



# VCU

## Board of Visitors

### VIRGINIA COMMONWEALTH UNIVERSITY BOARD OF VISITORS

September 13, 2024

12:15 p.m.<sup>1</sup>

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

### AGENDA

1. **CALL TO ORDER & WELCOME**  
**REMARKS**  
5 minutes (12:15 - 12:20 p.m.)  
**Hon. Todd Haymore, Rector**
2. **PUBLIC COMMENT PERIOD**  
**Ms. Chelsea Gray, Executive  
Director of Board and Executive  
Operations**
3. **PRESIDENT'S REPORT**  
20 minutes (12:20 - 12:40 p.m.)  
**Dr. Michael Rao, President**
4. **CONSENT AGENDA ACTION ITEMS**  
5 minutes (12:40- 12:45 p.m.)  
**Hon. Todd Haymore, Rector**
  - a. May 10, 2024 meeting minutes
  - b. June 21, 2024 meeting minutes
  - c. Governance and Compensation Committee Action Items:
    - ii. BOV Bylaws
    - iii. BOV Electronic Communication and Virtual Meeting Policy
    - iv. BOV Honorary Degrees and Other Special Awards Policy
    - v. BOV Memorials & Commemorations Policy
    - vi. BOV Presidential Evaluation Policy
    - vii. BOV Statement on Governance

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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.

- viii. BOV Tuition and Fee Public Comment Policy
- d. Facilities, Real Estate, and Administration Committee Action Items:
  - ii. Amendment to the HECO Manual
- e. Finance and University Resources Committee Action Item:
  - ii. Custodial Services Contract
  - iii. Student Health Insurance Rate Increase
  - iv. FY2025 Six-Year Plan Affirmation and Update & Budget Overview
- f. BOV Representatives
- g. VCIMCO board appointment
- h. Land Acknowledgment Statement

## 5. CONSTITUENT REPORTS

- a. Student Representatives  
10 minutes (12:45 – 12:55 p.m.)

**Ms. Tobi Ojo**, *Undergraduate Student BOV Representative*

**Ms. Guleer Shahab**, *Graduate Student BOV Representative*

- b. Faculty Representative  
5 minutes (12:55 - 1:00 p.m.)

**Dr. Valerie Robnolt**, *Faculty Senate BOV Representative*

- c. Staff Representative  
5 minutes (1:00 – 1:05 p.m.)

**Ms. Maya Rogers**, *Staff Senate BOV Representative*

- 6. VCU Health System Update  
10 minutes (1:05 – 1:15 p.m.)

**Dr. Marlon Levy**, *Interim Senior Vice President for Health Sciences and CEO of the VCU Health System*

- 7. **CLOSED SESSION** – *Freedom of Information Act Sections 2.2-3711 (A)* :  
5 minutes (1:15 - 1:20 p.m.)

- a. Audit, Integrity and Compliance Committee  
Closed Session Report  
2 minutes (1:20 – 1:22 p.m.)

**Hon. Peter Farrell**, *Chair*

- b. Intercollegiate Athletics Report  
Closed Session Report  
2 minutes (1:22 – 1:24 p.m.)

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

- c. Facilities, Real Estate, and Administration  
Committee Closed Session Report  
3 minutes (1:24 – 1:27 p.m.)

**Mr. Steven DeLuca**, *Chair*

- d. Finance and University Resources Committee  
Closed Session Report  
3 minutes (1:27 – 1:30 p.m.)

**Mr. Anthony Bedell, Chair**

- e. VCU Health System Update  
10 minutes (1:30 – 1:40 p.m.)

**Dr. Marlon Levy, Interim Senior  
Vice President for Health Sciences  
and CEO of the VCU Health System**

- f. President's Report  
20 minutes (1:40 – 2:00 p.m.)

**Dr. Michael Rao, President**

- g. Executive Session:
  - i. Governance and Compensation Committee  
Closed Session Report  
20 minutes (2:00 – 2:20 p.m.)

**Mr. Andy Florance, Chair and  
Vice Rector**

**8. RETURN TO OPEN SESSION AND  
CERTIFICATION**  
5 minutes (2:20 – 2:25 p.m.)

**Hon. Todd Haymore, Rector**

Resolution and Certification  
2 minutes (2:25 – 2:27 p.m.)

**Action Items**  
5 minutes (2:27 - 2:32 p.m.)

**9. MEMORIALS & COMMEMORATIONS**  
10 minutes (2:32 - 2:42 p.m.)

**Dr. Faye Belgrave, Vice President  
for Inclusive Excellence, Chief  
Diversity Officer**

**Action Items:**  
2 minutes (2:42 - 2:44 p.m.)

**10. OTHER BUSINESS**

- a. Open Session Reports  
2 minutes (2:44 - 2:46 p.m.)

**Hon. Todd Haymore, Rector**

**11. ADJOURNMENT**

**Hon. Todd Haymore, Rector**



# VCU

## Board of Visitors

### BYLAWS

#### ARTICLE I LEGAL STATUS

##### SECTION 1. NAME

The Board of Visitors of Virginia Commonwealth University is a corporation under the name and style of "Virginia Commonwealth University". The institution shall be known as Virginia Commonwealth University ("VCU", or "the University").

##### SECTION 2. PRINCIPAL OFFICE OF THE BOARD.

The principal office of the Board shall be located, and all meetings held, as far as practical, in the City of Richmond.

#### ARTICLE II BOARD OF VISITORS

##### SECTION 1. GOVERNING BODY.

The University shall be governed by the Board of Visitors ("Board") and shall at all times be under the control of the General Assembly of the Commonwealth of Virginia.

##### SECTION 2. PURPOSE OF THE BOARD.

As set forth by the General Assembly, the Board is formed for the purpose of establishing and maintaining a university consisting of colleges, schools, and divisions offering undergraduate and graduate programs in the liberal arts and sciences and courses of study for the professions and such other courses of study, as may be appropriate, and in connection with the purpose, the board may maintain and conduct hospitals, infirmaries, dispensaries, laboratories, research centers, power plants, and such other facilities as it deems proper.

##### SECTION 3. COMPOSITION, APPOINTMENT, MEMBER TERMS, REMOVAL AND RESIGNATION OF MEMBERS.

- A. **Composition and Appointment.** The Board shall consist of 16 members appointed by the Governor of the Commonwealth of Virginia, subject to confirmation by the General Assembly, and shall serve until their successors have been appointed and taken their oath~~confirmed~~.
- B. **Member Term Limits.** Members shall be eligible to serve for two four-year terms, which may be served consecutively. However, a member appointed by the Governor to serve an unexpired term is eligible to serve two additional four-year terms.

- C. **Removal of Members.** If any member of the Board fails to attend (i) the meetings of the Board for one year without sufficient cause, as determined by a majority vote of the Board, or (ii) the educational programs for governing boards presented by the State Council of Higher Education for Virginia, as required by the Code of Virginia, in the member's first two years of membership without sufficient cause, as determined by a majority vote of the Board, the remaining members of the Board shall record such failure in the minutes at the Board's next meeting and notify the Governor, and the office of such member shall be vacated.

Additionally, the Governor has the authority to remove from office for malfeasance, misfeasance, incompetence, or gross neglect of duty any member of the Board and fill the vacancy resulting from the removal. Each appointment to fill a vacancy shall be subject to confirmation by the General Assembly.

- D. **Member Resignation.** Any Board member may resign at any time by providing notice of the date of resignation to the Governor, with a copy of said notice being provided to the Rector and a copy to the Assistant Secretary of the Board, so that the Board can take measures to accommodate said resignation. Such resignation shall take effect at the time specified in such notice and, unless otherwise specified therein, the acceptance of the resignation shall not be necessary for it to take effect.

#### SECTION 4. TRANSPARENCY.

The Board shall have the following responsibilities as set forth in the Code of Virginia related to transparency and open government:

1. Comply in all respects with the Commonwealth of Virginia's Freedom of Information Act ("FOIA").
2. Comply with the additional open meeting requirements for institutions of higher education, including but not limited to:
  - a. Adopt and post conspicuously on the VCU website these Bylaws;
  - b. Describe on the VCU website the Board's obligations under FOIA;
  - c. Conduct all discussions and actions on any topic not specifically exempted by FOIA in open meeting;
  - d. Give public notice of all meetings in accordance with FOIA; and
  - e. Approve in open meeting any action taken in closed session as required by FOIA.
3. Notify and invite the Attorney General's appointee or representative (the legal counsel of the institution) to all meetings of the Board, Executive Committee, and other Board committees.
4. Provide to the General Assembly and the Governor an annual executive summary of its interim activity and work no later than the first day of each regular session of the General Assembly. This report shall be submitted in accordance with procedures stipulated by law.

#### SECTION 5. MEETINGS.

- A. **Regular Meetings.** The Board shall meet at least four times a year on dates and in places (within Richmond as far as it is practical) set by the Rector. The annual meeting will be the last regular meeting of the fiscal year.

- B. **Special Meetings.** Special meetings of the Board may be called by the Rector, or in the absence or disability of the Rector, by the Vice-Rector, or by any three members. The requests shall be submitted to the Assistant Secretary to the Board, who has the ministerial responsibility for making arrangements for the special meeting. The purpose, date, time, and place will be specified in the call for the special meeting.
- C. **Notice.** At least three days' notice in writing (which may be by email) shall be provided and shall include the purpose, date, time, and place except that notice of an emergency meeting shall be reasonable under the circumstances and notice to the public shall be given contemporaneously with notice provided to members.
- D. **Quorum and Votes.**
  - 1. **Board of Visitors Meeting.** A simple majority of the members of the full Board constitutes a quorum. Unless otherwise required by statute, actions of the Board are taken by a simple by simple majority of those present and voting. The Board may meet without a quorum present, however no official action may be taken at said meeting. Notice of such meeting shall be required if required by the Virginia Freedom of Information Act (FOIA).
  - 2. **Standing Committee Meetings.** For meetings of a Standing Committee a quorum shall be three (3) members of the Standing Committee. The Rector and/or Vice-Rector shall be counted as a member in determining the quorum for a meeting of one of the Standing Committees. A Standing Committee may meet without a quorum present, however no official action may be taken at said meeting. Notice of such meeting shall be required if required by the Virginia Freedom of Information Act (FOIA).
- E. **Order of Business.** The order of business at meetings shall be determined by the Rector.
- F. **Electronic Meetings.** The Board may adopt a policy on electronic meetings or participation in an electronic meeting as permitted by FOIA.

#### SECTION 6. OFFICERS OF THE BOARD.

- A. **Officers.** The officers of the Board shall be the Rector, Vice-Rector and Secretary, and shall be appointed from the Board membership. Either the Rector or Vice-Rector **shall** be a resident of the Commonwealth of Virginia.
- B. **Election of Officers.** The Nominating Committee shall make its recommendation for Rector at the first regular Board meeting of the calendar year and the Board shall at that time elect a Rector. The Nominating Committee shall make a recommendation to the Board for the Vice-Rector and Secretary at the annual meeting and the Board shall at that time elect a Vice-Rector and Secretary. The Board may decide in its discretion to postpone the election for the Vice-Rector and Secretary until after July 1, and if so postponed the election shall occur at the next scheduled Board meeting.
- C. **Rector.**
  - 1. **Election and Term.** The Board shall elect a Rector-Elect at the first meeting of the calendar year; the Rector-Elect will take the office of Rector on July 1 for a one-year term. The Rector may be re-elected for one additional term. However, there shall be no limitation on the number of non-consecutive terms an individual may serve as Rector.

2. **Powers and Duties.** The Rector shall have the following duties and responsibilities:
  - a. preside at all Board meetings;
  - b. in consultation with the Vice-Rector appoint the members of each committee (both standing and ad hoc), including the Chair and Vice Chair;
  - c. act as spokesperson or representative of the Board; and
  - d. perform such other duties as are generally expected of the presiding officer or that are imposed by statute, these Bylaws, or action of the Board.

The Rector shall be a member, ex officio, with full voting rights, of all committees of the Board and shall be counted as a member in determining the quorum.

The Rector and the President shall work closely to develop the agenda for Board meetings and to submit reports and other communications to the Board. The Rector facilitates communication between the Board and the Administration. The Rector is normally anticipated to be one of the members of the Board to serve on the Board of Directors of the Virginia Commonwealth University Health System Authority.

#### **D. Vice-Rector.**

1. **Election and Term.** The Board, at its Annual meeting, or such other time as the Rector and Rector-Elect shall determine but in no event later than the first regular meeting of the fiscal year, elects a Vice-Rector who shall serve for a one-year term commencing on July 1, or on such date as a successor has been elected, whichever is later. The Vice-Rector may be re-elected for one additional term. However, there shall be no limitation on the number of non-consecutive terms an individual may serve as Vice-Rector.
2. **Powers and Duties.** The Vice-Rector shall assume the duties and have the powers of the Rector in the absence or disability of the Rector.

In the event of the death, permanent disability or resignation of the Rector, or should the Rector become otherwise permanently unable to perform the duties and functions of the office, the Vice-Rector will become Rector for the remainder of the term, and a new Vice-Rector will be elected. This partial term shall not prohibit an individual from being elected to two one-year terms as set forth herein.

The Vice-Rector shall perform other duties as requested by the Rector or the Board.

The Vice-Rector shall be a member, ex-officio, with full voting rights, of all committees of the Board and shall be counted as a member in determining the quorum.

#### **E. Secretary and Assistant Secretary**

1. **Election and Term.** The Board, at its Annual meeting, or such other time as the Rector and Rector-Elect shall determine but in no event later than the first regular meeting of the fiscal year, elects a Secretary, who shall serve for a one-year term or until a successor has been elected. The Secretary may be re-elected for one additional term. However, there shall be no limitation on the number of non-consecutive terms an individual may serve as Secretary.
2. **Powers and Duties.** The Secretary shall preside at the meetings of the Board and its Executive Committee in the absence of the Rector and Vice-Rector, and shall perform such

other duties as are incident to the office or as may from time to time be assigned by the Rector that may include reviewing the minutes. Any of the enumerated duties of the Secretary may be delegated to an Assistant Secretary as set forth in Article II, Section 6, subsection (E)(3) below.

3. **Assistant Secretary.** The Board may appoint, in consultation with the President, an Assistant Secretary to the Board, who shall perform any or all of the duties of the Secretary, except for the duty to preside at the meetings of the Board and its Executive Committee. Specifically, the Assistant Secretary shall attend all meetings of the Board of Visitors and the Executive Committee and prepare minutes of such meetings and after approval by the Board, shall sign the minutes and record same in the permanent records of the Board, and shall authenticate and certify true and exact copies of documents that have been approved by the Board to comply with both internal and external requests. The Assistant Secretary shall provide proper notice of all meetings of the Board as required by these Bylaws and by law. In addition the Assistant Secretary shall assist the Board in the discharge of its official duties, and shall under the immediate direction of the President, perform such other duties as may be assigned to him or her by the Board, the Vice-Rector, the Rector, or the President.

The Assistant Secretary's term shall continue until such time as a successor is appointed, or the individual is no longer employed as ~~Assistant Secretary-Board Liaison~~ by the University, whichever first occurs.

#### F. Inability or Incapacity of an Officer to Serve.

1. **Replacement.** Except as set forth in Section D. 2. ~~Of~~ this article, if an elected Officer of the Board is, or will be, unable to serve for a period in excess of thirty (30) days of their elected term, the Rector shall timely call a special meeting of the Nominating Committee to recommend another member of the Board to serve instead.
2. **Election.** The Board shall vote at its next regulatory scheduled meeting to act on the recommendation of the Nominating Committee.
3. **Terms of office.** Officers elected through these provisions shall serve the remainder of (or the entirety as the case might be) of the replaced Officer's term.

### SECTION 7. COMMITTEES

#### A. Executive Committee.

1. The Executive Committee shall be comprised of the Rector, Vice-Rector, Secretary, the Chairs of the standing committees, and two members-at-large who shall be elected by the Board at the first regular meeting of the year. The Rector shall serve as the Chair, and the Vice-Rector shall serve as the Vice Chair.
2. The Executive Committee shall be authorized to convene and exercise the full power and authority of the Board between meetings of the Board whenever circumstances require immediate action to address matters of an urgent nature, or as the Board may otherwise



direct. All Board members shall be notified of meetings and provided the agenda and any documents distributed for such meetings. Any **b**Board **m**Member who wishes to do so may attend an Executive Committee meeting.

3. Consistent with the provisions of Virginia law, the Executive Committee shall assure that the following activities are conducted and completed as necessary:
  - Development of a statement of governance setting forth the Board's role for recommendation to and adoption by the Board;
  - Periodic review of the Board's Bylaws and recommendation of amendments as deemed necessary and appropriate;
  - Provide advice to the Board on committee structure, appointments, and meetings, as deemed necessary and appropriate;
  - Develop an orientation and continuing education process for Board members that includes training on the FOIA;
  - Creation, monitoring, oversight and review of compliance by Board members with a code of ethics for Board members; and
  - Development of a set of qualifications and competencies for membership on the Board for approval by the Board and recommendation to the Governor.
4. A quorum shall be three (3) members of the Executive Committee. In the event a quorum is not present, other members of the Board may be appointed by the Rector to serve in the place of absent members on an *ad hoc* and temporary basis in order that a quorum be attained.
5. The Assistant Secretary to the Board shall promptly inform all members of the Board of any action taken by the Executive Committee. The Rector shall report actions taken by the Executive Committee at the next regularly scheduled meeting of the Board.

- B. **Standing Committees.** The Rector-Elect in consultation with the Rector shall appoint the members of each standing committee. The Rector-Elect shall designate the chair and Vice Chair of each committee, except that the Chair of the Governance and Compensation Committee shall be the Vice-Rector.

The Rector, the full Board, the President, or the President's designee may refer matters to a standing committee. In addition to the specific responsibilities provided by these Bylaws, the standing committees shall have any other duties and responsibilities assigned by the Board or the Rector.

A quorum at a meeting of one of the standing committees shall be three (3) members. In the event that a quorum is not present, other members of the Board may be appointed by the Rector to serve in the place of absent members on an *ad hoc* and temporary basis in order that a quorum may be attained. The Rector and/or Vice-Rector shall be counted as a member in determining the quorum for a meeting of a standing committee.

Each standing committee shall adopt and have approved by the Board a charter outlining its roles

and responsibilities. Each standing committee shall also prepare an annual work plan ([meeting planner](#)) to be shared with the Board.

Each standing committee shall report to the Board at the next regularly scheduled Board meeting.

Each standing committee has the authority to approve the minutes of its meetings without further Board approval. Unless otherwise specifically provided by the Board, the decisions and recommendations of standing committees are advisory and shall be approved and ratified by the Board of Visitors.

The Board shall have the following standing committees:

1. **Academic and Health Affairs Committee.** The primary purpose of the Academic and Health Affairs Committee shall be to assist the Board in fulfilling its fiduciary responsibilities by providing oversight and making recommendations to the Board on all policies and plans consistent with the stated goals and objectives of the University and with its academic health center, including its [coordinationaffiliation](#) with the Virginia Commonwealth University Health System Authority, regarding the following areas:
  - Strategic enrollment management
  - Academic quality
  - Student issues
  - Faculty issues
  - Research
2. **Intercollegiate Athletics Committee.** The primary purpose of the Intercollegiate Athletics Committee shall be to assist the Board in fulfilling its fiduciary responsibilities for oversight of the University's intercollegiate athletics program including but not limited to the following areas of athletics policy:
  - Student-athlete health and safety
  - Admissions and academic policies for student-athletes including academic progress and integrity
  - Institutional compliance with applicable rules and regulations, including those of the National Collegiate Athletic Association (NCAA) and the Conference
  - Ethical behavior
  - Athletics personnel
  - Finances of the athletics programs, including budgeting, expenditures, and fund balances
  - Athletic facilities, including capital expenditures and debt
3. **Audit, Integrity and Compliance Committee.** The primary purpose of the Audit, Integrity, and Compliance Committee shall be to assist the Board in fulfilling its fiduciary responsibilities related to oversight of:

- Soundness of the University's system of internal controls
- Integrity of the University's financial accounting and reporting practices
- Independence and performance of the internal and external audit functions
- Integrity of information technology infrastructure and data governance
- Effectiveness of the University's ethics and compliance program
- Institutional conflict of interest issues
- University's enterprise risk management program
- Legal matters

4. **Finance and University Resources Committee.** The primary purpose of the Finance and University Resources Committee shall be to assist the Board in fulfilling its objectives and fiduciary responsibilities related to specific policy/policies and oversight of:

- University finances and investments
- University policies on debt management
- Generating resources and stakeholder support of the University's strategic goals, particularly in the areas of government relations
- Development and alumni relations

In addition, the Finance and University Resources Committee shall recommend to the Board the naming of any physical facility or part thereof or any programmatic element of the University as outlined in the Board approved "Policy Guidelines on Recognition of Donors and Friends."

5. **Governance and Compensation Committee.** The primary purpose of the Governance and Compensation Committee shall be to assist the Board in fulfilling its objectives and fiduciary responsibilities related to applicable policies and oversight of:

- Board and University gGovernance issues
- Relationship with affiliated VCU Entities
- Board nominations to Governor
- Presidential Evaluation and compensation process
- Board self-evaluation
- Review of Board Bylaws
- Review of policies for which the Board is responsible

6. **Facilities, Real Estate and Administration Committee.** The primary purpose of the Facilities, Real Estate and Administration Committee shall be to assist the Board in fulfilling its fiduciary responsibilities by monitoring and overseeing activities related to:

- Facilities planning, design, construction and renovation
- Purchase and divestiture of land, including any easements
- Staff affairs

- C. **Subcommittees.** Each standing committee may establish and appoint subcommittees as necessary, subject to Board approval. Subcommittees are subject to the same procedural rules as the primary committee.
- D. **Nominating Committee.** The Rector shall appoint a Nominating Committee which shall have as its purpose the nomination of candidates for Rector, Vice-Rector and Secretary of the Board for the succeeding year pursuant to Article II, Section 6(B) above, and shall periodically review board leadership succession. Upon election of the Rector for the succeeding year, the Rector and Rector-Elect shall become members of the Nominating Committee.
- E. **Ad Hoc Committees.** The Rector may, from time to time appoint ad hoc committees of the Board, as the Rector deems necessary for the good conduct of Board and University affairs. Each such committee shall have a chair and at a minimum two additional members, all of whom shall be appointed by the Rector. The duties of all ad hoc committees shall be specified and reported to the Board by the Rector at the time of the appointment. Ad hoc committees are not required to have written charters.

### ARTICLE III ADMINISTRATIVE OFFICERS AND OTHER EMPLOYEES OF THE UNIVERSITY

#### SECTION 1. THE PRESIDENT OF THE UNIVERSITY

- A. **Chief Executive Officer.** The President of the University ("President") shall be the chief executive officer of the University.
- B. **Appointment.** The President shall be appointed by the Board and serves at its pleasure.
- C. **Powers and Duties.** The President, in addition to serving as the chief executive officer of the University, shall also serve as President of the Virginia Commonwealth University Health System Authority, and shall also sit on the Virginia Commonwealth University Health System Authority Board of Directors (VCUHS Board) and by statute shall be the Chair of the VCUHS Board. In addition, the President shall also serve on the Virginia Biotechnology Research Partnership Authority Board of Directors and the Virginia Biotechnology Research Park Corporation Board of Directors. The President is a member of the faculty of the University.

As chief executive officer of the University, the President shall have the following powers and duties:

- The President shall have the responsibility for the operation of the University in conformity with the purposes and ~~policies~~<sup>polices</sup> determined by the Board;
- In addition to the positions of other officers identified and established in Article III, Section 2 below, the President shall have the power to establish and modify as he or she deems necessary the internal administrative structure of the University and shall appoint or

provide for the appointment of all administrative officers, making a report of his or her actions thereon to the Board at the next regular meeting;

- The President shall act as an advisor to the Board and shall have responsibility for recommending to the Board for consideration those policies and programs which in the opinion of the President will best promote the interests of the University;
- The President shall have the authority to oversee and to administer the policies of the Board;
- The President shall be the primary contact between the Board and the University;
- The President shall provide oversight and shall be accountable for the management of the University;
- The President shall have responsibility for the oversight of strategic planning and implementation as established by the Board;
- The President shall promote the development of both public and private resources to support the mission of the University;
- The President shall recommend an annual budget;
- The President shall serve as the primary spokesperson for the University;
- The President shall manage all matters delegated by the Board, including personnel matters;
- The President shall fulfill all statutory duties; and
- The President shall perform such other duties as may be required by the Board.

- D. **Evaluation of the President.** The Board shall be responsible for oversight of the President's performance, and is required by statute to meet with the President annually to deliver an evaluation of the President's performance. The Governance and Compensation Committee of the Board shall be the committee to oversee such evaluation. Changes to the President's employment contract shall be made only by a vote of the majority of the Board's members.

## SECTION 2. OTHER OFFICERS

A. **APPOINTMENT.** THE PROVOST AND SENIOR VICE PRESIDENTIAL APPOINTMENTS ARE MADE BY THE PRESIDENT, SUBJECT TO BOARD RATIFICATION. UPON CONSULTATION WITH THE RECTOR, THE PRESIDENT SHALL HAVE INTERIM AUTHORITY TO CONCLUDE ANY APPOINTMENT OR ACTION OTHERWISE REQUIRING BOARD APPROVAL, SUBJECT TO RATIFICATION BY THE BOARD. THE PRESIDENT ALSO SHALL REPORT TO THE BOARD IN ADVANCE ANY EXTRAORDINARY APPOINTMENT OR COMPENSATION ACTION THAT, IN THE JUDGMENT OF THE PRESIDENT, WARRANTS SUCH REPORTING TO THE BOARD.

### A. **Provost & Senior Vice President for Academic Affairs**

1. **Appointment.** The Provost & Senior Vice President for Academic Affairs is the Chief Academic Officer and reports to, and serves at the pleasure of the President. The President, subject to Board ratification, shall select the Provost & Senior Vice President for Academic Affairs.
2. **Powers and Duties.** The Provost & Senior Vice President for Academic Affairs shall have all the powers and duties regarding academic matters that the President delegates to that office. The Provost & Senior Vice President for Academic Affairs shall be the President's deputy and is empowered to act on behalf of the President in all respects in the event of the absence, unavailability or disability of the President.

**B. Senior Vice President & Chief Financial Officer**

1. **Appointment.** The Senior Vice President & Chief Financial Officer of the University reports to and serves at the pleasure of the President. The President, subject to Board ratification, shall select the Senior Vice President & Chief Financial Officer.
2. **Powers and Duties.** The Senior Vice President & Chief Financial Officer shall have all the powers and duties related to financial management and such other duties that the President delegates to that office.

**C. Senior Vice President for Health Sciences of Virginia Commonwealth University**

1. **Appointment.** The Senior Vice President for Health Sciences of Virginia Commonwealth University is the Chief Academic Officer for the Health Sciences Schools of the University. By statute, this officer also serves as chief executive officer of the Virginia Commonwealth University Health System Authority. The initial appointment and initial compensation and any reappointment of this position shall be made jointly by the Board of Visitors and the VCU Health System Authority Board of Directors at a joint meeting of said Boards. After such appointment or reappointment, the base compensation for this position shall be approved by the VCU Board of Visitors and the VCUHS Authority Board of Directors, respectively. Each board shall take into account the recommendations from the President.
2. **Powers and Duties.** The Senior Vice President for Health Sciences shall have all the powers and duties for those responsibilities that the President delegates to that office and as set forth by statute.
- D.1. **Delegation of Authority.** Upon consultation with the Rector, the President shall have interim authority to conclude any appointment or action otherwise requiring Board approval, subject to ratification by the Board. The President also shall report to the Board in advance any extraordinary appointment or compensation action that, in the judgment of the President, warrants such reporting to the Board.

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**SECTION 3. CHIEF EXECUTIVE DIRECTOR OF AUDIT AND COMPLIANCE EXECUTIVE SERVICES**

- A. **Appointment.** The Board, in consultation with the President, appoints, evaluates, and sets the compensation for the Chief Audit and Compliance Executive ~~Executive Director of Audit and Compliance Services~~.
- B. **Powers and Duties.** The Chief Audit and Compliance Executive ~~Executive Director of Audit and Compliance Services~~ shall have the powers and duties that are assigned by the Audit, Integrity and Compliance committee, in consultation with the President.

**SECTION 4. FACULTY**

- A. **Faculty.** The general faculty consists of the President, Provost & Senior Vice President for Academic Affairs, deans, directors, professors, associate professors, assistant professors, research professors, associate research professors, assistant research professors, assistant, associate and full professors of clinical subjects, instructors and other academic ranks or titles as approved by the President.

- B. **Tenure of Faculty.** The Board, on recommendations from the President, shall approve all faculty tenure decisions.
- C. **Delegation of Authority.** The Board hereby delegates to the President the authority to establish faculty positions, appoint and/or reappoint faculty, approve faculty promotions and faculty emeritus status, and to determine leaves of absence for and termination of faculty members. The President shall also have the authority to hire, set the compensation for and implement increases, state decreed or otherwise, for all university employees in accordance with VCU's human resources policies.

Academic dean appointments shall require Board approval. Upon consultation with the Rector, the President shall have interim authority to make any academic dean appointment or take any action in connection with the academic dean appointment, subject to ratification by the Board.

#### **ARTICLE IV CONFLICT OF INTEREST COMPLIANCE**

Each member of the Board shall comply with state statutes regulating conflict of interest which may include filing an annual financial disclosure statement and completion of required conflict of interest training.

#### **ARTICLE V LIABILITY**

To the extent they are acting in their capacity as members of the Board and within the scope of their authority, all members of the Board are considered to be officials of Virginia Commonwealth University and the Commonwealth of Virginia. Each member of the Board who is engaged in carrying out the duties and responsibilities of a Board member is covered as set forth in the Risk Management Plan, which is established by the Commonwealth's Department of the Treasury, Division of Risk Management, with the approval of the Governor. Coverage is subject to the terms and exclusions set forth in the Plan. The Commonwealth's Division of Risk Management has final responsibility for interpretation and determination of coverage under the Plan. A copy of the plan can be obtained from VCU's ~~Director of Insurance and Risk Management in VCU's~~ Safety and Risk Management office.

#### **ARTICLE VI MISCELLANEOUS PROVISIONS**

##### **SECTION 1. SEAL.**

The corporate seal of the University is the seal displayed in and/or appended to these Bylaws, as appendix A.

##### **SECTION 2. ASSESSMENT OF BOARD PERFORMANCE.**

At least every two years, the Board shall assess its performance. The Rector shall determine the method of assessment, subject to Board approval. The Governance and Compensation Committee shall thereafter conduct said board self-assessment.

### SECTION 3. CONDUCT OF BUSINESS.

Unless otherwise specified by these Bylaws, all Board and committee meetings, actions, and rulings shall be guided by the most current edition of *Robert's Rules of Order*.

### SECTION 4. SUSPENSION OR AMENDMENT OF BYLAWS.

- A. **Procedure.** These Bylaws may be amended in whole or in part at any meeting of the Board of Visitors by a majority vote of all members present at said meeting, provided the Governance and Compensation Committee has submitted its views on the amendment to the Board and that notice of the amendment was included in the regular notice of the meeting.
- B. **Suspension.** Any provision of the Bylaws may be suspended at any regular or special meeting of the Board by a majority of the members present at said meeting.
- C. **Ratification.** No action taken in violation of the Bylaws shall be effective unless ratified in accordance with the Bylaws.

**Effective Date.** The foregoing Bylaws shall go into effect immediately upon approval; revised September 17, 1992; revised November 17, 1994; revised May 19, 1995; revised May 16, 1997; revised September 17, 1998, effective January 1, 1999; revised February 11, 1999; revised November 14, 2002; revised August 24, 2006; revised August 9, 2007; revised February 11, 2010; revised April 15, 2013; revised May 9, 2014; revised December 12, 2014; revised February 12, 2015; revised May 8, 2015; revised March 23, 2016; revised and restated October 31, 2017; revised March 22, 2019; revised December 13, 2019; revised May 13, 2022.



**VCU**

# BOV Member Remote Participation in Meetings by Electronic Communication Means and All Virtual Meetings

**Policy Type:** Local – Board of Visitors

**Responsible Office:** Office of the President

**Initial Policy Approved:** 09/18/2015

**Current Revision Approved:**

## Policy Statement and Purpose

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In accordance with the Virginia Freedom of Information Act (FOIA), Virginia Code § 2.2-3700, et. seq., the Board of Visitors (“the Board”) has established a written policy allowing for and governing all-virtual meetings as necessary and in compliance with FOIA and participation of its members in meetings by electronic communication means in the event of (a) a personal matter, or (b) a temporary or permanent disability or other medical condition that prevents the member's physical attendance, or (c) a family member's medical condition that requires the member to provide care for such family member, thereby preventing the member's physical attendance, or (d) the member's principal residence is more than 60 miles from the meeting location identified in the required notice for such meeting.

This policy shall apply, strictly and uniformly, to the entire membership and without regard to the identity of the individual member requesting remote participation or to the matters slated for consideration or vote at the meeting.

Participation by an individual member from a remote location is authorized only when a quorum of the Board or committee is physically assembled at the primary meeting location and the voice of the remote participant is able to be heard by all persons at the primary meeting location. The fact of the disability or other medical condition that prevented physical attendance, or the fact of a family member's medical condition requires the member to provide care for such family member prevented physical attendance, or the fact that the distance between the member's principal residence and the meeting location is more than 60 miles, or the specific nature of the personal matter and the remote location from which the member participates will be recorded in the meeting minutes.

Individual participation from a remote location shall be approved unless such participation would violate this policy or FOIA. If such participation from a remote location would violate this policy or FOIA, such disapproval will be recorded in the Board minutes with specificity.

When individual remote participation is due to a personal matter, such participation is limited each calendar year to two meetings or 25 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater.

For public transparency real-time electronic access to such meetings will be posted on the Board website with the agenda.

All-virtual meetings must follow the procedures as set forth in this policy.

This policy applies to all committees and subcommittees of the Board. [This policy is subject to review annually as required by the Virginia Code.](#)

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## Who Should Know This Policy

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All Board of Visitor members (“Board members”) as a matter of normal course are responsible for knowing this policy and familiarizing themselves with its contents and provisions.

## Definitions

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### All-Virtual Meeting

A public meeting (i) conducted by a public body, other than those excepted pursuant to subsection C of § [2.2-3708.3](#), using electronic communication means, (ii) during which all members of the public body who participate do so remotely rather than being assembled in one physical location, and (iii) to which public access is provided through electronic communication means.

## **Electronic communication**

The use of technology having electrical, digital, magnetic, wireless, optical, electromagnetic, or similar capabilities to transmit or receive information.

## **Quorum**

A term used to describe the minimum number of members of the Board that must be present at any of its meetings to make the proceedings of that meeting valid. For a committee meeting a quorum is three (3) members of the committee. The Rector and Vice-Rector are counted as members in determining the quorum for a meeting of a committee. For Board meetings, a quorum is a majority of the Board members

## **Primary meeting location**

Published location of the meeting of the Board, committee, or subcommittee.

## **Remote location**

Refers to an alternative location for a Board member other than the main location where the physical quorum is present. The remote location need not be open to the public and must have a general description of the location that is recorded in the Board minutes.

## **Contacts**

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The Office of the President officially interprets this policy. Please direct policy questions to the Board liaison in the Office of the President.

## **Procedures**

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### **1. Remote Participation.**

The Board member needing to participate from a remote location must notify either the Rector or Committee Chair as the case may be, without unreasonable delay on or before the day of a meeting, that such member is unable to attend the meeting at the primary meeting location due to (i) a temporary or permanent disability or other medical condition that prevents the member's physical attendance; (ii) a family member's medical condition that requires the member to provide care for such family member, thereby preventing the member's physical attendance; or (iii) the fact that the distance between the member's principal residence and the meeting location is more than 60 miles; or (iv) a personal matter, identifying with specificity the nature of the personal matter.

The Board shall approve participation from a remote location unless such participation would violate this policy or FOIA. Board disapproval of participation from a remote location shall be recorded in the Board minutes with the specific rationale for such disapproval. The Board minutes shall include a general description of the remote location from which the Board member participated along with the

fact that the Board member participated remotely due to (i) a temporary or permanent disability or other medical condition that prevents the member's physical attendance; (ii) a family member's medical condition that requires the member to provide care for such family member, thereby preventing the member's physical attendance; (iii) the fact that the distance between the member's principal residence and the meeting location is more than 60 miles, or (iv) due to a personal matter along with the specific nature of the personal matter cited by the Board member.

The Board will arrange for the voice of the remote participant to be heard by all persons at the primary meeting location.

## 2. All-Virtual Meeting.

The Board of Visitors may hold all-virtual public meetings, subject to the requirements and limitations set forth in this policy. Public access to the all-virtual public meeting is provided via electronic communication means as required by Va. Code 2.2-3708.3(D)(2).

No more than two (2) all -virtual meetings of the Board, and 2 all-virtual meetings of any committee or sub-committee, may be held per calendar year and provided that does not represent more than 25% of the meetings per calendar year. A decision to hold an all-virtual meeting of the Board or any committee or sub-committee shall made by the Rector, upon consultation with the President. Further, no all-virtual meeting shall be held consecutively with an all-virtual meeting.

In order for an all-virtual meeting of the Board, or any committee or sub-committee of the Board, to be held, the following requisites must be met, in addition to those required for all in-person meetings:

- a. The public notice of the meeting required by Va. Code 2.2-3707 shall indicate that the meeting will be all-virtual and state that any change in the method by which the Board, committee or sub-committee chooses to meet will be communicated by issuance of a new statutorily compliant meeting notice in accordance with the requirements of Va. Code 2.2-3708.3(D)(1).
- b. Public access to the all virtual meeting must be provided by a means of electronic communication that allows the public to hear and see (when audio-visual technology is available) all members of the public body participating. A phone number or other live contact information shall be provided for the public to alert the Board if the audio or video transmission of the meeting fails. Staff shall monitor the transmission and if audio or video fails, the Board shall take a recess until public access is restored.
- c. The meeting agenda and agenda packets shall be provided in electronic format, at the same time as they are provided to the Board.
- d. If public comment is customarily received at the meeting when it is conducted in person, the public shall be afforded to opportunity to comment through electronic means.
- e. No more than two members may participate in the all-virtual meeting from a single location unless that location is open to the public.
- f. If an all-virtual meeting goes into closed session, public access to the meeting must be restored before a vote to certify the closed meeting is taken.
- g. Minutes must be taken and must include the fact that the meeting was held using electronic communication means, and identify the means by which the meeting was held.

## Forms

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There are no forms associated with this policy.

## Related Documents

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1. Virginia Code §2.2-3700, et. seq.
2. Board of Visitors Bylaws
3. <https://bov.vcu.edu/>

## Revision History

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Originally adopted: 09/18/2015

Amended: 09/16/2022

Amended: 03/23/2023

## FAQs

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There are no FAQs associated with this policy and procedures.



## Awarding Honorary Degrees and Other Special Awards

**Policy Type:** Local - Board of Visitors

**Responsible Office:** Office of the President

**Initial Policy Approved:** March 2001

**Current Revision Approved:** March 22, 2019

### Policy Statement and Purpose

This policy addresses the requirements and processes for awarding [h](#)Honorary [d](#)Degrees and other [s](#)Special [a](#)Awards on behalf of the President and the Board of Visitors.

