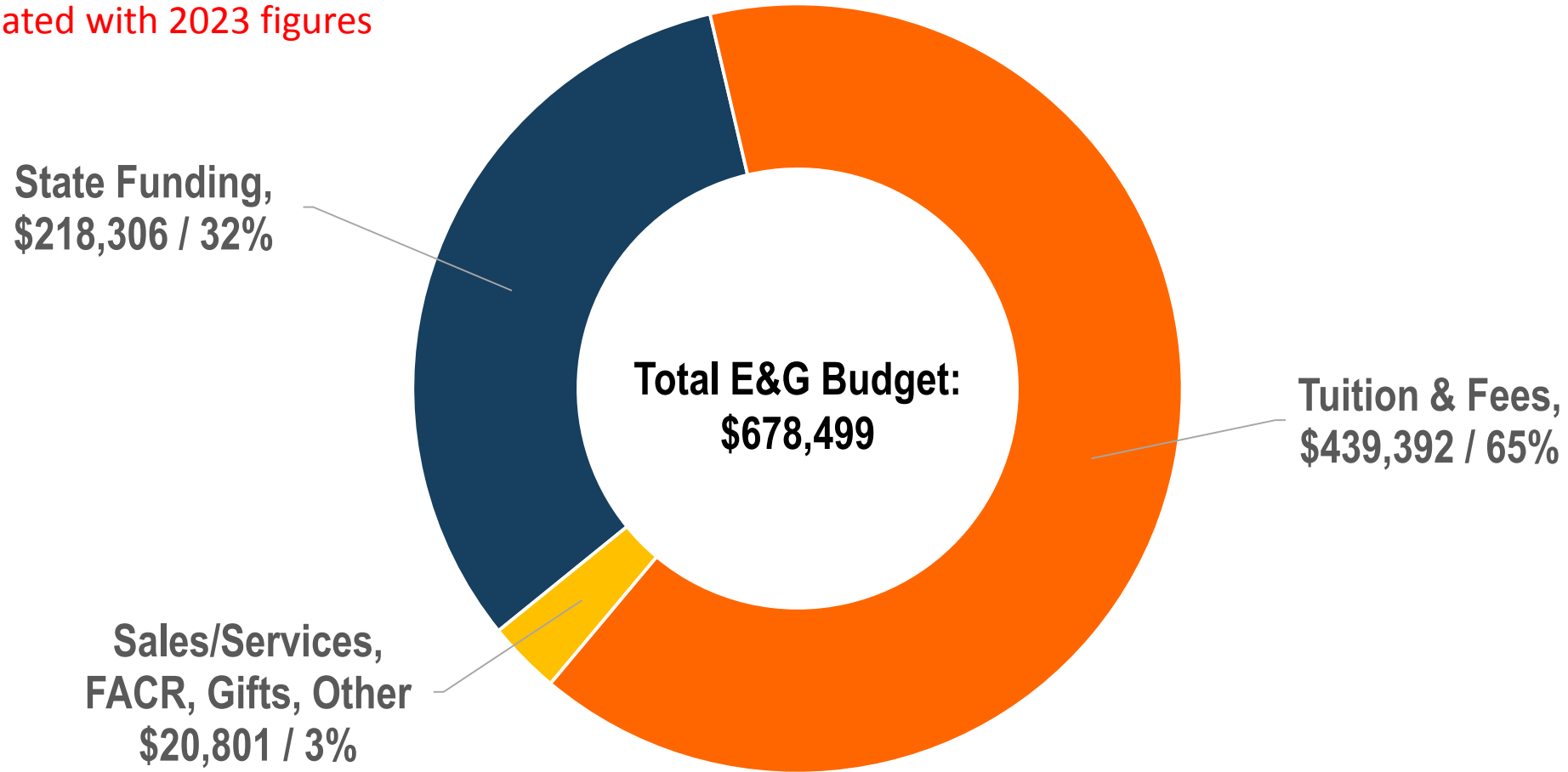
# FY2023 E&G Overview

	Proposed Tuition Increase	
Proposed FY2023 Tuition Rate Increase	3.0%	3.0%
State Budget Range	High	Low
FY2023 Projected Revenue Growth		
Tuition & Enrollment Change	\$ 11,960	\$ 11,960
Change in State Support (W/ Salary Support)	29,015	21,215
<b>Total Revenue Growth</b>	<b>40,975</b>	<b>33,175</b>
Proposed FY2023 Projected Needs		
Proposed New Expense Needs (W/ 5% Salary)	(54,815)	(54,815)
<b>University Net Position</b>	<b>\$ (13,840)</b>	<b>\$ (21,640)</b>
Reallocations (1.6% with High & 3.4% with Low)	13,840	21,640
<b>Revised University Net Position</b>	<b>\$ 0</b>	<b>\$ 0</b>

# FY 2023 Revenue Components of E&G

*(numbers in thousands, 000's)*

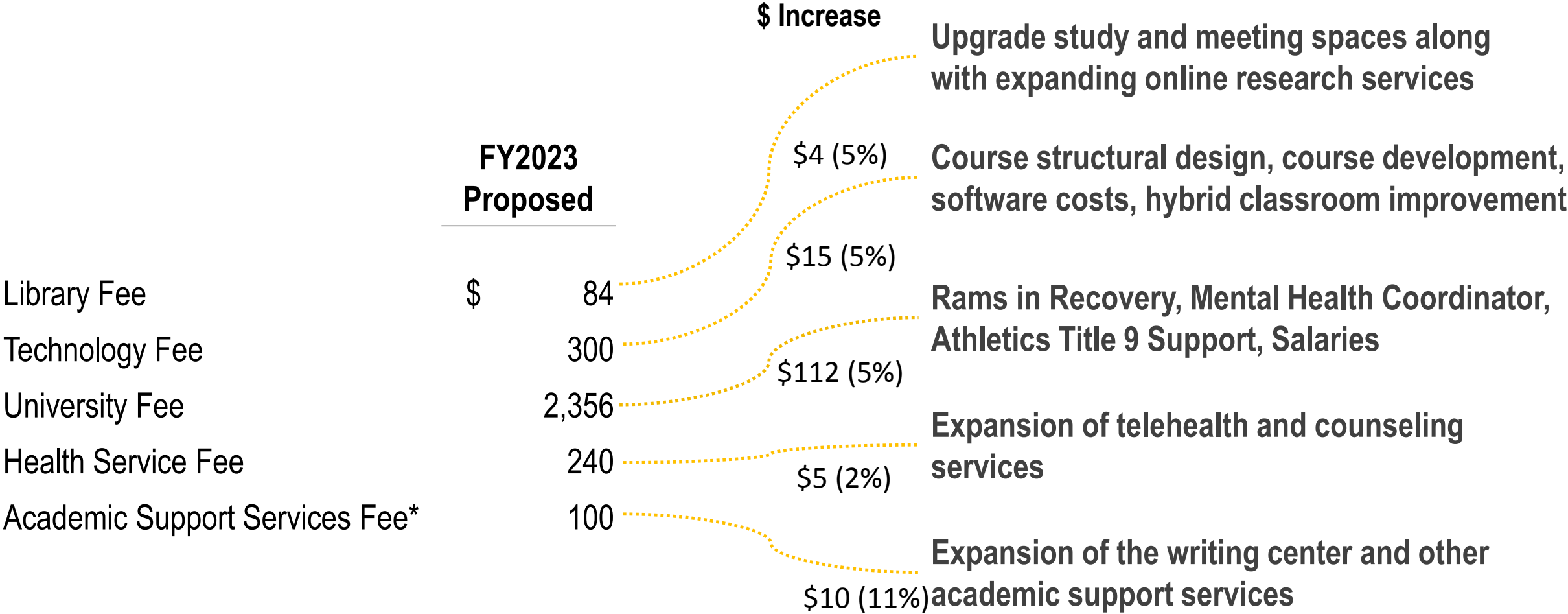
To be updated with 2023 figures



# Recommended Tuition and Fees, 2023



# Proposed Increase for Mandatory Fees



\*Expanded to include Seniors and Graduate Students

# Annual Proposed Undergraduate Tuition & Fees

## Resident

	FY2022	FY2023
Tuition Increase %		3.0%
Fee Increase %		4.8%
<b>Overall Increase %</b>		<b>3.5%</b>
Tuition - 15 Credit Hours	<b>12,094</b>	12,472
Mandatory Fees	<b>3,024</b>	3,170
<b>Total Tuition &amp; Fees</b>	<b>\$ 15,118</b>	<b>\$ 15,642</b>
Total Proposed Increase		\$ 524

## Non-Resident

	FY2022	FY2023
Tuition Increase %		3.0%
Fee Increase %		3.9%
<b>Overall Increase %</b>		<b>3.1%</b>
Tuition - 15 Credit Hours	<b>32,742</b>	33,728
Mandatory Fees	<b>3,714</b>	3,860
<b>Total Tuition &amp; Fees</b>	<b>\$ 36,456</b>	<b>\$ 37,588</b>
Total Proposed Increase		\$ 1,132

# Room and Board Comparison for Annual Plan Rates

	Housing Rates <sup>+</sup>			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	7,301	7,458	8,432	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.

# Dining Plan Rates Per Semester

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

<sup>1</sup>All 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).

# Housing Rates

	FY2022	FY2023 Proposed	\$ Increase	% Increase
Traditional Double (Rhoads & Johnson Hall)	\$6,953	\$7,301	\$348	5.0%
Traditional Single (Rhoads & Johnson Hall)	\$7,836	\$8,228	\$392	5.0%
Apt. Two Bedroom (Cary & Belvidere Apts. )	\$9,454	\$9,927	\$473	5.0%

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## Parking Rates

**Parking Rates: Average increase of 2%** due to expenses related to maintenance and camera upgrades and installation to enhance security in parking facilities.

# Annual Undergraduate Resident

## Inclusive of Room and Board

	FY2022	FY2023
Tuition Increase %		3.0%
Fee Increase %		4.7%
Room and Board Increase %		5.0%
<b>Overall Increase %</b>		<b>4.1%</b>
Annual Tuition - 15 Credit Hours	\$ 12,094	\$ 12,472
Mandatory Fees	3,024	3,170
<b>Total Tuition and Fees</b>	<b>\$ 15,118</b>	<b>\$ 15,642</b>
Room	6,953	7,301
Board	4,662	4,938
<b>Total Tuition, Fees, Room &amp; Board</b>	<b>\$ 26,733</b>	<b>\$27,881</b>
Tuition and Fee Change		\$ 524
Tuition, Fees, Room & Board Change		\$ 1,148

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

# Summary of FY2023 Proposed Rates - Annual

Student Classification	Tuition \$ Increase	Tuition % Increase	Fee \$ Increase	Fee % Increase	Total \$ Increase
Resident Undergraduate	\$ 378	3.0%	\$ 145	4.8%	\$ 523
Non-Resident Undergraduate	986	3.0%	145	3.9%	1,131
Resident Masters	396	3.0%	145	4.8%	541
Non-Resident Masters	792	3.0%	145	3.9%	937
Resident Doctoral	324	3.0%	145	4.8%	469
Non-Resident Doctoral	684	3.0%	145	3.9%	829
Resident Medicine	675	2.0%	135	4.0%	810
Non-Resident Medicine	1,133	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%	913	5.2%	913
Non-Resident Dentistry	-	0.0%	913	5.0%	913

*Tuition \$ Increase is annual increase for full time enrollment*

**46¢**

State Faculty and Staff Salary  
Increases

**5¢**

Faculty hires, Ph.D. Health Support,  
Expansion of Education UG Programs

For Each  
New  
Dollar of  
Tuition...



