VCU
VIRGINIA COMMONWEALTH UNIVERSITY

VIRGINIA COMMONWEALTH
BOARD OF VISITORS
<mark>8:30 AM – 12:00 PM**</mark>
AUGUST 26, 2020
ELECTRONIC MEETING

DRAFT

AGENDA

1. **CALL TO ORDER & WELCOME**　　　　　　　　**Dr. Michael Rao**, *President*
　　　　　　　　　　　　　　　　　　　　　　Mr. Keith Parker, *Rector*

2. **PUBLIC COMMENT PERIOD**　　　　　　　　　**Ms. Chelsea Gray**, *Assistant Secretary & Board Liaison*

3. **AUDIT & COMPLIANCE**　　　　　　　　　　　**Karen Helderman**, *Executive Director, Audit and Compliance Services*

4. **OVERVIEW OF ACADEMIC AFFAIRS**　　　　　**Dr. Gail Hackett**, *Provost and Senior Vice President for Academic Affairs*
　　　　　　　　　　　　　　　　　　　　　　Dr. Tomikia LeGrande, *Vice President for Strategy, Enrollment Management and Student Success*

5. **RELATIONSHIP BETWEEN VCU & VCUHS**　　**Dr. Peter F. Buckley**, *Interim Senior Vice President for Health Sciences and CEO of the VCU Health System*

6. **BREAK**

7. **OVERVIEW OF 2021 BUDGET**　　　　　　　　**Ms. Karol Kain Gray**, *Senior Vice President and Chief Financial Officer*

8. **DIVERSITY AND INCLUSION**　　　　　　　　**Dr. Aashir Nasim**, *Vice President of the Office of Institutional Equity, Effectiveness and Success*

9. **ANNUAL GIVING & BOARD SCHOALRSHIP**　**Mr. Jay Davenport**, *Vice President for Development and Alumni Relations*

10. **CLOSED SESSION –** *Freedom of Information Act Sections 2.2-3711 (A) (8), specifically:*

      a. **LEGAL DUTIES & RESPONSIBILITIES**   **Mr. Mike Melis**, *University Counsel*
                                                                                   Mr. Jacob Belue, *Associate University Counsel*

11. **RETURN TO OPEN SESSION AND CERTIFICATION**   **Mr. Keith Parker**, *Rector*

    Resolution and Certification

12. **ADJOURNMENT**   **Mr. Keith Parker**, *Rector*

** 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.

Audit and Compliance Services

August 26, 2020

Karen Helderman, Executive Director, Audit and Compliance Services

Audit and Compliance Services

- University and Health System Responsibilities

- Reports to both Boards (BOV and BOD)

  - Provides audit, integrity and compliance operations on behalf of the Boards

  - Executive Director is accountable to the Boards through their respective audit and compliance committees

- University Functions

  - University Audit and Management Services (Internal Audit)

  - Integrity and Compliance Office

University Audit and Management Services (Internal Audit)

- Institute of Internal Auditor's *International Standards for the Professional Practice of Internal Auditing*

- Risk-based audits of information systems, financial and compliance controls

- Investigative reviews

- Special requests

- Advisory services

- Audit reports provided in Audit, Integrity and Compliance Committee materials

Integrity and Compliance Office

- Oversees VCU's Compliance and Ethics Program

- Utilizes compliance partners throughout the University

- Software provides visibility into areas of concern

- Compliance Program based on Chapter 8 of the US Department of Justice *Federal Sentencing Guidelines* – Seven Elements of an Effective Compliance Program
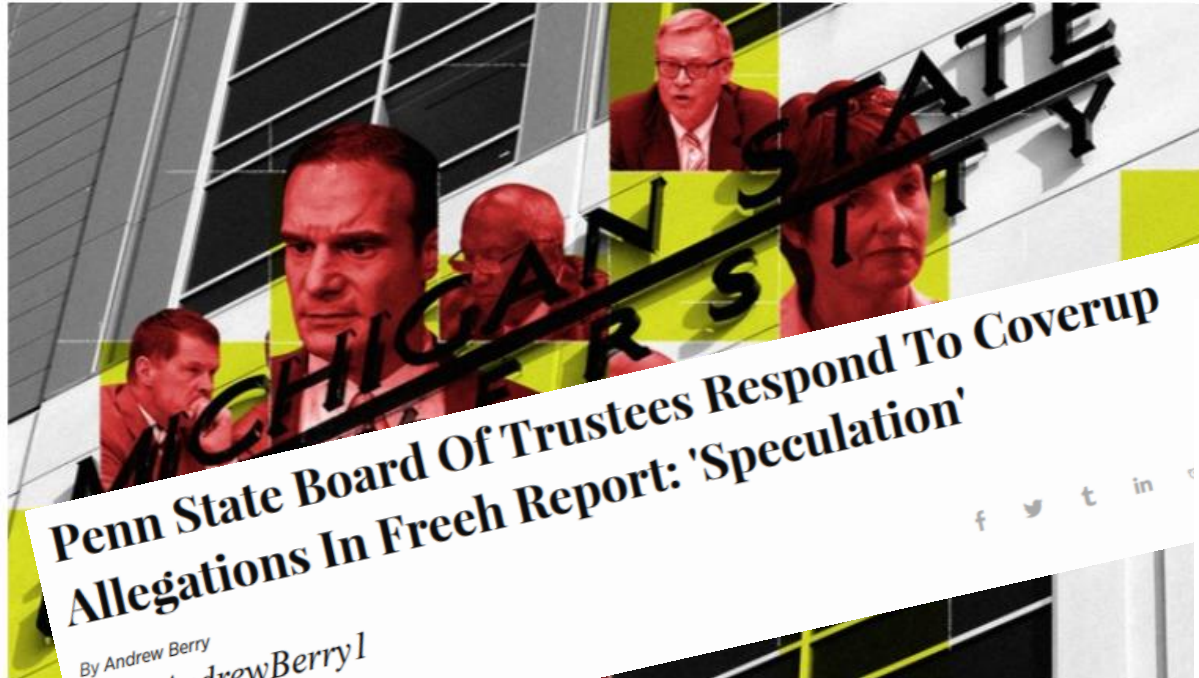
Integrity and Compliance Office

- <u>Standards & Procedures</u> – Code of Conduct, written policies and procedures
- <u>Oversight</u> – designated compliance officer and Board compliance committee
- <u>Education & Training</u> – education program on policies and expectations
- <u>Reporting</u> – methods to communicate concerns without fear of retaliation
- <u>Monitoring & Auditing</u> – track policy updates, analyze trends, staff surveys
- <u>Enforcement and Discipline</u> – enforce our compliance program by taking action
- <u>Response and Prevention</u> – analyze violations, refine or adopt policies, provide additional training

VCU

Michigan State's Untouchable Board of Trustees

Members of the board have been accused of covering up Larry Nassar's abuse, and yet they've somehow emerged from the scandal unscathed.

CAROLINE KITCHENER SEP 26, 2018

The Washington Post

Enron Board Aided Collapse, Senate Panel Says

By Carrie Johnson
July 7, 2002

The members of Enron Corp.'s board of directors contributed to the firm's collapse by failing to curb the Houston energy trader's risky accounting tactics, approving conflicts of interest, and rubber-stamping enormous cash payouts to executives, according to a harshly worded Senate report to be released today.

"The board witnessed numerous indications of questionable practices by Enron management over several years, but chose to ignore them to the detriment of Enron shareholders, employees, and business associates," the report said.

Penn State Board Of Trustees Respond To Coverup Allegations In Freeh Report: 'Speculation'

By Andrew Berry
@AndrewBerry1

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ATLANT ...
07/16/13 AT 7:56 PM

March 21, 2019 04:03 PM

U-Maryland Medical System CEO put on leave after board conflict scandal

HARRIS MEYER

TWEET | **SHARE** | **SHARE** | **EMAIL**

Robert Chrencik

The University of Maryland Medical System has put CEO Robert Chrencik on temporary leave of absence following reports that nine of the system's 30 board members, including elected public officials, have substantial business deals with the system.