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### Who Should Know This Policy

Members of the university community who nominate, review, and/or manage the award process [for awards identified in this policy](#), or serve on any related committees are responsible for familiarizing themselves with the contents and provisions of this policy.

### Definitions

**Honorary Degree** – An honorary degree is a doctorate degree [conferred upon](#)~~conferred, upon~~ someone who is not a current student of the institution, to honor

the recipient for which the [University](#) has waived the usual requirements, such as matriculation, residence, a dissertation and the passing of comprehensive examinations. It confers no privileges, rights or academic credentials on the individual receiving the Honorary Degree. The Honorary Degree is bestowed based on information known and available at the time of conferral.

## Contacts

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[The Office of the President officially interprets this policy and is responsible for obtaining approval for any revisions and questions regarding this policy should be directed to this office.](#)~~The Office of the President officially interprets this policy. The Office of the President is responsible for obtaining approval for any revisions as required by the policy Creating and Maintaining Policies and Procedures through the appropriate governance structures. Please direct policy questions to the Office of the President and Assistant Secretary to the Board of Visitors.~~

## Policy Specifics ~~and Procedures~~

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### [The Honorary Doctor of Humane Letters \(Honorary Degree\)](#)

The Honorary Doctor of Humane Letters ([hH](#)~~onorary~~ [dD](#)~~egree~~) is one of Virginia Commonwealth University's highest forms of recognition for an individual who has made outstanding societal contributions such as scholarship, public service, humanitarianism, science or art. The award of the Honorary Doctor of Humane Letters is made to:

- [Honor](#) individuals who have distinguished themselves through extraordinary achievements in scholarship, the professions, or other creative endeavors; [and](#)
- Reflect and elevate individuals who embody and model the university's most fundamental commitments and values by honoring those whose accomplishments and achievements in their fields of endeavor serve as exemplars.

To preserve the prestigious honor such a degree carries, all [hH](#)~~onorary~~ [dD](#)~~egrees~~ are awarded with great care and respect. When determining eligibility, the [U](#)~~university~~ will consider that the public may associate recipients with the [U](#)~~university~~ indefinitely. There must be sufficient rationale [to support](#) why an individual is recognized and their specific contribution to the [U](#)~~university~~ community or society as a whole.

Candidates for [hH](#)~~onorary~~ [dD](#)~~egrees~~ must be persons of great accomplishment and high ethical standards who exemplify the ideals of Virginia Commonwealth University. Honorary degrees are conferred in accordance with [U](#)~~university~~ policies, including its nondiscrimination policy, and are based upon facts known at the time the degree is conferred. Factors to be evaluated in awarding [honorary](#) degrees include, but are not limited to:

- Intellectual distinction in a particular field.:-

- Extraordinary achievement, which the university wishes to acknowledge;
- Extraordinary contribution to the university, Commonwealth of Virginia, nation, world, or society; and;
- Sufficient stature to bring additional prestige to the university.

Current and former members of the VCU Board of Visitors, Emeriti Faculty, and current employees may be considered for an Honorary Degree on a case-by-case basis. Only one hHonorary dDegree can be awarded to an individual and consideration of potential future acts cannot serve as the basis for the award of an hHonorary dDegree.

An hHonorary dDegree is usually conferred at a commencement ceremony and must be approved by the Board of Visitors in advance of the ceremony. An hHonorary dDegree will not be presented in absentia unless it is awarded posthumously.

The Board's conferral of an honorary degree does not give the individual holding such degree the right to or interest in continuing to hold such a degree~~such degree~~. The Board of Visitors, in its sole discretion, has the authority to revoke hHonorary dDegrees. The Special Awards Committee shall make a recommendation to revoke an honorary degree to the President, who shall make a recommendation to the Board of Visitors. In addition, a member of the Board of Visitors may make a direct recommendation to the Board to have an hHonorary dDegree revoked.

The reasons for revoking an hHonorary dDegree include, but are not limited to, the following:

- 1) The honoree engaged in conduct inconsistent with the mission and/or values of the University~~VCU~~,
- 2) Facts are discovered that negate the accomplishments that were cited as the basis for awarding the hHonorary dDegree, or
- 3) The honoree's conduct injures the reputation of the University~~VCU~~ or ~~the~~ Commonwealth of Virginia.

The President or the Rector of the Board of Visitors (through the Assistant Secretary to the Board of Visitors) will notify the honoree of the revocation. The Board of Visitors' determination is final.

### **Edward A. Wayne Medal**

The Edward A. Wayne Medal is named after the former Chairman of the *Commission to Plan for the Establishment of a Proposed State-Supported University in the Richmond Metropolitan Area* (the "Commission"). The Commission recommended, and the General Assembly approved, the establishment of Virginia Commonwealth University in 1968. In addition, Mr. Wayne, who was a past president of the Federal Reserve Bank, served as VCU's first Vice-Rector.

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The Edward A. Wayne Medal is a high honor bestowed by the [University](#) for extraordinary generosity and service to [the University VCU](#) and [the](#) community. To be eligible, an individual must have:

- a) served as a volunteer leader in a major role for a campaign or fund drive at VCU,
- b) demonstrated a commitment to the Commonwealth and its citizens through leadership and/or personal philanthropy,
- c) served in a leadership role for one of the [University's](#) related foundations, advisory boards or alumni associations, or
- d) contributed a leadership gift to the [University](#).

An individual may receive only one Edward A. Wayne Medal from [the University VCU](#). The Edward A. Wayne Medal is usually awarded at a commencement ceremony and must be approved by the Board of Visitors in advance of the ceremony. The Edward A. Wayne Award Medal will not be presented in absentia unless [it is awarded](#) posthumously.

#### **Presidential Medallion**

The Presidential Medallion is a high honor bestowed by [the Virginia Commonwealth University](#) and is awarded in recognition of outstanding contributions by a member of the [University](#) community. The award will recognize extraordinary achievement in the [world of learning](#) and dedication to [the Virginia Commonwealth University](#) as evidenced by a series of outstanding contributions to several areas of [University](#) life. In order to recognize outstanding contributions by members of the [University](#) community, the President recommended, and the Board of Visitors approved, the establishment of this award in March 1984. An individual may receive only one Presidential Medallion from [the University VCU](#). The Presidential Medallion is usually awarded at a commencement ceremony or during the annual Faculty Convocation upon recommendation of the President. The Presidential Medallion will not be presented in absentia unless [it is awarded](#) posthumously.

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Current members of the VCU Board of Visitors and current employees of the [University](#) are generally not eligible for the Presidential Medallion.

#### **Special Awards Committee**

**The Special Awards Committee (the "Committee") is comprised of individuals appointed and charged by the President and/or his/her designee(s) to receive nominations, and to review and make recommendations for:**

- (a) Commencement ceremony speakers,**
- (b) Honorary degree recipients,**
- (c) Edward A. Wayne Medal recipients, and**
- (d) Presidential Medallion recipients.**

**All members of the Committee are expected to serve in an impartial manner—free of conflicts or the appearance thereof. If a personal or professional conflict exists,**

the affected individual must disclose such conflict or bias to the Committee Chairs. The Committee Chairs shall establish a written process to determine whether any conflict(s) exist.

Committee members may include:

- Members of the President's Cabinet
- Assistant Secretary to the Board of Visitors
- Faculty representative
- Staff Senate representative
- Board representative
- Members from the Student Government Association
- Other individuals as determined by the President

The President shall appoint the chair(s) and committee members every fiscal year. The President reserves the right to modify the committee's membership as necessary, including filling vacancies. the Chair or Co-Chairs of the Special Awards Committee by no later than July 1st of each year and reserves the right to modify the Committee's membership as necessary. Upon appointment, the Chair (or Co-Chairs) of the Special Awards Committee shall convene a meeting of the Committee by no later than the end of September each year and convene meetings as needed for the remainder of the academic year.

By no later than December 31st of each year, the Committee shall:

- Develop or revise the process and timeline for soliciting and receiving nominations
- Solicit a list of nominations of potential Honorary Degree recipients from the representative bodies of the University's key stakeholder groups, to include profiles of each nominee, resumes/CVs or biographical sketches, and justifications for selection based on the policy criteria
- Create or update a running list of nominations for commencement speakers covering a three-year period and including alternates for each year.
- Develop a list of recommendations for Special Awards (e.g., Edward A. Wayne Medal and Presidential Medallion) from the representative bodies. Each award shall have no less than two (2) nominations with profiles of each nominee, resumes/CVs or biographical sketches, and justifications for selection based on policy criteria.
- Develop or revise the recommended procedures for revocation of Honorary Degrees
- Present the Committee's recommendations to the President for selection or deliberation

## Nominations and Approvals

### Honorary Degrees

Nominations are generally solicited from the representative bodies of the University's key stakeholder groups and submitted to the Office of the President and Assistant Secretary to the Board of Visitors for consideration in advance of a Board of Visitors regularly scheduled meeting. The President (or designee) will review the recommendations and make the final selection for presentation to the Board of Visitors for approval.

The Board of Visitors makes the final decision related to the Honorary Degree and there is no appeal process.

### Special Awards

Nominations for Special Awards such as the Edward A. Wayne Medal or Presidential Medallion are solicited from the representative bodies of the University's key stakeholder groups, including but not limited to the following:

- **Edward A. Wayne Medal:** Board of Visitors' Finance and University Resources Committee, Development and Alumni Relations Division, Council of Deans, Council of Chairs, etc.
- **Presidential Medallion:** Alumni of the University, alumni groups, Faculty and Staff Senates, University Council, President's Cabinet, Student Government Associations, student groups, Council of Deans, etc.

Recommendations are made to the Special Awards Committee, which makes recommendations to the President. The President shall present the nominations for ~~the Honorary Degree and~~ the Edward A. Wayne Medal to the Board of Visitors for final approval. Reasonable efforts should be made to notify the nominating body or individual of the Board's final decision on all selections.

The Board of Visitors makes the final decision related to the Edward A. Wayne Medal, and the President makes the final decision related to the Presidential Medallion. Once those decisions have been made, there is no appeal process.

While the President makes the final selections and/or decisions related to recipients of the Presidential Medallion and the final selections and/or decisions related to the recommended Edward A. Wayne Medal recipients, it is not without significant support and assistance from the work of the Special Awards Committee and an open nominations process.

### SPECIAL AWARDS COMMITTEE

~~The Special Awards Committee (the "Committee") is comprised of individuals appointed and charged by the President and/or his designee(s) to receive nominations, and to review and make recommendations for:~~

- ~~(a) Commencement ceremony speakers,~~
- ~~(b) Honorary degree recipients,~~
- ~~(c) Edward A. Wayne Medal recipients, and~~
- ~~(d) Presidential Medallion recipients.~~

~~While the President makes the final selections and/or decisions related to recipients of the Edward A. Wayne Medal and Presidential Medallion, it is not without significant support and assistance from the work of the Special Awards Committee and an open nominations process. All members of the Committee are expected to serve in an impartial manner—free of conflicts or the appearance thereof. If a personal or professional conflict exists, the affected individual must disclose such conflict or bias to the Committee Chairs. The Committee Chairs shall establish a written process to determine whether any conflict(s) exist.~~

~~Committee members may include:~~

- ~~• Members of the President's Cabinet~~
- ~~• Board Liaison~~
- ~~• Faculty representative~~
- ~~• Staff-Senate representative~~
- ~~• Board representative~~
- ~~• Members from the Student Government Association~~
- ~~• Other individuals as determined by the President~~

~~The President shall appoint the Chair or Co-Chairs of the Special Awards Committee by no later than July 1st of each year and reserves the right to modify the Committee's membership as necessary. Upon appointment, the Chair (or Co-Chairs) of the Special Awards Committee shall convene a meeting of the Committee by no later than the end of September.~~

~~By no later than December 31st of each year, the Committee shall:~~

- ~~• Develop or revise the process and timeline for soliciting and receiving nominations~~
- ~~• Solicit a list of nominations of potential Honorary Degree recipients from the representative bodies of the University's key stakeholder groups, to include profiles of each nominee, resumes/CVs or biographical sketches, and justifications for selection based on the policy criteria~~  
~~Create or update a running list of nominations for commencement speakers covering a three-year period and including alternates for each year.~~

- ~~Develop a list of recommendations for Special Awards (e.g., Edward A. Wayne Medal and Presidential Medallion) from the representative bodies. Each award shall have no less than two (2) nominations with profiles of each nominee, resumes/CVs or biographical sketches, and justifications for selection based on policy criteria.~~
- ~~Develop or revise the recommended procedures for revocation of Honorary Degrees~~
- ~~Present the Committee's recommendations to the President for selection or deliberation~~

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## Forms

Nomination forms that are required in this process can be found on the Office of the President's website specifically <https://president.vcu.edu/nominations/>

## Related Documents

Overview and instructions for submission can be found <https://president.vcu.edu/nominations/>

## Revision History

This policy revokes and replaces any and all policies related to conferring Honorary Degrees and/or awarding the Edward A. Wayne Medal and/or the Presidential Medallion.

## FAQs

### **If the request is not approved for awarding an Honorary Degree, the Edward A. Wayne Medal, or the Presidential Medallion is there an appeal process?**

The Board of Visitors makes the final decision related to the Honorary Degree and the Edward A. Wayne Medal, and there is no appeal process.

The President makes the final decision regarding the Presidential Medallion and there is no appeal process.

### **Can an Honorary Degree be revoked?**

Yes. The Board of Visitors makes the final determination on whether an Honorary Degree may be revoked. Such determination is made upon (a) a direct recommendation from a member of the Board of Visitors to the Board to have an Honorary Degree revoked; or (b)

upon the recommendation of the President to the Board of Visitors, and an evaluation and recommendation of the necessity for such action by the Special Awards Committee.

The reasons for revoking an Honorary Degree include, but are not limited to the following:

- 1) The honoree engaged in conduct inconsistent with the mission and/or values of VCU,
- 2) Facts are discovered that negate the accomplishments that were cited as the basis for awarding the Honorary Degree, or
- 3) The honoree's conduct injures the reputation of the VCU or the Commonwealth of Virginia.

**If the Board of Visitors decides that the Honorary Degree should be revoked, is there an appeal process?**

No, once the Board of Visitors has revoked the degree there is no appeal process.



## Memorials and Commemorations

**Policy Type:** Local – Board of Visitors

**Responsible Office:** Office of the President

**Initial Policy Approved:** 05/10/2019

**Current Revision Approved:** MM/DD/YYYY

### Policy Statement and Purpose

This policy outlines the university's process for establishing, creating, renaming, and/or removing memorials and commemorations on property owned or managed by Virginia Commonwealth University.

Noncompliance with this policy may result in disciplinary action up to and including termination. VCU supports an environment free from retaliation. Retaliation against any employee who brings forth a good faith concern, asks a clarifying question, or participates in an investigation is prohibited.

Policy Exceptions:

This policy does not apply to arts on campus nor development-related activities (major gifts, naming opportunities, etc.).

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## Who Should Know This Policy

All Board of Visitors members ("Board members") are responsible for knowing the contents of this policy. The University community including: faculty, staff, and students and members of affiliated VCU Boards and foundations must be familiar with its contents and provisions.

- Members of affiliated VCU boards and foundations

## Definitions

- **Memorial**: An object or structure that honors and preserves the memory of a person, group, or event.
- **Commemoration**: An object, artifact or ceremony that serves as lasting recognition of a person, group or event.
- **De-commemoration**: The act of removing a commemoration or memorial of a person, group or event.

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## Contacts

The Office of the President officially interprets this policy and is responsible for obtaining approval for any revisions and questions regarding this policy should be directed to this office. The Office of the President officially interprets this policy and is responsible for obtaining approval for any revisions and questions regarding this policy should be directed to this office. The Office of the President officially interprets this policy. Please direct policy questions to the Assistant Secretary to the Board of Visitors and Board Liaison, 804-828-1200 or BOV@vcu.edu

## Policy Specifics and Procedures

- The Board of Visitors of Virginia Commonwealth University has final authority in the creation, placement and existence of memorials and commemorations on property owned or managed by the University. Decisions will reflect the values and mission of the University.
- Commemorations must primarily recognize significant persons, places, or events that relate to the history of the institution or the history of the physical area now encompassing the University and its academic health center. The creation of a memorial does not give any individual the right to, or interest in, the preservation or maintenance of such a memorial~~such memorial~~.
- All memorials and commemorations will meet the style and architectural standards of campus.
- The Board of Visitors, in its sole discretion, has the authority to de-commemorate -- remove -- memorials and commemorations. Any member of the University community may propose removal at any time.
- Considerations for removal may include:
  - The honoree engaged in conduct inconsistent with the mission and/or values of VCU;



- Information is discovered that negates the accomplishments that were cited as the basis for creating the memorial, or
  - The memorial and/or honoree injures the reputation of the University or the Commonwealth of Virginia.
- All requests for memorials, commemoration and/or de-commemoration will be submitted in writing to the Assistant Secretary to the Board of Visitors ~~and Board Liaison~~, who will refer the request to The Committee on Commemorations and Memorials.
  - The Committee on Commemorations and Memorials shall make a recommendation to approve memorials, commemorations and de-commemorations to the President, who in turn shall make a recommendation to the Board of Visitors.

### **The Committee on Commemorations and Memorials**

The Committee on Commemorations and Memorials (the “Committee”) is ~~composed~~comprised of individuals appointed and charged by the President and/or his/her designee(s) to review requests and make recommendations for the approval or removal of memorials, commemorations.

All members of the Committee are expected to serve in an impartial manner, free of conflicts of interest, or appearances thereof, and consistent with the University expectations. This enables and supports a transparent and engaged deliberative process in which all community members may participate.

Committee members shall be appointed by the President and shall be drawn from:

- Division of Administration
- Division of Development and Alumni Relations
- Division of Inclusive Excellence
- Division of Enterprise Marketing and Communications University Relations
- Faculty representative (recommended by Faculty Senate)
- Office of Government Relations
- Student representatives from Monroe Park and MCV Campuses (recommended by Student Government Association)
- University and Academic Professionals and Classified staff representatives (recommended by Staff Senate)
- University Archivist
- Other individuals as determined by the President

The President shall appoint the chair(s) and cCommittee members every fiscal year by July 1, 2019. The President reserves the right to modify the cCommittee’s membership as necessary, including filling vacancies. ~~Upon appointment, the Chair or Co-Chairs of the Committee shall convene a meeting of the committee by no later than the end of September each year and convene meetings as needed for the remainder of the academic year.~~

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## Forms

There are no forms associated with this policy ~~and procedures~~.

## Related Documents

### 1. Development and Alumni Relations naming policy

<https://policy.vcu.edu/sites/default/files/Recognition%20of%20Donors%20and%20Friends.pdf>

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### 2. Arts on Campus policy

<https://policy.vcu.edu/sites/default/files/Art%20on%20Campus%20Policy.pdf>

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## Revision History

This policy supersedes the following archived policies:

Approval/Revision Date	Title
"None – New Policy"	

## FAQ

What is the difference between a memorial and a commemoration?

- A. A memorial is an object or structure that preserves the memory of something, usually a deceased person or event. A commemoration, through a ceremony, special object or artifact, acknowledges historical appreciation or acclaim for an achievement of a person, group or event.

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Examples of commemorations would be:

- Public events recognizing the elimination of any kind of barriers – race, gender, ageism accessibility, etc., -- that result in equity and access for all members of the VCU community
- Public event with an associated plaque that recognize significant achievements by individuals whose work and/or action has resulted in lasting improvements and the betterment of VCU

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Examples of Memorials would be:

- A statue of the founding VCU president installed in a university common area
- A bronze plaque in the Student Commons honoring VCU alumni who died serving the country as members of the U.S. armed forces.

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Does this policy apply to events such as groundbreakings, ribbon-cuttings celebrations?

- A. No. These are celebrations of short-term achievements or acclaim.

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Does this policy apply to namings and naming events?

- A. When the naming is solely honorific and historical, it falls under this policy. In most cases, namings and naming events are the result of donor and gift-related activities.

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Does this policy apply to funerals or memorial services celebrating the lives and careers of individuals associated with VCU?

- A. No.

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Does this policy apply to annual observances related to a chosen topic, such as Black History Month, International Women's Month, etc.?

- A. No.

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Does this policy apply to contextualization for a memorial or commemoration?

- A. No. A committee specifically selected to create contextualization for each new and existing memorial will be appointed by the president's office when it is determined that contextualization is needed.

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## Presidential Evaluation Policy

**Policy Type:** Board of Visitors

**Responsible Office:** Office of the President

**Initial Policy Approved:** 05/15/2009

**Current Revision Approved:** 12/08/2017

### Policy Statement and Purpose

The Virginia Commonwealth University (VCU) Board of Visitors is responsible for ensuring the President's achievement of the institution's mission-based goals in student learning, research, scholarship and community engagement/service as well as his or her [strong collaborative relationship with stewardship of the](#) affiliated VCU Health System Authority. To that end, the Board is required to conduct an annual review of the President's performance and the institution's progress of these goals.

The Board of Visitors desires to institute and adopt a systematic method of conducting the evaluation of the president in alignment with the [University's](#) mission and identity, and in accordance with the President's contract, applicable state laws, and prevailing best practices.

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### Who Should Know This Policy

All members of the VCU Board of Visitors are responsible for knowing the contents of this policy. The President and staff of the Office of the President must be familiar with its contents and provisions.

## Definitions

### Governance and Compensation Committee (GCC)

A standing committee of the VCU Board of Visitors with membership appointed annually by the Rector and chaired by the Vice Rector of the Board to provide oversight of the Presidential Evaluation process as well as presidential compensation. See Board Bylaws Article II § 7.B.54.

## Contacts

The Board of Visitors, by and through its Governance and Compensation Committee, officially interprets this policy. The Office of the President is responsible for obtaining approval for any revisions and questions regarding this policy should be directed to this Office.

## Policy Specifics and Procedures

### ANNUAL

### REVIEW

The Governance and Compensation Committee (GCC) is responsible for conducting the annual review of the President, taking into account the President's self-assessment report, proposed priorities and goals, and the VCU Executive Compensation Philosophy.

~~No later than the May meeting of the Board of Visitors, the Rector initiates the annual process for the evaluation of the President for the year (generally, July 1 through June 30 of current fiscal year). The annual process includes the President's self-assessment of the approved priorities and goals for that year and the President's presentation of proposed or updated priorities and goals for the following year. The President's self-assessment will be in a mutually agreed-upon form and may include qualitative and quantitative measures of the President's performance, as well as the progress of Virginia Commonwealth University and the strength of its relationship with the VCU Health System Authority.~~

~~The President's self-assessment should include the following:~~

- ~~Progress on meeting the mutually agreed-upon and established priorities and goals.~~
- ~~The President's assessment of the overall academic quality of the University.~~
- ~~The President's assessment of the financial status of the University and the Health System.~~
- ~~The President's assessment of the challenges facing the University and the Health System.~~
- ~~The identification of any professional development the President wishes to pursue.~~
- ~~Priorities and goals proposed by the President for the upcoming year to review as part of the Annual Review process.~~
- ~~Other issues or topics as determined by the GCC or full Board.~~

~~The GCC will solicit written observations on the President's performance from each member of the Board utilizing an appraisal instrument, similar to the template in Attachment A.~~

~~The President will submit the written self-assessment and proposed (or updated) priorities and goals to the GCC no less than thirty (30) days in advance of the Board's retreat, which is generally held in the fall/August.~~

~~Concurrent with the transmittal of the self-assessment,~~ The President will also provide a full accounting of all earned outside income for the previous year from service on boards of directors and any other source, as required by the Commonwealth's annual budget act and any other applicable source.

~~Prior to the Retreat, the GCC shall review the appraisal results, president's self-assessment report, full accounting of earned outside income and proposed goals for the year. The President will present his self-assessment report and proposed priorities and goals for the year in a closed session meeting with the Board at its retreat or at the next occurring meeting of the Board.~~

~~The GCC will formulate a recommendation to the full Board, in consultation with the President, regarding the evaluation and any compensation adjustments for the President at the next occurring meeting of the Board. Following the closed session meeting with the President, the GCC will finalize the President's evaluation and goals for the year and share the final evaluation, and priorities and goals for the year to the President and the Board in a written letter. The GCC's letter will detail the results of the annual review, any changes to the president's contract or compensation, and the priorities and goals for the upcoming year. It is anticipated that this process will be completed no later than October 1 of each year.~~

The written self-assessment, full accounting of earned outside income, final evaluation of the President as well as any evaluation-related documents and notes are part of the President's confidential personnel record. The President's compensation is public information.

As an alternative, the Board may elect to conduct a periodic comprehensive evaluation of the President at its discretion. A comprehensive evaluation is a review of the President's performance, which seeks stakeholder input and may include the hiring of an external evaluator or facilitator for the process. In the year a comprehensive evaluation is conducted, it is performed in lieu of the annual review.

## COMPENSATION

~~The GCC is responsible for conducting a compensation review and recommending the President's compensation package to the full Board for approval each year. The annual compensation review will consider both performance- and market-based criteria, which includes but are not limited to:~~

- The results of the Annual Review or the Comprehensive Evaluation;
- The VCU Executive Compensation Philosophy;
- A market analysis of University President compensation among comparable institutions; and
- Other documentation deemed to be relevant.

The GCC may engage an independent compensation consultant to provide market analysis, regulatory updates and other support to assist the GCC in its compensation review and to provide educational resources for the full Board.

## Forms

~~There are no related documents. Sample Annual Appraisal of the President's Performance attached.~~

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## Related Documents

There are no related documents.

**Revision History** \_\_\_\_\_

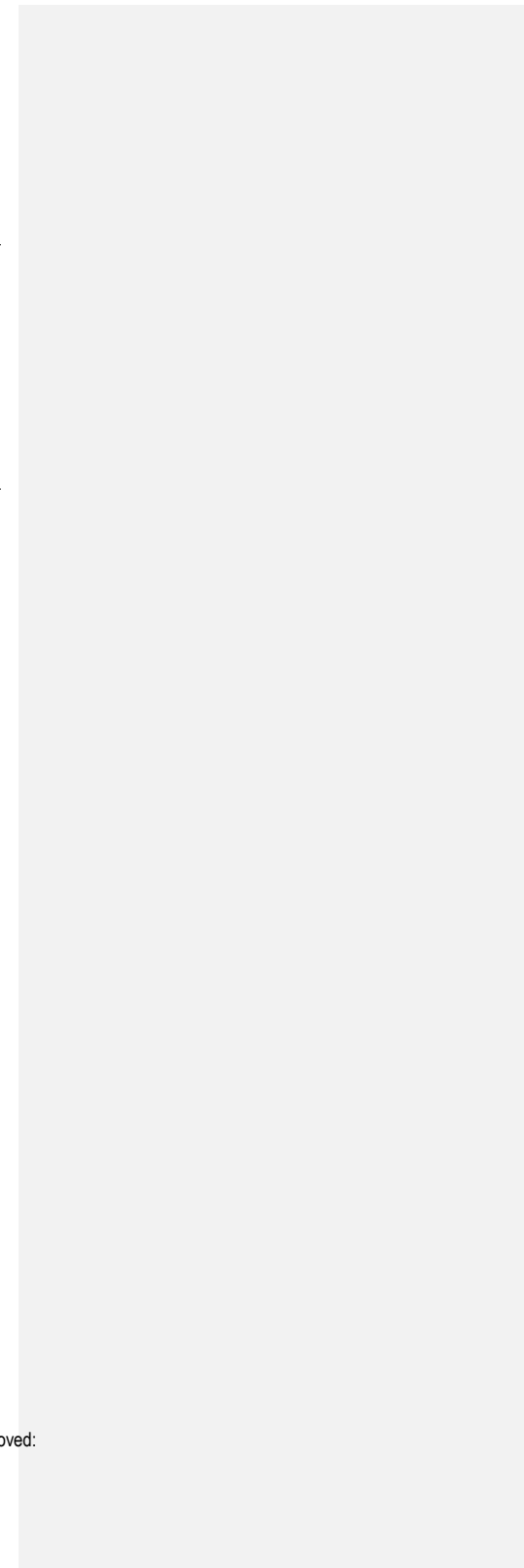
This policy supersedes the following archived policies:

Approved by the Board: Approved by the Board: May 15, 2009; Revised: November 10, 2011; December 8, 2017

**FAQ** \_\_\_\_\_

There are no FAQs associated with this policy.

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# VIRGINIA COMMONWEALTH UNIVERSITY BOARD OF VISITORS

## STATEMENT ON GOVERNANCE

The Virginia Commonwealth University Board of Visitors (“the Board”) is composed of 16 voting members appointed by the Governor of the Commonwealth of Virginia, subject to confirmation by the General Assembly. Each member serves a term of four years. In addition, each year the Board selects two students (one undergraduate and one graduate student), a faculty member, and a staff member to serve as non-voting advisory representatives on the Board of Visitors.

As public trustees the Board has the responsibility and authority, subject to constitutional and statutory limitations, for the continuing operation, development of evolving policies, and financial oversight of Virginia Commonwealth University ("the University"). The Board appoints a President to serve as Chief Executive Officer of the University.

The Board and the University are at all times subject to the control and legislative enactments of the General Assembly of the Commonwealth of Virginia.

The Board in executing their duties has adopted the Virginia Commonwealth University Board of Visitors Bylaws to provide for the orderly, consistent, and efficient conduct of its business as the governing body of Virginia Commonwealth University. A copy of the Bylaws can be found at <https://bov.vcu.edu/bylaws/> ~~<https://president.vcu.edu/board/bylaws/>~~

In carrying out its responsibilities, the following expectations are attendant to service on the Virginia Commonwealth University Board of Visitors:

- Board members have a fiduciary responsibility to the University and are expected to act in the best overall interest of the University and the Commonwealth;
- Board members are expected to become familiar with key aspects of the University including, but not limited to, its mission, governance, financing, strategic plans and performance measures;
- Board members are expected to devote the necessary time, attention and preparation to Board activities to function effectively and to enable the Board as a whole to function effectively, including new Board of Visitor orientation, committee meetings, board retreats and public meetings;
- Board members are expected to understand the Virginia Freedom of Information Act and act accordingly;
- Board members are expected to defer to the Rector of the Board ~~chair~~ for public comment on matters before the Board, or to make clear that any opinions expressed are expressed as an individual rather than on behalf of the Board as a whole;
- Board members are also expected to comply with Federal, State and local laws and comply with all regulations and policies applicable to Board of Visitors of public colleges and universities in the Commonwealth of Virginia;



- Board members are expected to maintain a tradition of exemplifying the highest standards of ethical behavior, and to comply with the Board of Visitors' Ethical Leadership policy.

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## **Request to Approve Amendment**

### **VCU Higher Education Capital Outlay Manual**

#### **Background**

VCU seeks Board of Visitors (BOV) authorization to amend its Higher Education Capital Outlay Manual (HECO Manual) to reflect changes in state law (Chapter 469 of the Acts of the General Assembly 2024) pertaining to specific alternative construction procurement methods (Construction Management and Design-Build). VCU's HECO Manual establishes policies and procedures for capital outlay in accordance with state laws. It was created per a directive under the Management Agreement between VCU and the Commonwealth of Virginia and in accordance with its authority under the Restructured Higher Education Financial and Administrative Operations Act of 2005 (i.e., the "Restructuring Act").

A design-bid-build (DBB) procurement method is the state's default method of procurement for design and construction services. VCU has traditionally used this method for projects less than \$5M. Following a competitive bidding process, a designer (i.e., architect/engineer or A/E) is selected based on qualifications and value. Later in the process, construction vendors are solicited through a competitive bidding process and a contract is awarded to the lowest-cost responsive and responsible bidder. The designer and the construction vendor work separately. Depending on the budget and complexity of the project, costs estimated during the design phase may not align with costs received during the construction phase – leading to the need for redesigns and/or renegotiations. When construction projects are large or complex, the DBB procurement method presents a risk for delays and added costs and, therefore, the state has offered – and VCU regularly uses – alternative procurement methods.

For every major capital project (projects estimated at \$3M or more), VCU works with the Virginia Department of General Services (DGS) when seeking the use of an alternative procurement method and, until this year, did not require a formal approval from DGS prior to using an alternative method. This year, the General Assembly approved legislation that requires approval from DGS for the use of alternative construction procurement methods bulleted below. If DGS does not provide approval, the BOV may override the decision with a majority vote following the guidelines outlined below.

- **Construction Management (CM) method:** This is a two-part, competitive procurement process – a proposal request is issued for design services and a separate proposal request is issued for construction services. Both the designer and the construction vendor are selected based on qualifications and best value and work together on design, cost, logistics and constructability in order to reach

a guaranteed maximum price (GMP). For large, complex construction projects, the CM method reduces the risk of added costs or delays. VCU's last three capital projects completed using the CM method, came in under the GMP, returning more than \$10.6M to the state:

- College of Health Professions Building
  - College of Engineering Research Building
  - STEM Building
- 
- **Design-Build (DB) method:** This is a competitive procurement process where a single vendor is selected based on qualifications and best value. Under this method, the vendor provides both design and construction services. This method is best suited for low-complexity projects such as warehouses or parking decks.

### **Considerations**

Per the new legislation, VCU's HECO Manual must be amended to reflect this change, shared with DGS for review, and presented to the BOV for review and approval.

The new law requires that if VCU elects to proceed with the project using a CM or DB procurement method despite the decision of DGS to the contrary, VCU shall present the written denial to the BOV and the BOV shall have the following options:

- For projects funded by VCU, or projects estimated at \$65M or more that are funded in whole or in part from state general funds, the BOV may authorize the use of CM or DB with a majority vote.
- For projects estimated at less than \$65M that are funded in whole or in part from state general funds, VCU shall obtain approval from the Chairmen of the House Committee on Appropriations and the Senate Committee on Finance and Appropriations, or their designees, and a representative of DGS.

### **Recommendation**

Approve the amendment to the VCU HECO Manual to reflect the changes in state law pertaining to alternative construction procurement methods.



## VCU Facilities Management Notice 09/2024

(Effective: 09/01/2024)

### 2022, Third Edition – VCU Higher Education Capital Outlay Manual – Amendment 1

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#### 1. Purpose of This Notice

The purpose of this notice is to set forth the issuance of Amendment 1 of the 2022, Third Edition of the VCU Higher Education Capital Outlay Manual (HECO Manual), and to summarize the changes since the publication of Revision 0 of the 2022 Edition dated November 2021. Specific changes herein were required due to changes in Commonwealth of Virginia law pursuant to Chapter 469 of the Acts of the General Assembly (2024).

This version of the HECO Manual is available on VCU Facilities Management website at <https://fmd.vcu.edu/units/construction-management/resources/>.

#### 2. Summary of Changes

The changes incorporated into this Amendment are as follows: Replace “Chapter 10: Alternate Construction Procurement” in its entirety with:

### **Chapter 10: Alternate Construction Procurement**

#### **10.1 General**

These Design-Build and Construction Management competitive negotiation procedures may be used for capital projects for the University.

Prior to making a determination as to the use of Design-Build or Construction Management delivery methods, the University shall have in its employ or under contract a licensed architect or engineer competent to the project who shall (i) advise the University regarding the use of

Design-Build or Construction Management and (ii) assist with the preparation of the request for proposals (RFP) and evaluation of such proposals.

The University shall obtain written authorization to use a Design-Build or Construction Management contract from the Associate Vice President (AVP) for Facilities Management (FM). The request shall substantiate that Design-Bid-Build project delivery method is not practicable or fiscally advantageous, and the determining basis to utilize the selected project delivery method. Determination shall, at a minimum, consider: cost, schedule, complexity and building use.

In compliance with §2.2-4381 of the Code of Virginia (Virginia Code), the University shall submit to the Department of General Services (DGS) for its approval the University's decision to utilize Design-Build or Construction Management delivery methods. The written approval or denial from DGS shall be maintained with the procurement files. Reference 10.4 if the University elects to proceed with a project delivery method not approved by DGS.

Pursuant to Virginia Code §2.2-4381 and §2.2-4342, the University shall post all documents open to public inspection that are exchanged between the University and DGS on DGS's central procurement website (eVA) prior to the date of proposals.

## **10.2 Design-Build Procedures**

### **Criteria for Use of Design-Build Contracts**

Design-Build contracts are generally utilized on new construction projects with limited complexity. Design-Build contracts may be approved for but are not limited to use on building projects in the following general categories: warehouse/storage buildings, garage/maintenance shops, general mercantile buildings, single-story administrative buildings, recreational and concession buildings, exhibition and agricultural buildings, parking decks, and housing.

### **Design-Build Selection Procedures**

On projects approved for Design-Build, procurement of the contract shall be a two-step competitive negotiation process. The following procedures must occur prior to the issuance of a RFP and shall be used in selecting a firm and awarding a contract:

1. The University shall appoint an Evaluation Committee which shall have a minimum of three members, including at least one licensed professional engineer or architect.
2. The University's architect/engineer (A/E) consultant (sometimes under a term contract) or a licensed professional on the University's staff prepares pre-design scope and criteria. Standard professional services procurement procedures are used to select the University's A/E.
3. The University's A/E prepares schematics, including outline and technical specifications, for the University's approval, with an opportunity for the University to make changes. The completed schematic drawings and outline specifications are sometimes referred to as "bridging documents." The documents establish the minimum level of quality required for the project.
4. Minimum requirements for bridging documents:

- Survey of site
  - Soil borings/geotechnical reports
  - Program describing building use and functional requirements
  - Various user groups/spaces
  - Specific operational requirements
  - Specific equipment demands
  - Square footage
  - Architectural restrictions
  - Schematic floor plans showing building dimensions
  - Site restrictions (access, staging area, traffic control, work hours, etc.)
  - Schedule constraints
  - Master planning documents (if available)
  - Any additional data that is pertinent to the project
5. Reference use of HECO-7DB as the general conditions of the Design-Build contract and the HECO-9DB as the contract between the University and Design-Builder.

### **Selection of Qualified Offerors**

VCU will prepare a request for quote (RFQ) containing the University's facility requirements, building and site criteria, site and survey data (if available), and the University's written determination of approved delivery method. All offerors shall have a licensed Class "A" contractor and an architect or engineer licensed to perform such duties in the Commonwealth of Virginia as part of the project team.

1. The University shall advertise the requirement in eVA for a minimum of 30 days prior to the receipt of qualification packages and may advertise in a newspaper of general circulation in the area.
2. The University will issue an RFQ process resulting in a short list of between three to five offerors, including at least one Department of Small Business and Supplier Diversity (DSBSD) – Certified Business if such offeror meets the requirements for prequalification.
3. RFQ responses must be submitted by interested parties by the due date and time to the location stipulated in the solicitation.
4. The RFQ responses will be evaluated based upon the information submitted and any other relevant information. The Evaluation Committee will conduct this evaluation.
5. Prior Design-Build experience or previous experience with DGS shall not be considered as a prerequisite or factor considered for pre-qualification or award of contract. However, in the selection of a contractor, the experience of each contractor on comparable projects of similar complexity and size may be considered.
6. The University may request additional information from the offerors, if needed.
7. The Evaluation Committee will rank the firms based upon the overall merit of the information submitted and any other relevant information and recommend those deemed most qualified with respect to the criteria established for the project in the RFQ.

### **Selection of Design-Build Contractor**

1. The University will prepare a RFP containing the University's facility requirements, building and site criteria, site and survey data, the criteria to be used to evaluate submittals, and other relevant information.