**37¢**

New and Continuing  
Financial Aid

**12¢**

Inflation Related Maintenance,  
IT, Utility, Debt & One VCU  
Communication Support

An aerial night photograph of a city skyline, likely Richmond, Virginia, featuring the VCU Health system. The image is partially obscured by a large white overlay on the left side, which contains the title text. The city lights are visible in the background, and the foreground shows several large, modern buildings with illuminated windows and roofs. Labels on the buildings include "VCU Health", "Stuart Hospital", and "Children's Support Center".

# 2023 All Funds Budget

To be distributed once developed....

# **Public Comment Period**



## BOARD OF VISITORS

### RESOLUTION FOR 2022-2023 TUITION AND FEES

**THEREFORE, BE IT RESOLVED**, that the Board of Visitors of Virginia Commonwealth University approves a zero percent increase for undergraduate, graduate, doctoral and first professional tuition for the 2022-2023 Academic Year; and approves mandatory fee increases for health service fee, university fee, and technology fee; and approves increases to dining, parking, and housing fees.

**BE IT FURTHER RESOLVED**, that the Board of Visitors approves the undergraduate fees as set forth in Exhibit A attached hereto; and

**BE IT FURTHER RESOLVED**, that the Board of Visitors approves the graduate tuition and fees as set forth in Exhibit B attached hereto.

### RESOLUTION FOR 2022-2023 OPERATING BUDGET

**THEREFORE, BE IT RESOLVED**, that the Board of Visitors of Virginia Commonwealth University approves the 2022-2023 \$1.5 billion operating budget for the university as recommended by the President and the Chief Financial Officer.

**BE IT FURTHER RESOLVED**, \$47.8 million in critical and strategic investments for faculty and academic support, systems and operational improvements are approved as recommended by the President and the Chief Operating Officer.



# QUEST 2028

ONE VCU:  
TOGETHER WE  
TRANSFORM



**Quest 2028**  
**One VCU: Together We Transform**  
**Proposed Draft**

In October 2021, Virginia Commonwealth University launched a recalibration process of its strategic goals to better meet our mission in a changing world. The recalibration is an update to meet the vision, mission and values originally established in the Quest 2025 strategic plan. The global pandemic, sweeping social justice movements, new developments in technology and accelerating effects of climate change have forever changed how we engage, work, learn, and live. Thus, our strategic plan must reflect the vision and aspirational goals required to ensure its realization. Quest 2028: One VCU Together We Transform, harnesses the collective power of our community and stakeholders to do just that.

**Vision**

As a preeminent national, urban, public university and academic health center, Virginia Commonwealth University will be distinguished by its commitments to inclusion, access and excellence; innovative and transformative learning; impactful research; exceptional patient care; and beneficial community impact.

**Values**

VCU values exhibit how we work with each other and as an organization.

- Accountability: Commit to the efficient and transparent stewardship of our resources to achieve institutional excellence
- Achievement: Pursue excellence in learning, research and scholarly pursuits; service; and patient care
- Collaboration: Foster respect, collegiality and cooperation to advance learning, entrepreneurship and inquiry
- Freedom: Strive for intellectual truth with responsibility and civility, respecting the dignity of all individuals
- Innovation: Cultivate discovery, creativity, originality, inventiveness and talent
- Service: Engage in the application of learning and discovery to improve the human condition and support the public good at home and abroad
- Diversity and inclusion: Ensure a climate of mutual trust and respect where individuals of different cultural backgrounds, identities, abilities and life experiences are embraced, engaged and empowered to drive excellence and success
- Integrity: Adhere to the highest standards of honesty, respect, and professional and scholarly ethics

## Stakeholder Feedback

In November 2021, VCU collected feedback from internal and external stakeholders, and the following six areas of focus emerged:

- Stakeholders are proud of VCU's strong commitment to diversity and inclusivity, but more can be done to comprehensively weave the actualization of that commitment throughout all of our work within the university and beyond our borders.
- VCU needs to focus on using our research and expertise to inform needs and solutions in our region.
- VCU excels in providing real-world learning opportunities by leveraging our urban environment as a classroom for students, but we need to provide more of those opportunities for ALL of our students.
- VCU is innovative, welcoming, accepting and engaging, but we need more innovative curricula to meet student and workforce needs, and personalized support to ensure student success.
- We can and need to do more to recruit and retain outstanding staff and faculty.
- We need to confidently tell our One VCU story in bold, engaging ways to strengthen and deepen key relationships with alumni, employers and the community.

Through the stakeholder engagement sessions and survey, individuals often reaffirmed VCU's mission and identified the need to have an impactful way to bring the stakeholders together when challenges, conflicting priorities and questions of purpose arise. Thus, the One VCU Charge was developed. This charge does not replace VCU or VCU Health mission statements but exists to serve as a rallying cry for our community to remember our why.

## One VCU Charge

"We are One VCU, an inclusive public research university and health care system where accessibility combines with excellence to produce exceptional educational and healing results.

Together, we are dedicated to serving the needs of students and patients.

We impact lives through focused global partnerships and commitment to our communities. We research solutions to societal challenges and ignite transformative innovation that matters to the people who need us most.

We prove every day that different works.

As One VCU, we are united by purpose, devoted to inclusion and driven by impact."

## Strategic Plan

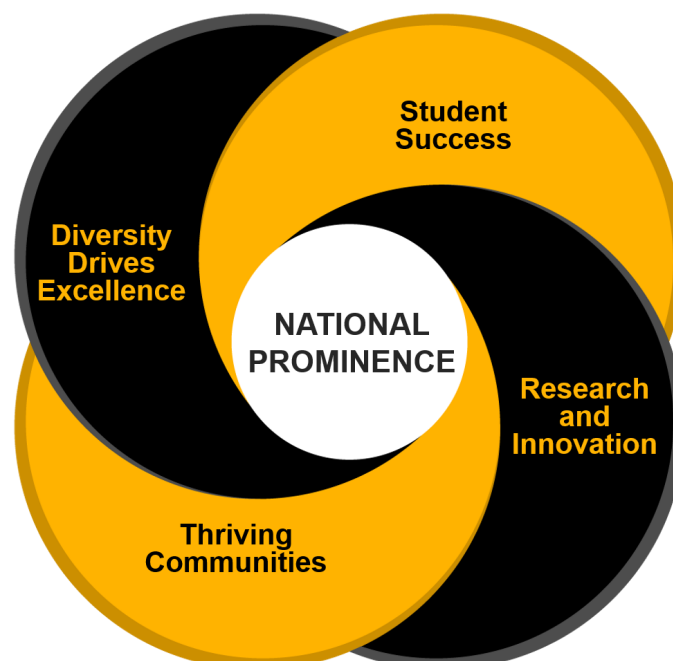
The strategic plan is organized into four interconnected themes that address the six focus areas identified by stakeholders, in addition to the significant issues faced by many institutions of higher education, also identified in the Quest 2025 strategic plan. The issues include:

- Growing cynicism that public higher education serves the public good and may not be worth the expense to individuals
- The significant challenge of the rising cost of education and providing affordable access and support for timely degree completion regardless of students' particular demographic or group
- Increased competition in public higher education for students, faculty, government and philanthropic support, and national prominence
- Dependence on urban universities to lead in solving vexing societal issues, including health and economic vitality
- Recognition that resourcing the plan's strategic priorities will require an integrated, university approach and will call for hard choices around resource allocation

The four strategic plan themes are:

- Diversity Drives Excellence
- Student Success
- Research and Innovation to Address Societal Challenges
- Thriving Communities

### Quest 2028 One VCU: Together We Transform Strategic Themes



The strategic plan, Quest 2028: One VCU Together We Transform, sets the projected course for VCU for the years 2022 to 2028. Its successful implementation depends upon articulation, integration and implementation of numerous other administrative and academic division and unit strategic plans, which in effect are implementation plans for Quest 2028.

It is expected that by summer 2023 all administrative and academic division and unit plans will be developed and/or updated to align with Quest 2028.

Additionally, several key elements of One VCU are woven into the fabric of this plan. Impact in these areas is essential for VCU to achieve national prominence and maximum success:

- Diversity, equity and inclusion
- Philanthropy
- Branding, communications and marketing
- Human resources, engaged workforce

### **THEME: DIVERSITY DRIVES EXCELLENCE**

Champion diversity, equity and inclusion in all that we do and advance a conscientious drive to support a climate where excellence and success for all people are valued and differences are celebrated.

This theme is integral to the goals and strategies of all themes and is woven throughout the plan because it is foundational to the success and excellence of our students, faculty and staff.

#### ***Goals and Strategies***

DDE 1: Nurture an institutional culture and climate that is diverse, inclusive, equitable and engaged.

- Assess the continuous improvement in culture and climate indices for all units across the enterprise
- Administer biennial organizational culture and climate survey across academic and medical enterprises
- Implement a progressively phased approach to DEI education, training and remediation
- Fully integrate DEI leadership competencies in management and performance systems for all employees across the enterprise

DDE 2: Implement an organizational infrastructure to support, sustain and scale DEI initiatives that infuses them into clinical care, curriculum, scholarship and practice.

- Incorporate National Association for Diversity Officers in Higher Education standards into senior leadership performance goals
- Employ federal, state and institutional data to set faculty and staff hiring benchmarks that are responsive to shortfalls in placement goals for women and minorities
- Set utilization goals for employee hiring that exceed recommendations for persons with disabilities and protected veterans

- Utilize internal expertise to guide accrediting bodies and national organizations in developing compliance standards and best practices for engaging diverse students and patients

DDE 3: Demonstrate national and international DEI thought leadership.