Board Chairman Stephen Burch announced that the board, at an emergency meeting Thursday, also voted to hire an independent firm to review board members' contractual relationships with the system.

6

Typical Oversight Questions

- How does VCU's compliance program compare to its peers?

- Are we satisfying the seven requirements of an effective compliance program?

- What are our most significant risks and how are we mitigating them?

- How are we monitoring and responding to misconduct?

- Are we effectively communicating our ethics and compliance commitment?

- How do senior leaders determine which risks to report to the Board?

- How is the Board assured that controls for key risks are working?

Integrity and Compliance Office

www.codeofconduct.vcu.edu

Board of Visitors Orientation

August 26, 2020

Gail Hackett, Ph.D.
Provost and Senior Vice President for Academic Affairs

Tomikia LeGrande, Ed.D.
Vice President for Strategy, Enrollment Management and Student Success

Gail Hackett
Provost and senior vice president for academic affairs

Ed McLaughlin
Associate vice president and director of athletics

Alex Henson
Chief information officer
Technology Services

Melody Harris
Executive assistant to the provost

Tomikia LeGrande
Vice president for strategy, enrollment management and student success

Monroe Park Campus Deans

Carmenita Higginbotham (9-15-20)
School of the Arts

Amir Berbic
VCUarts Qatar

Ed Grier
School of Business

Andrew Daire
School of Education

Barbara Boyan
College of Engineering

Daniel Bullard (10-1-20)
Graduate School

Susan Gooden
Wilder School of Government and Public Affairs

Scott Breuninger
Honors College

Jennifer Malat
College of Humanities and Sciences

Teresa Knott (interim)
VCU Libraries

Beth Angell
School of Social Work

Constance Relihan
University College

Deborah Noble-Triplett
Senior vice provost for academic affairs

Michael Huffman
Director
Office of Continuing and Professional Education

Jill Blondin
Executive director
Global Education Office

Gypsy Denzine
Senior vice provost for faculty affairs

Tim Davey
Vice provost
Faculty Affairs

William King
University ombudsperson

Charles Klink
Senior vice provost for student affairs

Robert Tombes
Vice provost for Life Sciences and Research

Monal Patel
Associate vice provost for Institutional Research and Decision Support

William Nelson
Executive director
Academic Finance and Administration

Heidi Crapol
Executive director
Center for Community Engagement and Impact

Dominic Willsdon
Executive director
Institute for Contemporary Art

Aashir Nasim
Director
Institute for Inclusion, Inquiry and Innovation

Mandara Savage
Executive director
Online@VCU

Jamie Stillman
Director, Strategic Communications

VCU Office of the Provost

Mission

The Office of the Provost is dedicated to ensuring:

A high-quality and engaged learning experience for all students.

The recruitment and retention of a talented and diverse faculty.

The availability of resources to ensure world-class teaching, scholarship, research and creative expression.

A strong commitment to the global engagement of students, faculty and staff that transforms lives and communities.

Academic Affairs Priorities

Students

- 5-year strategic enrollment plan
- Creating a Student Financial Services Model
- Focus on Student Success
  - Central student success unit
  - 6-year graduation rate increased 37% in last decade
  - Enhanced/innovative advising
  - Early alert
  - Major maps
- REAL Initiative (Real, Experiential & Applied Learning)
- Residential Living Learning Programs
- Career services
- Closing the retention and graduation gap

Programs

- New program offerings to satisfy market demand
- Program review and accreditation
- Digital engagement and online learning
- Curricular/course transformation
  - Revising general education
  - Redesigning gateway courses
  - Revamping and increasing summer offerings

Faculty

- Targeting efforts to improve retention and satisfaction of faculty
  - Center for Teaching and Learning Excellence (CTLE)
  - Faculty mentoring program
  - Department chairs leadership development program
- Compensation plan to address short- and long-term concerns
- Implemented faculty cluster hiring process (iCubed) focused on under-represented groups; 15% increase in URM faculty last year
- Ongoing growth of research, particularly interdisciplinary

VCU Office of the Provost

Quest 2025: Outcomes Strategy

Graduation and Retention Trends							Quest 2025 Goals
	Fall 2013 Cohort	Fall 2014 Cohort	Fall 2015 Cohort	Fall 2016 Cohort	Fall 2017 Cohort	Fall 2018 Cohort	
UG 1 year retention	86.5%	85.8%	86.4%	83.0%	84.7%	83.1%	90% (2024 Cohort)
URM	85.1%	85.1%	86.1%	81.4%	84.7%	82.8%	
Men of Color (Black & Hispanic)	82.4%	86.6%	84.2%	82.8%	83.8%	82.5%	
Pell-recipient	85.2%	83.6%	85.1%	80.0%	83.6%	80.8%	
First gen			85.5%	78.3%	81.4%	79.8%	
UG 2 year retention	77.4%	75.8%	77.1%	74.1%	75.2%		84% (2023 Cohort)
URM	75.5%	74.7%	76.0%	71.8%	73.9%		
Men of Color (Black & Hispanic)	73.5%	77.4%	72.9%	70.0%	70.0%		
Pell-recipient	75.3%	72.6%	74.2%	69.6%	71.7%		
First gen			75.3%	68.4%	71.1%		
UG 6 year graduation	67.6%						78% (2019 Cohort)
URM	63.9%						
Men of Color (Black & Hispanic)	58.1%						
Pell-recipient	63.2%						

Quest 2025: Enrollment Strategy

	Enrollment Trends						Quest 2025 Goals
	Fall 2014	**Fall 2015**	**Fall 2016**	**Fall 2017**	**Fall 2018**	**Fall 2019**	
Total Enrollment	31,163	31,242	31,230	31,034	31,076	30,103	31,000
Newly enrolled freshmen	3,586	4,090	4,234	4,201	4,600	4,461	4,900
Newly enrolled transfers	2,287	2,022	2,069	1,911	1,708	1,672	2,000
Graduate enrollment (Masters+Doctoral) as % of total enrollment	15.2%	15.2%	14.9%	15.0%	15.0%	15.4%	15.0%
First Professional Enrollment	1,718	1,740	1,760	1,743	1,709	1,639	1,750

VCU Office of the Provost

Quest 2025: Faculty Strategy

T&R Faculty Trends						
	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019
T&R Faculty	2,229	2,264	2,274	2,338	2,446	2,497
Tenured/Tenure Track Faculty	969	958	959	972	1,027	1,040
% URM T&R Faculty	8.3%	8.6%	9.0%	9.7%	10.1%	10.0%

VCU Total Enrollment

	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019
Total	31,242	31,230	31,034	31,076	30,103
First Professional	1,740	1,760	1,743	1,709	1,639
Graduate	5,451	5,259	5,282	5,309	5,292
Undergraduate	24,051	24,211	24,009	24,058	23,172