2. The University will solicit the firms selected as specified in step one above to submit proposals that include both technical and cost information by the date and time to the location established in the RFP for receipt of the offers.
3. The Evaluation Committee will evaluate the proposals based on the criteria contained in the RFP and individually score each proposal prior to the first Evaluation Committee meeting. At the conclusion of the first Evaluation Committee meeting or after oral presentations (if conducted), the scores based on the evaluation criteria shall determine the number of firms selected for negotiations. Clarifications and additional information may be requested by the committee from these offerors. The Evaluation Committee will inform the procurement officer of any adjustments necessary to make the proposal from a selected Design-Build offeror in full compliance with the mandatory requirements of the RFP. The bid officer shall obtain the clarifications from the offerors in writing.
4. Offerors who submit a proposal in response to the RFP may be required to give an oral presentation of their proposal to the Evaluation Committee. This provides an opportunity for the offeror to clarify or elaborate on the proposal. This is a fact-finding and explanation session only and does not include negotiation. The Evaluation Committee Chair will coordinate the schedule and the time and location of these presentations with the committee and the bid officer. The bid officer shall schedule the oral presentations with the offerors. Oral presentations are an option of the Evaluation Committee and may or may not be conducted. The Evaluation Committee shall score the proposals based on the evaluation criteria after the oral presentation.
5. As specified in the solicitation, negotiations will be held with two or more of the selected Design-Build teams. The University may require that offerors make design adjustments necessary to incorporate project improvements and/or additional detail identified by the committee for design development. The University may make multiple requests for adjustments to the plans, approach and proposed personnel to provide the Design-Build services, and the requests may be customized for each proposal. Negotiations must also include a discussion(s) about obtaining a reasonable price with all offerors and increasing the commitment for the utilization of small, women and minority-owned firms as subcontractors with all majority companies.
6. At the conclusion of negotiations, the Evaluation Committee will score the proposals and select the Design-Build team with the highest score based on the RFP evaluation criteria to recommend for the contract award.
7. The Committee shall make the recommendation on the selection of the Design-Build contractor to the AVP for FM. The AVP for FM shall approve the selection of the Design-Build contractor. This approval shall be submitted to the bid officer in writing.
8. The buyer will post the notice of intent to award to the selected Design-Build contractor on eVA. The University shall complete the HECO/CO-8 and supporting documents, and the Virginia Construction Contracting Officer (VCCO) shall facilitate executing the contract (HECO-9DB).
9. Upon request, any unsuccessful proposer will be provided documentation demonstrating the processes used in awarding the contract.

### **10.3 Construction Management Procedures**

On projects approved for Construction Management delivery method, the University shall proceed as follows to qualify offerors who may submit proposals utilizing a two-step competitive

negotiation process. The University must enter into a Construction Management contract no later than the completion of the schematic phase of design, unless prohibited by authorization of funding restrictions.

The University shall appoint an Evaluation Committee from the professional staff of FM which shall have a minimum of three members, including at least one licensed professional engineer or architect. A representative from the Virginia Division of Engineering and Buildings may be invited to participate on the Evaluation Committee. Representatives of the University customer organization may be invited to participate as ad hoc members of the committee but will not be voting members.

#### **Selection of Qualified Offerors**

1. The University shall advertise the requirement in eVA for a minimum of 30 days prior to the receipt of proposals and may advertise in a newspaper of general circulation.
2. The University will issue an RFQ package, to include the University's written determination of approved delivery method.
3. RFQ responses must be submitted by interested parties by the due date and time to the location stipulated in the solicitation.
4. The RFQ responses will be evaluated based upon the information submitted and any other relevant information. The Evaluation Committee will conduct this evaluation and recommend those best qualified with respect to criteria established for the project in the RFQ.
5. Prior Construction Management experience or previous experience with DGS shall not be considered as a prerequisite or factor considered for pre-qualification or award of contract. However, in the selection of a contractor, the experience of each contractor on comparable projects of similar complexity and size may be considered.
6. The University may request additional information from the offerors, if needed.
7. The Evaluation Committee will rank the firms based upon the overall merit of the information submitted and any other relevant information.
8. The committee will select no fewer than two and no more than five offerors deemed suitable for the project to proceed to step two. If available, the short-list shall include a minimum of one DSBSD-Certified Business that meets the minimum requirements.

#### **Selected Offerors Will Be Given the Opportunity to Submit Proposals**

9. The University will prepare an RFP containing the University's facility requirements, building and site criteria, site and survey data, the criteria to be used to evaluate submittals, and other relevant information.
10. The University will solicit the firms selected as specified above to submit proposals that include both technical and cost information by the date and time to the location established in the RFP for receipt of the offers.
11. The Evaluation Committee will evaluate the proposals based on the criteria contained in the RFP and individually score each proposal prior to the first Evaluation Committee meeting. At the conclusion of the first Evaluation Committee meeting or after oral presentations (if conducted), the scores based on the evaluation criteria shall determine the number of firms selected for negotiations. Clarifications and additional information may be requested by the committee from these offerors. The Evaluation Committee will inform the buyer of any negotiation issues necessary to make the proposal from a



selected Construction Management offeror fully compliant with the mandatory requirements of the RFP. The buyer shall obtain the negotiation clarifications from the offerors in writing.

12. Offerors who submit a proposal in response to the RFP may be required to give an oral presentation of their proposal to the Evaluation Committee. This provides an opportunity for the offeror to clarify or elaborate on the proposal. This is a fact-finding and explanation session only and does not include negotiation. The Evaluation Committee Chair will coordinate the schedule and the time and location of these presentations with the committee and the buyer. The buyer shall schedule the oral presentations with the offerors. Oral presentations are an option of the Evaluation Committee and may or may not be conducted. The Evaluation Committee shall score the proposals based on the evaluation criteria after the oral presentations.
13. As specified in the solicitation, negotiations will be held with two or more of the selected Construction Management contractors. Negotiations must include a discussion(s) about obtaining a reasonable price with all offerors and increasing the commitment for the utilization of small, women and minority-owned firms as subcontractors with all majority companies.
14. At the conclusion of negotiations, the Evaluation Committee will score the proposals and select the Construction Management contractor with the highest score based on the RFP evaluation criteria to recommend for the contract award.
15. The committee shall make the recommendation on the selection of the Construction Management contractor to the AVP for FM. The AVP for FM shall approve the selection of the Construction Management contractor.
16. The buyer will provide the notice of intent to award to the selected Construction Management contractor. The University shall complete the HECO/CO-8 and supporting documents, and the VCCO shall facilitate executing the contract (HECO-9CM).
17. Upon request, any unsuccessful proposer will be provided documentation demonstrating the processes used in awarding the contract.

#### **Required Construction Management Contract Terms**

Any Guaranteed Maximum Price Construction Management contract entered into by any department, University or institution of the Commonwealth will contain provisions requiring that (1) not more than 10% of the construction work (measured by cost of the work) will be performed by the Construction Management contractor with its own forces and (2) that the remaining 90% of the construction work will be performed by subcontractors of the Construction Management contractor which the Construction Management contractor must procure by publicly advertised, competitive sealed bidding.

#### **Sub-Contractor Advertisement**

The University may post to eVA when and where the Construction Manager plans to advertise bid packages for subcontracting opportunities.

#### **10.4 Procedures for Design-Build/Construction Management not approved by DGS**

These procedures apply to projects either funded entirely with Non-State General Funds or if the project cost is \$65M or more.

1. The University shall present the DGS denial to the VCU Board of Visitors (BOV) and obtain a majority vote authorization from the BOV to proceed with the elected delivery method.
2. A written statement by the BOV shall be provided to document the reasons to proceed despite the DGS denial and the results of the vote. This statement shall be maintained with the procurement files.
3. Upon BOV authorization to proceed with the selected delivery method, a representative of DGS, to the extent DGS deems practicable, shall be included in the process for the selection of a contractor.

These procedures apply to projects that are funded with any State General Funds and the project cost is less than \$65M.

4. Authorization to proceed with the selected delivery method shall be obtained by Chairmen of the House Committee on Appropriations and the Senate Committee on Finance and Appropriations, or their designees, and a representative of DGS.
5. A written statement by the BOV shall be provided to document the reasons to proceed despite the DGS denial and the results of the vote. This statement shall be maintained with the procurement files.

## **Approval to Execute a Contract**

### **Custodial Services**

#### **Background**

VCU seeks Board of Visitors (BOV) approval to execute a contract for custodial services. Currently, SSC Service Solutions (SSC) provides custodial services to both campuses under an existing contract. VCU leveraged a national cooperative agreement to negotiate a new custodial services contract with SSC. This allowed VCU to continue its custodial services for five years, with an additional five-year renewal option, and reduce costs.

#### **Considerations**

All agreements in which the value exceeds or can be reasonably expected to exceed \$5M require BOV approval as outlined in the Delegation of Signatory Authority policy. Expenditures on this contract are anticipated to exceed \$5M and therefore require BOV authorization.

#### **Costs and funding**

The services are funded by a mix of education and general (E&G) and auxiliary funds. SSC agrees to hold its current contract pricing for the first two years, with no consumer price index (CPI) increase; the first year's cost will be \$15,331,920. If renewed for the full 10 years, total expenditures are estimated to be between \$162,953,806 and \$179,390,322, depending on CPI. Savings are estimated to be \$3.6M over the course of the first five-year term and, if renewed for the optional five-year term, are estimated to be over \$8M.

#### **Recommendation**

Approve the request to execute a custodial services contract with SSC.

**RESOLUTION OF THE BOARD OF  
VISITORS OF VIRGINIA COMMONWEALTH  
UNIVERSITY**

**APPROVAL FOR PURCHASE CONTRACTS EXCEEDING \$5 MILLION**

**WHEREAS**, pursuant to Title § 23.1 of the *Code of Virginia*, the Board of Visitors of Virginia Commonwealth University (the Board) has broad legal authority to make regulations and policies concerning Virginia Commonwealth University (the University);

**WHEREAS**, the Board has the authority to approve and execute of agreements with outside entities that bind the University;

**WHEREAS**, under the Board's discretion, the Board delegated authority to the University's Office of the President, as outlined in Delegation of Signatory Authority policy, as amended on May 10, 2019, to approve and execute contracts with a total actual or anticipated expenditure value of up to \$5 million;

**WHEREAS**, the University seeks Board of Visitors approval to execute a contract for custodial services.

**WHEREAS**, the University leveraged a national cooperative agreement to negotiate a new custodial services contract with SSC Service Solutions, the existing contractor. This allowed VCU to continue its custodial services for five years, with an additional five-year renewal option, and reduce costs.

**WHEREAS**, if the University renews the contract for the full 10 years, total expenditures are estimated to be between \$162,953,806 and \$179,390,322, depending on consumer price index ("Subject Contract");

**WHEREAS**, the actual expenditures and additional costs for the proposed services will exceed the President's delegated authority for approval and execution of contracts; and

**NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF VISITORS OF VIRGINIA COMMONWEALTH UNIVERSITY**, that the Board approves the execution of the Subject Contracts and any required renewals; and

**BE IT FURTHER RESOLVED**, that the Board authorizes the President or the President's designee to sign any contract amendments or documents necessary to implement the anticipated expenditure, in accordance with the Delegation of Signatory Authority policy; and

**BE IT FURTHER RESOLVED**, that this Resolution will take effect immediately upon its adoption.

## **Request for Insurance Rate Ratification**

### **Student Health Insurance Program**

#### **Background**

VCU seeks Board of Visitors (BOV) ratification for student health insurance rates. Student health insurance rates are approved by the BOV, as required by Code of Virginia § 23.1-1301, typically in May or June as part of the annual budget. United Healthcare, the insurance provider, informed VCU of the insurance rate increase in July, after the BOV approved VCU's FY2025 budget in June.

The VCU Student Health Insurance Program began in December 2021 and offers health insurance coverage to full-time Ph.D., first professional and international students. Insurance is required for this student group unless proof of comparable insurance is provided.

#### **Considerations**

In FY2023, health insurance rates were increased from \$656 to \$797 for Ph.D. students and from \$2,187 to \$2,654 for first professionals. They were held flat the following year in FY2024. Rates for international students not enrolled in either a Ph.D. or first professional program were \$2,654 in FY2023 and FY2024 for the fall and spring semesters.

#### **Cost**

For the academic year beginning fall 2024 (FY2025), new annual rates are \$875 for Ph.D. students and \$2,916 for first professional students (Ph.D. and first professional students enroll for a full year). The rate for international students not enrolled in either a Ph.D or first professional program are \$2,181 for the fall and spring semesters with an additional \$735 if they are enrolled in summer courses. Summer-specific rates for international students are new this academic year (international students enroll per semester and, therefore, may or may not require coverage during the summer).

#### **Recommendation**

Ratify the FY2025 annual health insurance rates for full-time Ph.D., first professional and international students.

## **Approval**

### **FY2025 Six Year Plan Affirmation and Update**

#### **Background**

VCU seeks Board of Visitors (BOV) approval for the FY2025 Six Year Plan Affirmation and Update as required by § 23-38.87:17 of the “Preparing for the Top Jobs of the 21st Century: The Virginia Higher Education Opportunity Act of 2011” (TJ21).

TJ21 mandates that the governing board of each Virginia public institution of higher education develop and adopt biennially, and affirm and/or update annually, a six year plan for their institution. The act requires plans to be submitted to the State Council for Higher Education of Virginia (SCHEV) in the summer of odd-numbered years and also requires any amendments or affirmations to existing plans to be submitted in the summer of even-numbered years.

#### **Timeline**

Instructions to complete the six year plan, or plan affirmations/updates, are provided by SCHEV to VCU at the end of each academic year. VCU presents the plan, or plan affirmation/update, as submitted to SCHEV in the summer, to the BOV for approval at its next scheduled meeting in September. During this time, state representatives review the plan and may provide comments and/or questions to VCU. The BOV approved plan, or plan affirmation/update, along with responses to comments/questions from SCHEV, if any, are due back to SCHEV on October 1.

#### **Considerations**

VCU’s FY2025 Six Year Plan Affirmation and Update is an update to the plan submitted in July 2023 and includes responses to specific questions provided by SCHEV, as well as updates on student success metrics and new initiatives, strategic enrollment management, degree program productivity, the One VCU Academic Repositioning Task Force (future-focused initiatives to modernize VCU’s academic enterprise, increase transdisciplinary research and discovery, and increase the university’s responsiveness to fast-paced technological change, such as generative artificial intelligence and machine learning), operational efficiencies, budget priorities, and capital project planning. The six year plan is a tool for state and institutional planning and is not binding on the BOV.

The presented financial model uses changes in enrollment, tuition, fees, and inflationary cost growth scenarios, including an assumed state mandated 2% salary increase, through all years of the plan, for financial modeling purposes only. The original submission had a modeled FY2026 increase of 4% for tuition, 4% for education and

general (E&G) fees, and 5% for non-E&G fees, with no assumption of new state general fund support (as instructed by the state). The higher increase in non-E&G fees reflects that these fees pay the full cost of assumed state salary increases (2% per state instructions) and take into consideration that VCU has the second lowest fees in the Commonwealth.

For FY2027 through FY2030, there are no assumptions for increases in tuition or fees, nor state support, per state instructions, with only cost growth. These scenarios are subject to change based on the future fiscal environment including the actual general fund support received and actual impact of future inflation on costs. Additionally, approval of tuition and fees is the responsibility of the BOV and may be adjusted based upon factors such as incremental general fund support, legislative requirements, projected enrollment growth, the impact of future inflation and cost growth, and strategic priorities.

**Recommendation**

Approve the VCU FY2025 Six Year Plan Affirmation and Update.

## INSTRUCTIONS FOR SUBMITTING 2024 INSTITUTIONAL SIX-YEAR PLAN

**Due Date: July 1, 2024**

**PLEASE READ INSTRUCTIONS CAREFULLY**

### Six-year Plan Requirement

The Higher Education Opportunity Act of 2011 (TJ21) requires Virginia's public institutions of higher education to prepare and submit six-year plans. (See below for complete code reference.) During the 2015 General Assembly session, joint resolutions approved by the House (HJR 555) and Senate (SJ 228) also require that the mission, vision, goals, and strategies expressed in the Virginia Plan, the statewide strategic plan, guide the development of the strategic plan and six-year plan at each public institution of higher education, as well as the agency plan for SCHEV, and that SCHEV report annually on the Commonwealth's progress toward achieving these goals and targets to the Governor, General Assembly, institutions of higher education and the public.

### 2023 Six-Year Plan Format

The 2024 Six-Year Plan consists of a workbook and an accompanying narrative. The workbook has an Instructions page, Institution ID page and eight parts/worksheets: Enrollment, Undergraduate Tuition and Fee Increase Rates, Revenue, Financial Aid, Academic-Financial, General Fund (GF) Request, and Pro Forma. **Note: Shaded cells contain formulas.** Instructions for the narrative are provided in a separate attachment. Though the Enrollment/Degree Projections are being developed in a separate process, institutions are required to provide a summary of enrollment projections in Tab 1 so they can be considered as part of the six-year planning process alongside the financial projections and pro forma analysis.

The 2024 Six-Year Plans are due July 1, 2024. The review group (referred to as Op Six) as outlined in § 23.1-306 - see Legislative Reference section below - will meet with each institution in August to review the institution's plan and provide comments. If changes to the plans are recommended, revised institutional submissions are due no later than October 1 or immediately following an institution's Board of Visitors' meeting, if it is later than October 1.

## INSTRUCTIONS FOR SECTIONS

### 1. Undergraduate Tuition and Fee Increase Rate Plan

Provide annual planned increases in undergraduate tuition and mandatory E&G fees and mandatory non-E&G fees for both in-state and out-of-state students in 2024-26 biennium. The tuition and fee charges for in-state undergraduate students should reflect the institution's estimate of reasonable and necessary charges to students based on the mission, market capacity and other factors with the assumption of no new state general fund support.

### 2. Revenue

For FY2023- FY2026: Based on assumptions of no new general fund, enrollment changes and other institution-specific conditions, provide total collected or projected to collect revenues (after discounts and waivers) by student level and domicile (including tuition revenue used for financial aid), and other NGF revenue for educational and general (E&G) programs; and mandatory non-E&G fee revenues from in-state undergraduates and other students as well as the total auxiliary revenue. In line 25, enter E&G GF revenues for the current bienium and 2024-26 biennium if there is a final budget. The formulas will automatically hold that constant for the remaining years.

For FY2027-FY2030: Provide a pro forma analysis of total tuition revenue in years 2026-2030 by holding T&F constant at the planned 2025-26 rate while incorporating your institution's submitted enrollment projections for each year through 2030. These columns are NOT meant to be a projection and do NOT make any assumption about GF support. The calculations will be used to support the pro forma analysis in tab 5.

### 3. Financial Aid

Provide a breakdown of the projected source and distribution of tuition and fee revenue redirected to financial aid. To ensure compliance with the state prohibition that in-state students not subsidize out-of-state students and to provide the review group with a scope of the strategy, projections must be made for each of the indicated categories. Please be aware that this data will be compared with similar data provided by other institutional offices in order to ensure overall consistency. (Please do not alter shaded cells that contain formulas.) "Other Discounts and Waiver" means the totals of any unfunded full or partial tuition waiver reducing the students' charges, including Virginia Military Survivors and Dependent Education Program and the Senior Citizens Tuition Waiver. Do not include the tuition differential for the tuition exceptions. Note: If you do not have actual amounts for Tuition Revenue for Financial Aid by student category, please provide an estimate. If values are not distributed for Tuition Revenue for Financial Aid, a distribution may be calculated for your institution.

### 4. Academic-Financial Plan



Instructions: The Academic Plan should contain academic, finance, and support service strategies the institution intends to employ in meeting state needs/goals as found in the Virginia Plan. (Please see the main instructions sheet in this workbook for more detailed information about The Virginia Plan. Please provide short titles to identify institutional strategies and other expenditure increases. Provide a concise description in the "Notes" column (column O), including a % increase where relevant and a specific reference as to where more detailed information can be found in the Narrative document.

Complete the lines appropriate to your institution, adding lines within the relevant categories as needed. As completely as possible, the items should represent a complete picture of your anticipated use of projected tuition revenues and strategic focus areas. Categories are listed in bold; you may not change the categories but you may add lines where indicated. Please update total cost formulas if necessary. For every line, the total amount and the sum of the reallocation and tuition revenue should equal one another.

Funding amounts in the first year should be incremental. However, if the costs continue into the second year and beyond, they should be reflected cumulatively (i.e. cost increases vs. 2023-24). Please update total cost formulas if necessary. A separate worksheet (Part 6) is provided for institutions to request additional GF support for 2024-26. Strategies for student financial aid, other than those that are provided through tuition revenue, should not be included on this table; they should be included in Part 6, General Fund Request, of the plan.

Also, given the long standing practice that agencies should not assume general fund support for operation and maintenance (O&M) of new facilities, O&M strategies should not be included in an institution's plan, unless they are completely supported by tuition revenue.

Lines 5 and 6 are newly added to collect the estimated E&G expenditures of 2022-23 and 2023-24 as baselines for Tab 5 Pro Forma.

For the 2026-28 bienium and 2028-2030 bienium, total amounts should be provided as estimates of future expenditures on these items but delineation of reallocation vs. tuition revenue vs. GF does not need to be provided by the institution.

**Pathways to Opportunity: The Virginia Plan for Higher Education.** In the column labeled "VP Goal," identify the goal of the The Virginia Plan (VP) that applies to each institutional strategy using the appropriate number (i.e., 1, 2, or 3). The three VP goals are listed below. In the Narrative document (Section B), institutions should provide more detailed information.

The Virginia Plan has three major goals (please refer to the Plan at <https://www.schev.edu/research-publications/strategic-plan> for more information about the strategies under each goal):

GOAL 1 EQUITABLE: CLOSE ACCESS AND COMPLETION GAPS.

GOAL 2 AFFORDABLE: LOWER COSTS TO STUDENTS.

GOAL 3 TRANSFORMATIVE: EXPAND PROSPERITY.

## 5. Six-Year Pro Forma Calculations

Instructions: No new data needs to be added on this tab; it is entirely comprised by formulas. The top section pulls in data from the previous tabs to calculate a pro forma budget surplus/deficit for the 6 years. The following section calculates what T&F (price) and GF increases would theoretically need to occur each year in order to cover the deficit and maintain the 2022-23 GF/NGF split. At the bottom is a blended scenario calculator that a user can leverage to calculate custom "shared" scenarios where deficits can be covered by a combination of expenditure reduction, T&F increases, and GF increases. Cells D28:30 should be set by the user (so long as they add up to 100%) and the results will flow into the rows below that automatically. This analysis is intended to be directional and pro forma; it is not intended to be interpreted as a projection or plan/budget of any kind.

Note: this pro forma does not include any of the additional GF requests in the following tab; those requests would require GF funding on top of what is calculated in this tab. It does account for the salary/health insurance/VITA increases from tab 4, including the corresponding GF increases.

## 6. General Fund (GF) Request

Instructions: Indicate items for which you anticipate making a request for state general fund in the 2024-26 biennium. The item can be a supplement to a strategy or item from the academic and financial plan or it can be a free-standing request for which no tuition revenue would be used. If it is a supplement to a strategy or item from the academic and financial plan, use the same title used in Part 4 and place it in bold print to draw attention to its connection to Part 6. Also, describe in the Notes column how additional general fund will enhance or expand the strategy. Requests for need-based financial aid appropriated in program 108 should be included here. If additional rows are added, please update the total costs formulas.

**Enrollment/Degree Projections:** Detailed six-year enrollment/degree projections are being collected through a separate process. These projections will be incorporated in the Six-Year Plan as part of the July and August institutional meetings with the Op Six.

**BOV Approval:** Final board approval of the Six-Year Plan should be done at the earliest possible fall meeting. HB 897 (2018) specified that initial plans do not get posted on the General Assembly's website and that final plans should be submitted to DLAS no later than December 1. However, we are requesting that institutions submit final plans with their responses to Op Six Comments on October 1 (or as soon after fall board meetings as possible) as has been done in the past. We post the responses and final plans for review by the Op Six for a period of time prior to posting to SCHEV's website.

**Accessibility:** All files need to be checked for accessibility prior to submitting them. Information on accessibility is provided at this link on SCHEV's website: <http://schev.edu/index/accessibility/creating-accessible-content>. The first link, "How to Make Your MS Office Documents Accessible" can be used to learn how to check documents. Only errors, not warnings, must be addressed.

#### Contacts for Questions:

General Questions - Thomas Allison ([tomallison@schev.edu](mailto:tomallison@schev.edu))

Academic - Joe DeFilippo ([joedefilippo@schev.edu](mailto:joedefilippo@schev.edu))

Finance - Yan Zheng ([yanzheng@schev.edu](mailto:yanzheng@schev.edu))

Financial Aid - Lee Andes ([leeandes@schev.edu](mailto:leeandes@schev.edu))

Enrollment/Degree Projections - Tod Massa ([todmassa@schev.edu](mailto:todmassa@schev.edu))

#### Legislative Reference:

##### **§ 23.1 - 306. Institutional Six-Year Plans.**

*A. The governing board of each public institution of higher education shall (i) develop and adopt biennially and amend or affirm annually a six-year plan for the institution; (ii) submit such plan to the Council, the General Assembly, the Governor, and the Chairmen of the House Committee on Appropriations, the House Committee on Education, the Senate Committee on Education and Health, and the Senate Committee on Finance no later than July 1 of each odd-numbered year; and (iii) submit amendments to or an affirmation of that plan no later than July 1 of each even-numbered year or at any other time permitted by the Governor or General Assembly to the Council, the General Assembly, the Governor, and the Chairmen of the House Committee on Appropriations, the House Committee on Education, the Senate Committee on Education and Health, and the Senate Committee on Finance. Each such plan and amendment to or affirmation of such plan shall include a report of the institution's active contributions to efforts to stimulate the economic development of the Commonwealth, the area in which the institution is located, and, for those institutions subject to a management agreement set forth in Article 4 (§ 23.1-1004 et seq.) of Chapter 10, the areas that lag behind the Commonwealth in terms of income, employment, and other factors.*

*B. The Secretary of Finance, Secretary of Education, Director of the Department of Planning and Budget, Executive Director of the Council, Staff Director of the House Committee on Appropriations, and Staff Director of the Senate Committee on Finance, or their designees, shall review each institution's plan or amendments and provide comments to the institution on that plan by September 1 of the relevant year. Each institution shall respond to any such comments by October 1 of that year.*

*C. Each plan shall be structured in accordance with, and be consistent with, the objective and purposes of this chapter set forth in § 23.1-301 and the criteria developed pursuant to § 23.1-309 and shall be in a form and manner prescribed by the Council, in consultation with the Secretary of Finance, the Secretary of Education, the Director of the Department of Planning and Budget, the Director of the Council, the Staff Director of the House Committee on Appropriations, and the Staff Director of the Senate Committee on Finance, or their designees.*

*D. Each six-year plan shall (i) address the institution's academic, financial, and enrollment plans, including the number of Virginia and non-Virginia students, for the six-year period; (ii) indicate the planned use of any projected increase in general fund, tuition, or other nongeneral fund revenues; (iii) be based upon any assumptions provided by the Council, following consultation with the Department of Planning and Budget and the staffs of the House Committee on Appropriations and the Senate Committee on Finance, for funding relating to state general fund support pursuant to §§ 23.1-303, 23.1-304, and 23.1-305 and subdivision 9; (iv) be aligned with the institution's six-year enrollment projections; and (v) include:*

- 1. Financial planning reflecting the institution's anticipated level of general fund, tuition, and other nongeneral fund support for each year of the next biennium;*
- 2. The institution's anticipated annual tuition and educational and general fee charges required by (i) degree level and (ii) domiciliary status, as provided in § 23.1-307;*
- 3. Plans for providing financial aid to help mitigate the impact of tuition and fee increases on low-income and middle-income students and their families as described in subdivision 9, including the projected mix of grants and loans;*
- 4. Degree conferral targets for undergraduate Virginia students;*
- 5. Plans for optimal year-round use of the institution's facilities and instructional resources;*
- 6. Plans for the development of an instructional resource-sharing program with other public institutions of higher education and private institutions of higher education;*
- 7. Plans with regard to any other incentives set forth in § 23.1-305 or any other matters the institution deems appropriate;*
- 8. The identification of (i) new programs or initiatives including quality improvements and (ii) institution-specific funding based on particular state policies or institution-specific programs, or both, as provided in subsection C of § 23.1-307; and*
- 9. An institutional student financial aid commitment that, in conjunction with general funds appropriated for that purpose, provides assistance to students from both low-income and middle-income families and takes into account the information and recommendations resulting from the review of federal and state financial aid programs and institutional practices conducted pursuant to subdivisions B 2 and C 1 of § 23.1-309.*

*E. In developing such plans, each public institution of higher education shall consider potential future impacts of tuition increases on the Virginia College Savings Plan and ABLE Savings Trust Accounts (§ 23.1-700 et seq.) and shall discuss such potential impacts with the Virginia College Savings Plan. The chief executive officer of the Virginia College Savings Plan shall provide to each institution the Plan's assumptions underlying the contract pricing of the program.*

*F. 1. In conjunction with the plans included in the six-year plan as set forth in subsection D, each public institution of higher education, Richard Bland College, and the Virginia Community College System may submit one innovative proposal with clearly defined performance measures, including any request for necessary authority or support from the Commonwealth, for a performance pilot. If the General Assembly approves the proposed performance pilot, it shall include approval language in the general appropriation act. A performance pilot shall advance the objectives of this chapter by addressing innovative requests related to college access, affordability, cost predictability, enrollment management subject to specified commitments regarding undergraduate in-state student enrollment, alternative tuition and fee structures and affordable pathways to degree attainment, internships and work study, employment pathways for undergraduate Virginia students, strategic talent development, state or regional economic development, pathways to increase timely degree completion, or other priorities set out in the general appropriation act.*

*2. A performance pilot may include or constitute an institutional partnership performance agreement, which shall be set forth in a memorandum of understanding that includes mutually dependent commitments by the institution, the Commonwealth, and identified partners, if any, related to one or more of the priorities set forth in subdivision 1 or set forth in a general appropriation act. No such institutional partnership performance agreement shall create a legally enforceable obligation of the Commonwealth.*

*3. No more than six performance pilots shall be approved in a single session of the General Assembly.*

*4. Development and approval of any performance pilot proposal shall proceed in tandem with consideration of the institution's six-year plan, as follows:*

- a. An institution that intends to propose a performance pilot shall communicate that intention as early as practicable, but not later than April 1 of the year in which the performance pilot will be proposed, to the reviewers listed in subsection B, the co-chairmen of the Joint Subcommittee on the Future Competitiveness of Virginia Higher Education, and the Governor. In developing a proposed performance pilot, the institution shall consider the Commonwealth's educational and economic policies and priorities, including those reflected in the Virginia Plan for Higher Education issued by the Council, the economic development policy developed pursuant to § 2.2-205, the strategic plan developed pursuant to § 2.2-2237.1, relevant regional economic growth and diversification plans prepared by regional councils pursuant to the Virginia Growth and Opportunity Act (§ 2.2-2484 et seq.), and any additional guidance provided by the Joint Subcommittee on the Future Competitiveness of Virginia Higher Education and the Governor.*
- b. An institution that submits a performance pilot shall include the one innovative proposal with clearly defined performance measures, and any corresponding authority and support requested from the Commonwealth, with its submission of the preliminary version of its six-year plan pursuant to clause (ii) of subsection A or with its preliminary amendment or affirmation submission pursuant to clause (iii) of subsection A.*

*c. The reviewers listed in subsection B, or their designees, shall review and comment on any proposed performance pilot in accordance with the six-year plan review and comment process established in subsection B and may expedite such review and comment process to facilitate the executive and legislative budget process or for other reasons. No later than October 15 of the relevant year, the reviewers shall communicate to the Governor and the Chairmen of the House Committee on Appropriations and the Senate Committee on Finance their recommendations regarding each performance pilot proposal. Such recommendations shall include the reviewers' comments regarding how the proposed performance pilots, individually and collectively, support the strategic educational and economic policies of the Commonwealth.*

*d. Each performance pilot proposal shall include evidence of its approval by the institution's governing board and, if accepted, shall be referenced in the general appropriation act.*

***Six-Year Plans (2024): 2024-25 through 2029-30***

**Due: July 1, 2024**

***Institution:***

Virginia Commonwealth University
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***Institution UNITID:***

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***Individual responsible for plan***

***Name(s) & Title(s):***

Meredith Weiss, Senior Vice President for Finance and Administration an
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***Email address(es):***

<a href="mailto:mlweiss@vcu.edu">mlweiss@vcu.edu</a>
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***Telephone number(s):***

804-828-3175
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## Part 1: Undergraduate Tuition and Mandatory Fee Increase Plans in 2024-26 Biennium

### Virginia Commonwealth University

**Instructions:** Provide annual planned increases in undergraduate tuition and mandatory E&G fees and mandatory non-E&G fees for both in-state and out-of-state students in 2024-26 biennium. The tuition and fee charges for in-state undergraduate students should reflect the institution's estimate of reasonable and necessary charges to students based on the mission, market capacity and other factors with the assumption of no new state general fund support.

	Undergraduate Tuition and Mandatory Fees				
	2023-24 Charge (BOV approved)	2024-25		2025-26	
		Board Approved Charge	% Increase	Planned Charge	% Increase
In-State UG Tuition	\$12,850	\$13,200	2.7%	\$13,728	4.0%
In-State UG Mandatory E&G Fees	\$503	\$503	0.0%	\$523	4.0%
In-State UG Mandatory non-E&G Fees	\$2,880	\$3,017	4.8%	\$3,168	5.0%
In-State UG Total	\$16,233	\$16,720	3.0%	\$17,419	4.2%
Out-of-State UG Tuition	\$34,744	\$35,674	2.7%	\$37,101	4.0%
Out-of-State UG Mandatory E&G Fees	\$1,193	\$1,193	0.0%	\$1,241	4.0%
Out-of-State UG Mandatory non-E&G Fees	\$2,880	\$3,017	4.8%	\$3,168	5.0%
Out-of-State UG Total	\$38,817	\$39,884	2.7%	\$41,510	4.1%

**Part 2: Revenue: 2022-23 through 2029-30**  
**Virginia Commonwealth University**

Instructions: Based on assumptions of no new general fund, enrollment changes and other institution-specific conditions, **provide total collected or projected to collect revenues (after discounts and waivers)** by student level and domicile (including tuition revenue used for financial aid), and other NGF revenue for educational and general (E&G) programs; and mandatory non-E&G fee revenues from in-state undergraduates and other students as well as the total auxiliary revenue.  
 In line 25, enter E&G GF revenues for the current bienium and 2024-26 biennium if there is the final budget. The formulas will automatically hold that constant for the remaining years of 2026 to 2030.

Instructions: Provide a pro forma analysis of total tuition revenue in years 2026-2030 by holding T&F constant at the planned 2025-26 rate while incorporating your institution's submitted enrollment projections for each year through 2030. These columns are NOT meant to be a projection and do NOT make any assumption about GF support. The calculations will be used to support the pro forma analysis in tab 5.

Items	2022-2023 (Actual)	2023-2024 (Actual)	Chg	2024-2025 (Estimate)	Chg	2025-2026 (Planned)	Chg	2026-2027 (Pro Forma)	Chg	2027-2028 (Pro Forma)	Chg	2028-2029 (Pro Forma)	Chg	2029-2030 (Pro Forma)	Chg	2022-2030 Chg	CAGR
	Total Collected Tuition Revenue	Total Collected Tuition Revenue		Total Projected Tuition Revenue		Total Projected Tuition Revenue		Total Calculated Tuition Revenue		Total Calculated Tuition Revenue		Total Calculated Tuition Revenue		Total Calculated Tuition Revenue			
<b>E&amp;G Programs</b>																	
Undergraduate, In-State	\$202,090,529	\$213,870,193	5.8%	\$219,886,372	2.8%	\$230,577,675	4.9%	\$230,577,675	0.0%	\$230,577,675	0.0%	\$230,577,675	0.0%	\$230,577,675	0.0%	14%	1.9%
Undergraduate, Out-of-State	\$43,364,986	\$44,950,331	3.7%	\$46,774,942	4.1%	\$49,364,378	5.5%	\$49,364,378	0.0%	\$49,364,378	0.0%	\$49,364,378	0.0%	\$49,364,378	0.0%	14%	1.9%
Graduate, In-State	\$47,440,195	\$48,620,689	2.5%	\$48,846,739	0.5%	\$50,878,492	4.2%	\$50,878,492	0.0%	\$50,878,492	0.0%	\$50,878,492	0.0%	\$50,878,492	0.0%	7%	1.0%
Graduate, Out-of-State	\$30,474,747	\$33,041,334	8.4%	\$31,631,260	-4.3%	\$32,764,844	3.6%	\$32,764,844	0.0%	\$32,764,844	0.0%	\$32,764,844	0.0%	\$32,764,844	0.0%	8%	1.0%
Law, In-State	\$0	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	%	%
Law, Out-of-State	\$0	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	%	%
Medicine, In-State	\$12,651,433	\$12,693,980	0.3%	\$12,928,825	1.9%	\$13,402,096	3.7%	\$13,402,096	0.0%	\$13,402,096	0.0%	\$13,402,096	0.0%	\$13,402,096	0.0%	6%	0.8%
Medicine, Out-of-State	\$17,150,892	\$17,696,285	3.2%	\$18,038,080	1.9%	\$18,698,380	3.7%	\$18,698,380	0.0%	\$18,698,380	0.0%	\$18,698,380	0.0%	\$18,698,380	0.0%	9%	1.2%
Dentistry, In-State	\$9,947,424	\$10,347,604	4.0%	\$10,252,433	-0.9%	\$10,627,732	3.7%	\$10,627,732	0.0%	\$10,627,732	0.0%	\$10,627,732	0.0%	\$10,627,732	0.0%	7%	0.9%
Dentistry, Out-of-State	\$11,674,028	\$12,900,076	10.5%	\$13,780,767	6.8%	\$14,285,224	3.7%	\$14,285,224	0.0%	\$14,285,224	0.0%	\$14,285,224	0.0%	\$14,285,224	0.0%	22%	2.9%
PharmD, In-State	\$8,016,588	\$7,846,218	-2.1%	\$7,905,355	0.8%	\$8,194,737	3.7%	\$8,194,737	0.0%	\$8,194,737	0.0%	\$8,194,737	0.0%	\$8,194,737	0.0%	2%	0.3%
PharmD, Out-of-State	\$2,383,764	\$2,442,973	2.5%	\$2,521,261	3.2%	\$2,613,554	3.7%	\$2,613,554	0.0%	\$2,613,554	0.0%	\$2,613,554	0.0%	\$2,613,554	0.0%	10%	1.3%
Veterinary Medicine, In-State	\$0	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	%	%
Veterinary Medicine, Out-of-State	\$0	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	\$0	%	%	%
First Professional, In-State (Total)	\$30,615,445	\$30,887,802	0.9%	\$31,086,613	0.6%	\$32,224,565	3.7%	\$32,224,565	0.0%	\$32,224,565	0.0%	\$32,224,565	0.0%	\$32,224,565	0.0%	5%	0.7%
First Professional, Out-of-State (Total)	\$31,208,684	\$33,041,334	5.9%	\$34,340,108	3.9%	\$35,597,158	3.7%	\$35,597,158	0.0%	\$35,597,158	0.0%	\$35,597,158	0.0%	\$35,597,158	0.0%	14%	1.9%
Other NGF	\$79,084,975	\$88,103,010	11.4%	\$94,004,204	6.7%	\$99,940,483	6.3%	\$105,913,600	6.0%	\$111,925,398	5.7%	\$117,977,810	5.4%	\$124,072,868	5.2%	57%	6.6%
Total E&G NGF Revenue	\$464,279,561	\$492,514,693	6.1%	\$506,570,238	2.9%	\$531,347,595	4.9%	\$537,320,712	1.1%	\$543,332,510	1.1%	\$549,384,922	1.1%	\$555,479,980	1.1%	20%	2.6%
E&G GF Revenue (assume flat after 2026)	\$252,492,426	\$278,323,725	10.2%	\$305,224,534	9.7%	\$310,211,709	1.6%	\$310,211,709	0.0%	\$310,211,709	0.0%	\$310,211,709	0.0%	\$310,211,709	0.0%	23%	3.0%
Total E&G Revenue	\$716,771,987	\$770,838,418	7.5%	\$811,794,772	5.3%	\$841,559,304	3.7%	\$847,532,421	0.7%	\$853,544,219	0.7%	\$859,596,631	0.7%	\$865,691,689	0.7%	21%	2.7%

	2022-2023 (Actual)	2023-2024 (Actual)		2024-2025 (Estimated)		2025-2026 (Planned)	
<b>Auxiliary Revenue</b>	<b>Total Revenue</b>	<b>Total Revenue</b>	<b>Chg</b>	<b>Total Revenue</b>	<b>Chg</b>	<b>Total Revenue</b>	<b>Chg</b>
In-State undergraduates	\$41,440,988	\$43,978,692	6.1%	\$46,845,200	6.5%	\$49,231,850	5.1%
All Other students	\$19,697,633	\$21,105,389	7.1%	\$21,400,636	1.4%	\$22,329,338	4.3%
Total non-E&G fee revenue	\$61,138,621	\$65,084,081	6.5%	\$68,245,836	4.9%	\$71,561,188	4.9%
Total Auxiliary Revenue	\$146,747,630	\$167,173,542	13.9%	\$170,335,297	1.9%	\$173,650,649	1.9%

**Part 3: Financial Aid Plan: 2022-23 through 2029-30**  
**Virginia Commonwealth University**

**Instructions:** Provide a breakdown of the projected source and distribution of tuition and fee revenue redirected to financial aid for the revenue numbers in Tab 2. To ensure compliance with the state prohibition that in-state students not subsidize out-of-state students and to provide the review group with a scope of the strategy, projections must be made for each of the indicated categories. Please be aware that this data will be compared with similar data provided by other institutional offices in order to ensure overall consistency. (Please do not alter shaded cells that contain formulas.)