- Engage in developmental, transitional and transformational change management processes to build enterprise-wide teams that focus on DEI goal attainment
- Institutionalization of faculty and student pipeline programs, in particular the STEM and health professions that address deficits in expertise and representation
- Promote, develop and scale curricular initiatives related to inclusive pedagogy and experiential learning
- Create opportunities that increase underrepresented minority and minority faculty and students engaged in transdisciplinary research

### ***Metrics of Success***

- Diversity training: 100% of employees complete Title IX and nondiscrimination trainings
- Organization culture and climate: Positive percent change in biennium culture and climate survey results in diversity, inclusion, engagement and performance indices
- Faculty retention: Positive percent change in minority, underrepresented minority and women faculty
- Staff retention: Positive percent change in minority, underrepresented minority and women staff

## **THEME: STUDENT SUCCESS**

Ignite student success through curricular innovation, a holistic culture of care and an engaged and empowered workforce.

### ***Goals and Strategies***

SS 1: Transform curriculum so that all students engage in inquiry, discovery, innovation, experiential learning, civic engagement and creative expression to prepare them for the future of work.

- Foster interdisciplinary collaboration by engaging multiple knowledge communities in developing new undergraduate and graduate academic programs and credentials
- Support undergraduate and graduate curricular innovations that align with 21st-century workforce needs and VCU's research strengths and priorities
- Redesign undergraduate curriculum to expand the integration of transformative experiences (i.e., internships, clinicals, placements, undergraduate research, etc.) focused on the future of work and student engagement in research
- Redesign general education to include expected competencies for the future of work: digital literacy, racial literacy and entrepreneurship
- Foster a hybrid university environment focused on improving student learning that integrates technology with teaching and learning innovation in course and program design

- Deliver high-quality educational opportunities and services that are responsive to the needs of learners (i.e., traditional, nontraditional and lifelong learners) and are attractive and accessible to communities across Virginia and beyond
- Reshape graduate education to strengthen the attraction, reach and education of master's and highly qualified Ph.D. students
- Develop approaches and initiatives that enhance the global competency of students, faculty and staff, and also facilitate differentiation of VCU's education, research and engagement in the global academic marketplace

SS 2: Enhance the university culture of care and responsiveness that supports student engagement, success and sense of belonging.

- Empower and sustain a universitywide culture of collaboration, adaptability and innovation focused on student success
- Develop approaches and programs that strengthen student academic, financial, and career planning, readiness and agency
- Strengthen and provide intentional opportunities and conditions for purposeful student engagement, growth, physical/mental well-being and belonging among all students (undergraduate, graduate and first-professional)
- Create an environment that supports and strengthens student success through faculty/staff-student mentorship and faculty/staff development and engagement

SS 3: Retain and attract a diverse community of highly qualified faculty and staff that reflects a culture where everyone matters and belongs, and ensure the culture supports career satisfaction and growth.

- Strengthen a cross-organizational culture of appreciation that is expected of all academic and administrative units and is reflected in day-to-day behaviors, activities, clarity of goals, rewards and accountability
- Develop and scale innovative employee recruitment, advancement and retention programs that contribute to a diverse and highly qualified faculty (tenure track) and staff (i.e., iCubed)
- Develop a culture through appropriate institutional shared governance structures to promote inclusive excellence in teaching and learning across the curriculum and within co curricular programming

### ***Metrics of Success***

- Retention rate: 90% one-year retention rate and elimination of gaps among student populations (i.e. gender, ethnicity, socioeconomic and/or first generation status)
- Graduation rate: 78% six-year graduation rate and elimination of gaps among student populations (i.e. gender, ethnicity, socioeconomic and/or first generation status)
- Post-graduation outcomes: 70% employment and/or graduate/professional school within six months of graduation
- Enrollment: 32,000 students
- Faculty: Increase tenure-track faculty positions
- Faculty: Increase faculty retention
- Staff: Increase staff retention

**THEME: RESEARCH AND INNOVATION TO ADDRESS SOCIETAL CHALLENGES**

Distinguish VCU as a vibrant public research university where researchers, educators, practitioners and entrepreneurs innovate together to improve lives and address societal challenges.

***Goals and Strategies***

RI 1: Amplify VCU's impact on society through excellence across all disciplines, knowledge creation and transdisciplinary research.

- Fully implement the One VCU Research Strategic Priorities Plan and its four key initiatives — (1) Enriching the human experience, (2) achieving a just and equitable society, (3) optimizing health and (4) supporting sustainable energy and environments — and aligning transdisciplinary strengths with societal grand challenges impacting our community, region and the globe
- Invest in promising research aligned with VCU's strengths and emerging research areas as a catalyst for increased external research awards, including federal research awards and research expenditures as a measurement of knowledge creation
- Improve VCU processes and procedures supporting the tracking and reporting of VCU research expenditures
- Expand and amplify the societal impact of VCU-led innovations, including market and startups launched in the commonwealth
- Develop a comprehensive communications approach to disseminate public impact results and their role in inclusive knowledge creation and experiential learning for the next generation of innovators across all disciplines

RI 2: Build a collaborative research culture that powers meaningful change and impact and is based on ethics, integrity, inclusive practices, and critical and analytical thinking.

- Prioritize inclusive research that advances the creation of new knowledge and public impact
- Advance community engagement as a standard for knowledge co-creation and public impact
- Develop approaches and mechanisms that ensure knowledge creation is a prominent opportunity for students and trainees
- Implement strategies where collaboration and team science-based approaches yield public impact across disciplines

RI 3: Implement a research infrastructure model that is scalable, nimble and ready for growth.

- Implement strategies where collaboration and team science-based approaches yield public impact across disciplines
- Expand training grants and trainee positions
- Prepare for growth by establishing performance metrics, analytics and infrastructure strategies (e.g., reduced administrative burden)

### ***Metrics of Success***

- Research funding and portfolio
  - >\$400 million in annual external sponsored awards
  - 3% to 5% increase in total federal research awards per fiscal year
  - Double the number of patents, licensing, partnerships and startups
  - 5% annual increase in clinical research and trials
- Ranking
  - Top 50 U.S. public research universities, National Science Foundation ranking (measured by total research expenditures)
- Public impact (impactful research across all disciplines)
  - Increase faculty effort and number of new faculty hires (including URM)
  - Increase students (undergraduate and graduate, including URM) and postdoctoral fellows engaged in research
  - Increase number and quality of publications, scholarly articles, proceedings and communications

### **THEME: THRIVING COMMUNITIES**

Deliver on our commitment to solving social and health inequities in partnership with communities.

### ***Goals and Strategies***

TC 1: Collaborate to build an adaptive infrastructure that meets the evolving needs of VCU and communities.

- Enhance strategic investments in infrastructure to expand operational capacity and management to oversee and implement policy reform, communications, and universitywide coordination and execution of strategies
- Implement continuous improvement and sustainability of community and economic practices throughout VCU and VCU Health
- Develop community and economic engagement leadership and leadership pathways
- Enable a collaborative community and economic engagement enterprise that is inclusive of clinical care, curriculum, scholarship and practice, and student initiative
- Establish a cross-organizational team to guide VCU's continued competitiveness for the Carnegie Community Engaged classification
- Establish a sustainable process for reviewing and developing policies, practices, principles and ethics for transformation

TC 2: Partner with communities to help inspire authentic gains in health, education and economic prosperity.

- In collaboration with community stakeholders, develop a process to identify targeted partnership neighborhoods, including audit of existing VCU and partner activities to be aligned and leveraged
- Build relationships and partnerships to foster civic agency and community resiliency

- Foster community trust through open, transparent and timely communication
- Work with community partners and stakeholders to determine strengths, assets and resources to inform the development and implementation of a model and identify success and baseline metrics
- Collaboratively partner with community stakeholders to design and implement comprehensive health, education and economic strategies
- Galvanize the academic and health system enterprise around a priority RVA social issue to catalyze bold transformation

TC 3: Create and leverage pathways that demonstrate that our academic and health care goals and innovations benefit and complement the objectives of our community partners.

- Drive local workforce opportunity in student and employee recruitment, development and advancement within VCU and VCU Health
- Work with partners to strengthen pre-K-16 student success
- Collaboratively cultivate an economic ecosystem for the growth and development of community and student entrepreneurship and small business development by leveraging VCU assets, processes and student experiences
- Lead inclusive art, social, health and technological research, innovation and practice informed by community priorities

TC 4: Actively seek community partnerships and opportunities to elevate awareness and collaborative action between VCU and communities.

- Collaborate with community organizations in offering conferences and workshops of topics of mutual interest
- Establish citywide dialogue and lecture series with community partnership organizations
- Formalize community feedback and information loop on DEI-related matters
- Integrate return on investment/return on trust perspectives in all engagements with community partners

### ***Metrics of Success***

- Supply chain diversification: Increase vendor contracts with local minority and women businesses in priority communities
- Community engagement: Increase coordinated programs/interventions in priority communities
- Training in standards of excellence: Increase number of staff, students and faculty trained (certified/badged) in DEI and community-engaged research best practices



**VCU**

**Proposed Two Year Audit Workplan**

<b>FY23</b>	<b>FY24</b>
Financial Aid SCHEV Reporting	Foreign Influence
Export Controls - Research	Student Organizations
ERM RMM Plan Evaluation	Federal Work Study Spending
Data Integrity - VCU Website	Course Substitution Process
Grade Change Process	Faculties and Administrative Cost Recoveries
Student-athlete name, image & likeness; Compliance Review	Faculty Workload
Budget Process - part 2	HR - Compensation and Classification
Record Destruction	VCU Card Office
Parking and Billing Analysis	Online Distance Learning Controls
Various Fiscal & Administrative Reviews	Various Fiscal & Administrative Reviews
<b>IT Audits:</b>	<b>IT Audits:</b>
Software Asset Inventory	Massey Cancer Center
Research Computing/High Performance Computing Security Review	Centers and Institutes Technical Review
Google G-Suite	Business Continuity Planning
School of Pharmacy	College of Humanities and Sciences
Tableau Security	Pyramed System Review
Axium System Review	Sunapsis System Review
Blackbaud CRM	Web Services and Applications Security Review