Undergraduate   Graduate   First Professional
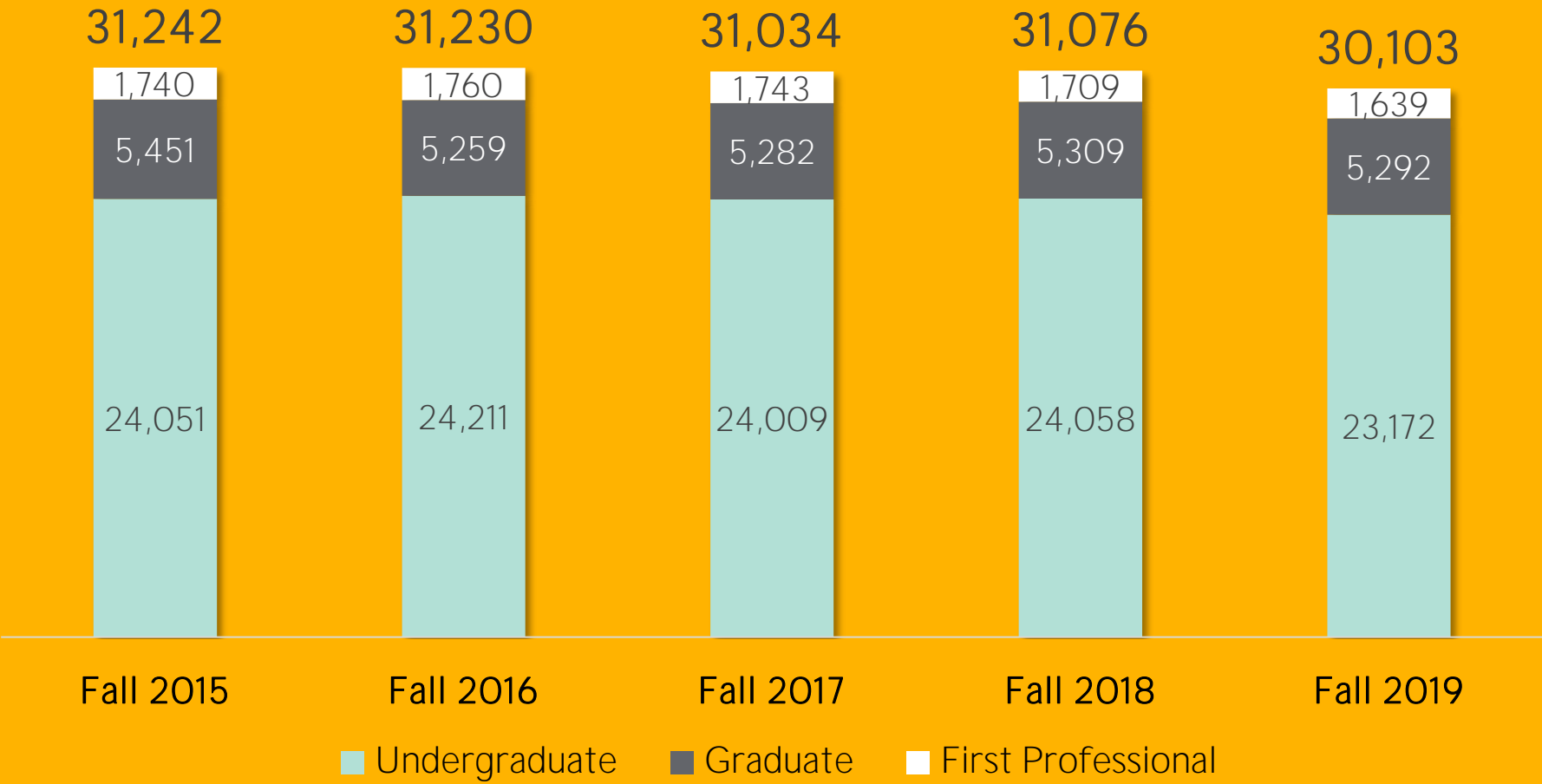
VCU Office of the Provost

Fall 2020 Course Sections by Modality

First Professional Sections
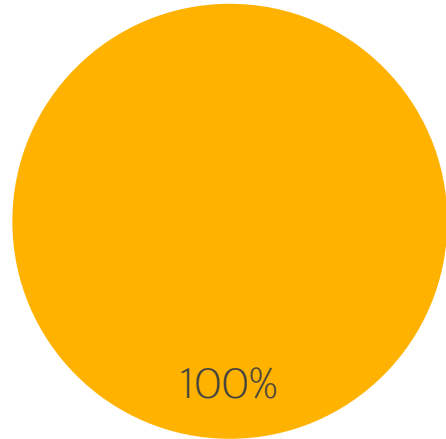
Graduate Sections
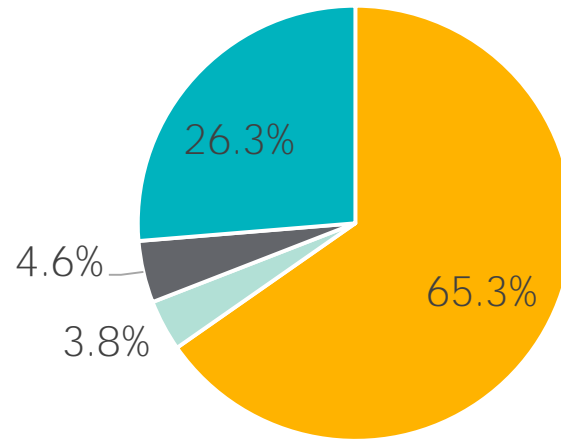
Undergraduate Sections

Total Sections = 8,392

First Professional Sections
- 100%

Graduate Sections
- 26.3%
- 4.6%
- 3.8%
- 65.3%

Undergraduate Sections
- 42.2%
- 35.0%
- 16.7%
- 6.2%

Total Sections = 8,392
- 36.0% n=3,022
- 46.7% n=3,917
- 12.1% n=1,013
- 5.2% n=440

Legend:
- In Person
- Online
- Hybrid
- Blended
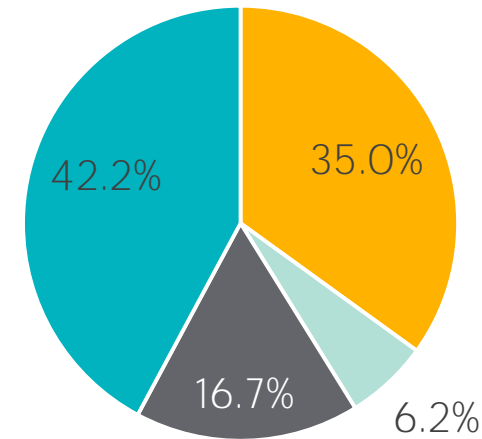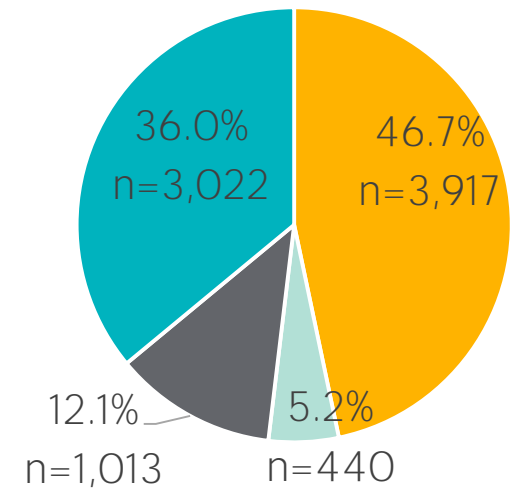
Data as of August 14, 2020

Modality	Instructor Count for All Course Section Levels
In Person	972
Online	1,389
Hybrid	499
Blended	222
Total Instructor Count (unduplicated)	2,234