*"Other Discounts and Waiver" means the totals of any unfunded full or partial tuition waiver reducing the students' charges, including Virginia Military Survivors and Dependent Education Program and the Senior Citizens Tuition Waiver. Do not include the tuition differential for the tuition exceptions.*

**Note: If you do not have actual amounts for *Tuition Revenue for Financial Aid* by student category, please provide an estimate. If values are not distributed for *Tuition Revenue for Financial Aid*, a distribution may be calculated for your institution.**

### Allocation of Tuition Revenue Used for Student Financial Aid

\*2022-23 (Actual) Please see footnote below

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
									\$0 Compliant
Undergraduate, In-State	\$202,090,529	\$43,130,147	21.3%	\$43,130,147	\$1,001,457	\$17,568,721	\$220,660,707	28.0%	
Undergraduate, Out-of-State	\$43,364,986	\$11,305,617	26.1%	\$11,305,617	\$2,368,204	\$2,377,871	\$48,111,061	33.4%	
Graduate, In-State	\$47,440,195	\$883,601	1.9%	\$883,601	\$3,616,916	\$1,095,445	\$52,152,556	10.7%	
Graduate, Out-of-State	\$30,474,747	\$715,651	2.3%	\$715,651	\$7,990,258	\$4,066,030	\$42,531,035	30.0%	
First Professional, In-State	\$30,615,445	\$490,020	1.6%	\$490,020	\$1,118,229	\$291,887	\$32,025,561	5.9%	
First Professional, Out-of-State	\$31,208,684	\$313,817	1.0%	\$313,817	\$1,154,006	\$0	\$32,362,690	4.5%	
Total	\$385,194,586	\$56,838,853	14.8%	\$56,838,853	\$17,249,070	\$25,399,954	\$427,843,610	23.3%	

## 2023-24 (Actual)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. C+F+G)/H)	Compliance with § 4-5.1.a.i
									\$0 Compliant
Undergraduate, In-State	\$213,870,193	\$39,866,319	18.6%	\$39,866,319	\$1,037,092	\$20,319,923	\$235,227,208	26.0%	
Undergraduate, Out-of-State	\$44,950,331	\$11,082,359	24.7%	\$11,082,359	\$366,925	\$2,775,676	\$48,092,932	29.6%	
Graduate, In-State	\$48,620,689	\$665,235	1.4%	\$665,235	\$2,559,788	\$1,744,686	\$52,925,163	9.4%	
Graduate, Out-of-State	\$33,041,334	\$539,161	1.6%	\$539,161	\$9,768,524	\$1,591,191	\$44,401,049	26.8%	
First Professional, In-State	\$30,887,802	\$417,565	1.4%	\$417,565	\$1,672,642	\$358,863	\$32,919,307	7.4%	
First Professional, Out-of-State	\$33,041,334	\$406,117	1.2%	\$406,117	\$1,508,242	\$0	\$34,549,576	5.5%	
Total	\$404,411,683	\$52,976,756	13.1%	\$52,976,756	\$16,913,213	\$26,790,339	\$448,115,235	21.6%	

## 2024-25 (Estimated)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$219,886,372	\$41,884,551	19.0%	\$41,884,551	\$1,254,882	\$21,557,406	\$242,698,660	26.7%	\$0 Compliant
Undergraduate, Out-of-State	\$46,774,942	\$12,218,301	26.1%	\$12,218,301	\$2,376,925	\$2,904,314	\$52,056,181	33.6%	
Graduate, In-State	\$48,846,739	\$729,537	1.5%	\$729,537	\$2,559,788	\$2,111,070	\$53,517,597	10.1%	
Graduate, Out-of-State	\$31,631,260	\$539,161	1.7%	\$539,161	\$9,768,524	\$1,591,191	\$42,990,975	27.7%	
First Professional, In-State	\$31,086,613	\$438,704	1.4%	\$438,704	\$1,699,705	\$516,763	\$33,303,081	8.0%	
First Professional, Out-of-State	\$34,340,108	\$447,744	1.3%	\$447,744	\$1,662,837	\$0	\$36,002,945	5.9%	
Total	\$412,566,034	\$56,257,998	13.6%	\$56,257,998	\$19,322,661	\$28,680,744	\$460,569,439	22.6%	

## 2025-26 (Planned)



T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$230,577,675	\$41,190,184	17.9%	\$41,190,184	\$1,252,079	\$21,170,482	\$253,000,236	25.1%	\$0 <span>Compliant</span>
Undergraduate, Out-of-State	\$49,364,378	\$12,172,255	24.7%	\$12,172,255	\$2,374,765	\$2,825,122	\$54,564,265	31.8%	
Graduate, In-State	\$50,878,492	\$689,730	1.4%	\$689,730	\$2,424,306	\$1,740,961	\$55,043,759	8.8%	
Graduate, Out-of-State	\$32,764,844	\$490,415	1.5%	\$490,415	\$9,134,356	\$1,495,317	\$43,394,517	25.6%	
First Professional, In-State	\$32,224,565	\$419,295	1.3%	\$419,295	\$1,644,611	\$516,763	\$34,385,939	7.5%	
First Professional, Out-of-State	\$35,597,158	\$445,293	1.3%	\$445,293	\$1,635,936	\$0	\$37,233,094	5.6%	
Total	\$431,407,112	\$55,407,172	12.8%	\$55,407,172	\$18,466,053	\$27,748,645	\$477,621,810	21.3%	

2026-27 (Pro Forma)									
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$230,577,675	\$42,931,665	18.6%	\$42,931,665	\$1,380,370	\$22,204,128	\$254,162,173	26.2%	\$0 <span>Compliant</span>
Undergraduate, Out-of-State	\$49,364,378	\$12,829,216	26.0%	\$12,829,216	\$2,376,925	\$2,970,852	\$54,712,155	33.2%	
Graduate, In-State	\$50,878,492	\$763,982	1.5%	\$763,982	\$2,559,788	\$2,322,177	\$55,760,457	10.1%	
Graduate, Out-of-State	\$32,764,844	\$539,161	1.6%	\$539,161	\$9,768,524	\$1,591,191	\$44,124,559	27.0%	
First Professional, In-State	\$32,224,565	\$449,672	1.4%	\$449,672	\$1,713,401	\$620,115	\$34,558,081	8.1%	
First Professional, Out-of-State	\$35,597,158	\$470,131	1.3%	\$470,131	\$1,745,979	\$0	\$37,343,137	5.9%	
Total	\$431,407,112	\$57,983,827	13.4%	\$57,983,827	\$19,544,987	\$29,708,463	\$480,660,562	22.3%	

2027-28 (Pro Forma)									
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$230,577,675	\$44,004,957	19.1%	\$44,004,957	\$1,518,407	\$22,870,252	\$254,966,334	26.8%	\$0 <span>Compliant</span>
Undergraduate, Out-of-State	\$49,364,378	\$13,470,677	27.3%	\$13,470,677	\$2,376,925	\$3,038,915	\$54,780,218	34.5%	
Graduate, In-State	\$50,878,492	\$800,054	1.6%	\$800,054	\$2,559,788	\$2,554,394	\$55,992,674	10.6%	
Graduate, Out-of-State	\$32,764,844	\$539,161	1.6%	\$539,161	\$9,768,524	\$1,591,191	\$44,124,559	27.0%	
First Professional, In-State	\$32,224,565	\$460,914	1.4%	\$460,914	\$1,727,206	\$744,138	\$34,695,909	8.5%	
First Professional, Out-of-State	\$35,597,158	\$493,638	1.4%	\$493,638	\$1,833,278	\$0	\$37,430,436	6.2%	
Total	\$431,407,112	\$59,769,401	13.9%	\$59,769,401	\$19,784,128	\$30,798,890	\$481,990,130	22.9%	

2028-29 (Pro Forma)									
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	
Undergraduate, In-State	\$230,577,675	\$45,105,080	19.6%	\$45,105,080	\$1,670,248	\$23,556,359	\$255,804,282	27.5%	
Undergraduate, Out-of-State	\$49,364,378	\$14,144,211	28.7%	\$14,144,211	\$2,376,925	\$3,108,536	\$54,849,839	35.8%	
Graduate, In-State	\$50,878,492	\$837,828	1.6%	\$837,828	\$2,559,788	\$2,809,834	\$56,248,114	11.0%	
Graduate, Out-of-State	\$32,764,844	\$539,161	1.6%	\$539,161	\$9,768,524	\$1,591,191	\$44,124,559	27.0%	
First Professional, In-State	\$32,224,565	\$472,436	1.5%	\$472,436	\$1,741,123	\$892,966	\$34,858,654	8.9%	
First Professional, Out-of-State	\$35,597,158	\$518,320	1.5%	\$518,320	\$1,924,941	\$0	\$37,522,099	6.5%	
Total	\$431,407,112	\$61,617,036	14.3%	\$61,617,036	\$20,041,549	\$31,958,886	\$483,407,547	23.5%	

2029-30 (Pro Forma)									
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and	Gross Tuition Revenue (Cols.	Discount Rate (Cols.	

	Revenue	(Program 108)	Financial Aid	Financial Aid	Scholarships	Waivers	B+F+G)	(C+F+G)/H)
Undergraduate, In-State	\$230,577,675	\$43,977,453	19.1%	\$46,232,707	\$1,837,272	\$24,263,050	\$256,677,997	27.3%
Undergraduate, Out-of-State	\$49,364,378	\$14,144,211	28.7%	\$14,851,421	\$2,376,925	\$3,179,753	\$54,921,056	35.9%
Graduate, In-State	\$50,878,492	\$835,495	1.6%	\$877,386	\$2,559,788	\$3,090,817	\$56,529,097	11.5%
Graduate, Out-of-State	\$32,764,844	\$512,203	1.6%	\$539,161	\$9,768,524	\$1,591,191	\$44,124,559	26.9%
First Professional, In-State	\$32,224,565	\$460,626	1.4%	\$484,247	\$1,755,152	\$1,071,559	\$35,051,276	9.4%
First Professional, Out-of-State	\$35,597,158	\$518,320	1.5%	\$544,235	\$2,021,189	\$0	\$37,618,347	6.8%
Total	\$431,407,112	\$60,448,308	14.0%	\$63,529,157	\$20,318,850	\$33,196,370	\$484,922,332	23.5%

*\* Please note that the totals reported here will be compared with those reported by the financial aid office on the institution's annual S1/S2 report. Since the six-year plan is estimated and the S1/S2 is "actual," the numbers do not have to match perfectly but these totals should reconcile to within a reasonable tolerance level. Please be sure that all institutional offices reporting tuition/fee revenue used for aid have the same understanding of what is to be reported for this category of aid.*

Part 4: ACADEMIC-FINANCIAL PLAN: 2024-25 through 2029-30
Virginia Commonwealth University

Instructions: The Academic Plan should contain academic, finance, and support service strategies the institution intends to employ in meeting state needs/goals as found in the Virginia Plan. (Please see the main instructions sheet in this workbook for more detailed information about The Virginia Plan. Please provide short titles to identify institutional strategies and other expenditure increases. Provide a concise description in the "Notes" column (column O), including a % increase where relevant and a specific reference as to where more detailed information can be found in the Narrative document.

Complete the lines appropriate to your institution, adding lines within the relevant categories as needed. As completely as possible, the items should represent a complete picture of your anticipated use of projected tuition revenues and strategic focus areas. Categories are listed in bold; you may not change the categories but you may add lines where indicated. Please update total cost formulas if necessary. For every line, the total amount and the sum of the reallocation and tuition revenue should equal one another.

Funding amounts in the first year should be incremental. However, if the costs continue into the second year and beyond, they should be reflected cumulatively (i.e. cost increases vs. 2023-24). Please update total cost formulas if necessary. Institutions should assume no general fund (GF) support in 2024-25 in this worksheet. A separate worksheet (Part 6) is provided for institutions to request additional GF support for 2024-26. Strategies for student financial aid, other than those that are provided through tuition revenue, should not be included on this table; they should be included in Part 6, General Fund Request, of the plan.

Also, given the long standing practice that agencies should not assume general fund support for operation and maintenance (O&M) of new facilities, O&M strategies should not be included in an institution's plan, unless they are completely supported by tuition revenue.

Lines 5 and 6 are newly added to collect the estimated E&G expenditures of 2022-23 and 2023-24 as baselines for Tab 5 Pro Forma.

For the 2026-28 biennium and 2028-2030 biennium, total amounts should be provided as estimates of future expenditures on these items but delineation of reallocation vs. tuition revenue vs. GF does not need to be provided by the institution.

Please estimate total E&G expenditures for 2022-23 and 2023-24		
Total Estimated 2022-23 E&G Expenditures	\$705,119,337	
Total Estimated 2023-24 E&G Expenditures	\$765,675,349	

		Incremental amounts relative to 2023-24 estimated baseline										Explanation Please be brief; reference specific narrative question for more detail.
Short Title		2024-2025			2025-2026			2026-2027	2027-2028	2028-2029	2029-2030	
		Total Amount	Reallocation	Amount from Tuition Revenue	Total Amount	Reallocation	Amount from Tuition Revenue	Total Amount (Pro Forma)	Total Amount (Pro Forma)	Total Amount (Pro Forma)	Total Amount (Pro Forma)	
Salary & benefit increases for existing employees												
Increase T&R Faculty Salaries		\$4,043,070	\$0	\$4,043,070	\$6,768,254	\$0	\$6,768,254	\$12,223,358	\$17,787,563	\$23,463,052	\$29,252,052	Support for Salary Increases Per Instructions
Increase Admin. Faculty Salaries		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Support for Salary Increases Per Instructions
Increase Classified Staff Salaries		\$358,765	\$0	\$358,765	\$597,397	\$0	\$597,397	\$1,075,074	\$1,562,306	\$2,059,281	\$2,566,197	Support for Salary Increases Per Instructions
Increase University Staff Salaries		\$3,211,772	\$0	\$3,211,772	\$5,301,876	\$0	\$5,301,876	\$9,485,715	\$13,753,231	\$18,106,098	\$22,546,021	Support for Salary Increases Per Instructions
Increase GTA Salaries		\$0	\$0	\$0	\$123,133	\$0	\$123,133	\$288,562	\$457,301	\$629,414	\$804,969	Support for Salary Increases Per Instructions
Increase Adjunct Faculty Salaries		\$0	\$0	\$0	\$264,173	\$0	\$264,173	\$619,092	\$981,109	\$1,350,366	\$1,727,008	Support for Salary Increases Per Instructions
3% annual state health insurance cost		\$0	\$0	\$0	\$2,685,120	\$0	\$2,685,120	\$7,705,799	\$12,877,098	\$18,203,535	\$23,689,766	Support for State Health Insurance Costs
Additional 2% T&R Faculty Salary Equity Adjustment		\$0	\$0	\$0	\$0	\$0	\$0	\$5,000,000	\$10,000,000	\$15,000,000	\$20,000,000	Support for salary equity adjustment
Inflationary non-personnel cost increases												
5.36% annual VITA charge increase		\$0	\$0	\$0	\$3,285	\$0	\$3,285	\$6,977	\$7,351	\$7,745	\$8,160	Support for annual 5.36% increase from VITA charge
Support for Growth in Contractual Services		\$507,469	\$0	\$246,588	\$3,946,588	\$0	\$3,946,588	\$7,646,588	\$11,346,588	\$15,046,588	\$18,746,588	Support for the Growth of Technology, Maintenance, Custodial & Other Contractual increases
Growth in Utility Cost		\$507,469	\$0	\$768,350	\$1,568,350	\$0	\$1,568,350	\$2,368,350	\$3,168,350	\$3,968,350	\$4,768,350	Support for inflationary increases from utility costs changes as charged by providers.
Increased Support for Library Journal Costs		\$0	\$0	\$0	\$464,726	\$0	\$464,726	\$964,726	\$1,464,726	\$1,964,726	\$2,464,726	Increased support for library journal cost subscriptions for technical and research journals
Financial aid expansion												
Add'l In-State Student Financial Aid from Tuition Rev		\$0	\$0	\$0	\$3,000,000	\$0	\$3,000,000	\$6,000,000	\$9,000,000	\$12,000,000	\$15,000,000	Growth for in-state Financial Aid
Add'l Out-of-State Student Financial Aid from Tuition Rev		\$0	\$0	\$0	\$510,000	\$0	\$510,000	\$637,500	\$637,500	\$637,500	\$637,500	Growth for out-of-state Financial Aid
New/expanded academic programs												
Expansion and Reallocations for New School of Population Health		\$0	\$0	\$0	\$8,593,930	\$8,593,930	\$0	\$9,343,930	\$10,184,751	\$12,694,067	\$13,011,078	Funds related to internal reallocations of existing departments and programs and support for new and expanded academic offerings for the new School of Population Health
Other academic & student support strategies & initiatives												
Support for Faculty Promotion & Tenure		\$0	\$0	\$0	\$1,499,250	\$0	\$1,499,250	\$2,999,250	\$4,499,250	\$5,999,250	\$7,499,250	Provide funds to support the growth and development of faculty through promotion and tenure measures. This supports the recruitment and retention of faculty
Investment in academic innovation, experiential learning, AI learning, sustainability, and learning centers		\$11,627,000	\$6,200,000	\$5,427,000	\$24,200,000	\$12,400,000	\$11,800,000	\$36,200,000	\$48,200,000	\$60,200,000	\$72,200,000	Funds to support college for advancing academic innovation and experiential learning, launch of interdisciplinary minors in practical AI and mixed and immersive realities, launch of micro-credentials and certificates (AI and ethics), launch of School of Life Science and Sustainable Futures, launch of new Convergence Labs and beginning of cluster hires focusing on AI ethics and education as well as health innovation, implementation of National Institute for Student Success
Other non-academic strategies & initiatives												
Support for Increased Marketing, Communication and Student Recruitment		\$0	\$0	\$0	\$2,000,000	\$1,699,250	\$300,750	\$4,000,000	\$6,000,000	\$8,000,000	\$10,000,000	Support needed to grow and maintain VCU's student recruitment, marketing, and brand awareness
Total Additional Funding Need		\$20,255,545	\$6,200,000	\$14,055,545	\$61,526,082	\$22,693,180	\$38,832,902	\$106,564,921	\$151,927,123	\$199,329,973	\$244,921,666	

Must not be greater than incremental Tuft Rev in Part 2		
2024-2025	2025-2026	
\$0	\$0	

Part 5: Six-year Pro Forma Calculations: 2022-23 through 2029-30  
Virginia Commonwealth University

Instructions: No new data needs to be added on this tab; it is entirely comprised by formulas. The top section pulls in data from the previous tabs to calculate a pro forma budget surplus/deficit for the 6 years. The following section calculates what T&F (price) and GF increases would theoretically need to occur each year in order to cover the deficit and maintain the 2022-23 GF/NGF split. At the bottom is a blended scenario calculator that a user can leverage to calculate custom "shared" scenarios where deficits can be covered by a combination of expenditure reduction, T&F increases, and GF increases. Cells D28:30 should be set by the user (so long as they add up to 100%) and the results will flow into the rows below that automatically. This analysis is intended to be directional and pro forma; it is not intended to be interpreted as a projection or plan/budget of any kind.

Note: this pro forma does not include any of the additional GF requests in the following tab; those requests would require GF funding on top of what is calculated in this tab.

From FY23-FY30																	
Baseline Pro Forma Surplus/Deficit	2022-2023 (Actual)	2023-2024 (Actual)	Chg	2024-2025 (Est.)	Chg	2025-2026 (Plan)	Chg	2026-2027	Chg	2027-2028	Chg	2028-2029	Chg	2029-2030	Chg	Total Chg	Avg Annual Chg
Total E&G GF Revenue from Tab2, flat after 2025-26	252,492,426	278,323,725	10%	305,224,534	10%	310,211,709	2%	310,211,709	0%	310,211,709	0%	310,211,709	0%	310,211,709	0%	23%	3%
Tuition discount rate	23.3%	21.6%	-1.678pt	22.6%	1.063pt	21.3%	-1.361pt	22.3%	1.034pt	22.9%	0.585pt	23.5%	0.608pt	23.5%	-0.002pt	0.248pt	%
Total E&G NGF Revenue	464,279,561	492,514,693	6%	506,570,238	3%	531,347,595	5%	537,320,712	1%	543,332,510	1%	549,384,922	1%	555,479,980	1%	20%	3%
Incremental E&G NGF Revenue vs. prior yr		28,235,132		14,055,545	-50%	24,777,357	76%	5,973,117	-76%	6,011,798	1%	6,052,412	1%	6,095,058	1%	-78%	
Total E&G Revenue	716,771,987	770,838,418	8%	811,794,772	5%	841,559,304	4%	847,532,421	1%	853,544,219	1%	859,596,631	1%	865,691,689	1%	12%	2%
Implied GF % of E&G	35.2%	36.1%	0.9pt	37.6%	1.5pt	36.9%	-0.7pt	36.6%	-0.3pt	36.3%	-0.3pt	36.1%	-0.3pt	35.8%	-0.3pt	0.6pt	%
Total E&G Expenditures	705,119,337	765,675,349	9%	806,631,703	5%	836,396,235	4%	849,547,090	2%	894,909,292	5%	942,312,142	5%	987,903,835	5%	40%	6%
Incremental E&G Expenditures vs. 2023-24		47,156,354		47,156,354		93,414,066	98%	106,564,921	14%	151,927,123	43%	199,329,973	31%	244,921,666	23%	419%	
Reallocation of existing dollars (flat after 2025-26)						22,693,180	266%	22,693,180		22,693,180		22,693,180		22,693,180			
Pro Forma Surplus/Deficit	11,652,650	5,163,069	-56%	5,163,069	0%	5,163,069	0%	(2,014,669)	-139%	(41,365,073)	1953%	(82,715,511)	100%	(122,212,146)	48%	-2467%	-352%
Incremental Surplus/Deficit	11,652,650	(6,489,581)	-156%	-	-100%	0	%	(7,177,738)	-103004%	(39,350,404)	448%	(41,350,438)	5%	(39,496,635)	-4%	%	%

What would a constant GF/NGF ratio at 2023-24 levels imply for T&F and GF increases?																Total Chg	Avg Annual Chg
	2022-2023 (Actual)	2023-2024 (Actual)	Chg	2024-2025	Chg	2025-2026	Chg	2026-2027	Chg	2027-2028	Chg	2028-2029	Chg	2029-2030	Chg		
GF % of E&G	35.2%	36.1%	0.9pt	37.6%	1.5pt	37.6%	0pt	37.6%	0pt	37.6%	0pt	37.6%	0pt	37.6%	0pt	2.4pt	0.3pt
Implied incremental T&F increase (%)	-1.6%	0.8%	2.5pt	0.0%	-0.8pt	0.0%	%	0.8%	0.8pt	4.5%	3.7pt	4.7%	0.2pt	4.4%	-0.3pt	6.1pt	0.9pt
Implied incremental GF Increase (%)	-1.6%	0.8%	2.5pt	0.0%	-0.8pt	0.0%	%	0.9%	0.9pt	4.8%	3.9pt	5.0%	0.2pt	4.8%	-0.2pt	6.4pt	0.9pt

Blended Scenario Calculator - Share of Deficit Covered by Each Source (Must add up to 100%)	Expenditure reductions	0%	<< Input percentages here														
	T&F increases	0%															
	GF increases	0%															
	TOTAL	0%															
	2022-2023 (Actual)	2023-2024 (Actual)	Chg	2024-2025	Chg	2025-2026	Chg	2026-2027	Chg	2027-2028	Chg	2028-2029	Chg	2029-2030	Chg	Total Chg	Avg Annual Chg
Implied E&G Expenditure Reduction (%)	0.0%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	%	%
Implied incremental T&F increase (%)	0.0%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	%	%
Implied incremental GF Increase (%)	0.0%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	%	%
Implied GF % of E&G	35.2%	36.1%	0.9pt	37.6%	1.5pt	36.9%	-0.7pt	36.6%	-0.3pt	36.3%	-0.3pt	36.1%	-0.3pt	35.8%	-0.3pt	0.6pt	0.1pt

# Virginia Commonwealth University FY2025 Six Year Plan Affirmation and Update

## Cover letter for FY24 update

Dear Op-Six and SCHEV,

Virginia Commonwealth University (VCU) is pleased to provide this update to our most recent Six-Year Plan, originally submitted in July 2023. The university's goals are tied to our strategic plan, Quest 2028: One VCU Together we Transform and our progress in achieving our goals includes constant process improvements and efficiencies.

To ensure clarity in this update, we have provided the following:

1. A fully updated **Part I**
2. An annotated **Part II** in which a "FY24 Update" has been added (**in blue**) to the bottom of Sections A3; B1; B2; B4; C1; C2; C3; C4; C5; C6; C8; D1; D2; D3; D4; D5; D6; E1; H1; J1; L1
3. **Detailed responses** to the five questions included in this year's instructions

### 1. Part I Summary

**Undergraduate Tuition and Fees:** While our projected tuition and mandatory fee rates remain unchanged, the FY25 figures are updated to reflect the VCU Board of Visitors-approved rates.

**Revenue:** We updated the FY24 final actuals and revenue projections for FY25.

**Financial Aid:** The financial aid figures are revised to include FY24 actuals and updated projections for FY25 and beyond.

**Academic and Financial:** We updated the funding needs for FY25 and beyond.

**General Fund Requests:** Per instructions, we did not include the additional state funding for FY25 salary increases or the new affordability funding from the state. This funding is allocated to support new needs, including salary increases, inflationary cost increases, and general university support. Finally, we updated the general fund requests for FY26. This is consistent with the Part II narrative as well.

## 2. Part II Summary

Since our report last summer, we have closely reviewed VCU's academic enterprise, leveraging our strengths to build a university that excels at launching its graduates into a lifetime of professional and personal success; strengthening the communities it serves; and creating broad, sustainable opportunities for the entire Commonwealth and its citizens.

Building upon the opportunities for improvement, as articulated in Section A2, VCU is focusing on three major areas: implementing innovations articulated by the Academic Repositioning initiative; improving student retention and graduation by implementing the recommendations of the National Institute for Student Success (NISS) to mitigate barriers within the university's processes and improve student retention and graduation; and growing enrollment by implementing the new Strategic Enrollment Management plan.

- The **One VCU Academic Repositioning Task Force**, beginning in the spring of 2023, worked for a year to create a series of future-focused recommendations to modernize VCU's academic enterprise, increase transdisciplinary research and discovery, and increase the university's responsiveness to fast-paced technological change, such as generative artificial intelligence (AI) and machine learning. Implementation of those ideas is underway. **(See A3. FY24 Update)**
- Leveraging **VCU's Rice Rivers Center** is among those innovations. VCU's most recent budget includes investment resources to elevate the center to a university-wide facility for environmental and sustainability sciences research. **(See E1. FY24 Update)**
- In pursuing VCU's strategic **student success** goals of increasing first- to second-year student retention to 90% and boosting its six-year graduation rate to 78%, the university is implementing multiple campus-wide student success initiatives identified by a recently completed study of our university by the NISS. This includes identifying and improving courses that demonstrate outsized student failure rates, confirming that no baccalaureate programs require more than 120 class hours, and providing consistent student-to-advisor ratios across university colleges and programs. **(See C2. FY24 Update)**
- Mindful of the pending national enrollment cliff, VCU is pursuing a multi-year **strategic enrollment plan** that focuses on boosting enrollment in strategic academic programs and diversifying the university's student body to include more out-of-state and international students. **(See B2. FY24 Update)**
- By examining a combination of both internal productivity data and market-based metrics, **VCU's Program Productivity analysis** is categorizing all university degree and certificate programs into four categories: invest, sunset, modify and maintain – ensuring that resources are invested efficiently in future-focused programs that best serve students and the Commonwealth of Virginia. **(See C8. FY24 Update)**

Each of these academic priorities have been chosen strategically to fortify and increase student enrollment and subsequent tuition dollars, and to support the university's financial stability and success. Increased enrollment, along with state support and internal

reallocations, balances VCU's budget, addresses inflation and mandates, and minimizes tuition and fee growth. Despite inflationary pressures, VCU's tuition has lagged the Consumer Price Index (CPI) and the Higher Education Price Index (HEPI) for the last five years and student borrowing has remained flat.

### **3. Detailed Responses:**

#### ***Changes in admissions, enrollment and retention due to disruptions of the new FAFSA form and your plan to mitigate the impact.***

##### Impacts on Admissions and Enrollment

- **Student Decision-Making Delays:** Students rely on their FAFSA results to make informed decisions about where they can afford to apply and enroll. These delays caused uncertainty, leading some students to postpone or change their enrollment plans.
- **Enrollment Declines:** Particularly for low-income students, delays in financial aid information resulted in a projected decreased new student enrollment for Fall 2024. Although the number of first-year students VCU admitted for Fall 2024 increased 9% compared to Fall 2023, our accepted/deposited students are running 3.9%(-) lower than last year, a ~200 student decrease and estimated ~\$4M shortfall in revenue for just year one alone. Worth noting, ~66% of these additional students would have graduated over six-years adding to additional loss of revenue over six years.
- **Institutional Challenges:** VCU uses FAFSA data to allocate institutional need-based aid and some non-merit aid scholarships. These delays exponentially delayed these processes, making it nearly impossible for VCU to forecast the impact these delays would have for the incoming class and our operational budget until May 15, 2024.
- **Reduced Access:** These delays disproportionately affected students from low-income and underrepresented backgrounds, who lack the resources or support systems to navigate these FAFSA challenges effectively.

##### Mitigation Strategies

- **Extended Deadlines:** VCU extended the deposit deadline to accommodate students affected by FAFSA delays.
- **Institutional Aid:** VCU allocated additional institutional funding (\$1M+) to Virginia students which impacted and strained our operational funds to help students who filed FAFSAs late or had a rejected FAFSA due to system glitches with the new FAFSA form.
- **Increased Communication:** VCU increased communication with students across multiple platforms to help manage expectations and provide guidance to students navigating these FAFSA delays.

- **Financial Aid Staff and Truncated Packing:** VCU's financial staff packaged students in a hyper truncated timeframe (over a matter of weeks).

***How you have used the Fact Pack data provided last year with the public, your governing board, students, faculty, etc.***

Over the past year, we effectively utilized the Fact Pack data in various discussions and presentations to different stakeholders including the public, governing board, students and faculty. Here is a detailed summary of how the data was used:

- **Student Debt and Net Price:** We highlighted the stability of student debt levels and demonstrated that the net price of education has remained relatively unchanged despite tuition increases. This was important in addressing concerns about affordability and the true cost of education for students.
- **Enrollment Trends:** We presented data showing an increase in enrollment over the past year. This was used to emphasize the success of our recruitment strategies and the growing interest in our programs.
- **Financial Operations:** At a high level, we discussed our operating expenses and the impact of inflation. We incorporated the HEPI and the CPI to provide context on how inflation is affecting our costs and budget planning.
- **Out-of-State Enrollment:** We specifically focused on the need to grow out-of-state enrollment. Using Fact Pack data, we made a case for further expanding our reach beyond the local region to attract a more diverse and geographically varied student population.
- **Environment Scanning:** We leveraged the Fact Pack to help develop VCU's new multi-year strategic enrollment plan. Specifically, we used the Fact Pack as part of our environment scanning process and SWOT analysis.
- **Reporting:** We referenced the Fact Pack in the summer of 2023 to adjust our State Council of Higher Education for Virginia (SCHEV) six-year enrollment projections in juxtaposition to demographic changes impacting Virginia high school graduation rates.
- **Benchmarking:** We have used the Fact Pack for benchmarking comparisons on net price and tuition and fees when setting next year's tuition.
- **Student Success and Outcomes:** We have referenced the Fact Pack to supplement our continuous monitoring of student success and outcomes data.

The Fact Pack data has been instrumental in these discussions, providing a solid evidence base to inform decision-making and strategic planning. It has allowed us to communicate transparently and effectively with all stakeholders about key issues and trends affecting our institution.



***Explain any changes in the “Key Metrics at a Glance” and other changes to your Fact Pack that you feel are important to highlight.***

- **Stabilize Enrollment:** VCU has worked hard to stabilize enrollment with more out-of-state and in-state competition and fewer students (demographic cliff). Subsequently, VCU increased undergraduate enrollment over the past 10 years by 0.2% and we increased undergraduate enrollment in Fall 2023 over Fall 2022 by 1.2%.
- **Access, Retention and Graduation:** As an access, non-selective and diverse institution, VCU attracts, retains and graduates students at high levels. As such, our six-year graduation rate of 65% is not only above the national average for public institutions, but it has also increased by two points over the past 11 years.
- **Gainful Employment:** As an access institution, VCU continues to make strides with Bachelor of Arts graduates earning \$52K and Master of Arts graduates earning \$65K as compared to \$32K for those with only a high school diploma three years after graduation. We are paying attention to the section in the Fact Pack addressing ‘Wages for the largest programs compared to other schools (Graph B)’ relative to assessing our academic portfolio, enrollment outcomes and wage performance of programs as part of our new academic productivity process leveraging a new technology platform (Lightcast).
- **College Affordability and Student Debt:** The longitudinal data within the Fact Pack titled ‘How much debt students take on relative to their future earnings’ indicates that our student debt since 2014 is relatively flat. As an access institution we are proud of our diligence of keeping student debt flat since 2014 (\$27K for undergraduate and \$41K for graduate).

***Please include detailed updates on your cost control measures as noted in the Six- Year Plan follow up including new/ongoing initiatives and where your per student overall expenditure and institutional/administrative expenditures are trending as a result of your efforts.***

**Updates on Cost Control Measures in the Six-Year Plan Follow-Up (Additional detail is provided in section D5. FY24 Update).**

#### **Purchasing Initiatives**

- **Reduction in Staff Labor Hours:** Increased utilization of catalog orders, simplified ordering processes, and electronic invoices have significantly reduced staff labor hours. This allowed for early payment discounts averaging \$24K per month and reduced check runs, saving \$300K per year.
- **VHEPC Membership Savings:** Participation in the Virginia Higher Education Procurement Collaborative resulted in \$2.9M savings in FY23 and \$17.5M since 2017.
- **New Banking Services Contract:** Awarding a new banking services contract reduced charges, improved security, and implemented advanced financial technology, achieving \$630K in one-time savings and \$250K annual savings.

## Process Redesign

- **Unified Threat Management:** Transitioned to Palo Alto technologies for security and networking, implemented identity and access management, and centralized desktop management. Enhanced assurance and streamlined account management saved \$1.59M.
- **DocuSign and myVCU Portal:** Enterprise licensing for electronic signatures and e-forms, along with the portal migration, improved efficiency and security.

## Structural Changes

- **Health Sciences Administration Restructuring:** Eliminated three positions, reduced one, and cut an ineffective student program, saving \$560K.
- **Administrative Restructuring:** Consolidated international student programs and two specialized living/learning programs, saving \$1.62M.
- **College of Humanities and Sciences (CHS) Restructuring:** Relocated the Department of Focused Inquiry and closed a standalone school, saving \$2.6M.
- **University College Creation:** Streamlined transformative learning across VCU, reducing duplication and fostering innovative, cost-effective programs, significantly reducing the annual operating deficit (savings analysis currently underway).
- **Renegotiated University of Virginia Satellite Campus:** Reduced program duration, eliminated positions, reduced leases, and cut non-personnel budgets, realizing \$4.96M in savings.

## Revenue Enhancement

- **Health Sciences Pathways:** Created streamlined pathways resulting in increased enrollment and retention including over 200 new undergraduates in the College of Health Professions.
- **Degree Program Productivity Review:** Reviewed 100% of degree and certificate programs for maintenance, modification, investment or sunseting, reallocating resources to high-performing programs.
- **Bachelor of Sciences Health Services Program:** Enrolled 45 students in a new undergraduate program, increasing enrollment and retention.

## Other Initiatives

- **Open Education Resources (OER):** Reduced student textbook costs by supporting faculty adoption of OER, leveraging funds from Virginia's Academic Library Consortium.
- **Business Services Enhancements:** Developed software to manage dining equipment maintenance, improving budget accuracy and saving staff time.
- **Division of Student Affairs Efficiencies:** Eliminated positions, created shared services, reduced operating hours, and cut redundant services, saving \$2.37M. Converted 166 single-occupancy housing rooms to double-occupancy, generating an additional \$1.4M in revenue.

## Overall Financial Trends

Overall per student expenditures have grown, mainly due to high inflationary costs and significant salary increases as approved by the state. The jump in costs has also come with significant budget reductions.