**THREE YEAR WORKPLAN, ETHICS AND COMPLIANCE, AUDIT AND COMPLIANCE SERVICES**  
**April 18, 2022**

<b>Program Structure/Resources</b> <i>Theme: Refresh, Reevaluate</i>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
EC Team	<ul style="list-style-type: none"> <li>• Internal, external learning for team</li> <li>• Cross-training</li> <li>• Organizational member, ECI</li> <li>• SCCE Certification (Jones)</li> </ul>	<ul style="list-style-type: none"> <li>• Continue internal, external learning</li> <li>• Partner with ECI to create higher education HQP assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Team fully cross-trained</li> <li>• Ongoing career development in EC</li> <li>• Adult Ed/Instructional Design MA (McQuillen)</li> </ul>
EC Compliance Partners	<ul style="list-style-type: none"> <li>• Restructure Compliance Advisory Committee</li> <li>• Document programs (“snapshot”)</li> <li>• Gap closure, support</li> <li>• Assess, review utility of accountability matrix</li> </ul>	<ul style="list-style-type: none"> <li>• Snapshot of VCU compliance programs</li> <li>• CAC Steering Committee</li> <li>• Include compliance partners section in Annual Report</li> <li>• Environment, Social, Governance (ESG) support</li> <li>• Enhance accountability matrix</li> </ul>	<ul style="list-style-type: none"> <li>• VCU EC Summary</li> <li>• BOV dashboard includes key compliance partner metrics</li> <li>• ESG issues in annual report</li> <li>• Comprehensive accountability matrix completed, updated ongoingly</li> </ul>
EC Program Assessment	<ul style="list-style-type: none"> <li>• Integrate prior action plan into 3-year plan</li> </ul>	<ul style="list-style-type: none"> <li>• Complete ECI High Quality Program Assessment 2</li> </ul>	<ul style="list-style-type: none"> <li>• Complete ECI HQP 3 for Higher Education</li> </ul>
<b>Culture</b> <i>Theme: Leader focus, Leverage current metrics</i>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Integrity Index	<ul style="list-style-type: none"> <li>• Technical discussions</li> <li>• Consider historical data</li> <li>• Begin leader consultations</li> <li>• Create plan for 2023 survey</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver Integrity Index in 2023 Survey, target 10% improvement vs 2021</li> <li>• Disseminate best practices in leader consultations</li> <li>• Partner with Grace Harris Leadership on EC content</li> <li>• Share benchmarking data with BOV, leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Target 10% improvement in Integrity Index for 2025 Survey</li> <li>• Continue best practice dissemination</li> <li>• Recognize successful leaders and teams</li> </ul>
Assess incentives, discipline and performance management related to integrity	<ul style="list-style-type: none"> <li>• Begin data analysis with Audit on leader PM</li> <li>• Study discipline outcomes by issue type, level</li> </ul>	<ul style="list-style-type: none"> <li>• Consider actions with HR to support consideration of integrity in PM</li> <li>• Consider actions with leaders, HR to address any discipline inconsistencies</li> </ul>	<ul style="list-style-type: none"> <li>• Deploy improved PM practices</li> <li>• Deploy improved discipline practices</li> </ul>

<b>Policies</b> <i>Theme: Upgrade, Expand scope</i>			
System upgrade to DocTract	<ul style="list-style-type: none"> <li>• DocTract implementation begins</li> </ul>	<ul style="list-style-type: none"> <li>• Complete DocTract implementation</li> </ul>	
Expand, update scope of policies	<ul style="list-style-type: none"> <li>• Evaluate attestation process, design enhancements</li> <li>• Assess policy gaps (e.g., FCPA, Supplier Code, ESG, Code of Conduct update)</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver attestation enhancements</li> <li>• Deliver new or updated policies as assessed from 2023 and ERM (Code of Conduct?)</li> <li>• Create directory of compliance expertise/monitoring by subject area</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver comprehensive annual attestation reminders, data, and documentation</li> <li>• Create system to share/update monitoring data</li> </ul>
Develop and implement new policy and system for disclosing and tracking individual and institutional conflicts of interest	<ul style="list-style-type: none"> <li>• Develop new interim policy and shepherd it through approval process</li> <li>• Pilot test disclosure system and policy in several schools, including manager training</li> <li>• Based on results, plan final policy and full disclosure system rollout in calendar 2023</li> </ul>	<ul style="list-style-type: none"> <li>• Implement new COI policy</li> <li>• Roll out new disclosure system university-wide with employee and manager training</li> <li>• Develop aggregate reporting on COIs</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure smooth functioning of disclosure system and resolution process</li> <li>• Standardize aggregate reporting on COIs</li> </ul>
<b>Investigations/Accountability</b> <i>Theme: Standards, Quality assurance, Training</i>			
Guidelines	<ul style="list-style-type: none"> <li>• Update and disseminate investigative process guidelines to all university compliance partners</li> </ul>	<ul style="list-style-type: none"> <li>• Measure/monitor investigative quality based on guidelines, provide feedback</li> <li>• Create/adopt an Investigator Code of Professional Conduct</li> </ul>	<ul style="list-style-type: none"> <li>• Standardize investigative quality metrics</li> </ul>
Quality assurance/Analytics	<ul style="list-style-type: none"> <li>• Continue quality assurance work in all aspects of Convercent system, resolve any issues</li> <li>• Consider future enhancements to monitor possible retaliation against reporters by system and individual follow-up.</li> <li>• Begin root cause analysis on significant substantiated matters</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver Convercent user training</li> <li>• Deliver analytics on prevention/improvement by issue type (YOY)</li> <li>• Deliver analytics on retaliation (YOY)</li> <li>• Implement pilot of retaliation monitoring process</li> <li>• Continue expanding root cause analysis to all substantiated matters</li> </ul>	<ul style="list-style-type: none"> <li>• Standardize prevention/improvement analytics</li> <li>• Standardize retaliation analytics</li> <li>• Standardize retaliation monitoring process</li> <li>• Standardize root cause analytics and reporting</li> </ul>
Partner training	<ul style="list-style-type: none"> <li>• Deliver investigations training to all personnel who conduct investigations at VCU</li> </ul>	<ul style="list-style-type: none"> <li>• Continue investigations training annually</li> </ul>	<ul style="list-style-type: none"> <li>• Continue investigations training annually</li> </ul>

Add shared resource	<ul style="list-style-type: none"> <li>• Develop justification and memo of understanding for shared resource investigator for Monroe Park/Health Sciences/ICO</li> <li>• Recruit for investigator to report into ICO as a shared resource for Monroe Park and Health Sciences campus matters</li> <li>• Deploy new resource for casework and training</li> </ul>		
<b>Training and Communications</b> <i>Theme: Refocus, Reengage, Innovate</i>			
Refocus and reengage with employees on ethics and compliance	<ul style="list-style-type: none"> <li>• Create comprehensive internal EC training and communication calendar to hone messaging</li> <li>• Create and deliver monthly blog including key messages and case summaries</li> <li>• Make EC a presence at university events as appropriate (Technology Fair, Benefits Fair, field visits, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Continue comprehensive messaging</li> </ul>	
Support compliance partners in training and communication needs	<ul style="list-style-type: none"> <li>• Provide support to compliance partners as requested on training and communication needs including feedback, design, upgrade of materials, strategies.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue comprehensive partner support in training, communications</li> </ul>	
Begin planning for future training enhancements	<ul style="list-style-type: none"> <li>• Develop plans for 2023 and beyond to make training more targeted, engaging, effective, involving leaders</li> <li>• Consider partnering with SOTA or other university resource for creative work</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver enhanced 2024 EC training with scenario-based element and quiz/test or other assessment, involve/feature leaders</li> <li>• Continue various methods to deliver risk-based, targeted messages, guidance</li> <li>• Begin to build comprehensive compliance training plan by job category</li> <li>• Develop SOTA or other partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver 2025 EC training in new format with quiz/test/assessment, feature leaders</li> <li>• Deliver comprehensive compliance training plan by job category</li> <li>• Develop in-house library of training and other best practice tools for use by leaders, others</li> <li>• Continue, enhance SOTA or other partnerships</li> </ul>

<b>Risk Assessment</b> Theme: Restart, Integrate			
Complete ICO Risk Assessment, Action Plan	<ul style="list-style-type: none"><li>• Summarize CAC reported risks</li><li>• Assess other missing EC risks</li><li>• Share with Audit for 3-year plan</li><li>• Action plan for any immediate compliance gaps</li></ul>	<ul style="list-style-type: none"><li>• Complete any 2023 gap action plans, identify new</li><li>• Standardize collection of risk data from CAC/Steering Committee</li><li>• Integrate any risk assessment with ERM process</li><li>• Share with Audit for plan</li></ul>	<ul style="list-style-type: none"><li>• Standardize risk assessment process/output for EC risks, aligned with ERM</li><li>• Share with Audit for plan</li><li>• Complete any 2024 gap action plans, identify new</li></ul>
Participate, support ERM restart	<ul style="list-style-type: none"><li>• Participate actively in ERM restart</li></ul>	<ul style="list-style-type: none"><li>• ERM baseline completion</li><li>• Align EC program with top risks</li></ul>	<ul style="list-style-type: none"><li>• ERM standardized, EC participates and program aligns/changes with top risks</li></ul>

## **Virginia Commonwealth University Proposed Organizational Change**

### **Proposal**

The Virginia Commonwealth University seeks approval to move the Post-Baccalaureate (Graduate) Certificate in Care Coordination from the Office of the Senior Vice President for Health Sciences to the School of Nursing Dean's Office.

### **Overview**

The Post-Baccalaureate (Graduate) Certificate in Care Coordination was approved by the State Council of Higher Education for Virginia in February 2017. The purpose of the certificate program is to educate healthcare professionals in concepts and best practices of care coordination. Upon successful completion of the program, graduates are equipped to help patients and their families who are at risk for excess use of health care to navigate the complex interface among providers, insurers, governmental programs, and community based organizations.

While the certificate is an innovative academic program that provides important training for the future of healthcare. Enrollment has been low despite multiple efforts to attract and retain more students. Moving the certificate to the School of Nursing will allow that academic unit to align recruitment efforts with other ongoing recruitment efforts and provide more support services to the students. In addition, there may be opportunities to align other nursing offerings with certificate offerings, for example a track in care coordination for masters level students.

This proposed change was presented at the November 4, 2021 IPE Advisory Committee meeting which included leaders from College of Health Professions, Dentistry, Medicine, Nursing, Pharmacy, and Social Work. No concerns were indicated.

The Center for Interprofessional Education and Collaborative Care notified the Office of the Senior Vice President for Health Sciences, including Arthur Kellermann on October 21, 2021, and noted no concerns.

### **Method of Delivery**

All courses required for the Post-Baccalaureate (Graduate) Certificate in Care Coordination are delivered in an online delivery format. This organizational change will have no impact on the method of delivery.

### **Target Implementation Date**

July 1, 2022

### **Demand and Workforce Development**

In large part due to the changing healthcare climate from the Affordable Care Act's (ACA) goal to reduce 30-day preventable hospital readmissions, care coordination has been recognized as a clear societal need in which healthcare professionals need to be better trained in best practices. The Agency for Healthcare Research and Quality (AHRQ) responded by proposing a set of care coordination measures to guide best recommended practices. To say care coordination is a challenging job is an understatement as care coordinators must solve a multitude of intensely complex barriers to patient care every day. Further proving the national support of the care coordination role, the Centers for Medicare and Medicaid Services (CMS) have recognized that care coordination is a critical component of primary care that will contribute to better health of patients and reduced spending. In a policy brief by the American Academy of Nursing's Care Coordination Task Force, the need for workforce development is clearly delineated as a specific recommendation to help improve sustainability of care coordination. This certificate program is structured to meet not only the recommendations of the AHRQ's Mechanisms for Achieving Care Coordination in the Care Coordination Measures Atlas, but also to provide the

successful graduate with practical exposure to how to facilitate safe and effective care transitions. Typically healthcare professionals are prepared for their role in care coordination by direct immersion with very little to no formal training, so this curriculum will allow students to have a measurable level of knowledge necessary to utilize effective care coordination strategies. Therefore, participants and employers will find certification appealing because it helps to identify them as experts in their field.