VCU Office of the Provost

Fall 2020 Course Enrollment by Modality

First Professional Students
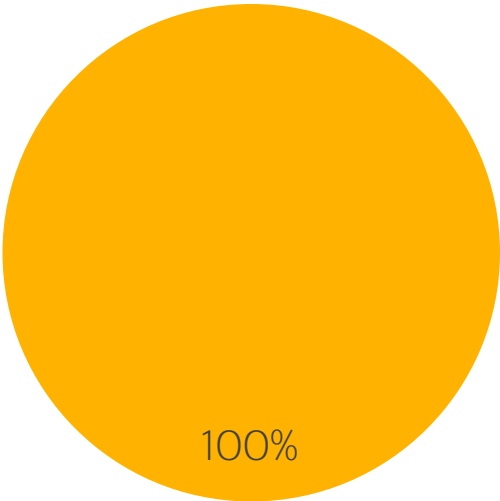
Graduate Students
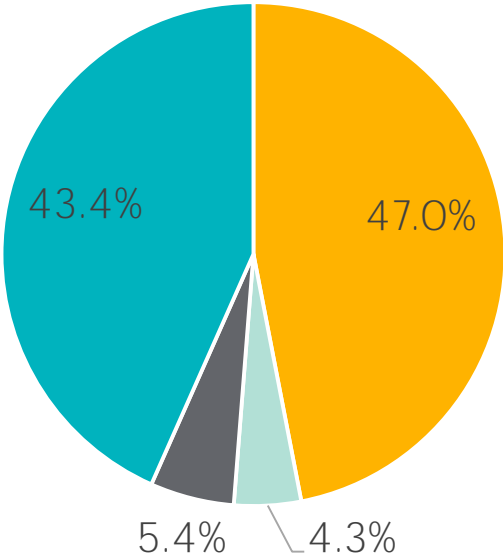
Undergraduate Students
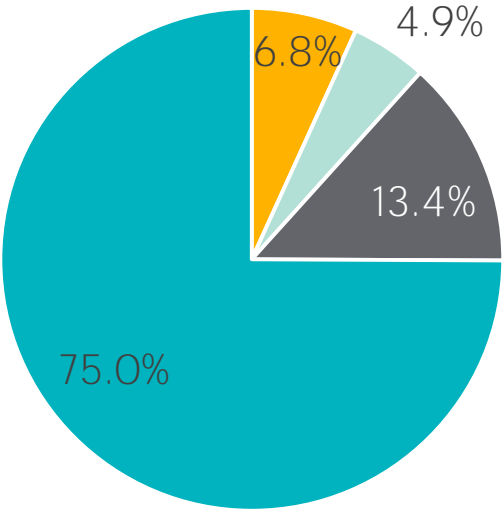
Total
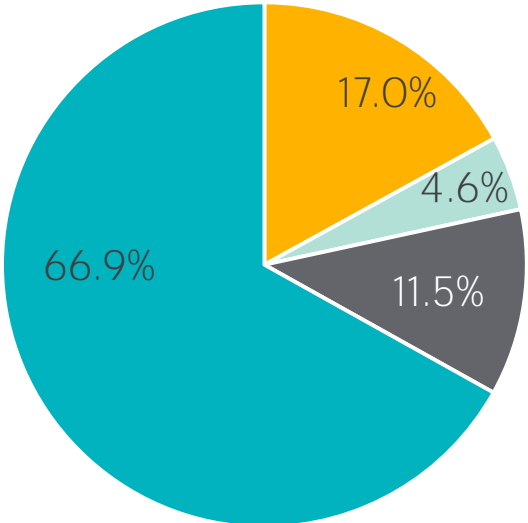
In Person · **Online** · **Hybrid** · **Blended**

Data as of August 14, 2020

VCU Office of the Provost

What does "VCU Health" encompass?

Hospitals
- VCU Medical Center
- Children's Hospital of Richmond at VCU
- VCU Community Memorial Hospital

Physician Plans
- MCV Physicians
- CMH Physician Services

Comprehensive Care Centers
- Harold F. Young Neurosurgical Center
- Hume-Lee Transplant Center

HMO
- Virginia Premier Health Plan*

Health Sciences
- College of Health Professions
- School of Dentistry
- School of Medicine
- School of Nursing
- School of Pharmacy

Research Centers and Institutes
- Johnson Center for Critical Care and Pulmonary Research
- Massey Cancer Center
- Parkinson's and Movement Disorders Center
- Pauley Heart Center
- Weil Institute of Emergency and Critical Care Research

Colleges and Schools
- College of Engineering
- College of Humanities and Sciences
- Graduate School
- L. Douglas Wilder School of Government and Public Affairs
- School of the Arts
- School of Business
- School of Education
- Richard T. Robertson School of Media and Culture
- School of Social Work
- School of World Studies

* VCU Health System maintains a 20% investment in the Virginia Premier Health Plan with Sentara Healthcare owning the remaining 80%

2

VCU Health By The Numbers: FY2019*

200+ Clinical Specialties

1,081 Licensed Beds

19 Clinical Departments

12,500+ Team Members

850+ Physicians

400+ Advanced Practice Professionals

668 Patients enrolled in clinical trials

1,020 Patients in research studies

306 Studies open to enrollment

252 Clinical trials open to enrollment

$310.2M Total Amount of Research Awards

4,078 Total Students

779 Total Residents*

2019 Enrollment by College or School

13% Pharmacy

12% Dentistry

21% Nursing

31% Medicine

23% Health Professions

*as of Fall 2019

* Official numbers for FY2020 will be available in September.

COVID-19

Patient Care & Team Members

- Led the community, Commonwealth, and nation with novel treatments, access to high acuity services, and expanded telehealth capabilities while supporting our team members
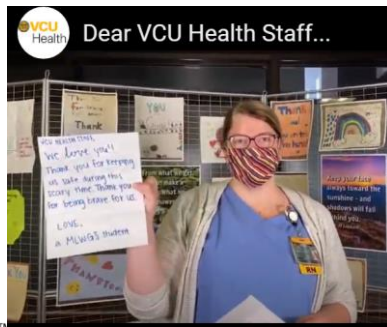
Research & Innovation

- Locally, regionally and nationally recognized as leaders in COVID-19 related research and innovation – expanded testing, clinical trials, and inventive N-95 mask decontamination
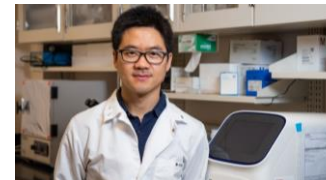
Community & Reactivation

- Worked collaboratively with local health systems to coordinate resources and educate our community about seeking care safely when needed

4
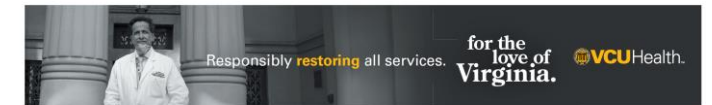
Diversity, Equity and Inclusion Actions

- Ratified our Diversity, Equity and Inclusion statement
- Held our inaugural Juneteenth celebration
- Establishing an Office of Diversity, Equity and Inclusion
  - In the final stages of hiring a Director!

- Ratified a Diversity, Equity and Inclusion plan
  - Establishing **governance** to invite all levels of the organization to be part of our journey
  - Reviewing our **HR policies**
  - Conducting **senior leadership assessments** around the present and future state of DEI
  - Established l**earning opportunities** and **support services** for staff

What is the Authority?

Public body corporate, public instrumentality, and political subdivision of the Commonwealth of Virginia

General Purpose of the Authority

- Delivering medical care
- Conducting research
- Operation of a teaching hospital and related facilities
- Providing educational opportunities in medical and related fields
- Enhancing delivery of health to indigent population of the Commonwealth of Virginia

Specific Purpose of the VCU Health System Authority

- Serve as a general hospital and health care facility providing care for all
- Serve as a site for VCU Health Science School faculty's medical and biomedical research
- Serve as the principal teaching and training hospital for VCU Health Science School students
- Support health education, research and public service activities for the VCU Health Science College and Schools
- Provide high quality patient care and specialized health services not widely available in the Commonwealth of Virginia

Separate Governance

VCU Health System
- Board of Directors
  - VCU Hospitals and Clinics
  - MCV Physician – the Practice Plan
  - Community Memorial Hospital
  - University Health Services, Inc.

VCU Health Sciences
- Board of Visitors
  - School of Medicine
  - School of Nursing
  - School of Pharmacy
  - School of Dentistry
  - College of Health Professions
  - Inter-professional Education Collaborative

Why Separate Governance?