VCU took \$21M in cuts in FY23, leading to significant changes, many of which are outlined above. We anticipate this cost to reflect the inflationary costs as well as the 7% state salary increases for FY24 but expect a flattening out for the FY25 fiscal year with inflation easing and lower salary increases (3%). When reviewing the category of expenditures, there has been no significant increase in the spread of costs by functional areas.

Operations and maintenance have increased by 1% due to inflationary pressures, and institutional and administrative costs have dropped 1% in the past three years as a result of the cost-saving measures as a percentage of total spending.

These comprehensive measures have enabled VCU to enhance financial stability, optimize resource allocation and improve operational efficiency, contributing to our overall fiscal sustainability.

***Describe the anticipated impact of any new federal or state legislative or regulatory requirements on the institution's finances (e.g., Financial Value Transparency and Title IX regulations).***

- VCU is hiring a consultant to assist with the implementation of the final Title IX regulations given our current staffing shortages and the tight deadline.
- The National Student Clearinghouse is providing a free solution that schools can use to report their data to the U.S. Department of Education. The free option is not available yet. The National Student Clearinghouse is taking a big administrative burden away from schools, although there is some cross checking of data between VCU's offices of Institutional Research and Decisions Support (IRDS), Registrar and Financial Aid once the National Student Clearinghouse sends us a data file in July. Although all students are monitored, only certificate, graduate and professional school programs not meeting the gainful employment metrics over two years could potentially lose federal financial aid eligibility. No undergraduate programs would lose eligibility. It is too early to estimate the potential impact, but we speculate our certificate programs could be affected.

# 2023 Six-Year Plan and FY2024 Updates

## 2023 SIX-YEAR PLAN NARRATIVE (Part II)

**INSTITUTION:** Virginia Commonwealth University

### **OVERVIEW**

The six-year plan should describe the institution's goals as they relate to the Commonwealth's goals as articulated in the *Pathways to Opportunity: The Virginia Plan for Higher Education*; the Higher Education Opportunity Act of 2011 (TJ21); the Restructured Higher Education Financial and Administrative Operations Act of 2005; and the Governor's objectives to prepare every graduate for success in life. Please use this opportunity to outline your institution's plans and objectives, especially as they relate to the Commonwealth's goals.

The instructions within the institutional mission and priorities section below ask for specific strategies related to affordability and access to quality postsecondary education that prepare students for success in life. Other sections offer institutions the opportunity to describe additional strategies to advance institutional goals and Commonwealth needs.

***Please be comprehensive but as concise as possible with responses; you are encouraged to use bullet points vs. prose. Consider this a starting point for the dialogue with OpSix; you will have the opportunity to further elaborate on the narrative in your review sessions later this summer.***

***Please save this narrative document with your institution's name added to the file name.***

### **SECTION A: MISSION & PRIORITIES**

***Key question: What are your institution's unique strengths and how do those inform your strategic priorities?***

**A1. What is your institutional mission? Please share any plans you have to change your mission over the six-year period.**

Virginia Commonwealth University and its academic health center serve as one national urban public research institution dedicated to the success and well-being of our students, patients, faculty, staff and community through:

- Real-world learning that furthers civic engagement, inquiry, discovery and innovation
- Research that expands the boundaries of new knowledge and creative expression and promotes translational applications to improve the quality of human life
- Interdisciplinary collaborations and community partnerships that advance innovation, enhance culture and economic vitality, and solve society's most complex problems
- Health sciences that preserve and restore health for all people, seek the cause and cure of diseases through groundbreaking research, and educate those who serve humanity
- Deeply ingrained core values of diversity, inclusion and equity that provide a safe, trusting and supportive environment to explore, create, learn and serve

VCU does not anticipate changes to its mission over the next six-year period.

**A2. What are your institution's greatest strengths and areas of distinctiveness that it should continue to invest in? What are your institution's greatest opportunities for improvement?**

VCU is distinguished by its mission focus on excellence, impact, and access. The university's demonstrated strengths in those areas recently attracted the Chronicle of Higher Education to begin a national higher education tour this year at VCU.

**Excellence**

- VCU prioritizes student success initiatives.
  - VCU is a leader in minimizing achievement gaps, and VCU's 6-year graduation rates for Pell-eligible students, Black students, Black men, and Hispanic men continue to outpace national averages.
  - VCU's first-year retention rate (84%) outpaces the national average (81%)
- The university excels at scaling innovative pilot programs for community impact while remaining resource-conscious, often attracting external grant funding to support these efforts.
- VCU's rapidly-growing research enterprise has reached historical heights and is gaining national and global recognition. Last year, VCU received more than \$400 million in sponsored funding, a 49% increase in just five years and the highest figure in the university's history.
- The 2021 NSF Higher Education Research and Development (HERD) survey ranked VCU in the top 50 public research institutions in America, VCU's highest ranking ever.

**Impact**

- VCU transforms lives by improving social mobility.
  - The percentage of VCU lower-income undergraduates who achieve upward mobility has increased by more than 10pp over four years.
- VCU's efforts are elevating lives in communities both nearby and across the world.
  - The recently opened inpatient tower for the Children's Hospital of Richmond at VCU is changing paradigms with its completely child- and family-focused approach to care.
  - VCU's Massey Cancer Center has earned the highest possible ranking from the National Cancer Institute.
  - Thanks to a Gates Foundation grant, VCU's Medicines for All Institute is working on 14 new global projects, using innovative manufacturing to improve affordable access to lifesaving drugs for people around the globe.
  - A partnership with NASA is attracting scholars from across America to VCU's Rice Rivers Center for innovative climate research opportunities.

**Access**

- Over the past decade, VCU saw an increase in student applications and admissions. VCU is accepting and enrolling those students faster than ever before and is experiencing larger classes of new first-year students as a result.
- VCU is the only institution in Virginia to be a part of the University Innovation Alliance, a prestigious coalition of public research universities committed to enhancing access and student success.
- National Science Foundation (NSF) director Dr. Sethuraman Panchanathan visited VCU recently to highlight NSF's vision aimed at engaging America's "missing millions"

of traditionally underrepresented groups in STEM career opportunities. Dr. Panchanathan said VCU's ability to advance science and innovation, and do so inclusively, makes it one of America's universities that "matter for the future."

### **Opportunities for Improvement**

While VCU has made exceptional progress in many areas, the university has not been immune to challenges. Data especially points to the need for VCU to increase enrollment and improve fiscal sustainability through:

- Strategic student recruitment
- Stronger student retention and improved yield rates
- Recruitment and retention of a talented diverse faculty
- Honing of the academic enterprise

### **A3. What are the top 3-5 strategic priorities you are currently pursuing or planning to pursue in the next six years? Please explain how each strategy relates to the strengths and/or opportunities for improvement mentioned above and will ultimately drive better outcomes for students.**

VCU seeks to leverage its unique strengths and achievements to increase student enrollment by:

#### **Modernizing VCU's Academic Enterprise**

The One VCU Academic Repositioning Task Force, which began work this summer, answers the call of VCU's strategic plan to "ignite student success through curricular innovation." Led by deans and faculty members, and using a student-centered approach, the task force will consider the number of, and structure of, VCU's academic units, offering recommendations designed to:

- Create a pipeline on new, engaging, and exciting degree programs in emerging fields;
- Maximize operational efficiencies and collaboration between programs;
- Facilitate more cross-unit engagement and transdisciplinary research opportunities for faculty; and
- Create new career pathways for preparing students to succeed in a rapidly-changing world.

The task force will focus on improving financial sustainability and recommend where strategic investments should be made to increase performance and make VCU more competitive. Their final recommendations are expected in November.

Running parallel to the task force, VCU academic affairs will be working with all schools and colleges to implement an academic program productivity analysis. The analysis will be tied, in part, to a SCHEV formula for assessing productivity, and the VCU Graduate School will play an important role for graduate programs. For the first time in VCU's history, the university will have a comprehensive snapshot of its nearly 200 academic degree programs for data-informed planning.

### Optimizing Student Recruitment

In addition to implementing targeted and innovative recruitment efforts, creating efficiencies that result in stronger yield rates, and continuing successful aid practices with a proven ROI, VCU seeks to grow enrollment by:

- Pursuing more **non-traditional learners** through the continued growth of VCU Online offerings, especially courses and programs that respond to high-demand career fields.
- Attracting more **community college transfer students** by leveraging relationships with the biggest community colleges to serve more of their students and building collaborations with community colleges that lack engaged university partners.
- Doubling the number of **international students** – from the current enrollment of 1,000 students to at least 2,000 – by focusing on select Computer Science, Engineering, and Business degree programs, with an emphasis on the Master's degrees they offer.

### Elevating the VCU Student Experience

When it comes to VCU's R1 research status, VCU believes the time is now for undergraduate students to be a bigger part of it, contribute more to it, and get more out of it.

- VCU is introducing **experiential learning projects** that engage teams of students through grand-challenge real-world problems. These projects are multi-year, multi-disciplinary, and vertically-integrated along the entire student journey. They are designed to promote hands-on learning, foster creativity and collaboration across disciplines and develop creative thinking, problem-solving skills, and career readiness.
- This fall VCU will introduce 10 such projects as pilot efforts. VCU's vision is to scale this kind of learning across the entire academic enterprise as a key strategy for engaging 100% of undergraduate students in **Transformative Learning Experiences**, which are designed to blend traditional internships with university-centered problem-based learning.
- As VCU approaches its ten-year reaccreditation process, the university is leveraging the Quality Enhancement Plan (QEP) to increase the number of **undergraduate students participating in research and knowledge-creation**. The effort there will target second-year, undeclared students – helping that group of vulnerable students find their path forward into a meta-major.
- VCU will launch this fall a campus-wide **student success engagement plan**. VCU will bring together faculty, staff, students, and administrators to ensure that every facet of the student experience is truly student-centric.
- VCU is working to expand the student experience with the Rice River by engaging them in **environmental research** opportunities.

### Ensuring VCU Graduates are Career-Ready

In addition to the work of the One VCU Repositioning Task Force to modernize its academic infrastructure, VCU pursues the following strategies to ensure that students are prepared to succeed after earning their degree, including:

- working with faculty to embed **computational, entrepreneurial, and cultural literacies** throughout the curriculum to prepare all students for living and working in an era of artificial intelligence and intelligent machines, and in increasingly diverse communities and workplaces.
- adding **certifications and microcredentials** inside academic programs. Beginning this fall, faculty will be able to develop flexible, stackable microcredentials for current and prospective VCU students, and alumni. New microcredentials can be created in a matter of weeks rather than months or years and do not require SCHEV approval.

- expanding a successful pilot that makes unpaid internship opportunities more accessible to students by financially supporting them. The **VCU Internship Funding Program** supported 51 students its inaugural year – covering the living expenses that can prevent students from pursuing these opportunities. Those who received the funding worked in 18 different industries, five different countries and 13 different states and districts.

### **Elevating VCU's Prestige**

VCU's national and international rankings are rising. Those improving rankings will give the university a great story to tell prospective students and their parents. The recently launched VCU uncommon brand is already showing results in making those connections.

### **A3. FY24 Update**

#### **Modernizing VCU's Academic Enterprise: Academic Repositioning**

VCU's Academic Repositioning Task Force launched in July 2023. Over a four-month period the 52-member task force of faculty, staff and academic deans produced 100 recommendations aimed at leveraging existing strengths or creating new strengths; igniting student success through curricular innovation; and advancing a transdisciplinary research culture that leads to societally impactful outcomes. The 100 recommendations were made available to VCU faculty, staff and students through an online portal, which garnered more than 27,000 online engagements. The provost and senior vice president for academic affairs held 18 in-person listening sessions as part of the recommendations review process that attracted 1,300 attendees. Final recommendations (initiatives) were announced in April 2024 and are currently being implemented. The recommendations and goals for each are:

<b>Academic Repositioning Recommendations/ Initiatives</b>	<b>Goals</b>
<b>Restructuring</b> Includes: <ul style="list-style-type: none"> <li>• Relocating the Department of Focused Inquiry to CHS from University College</li> <li>• Combining Life Sciences and the Department of Biology to create a new unit/school focused on Life Sciences and Sustainability</li> </ul>	Maximizing CHS potential for research leadership, curricular innovation and student success
<b>Renaming University College to form a college for advancing academic interdisciplinary innovation</b> Includes: <ul style="list-style-type: none"> <li>• Merging the Department of Interdisciplinary Studies, the</li> </ul>	Advance and scale VCU's vision for transformative, experiential, real-world and entrepreneurial learning; support the bold goals set by VCU's QEP, "Every Ram's a Researcher"; respond to emerging job market trends and address rapidly evolving student needs; and speedy creation and incubation of new credit and non-credit credentials including new concentrations, minors, majors and microcredentials.



da Vinci Center for Innovation and VCU Transformative Learning	
<b>Convergence Labs at VCU: Expanding Virtual Consortia</b>	Bringing people together virtually to advance transdisciplinary research, curricular innovation and community impact at scale to promote transdisciplinary research; identify faculty cluster hire priorities; develop innovative courses, programs and OERs; respond to requests for proposal, create synergy around topics, and organize efforts around strategic research priorities; and enhance community relationships to broaden VCU's local and state impact
<b>Forging VCU Health Sciences Pathways</b>	Strategic engagement between the campuses featuring more intuitive and marketable program connections to create greater opportunities for undergraduate students who aspire to earn advanced degrees on the VCU Health campus and pursue a career in healthcare; create a greater and more diverse healthcare workforce; address gaps in healthcare equity and affordable access; and increase experiential learning opportunities
<b>Building on VCU's Community Engagement Work</b>	Increasing the awareness, coordination and impact of VCU's vast collection of community-engaged efforts to enhance VCU's community impact; attract students and faculty members to projects that deliver impact beyond our campuses; and re-earning the Carnegie Community Engagement Classification
<p><b>VCU's Academic Repositioning will be mentioned throughout the updates in this document.</b></p> <p><b>Ensuring VCU Graduates are Career-Ready - Universal AI Literacy</b>  VCU has reimagined its curriculum for the digital age by moving swiftly to incorporate AI literacies into academic programs for all majors in three strategic ways:</p> <ol style="list-style-type: none"> <li>1. <b>Introductory AI in General Education:</b> Three new courses will launch in Fall 2024 that are available to all undergraduate students as part of the general education requirements: <ul style="list-style-type: none"> <li>• PHIL 202 Ethics of Artificial Intelligence: An exploration of the nature of artificial intelligence and the ethical questions raised by its use and creation. Possible topics include the moral status of AI, the nature of consciousness, whether AI is capable of thought and reason, the value alignment problem, algorithmic bias, responsibility for actions chosen by AI, transparency in AI decision-making, data privacy, and existential risks to humanity posed by AI.</li> </ul> </li> </ol>	

- CMSC 225 Essentials of Artificial Intelligence: An introduction and comprehensive overview of artificial intelligence, including its history, how it works, a survey of algorithms that underlie the technology and current and future uses of AI. This course is designed for students from all backgrounds and knowledge in computing.
  - ENGR 125 Practical Artificial Intelligence: An introduction to the world of AI through a nontechnical lens, focusing on its applications in various sectors such as medicine, gaming, business, art, literature and smart engineering systems. Students will learn about AI tools and techniques and engage in hands-on activities to understand how AI is integrated into real-world applications.
2. **Practical AI for all students:** VCU has launched minors in Practical AI and in Mixed and Immersive Reality Studies that are applicable and accessible to all majors. Also recently launched is a microcredential in the Ethics and Philosophy of AI; additional microcredentials are being developed. A Master of Interdisciplinary Studies, Practical AI focus is currently in development as well.
  3. **AI for Specialists:** While incorporating AI into existing degree programs in Computer Science and Data Science, VCU is creating additional minors and Master of Sciences degrees in AI that will be beneficial to students majoring in engineering, computer science and data science.

**A4. What support can OpSix provide to help you achieve those strategies? Please include both budget and policy requests and reference Part I of your submission where appropriate.**

As VCU is just beginning the extensive process of reexamining its academic enterprise, details of the financial implications remain forthcoming. As VCU determines the costs associated with these planned strategies and pending task force recommendations, it will remain focused on minimizing impacts to students while also communicating relevant policy and budget requests, as well as budget revisions, to SCHEV.

**Fiscal Support**

Fiscal support for critical needs is one of the key ways in which the OpSix and the state can support VCU. These needs are:

- \$18M in support for VMSDEP Military Waivers
- \$20M in support of faculty salary disparities and new cluster hires
- \$8M in support of undergraduate student financial aid
- \$4M in support of inflationary costs (utility, custodial, IT and other contractual cost increases)
- \$750K in support of the Rice River Center
- \$2M support for Massey Cancer Center-
- \$9M in support of the Pauley Heart Center

**SECTION B: STRATEGIC DEEP DIVE – ENROLLMENT VOLUME & COMPOSITION**

**Key question: How is your institution managing enrollment in light of state and national trends, and what are the financial implications?**

**B1. What do you see as the primary drivers of recent enrollment trends for your institution? Please reference any specific academic programs that have had a significant (positive or negative) effect on enrollment, if relevant.**

#### **Factors impacting VCU's enrollment trends**

- There is more competition, and the average number of applications, admissions, and deposits per student have increased from 2015 to 2021 (source: EAB's New College Freshman Survey, EAB research and analytics).
- To address increased summer melt, VCU has developed a more robust and engaging summer orientation program and implemented more streamlined and organized summer student communications, including a new checklist.
- Virginia's community colleges, which feed into VCU's enrollment, have experienced significant decreases, which is the main contributor to the decrease in transfer enrollment at VCU.
- Nationally there is declining enrollment for men, with particularly strong hits for institutions who attract high rates of Black and Latino men.
- As an urban institution with limited on-campus residential options, VCU is particularly impacted by housing marketing shifts. Increasing rent costs coupled with low housing inventory create significant barriers for students' continued enrollment as both finding and affording housing near campus has become increasingly difficult.
- VCU and the City of Richmond are collaborating to improve public safety and the perception of safety across their intertwined communities. Shared police jurisdiction is partnering the city and university police forces on a number of community policing initiatives designed to establish trust and foster dialogue. Together, the police agencies patrol neighborhoods, organize community events, and conduct educational programs to prevent crime and promote safety.

The above factors make **VCU enrollment success** in several areas even more striking and reveal the effectiveness of implementing innovative and research-based approaches carefully designed to address specific student barriers to higher education opportunities and access:

- As of June 2023, VCU is approximating pre-COVID enrollment rates, with noted increases in out-of-state students and male-identified students.
- URM enrollment is increasing. In Fall 2018, 29.7% of all students were URM, and in Fall 2022, that percentage had increased to 32.9%.
- One-year retention rates for male undergraduate students reached a five-year high of 84% with the Fall 2021 cohort, up from a low of 80.5% with the Fall 2019 cohort. One-year retention rates for Black/African American and Hispanic men, in particular, have experienced significant improvement since hitting a five year low of 78.2% with the Fall 2019 cohort. The one-year retention rate for Black/African American and Hispanic men in the Fall 2021 cohort was 82.6%, a 4.4 pp increase. VCU's First and Second Year Men of Color Initiative is just one premier resource that illustrates how building networks create student success.
- Through multiple community college partnership pathway programs like the Howard Hughes Medical Institute program and the Mellon Pathways program, VCU is strengthening the readiness and transition success of incoming transfer students.

- 92.5% of VCU's undergraduate students are in good academic standing, up by almost 1.3 pp over the five-year average (excluding COVID impacted semesters when standing was not calculated or influenced by new pass/fail policy).
- Similarly, for the last three years, the percentage of students successfully completing Satisfactory Academic Progress (SAP) contracts has steadily improved from a low of 54.3% in Fall 2020 to a success rate now of 70.2%.
- VCU has invested more in academic support programs & technologies (TRIO, AANAPISI, First Year Experience, Peer/Academic Coaching, early alert systems/LMS), lowered academic advising/student ratios, and expanded Inclusive Learning & Teaching initiatives around faculty/student success, all to assist students in making effective progress toward their degrees.

#### **B1. FY24 Update**

- VCU enrolled 4,600 first-time in college (FTIC) students, which was tied for the largest class in the history of the institution, surpassing pre-COVID new student enrollment rates.
- As of June 2024, VCU is reaching pre-COVID enrollment rates, with noted increases in out-of-state students and underrepresented students.
- Underrepresented minority (URM) enrollment is increasing. In Fall 2018, 29.7% of all students were URM, and in Fall 2023, that percentage increased to 34%.
- The FTIC Fall 2023 cohort persisted at 86.5%, which surpassed pre-COVID enrollment rates and is an eight year high.
- First-to-second-year retention of transfer students reached a 15-year high of 87.9%, surpassing pre-COVID levels.

#### **B2. Please summarize your enrollment management strategy moving forward and the specific actions (if any) you are taking to implement that strategy.**

##### **Strategies**

To grow enrollment through increased yield rates, improved transfer rates, and stronger retention, VCU is focused on several short- and long-term strategies.

In the short-term, VCU plans to:

- Increase the new student pipeline
- Improve the enrollment yield
- Grow VCU's presence in target markets
- Launch a campus-wide student success engagement plan
- Stabilize programs with decreasing enrollment and grow high-demand programs
- Expand support for advisors
- Improve outcomes in courses that are barriers

Long-term strategies align directly with VCU's top priority strategies outlined in section A3:

- Modernize VCU's academic enterprise
- Optimize student recruitment
- Elevate the student experience
- Ensure VCU graduates are career-ready
- Elevate VCU's prestige

### Current and Ongoing Initiatives:

- Student retention awards: reserved financial aid funding to award in the spring as retention awards to enable continued enrollment.
  - VCU expects to continue to utilize a portion of any similar funding opportunities to target students in good standing who appear able to benefit from full or partial balance payoff and continue their enrollment.
- Summer Scholars: is an academically-focused five-week program providing students with a head start on their path to VCU, graduation, and beyond. Begun in 2022, VCU has partnered with SCHEV in funding financial aid for the program.
  - Initial results indicate positive retention for two semesters.
  - The program is ongoing for 2023 and plays an integral part of VCU's strategy to increase its student pipeline.
- The Office of Financial Aid and Scholarships need-driven packaging strategy: VCU follows SCHEV and revised code guidance when making Virginia Guaranteed Assistance Program (VGAP) and Virginia Commonwealth Award Program (CAP) awards. In order to best support students with the highest need, VCU offers the largest VGAP and CAP awards to students with the highest remaining financial need as determined by cost of attendance and the Free Application for Federal Student Aid (FAFSA) data. Smaller awards are offered to students on a reduced scale for those students demonstrating reduced financial need.
  - A need-driven approach enhances the continued improvement of diversity of the student body and supports the assurance that the VCU experience lives up to its promise of reflecting the diversity of the world graduates will work in after graduation.
  - This strategy, as currently funded by the Commonwealth, falls short of making each student "whole" from a cost of attendance perspective. However, it does provide for each "needy" student to receive some level of support based on their available resources, broadens receipt to many more students, and supports the strategies of improving enrollment yield and retention.
  - There are students with remaining financial need who are unable to benefit from Virginia need-based aid programs. Annual commonwealth fund allocations are not adequate to help all students or provide VCU the ability to increase grant awards substantially to students with higher remaining needs.
- Merit-based scholarship strategy: Recognizing the importance rewarding academic excellence has in the creation of a diverse student body, VCU offers an academic merit-driven scholarship program that seeks to encourage the enrollment and retention of academically superior students.
  - Comprised entirely of institutional funds, the scholarships range from a single term non-renewable award to a limited number of full tuition/fees and room and board award renewable for four years. Other awards Included in the merit-driven scholarship program include one-time and renewable partial tuition awards.
  - Even though the pool of available merit-driven scholarships is significantly less than the need-driven pool, it complements the overall financial aid strategy of the institution by providing an alternative method of reducing the net enrollment costs.
  - This strategy supports increasing the pipeline and improving the enrollment yield for academically advanced students and strengthens VCU's focus on the

student experience and success by contributing to the diversity of the student body.

### **New Implementation Tactics**

To achieve these goals, VCU is focused on the following action items:

- Recruit international students for growth in undergraduate and graduate programs.
- Recruit more transfer students from Virginia's Community Colleges.
- Recruit non-traditional age learners with select graduate level programs and flexible certification programs.
- Charge the ONE VCU Academic Repositioning Task Force to review market relevant academics and operational efficiencies.
- Engage in an academic program productivity review, using SCHEV program productivity metrics, to inform decisions regarding programmatic investment, modification, or closure.
- Innovate within the undergraduate curriculum to meet current and future employer demands by emphasizing computational, cultural, and entrepreneurial literacy and requiring work-based and problem-based transformational learning as part of every undergraduate degree program and concentration.
- Deploy digital marketing to increase brand awareness and grow VCU's presence in targeted markets.
- Accelerate process timing so VCU offers admissions, scholarships, and financial aid much earlier in the enrollment cycle.
- Increase support to recruit and retain academic advisors to ensure continuity of care/support.
- Partner with colleges and schools within VCU to expand faculty engagement during new student orientation, develop learning communities where senior faculty serve as mentors to cohorts of incoming majors, and engage faculty/staff in summer outreach campaigns.

### **B2. FY24 Update: In addition to the strategies listed above, VCU plans to:**

- Launch a new campus-wide strategic enrollment management plan, which will work in tandem with new program development (see C8. FY24 Update) and targeted growth in recruitment and enrollment in masters level, international, first-year, transfer and fully online.
- Remove barriers to gateway courses with high DFW (drop-fail-withdraw) rates and invest in key student success initiatives to boost retention and graduation rates (specifically the NISS recommendations and commensurate playbook, details of which are in Section C2. FY24 Update).
- Centralize key graduate-level enrollment management functions and develop systems to improve conversion and yield of masters programs.

**B3. How ambitious/realistic/conservative are the enrollment projections you most recently submitted to SCHEV? What are the greatest unknowns or risks that could lead enrollment to differ significantly from your projections? Please reference national and statewide enrollment trends/projections and cite any other data (e.g. regional trends, performance of prior enrollment strategies) that informed your projections.**

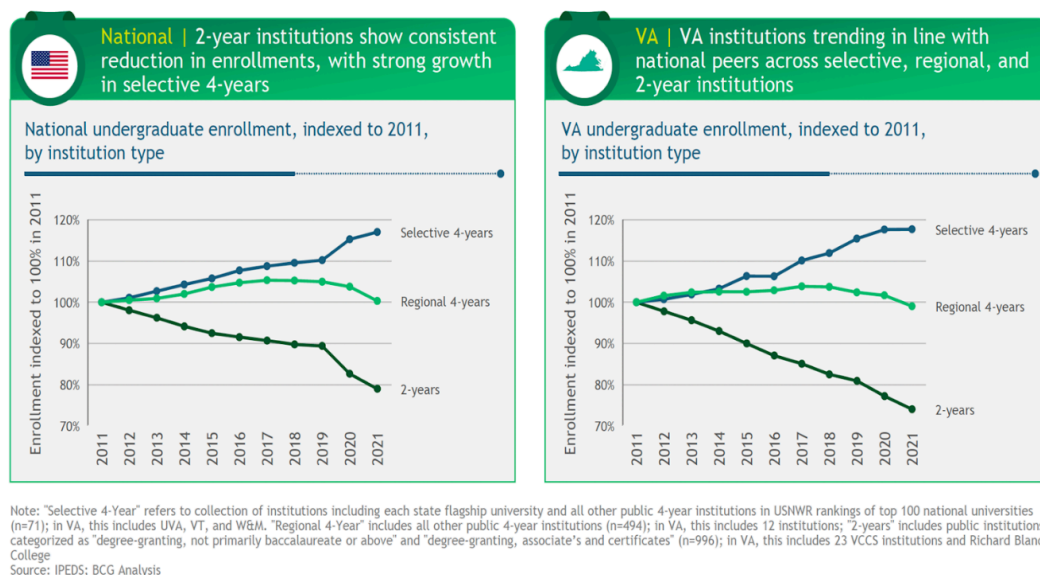
VCU is concerned about the impact the potential risks and following unknowns may have on enrollment:

- First, forecasted demographic shifts starting in 2026 will have an impact on high school graduation rates and college-going rate changes within the Commonwealth unless actively mitigated, which pose a risk to future enrollment growth projections.
- Second, based on information known so far, the future of VCCS enrollments (VCU's primary transfer student feeder) is unclear. Should enrollments not rebound, or rebound slower than needed, VCU is at risk of declining or only maintaining current transfer student levels.

To counter these risks and unknowns, the university has recalibrated the six-year enrollment forecast, taking into consideration future high school demographic trends in Virginia and the Mid-Atlantic states, economic factors, and state and federal government student financial assistance.

In addition, enrollment at two-year community colleges in Virginia where VCU enrolls, on average, 68% of transfer students continues to decline. These Virginia Community College declines have a direct correlation to VCU's lower community transfer student enrollment. In fact, since 2011, community college enrollment has decreased exponentially as referenced in the chart below. As these trends indicate, there will be fewer Virginia Community College students from which to draw, which will have a direct impact on VCU's transfer enrollment numbers. Therefore, the adjustments made to the six-year enrollment projections reflect a more conservative approach to VCU's forecasting model based on demographic changes and environmental factors.

### Undergraduate Overview | 2-year institutions are most affected by the decline in enrollments, nationally and in VA; selective 4-years are most resilient



Although VCU's recalibrated enrollment forecasting approach is more conservative, the university remains committed to meet aspirational 2028 Quest Strategic Plan enrollment growth targets. As a result, VCU's focus will be to overperform and beat the recalibrated six-year enrollment forecast by implementing the following initiatives:

- Retool multi-year enrollment management plan aligned with our Quest 2028 Strategic Plan goals both at the university and school/college levels
- Launch university wide student success engagement plan to improve retention and persistence rates
- Work towards improving college affordability and reducing student debt to boost enrollment access and improved retention rates
- Diversify enrollment streams
  - Add new fully online programs at the undergraduate level to boost enrollment and expand VCU's market share of traditional age undergraduate students
  - Continue to invest in and grow enrollment in online graduate and adult degree seeking programs
  - Develop a transfer strategy targeting 4-year institutions
  - Enhance VA Community College partnerships and collaborations in developing stronger pipeline enrollment initiatives to increase a large market share of in-state transfer students as well as prepare for a rebound in VCCS enrollments should one occur.
  - Invest in international recruitment targeting geo markets with the most opportunity for enrollment growth and retooling admissions processing at the school/college level to improve yield and increase international student recruitment
- Increase VCU's freshmen market share with increased in-state marketing and recruitment while identifying targeted out-of-state markets with the potential for highest enrollment growth
- Develop new academic programs with market demand and curricular innovation
- Focus recruitment efforts for master's programs in key disciplines with market demand
- Improve retention as detailed in QA3 and C2 with innovative, student-centered initiatives

**B4. Explain the implications of your enrollment strategy on your institution's financials. Please consider impacts on both revenues (e.g., discounting, financial aid, net tuition revenue) and expenditures (e.g., costs to implement enrollment management strategies, costs of enrolling more students or students with different needs, cost-per-student impact of flat/decreased enrollment).**

The initiatives described above and below are crucial given the projected limited growth expected from traditional in-state students who have historically formed the foundation for covering costs and addressing inflationary increases. The proposed plan will enable VCU to provide the necessary resources for expanding and innovating its programs while maintaining a steadfast focus on minimizing student debt and fostering a financially sustainable educational environment.

The main area of projected enrollment increase at VCU over the next six years centers around the following targeted enhancements:

#### **Improving affordability and reducing student debt**

VCU remains committed to keeping costs low, implementing measures to reduce the financial burden on students. VCU plans to target affordability by:



- Increasing rates of financial aid to assist high-performing undergraduates in managing their expenses and mitigate the need for excessive borrowing
- Providing discounted tuition rates for select master's programs

### **Focused recruitment efforts for master's programs in key disciplines**

VCU's enrollment growth strategy includes targeted recruitment efforts for master's programs in business and engineering, which historically have witnessed lower levels of out-of-state enrollment. To address this disparity, VCU will introduce discounted tuition rates for these programs, starting in 2024 and 2025, with the following goals:

- Make these programs more financially attractive to out-of-state students
- Enhance accessibility and affordability of graduate education
- Reduce the burden of student debt while fostering academic excellence and diversity

### **Improve out-of-state undergraduate enrollment**

VCU's recruitment approach for out-of-state undergraduates involves:

- The provision of tuition waivers for students who demonstrate exceptional academic performance (as measured by GPA). This initiative:
  - Helps to alleviate financial burden for high-achieving students
  - Reduces cost of attendance for out-of-state students
  - Has resulted in a growing number of out-of-state students enrolling at VCU (and projections indicate this growth trend will continue)
- Actively evaluating out-of-state tuition rates in order to appear as a viable option for students in a competitive out-of-state recruitment market. By reassessing these rates, VCU hopes to:
  - Expedite enrollment growth
  - Strike a balance between attracting a diverse pool of students and provide accessible and financially reasonable education

### **Increase market share of in-state undergraduate enrollment**

VCU's recruitment approach for in-state undergraduates involves:

- Placing additional emphasis on in-state digital marketing to generate increased volume of inquiries and applications
- Leveraging the Richmond Pathway program to enroll more students from targeted underserved Richmond High Schools
- Purchasing a critical mass of in-state student search names working with Capture (vendor) to expand our lead and application generation efforts

### **Improve Student Retention and Persistence**

VCU's student success approach involves:

- Developing a university wide student success engagement plan
- Investing in the academic advising infrastructure to support staff retention in order to provide high touch services to students influencing student success
- Actively participate in the University Innovative Alliance to model and pilot best practices in student success initiatives
- Innovation and student success redesign and investments at the school and college level experiencing retention and student success challenges

**Develop New Innovative Academic Programs**

- Develop new academic programs that are mission aligned, with curricular innovation and had market demand
- Launch Academic Repositioning Taskforce (Summer 2023). The task force will consider the number of, and structure of, VCU's academic units, offering recommendations designed to maximize operational efficiencies and collaboration between programs; facilitate more cross-unit engagement and transdisciplinary research opportunities for our faculty; and **propose new transdisciplinary degree programs** to support the success of our students in the emerging future of work.

**Support for Faculty Salary Equities and Investment in Cluster Hires**

- A recurring challenge at VCU has been to ensure equitable compensation for faculty members and funds to recruit new faculty cluster hires. To address faculty salary equity and new recruits, VCU is requesting \$10 million of new state support in FY25 and FY26.
- According to the 2022 AAUP annual report, VCU's average salary for all full-time faculty is the lowest among all Virginia R1 peers.
- The difference between the highest average annual salary of a Virginia R1 institution and VCU is approximately \$21k.
- Funding has also been included to further support VCU's faculty cluster hire practice. Utilizing a 21st century cluster hire model allows VCU to prioritize the development of transdisciplinary cores working across departments and campuses while enhancing faculty diversity and inclusion. Since 2015, faculty hired under this model have acted as catalysts for engaging fellow faculty as well as staff, students, and other stakeholder groups in collaborative activities that connect science, pedagogy, and practice within urban communities.

**B4. FY24 Update**

VCU will also improve its fully online undergraduate enrollment and continue to develop new innovative academic programs as mentioned in the Academic Repositioning initiatives (see section A3. FY24 Update). As of July 2024, VCU increased the percentage of newly enrolled fully online students by 57% from AY 23-24 to AY 24-25.

## **SECTION C: STRATEGIC DEEP DIVE – PROGRAM ALIGNMENT & PERFORMANCE**

### **COMPLETION OUTCOMES**

***Key question: How is your institution supporting all students to succeed in completing their degree in a timely manner?***

**C1. What are your highest-priority completion outcomes targets, both overall and for particular student segments? Please include aspirational targets, realistic expectations, and qualitative targets and specify when you are aiming to meet those targets (e.g., X% 6-year graduation rate for Pell students by 2030).**

By 2028 VCU aspires to:

- Retain first-year students at a 90% one-year retention rate (+ 5 pts over Fall 2022) and 80% two-year retention rate (+ 6 pts over Fall 2022)
- Minimize retention gaps for underrepresented and Pell students with only +/- 1 pt differentials (- 4 pts over Fall 22)
- Achieve a 78% six-year graduation rate by 2028. A tempered goal would be closer to 75%, with +/- 1 pt differential for first-generation, Pell, and underrepresented students (+10.1 pts over Fall 2016 cohort).

#### **C1. FY24 Update**

By 2028, VCU aspires to be positioned as a premier R1 institution with an access mission:

- Retain first-year students at a 90% one-year retention rate (+ 4.4 pts over Fall 2023) and 80% two-year retention rate (+ 6 pts over Fall 2022).
- Achieve a 78% six-year graduation rate by 2028. A tempered goal would be closer to 73%, with +/- 1 pt differential for first-generation, Pell and underrepresented students (+10.1 pts over Fall 2016 cohort).

**C2. What specific strategies/actions are you planning to take to achieve those goals? How will you draw on successes/challenges from your prior completion outcome improvement strategies?**

#### **Curricular Innovation**

VCU will leverage curricular innovation to advance progress toward student success goals:

- Develop innovative teaching approaches and academic support models to improve student achievement in courses with high DFW rates. Expand pilots in areas such as Calculus Virtual Reality, Structured Learning Assistance, and peer academic coaching.
- Launch a revitalized general education program with engaging and career-relevant courses that enrich and challenge undergraduate students.
- Expand departmental/college/school engagement with “credit for prior learning” for adult and transfer students.
- Strengthen academic program redesign, research, and faculty hires in areas that will be strategically defined by the One VCU Academic Repositioning Task Force.

- Decrease barriers to co-curricular and credit-bearing transformative learning experiences (internships, undergraduate research, global education, service-learning ) as part of VCU's REAL graduation requirement.
  - Increase resources for Internship Funding Program, which provides gap funding for students seeking to pursue unpaid/underpaid internships
  - Invest in undergraduate resources and project based learning
  - Expand federal work study learning and research opportunities
  - Lower career advisor / student ratios

## **Innovation in Student Success**

VCU has demonstrated success in piloting and assessing student success initiatives, and over the next biennium, the university will continue to grow and assess proven successful initiatives by:

Meeting students where they are:

- Expanding the First-Generation Student Success and Faculty Research Center to systematize faculty development in learning about the needs of first-generation students and effective inclusive teaching practices. The Center hosts informational, community-building, and engagement opportunities to support students throughout their college journey and in preparation for post-graduation success. VCU successfully secured several grants to fund many of these efforts, and lessons learned will provide further opportunity to scale them to benefit additional student populations.
- Leveraging early-alert surveys and faculty notifications to identify at-risk students, focus advisors on key concerns, and link students to resources. Build on first-term interventions using expanded mid-year student assessment tools to adjust interventions to meet students' current needs and receptivity to assistance
- Providing critical support services through VCU's TRIO programs to increase the retention and graduation of first-generation and low-income students, efforts that have also been supported by grant funds and pilot projects.
- Scaling community building for Black and Latino males through academic-adjacent programming

Partnering with national leaders:

- Collaborating with national public research institutional leaders as Virginia's sole member of the University Innovation Alliance to increase access and success, especially for traditionally underserved student populations. Two grant-funded initiatives are launching in the fall, including:
  - The Academic Recovery Project, a pilot project that will begin in PSYC 101, will focus on identifying and intervening with students at risk of failing
  - The Black Student Support Initiative will support student input relative to the Career Audit Project
- Utilizing STEM and Arts/Humanities Transfer Pathways with VCCS to engage transfer students in high-impact practices while at the community colleges. VCU's innovative Transfer Major Maps will lead to higher retention and graduation rates.
- Continuing as an Amazon Career Choice partner school (began January 2022). VCU is the only four-year school in Virginia selected to partner with Amazon to enable employees to use their educational benefits to pay for school

Optimizing resources:

- Enhancing connections between academic departments and career exploration via expanded second year experience programming, use of major maps and the new career audit platform, and career advisors
- Continuing to optimize completion grants to promote timely graduation
- Maximizing donor scholarships and grants to support retention and basic needs by increasing student awareness and access to available funding
- Strengthening VCU's academic advising infrastructure by enhancing compensation and investing in additional professional advising lines

This successful track record will be complemented by new initiatives to be piloted and tested to support student success strategies include:

- Increasing the use of artificial intelligence (chatbots) to enhance retention.
- Launching by AY25 an innovative "career audit" technology platform that engages students in building and completing individualized strategic career plans, outlined by major maps, that lead to highly competitive graduates with minimal debt
- Developing interactive training and onboarding for military affiliated students that is available 24/7 through Military Student Services

## **C2. FY24 Update**

VCU has also expanded pilots to address academic recovery, peer academic coaching and a faculty fellows curriculum redesign program to address high DFW gateway courses.