### **Impact on Existing Programs**

No impact on existing programs. To date, all the certificate students have not been enrolled in other VCU degree programs. Since offering Post-Baccalaureate (Graduate) Certificate in Care Coordination courses independent of the program, a small but growing group of Master of Social Work students have enrolled.

This organizational change will have no impact on these courses nor the participating programs. The Center for Interprofessional Education and Collaborative Care offers non-certificate IPEC courses in which the following programs participate: BSN, PharmD, MD, DDS, DH, MHA, PT, OT, MPH.

The Council on Education for Public Health (CEPH) [competency 21](#) requires an interprofessional course for all Master of Public Health (MPH) students. Currently, IPEC 501: Foundations in Interprofessional Practice is the required course. Due to its more advanced healthcare focus, IPEC 510 is used as an option for physicians enrolled in the MPH program to satisfy accreditation standards. Since 2018, 1-2 Doctor of Medicine (MD) students in the MPH program have enrolled into IPEC 510. Transferring this program to the School of Nursing has no impact on course content.

Master of Science (MS) degree program in Gerontology with a concentration in geriatric care management requires IPEC 516. Again, transferring this program to the School of Nursing has no impact on course content.

### **Impact on Faculty**

The move will have no impact on faculty currently teaching in the program. The program director is full-time faculty in the School of Nursing and 0.2 FTE is currently paid by The Center for Interprofessional Education and Collaborative Care to oversee the certificate and teach two courses. The remainder of the faculty are adjuncts who were identified by the course director and hired and also paid by The Center for Interprofessional Education and Collaborative Care.

- Kimberly Davis (program director): IPEC 510 and 515: Interprofessional Communication and the Care Coordinator I and II
- Ross Airington: IPEC 511: US Healthcare and Care Coordination
- Bonita Hogue: IPEC 512: Healthcare Payment Models and Care Coordination
- Mark Robinson: IPEC 513: Ethical and Legal Consideration in Care Coordination
- Patricia Baker: IPEC 514: Hospital Based Care Coordination
- Angel Daniels: IPEC 516: Community-Based Care Coordination

### **Funding**

The School of Nursing has the resources needed to sustain the certificate program. FY22 funding for five adjunct faculty and 0.2 FTE of the program director was \$49,351, inclusive of respective FY22 fringe rates. The Center for Interprofessional Education and Collaborative Care established competitive adjunct faculty rates that meet current compensation requirements for adjunct faculty engaged in credit instruction (credit hour minimum for J00001 instructors). The Center for Interprofessional Education and Collaborative Care receives no tuition revenue from any of its offerings. Going forward, the tuition revenue for the certificate will be folded into the model for the School of Nursing and other Schools and Colleges. The School of Nursing has the resources to support faculty, administration, and recruitment/marketing.

### **Benefit to University**

The Care Coordination Certificate meets the mission and goals set forth in VCU's *Quest 2025: Together We Transform*, such as support for real-world learning (e.g. Capstone Projects), interdisciplinary collaborations, and workforce development that seeks to solve complex needs in healthcare.

State Council of Higher Education for Virginia (SCHEV) approval is not required

### **Next Steps**

March 1:	Program and Courses Deadline
March 22:	Programs and Courses Meeting
April 5:	University Graduate Council Meeting
April 28:	University Council Subcommittee on Academic Affairs and University Policies Meeting
*May 5:	University Council Meeting
*May 2:	President's Cabinet Meeting
May 13:	Board of Visitors

\*Proposals may be presented at the President's Cabinet meeting prior to the University Council to facilitate Board of Visitors review and approval.

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**Virginia Commonwealth University  
Proposed Program Brief**

**Proposal to create a Bachelor of Fine Arts in Emerging Media and Technology**

**Overview**

Virginia Commonwealth University seeks approval to establish a Bachelor of Fine Arts (BFA) degree program in Emerging Media and Technology at the School of the Arts campus in Doha, Qatar (VCUArts Qatar). The program will be administered by the Dean's Office in the School of the Arts in Qatar. The purpose of the program is to prepare students to work as designers and artists within a spectrum of correlated emerging media and technology fields. The program will provide students with a foundation in the theory and history of digital media art and design, enabling graduates to engage in critical dialogue and contribute meaningfully to the evolving discourse of their field.

**Delivery Format**

The program will be offered in a face-to-face delivery format.

**Target Implementation Date**

Fall 2023

**Target Population**

The intended target audience for the program is individuals interested in enter into a broad range of professions such as game designer, application designer, creative video editing and directing, 2D and 3D modelers and animators, motion graphics artists, sound designers and performers, interactive media designers, and immersive media consultants, particularly in the Middle East and North Africa Region.

**Impact on Existing Programs**

The BFA in Emerging Media and Technology is not similar or related to an existing degree program at Virginia Commonwealth University. The BFA in Emerging Media and Technology will not compromise any existing degree programs. No programs will close as a result of the initiation and operation of the program.

**Impact on Faculty**

Ten full-time faculty will teach in the program. The faculty members teaching program have a combined 70 years of teaching experience in art and design, computerized digital imaging, new media, graphic design, digital animation, and other related disciplines. Each faculty member holds a terminal degree in their respective field.

**Funding**

Virginia Commonwealth University and the VCU School of the Arts in Doha, Qatar have all of the faculty, classified support, equipment, space, library, and other resources necessary to launch the program. All new hires will be supported by tuition and fees generated through student enrollment. The program will be supported by resources already in place to sustain existing academic programs, including student support services (enrollment services, library support, and career services) and faculty support services (advising, ALTLab, and CTLE).

**Next Steps**

April 28 - University Council subcommittee on Academic Affairs and University Policies (UC-AAUP)

May 5 - University Council Meeting

Electronic vote - President's Cabinet Meeting

May 13 - Board of Visitor's Meeting

# Virginia Commonwealth University Proposed Program Brief

## **Proposal to create a Bachelor of Science in Pharmaceutical Studies**

### **Overview**

Virginia Commonwealth University (VCU) seeks approval to create a Bachelor of Science degree program in Pharmaceutical Sciences (BSPS). The purpose of the degree program is to train students to work in entry-level positions, and to serve as a pipeline into advanced programs of study (e.g., M.S. or Ph.D. in Pharmaceutical or Biomedical Sciences; Pharm.D.). Students will develop the appropriate knowledge, skills and abilities to address problems in pharmaceutical sciences.

### **Delivery Format**

The degree program will be offered in a face-to-face delivery format.

### **Target Implementation Date**

Fall 2023

### **Target Population**

The intended target audience for the degree program is individuals interested in working in a variety of settings, including but not limited to, pharmaceutical and biotechnology companies, research facilities, regulatory agencies, and laboratories such as the National Institutes of Health, as well as those interested in pursuing advanced programs of study (e.g., M.S. or Ph.D.; Pharm.D.).

### **Impact on Existing Programs**

Virginia Commonwealth University would be the first public institution in Virginia to offer a standalone BS degree program in Pharmaceutical Sciences. No public institution in the state offers a similar or related degree program. No degree programs will close because of the initiation and operation of the degree program. The degree program will be distinctly different from existing bachelor's degrees in chemistry and biology because of the emphasis on pharmaceutical science courses.

### **Impact on Faculty**

The School of Pharmacy Dean's Office will hire one faculty member to serve as program director and advisor and one academic advisor to support the program in its initiation year. Faculty from existing programs will teach courses to support the BSPS degree. These faculty will come from the School of Pharmacy with additional faculty resources from the College of Humanities and Sciences. Adjunct faculty will not be required to initiate or sustain the program. Two graduate assistants are required to initiate or sustain the core courses of the degree program beginning fall 2025. Additional faculty and academic advisors will be hired based on enrollment.

### **Funding**

The program will be supported by resources already in place to sustain existing academic programs, including student support services (enrollment services, library support, and career services) and faculty support services (advising, ALTLab, and CTLE). All funding will come from school resources and tuition and fees generated through student enrollment.

### **Next Steps**

April 28 - University Council subcommittee on Academic Affairs and University Policies (UC-AAUP)

May 5 - University Council Meeting

Electronic vote - President's Cabinet Meeting

May 13 - Board of Visitor's Meeting

**Amendment to the 2020-2026 Six-Year Capital Plan**  
Office of the Provost, 901 West Franklin Street

**Background**

The building at 901 West Franklin Street is located within the Historic Franklin Street District and houses various units and programs of the Office of the Provost. The building is experiencing significant water intrusion issues and requires repairs to include repointing of mortar joints, repairs to head flashing at windows, repair/replacement of downspouts, gutters and site drainage systems, and repair/replacement of portions of the multi-roof system. The project also includes restoration, painting and sealing of windows.

**Considerations**

The repairs needed in 901 West Franklin Street meet the criteria for use of maintenance reserve funds. The Commonwealth of Virginia limits the use of state-appropriated maintenance reserve funds to \$2M or less for a single project, but provides an exception to the \$2M limit on a case-by-case basis. The university received approval of an exception for this project based on the \$2.3M estimated cost of work. Projects exceeding \$2M also require approval from VCU's Board of Visitors.

**Cost and funding source**

The estimated cost of the project is \$2.3M. Maintenance reserve funds will be used.

**Recommendation**

Approve amendment of the university's 2020-2026 Six-Year Capital Plan to undertake major repairs to 901 West Franklin Street using maintenance reserve funds at a cost not to exceed \$2.3M.

**Amendment to the 2020-2026 Six-Year Capital Plan**  
Hibbs Hall, 900 Park Avenue

**Background**

Hibbs Hall, located at 900 Park Avenue on the Monroe Park Campus, houses the Transfer Center, the Campus Learning Center and the Testing Center as well as large lecture halls and offices of the Department of English. Replacement of major components of the chilled water system serving this building is needed. The existing system is at the end of life and replacement of these components will improve energy efficiency and reliability.

**Considerations**

Replacement of the chilled water system equipment at Hibbs Hall meets the criteria for use of maintenance reserve funds. The Commonwealth of Virginia limits the use of state-appropriated maintenance reserve funds to \$2M or less for a single project, but provides an exception to the \$2M limit on a case-by-case basis. The university received approval of an exception for this project based on the \$2.025M estimated cost of work. Projects exceeding \$2M also require approval from VCU's Board of Visitors.

**Cost and Funding**

The estimated cost of the project is \$2.025M. Maintenance reserve funds will be used.

**Recommendation**

Approve amendment of the university's 2020-2026 Six-Year Capital Plan to replace the chilled water system equipment at Hibbs Hall using maintenance reserve funds at a cost not to exceed \$2.025M.