Allows segregation of risk

    - allows risk resides in the appropriate entity

In addition to other benefits that accrue to a 501(c)(3)

VCU Health System Authority

Business units with boards that report up through the Board of Directors:

- Children's Hospital of Richmond at VCU – Brook Road
- MCV Physicians
- Community Memorial Hospital
  - Community Memorial Hospital Foundation, through the CMH Board
- University Health Services, Inc.
  - VCU Health Continuing Education, through the University Health Services Board

Membership of Boards Overlap

- Five members of BOV on BOD
- Members of BOD and/or hospital administration on subsidiary boards

Balanced for:

- Communication
- Alignment
- Independence

21 Members of the Board of Directors

- 5 from VCU Board of Visitors appointed by VCU Rector
- 6 non-legislative citizens by Governor*
- 5 by Speaker of the House of Delegates*
- 3 by Senate Committee on Rules**
- President of VCU
- VP of Health Sciences of VCU

* 2 must be VCU Physician Faculty

** 1 must be VCU Physician Faculty

All appointments must be confirmed by the General Assembly

VCU Health System Board of Directors: terms and meetings

Terms

- 3 year term

- Can only serve 2 consecutive terms

- One year break required before reappointment

Meetings

- 4 meetings per year

    - One annual meeting

        - Report of Committees and Officers

        - Election of Officers

    - One meeting per year held jointly with the VCU Board of Visitors

    - Special meetings can be called by Chair, Vice Chair or 5 Board Members

Committees of the Board of Directors

Finance and Property Committee, Chair, **Ms. Marilyn Tavenner**

- Finances and investments including financial oversight, insurance coverage and financial monitoring

Audit and Compliance Committee, Chair, **TBD**

- Annual audit of finances and report of compliance

Quality, Safety and Service Committee, Chair, **TBD**

- Quality assurance, utilization review, medical staff credentialing (recommend appointments/reappointments to the medical staff), risk management and safety

Evaluation and Compensation Committee, Chair, **Mr. Steve DeLuca**

- Establish goals and evaluate performance of CEO and other executive officers and employees

Governance Committee, Chair, **Ms. Lisa Hicks-Thomas**

- Nominates membership to Board and Committees; oversees corporate governance

Office of the Senior Vice President for Health Sciences/CEO of VCU Health System provides leadership across VCU and VCU Health System

Responsibilities:

- Mission
- Vision
- Values
- Resource management
- Programmatic oversight

Purpose:

- Alignment
- Strength
- Sustainability
- Growth
- Impact

What we are building across VCU Health Sciences and Health System

- Service learning
- Workforce of the future
- Diversity, equity, and inclusion initiatives
- Community engagement
- Unique education offerings
- Collaborative research programs
- Innovation in education, research, patient care

3 accreditation site visits for 4 professional schools and 1 college in the past 2 years
- All cited as a strength in the relationship to VCU Health and the opportunities this presents

Our world-class health sciences deans

David C. Sarrett, D.M.D.
Dean, School of Dentistry

Susan Parish, Ph.D.
Dean, College of Health Professions

Peter F. Buckley, M.D.
Dean, School of Medicine

Joseph T. Dipiro, Pharm.D.
Dean, School of Pharmacy

Jean Giddens, Ph.D., R.N., FAAN
Dean, School of Nursing

VCU Health System Strategies: updated June 2020

Safety, Quality, Service	Support for our Great People	Growth	Resiliency
• Assure community confidence in our Safety First culture • Promote STAR service through change in delivery of services • Reduce health disparities and assure access to ramp up services • Continue to build on relationships with state	• All team members are essential and continue to support this commitment • Re-examine pay and benefit practices • Implementation of ERP and EHR • Support for ongoing teleworking	• Focus on strategic relationships that promote new structure • Increased appointments and optimization of structure • Future Telehealth infrastructure • New experience for learners • Develop environment for continued innovation and research	• Return to >3% margin in 12 months • Optimize cost structure through productivity and clinical variation and continued focused V&E efforts • Focus on affordability for our community
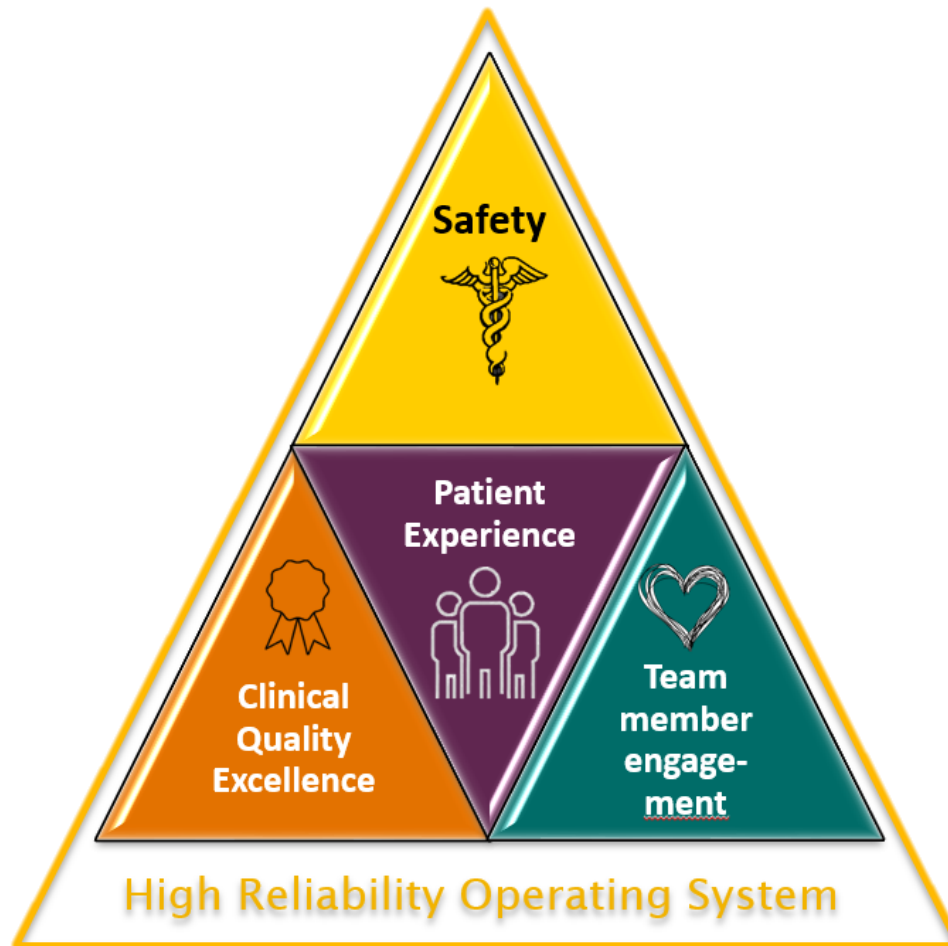
VCU Health

Aspiration:
To be America's safest & most caring health system

Goal:
ZERO events of preventable harm to patients, team members, and visitors

Questions?

University Administration

University Administration

Senior Vice President and CFO

- VP for Administration
- Associate VP for Finance
- Budget Office
- Treasury Services
- Government Relations
- Board Liaison
- President's Office