VCU will implement recommendations made this year by the NISS to boost retention and graduation rates by systematically using data to deliver timely, coordinated and personalized support to students at scale. The recommendations being implemented are:

- Systematically leverage academic outcome data as part of an institutional strategy to identify and remedy courses with high DFW rates, assess course sequencing and program design, and improve strategic course scheduling.
- Strengthen the financial support of students through the better use of financial data, collaboration across units, and proactive and timely outreach to students.
- Coordinate student communications to prioritize and direct information to students in a timely and personalized manner.
- Strengthen academic advising systems and protocols and normalize caseloads to deliver a consistent and high standard of advising care to students across all academic units and majors.

**C3. How will you use existing/recently provided resources to execute those strategies? Will you be requesting incremental state resources? Please state the request and rationale and explicitly tie to Part I of your planning template.**

### **Undergraduate Aid: \$8M FY25; \$16M FY26**

VCU's investment in undergraduate aid has proven outcomes underscoring the pivotal role played by financial aid in promoting academic success:

- Those who received financial aid exhibited a six-year graduation rate of 71%, significantly surpassing the rate of 56.7% for students without financial aid.

- Notably, among undergraduate financial aid recipients in the 21-22 aid year, an estimated 55% are classified as low-income students, while 31% fall within the middle-income bracket, as defined by the 2021 poverty guidelines established by the Department of Health and Human Services (HHS).

#### **VMSDEP Waivers: \$18M**

As an unfunded mandate, VMSDEP waivers have experienced an increase in program costs due to heightened utilization and expanded eligibility. The success of VCU's Office of Military Services in advancing student progress for military affiliated students is a point of pride for VCU, however, VCU's projected expenses for the VMSDEP waivers have escalated from \$1 million in 2015 to an estimated \$18 million in 2024, which represents the highest cost incurred by any institution within the state. The rapid expansion and soaring costs associated with the VMSDEP waivers have exerted significant pressure on the university's financial resources requiring budget reductions and reallocations.

#### **C3. FY24 Update**

VCU's VMSDEP expenses for 2024 are estimated at \$16.4M and projected to grow to \$22.7M in FY25. VCU is supportive of the proposed and enacted changes for VMSDEP; additional support will help make the program accessible and sustainable.

## **POST-COMPLETION OUTCOMES**

**Key question: How is your institution preparing all students for success beyond completion (e.g., career preparation)?**

**C4. Please explain how you monitor post-completion outcomes (e.g., employment rates, wage attainment, debt load, upward mobility). What data do you collect? What metrics are you monitoring most closely? What do the data reveal about your institution's greatest strengths and areas for improvement with respect to post-completion outcomes? Please include any relevant data/reports in the appendix or as a separate attachment, including any data that captures outcomes by school/department/program.**

#### **First Destination Outcomes**

The VCU First Destination Survey (FDS) collects graduating students' self-reported outcomes data (e.g., employment or continuing education plans, salary, satisfaction rates, employment industry, experiential learning engagement, etc.)

- Results are available via a self-service dashboard, which provides VCU faculty and staff the ability to filter data by school/college, degree program, and degree level.
- The response rate to the survey has steadily increased from 30% in 2018 to 63% in 2022.
- VCU most closely monitors the percentage of students who report being employed full-time after graduation or continuing their education. Though there was some COVID impact on student employment in 2020-2021, VCU is seeing positive trends:

<b>VCU UNDERGRADUATE ALUMNI</b>	<b>May-22</b>	<b>May-21</b>	<b>May-20</b>
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<b>Positive Outcomes (Non-Seeking)</b>	72%	65%	62%
Working Full-Time + Continuing Ed	63%	55%	50%
Working Full-Time	41%	39%	38%
Continuing Education	22%	16%	12%
ALL Working (Full-Time, Part-Time, Seasonal)	48%	48%	44%
Other (Military, Volunteer, Not Seeking)	1%	1%	1%
<b>Still Seeking Employment or Ed</b>	27%	35%	38%

Data from other institutions via the National Association of Colleges and Employers' (NACE) annual report on first destination outcomes show that VCU has room to grow in all categories, including increasing full-time employment and decreasing the number of "still seeking" graduates.

### Student Debt

The Office of Financial Aid and Scholarships monitors and provides proactive access to actual and expected debt loads to students and staff through the use of a third-party contractor, use of data provided by National Student Loan Data System (NSLDS), and encouraging students to utilize a net price calculator tool that incorporates national data on indebtedness disaggregated by curricula and other criteria that are relevant to the individual student.

The third-party vendor collects data on student debt and allows the Office of Financial Aid and Scholarships to address concerns with students in real-time to prepare them for success beyond graduation. In summary, the data collected is used for:

- working with VCU student borrowers to help prevent loan defaults by encouraging borrowers to make payments, providing assistance in communications with loan servicers, assisting borrowers through the complex process of student loan programs and assisting borrowers with deferments, forbearance or loan forgiveness programs.
- communicating with students by telephone in addition to email with consistent proactive outreach.
- performing regular address audits on all students to maintain accurate contact information
- engaging in monthly meetings with the director for the Office of Financial Aid and Scholarships and the associate vice president for Student Financial Services to discuss federal regulatory changes, volume of communication outreach to students, how many students went into default, how many students came out of default, volume of students switching payment plans to better fit their financial situation,

information graphics or videos embedded within key areas of the financial aid website.

- providing up to 12 workshops throughout the academic year that covering the following topics: The importance of completing a degree within the shortest time possible with the least amount of debt, consequences of delinquency and default, keeping track of loan history, responsible borrowing behavior, living on a budget, managing money and saving for the future, benefits of repaying loans while in school, how to manage any private and federal loan repayments.

The Office of Financial Aid and Scholarships also provides a yearly communication to students describing their total student loan indebtedness and estimated monthly payment as required by the Code of Virginia.

- Based upon information from the National Student Loan Data System, the Office of Financial Aid and Scholarships informs students that are at or near their lifetime aggregate federal student loan limits within the student information system. Students are asked to reach out to their assigned financial counselor if they need assistance paying for their educational expenses.
- Financial counselors within the Student Financial Management Center reach out to students who have not utilized their federal student loan eligibility with outstanding current semester balances. In-person or video counseling sessions are set up with interested students to discuss money management and responsible borrowing behaviors.

Finally, April has been designated as Financial Literacy Month annually. During this time, responsible student loan borrowing is proactively highlighted to students using a variety of communications methods.

#### C4. FY24 Update

The VCU First Destination Survey (FDS) response rate has risen from 63% in 2022 to 68% in 2023. Positive trends continue as seen below.

<b>VCU UNDERGRADUATE ALUMNI</b>	<b>May-23</b>	<b>May-22</b>	<b>May-21</b>	<b>May-20</b>
<b>Positive Outcomes (Non-Seeking)</b>	<b>78%</b>	72%	65%	62%
Working Full-Time + Continuing Ed	64%	63%	55%	50%
Working Full-Time	43%	41%	39%	38%
Continuing Education	21%	22%	16%	12%
ALL Working (Full-Time, Part-Time, Seasonal)	55%	48%	48%	44%
Other (Military, Volunteer, Not Seeking)	2%	1%	1%	1%
<b>Still Seeking Employment or Ed</b>	<b>22%</b>	27%	35%	38%

VCU also tracks SCHEV's Median Graduate Debt dashboard for our baccalaureate graduates. Our 10-year summary indicates:

- The median education debt of graduates at this level of VCU has increased \$100 or 0% over the 10-year time period between 2012-13 and 2021-22. The number of graduates with student debt has increased by only 65 (2%) and the average debt has increased by only \$1,923 (7%).



**C5. What specific strategies/actions, including potential changes to your program portfolio or curriculum, are you planning to take to maximize the career readiness and job attainment of all students across programs of study, including increasing early career exposure for students (e.g., internships) during their time at your institution? How will you draw on successes/challenges from prior initiatives?**

### **Transformative Learning Experiences**

VCU has been particularly focused on increasing and enhancing transformative learning opportunities as a driver of career readiness and positive post-graduation outcomes. In the next six years, VCU will continue to build upon its existing experiential learning foundation.

- VCU's Relevant, Experiential, and Applied Learning (REAL) initiative has been in place since 2018 and oversees experiential learning through curricular or co-curricular engagement. Beginning in Fall 2021, all VCU undergraduate students are required to complete at least one approved experiential learning activity as part of a graduation requirement.
- In Fall 2022, VCU instituted a Transformative Learning mandate requiring that by Fall 2025 100% of VCU undergraduate degree programs and concentrations embed Level 3 or 4 work-based or problem-based REAL experiences (e.g., internships, undergraduate research, project-based learning) as degree requirements.
- In Spring 2023, VCU established a university-level Transformative Learning Fund to provide innovation grants to incentivize faculty engagement in a Vertically Integrated Project (VIP) initiative.
- VCU launched the VCU Internship Funding Program (IFP) ahead of Summer 2022, providing funding to undergraduate students engaging in unpaid or underpaid summer internships who need support covering their expenses. In its first year, the program funded 51 students, and in Summer 2023, increased support enabled it to fund 79 students.
- VCU Career Services, VCU REAL, and the College of Humanities and Sciences collaborated to design, launch, and scale a College-to-Career (C2C) Blueprint focused on supporting academic units that are increasing their emphasis on career readiness and internship engagement. In addition to the Department of Psychology, which piloted the project, eight additional departments have committed to engaging in Blueprint project work over the next year.
- Career Development for-credit courses are offered across VCU.
- VCU was selected as one of eight institutions to participate in national scaling efforts for the Work+ initiative at ASU, focused on improving the experience of student employees on campus, making those opportunities as focused on career readiness as possible. VCU launched this project in Spring 2023 and will be piloting new efforts starting in Fall 2023 with support of counterparts across the U.S.
- A career audit tool currently in development will integrate with other systems and build off of the VCU Major Maps, a resource designed to provide direction and information to students in their major selection and career development.

### **Program Portfolio and Curricular Innovation**

- VCU will consider potential changes to the university's program portfolio by engaging in a yearlong academic program productivity review during AY 2023-24. VCU will use the SCHEV program productivity metrics to inform this review, which will further support discussions around VCU's mix of academic programs.

- VCU will revitalize general education requirements to ensure relevance to students' career aspirations
- Offerings through the College of Humanities and Sciences will be revamped to more strongly connect with career pathways
- VCU will integrate computational and entrepreneurial literacy into the curriculum, equipping students with the real-world skills employers are seeking and that set students up for success after graduation

#### **C5. FY24 Update**

- VCU's mandate to require that all undergraduate degree programs have a work-based or problem-based course in the degree requirements is moving forward on schedule. By Fall 2025, we anticipate 94% of the undergraduate programs and concentrations will meet the requirement. By Fall 2026, we anticipate to reach 100%.
- VCU's five-year program productivity review will continue through calendar year 2024 regarding continued programmatic investments and closures, as well as the mix of academic programs.
- In addition, VCU's Academic Repositioning initiative outlines new strategies for the implementation of academic innovation. (See section A3. FY24 Update).

#### **C6. How do you intend to use existing/provided resources to execute those strategies? Will you be requesting incremental state resources? Please explicitly tie to Part I of your planning template.**

Funding for much of this work is anticipated to come from reallocations internal to the university:

- Over the next year schools and colleges will go through a comprehensive review where existing programs will be evaluated for investment or closure and new programs considered.
- As outlined in E1, the best way the university can be supported is through financially supporting faculty through equitable pay, students through aid, and support of growing inflationary needs. Support in these areas helps VCU recruit and retain students and invest funding growth in programs.

#### **C6. FY24 Update**

Funding for much of this work will come from internal reallocations; details regarding outcomes of the One VCU Academic Repositioning initiative are in section A3. These strategies leverage existing resources to optimize operations and drive cost savings. However, incremental state resources will be requested to support strategic investments that grow innovative academic programs in emerging industries, support the need for healthcare workers in the Commonwealth, and enhance student success. Section E1 outlines specific budget requests that support these initiatives.

## **WORKFORCE ALIGNMENT**

***Key question: How are your institution's programs of study and degree conferrals aligned with the evolving talent needs of the Commonwealth?***

**C7. For which specific workforce needs is your institution best positioned to supply talent, based on regional, industry, or occupation alignment?**

Below are a selection of VCU's 61 degree programs that map to the high growth occupation CIP codes listed on slides 28-31 in the fact pack. VCU's intentional integration of transformative work-based and problem-based learning opportunities positions these programs to supply workforce talent in critical areas of need. In order to achieve and maintain program excellence, each degree program at VCU undergoes a full academic program review every eight years.

*School of Business*

The VCU School of Business houses AACSB-accredited programs and is launching a new strategic plan in Fall 2023 as a part of a larger repositioning effort. This will support further growth of its high demand programs that produce business operations specialists and financial specialists with degrees such as:

- BS, Accounting (CIP 52.0301)
  - AACSB-accredited
  - new fully online modality, with the first cohort starting in Fall 2024
- MBA, Business Administration (CIP 52.0201)
  - available online
  - has doubled Black student enrollment and graduates since 2017

*College of Health Professions*

The VCU College of Health Professions houses highly ranked programs to support the healthcare diagnosing or treating practitioners workforce including:

- Doctor of Nurse Anesthesia Practice (CIP 51.3804).
  - accredited by the Council on Accreditation of Nurse Anesthesia Educational Programs
- BS, Clinical Radiation Sciences (CIP 51.0911)
  - Of the May 2022 graduates who responded to VCU's First Destination Survey and reported full-time employment within six months of graduation, 100% reported their job was very related to their major and career goals and that they were very satisfied with their outcome.
- MS, Rehabilitation and Mental Health Counseling (CIP 51.2310).
  - CACREP accredited

*School of Social Work*

The VCU School of Social Work continues to supply well-trained BSW, Social Work (CIP 47.0701) and MSW, Social Work (CIP 44.0701) graduates to meet the need for counselors, social workers and other community and social service specialists.

- These Council on Social Work Education-accredited programs are available face-to-face and fully online
- VCU has over 500 partnerships for student field education placements

*School of Education*

The VCU School of Education maintains accredited programs by the Council for Accreditation of Educator Preparation (CAEP) and Council on Accreditation of Counseling and Related Educational Programs (CACREP). It has doubled its enrollment since 2019 and has highly

productive faculty researchers as demonstrated by its record \$37.4M in external research awards in FY22. Programs meeting critical demand include:

- MED, Counselor Education (CIP 13.1101)
- MED, Special Education (CIP 13.1001)
- PhD, Counseling Psychology (CIP 42.2803)
- PhD, Education (13.0101)
- EdD, Leadership (CIP 13.0401)
- BSEd, Elementary Education and Teaching (CIP 13.1202)

#### *School of Nursing*

The VCU School of Nursing programs are accredited by the Commission on Collegiate Nursing Education (CCNE), with multiple programs in fully online and face-to-face modalities. VCU's relationship to VCU Health is an added value in producing capable healthcare diagnosing and treating practitioners.

- BS, Nursing (CIP 51.3801)
- MS, Nursing (CIP 51.3818)
- PhD, Nursing (CIP 51.3808)
- DNP, Nursing Practice (CIP 51.3818)

#### *College of Engineering*

The VCU College of Engineering emphasizes hands-on learning across eight engineering disciplines, including three degree programs that deliver graduates for the growing number of computer occupations.

- BS, Computer Science (CIP 11.0101)
- MS, Computer Science (CIP 11.0101)
- MS, Computer Engineering (CIP 14.0901)

#### *School of Medicine*

The VCU School of Medicine is the largest and oldest continuously operating medical school in Virginia. The following programs are critical for producing capable healthcare diagnosing and treating practitioners and counselors in substance abuse/addiction counseling and genetic counseling.

- MD, Medicine (CIP 51.1201)
  - LCME-accredited
  - important supplier of physicians to the state
- MS, Genetic Counseling (CIP 51.1509). T
  - accredited by the Accreditation Council for Genetic Counseling (ACGC)
  - has more than doubled in size over recent years
- MS, Addiction Studies (CIP 51.1501)
  - unique international joint degree program offered with King's College London and University of Adelaide fully online.

#### *School of Dentistry*

The VCU School of Dentistry is an important supplier of dental hygienists through its BS, Dental Hygiene program (CIP 51.0602).

**C8. What specific strategies/actions is your institution planning to take to better align your program offerings or degree conferrals to current and projected workforce needs? Please provide a list of specific programs you intend to sunset or grow in the next 6 years to increase alignment, partnerships/initiatives you intend to launch or**

**deepen, etc. If you intend to launch any new programs, please explain why your institution is particularly well-suited to succeed in that area.**

VCU is focused on aligning its program offerings to meet workforce and student demands. Known investments include:

- support for enrollment growth in engineering and business
- support for growth in costs in first professional programs
- expansion and program development for online education
- enhancement of and expansion of programs in VCU's newly launched School of Population Health
- support for growing academic programs

The university has already begun an internal process analysis to create more nimble, proactive, and reactive pathways for course and program assessments responsive to shifting student and employer demands. In addition to these known investments, as noted earlier, the One VCU Academic Repositioning Task Force will provide further recommendations in early 2024.

#### **Academic program productivity and curricular review**

- VCU last completed a SCHEV five-year program productivity review in 2021, resulting in two degree program closures (PhD, Art History and MM, Music).
- VCU will go through the process again in Fall 2023 to inform discussions about continued programmatic investments and closures.
- Two curriculum committees at the undergraduate and graduate levels will be tasked to focus on more strategic planning and implementation.
- Ongoing academic program review - Every eight years, each degree program goes through a two-year program review consisting of a self-study, external review, and action plan. Program reviews result in modifications to curricula. The goal is degree program excellence, measurably benchmarked against peer and aspirational programs nationally.

#### **Partnerships**

VCU has over 300 domestic and international academic agreements with external entities for the purpose of creating educational opportunities for students.

#### **New degree programs**

VCU is planning a number of new degree programs, including but not exclusively in the areas below. The institution is well-suited to succeed in these areas due to faculty expertise across current and emerging fields, geographic location, and commitment to access and excellence.

- Data Science (cross-disciplinary)
- Modeling and Simulation (cross-disciplinary)
- Computer Science (adding a new BA; already offer a BS)
- Digital Forensics (emerging field)
- Finance (high demand)
- Supply Chain Management (high demand)
- Pharmaceutical Science (fill critical gap)

In the context of these plans, while all VCU schools/colleges are expected to contribute to VCU's program growth, the School of the Arts, School of Business, and College of Engineering are anticipated to lead the way in innovation and transdisciplinary educational offerings.

### **C8. FY24 Update**

VCU's five-year program productivity review will continue through calendar year 2024 regarding continued programmatic investments and closures, as well as the mix of academic programs.

### **New Degree Programs**

VCU is planning a number of new degree programs, including but not exclusively in the areas below. The institution is well-suited to succeed in these areas due to faculty expertise across current and emerging fields, geographic location, and commitment to access and excellence.

*Included in the original plan and approved by SCHEV:*

- Data Science (cross-disciplinary)
- Computer Science (adding a new BA; already offer a BS)
- Supply Chain Management (high demand)
- Pharmaceutical Sciences (fill critical gap)

*Included in the original plan, approved by VCU Board of Visitors and submitted to SCHEV:*

- Digital Forensics (emerging field)
- Finance (high demand)

*Included in the original plan but tabled by VCU:*

- Modeling and Simulation (cross-disciplinary)

*Added to the updated plan:*

- Exercise Physiology
- Cardiovascular Perfusion
- Chaplaincy
- Graduate Certificate, Learning Sciences [approved]
- Graduate Certificate, Child Welfare [approved]
- Graduate Certificate, Sustainability, Health, and Health Care [approved]
- Graduate Certificate, English literature
- Graduate Certificate, Preparing Future Faculty
- Master of Science in Nursing (direct entry licensure program)
- Programs in Sustainability
- Programs in Medical or Health Humanities

In the context of these plans, while all VCU schools/colleges are expected to contribute to VCU's program growth, the School of the Arts, School of Business and College of Engineering are anticipated to lead the way in innovation and transdisciplinary educational offerings.

#### **Additional work in this area**

VCU has partnered with LightCast to conduct a Program Demand Gap Analysis (PDGA). The goal of the study is to provide direction for programmatic decisions over the next ~five years with the ultimate goal of optimizing alignment with the region's labor market. To accomplish this, the PDGA will provide an occupation mapping for all of VCU's academic programs with job opening projections, median wages, and regional completions data, all of which the university can leverage to ensure each program offering is training students for the occupations that have the best potential employment outcomes in the region. Furthermore, the study will highlight programs with poor overall employment outcomes that may call for special attention, and it will highlight occupations the university may not be training for with its current program portfolio that may call for a new program offering at VCU. The PDGA provides 10-year projections including an annualized 10-year projection of job openings for all occupations, mapping them to academic program offerings.

## **SECTION D: STRATEGIC DEEP DIVE – FINANCIAL EFFECTIVENESS & SUSTAINABILITY**

### **AFFORDABILITY FOR STUDENTS & FAMILIES**

***Key question: How is your institution accounting for and improving affordability for students and families?***

**D1. What specific strategies/actions do you plan to take to improve affordability moving forward across your overall student body and priority subpopulations, and what is the expected impact? Please account for a broad range of factors including the full cost of attendance, net price, time to degree, debt load, etc.**

VCU is committed to enhancing affordability for all students, including priority subpopulations, and has a comprehensive set of strategies to achieve this goal.

#### **Four-year zero percent tuition increase for undergraduate Virginia residents**

VCU maintained an effective zero percent tuition increase for undergraduate Virginia residents between 2019-2020 and 2022-2023. There is an institutional commitment to increase more scholarship and grant opportunities for students. Scholarship and grant funding significantly increased between 2018-2019 and 2021-2022 to help defray educational costs. The Office of Financial Aid and Scholarships disbursed to all students:

- 33.5% more scholarships
- 20.1% more grants
- 9.6% fewer loans

According to [EducationData.org](https://educationdata.org), total national student loan debt increased 1.27% over a 10 year period through the third quarter of 2022. Students at VCU are considering student loans at a lower rate compared to peers. Generous contributions from donors and dedicating

additional grants are helping students achieve educational aspirations with reductions in overall student loan borrowing.

**Key aid metrics:**

- Scholarship awards to students in 2018-2019 totaled \$30,444,677 to 5,351 students. In 2021-2022, scholarship awards totaled \$40,634,399 to 6,624 students.
- The Office of Development and Alumni Relations announced in August 2022 record-setting fund raising of \$78.6 million from a recently concluded Invest in Me scholarship campaign.
- Institutional grant contributions to students increased 36.8% between 2018-2019 and 2021-2022. In 2018-2019, VCU disbursed \$17,404,597 to 5,831 students with an average award of \$2,985. In 2021-2022, VCU disbursed \$23,806,303 to 6,427 students with an average award of \$3,704.
- In 2018-2019, 10,145 students received \$34,975,336 from the federal unsubsidized loan program. In 2021-2022, 7,987 students received \$27,173,798 from the federal unsubsidized loan program.
- In 2018-2019, 10,132 students received \$42,226,692 from the federal subsidized loan program. In 2021-2022, 8,009 students received \$32,917,958 from the federal subsidized loan program.

**Interactive net price calculator for students**

The Office of Financial Aid and Scholarships works to proactively inform and empower students and their families through an enhanced net price calculator. (The VCU net price calculator tool exceeds the statute requirements specified within the Net Price Calculator Improvement Act.) Students have the ability to determine:

- Average loan indebtedness by major or length of overall enrollment.
- Median income and salary per month based upon major.
- How increasing the number of credit hours completed each year could reduce overall student loan indebtedness.
- Average monthly student loan payment in relation to expected monthly salary based upon the major selected.
- Average student loan VCU debt compared to the national average.

**Need-based aid support for the VCU Summer Scholars program**

As noted above, annual scholarships are combined with funds from SCHEV to support the VCU Summer Scholars program.

**Enhanced student services with the VCU Money Spot**

- Affiliation with the VCU Money Spot launched in Fall 2023
- Services include personal counseling about budgeting, saving, effective uses of credit and student loan repayment.
- Student Financial Management is providing a more centralized satellite office for the Money Spot to extend convenient services for VCU students.
- Collaborative efforts of both offices have common goals to reduce debt, build savings and increase financial confidence.
- More than 400 students use the services of the Money Spot each semester



- The Virginia Credit Union partners with VCU to provide financial instruction, research and programming to students.

### **Fee and bill simplification**

- VCU overhauled the course and program fee structure in 2021 to clarify costs and add predictability for students and families. This work continues with ongoing assessments of possible communication and billing improvements to ensure timely and accurate information is available to students.

### **Two-Year Virginia Transfer Grant program increases**

The Office of Financial Aid and Scholarships actively promotes the Two-Year College Transfer Grant (CTG) and is dedicated to increasing the visibility and access of this award for students transferring from the Virginia Community College System and Richard Bland College. The university has exceeded its goal as outlined in Appropriation Act - Item 141 G.4.d. (Regular Session, 2019). Program recipients grew by 6% between FY22 to FY23 (now totalling over 400) with almost 90% eligible for the incentive award and almost 200 eligible for the STEM-N major bonus award.

### **Earlier undergraduate scholarship dispersal for undergraduate students**

Institutional financial aid is a priority at VCU with a demonstrated positive impact on graduation rates (a 71.0% six-year graduation rate compared to 56.7% of students without financial aid). To optimize the available resources, VCU is also prioritizing best practices to alert students and their families sooner about awards and to help families identify all possible resources:

- Early scholarship awarding for new freshmen, transfer and enrolled students
- Coordinating awards of institutional aid with foundation and restricted dollars
- Technology enhancements improved automation within scholarship awarding

### **Affordability focus for out-of-state students**

To attract more out-of-state students, particularly in targeted programs like business and engineering, we have implemented strategic affordability measures by:

- Conducting thorough market analyses.
- Implementing pricing strategies that make VCU more competitive with out-of-state
- Exploring innovative financial aid packages for out-of-state students.

This focus on affordability will not only enhance the diversity of VCU's student body but also contribute to a more vibrant and dynamic learning environment.

### **FAFSA Simplification Act changes**

The US Department of Education has announced that changes as a part of the FAFSA Simplification Act may delay availability of needed information for students. VCU is actively working to ensure minimal impact on students.

### **Capital campaign for student scholarships**

This new campaign will seek philanthropic contributions from alumni, community partners, and other stakeholders who recognize the importance of providing financial assistance to

students. Funds raised will be used to establish endowed scholarships and expand existing scholarship programs.

#### **D1. FY24 Update**

VCU Libraries participates and initiates multiple strategies and actions to improve affordability for our overall student body and priority subpopulations. These included creating an institutional repository called Scholar's Compass where faculty-created curriculum zero cost course materials are globally accessible, an award program encouraging faculty creation of open educational resources, a state academic library consortium (VIVA) supported ebook purchasing program with unlimited usage and perpetual access, and open public access to physical and virtual materials in the library buildings. The documented impact as of July 2024 of these initiatives, which commenced in 2016, has been \$10,044,653.55 in student savings through cost avoidance with 96,080 students impacted.

## **REVENUE**

***Key question: How is your institution approaching pricing and revenue management? What are the implications on long-term top-line financial health?***

**D2. Please explain the rationale behind your full pricing (i.e. published tuition & fees, including mandatory non-E&G fees) and financial aid award strategy (i.e. net tuition revenue projections). What data informed your assessment of T&F increase feasibility (e.g., market comparisons, student capacity to pay) and estimates of discounts/waivers/unfunded scholarships? What informed your strategy around financial aid awards, merit and need-based, particularly for various student segments by income level and academic preparation?**

VCU's goal is to ensure a fair and viable financial model that minimizes tuition and fee growth while meeting critical funding needs. Historically, this has been achieved through a combination of tuition and state revenue growth, budget reallocations, and over the past several years, use of one-time funds.

Key considerations include:

- Addressing mandated needs and inflationary costs.
  - Inflationary impacts have reduced the purchasing power of VCU's tuition by \$11.2M over the past 5 years.
  - E&G fee services have been impacted by the growth in costs (particularly related to utilities, salary increases, and facility maintenance) and VMSDEP, as these waivers, now totaling \$3M, are applied to non-E&G fees as well. Despite this, VCU continues to have one of the lowest mandatory fee rates compared to all state institutions.
- Maximizing reallocations and cost controls. In FY24 VCU will implement a 5% budget reduction, bringing total reductions/reallocations to over \$89M in the last 10 years.
- Proactively investing in financial aid programs to alleviate tuition burden on students. (A more detailed explanation of financial aid strategies is described in Q.B2, D1, D3).
- National and regional market comparisons to ensure tuition remains within a marketable range.

- Using a mixture of need, merit, and one-time funds to support the development and support of a highly diverse student body, including the removal of short-term financial debt as a barrier to retention and graduation.

## **D2. FY24 Update**

VCU's goal is to sustain a fair and viable financial model that minimizes tuition and fee growth while meeting critical funding needs. Historically, this has been achieved through a combination of tuition and state revenue growth, budget reallocations, and over the past several years, use of one-time funds.

### **Key considerations include:**

1. Addressing inflation and mandated needs: Over the past five years, inflation has reduced the purchasing power of VCU's tuition revenue. Costs continued to rise particularly for utilities, salaries and facility maintenance. See section D4 for additional details.
2. Non-E&G fee services: Housing, dining and University Fee supported areas have significantly been impacted by the growth in costs (particularly related to utilities, salary increases and facility maintenance). VMSDEP mandatory non-E&G fees are waived as well, now totaling \$3M. Despite this, VCU continues to have one of the lowest mandatory fee rates compared to all state institutions.
3. Reallocations and cost controls: VCU has implemented significant budget reductions, achieving more than \$89M in savings and reallocations over the past decade. In FY24, a 5% budget reduction was implemented to balance the budget. In FY25, VCU was able to balance the budget and invest in new initiatives with a 1% commitment to reallocations.
4. Financial aid programs: VCU proactively invests in financial aid to alleviate tuition burdens, employing a mix of need-based, merit-based and one-time funds to support a diverse student body and remove financial barriers to retention and graduation. This includes targeted support for low-income students and those with high academic potential. VCU's student debt has remained flat since 2014 (\$27K for undergraduate and \$41K for graduate).
5. Market comparisons: VCU conducts national and regional market comparisons to keep tuition competitive.
6. Net tuition revenue projections: Our projections are based on a detailed analysis of student capacity to pay, market comparisons and historical data on discounts, waivers and unfunded scholarships. This supports a balanced approach to tuition increases and financial aid awards.

**D3. What do you expect to be the impact of your pricing/discounting approach on enrollment numbers/mix (if any) and net tuition revenue moving forward and why?**

VCU is investing in three main approaches to boost enrollment with a focus on affordability for in-state students, and discounting for out-of-state and international students in both undergraduate and graduate programs. The goal of these initiatives is to boost high-achieving in-state students and to achieve 20% out-of-state enrollment. This approach is especially crucial for addressing the underrepresentation of certain populations, such as low-income, first-generation, and African American male students, among out-of-state students.

### **Continued Investment in In-State Undergraduate Financial Aid**

- Modest growth to sustain enrollment is planned for the next biennium. These funds, as noted above, have a proven ROI in improving student success.

### **Out-of-State Undergraduate Recruitment Initiative**

- Virginia residents account for at least nine out of every 10 VCU students today. VCU is proud to serve those in-state students and it sees an opportunity to add greater geographic diversity to its student body and enhance its financial stability by attracting more students from outside Virginia without taking enrollment places away from Virginia students. Starting in 2019 VCU initiated several enrollment strategies to enhance non-resident enrollment:
  - a tiered tuition discounting approach with scholarships ranging from \$10,000 to \$12,000 based on students' GPA levels.
  - The impact of the tuition discounting strategy has been positive, particularly in terms of enrollment yield and the number of domestic out-of-state students. The approach has proven effective in retaining meritorious students with limited to no financial need, as they benefit from institutional aid. By providing adequate financial support to students with financial need, VCU can ensure their continued enrollment and academic success.

### **Out-of-State and International Enrollment in Targeted Masters Programs**

The pricing/discounting approach being implemented by VCU is expected to have a notable impact on enrollment numbers/mix and net tuition revenue, particularly concerning out-of-state masters' recruitment efforts in engineering and business programs. Historically, these programs have experienced low out-of-state enrollment rates. The initiative is designed to attract out-of-state students by offering a combination of a one-year program of study while encouraging full-time enrollment that ensures a swift graduation. Offering discounted tuition rates, the programs will still maintain a premium over the in-state rate. The objective is to entice out-of-state students, and potentially international students, with this below market discount in order to stimulate new interest, engagement, and awareness of select VCU masters programs in engineering and business.

The hope is that this initiative will generate increased awareness and engagement with out-of-state students, thereby enhancing both enrollment numbers and the overall diversity of the student body. If successful, this approach may serve as a model for expanding similar discounted offerings to other high-demand masters and graduate programs, and potentially undergraduate programs as well.

### **D3. FY24 Update**

- VCU is investing \$3M in new financial aid and \$3.2M for VMSDEP growth, as well as anticipating a growth of \$3.3M from endowment support for student scholarships and fellowships. This is in addition to the increase in state funds of \$2.5M in FY25 as well as anticipated growth from federal aid as a result of Pell grant restructuring.
- VCU anticipates the impact of its targeted out-of-state and international student enrollment in master's programs to be in Fall 2024. While actual fall enrollment numbers will be the true indicator of success, initial enrollment projections are promising.

## COST EFFECTIVENESS

***Key question: How has your institution maintained bottom-line financial health and focused investment on the levers that will drive improvements in student outcomes?***

**D4. Reflect on the categories/subcategories of cost that have recently experienced the most significant increases on an absolute or per-student basis. What have been the primary drivers of those increases? Please be specific and include supporting data.**

Despite some of the extraordinary cost pressures described below, VCU has been successful in maintaining a very moderate annual cost rate growth rate. At 2.2%, VCU cost growth falls below the Higher Education Price Index (HEPI) rate of 2.7% and the Consumer Price Index (CPI) rate of 2.5% over the same time period.

- People and related labor costs are a primary driver at VCU like most universities, with over 75% of costs directed toward personnel. The state-mandated salary increases are a significant contributor to cost growth with only 49% offset by additional state funding and while critical to VCU's success in recruiting and retaining top notch teaching and administrative staff, three consecutive years of 5% salary increases have had a widespread impact across all funds.. In addition, VCU has experienced rising costs in employee benefits, particularly related to health insurance and other emerging expenses.
- Utility expenses, contracts, custodial, IT costs, and other contract-related items have been impacted by inflationary factors. Universities mimic small cities requiring a wide variety of cost investments ranging from building operations to security to extensive IT services. VCU's urban setting adds complexity to this challenge as the campus is spread across Richmond in multiple buildings. Notably, utility costs alone have experienced million-dollar increases in recent years, with projections indicating over \$5.5 million in new expenses for 2024. Additionally, recently unionized custodial workers have increased the cost of custodial support by \$4M in FY24. Operations and maintenance costs have also exhibited substantial growth due to our aging infrastructure and facilities, coupled with rising expenses attributed to inflationary pressures and pipeline delays.
- VCU has worked diligently to offset unavoidable cost growth by implementing required budget cuts and reallocations. This can be seen in programmatic, non-personnel costs which had to grow, despite inflationary pressures, at a slower pace.

VCU's deliberate investment in student success has also contributed to cost growth. Among the more significant financial factors:

- Rising and unfunded costs associated with VMSDEP (Virginia Military Survivors and Dependents Education Program) waivers. This particular financial burden has compelled VCU to reallocate resources from academic and administrative support to fulfill the mandated waivers that are estimated to total \$18M for FY24.
- Increasing investment in institutional aid and state supported aid. This increase is the result of a strategic initiative focused on recruiting high-achieving students with impressive GPAs, who are often in high demand.

Several areas of shifting expenditure allocation are noted in the related Fact Pack. Details as to the drivers behind these apparent changes include:

- Growth in institutional/administrative expenses as well as reductions in instructional expenses reflect VCU's investment in such student success initiatives as professional advising. The recent external study of VCU's administrative management costs highlighted that VCU's administrative costs continue to remain at or below peers and that additional investments in tenure/tenure track faculty are needed to reach peer levels.
- More careful alignment of research support expenses. Starting in 2019, VCU committed to a thorough review of expenditures to identify where they might be more accurately identified as research support. As a cautionary note about this type of expenditure data, as VCU continues to grow research and integrate it into the student experience, it will also continue to be challenging to separate each expenditure into one simple category.

Looking ahead to the next six years, personnel costs, encompassing salary levels and benefits, will represent the most significant cost increase. Following this, inflationary costs stemming from contracts, utilities, custodial, and library expenses are expected to be significant major cost drivers.

#### **D4. FY24 Update**

At 2.3% from FY19 to FY23, VCU's cost growth falls below the HEPI rate of 3.5% and the CPI rate of 4.4% over the same time period. Twenty percent in salary increases since FY22 continues to have an impact across all funds. Inflation is significantly impacting VCU's utilities, technology, library, security, maintenance and other service contracts. Rising and unfunded costs associated with VMSDEP (estimated at \$16.4M in FY24 and projected to grow to \$22.7M in FY25) have also driven reallocation of resources from academic and administrative support to fulfill needs to accommodate the mandated waivers. See section E1. FY24 Update for more information on inflationary impacts.

**D5. What specific strategies/actions do you plan to take to contain/reduce key costs and improve fiscal health going forward while improving student outcomes? What are your objectives and what have been your results to date of any already-launched initiatives? What is the expected impact and timeframe of these strategies? Include any short-term costs that would need to be incurred to implement the strategies.**

VCU recognized the need to contain and reduce key costs while simultaneously improving student outcomes and enhancing fiscal health. To address this challenge, the university has already embarked on several strategies and initiatives, aiming to achieve these objectives.