## **Amendment to the 2020-2026 Six-Year Capital Plan**

### **Technology Operations Center, 707 West Broad Street**

#### **Background**

The Technology Operations Center is a new six story facility being constructed at 705-707 West Broad Street. The 27,000 gross square foot facility will house VCU's computing center which is being relocated from its existing location in the Department of General Services' (DGS) Pocahontas Building. This site operates as the primary data center and network operations hub for VCU on both campuses, as well as serves as the telecommunications hub for VCU Health. As such, this facility directly or indirectly supports all of VCU's and much of VCU Health's critical operations. The upper floors of the facility will provide administrative space to support the services within the facility.

The VCU Board of Visitors approved funding for this project in October 2021 as part of the 2020-2026 Six-Year Capital Plan and, in March 2022, approved the architect selection for the project.

#### **Considerations**

Costs rose significantly since October, from an estimated cost of \$580 per square foot to an estimated \$970 per square foot. Contributing factors include an increase in scope identified during schematic design, material and labor increases, constricted site challenges, and expedited schedule escalation. The increase in project cost is consistent with market trends.

#### **Cost and funding source**

The total capital cost of the replacement facility is now estimated to be \$31,375,000, an increase of \$8.8M. It will be funded with university debt.

#### **Recommendation**

Authorize an amendment of the university's 2020-2026 Six-Year Capital Plan to increase the total project cost of the Technology Operations Center from \$22,575,000 to \$31,375,000.

## **Approval of Project Plans**

### **Technology Operations Center**

#### **Background**

The Technology Operations Center is a new six story facility being constructed at 705-707 West Broad Street. The 27,000 gross square foot facility will house VCU's computing center which is being relocated from its existing location in the Department of General Services' (DGS) Pocahontas Building. This site operates as the primary data center and network operations hub for VCU on both campuses, as well as serves as the telecommunications hub for VCU Health. As such, this facility directly or indirectly supports all of VCU's and much of VCU Health's critical operations. The upper floors of the facility will provide administrative space to support the services within the facility.

The VCU Board of Visitors approved funding for this project in October 2021 as part of the 2020-2026 Six-Year Capital Plan and, in March 2022, approved the architect selection for the project. VCU now seeks board approval for project plans, which illustrate the functional layout and adjacencies of the building. The project plans were developed collaboratively with the design architect, Technology Services and Facilities Management.

#### **Cost and Funding**

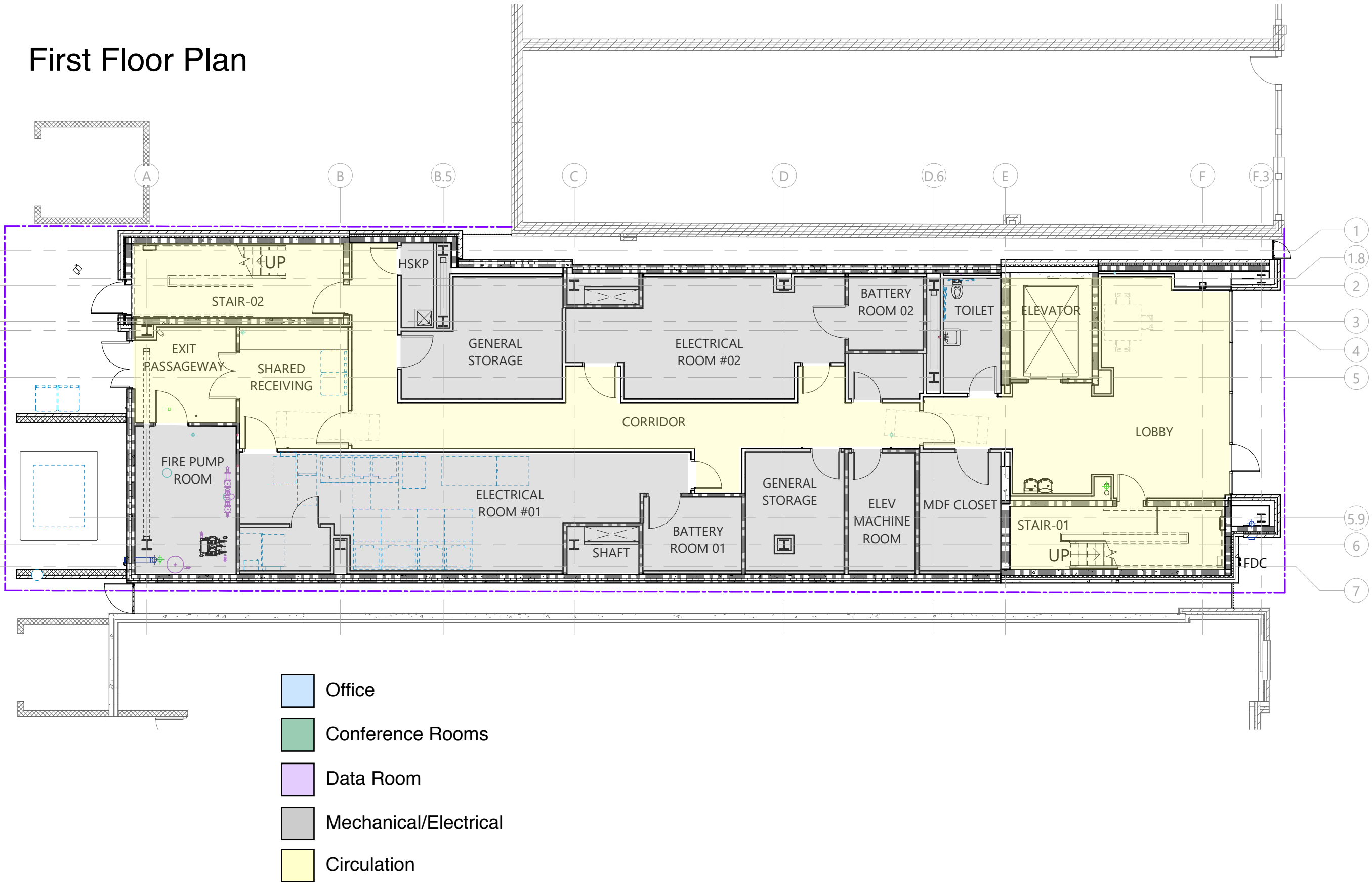
The total project cost for the Technology Operations Center is \$31,375,000 and is funded by university-supported debt.

#### **Recommendation**

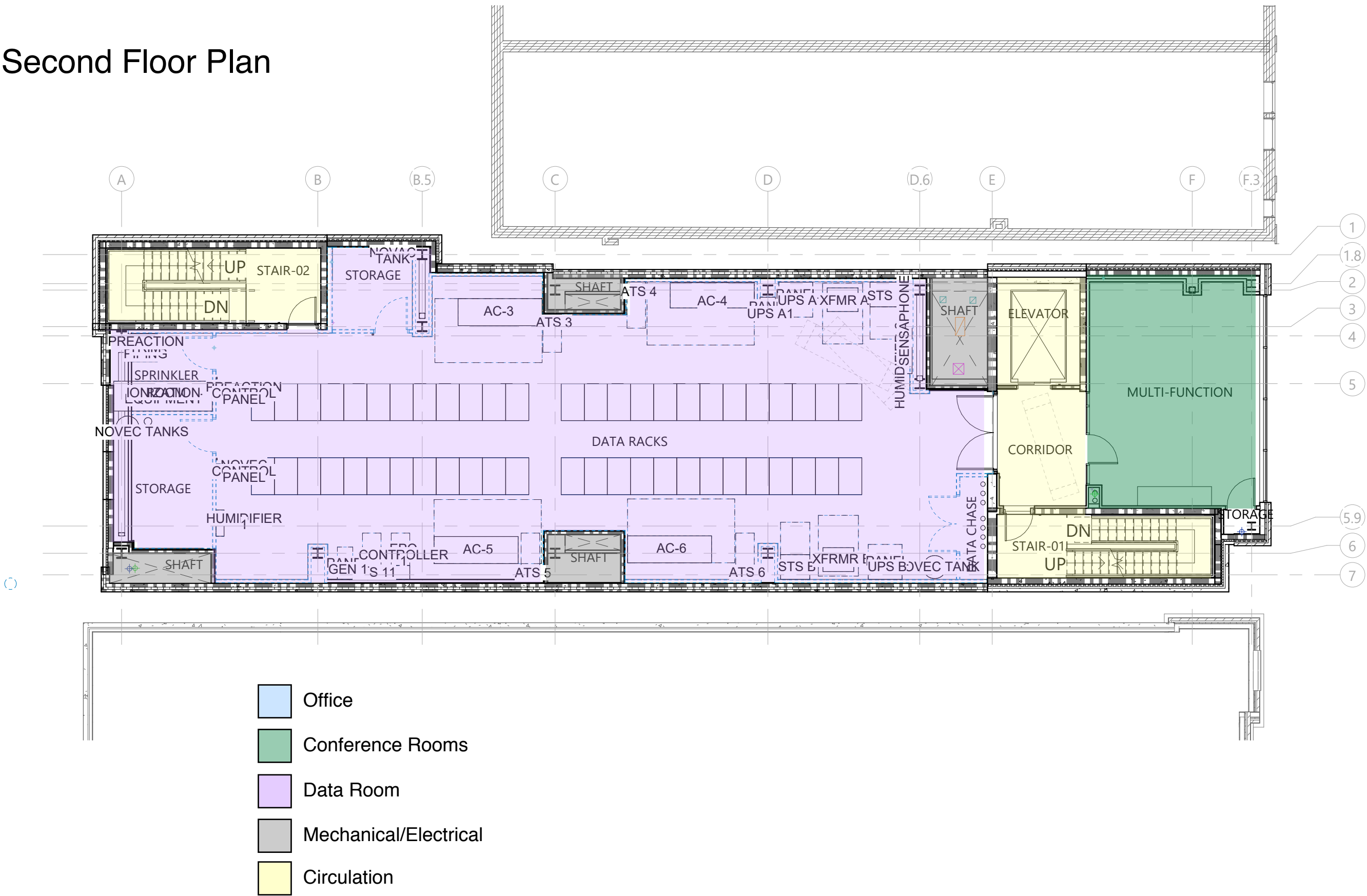
Approve project plans for the Technology Operations Center.