Under VP for Administration:
- AVP for Capital Assets & Real Estate
- AVP for Facilities Management
- AVP for Human Resources
- AVP for Safety & Risk Management
- Chief Information Officer
- AVP for Public Safety
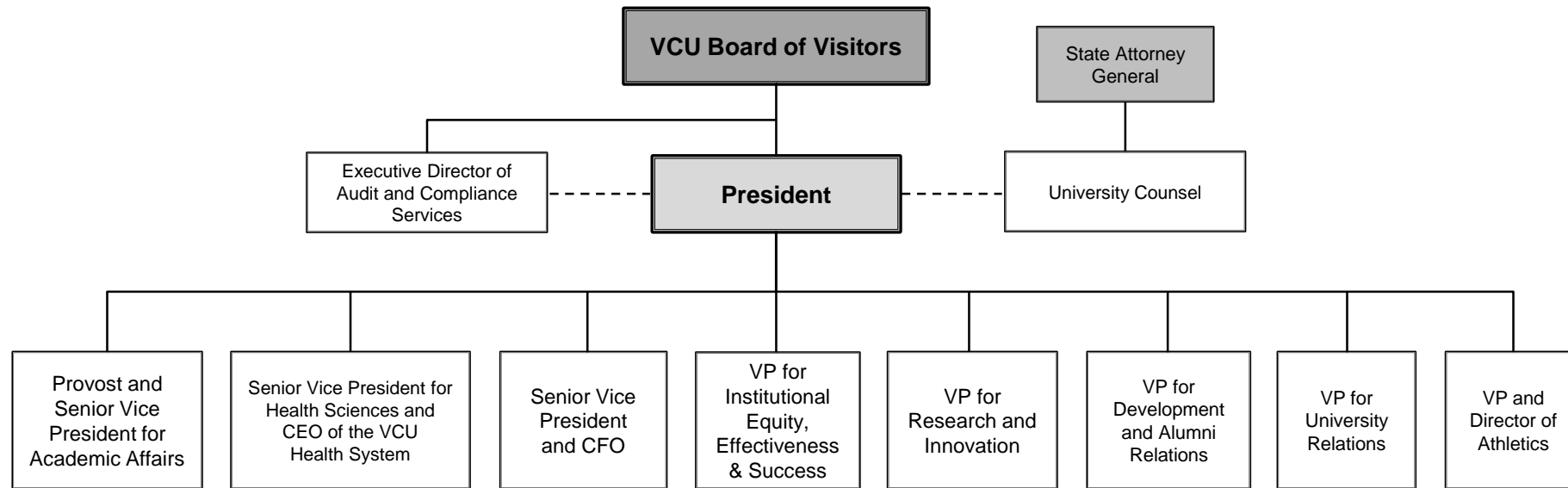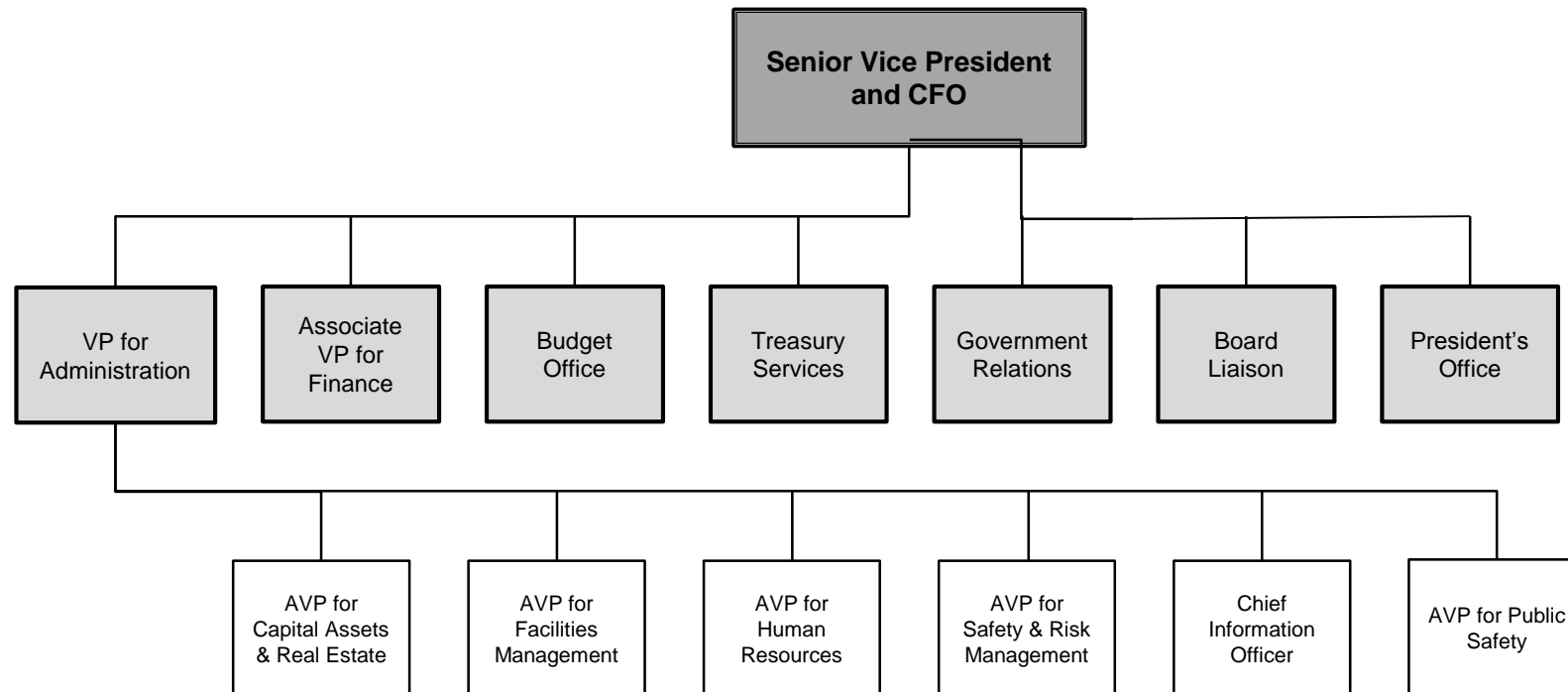
Overview of FY 2021 Budget

Virginia Commonwealth University – 2020-2021 University Budget Plan
Sources Summary (in thousands)

FY 2020-2021 Sources	Educational & General Programs	Sponsored Programs Direct Costs	Sponsored Programs Facilities & Admin. Costs	Auxiliary Enterprises	Qatar	University Funds	Student Financial Assistance	Hospital Services	Total University
State General Fund									
Direct Appropriations	$ 195,225	$ 14,013	$ -	$ -	$ -	$ -	$ 35,196	$ -	$ 244,434
Central Transfers	-	-	-	-	-	-	-	-	$ -
State General Fund	$ 195,225	$ 14,013	$ -	$ -	$ -	$ -	$ 35,196	$ -	$ 244,434
Nongeneral Funds									
Student Tuition and Fees	401,979	-	-	54,819	-	-	-	-	456,798
Grants and Contracts	140	274,416	43,000	-	-	-	40,860	-	358,416
Gifts and Investment Earnings	-	-	-	6,179	-	46,162	-	-	52,341
Sales and Services	9,199	-	-	82,683	39,990	-	-	35,540	167,412
Other Sources	2,367	-	-	1,798	-	7,422	-	-	11,587
Total Nongeneral Funds	413,685	274,416	43,000	145,479	39,990	53,584	40,860	35,540	1,046,554
Transfers (in) out	10,026	-	(10,026)	-	-	-	-	-	-
Total University Sources	$ 618,936	$ 288,429	$ 32,974	$ 145,479	$ 39,990	$ 53,584	$ 76,056	$ 35,540	$ 1,290,988

Virginia Commonwealth University - 2020-2021 University Budget Plan
Expenditure Summary (in thousands)

	Educational & General Programs	Sponsored Programs Direct Costs	Sponsored Programs Facilities & Admin. Costs	Auxiliary Enterprises	Qatar	University Funds	Student Financial Assistance	Hospital Services	Total University
FY 2020-2021 Uses									
Instruction	$ 354,836	$ -	$ -	$ -	$ 39,990	$ 5,112	$ -	$ -	$ 399,938
Research	20,058	288,429	23,411	-	-	10,860	-	-	342,758
Public Service	4,386	-	-	-	-	1,966	-	-	6,352
Academic Support	121,585	-	729	-	-	12,671	-	-	134,985
Student Services	16,735	-	-	-	-	725	-	-	17,460
Institutional Support	85,067	-	1,488	-	-	10,130	-	-	96,685
Operation and Maintenance of Plant	59,937	-	3,870	-	-	1,216	-	1,000	66,023
Scholarships and Fellowships	20,199	-	1,716	-	-	10,904	76,056	-	108,875
Auxiliary Enterprises	-	-	-	152,919	-	-	-	-	152,919
Hospital Services	-	-	-	-	-	-	-	34,540	34,540
Subtotal Uses	682,803	288,429	31,214	152,919	39,990	53,584	76,056	35,540	1,360,535
Transfers (in) out [1]	4,628	-	-	(4,628)	-	-	-	-	-
Addition to Reserves	(8,708)	-	-	(5,463)	-	-	-	-	(14,171)
Anticipated COVID-19 & Enrollment Adjustments	(67,136)	-	-	-	-	-	-	-	(67,136)
Contingencies	7,349	-	1,760	2,651	-	-	-	-	11,760
Subtotal Contingencies and Transfers	(63,867)	-	1,760	(7,440)	-	-	-	-	(69,547)
Total University Uses	$ 618,936	$ 288,429	$ 32,974	$ 145,479	$ 39,990	$ 53,584	$ 76,056	$ 35,540	$ 1,290,988

[1] Per the state budget, nongeneral fund appropriation from E&G programs and from Auxiliary Services was required to be transferred to Student Financial Assistance to more accurately reflect aid to students.