- VCU conducted a thorough examination of budget cost reports, with a particular focus on the procurement system and utility costs. The goal was to identify areas where reductions could be made and assess whether there were opportunities to minimize space needs. The strategic procurement measures aimed to generate approximately \$32 million in savings over five years through improved sourcing, contracting, early payment discounts, and electronic payments. VCU also entered into an energy conservation contract, guaranteeing annual savings of \$1 million (\$17.9 million in total) by reducing energy consumption in existing buildings.
- Under the guidance of the Provost, the VCU Academic Repositioning Task Force was formed, comprising deans and faculty members. This task force began its work in the summer and was tasked with delivering final recommendations in October. As noted above, the key objectives of this task force are to
  - maximize operational efficiencies and foster collaboration between programs,
  - facilitate cross-unit engagement, and create new career pathways to equip students for success in a rapidly changing world.
  - identify challenges and opportunities for unit and program financial sustainability and strategic investments to enhance performance and competitiveness.
- Reassessment of faculty hires. Despite clear evidence that growth in faculty headcount is needed to meet peer levels (and impact national rankings), VCU is proceeding only with strategic hires. Filling these positions must meet the high bar of demonstrating cross-departmental, collaborative research and teaching responsibilities. Such positions are limited to those units where demonstrable need is anticipated.
- Ongoing budget reductions and reallocations totaling \$64M through FY23. FY24's budget includes a 5% reduction to meet mandated cost increases while minimizing tuition rate growth:
  - reallocation and freezing of 62 full-time equivalent (FTE) positions,
  - restructuring of international student programs to better focus enrollment and reduce costs resulting in cumulative savings of \$1.6 million,
  - streamlining processes through executive search and technology implementation, and strategic procurement efforts.

The expected impact of these strategies is multi-fold. By containing and reducing key costs, VCU aims to improve its fiscal health and resource allocation, ensuring long-term sustainability. These efforts will enable the university to invest in academic programs, enhance student outcomes, and support faculty success. The timeframe for achieving the desired impact varies depending on the specific strategy and initiative. Short-term costs may be incurred to implement these strategies, but they are viewed as necessary investments to achieve long-term benefits and financial stability.

## **D5. FY24 Update**

**The One VCU Academic Repositioning Task Force will result in cost savings as a result of operational efficiencies. (See A3. FY24 Update)**

**Ongoing budget reductions and reallocations also include:**

- Participation in the Virginia Higher Education Procurement Collaborative resulted in \$2.9M savings in FY23 and \$17.5M since 2017.



- Restructuring of international student programs to focus enrollment and reduce costs, resulting in cumulative savings of \$1.6M.
- Consolidated international student programs and two specialized living/learning programs, saving \$1.62M.
- Division of Student Affairs Efficiencies: Eliminated positions, created shared services, reduced operating hours, and cut redundant services, saving \$2.37M. Converted 166 single-occupancy housing rooms to double-occupancy, generating an additional \$1.4M in revenue.
- Streamlining processes through the creation of an internal Human Resources executive search team, and strategic procurement effort through the implementation of a new procurement system.
- Restrictions and reductions in travel.
- Maximization of class sizes and minimum class size requirements for courses not required by curriculum.
- Awarding a new banking services contract reduced charges, improved security, and implemented advanced financial technology, achieving \$630K in one-time savings and \$250K annual savings.
- Eliminated three positions, reduced one, and cut an ineffective student program, saving \$560K.
- Reduced student textbook costs by supporting faculty adoption of OER, leveraging funds from Virginia's Academic Library Consortium.
- Business Services Enhancements: Developed software to manage dining equipment maintenance, improving budget accuracy and saving staff time.

#### **Technology update**

The changes and improvements below have resulted in \$1.6M in savings to date:

VCU transitioned to a Unified Threat Management architecture using Palo Alto technologies; consolidated security and networking technologies under the same umbrella; implemented an Identity and Access Management System; provided a streamlined account management system and enhanced assurance of identity management; centralized desktop imaging, management and patching service; provided a standardized desktop management and security model; enhanced assurance of controls; implemented DocuSign enterprise licensing for electronic signatures and e-forms workflow; migrated the myVCU portal from Liferay to Modo Campus; centralized source code management and application security service; and added "ECO-monitoring" capability to all technology-enabled classrooms, automating powering off of classroom media equipment based on scheduled use and inactivity.

**D6. Provide information about your institution's highest-priority E&G capital projects and requests (including new construction as well as renovations) over the six-year plan period and how they align to your enrollment trajectory, student outcomes improvement plans, or other strategic priorities. Please also reflect on your current E&G facilities utilization (especially classrooms, labs and student service areas), particularly in light of any recent trends that might impact space needs (e.g., enrollment trends, shifting learning modalities). How has square footage per student changed over time and why? What efforts have you made to reassess and further optimize the use of your existing facilities, and what has been the impact of those efforts to date? What do you intend to do in the next six years to increase utilization?**



### **Arts and Innovation Academic Building**

- GA approved In its 2022 session at the cost of \$253 million
- Scheduled for completion in Fall 2026
- Will consolidate arts and innovation programs in order to provide 212,652 gross square feet for:
  - Hybrid classroom/laboratories
  - Interdisciplinary performance and maker spaces
  - Creative incubators for cross-discipline partnerships (arts, business, medicine, and engineering)
  - Flexible and rapid reconfiguration as needs emerge
- Activities in this building will range from opera to quantum computing; integrating the disciplines of engineering, cinema, theater, immersive media technology, gaming and the creation of new knowledge

### **Upcoming request: Dentistry Center**

- To be proposed in the 2024 session at the cost of \$415.3 million
- The Dentistry Center will:
  - House general and specialty clinics
  - Advance academic (non-sponsored) research mission
  - Align modern practices in dental care and improve the patient experience
  - Increase faculty and student recruitment
  - Increase interdisciplinary and interdepartmental collaboration and maximize the use of shared resources
  - Serve more than 500 students in state-of the art classrooms and labs
  - Include a variety of classroom environments, including:
    - Small group meeting spaces
    - Large lecture rooms
    - Simulation and practice laboratories
    - 160 manikin stations
    - Academic laboratories
    - General and specialty practice clinics with 330 operatories
    - Support spaces

### **Upcoming request: Interdisciplinary Classroom & Laboratory**

- To be proposed in the 2024 session at the cost of \$201.2 million
- Will provide additional instructional and class laboratory space consistent with three of the six guiding principles in the ONE VCU Master Plan (student success, program synergies, and placemaking)
- Adds interdisciplinary classrooms and class laboratory space
- Accommodates growth in science and math programs, which will:
  - Enable students to take the classes and labs in the appropriate sequence
  - Improve student success and time to degree

### **Future requests**

- The renovation of Oliver Hall at an estimated cost of \$100.3 million
- Construction of a new School of Pharmacy at \$264.1 million
- Construction of a new Interdisciplinary Health Sciences Academic Building at \$325 million

- Will include library and innovation center

## D6. FY24 Update

### Capital projects

- The **CoStar Center for Arts and Innovation** (formerly the Arts and Innovation Academic Building) is scheduled for completion in Fall 2027.
- A new **Dentistry Center** was approved for planning during the 2024 session. The General Assembly provided \$5.2M to initiate detailed planning for the Dentistry Center; a subsequent request for full construction funding will be submitted to the Commonwealth.

### Upcoming requests

- **Research Building:** A research building is needed to accommodate the growth in VCU's sponsored research and address VCU's Quest 2028 strategic plan goal to implement a research infrastructure that is scalable, nimble and ready for growth. VCU is ranked among the top 50 public research universities in the U.S. with more than \$464M in combined awards for sponsored programs for research in FY23, a 71% increase from 2018 and a 14% increase from 2022. This new facility will provide wet and dry research space – including a much needed vivarium for Massey Comprehensive Cancer Center and other research programs – to accommodate growth and replace space in VCU's Sanger Hall, which has reached capacity and is at the end of its useful life.
- **Transformative Learning Space and Laboratory Building** (also known as the Interdisciplinary Classroom and Laboratory Building) is authorized and detailed planning monies will be requested.
- **School of Pharmacy:** VCU's School of Pharmacy is consistently ranked among the top 20 pharmacy schools in the United States by U.S. News & World Report and is at the scientific forefront in pharmacy, pharmaceuticals and medicinal chemistry education and research. The school's research expenditures exceed \$10.3M/year. Currently, the school is located in multiple campus locations, some of which are in facilities beyond their useful life, that are unable to accommodate its research or expanding academic degree offerings for undergraduates.

### Space Utilization, Assessment and Optimization

In 2024, VCU completed an update to the One VCU Master Plan that focused specifically on health sciences programming needs and research space at the university, as well as the needs of VCU Medical Center, all of which operate on VCU's academic medical center campus. Completed in 2019, the ONE VCU Master Plan aligns VCU's physical environment with the VCU and VCU Health strategic plan, Quest 2028: One VCU Together We Transform. The master plan identifies common goals and provides a shared, evidence-based vision for development to guide physical campus investments. The goal of the 2023-24 academic medical center site plan update is to optimize capital planning and space utilization moving forward, working together with VCU Health to accomplish each entity's unique mission and shared goals.

VCU also implemented a research space allocation policy, requiring each college and school to implement a consistent and transparent process to allocate research space and inform how space is allocated. Alongside the policy implementation, VCU updated its space data infrastructure to better identify space and align research needs enterprise-wide.

## SECTION E: BUDGET REQUESTS

**E1. Provide additional information for any budget requests in Part I of your planning template that are not described elsewhere in your narrative.**

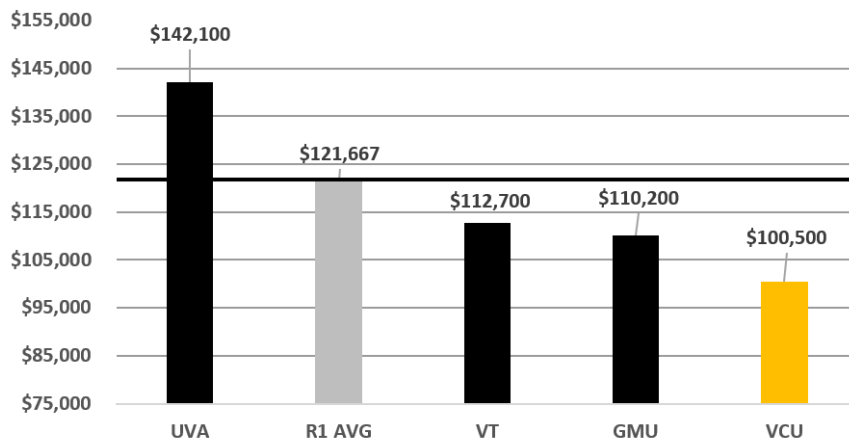
### Faculty Recruitment and Retention

A recurring challenge at VCU has been to ensure equitable compensation for faculty members and funds to recruit new faculty cluster hires. To address faculty salary equity and cluster hires, VCU is requesting \$10 million of new state support in FY25 and FY26.

- While the university appreciates the support provided by the state in terms of merit salary increases over the past few years, there remains a persistent salary gap.
- According to the 2022 AAUP annual report, VCU's average salary for all full-time faculty is the lowest among all Virginia R1 peers.
- The difference between the highest average annual salary of a Virginia R1 institution and VCU is approximately \$21k.

### Average Faculty Salaries at VA R-1 Institutions

*Based on 2022 AAUP data all ranks*



### Massey Cancer Center

Massey is one of only two cancer centers in the state that the National Cancer Institute has designated and is among the top 4% of cancer centers nationwide. In June 2023, Massey was designated a Comprehensive Cancer Center. Support from the Commonwealth was crucial for meeting comprehensive criteria, and Massey leveraged the state's investment to produce a strong return, generating \$37.3 million in research grants and \$19.4 million in philanthropy in FY22.

VCU Massey Cancer Center requests a \$2M increase for the biennium. Increased state funds will:

- improve the lives of Virginians
  - states with comprehensive cancer centers have better health outcomes than states without them
  - funding supports researchers translating their discoveries into clinical trials that improve patient care
  - Massey's clinical trials network brings the latest therapies to the entire state and addresses cancer disparities in Virginia's minority and vulnerable populations.
- further build Virginia's reputation as a center for innovation and national collaboration, catalyzing economic growth
  - Massey attracts some of the best and brightest minds to our communities
  - funds add critical personnel to support clinical and prevention research infrastructure and creates more jobs for Virginians
  - comprehensive status brings the potential for pharmaceutical and independent research companies and related industries to initiate operations in Richmond
- result in and demonstrate growth in funding, fundraising, and research, which is required to maintain Comprehensive status

### **Inflationary Costs**

In light of mounting financial challenges posed by inflationary costs, utility rates, technology expenses, and the need for enhanced campus security, VCU seeks assistance from the state to support the university's efforts in containing costs and minimizing the financial burden on students. By providing funding to cover the inflationary costs incurred by universities, the state can play a crucial role in ensuring that higher education remains accessible and affordable for Commonwealth students and supporting the overall mission of institutions like VCU.

VCU, as an urban R1 institution with a campus in downtown Richmond, maintains a 24/7 year-round operation that serves:

- 29,000 students 13,000 employees
- has 11M square feet of space ranging from theaters to health research labs to flexible classrooms

### **Inflationary Impacts:**

- Utility expenses have been significantly affected by soaring energy costs, particularly electrical costs and the price of natural gas required for steam production in VCU buildings. VCU estimates utility costs will rise by \$1M per year in FY25 and FY26.
- Technology costs encompass contractual increases for the maintenance of operations management systems (banner) and the administrative software applications employed for student information, human resources, financial aid, and finance. Estimated increases in technology costs total \$0.5 million. The replacement and maintenance of the backup storage system, along with the implementation of new technology over the next five years, is projected to cost \$0.5 million.
- Custodial costs have seen a significant increase related to unionized custodial staff. These costs are projected to increase custodial support by \$4M in FY24 and beyond.
- VCU has observed a rise in incidents of crime and vandalism in the City of Richmond, which not only necessitates expenditures for repair and increased security measures but also impacts student retention and enrollment. Campus safety is a shared responsibility among the city, the university, and the state, and increased funding is required to address these concerns and ensure the safety of students, residents, and

staff. It is imperative that the state continues to allocate sufficient resources for public safety, including local funding, during this budget cycle.

### **Pauley Heart Center**

Cardiovascular disease (CVD) is the number one cause of death nationwide, and Virginia consistently ranks 13th highest in the nation in numbers of cardiovascular-related deaths according to the CDC. Within Virginia, there is a shortage of a trained workforce to perform procedures to diagnose cardiovascular disease and to conduct meaningful research to develop therapies which prevent cardiovascular disease-related deaths due to heart attacks, stroke, and heart failure. To respond, we must create greater access to clinical care and establish meaningful clinical trial research in Virginia through workforce development and decrease the number of individuals affected by CVD through prevention programs. Since 2019, the VCU Pauley Heart Center has conducted several pilot training programs across the following domains:

- Undergraduate CV Research Training,
- Sonographer Training,
- Medical Assistant Training,
- Acute critical care/shock/HF management Training,
- Community Engagement
- Family Practice/Nurse practitioner/Physician Assistant Medical Training with additional Training for Physician Assistants involved in surgical procedures.

With four years of data, the efforts are yielding results. For the 2024-25 budget, VCU Pauley Heart Center is requesting \$9M in permanent funds (\$9M in FY24-25 and FY25-26) for a total of \$18M across the biennium to fund program support and expansion to maximize VCU Pauley Heart Center's impact for statewide workforce development and reduction of cardiovascular morbidity and mortality.

This initiative will optimize workforce development, expand critical cardiovascular research, prevent unnecessary emergency room visits and lower state Medicaid expenditures, and build a more informed, engaged patient population.

Funding is apportioned \$9,048,000 for each year of the biennium spread over seven major categories: Undergraduate CV Research Training, Sonographer Training, Medical Assistant Training, Family Practice/Advanced Practice Provider Training, Cardiovascular Research Recruitment support for clinical trial research, Training in Critical Care and HF, and Community Engagement & Advisory Boards.

### **Rice Rivers Center**

The VCU Rice Rivers Center, part of VCU Life Sciences, is VCU's River Campus, supporting scholarship and student instruction across diverse disciplines, including water resources, climate science, wildlife conservation and wetlands restoration. In 2000, the property was donated to VCU by Inger M. Rice A.M., to benefit students and advance environmental research.

Located midway between Richmond and Williamsburg, VA, along the historic James River, America's founding river, the 360 acres of riparian marshes, tidal creeks and mature forests

represent a unique outdoor laboratory for important applied research and innovative, experiential classes.

The center's modern facilities offer offices, classrooms, laboratories, and overnight lodging for students, faculty, visiting scholars, and community groups. Ongoing partnerships with state and federal natural resource and earth science agencies provide significant training opportunities for student scholars. Faculty associated with the Rice Center are supported by over \$5M in sponsored awards from local, state, federal, and private sponsors. The Rice Center continues to advance VCU and Virginia's research mission in substantial and unique ways as exemplified by the recent collaboration with NASA in the hosting of its national SARP program for exemplary students.

VCU's Rice Rivers Center requests \$750,000 in state support for the biennium. These state funds would be the first specifically allocated by the Commonwealth to the Rice Center, and will:

- Improve the lives of Virginians by:
  - Deepening our scientific knowledge of our Commonwealth's watersheds and their impact on our communities and natural resources
  - Expanding healthy and educational outdoor opportunities for communities and groups of all kinds to appreciate the splendor of Virginia's natural beauty
  - Maintaining and expanding training opportunities for student scholars provided by the Rice Center's partnerships with state and federal natural resource and earth science agencies
- Measurably expand Virginia's reputation as a research and innovation leader by:
  - Assisting Rice in attracting new and impactful scholars and researchers to the Center, thereby expanding VCU and Virginia's impact on biological and environmental knowledge
  - Expanding programs that support a wide range of externally funded research in fields ranging from environmental technology to ecological restoration by assisting in the acquisition and deployment of state-of-the-art instruments and equipment in emerging environmental science disciplines

## **E1. FY24 Update**

### **I. Academic priorities**

**Grow innovative academic programs (\$6.4M) and bring faculty salaries to the Virginia R1 average (\$19.7M over two years)**

Virginia Commonwealth University (VCU) is investing \$18M to develop and launch groundbreaking programs designed to prepare our students for the emerging careers of the future, particularly in the rapidly evolving field of artificial intelligence (AI). This investment will support the creation of new curricular offerings in practical AI applications, mixed and immersive realities, and specialized minors and certificate programs. VCU will also establish faculty convergence labs dedicated to pioneering transdisciplinary research and educational innovation, focusing on the ethical use of AI, AI in education, and AI-driven health advancements. These initiatives aim to position VCU as a leader in AI education and research, equipping our students with the skills needed to excel in a technologically advanced

Commonwealth. VCU seeks \$6.4M from the state; the university reallocated \$6.2M internally and used \$5.4M of the FY25 student tuition increase. Funding will launch new programs and enhance faculty recruitment and retention in support of the One VCU Repositioning Task Force recommendations (see section A3. FY24 Update for details).

According to the American Association of University Professors (AAUP) 2022 annual report, VCU's average salary for all full-time faculty is among the lowest among all Virginia R1 peers. VCU needs \$9.85M in FY25 and \$9.85M in FY26, for a total of \$19.7M, to bring all VCU faculty salaries to the average of Virginia R1 institutions. Lower average salaries impact all ranks of VCU tenure and tenure-track faculty. The disparity in salaries impacts VCU's ability to recruit and retain faculty, particularly in high-demand job growth disciplines.

### **Expand the Commonwealth's healthcare workforce (\$19.5M over two years)**

VCU seeks \$9.75M in FY25 and \$9.75M in FY26, for a total of \$19.5M, to support and expand academic programming in the health sciences, increase enrollment by more than 400 undergraduate and graduate students, and meet Virginia's demand for healthcare workers. The Virginia Health Workforce Development Authority study (2023) concluded that the Commonwealth faces a significant shortage of healthcare workers and half of the Virginia baccalaureate nursing programs are unable to offer admission to all qualified applicants with the primary barrier being an inability to recruit and retain sufficient faculty.

VCU is home to highly ranked health sciences colleges and schools, including Dentistry (the only program in the state), Pharmacy, Medicine (one of only four in the state), Nursing, Health Professions and the newly-formed School of Public Health – all of which are critical to meeting the need for healthcare workers in the Commonwealth.

Health sciences academic programs cost more to operate due to the need for specialized equipment, clinical placements and unique faculty qualifications. Costs for health sciences far exceed what students pay in tuition and are offset with revenue from other, less costly undergraduate academic programming. Additional funding would allow VCU to concurrently expand the Commonwealth's healthcare workforce through launching new programs, increasing enrollment by more than 400 undergraduate and graduate students, hiring needed faculty, and realigning support back to the non-health sciences undergraduate programs – creating a balanced and equitable allocation of funds and investments across all programs.

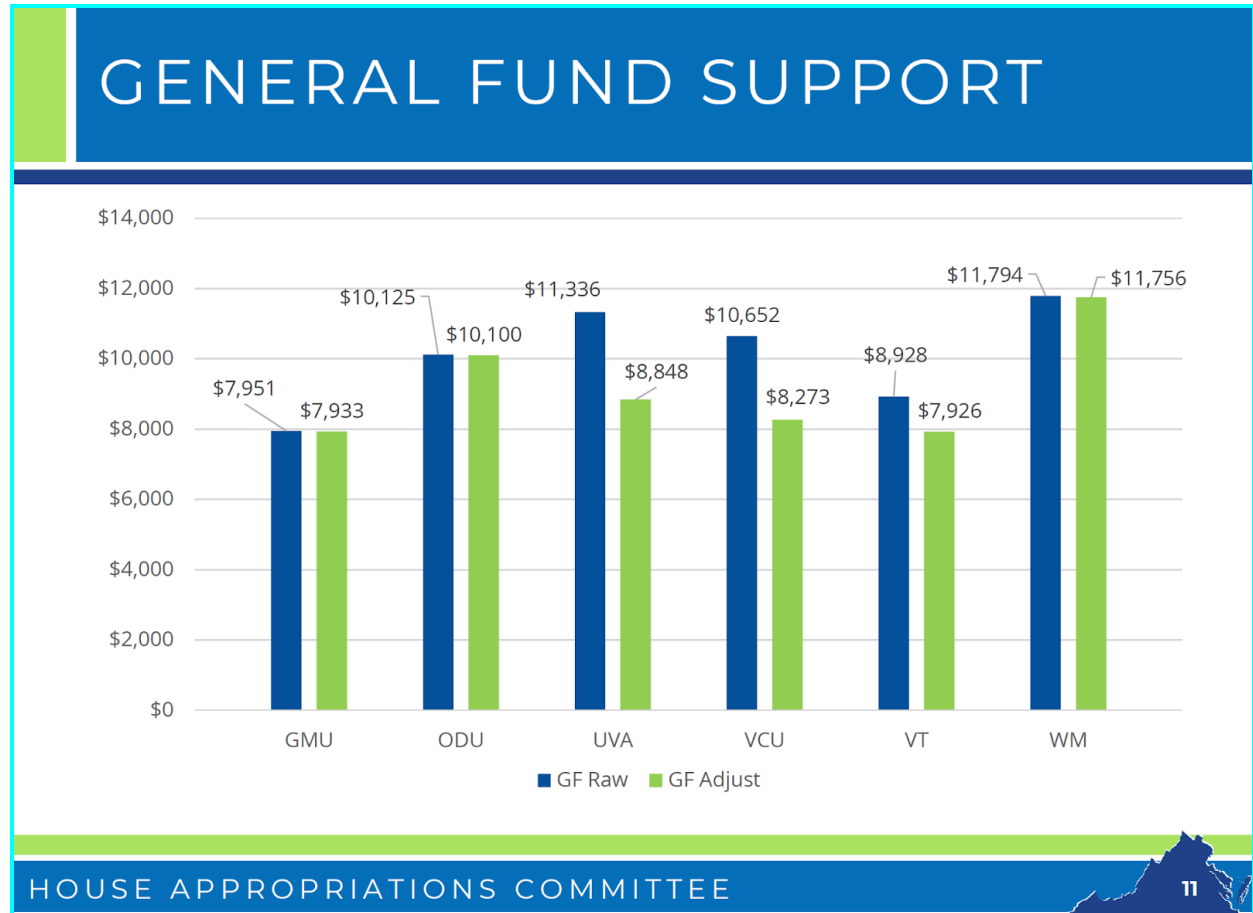
Funding and expenditure breakdown from FY24:

- Total cost to educate health sciences students: \$268M
- Total tuition paid by health sciences students: \$111M
- Health sciences deficit: \$(157)M

Allocation per student (state funding):

The FY23 data below adjusts for first professional programs (Dentistry, Medicine and Veterinary Medicine) along with specific general fund allocations for research and public service, and illustrates a significant funding per student gap at VCU compared to other Virginia institutions. It is worth noting that, at VCU, the burden of this difference is made up largely by in-state undergraduate students (VCU's student population is 91% in-state).

Based on the data provided by the House Appropriation Committee for FY23, VCU's current GF-adjusted funding level is \$8,273 per student. To bring our state funding per student up to the average full GF raw figure of \$10,131 per student, VCU would need an additional \$39M in new state funding.



Source: Virginia House Appropriations Committee, 2.17.24; 'Higher Education Issues'

## II. Student success

### Graduate more students (\$4M)

VCU seeks \$4M to enhance financial aid support for VCU students, many of whom face significant financial challenges. Students from the most recent graduating class who received financial aid were 11% more likely to persist and graduate than those who did not (Fall 2017 six-year graduation rates: 69% for students who received aid compared to 58% for students who did not receive aid).

The need for increased financial aid is further highlighted by the demographics of our undergraduate financial aid recipients. In the 2023 aid year, an estimated 51% of these students were from low-income backgrounds and 34% were from middle-income backgrounds, according to the 2022 HHS poverty guidelines. These students depend on financial aid to



pursue their educational goals and achieve academic success. Financial aid is critical to supporting our students' academic success, increasing graduation rates, and closing achievement gaps.

### **Support our military students (\$22.7M)**

VCU is deeply committed to supporting the academic needs of our state's veterans and their families through the Virginia Military Survivors and Dependents Education Program (VMSDEP) and seeks \$22.7M in funding to support the program.

Currently, VCU ranks second in the state for service to VMSDEP-eligible students and first in cost. VCU's projected expenses for VMSDEP waivers is an estimated \$22.7M in FY25 – representing the highest cost incurred by any institution within the state.

Note: This amount has not been adjusted for any base or one-time state support resulting from the 2024 Special Session(s) pending final action and allocations by the State Council of Higher Education for Virginia. The university is committed to partnering with the Commonwealth to bolster the long-term sustainability of this important program.

## **III. Infrastructure & operations**

### **Provide safe, well-functioning academic and student space (\$4M)**

VCU's deferred maintenance needs have been significantly impacted by rising costs and previous years' budget cuts. Despite proactive preventative maintenance, new construction and renovations (whenever cost-effective), VCU's deferred maintenance has grown to exceed \$750M. Maintenance reserve funds are prioritized based on safety and student needs.

We are grateful that state maintenance reserve funds increased to \$16M in FY25. An additional \$4M in funds is required to keep VCU's deferred maintenance from growing each year. More than 80 of VCU's 202 facilities (40%) are over 100 years old; the further we defer maintenance, the more our backlog grows and the more emergency repairs and failures we experience.

### **Address rising costs of operations (\$4.5M)**

Rising costs significantly impact VCU's utilities, technology, library, security, maintenance, trades and other service contracts. Contractual cost increases as well as rising new contract costs are impacting facilities operations, utilities, safety and security, and technology.

For example, service contracts address a variety of issues including maintenance of systems (e.g., HVAC, generators), safety and risk management (increased vendor cost for inspection and testing of fire suppression systems throughout the campus), operating and maintenance services, custodial services and increased expenses related to technology, including growth in online services and increased cyber security risks.

The total anticipated cost increase for service contracts is estimated at \$4.0M for FY25 and \$4.5M in FY26, annually. The FY25 amount includes a significant increase in custodial services of \$925K in FY25 due to the unionization of custodial workers from \$13 an hour to \$16 an hour.

#### **IV. High-impact research**

##### **Advance cancer research in the Commonwealth - Massey Comprehensive Cancer Center (FY26 additional \$5M)**

To meet the growing need for advanced cancer research in the Commonwealth, VCU Massey Comprehensive Cancer Center requests a \$5M increase for the biennium. The cancer center leverages the state's investment to produce a strong return, generating \$37.7M in research grants awarded to Massey researchers in FY23 and \$17.7M in philanthropy received in FY23.

Increased state funds will improve the lives of Virginians and attract some of the best and brightest minds to our communities, further building Virginia's reputation as a center for innovation and national collaboration and catalyzing economic growth.

Massey is one of only two cancer centers in the state with a National Cancer Institute designation and is among the top 4% of cancer centers nationwide. In June 2023, Massey was designated a Comprehensive Cancer Center. Support from the Commonwealth was crucial for meeting the comprehensive status criteria.

However, the comprehensive status of the center will be reviewed every five years, with the next review scheduled for 2028. States with comprehensive cancer centers demonstrate superior health outcomes compared to states without them.

By 2028, Massey must show growth in funding, fundraising and research in order to maintain its comprehensive status. The \$5M increase in biennium dollars will help Massey demonstrate that growth. Funding supports researchers translating their discoveries into clinical trials that improve patient care for all Virginians; adds critical personnel to support clinical and prevention research infrastructure; creates more jobs for Virginians; and expands Massey's clinical trials network to bring the latest therapies to the entire state and address cancer disparities in Virginia's minority and vulnerable populations.

State funding also supports Massey's efforts to address cancer disparities, an equity imperative driven by Massey's unique catchment (service) area, which includes 66 localities, with 41% of residents identifying as racial/ethnic minorities and 52% identifying as living in rural areas.

Massey is leading the nation in establishing a 21st-century model of equity for cancer research and care, in which the community is informing and partnering with Massey on its research to best address the cancer burden and disparities in the communities the cancer center serves.

Prevention programs will focus on the intersection of place and space with cancer. Our Community Outreach and Engagement team will take more resources directly to communities, including mobile vans.

## **Advance Environmental Sciences Research - Rice Rivers Center (\$750K)**

In addition to increased university investment, VCU seeks \$750K in state support to launch the next phase of the Rice Rivers Center. The Rice Rivers Center Phase II effort focuses on four key goals:

1. **Increase sponsored research**  
Significantly grow the current \$5M in externally sponsored awards supporting Rice Rivers Center faculty to enable the center to reach its full potential and impact.
2. **Establish research leadership**  
The center is uniquely positioned to emerge as a global leader in, among others, biodiversity, aquatic habitat restoration, public health, and environmental sustainability research. Its unique location at the northern edge of the most diverse terrestrial system in North America, along with its facilities and VCU's exceptional faculty, position the center to compete for hundreds of millions of dollars in federal, state and non-profit research priorities.
3. **Stronger campus integration**  
As the center becomes a university-wide resource, the potential exists for nearly unlimited transdisciplinary research and learning opportunities engaging faculty and students across the entire institution, including the health sciences campus.
4. **Serve more undergraduate and graduate students**  
The existing and growing opportunities at the center are tailor-made for the university's Quality Enhancement Plan (QEP), "Every Ram's a Researcher" to help more undergraduate students, regardless of major, gain research experience.

VCU intends to use the additional \$750K in state funding to support the following initiatives:

- **Support personnel**  
In order to increase the programming and grant-earning potential of the center's current faculty, support positions will be identified and hired to manage the center and the integrity of the many data streams the center generates.
- **Symposium series**  
Launch a center symposium series to showcase center research to the national and worldwide scientific communities to build community, establish global research partnerships, and empower students. Such symposium series will be structured to include external speakers and integrate into existing VCU events such as the annual Research Weeks.
- **Paid student internships**  
As VCU works to help more students experience research in their baccalaureate journey and diversify fields like environmental science, paid internships put center research opportunities within reach of more individuals who would otherwise work part-time jobs unrelated to their studies or career aspirations. VCU would create approximately 50 paid internships.
- **Equipment**  
New and updated (1) data center infrastructure and (2) water, wildlife and atmospheric sample collection equipment will allow the center to be an international leader in programs like [Ameriflux](#), which creates complex and robust data sets (at a rate of 10

times per second) about how ecosystems respond to climate change and makes them publicly available to researchers and educators across the globe.

The Rice Rivers Center Phase II is a critical resource for the Commonwealth and VCU. It will enable the institution to meet the goals of its strategic plan, Quest 2028, and to continue to grow its sponsored research enterprise, which has more than doubled in the last five years. The Rice Rivers Center will also benefit Virginia, helping to address vexing environmental challenges and educate the future workforce.

**Advance heart health in the Commonwealth - Pauley Heart Center (Retain \$2.75M in FY26)**

VCU is grateful for the Commonwealth's inclusion of \$5.5M (\$2.75M in FY25 and FY26) in biennium funds for VCU's Pauley Heart Center, ranked the top place to receive cardiovascular care in Virginia by Becker's Hospital Review. This funding will be used to optimize workforce development, expand critical cardiovascular research, prevent unnecessary emergency room visits and lower state Medicaid expenditures, and build a more informed, engaged patient population – ultimately reducing cardiovascular morbidity and mortality.

Cardiovascular disease (CVD) is the number one cause of death nationwide, and Virginia consistently ranks 13th highest in the nation in numbers of cardiovascular-related deaths according to the Centers for Disease Control and Prevention. Within Virginia, there is a shortage of a trained workforce to perform procedures to diagnose CVD and to conduct meaningful research to develop therapies that prevent CVD-related deaths due to heart attacks, stroke and heart failure.

**SECTION F: ECONOMIC DEVELOPMENT ANNUAL REPORT**

**F1. Provide a link to any report your institution has produced about its economic development contributions. You may also share it in the appendix or as an attachment**

**Impact 2022**

Highlights:

- VCU generates nearly \$9.5 billion economic impact to the Virginia economy
- VCU achieved Innovation and Economic Prosperity (IEP) university designation from APLU, which allows VCU to join an elite group of selected universities recognized for their successes in innovation and economic engagement

**VCU's Impact on the Region: Talent, Innovation and Collaboration (2017)**

Highlights:

- VCU generates \$6 billion in economic activity
- VCU supports 63,000 jobs in Virginia
- Detailed program and policy impact reports are also available

## **SECTION G: FREEDOM OF EXPRESSION AND INQUIRY, FREE SPEECH, ACADEMIC FREEDOM AND DIVERSITY OF THOUGHT**

### **G1. Provide a copy of any policy or reports your institution has produced and provide information about annual training or orientation related to this topic.**

In alignment with the biennial six-year financial plan required in the provisions §23.1-306 Code of Virginia, the university will continue to prioritize these values, uphold related policies, and report on its commitment as well as incidents and statistics to the Secretary of Education. Membership in the academic community imposes on students, faculty members, administrators, and the Board of Visitors an obligation to respect each other's dignity; acknowledge each other's right to express different opinions; to cultivate and to cherish intellectual honesty; and to promote freedom of inquiry and expression. VCU's commitment to freedom of expression is operationalized through the Office of Integrity and Compliance and the Division of Student Affairs supported by the following policies and practices:

- [Academic Rights and Responsibilities](#)
- [Free Speech and Reporting Incidents](#)
- The VCU Creed, which is included in the [VCU Faculty Handbook](#), [VCU Code of Conduct](#), and [VCU Student Code of Conduct](#)
- [Reservation and Use of Space - Virginia Commonwealth University](#)
- [Ram Voice | Division of Student Affairs | Virginia Commonwealth University](#)
- [FAQ | Division of Student Affairs | Virginia Commonwealth University](#)
- [Expressive Activity at VCU – Fall 2021 – Student Affairs Blog](#)
- [Expressive Activity Email to all Student Affairs staff](#)
- [Expressive Activity Email to all Students](#)
- [Social Media Guidelines](#)

Training on VCU's policies and practices regarding freedom of expression are included in new student orientation (Ram-Ready Program) and are communicated again to all students and Student Affairs staff at the beginning of each term.

## **SECTION H: NEW SCHOOLS, SITES, AND MERGERS**

### **H1. Provide information on any new instructional sites, schools, or mergers supported by all types of funding that your institution is considering or planning to undertake during the six-year period.**

#### **One VCU Academic Repositioning Task Force**

The task force (also mentioned elsewhere in this report) will consider the number of, and structure of, VCU's academic units, offering recommendations designed to:

- Maximize operational efficiencies and collaboration between programs.
- Facilitate more cross-unit engagement and transdisciplinary research opportunities for faculty.
- Propose new transdisciplinary degree programs to support the success of students in the emerging future of work.

## H1. FY24 Update

The work of the taskforce is complete and recommendations/initiatives are in the implementation stage. As a result, VCU will:

- Relocate the Department of Focused Inquiry from University College to the CHS.
- Combine VCU Life Sciences and the Department of Biology to create a new unit/school focused on biological and environmental sciences.
- Rename the University College to form a college for advancing academic innovation by merging the Department of Interdisciplinary Studies, the da Vinci Center for Innovation and VCU Transformative Learning.
- See the A3. FY24 Update for details.

## [OPTIONAL] SECTION I: RESEARCH

**I1. [OPTIONAL] Highlight any strategic research priorities, programs, or key areas of investment (e.g., hiring plans, critical research agendas, interdisciplinary centers, business partnerships, commercialization efforts) and IP dissemination and commercialization priorities you intend to pursue over the next 6 years that have not already been mentioned in this narrative. What are the anticipated benefits to your faculty attraction/retention strategy, student value proposition, and the economic competitiveness of the Commonwealth?**

On July 1, 2021, VCU embarked on an ambitious journey. We launched the first phase of a university-wide, six-year strategic plan called One VCU Research Strategic Priorities Plan. This plan aimed to propel VCU into the forefront of research and innovation, with a focus on public impact and expanding research infrastructure.

Under the One VCU Research Strategic Priorities Plan, VCU invested in novel, collaborative, imaginative, and inventive approaches within five strategic initiatives.

### **Enriching the Human Experience**

Goal 1: The first goal was to develop creative technological and analytical improvements and evidence-based educational approaches to address societal problems and meet the needs of individuals and communities. The objectives under this goal were as follows:

- Empower people to achieve their aspirations through the use of data science, autonomous systems, and smart devices.
- Enhance educational outcomes and expand opportunities for student success by conducting systematic studies of pedagogy and learning.
- Improve the human experience in the modern, digital world by advancing research and application of artificial intelligence, virtual reality, and machine learning.
- Inform policies that improve the capacity of businesses, governments, and educational institutions to better serve society through research advancements.

Goal 2: The second goal aims to enrich lives, elevate human understanding, and explore cultural contributions through critical analysis. The objectives were as follows:

- Contribute to worldwide intellectual capital by increasing the production of research, scholarship, and creative works.

- Improve awareness and understanding of the contributions made by arts and humanities to community, society, culture, and the world.
- Contribute to worldwide intellectual capital through fundamental scientific discoveries.
- Reduce the impact of inequality, discrimination, and disparities by developing knowledge and solutions at the levels of practice, services, and policy.

### **Achieving a Just and Equitable Society**

Goal 1: The first goal focuses on generating research that reflected the perspectives and needs of diverse communities, prioritizing community-engaged research. The objectives were as follows:

- Enhance community collaborations through deliberate development of VCU infrastructure to engage the community with the research mission.
- Integrate stakeholder input at all stages of the research process by promoting community participation and inclusive research methods.
- Reduce the burden of disease and improve wellness through transformative research at the basic, translational, clinical, and population levels.