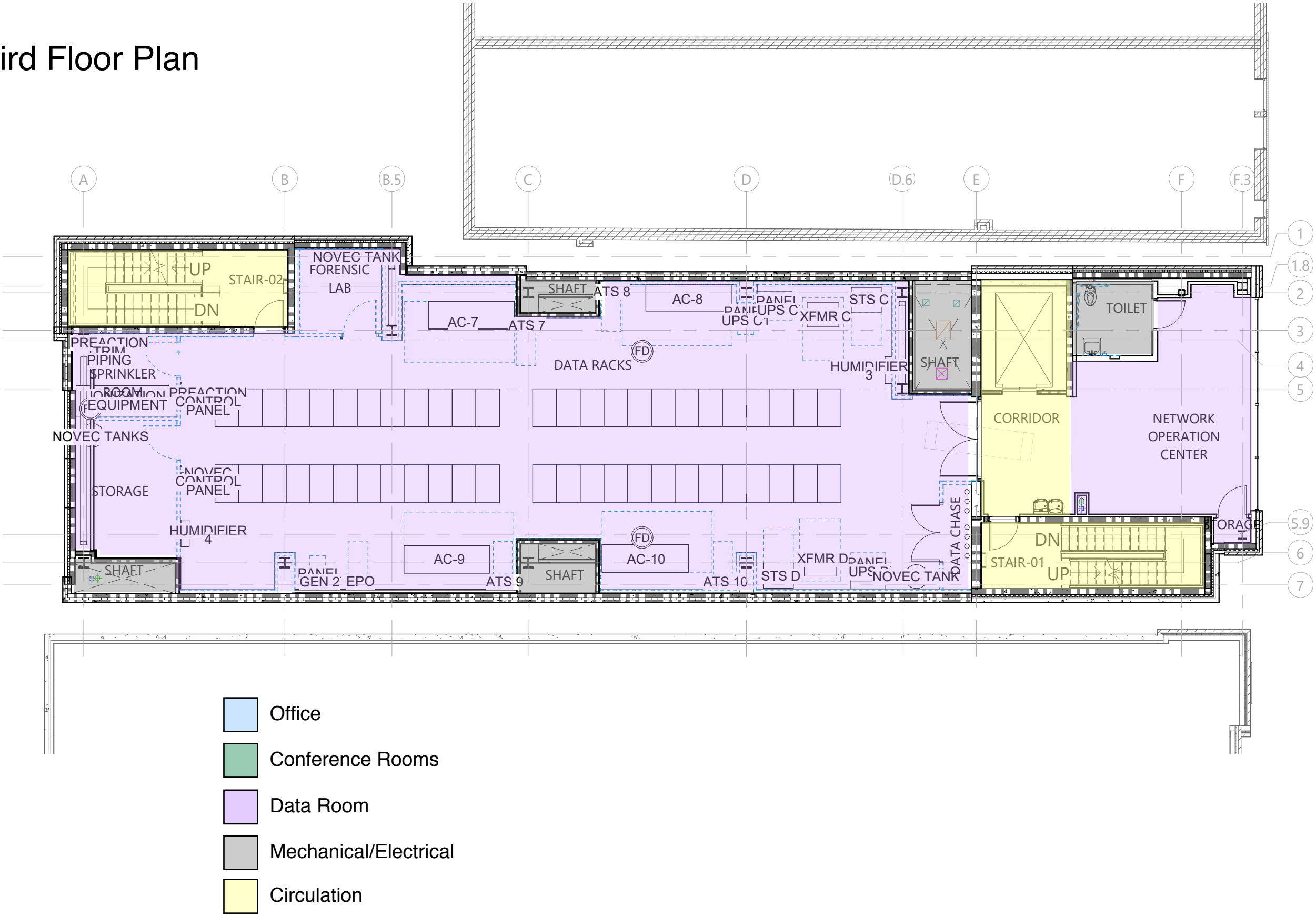
# First Floor Plan



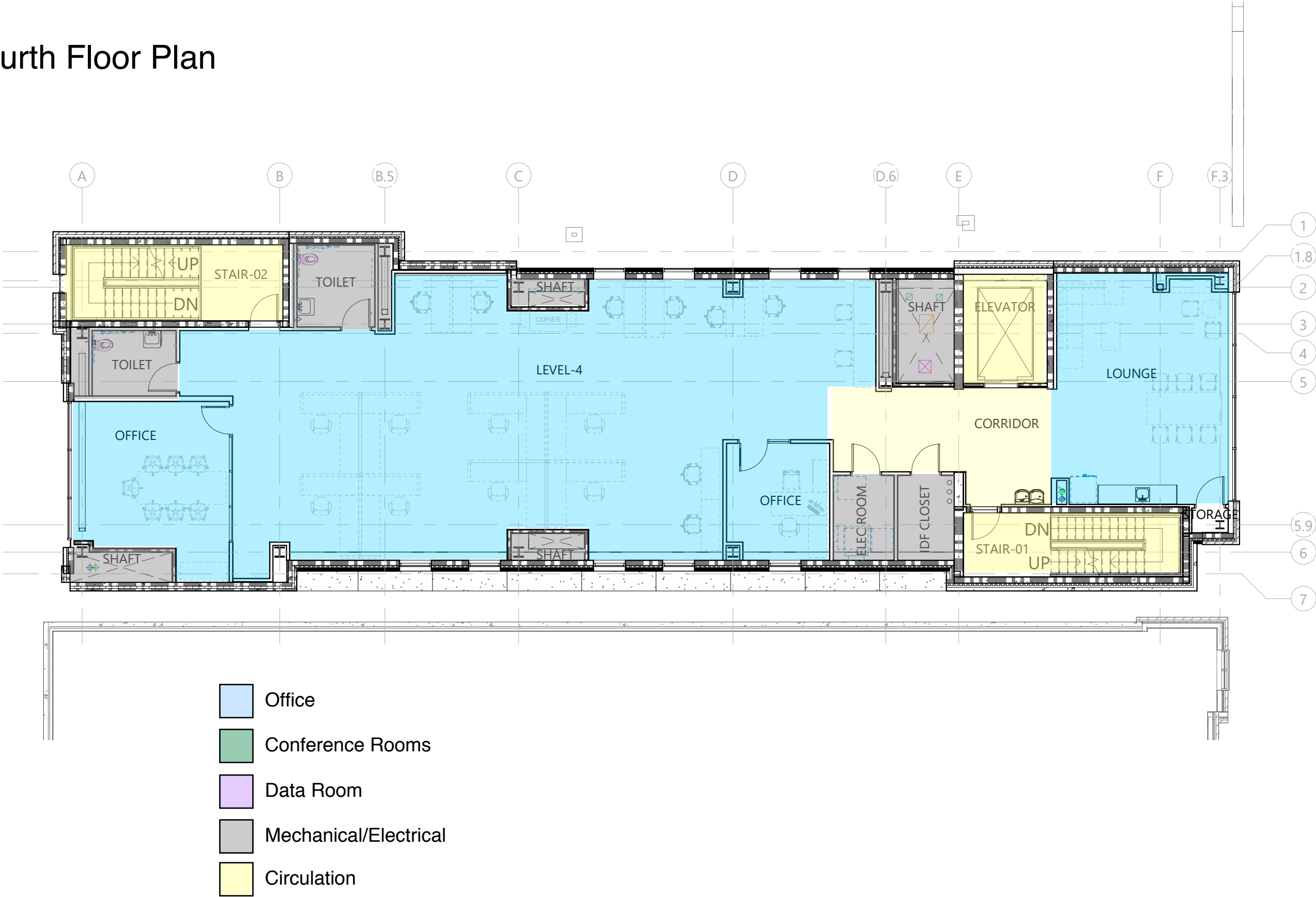
# Second Floor Plan



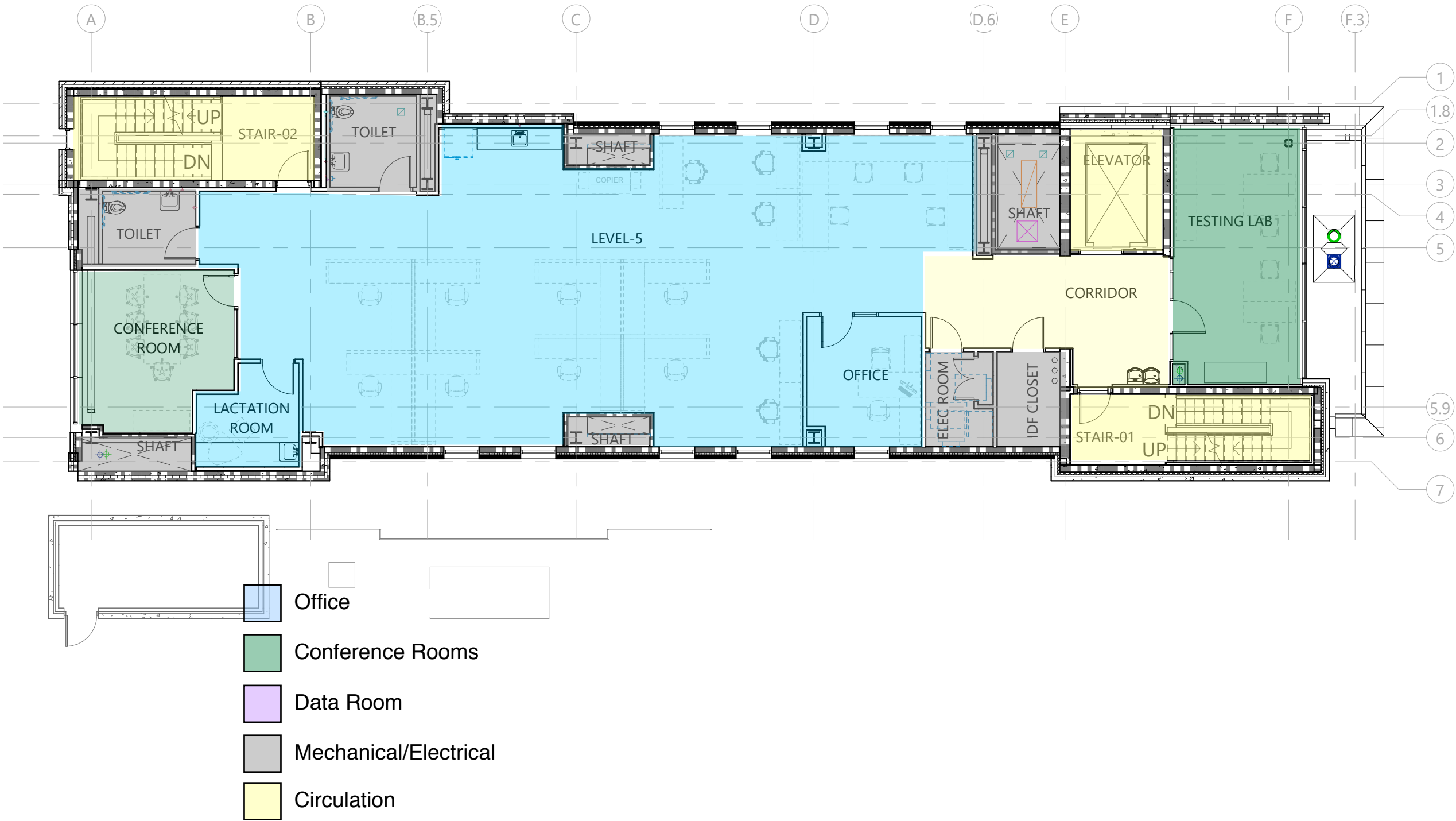
Third Floor Plan



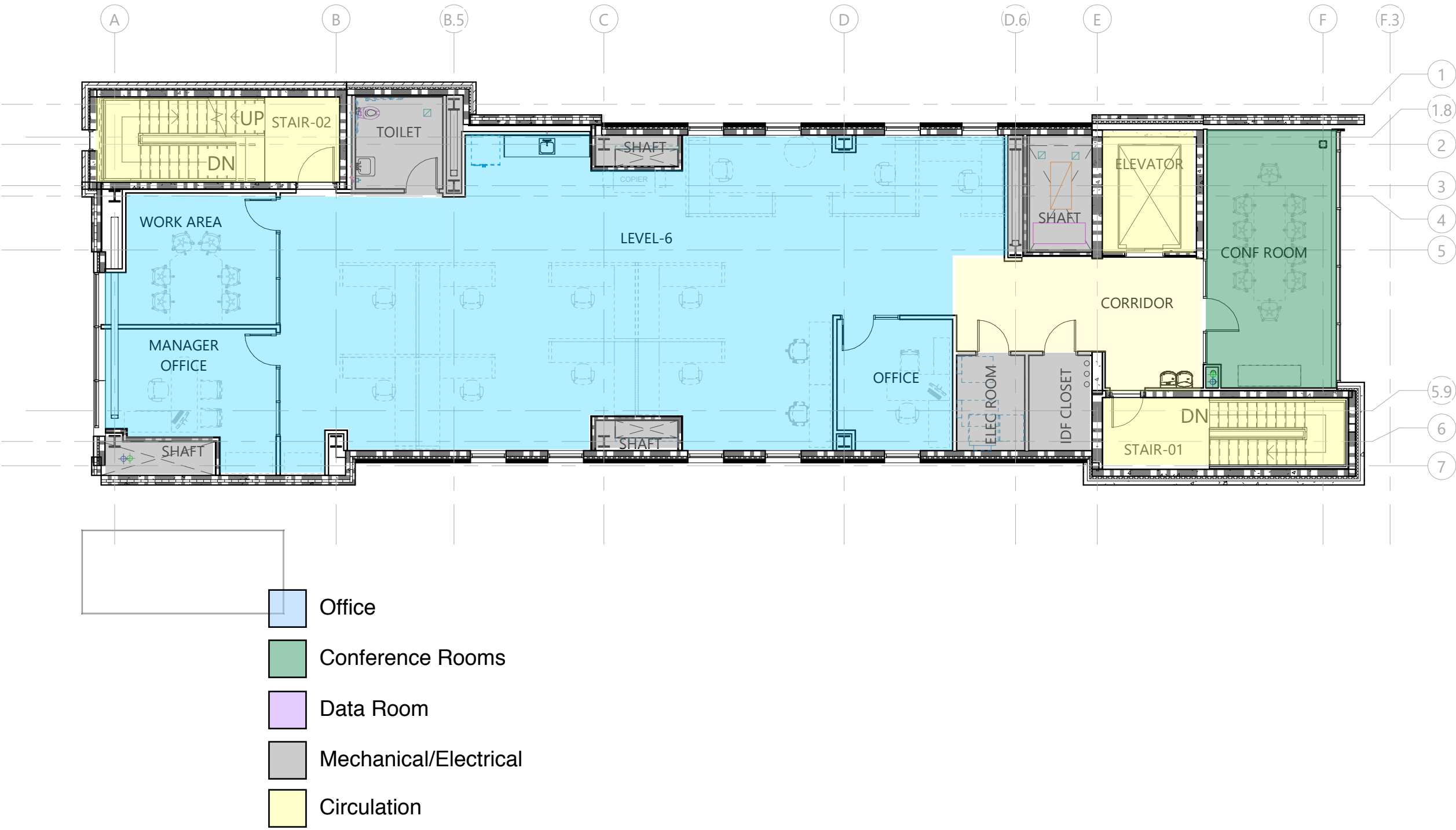
# Fourth Floor Plan



# Fifth Floor Plan



# Sixth Floor Plan



**RESOLUTION OF THE BOARD OF VISITORS  
OF VIRGINIA COMMONWEALTH UNIVERSITY  
ADOPTED MAY 13, 2022**

The Board of Visitors, consistent with the full and ultimate authority and accountability provided for in its Management Agreement with the Commonwealth of Virginia acting through the Governor and the General Assembly pursuant to the Restructured Higher Education Financial and Administrative Operations Act (Chapter 4.10 of Title 23.1 of the Code of Virginia), does hereby revise the threshold for defining a "Capital Project" as a 'Major Capital Project' to projects costing \$3 million or more. Therefore, more specifically, the term 'Major Capital Project' is hereby defined in Section II (Definitions) of Exhibit A of the Management Agreement (Policy Governing Capital Projects) as follows: 'Major Capital project means the acquisition of any interest in land, including improvements on the acquired land at the time of acquisition, new construction of 5,000 square feet or greater or costing \$3 million or more, improvements or renovations of \$3 million or more, and Capital Leases.' The Board hereby directs that the FBI Charter and all other relevant University policies and processes be revised accordingly.

NOW, THEREFORE, BE IT RESOLVED that, upon approval, this action shall take effect immediately.

# VIRGINIA COMMONWEALTH UNIVERSITY BOARD OF VISITORS

## FINANCE, BUDGET, AND INVESTMENT COMMITTEE CHARTER

### I. PURPOSE

The primary purpose of the Finance, Budget, and Investment Committee (“Committee”) is to assist the Board of Visitors (BOV) in fulfilling its objectives and fiduciary responsibilities related to applicable policies and oversight of:

- University finances and investments
- University policies on debt management
- University facilities planning, design, construction and renovation.
- University purchase and divestiture of land, including any easements.

The Committee is responsible for reviewing financial statements, budgets, debt, investments, cash management, six-year financial operating and capital plans, and make corresponding recommendations to the ~~Board of Visitors~~ BOV all for the purpose of maintaining a sound fiscal standing. In addition and contributing to fiscal standing, the Committee is responsible for reviewing the University’s tuition and fee charges for each year. The Committee directly oversees the investment of the cash management pool and reviews the financial activities of any foundation or organization established to benefit the University, including foundations, partnerships, or other affiliated entities.

The Committee also recommends, for approval by the BOV, Major Capital Projects as defined in the BOV’s Management Agreement, as well as the es selection of engineers and architects for such projects. University construction capital projects exceeding \$52 million, approves the renovation or replacement of outdated facilities and equipment, and approves project plans for construction projects exceeding \$52 million, approves the acquisition of all property, and the sale and demolition of University-owned property.

University management is responsible for day to day operation of the University within the established authorities, under the governance of the Committee.

### II. COMPOSITION AND INDEPENDENCE

The Committee will be comprised of three or more Visitors. In addition to complying with the Commonwealth of Virginia’s Conflict of Interest laws and any University policies, each member must be free from any financial, family or other material personal relationship that, in the opinion of the Board or the Committee members, would impair their independence from management and the University. Committee members should also refrain from activities that a reasonable person would view as unethical or contrary to the institutional mission.

### III. RESPONSIBILITIES

In performing its oversight responsibilities, the Committee shall:

#### A. **General:**

1. Adopt a formal written charter that specifies the Committee's scope of responsibility. The charter should be reviewed annually and updated as necessary.