VCU

Total University Budget FY20-21: $1.3B

in thousands
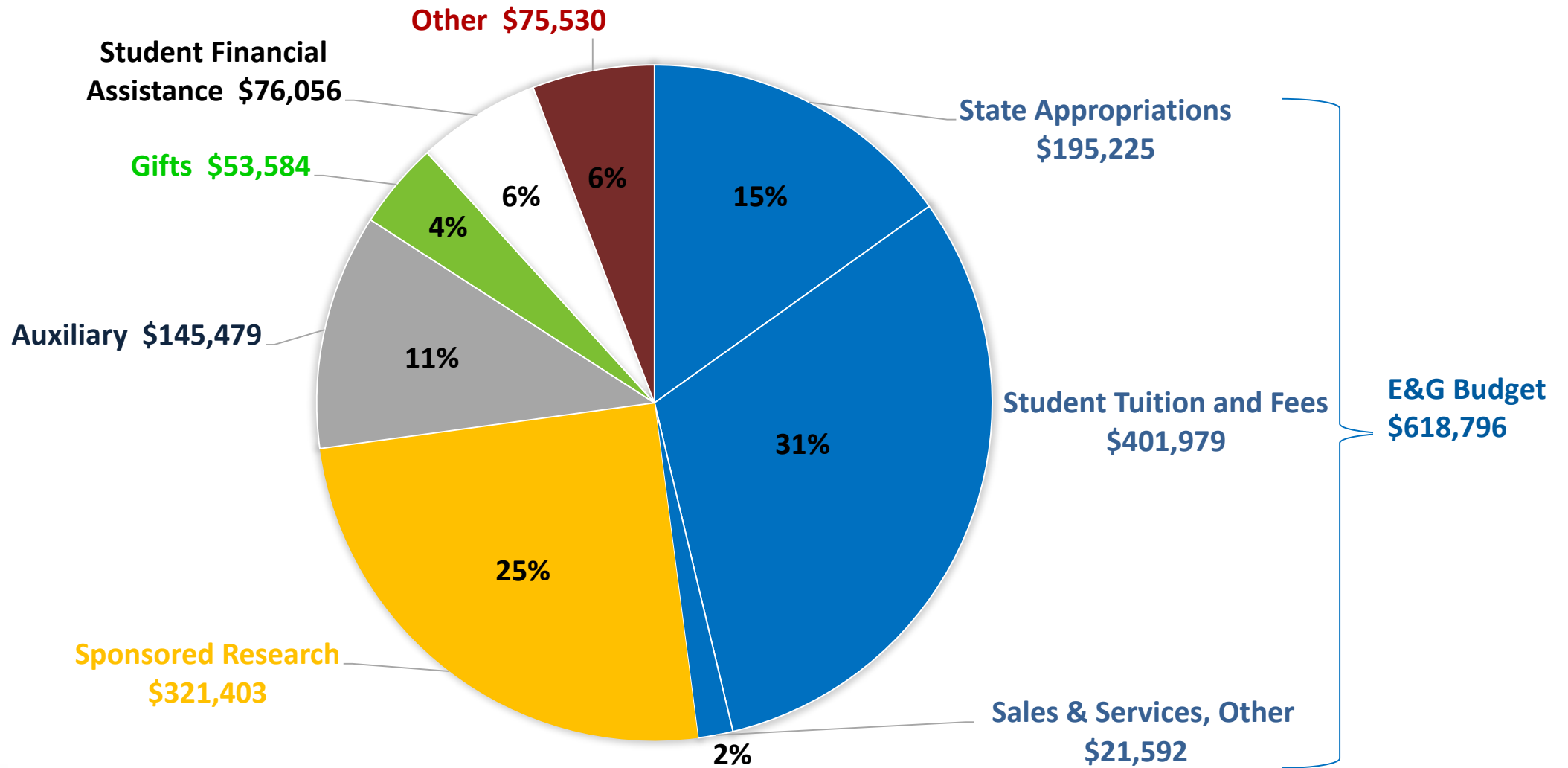
Key Facts

- VCU Tier III Institution, along with UVA, VT, JMU and W&M

- 91 % resident undergraduates

- Cost of attendance for 20-21 academic year is $31,697 for undergraduate residents and $53,761 for undergraduate non-residents

- Bond ratings - Moody's Aa3; S&P AA-

- Debt burden ratio – FY19 was 3.82%; internal benchmark is 5%; state benchmark is 6%

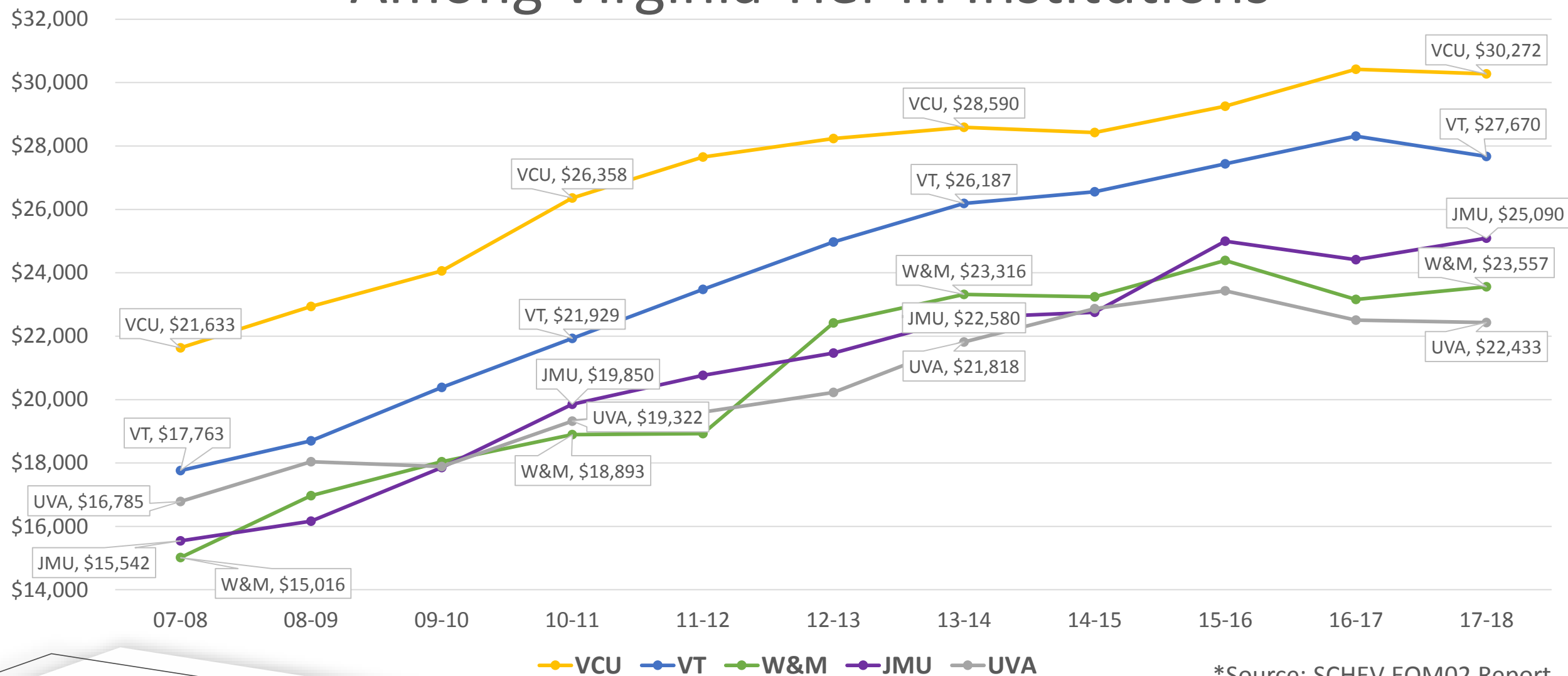- Total budget, including the VCUHS, is $5.2B