Goal 2: The second goal aims to improve health outcomes by leveraging emerging technologies, data science, machine learning, and mathematical modeling. The objectives were as follows:

- Discover relationships and patterns that benefit health by coordinating efforts in data sciences and artificial intelligence.
- Accelerate scientific progress by engaging stakeholders including community partners, ethicists, data managers, and members of the data science consortium.

### **Optimizing Health**

Goal 1: Reduce the burden of disease and improve wellness through transformative basic, translational, clinical and population research. The objectives are as follows:

- Create personalized treatments and interventions through a better understanding of biology, behaviors and environment.
- Reduce the burden of the leading causes of morbidity and mortality by achieving breakthroughs in cancer, neuroscience/addiction and cardiovascular and metabolic disorders.
- Advance healthcare from bench to bedside to community and back by improving the efficiency and efficacy of translational research through informed partnerships between researchers and clinicians.
- Advance new treatments and interventions by facilitating and increasing access to clinical trials, with a particular focus on trials that may assist diverse populations.

Goal 2: Improve health outcomes by leveraging emerging technologies, data science, machine learning and mathematical modeling. The objectives are as follows:

- Discover relationships and patterns that benefit health by coordinating efforts in data sciences and artificial intelligence.
- Accelerate scientific progress by engaging stakeholders including community partners, ethicists, data managers and members of the data science consortium.

Goal 3: Generate new medications, biologic treatments, interventions, devices and vaccines by actualizing discoveries made at VCU. The objectives are as follows:

- Develop, formulate and deliver novel drugs, vaccines and biologic treatments by enhancing our expertise in structural biology, medicinal chemistry, pharmaceutical sciences, pharmacology and pharmaceutical engineering to decrease morbidity and mortality.
- Address unmet clinical needs and health challenges by developing innovative biological technologies and medical devices, combining clinical insights with advanced engineering, physical sciences and biological sciences.
- Ensure community engagement with and support of VCU health research and align VCU research with the most pressing community needs by fostering collaborations and sharing best practices with the community.

### **Supporting Sustainable Energy and Environments**

Goal 1: Advance renewable energy sources, energy saving, clean air and water resources, resilient natural systems and biodiversity through the research, development and application of novel, evidence-based solutions. The objectives are as follows:

- Create a cross-disciplinary research collaborative to develop innovative products, tools, policies and processes that promote renewable energy, clean water and air resources and healthy ecosystems.
- Expand the impact of VCU's environmental and energy assets to build new partnerships and expand existing environmental research relationships across disciplines.

Goal 2: Educate our communities and inform positive changes in environmental policy and practice at local, state and national scales by effectively translating and communicating our data and published scholarship. It has an objective to create objective, data-driven and evidence-based pathways for improved environmental literacy, understanding, knowledge and practice by engaging with our communities.

Goal 3: Create environmentally and economically sustainable materials, products, processes and infrastructure. It has an objective to accelerate the development of sustainable manufacturing materials and practices through collaborations among VCU experts and other academic, governmental and industry partners.

The objectives include providing incentives for research effort and output, reviewing promotion and tenure guidelines, recruiting and retaining productive research faculty and staff, and increasing opportunities for interactions between researchers and members of the VCU community.

VCU also aimed to facilitate research collaborations, accelerate discoveries, and promote a robust pipeline of diverse trainees through excellence in training programs. They recognized the importance of translating and communicating research to the community and engaging in dialogue to develop programs, policies, and practices that would advance society and lead to systems change. By investing in these strategic initiatives and fostering collaboration, VCU aspires to create a better future for individuals, communities, and the world at large.



## **[OPTIONAL] SECTION J: COLLABORATION**

**J1. [OPTIONAL]** Outline any existing or potential initiatives you have not already highlighted in this narrative that feature collaboration across public higher education institutions (and other state agencies as appropriate) in furthering the goals outlined in sections B-D. What is the expected impact and in what timeframe? What is the timeline for the initiative and how far along is it? What (if anything) would be required from a budget or policy perspective to facilitate the success of the initiative?

### **Additional guaranteed admission**

In addition to [existing guaranteed admission agreements](#) at VCU, two new handshake programs will start admitting students starting Fall 2024. Neither depends on new budget or policy initiatives for success; VCU is actively pursuing additional partnerships.

- Longwood University: Bachelor of Science in Physics recipients into VCU's Master of Science in Mechanical and Nuclear Engineering
- VCU is currently working on establishing a dual degree program with Virginia State University which will award students a Bachelor of Science in Chemistry from Virginia State University and a Bachelor of Science in Chemical and Life Science Engineering from VCU.

### **J1. FY24 Update**

VCU successfully established a dual degree program with Virginia State University which will award students a Bachelor of Science in Chemistry from Virginia State University and a Bachelor of Science in Chemical and Life Science Engineering from VCU.

## **[OPTIONAL] SECTION K: STATE POLICY**

**K1. [OPTIONAL]** Use this section to outline any state policy changes you have not already mentioned in this narrative that would enhance your ability to achieve greater success on the topics, strategies, and initiatives referenced in this narrative. What existing policies, if any, are hindering your ability to maximize outcomes and value for students? What new policies might create conditions that are more conducive to achieving those goals? What strategies or initiatives would these policy changes enable your institution to do or try that you are not yet able to do today? Please be as specific as possible.

The policy changes requested below will improve VCU's efficiency and effectiveness and are driven by a desire to minimize cost and administrative overhead.

- Modify budget authorization to require full state funding for VMSDEP waivers (estimated cost for FY24 are \$18M)
- Allow software purchases with HEETF funding recognizing both the significant size and cost of software and the integrated nature of software solutions
- Allow for full administration of the Small Purchase Credit Card (SPCC) program and direct receipt of rebates by VCU. Full administration:
  - Doesn't adversely impact the volume-based negotiation of the SPCC contract as VCU already administers its card program locally under Tier III status
  - VCU's rebate isn't reduced by the federal funds pay back paid by the state
  - Eliminates duplication of federal payback on rebates through VCU FACR rate negotiations
  - Provides a consistent revenue stream intended in Restructuring
  - Creates greater flexibility to expand usage of the card (Note: Increased card usage is limited by eVA transaction fee penalty)
- Pay an annual flat fee for the Commonwealth's e-procurement solution (eVA) rather than the current transaction fee charged to agencies. Currently, VCU doesn't use eVA to deliver its purchasing transactions but does submit a file to the eVA data warehouse for transparency purposes and for eVA to collect fees from suppliers and VCU. VCU invested in an e-procurement platform (Jaggaer) that is fully integrated with its Banner general ledger to improve the efficiency of its procure to pay process. The current transaction fee model by eVA increases administration effort and costs for VCU through management of transaction codes, maintenance of data files, reconciliation of fees, manual synchronization of multiple data points, change orders, mapping and management of exceptions.
  - A flat fee would address the lack of transparency on eVA cost recoveries from agencies and actual costs paid for the system, reconciliation errors and over billing by eVA as reported in a June 2019 [OSIG](#) report.
  - VCU will continue to pass data to meet transparency requirements and for eVA to collect vendor fees.
  - P-card use and resulting rebates would increase if eVA fees were stabilized.
  - Flat fee should account for sole source rebates and eliminate this reconciliation task.
- Fully realize the benefits of robust institutional HR systems.
  - Allow institutions and their employees to fully realize the benefits of institutional HR systems by permitting the consolidation of all employees into one system (90% of staff at VCU are in the VCU staff program).
  - Reduce institutional and state administrative burdens.
    - exempt institutions from DHRM reporting on activities covered by the management agreement (i.e. performance management scores, workforce planning reporting, etc.)
    - eliminate required reporting that only applies to classified staff, for example, employment opportunity plan
    - abolish the VCU agency portal in the Commonwealth of Virginia Knowledge Center and excuse VCU from requirements to it.

- Enhance state training by providing state training modules in formats readily hosted in VCU's Talent@VCU Learning Management System, and automatically provide updated modules to VCU.
- Allow VCU, as an institution with <10% classified employees to be *Health Benefits Only* in Cardinal. Currently, we are required to key position establishments and job information (an employee's position number, salary, every change made to their job, termination information, special rates, etc.) which is unnecessary and time consuming.

## **[OPTIONAL] SECTION L: ADDITIONAL INFORMATION**

### **L1. [OPTIONAL] Use this final section to provide any additional context and/or supporting materials you feel should be incorporated into the six-year planning process.**

The below highlights concerns with contextual data provided in the Fact Pack:

- Tuition rate growth is overstated on slide 34 (tuition rate growth FY13-22) as VCU switched from a flat rate to per credit model starting in FY14. The goal of the model was to encourage and reward students accelerating their progress as full-time students. The new model, which reduced all credits at 15 or more to a 50% cost, was part of a larger "Do The Math" campaign designed to communicate the advantages of more rapid progress to graduation.

Once the anomaly conversion year is excluded, the tuition rate growth over the 9 years is more accurately accounted as a 26% growth rate with the total price growth at 21% (down from 33%). It is worth noting that this revised growth rate falls slightly above the CPI and below the 10-year mark for the HEPI. Consequently, VCU's average growth rate stands at 3.0% for tuition and 2.4% for the total price, aligning more closely with the HEPI trends.

This strategic tuition structural shift aimed to align VCU's financial processes and rates with a more competitive stance relative to our peer institutions, both within the state and nationwide.

- Cost per student metric (Fact Pack page 3) also requires a more detailed contextual review. Currently it appears on a gross level that VCU's cost per student (at \$24k) exceeds the average for other VA publics. In fact, VCU has been carefully monitoring cost per student data, and as presented several times to the Board of Visitors and state officials, has conducted a more detailed analysis utilizing VCU's new cost allocation model to ensure a true peer to peer comparison.

This model, launched in 2019 and modified to improve accuracy through 2023, allows for the segregation of revenues and expenses allocated to VCU's comprehensive health sciences campus. The campus is an important differentiator for the university including Dentistry (the only program in the state), Pharmacy, Medicine (with its integrated medical center and practice plan, one of only two in the state), Nursing, and Health Professions. The substantial investment jointly by VCU and the state (through general fund support) in this programming has been very effective – as demonstrated in program rankings, growth in research, and service during the

pandemic – and the university is fully committed to providing this invaluable public health education.

However, any equitable comparison among Virginia institutions requires that these health-related program revenues, costs and general fund support be deducted to accurately compare VCU to other R1 and Tier III institutions.

- A contextual consideration and comparisons of growth in cost per student vs. growth in student debt (Fact pack slides 21 & 35). As discussed in the above questions, VCU as an institution is committed to improving and accelerating student success. Such a commitment comes with new costs as evidenced in VCU's strategies for the upcoming biennium. And while VCU makes every effort to minimize cost growth, equally important is the ongoing assessment of these strategies to ensure these are worthwhile investments:

Overall, based on growth and sustained success in exceeding national averages for peer student economic mobility and graduation rates, these have been worthwhile investments and VCU is committed to maintaining and growing these programs.

However, VCU is also committed to monitoring and where possible reducing student debt which (see slide 35) has not grown significantly over time.

In slide 21, it is evident that although VCU's cost has experienced an upward trend over time, the ratio of student debt to future earnings has demonstrated a decline. This implies that despite the increase in expenses, students' debt burden relative to their anticipated earnings has become more favorable.

- It is important to note the impact of the pandemic on Auxiliary revenues and the subsequent (positive) rebounding. While the fact pack highlights recent growth (slide 38), a more accurate picture of the NGF growth would compare pre pandemic to post pandemic levels.

Overall, as an institution, the positive rebounding of Auxiliary revenues (including housing, dining, parking and athletics) since 2021 was seen as a sign of the resiliency and adaptability of these auxiliary services in regaining their financial strength and re-establishing stability. It is an encouraging sign of the university's ability to navigate and overcome challenges, positioning itself for post-pandemic success.

- As discussed with the staff at the Auditor of Public Accounts, a detailed review of any standard financial metrics must take into account variations in the composition and responsibilities of related or component units. Of particular concern for VCU is how and when resources associated with the VCU Health System are to be included.

On page 52, metrics associated with VCU's financial health include both foundations and those resources that are completely restricted to the Health System as component units. While inclusion of foundation dollars is appropriate, VCU does not have access to the resources of VCUHS for our operations. Using ratios that exclude VCUHS, VCU is still financially stable and exceeds established benchmarks.

VCU and the city of Richmond had long been intertwined in a unique relationship. As an urban campus there has been a need for a partnership focusing on cleaning up and making Richmond safer, while addressing issues of crime, homelessness, and fostering stronger ties with law enforcement.

- With a shared vision of revitalization, VCU and the city have embarked on a partnership to drive positive change. The first step involves tackling crime head-on. VCU and the Richmond Police Department joined forces, implementing community policing initiatives. Officers worked closely with residents and university students to establish trust and foster dialogue. Together, they patrolled neighborhoods, organized community events, and conducted educational programs, focusing on crime prevention and promoting safety.
- Furthermore, VCU's academic community lent its expertise to address social issues. Faculty and students engaged in research projects and community-based learning initiatives that focused on urban development, public health, and social justice. The partnership also extended to infrastructure and environmental improvements. VCU and the city collaborated on initiatives to beautify public spaces, enhance transportation systems, and promote sustainability. These efforts not only made Richmond a more visually appealing city but also contributed to a healthier and greener environment.

The partnership between VCU and the city of Richmond stood as a testament to the power of collaboration. Together, we are working to transform the city into a safer, cleaner, and more inclusive place for all. The journey is ongoing, with both entities committed to continued cooperation, ensuring that Richmond's progress would be sustained for the future.

**L1. FY24 Update: The above narrative has been updated below to reflect new page numbers and figures in the revised fact pack.**

*The below highlights concerns with contextual data provided in the fact pack:*

- *Tuition rate growth is overstated on **slide 35 of the revised fact pack** (tuition rate growth FY13-**24**) as VCU switched from a flat rate to per credit model starting in FY14. The goal of the model was to encourage and reward students accelerating their progress as full-time students. The new model, which reduced all credits at 15 or more to a 50% cost, was part of a larger “Do The Math” campaign designed to communicate the advantages of more rapid progress to graduation.*

*Once the anomaly conversion year is excluded, the tuition rate growth over the **11** years is more accurately accounted as a **34%** growth rate with the total price growth at **28% (down from 42.5%)**. It is worth noting that this revised growth rate falls slightly above the CPI and below the 10-year mark for the HEPI. Consequently, VCU's average growth rate stands at **2.6% for tuition and 3.3%** for the total price, aligning more closely with the HEPI trends.*

*This strategic tuition structural shift aimed to align VCU's financial processes and rates with a more competitive stance relative to our peer institutions, both within the state and nationwide.*

- *Cost per student metric (**page 3 of the revised fact pack**) also requires a more detailed contextual review. Currently it appears on a gross level that VCU's cost per*

student **(at \$26k)** exceeds the average for other VA publics. In fact, VCU has been carefully monitoring cost per student data, and as presented several times to the Board of Visitors and state officials, has conducted a more detailed analysis utilizing VCU's new cost allocation model to ensure a true peer to peer comparison.

This model, launched in 2019 and modified to improve accuracy through **2024**, allows for the segregation of revenues and expenses allocated to VCU's comprehensive health sciences campus. The campus is an important differentiator for the university including Dentistry (the only program in the state), Pharmacy, Medicine (with its integrated medical center and practice plan, one of only two in the state), Nursing, and Health Professions. The substantial investment jointly by VCU and the state (through general fund support) in this programming has been very effective – as demonstrated in program rankings, growth in research, and service during the pandemic – and the university is fully committed to providing this invaluable public health education.

However, any equitable comparison among Virginia institutions requires that these health-related program revenues, costs and general fund support be deducted to accurately compare VCU to other R1 and Tier III institutions.

- A contextual consideration and comparisons of growth in cost per student vs. growth in student debt **(slides 22 & 36 of the revised Fact Pack)**. As discussed in the above questions, VCU as an institution is committed to improving and accelerating student success. Such a commitment comes with new costs as evidenced in VCU's strategies for the upcoming biennium. And while VCU makes every effort to minimize cost growth, equally important is the ongoing assessment of these strategies to ensure these are worthwhile investments:

Overall, based on growth and sustained success in exceeding national averages for peer student economic mobility and graduation rates, these have been worthwhile investments and VCU is committed to maintaining and growing these programs.

However, VCU is also committed to monitoring and where possible reducing student debt which **(see slide 36 of the revised Fact Pack)** has not grown significantly over time.

**In slide 22 of the revised Fact Pack**, it is evident that although VCU's cost has experienced an upward trend over time, the ratio of student debt to future earnings has demonstrated a decline. This implies that despite the increase in expenses, students' debt burden relative to their anticipated earnings has become more favorable.

- It is important to note the impact of the pandemic on Auxiliary revenues and the subsequent (positive) rebounding. While the fact pack highlights recent growth **(slide 39 of the revised Fact Pack)**, a more accurate picture of the NGF growth would compare pre pandemic to post pandemic levels.

Overall, as an institution, the positive rebounding of Auxiliary revenues (including housing, dining, parking and athletics) since 2021 was seen as a sign of the resiliency and adaptability of these auxiliary services in regaining their financial strength and

*re-establishing stability. It is an encouraging sign of the university's ability to navigate and overcome challenges, positioning itself for post-pandemic success.*

- *As discussed with the staff at the Auditor of Public Accounts, a detailed review of any standard financial metrics must take into account variations in the composition and responsibilities of related or component units. Of particular concern for VCU is how and when resources associated with the VCU Health System are to be included.*

*On page **53 of the revised Fact Pack**, metrics associated with VCU's financial health include both foundations and those resources that are completely restricted to the Health System as component units. While inclusion of foundation dollars is appropriate, VCU does not have access to the resources of VCUHS for our operations. Using ratios that exclude VCUHS, VCU is still financially stable and exceeds established benchmarks.*



**Virginia Commonwealth University - Board of Visitors**  
**September 13, 2024**  
**Land Acknowledgement Statements**

**Introduction:**

University Leadership charged a 35-member One VCU Task Force (membership listed in appendix A) in September 2022 to craft a land acknowledgement statement for One VCU, and formulate recommendations for the institution that uphold the statement. The task force developed a land acknowledgement statement and report and presented this to university leadership for review.

**Land Acknowledgement Statements:**

The task force developed a full Land Acknowledgement statement and an abbreviated version. The statements were presented to and approved by the President's Cabinet in April 2024.

Full statement:

Virginia Commonwealth University and the VCU Health System acknowledge that we live and work on the traditional lands of the Powhatan Chiefdom and the Monacan Nation, their ancestors, and future generations. We recognize that our university and health system were built on their homelands and this acknowledgement demonstrates our commitment to contribute to the work of truth and reconciliation, to educate ourselves about Indigenous cultures, and to make visible Virginia's Indigenous histories and untold stories. By recognizing Virginia Native peoples' relationships to these lands, we affirm their ongoing presence on these lands, and their rights to self-determination. Virginia Commonwealth University and VCU Health System commit to learning the history of this land, and to expanding and cultivating meaningful relationships with the 11 Virginia Native tribes: 7 federally-recognized nations, Chickahominy, Chickahominy-Eastern Division, Monacan, Nansemond Tribe, Pamunkey, Rappahannock, and Upper Mattaponi; and 4 state-recognized nations: Cheroenhaka (Nottoway), Mattaponi, Nottoway, and Patawomeck. We also recognize and commit to expanding and cultivating meaningful relationships with the Algonquian, Iroquoian, and Siouan language speaking peoples of Virginia.

Abbreviated Statement:

Virginia Commonwealth University and VCU Health System acknowledge that we live and work on the traditional lands of the Powhatan Chiefdom and the Monacan Nation, their ancestors, and future generations. We commit to learning the history of this land, and to expanding and cultivating meaningful relationships with the 11 Virginia Native tribes: Chickahominy, Chickahominy-Eastern Division, Monacan, Nansemond Tribe, Pamunkey, Rappahannock, Upper Mattaponi, Cheroenhaka (Nottoway), Mattaponi, Nottoway, and Patawomeck. We also recognize and commit to expanding and cultivating meaningful relationships with the Algonquian, Iroquoian, and Siouan language speaking peoples of Virginia.



## **Appendix A**

### **Task Force Membership**

We acknowledge and credit the tremendous work done by the task force members listed below.

#### **TASK FORCE CO-CHAIRS:**

- Harris, Joanne: Program Manager, Office of Inclusive Excellence, VCU Health System
- Pathak, Archana A.: Interim Assistant Vice Provost, Faculty Affairs & Associate Professor, Department of Gender, Sexuality and Women's Studies
- Stanciu, Cristina: Associate Professor of English & Director of the VCU Humanities Research Center

#### **TASK FORCE MEMBER, SERVING AS DESIGNATED TRIBAL LIAISON**

- Davis, Christina: Academic Advisor and Instructor, Interdisciplinary Studies

#### **TASK FORCE MEMBERS:**

- Ballance, Lisa: Associate Vice President for Strategy and Regulatory Affairs, Office of VP for Research and Innovation
- Berry, Brooke: Assistant Vice President for Diversity, Equity, & Inclusion, Office of the Vice President
- Briggs, Tom: Assistant Vice President for Safety and Risk Management, Division of Administration
- Brown, Brad: Pamunkey nation, VA: Director of the Pocahontas Reframed Film Festival in RVA (the only Native American festival on the East Coast)
- Brown, Lisa F.: Associate Professor of Department of Family and Community Health Nursing, VCU School of Nursing
- Campbell, Cedric H.: Assistant Professor, Department of Anesthesiology
- Canfield, Liz: Associate Professor and Associate Chair, Department of Gender, Sexuality, and Women's Studies
- Cox-Richard, Lily: Assistant Professor of Art Foundation, Department of Sculpture & Extended Media
- Davenport, Stephen: Assistant Vice President of Social and Economic Development, Office of the President
- Davis, Chelyen: Executive Director of Executive Communications, Office of the President
- Davis, Stephan: Executive Director of Inclusive Leadership Education, VCU College of Health Administration
- Dhindsa, Harinder: Professor & Department Head, Emergency Medicine, School of Medicine
- Fields Crichlow, Dawn: Director of Graduate Student Services, Office of the Provost
- Garland, Sheryl: Chief of Health Impact, VCU Health System
- Garman, Greg: Director of the Rice Rivers Center, VCU Life Sciences
- Givens, Anna: Senior Development Specialist, School of Social Work
- Glover, John: Associate Professor of Research and Learning, Academic Outreach
- Gomez, Rachel: Assistant Professor of Foundations of Education, School of Education

- Hamrick, Linda: Graduate Student, English
- Hickman, Mark P.: Senior Director for State Government Relations, VCU Health
- Jones, Kameron: Undergraduate Student, Department of Biology
- Kadeba, Myriam T.: Director of the Office of Multicultural Student Affairs
- Killian, Nicole: Associate Professor, Department of Graphic Design
- Koste, Jodi: University Archivist and Senior Curator, Health Sciences
- Lambert, James: Doctoral Student, L. Douglas Wilder School of Government and Public Affairs
- Mothershead, Troy: Director of Human Resources, VCU Health
- Smith, Carlos: Associate Professor of School of Dentistry, Director of Diversity, Equity, & Inclusion, Director of Ethics Curriculum
- Roach, Roy: Director of the Office of Student Engagement
- Robertson, Tremayne D.: Director of Diversity, Equity, & Inclusion, Massey Cancer Center
- Shively, Kathryn: Associate Professor, Department of History
- Tolan, Maggie: Senior Associate Vice President of Student Success, Strategic Enrollment Management and Student Success
- Tossas, Kathy: Assistant Professor, Department of Health Behavior and Policy
- Umstead, Vicky: Director of Human Resources and Education, VCU Health
- Young, Benjamin: Assistant Professor, L. Douglas Wilder School of Government and Public Affairs



# September 13th Board of Visitors Meeting

*Undergraduate Board of Visitors Representative*



**WE ARE THE UNCOMMON.**



**Tobi Ojo**  
*Dual Degree in Health  
Services and Sociology  
Class of 2026*

# ***My Involvement at VCU***

- Presidential Student Ambassador
- Emerging Leaders Program Intern
- Honors College Student
- PACE Center Volunteer
- Activities Programming Board Membership & Operations Chair
- President of the Health Professions Organization
- Student Admissions Ambassador
- Health Humanities Lab Fellow

***& Much More!***

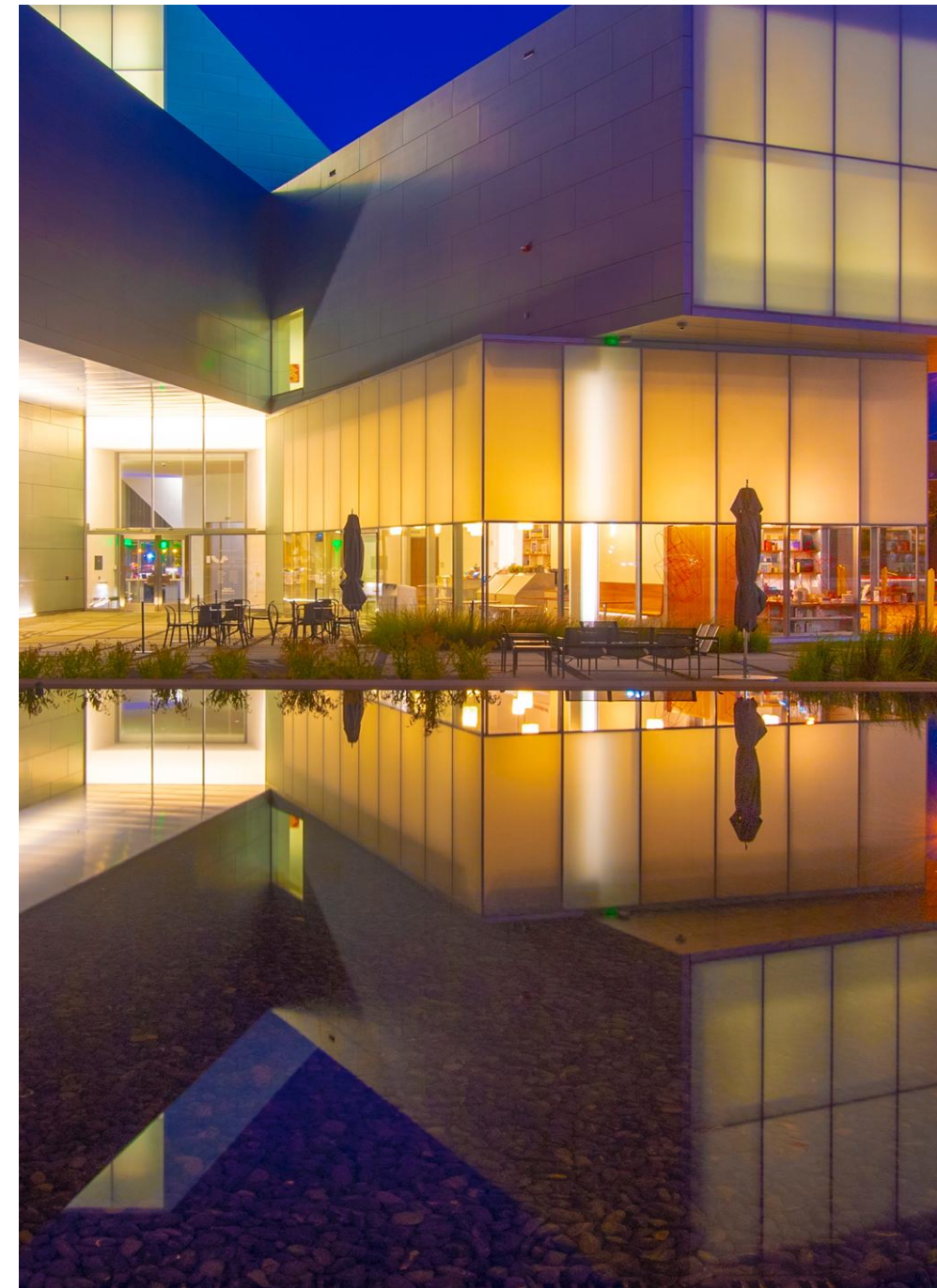


# Why VCU?

★ Diversity

★ Opportunities

★ Financial Aid



# STAFF SENATE

Sept 2024

# FY25 Executive Team



Maya Rogers,  
President



Stephanie Hart,  
Vice President



Melissa Burton,  
Senate Chair



Rodney Steppe,  
Tech Chair



Gary Garbett,  
Communications  
Chair



# Role of the Staff Senate

- ★ The VCU Staff Senate supports the diverse staff of VCU and VCU Health by facilitating honest and open communication and making responsible decisions to meet the current and future needs of the entire institutional community.
- ★ Our Mission: Staff Senate advocates for, communicates with, empowers, and supports VCU and VCU Health staff.
- ★ Our Vision: VCU Staff Senate helps VCU become an exceptional place to work for everyone.
- ★ Our Core Values: Advocacy, Integrity, Accountability, Support, Education

# Academic Year 23-24 in Review

- Representation on University Committees (11)
- Collaborated on two resolutions
  - ◆ [Performance Evaluation](#) - December 2023
  - ◆ [Merit Raise 2% or less](#) - April 2024
- Increase in Leadership Exposure
  - ◆ increase in attendance at general body meetings
  - ◆ increase in attendance at staff senate events
  - ◆ Muffins w/ Mike Russo - leadership interaction w/ VCU Health staff every 6-8 weeks

# Academic Year 24-25 Direction

- Career Development Conference
  - ◆ 802 non unique attendees
  - ◆ 12 sessions, 1 virtual day and 1 in person day
  - ◆ Partnered with 14 different VCU divisions
- Inaugural Global Accessibility Awareness Day
  - ◆ 89 total participants during the 3 virtual sessions
- Staff Employee Appreciation Event
  - ◆ held on Monroe Park Campus
  - ◆ 500 total VCU & VCU Health staff in attendance
- Hospital Week
  - ◆ 6 Naloxone trainings
  - ◆ educated 125+ team members

# Fall 2024 Partnerships

- Partnership w/ Dr. Faye Belgrave, Vice President & Chief Diversity Officer
  - ◆ Updating Diversity Award
  - ◆ Speaker series collaboration
- Partnership w/ Alison Miller, Chief Human Resources Officer
  - ◆ Memorials and Commemoration Committee
  - ◆ Research Administration Outreach
- Partnership with new VCU Health CHRO
  - ◆ Kristin King
- Balance our guests and conversations with new Senators

**RESOLUTION TO RECOGNIZE MR. BRUCE TUCKER FOR HIS CONTRIBUTION  
TO VIRGINIA COMMONWEALTH UNIVERSITY**

WHEREAS, Mr. Bruce Tucker was previously recognized by a resolution of the Board of Visitors of Virginia Commonwealth University in 2022 that authorized “the commissioning of a plaque – to be funded by VCU School of Medicine faculty members – to honor Mr. Tucker’s important role in the early history of heart transplantation” to be placed in a location of honor at VCU Medical Center; and

WHEREAS, in 2023, representatives of VCU and VCU Health System met with representatives of the family of Mr. Bruce Tucker to discuss forms of public acknowledgement of Mr. Tucker’s legacy to medical science; and

WHEREAS, the VCU Board of Visitors’ policy on University Recognition through Naming states that the VCU Committee on Commemoration and Memorials, the university Gift Acceptance Committee or cabinet can recommend to the president that a physical or non-physical entity be named in honor of an individual who has made “extraordinary and lasting contribution to the university or society.”

WHEREAS, the VCU Board of Visitors’ policy on Memorials and Commemorations creates the Committee on Commemorations and Memorials (the “Committee”) and states that “all requests for memorials, commemoration and/or de-commemoration will be submitted in writing” to the Committee. The Committee “shall make a recommendation to approve memorials, commemorations and de-commemorations to the President, who in turn shall make a recommendation to the Board of Visitors.”

WHEREAS, the Committee recommends permanent honorary recognition of Mr. Bruce Tucker, in addition to the previously authorized plaque, to include naming two endowed scholarships managed by the Medical College of Virginia Foundation for students enrolled in the School of Medicine, naming the green space outside of West Hospital, and naming the auditorium in the McGlothlin Medical Education Center.

THEREFORE BE IT RESOLVED by the Board of Visitors of Virginia Commonwealth University that this resolution serves to acknowledge that VCU must confront the history of the Medical College of Virginia; contribute to the healing process by centering the voices that have too often been silenced; and create a body of knowledge from which generations to come can learn and continue to use to inform meaningful change; and

BE IT FINALLY RESOLVED that VCU Board of Visitors approves the honorary recognition of Mr. Bruce Tucker by naming two endowed scholarships managed by the Medical College of Virginia Foundation for students enrolled in the School of Medicine, by naming the green space outside of West Hospital, and by naming the auditorium in the McGlothlin Medical Education Center, each accompanied by the appropriate contextual plaque or mural to contribute to ongoing education.

**RESOLUTION TO RECOGNIZE GARY S. HUVARD, PH.D. FOR THEIR COMMITMENT TO  
VIRGINIA COMMONWEALTH UNIVERSITY**

WHEREAS, Gary S. Huvar, Ph.D., an international expert in the field of polymer diffusion and devolatilization, joined the faculty of the new Virginia Commonwealth University School of Engineering in 1999 as Chair of the Department of Chemical Engineering.

WHEREAS, Gary S. Huvar, Ph.D. demonstrated exemplary leadership in the field of Chemical Engineering through groundbreaking research, innovative teaching methodologies, and a commitment to fostering a nurturing academic environment; and

WHEREAS, Gary S. Huvar, Ph.D. served as advisor to the VCU Student Chapter of American Institute of Chemical Engineers and founded the school's only undergraduate consulting firm, ChemEngine, to encourage student entrepreneurship and innovation; and

WHEREAS; in appreciation of his influence, graduates of the Department of Chemical Engineering endowed the Gary S. Huvar Chemical Engineering Scholarship in 2008 to support the academic and professional aspirations of students; and

WHEREAS, Gary S. Huvar, Ph.D. retired from VCU in 2007 to start his own development and research laboratory, TheLab, that he directed until his passing in 2022.

WHEREAS, the College of Engineering aims to acknowledge and celebrate the contributions of one of its most esteemed founding faculty members by naming the Gary S. Huvar Student Lounge on the fourth floor of the College of Engineering West Hall; and

THEREFORE BE IT RESOLVED by the VCU Committee on Commemoration and Memorials that this resolution serves to acknowledge the many contributions of Gary S. Huvar, Ph.D.; and

BE IT FINALLY RESOLVED that VCU Committee on Commemoration and Memorials approves campus recognition of Gary S. Huvar, Ph.D. to honor his accomplishments and lasting impact on the VCU community.

APPROVED, this 22nd day of August, 2024

VCU Committee on Commemoration and Memorials

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Faye Belgrave, Chair

**RESOLUTION TO RECOGNIZE THE DELTA UPSILON CHAPTER OF PHI BETA SIGMA  
FRATERNITY INC. FOR THEIR COMMITMENT TO VIRGINIA COMMONWEALTH UNIVERSITY**

WHEREAS, August 21th, 2025 marks the 55-year anniversary of the establishment of the Delta Upsilon chapter of Phi Beta Sigma Fraternity Inc. on the Virginia Commonwealth University campus; and

WHEREAS, in 2024, the VCU Black Alumni Council agreed to collaborate with the alumni of the Delta Upsilon Chapter to purchase and install a commemorative marker honoring this important anniversary; and

WHEREAS, the Delta Upsilon Chapter's proud existence on the campus of VCU offered generations of students a community of leadership, engagement, and lifelong support; and

WHEREAS, the Delta Upsilon Chapter continues to support members of the university community in the pursuit of academic excellence, civic engagement, leadership development, cultural competency, and career readiness; and

THEREFORE BE IT RESOLVED by the VCU Committee on Commemoration and Memorials that this resolution serves to acknowledge the significant contributions of the Delta Upsilon Chapter of Phi Beta Sigma Fraternity Inc. over the past 55 years to the success of VCU students; and

BE IT FINALLY RESOLVED that VCU Committee on Commemoration and Memorials approves campus recognition of the Delta Upsilon Chapter of Phi Beta Sigma Fraternity Inc. for their impact, dedication, and service to Virginia Commonwealth University and the greater community.

APPROVED, this 22nd day of August, 2024

VCU Committee on Commemoration and Memorials

---

Faye Belgrave, Chair

**RESOLUTION TO RECOGNIZE CODY WOODSON FOR THEIR COMMITMENT TO VIRGINIA  
COMMONWEALTH UNIVERSITY**

WHEREAS, Cody Woodson was a 20-year-old Computer Science student who embodied the spirit of Virginia Commonwealth University through his academic achievements, leadership, and dedication to helping others; and

WHEREAS, Cody Woodson served as a teacher's assistant in the Computer Science Department in the VCU College of Engineering, where he was known for his dedicated commitment to student success; and

WHEREAS, Cody Woodson's contributions to the VCU community, both as a student and as a leader, left an enduring mark; and

WHEREAS, in April 2021, Cody Woodson was tragically murdered on Gilmer Street near the Monroe Park campus; and

WHEREAS, in October 2022, friends and family endowed the Cody Woodson Computer Science Scholarship, awarded annually to a student who exemplifies his characteristics of honesty, gentleness, helping others succeed, and exceeding expectations; and

WHEREAS, the College of Engineering aims to honor the memory of Cody Woodson by installing a memorial plaque outside the Computer Science Engineering Department; and

THEREFORE BE IT RESOLVED by the VCU Committee on Commemoration and Memorials that this resolution serves to acknowledge the contributions of Cody Woodson; and

BE IT FINALLY RESOLVED that VCU Committee on Commemoration and Memorials approves campus recognition of Cody Woodson to honor his accomplishments and impact on the VCU community.

APPROVED, this 22nd day of August, 2024

VCU Committee on Commemoration and Memorials

---

Faye Belgrave, Chair



**RESOLUTION TO RECOGNIZE THE ETA TAU CHAPTER OF DELTA SIGMA THETA SORORITY INC.  
FOR THEIR COMMITMENT TO VIRGINIA COMMONWEALTH UNIVERSITY**

WHEREAS, May 14th, 2025 marks the 55-year anniversary of the establishment of the Eta Tau chapter of Delta Sigma Theta Sorority Inc. on the Virginia Commonwealth University campus; and

WHEREAS, in 2024, the VCU Black Alumni Council agreed to collaborate with the alumni of the Eta Tau Chapter to purchase and install a commemorative marker honoring this important anniversary; and

WHEREAS, the Eta Tau Chapter's proud existence on the campus of VCU offered generations of students a community of leadership, engagement, and lifelong support; and

WHEREAS, the Eta Tau Chapter continues to support members of the university community in the pursuit of academic excellence, civic engagement, leadership development, cultural competency, and career readiness; and

THEREFORE BE IT RESOLVED by the VCU Committee on Commemoration and Memorials that this resolution serves to acknowledge the significant contributions of the Eta Tau Chapter of Delta Sigma Theta Sorority Inc. over the past 55 years to the success of VCU students; and

BE IT FINALLY RESOLVED that VCU Committee on Commemoration and Memorials approves campus recognition of the Eta Tau Chapter of Delta Sigma Theta Sorority Inc. for their impact, dedication, and service to Virginia Commonwealth University and the greater community.

APPROVED, this 22nd day of August, 2024

VCU Committee on Commemoration and Memorials

---

Faye Belgrave, Chair