2. Maintain minutes of open session meetings.
3. Report Committee actions to the Board of Visitors with such recommendations as the Committee may deem appropriate.
4. Consistent with state law, the Committee may meet in closed session (with or without members of senior management present) with the external auditors and/or the Vice President for Finance and Administration to discuss matters that the Committee or any of these groups believe should be discussed privately.
5. Become well acquainted with all of the information and pertinent facts under the purview of the Committee.
6. Implement best practices across the institution for financial management.
7. Ensure that the institution is operating efficiently, effectively and appropriately with regard to the use of public and other funds to support its stated mission.

#### B. **Financial Policy and Investments:**

1. Review recommendations of the Administration concerning new or revised financial policy and make appropriate recommendations to the Board of Visitors.
2. Review financial assumptions upon which budgets are based.
3. Review and recommend approval of the six-year financial plan and operating budget.
4. Review and recommend approval of the six-year capital outlay plan and capital outlay budget, and all amendments to the plan.
5. Review periodically and compare financial operating results with appropriate budgets and benchmarks.
6. Approve major design changes to the VCU Optional Retirement Plan.
7. Review annual financial statements and supporting schedules and report to the Board the results of that review.
8. Serve, with the advice of the Investment Advisory Subcommittee, as an investment committee and oversee University investment policies and activities including direct management of the University's cash investment pool and monitoring of the policies and activities of the University-related private foundations.
9. Review annually the BOV Fund.
10. Review quarterly the University Efficiencies.
11. Review quarterly the F&A Dashboard.

C. **Facilities Planning and Debt Management:**

1. Review and recommend approval of the master site plan.
2. Review and recommend approval of plans for ~~new construction and major renovation projects~~ Major Capital Projects (as defined in the BOV's Management Agreement) in accordance with Board-approved procedures.
3. Review and recommend approval of the six year capital outlay program and amendments thereto.
4. Review and recommend to the Board all debt issuance and review debt management policies.
5. Review and recommend approval of property acquisition or disposition of real estate and other interests therein.
- ~~5-6.~~ Review and recommend approval of the demolition of any University-owned property.
- ~~6-7.~~ Consider such other matters relating to the maintenance and security of the University's buildings and grounds and the care and preservation of the University's furnishings and equipment as may warrant its consideration.

D. **Emergency Preparedness:**

1. Review and recommend approval of plans pertaining to emergency preparedness and campus security.

E. **Administration:**

1. Review and approve the Committee charter annually and any significant updates to the charter.
2. Review and approve the annual Committee work plan and any significant changes to the plan.
3. Review the qualifications of the Committee members, staff and the level of staffing by the institution as needed.
4. Review annually the Deficit Disclosure.
5. Annual Investment Conflict of Interest Disclosure Statement.
6. Review annually all Investment Policy Statements – specifically asset allocations.
7. Review reports of the Financial Integrity and Stewardship Committee as needed.
8. Review annually Agency Risk Management and Internal Control Standards (ARMICS)

F. **Tuition and Fees:**

1. Review and recommend tuition and fee charges if needed to provide guidance to the Board.

IV. **MEETINGS**

The Committee will meet at least four times annually. Additional meetings may occur more frequently as circumstances warrant. The Committee Chair should communicate with the

| Senior Vice President and CFO of Finance and Administration prior to each Committee meeting to finalize the meeting agenda and review the matters to be discussed.