2020-2021 Resident Undergraduate Tuition and Fees
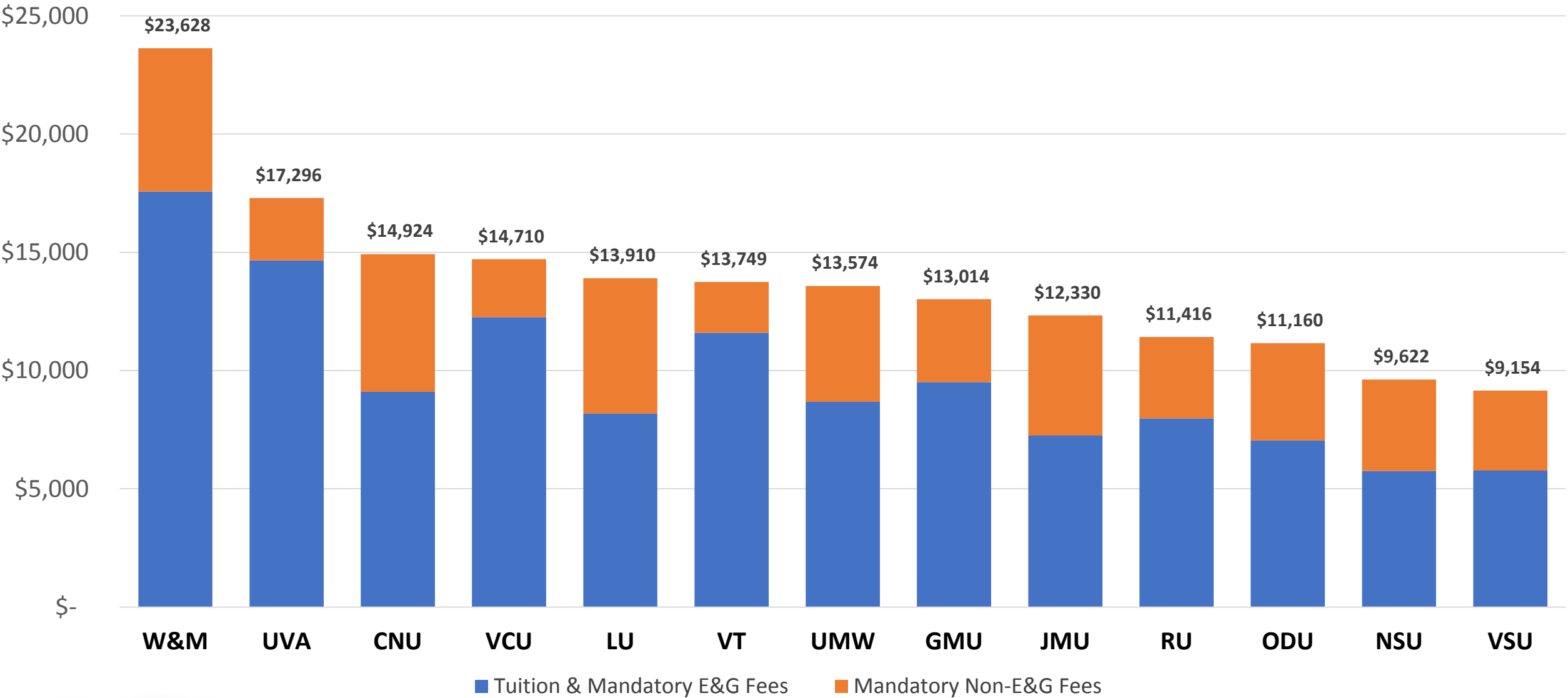
Data source: SCHEV Student Loan Data

Fall 2019 Resident vs Non-Resident Undergraduates

*Source: SCHEV E03 Report
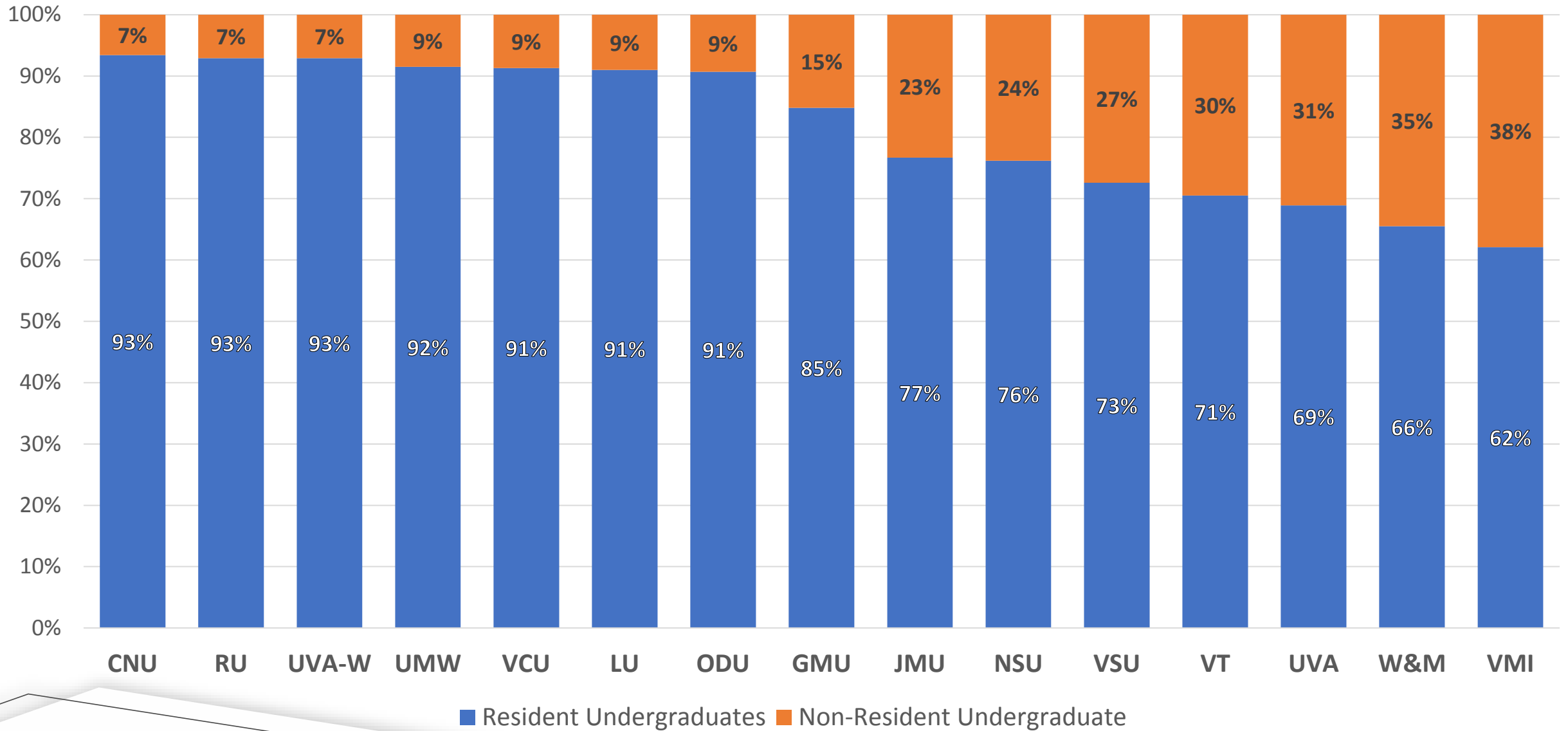
Avg. Indebtedness of Resident Undergraduates Among Virginia Tier III Institutions

*Source: SCHEV EOM02 Report

10

Resident Pell Recipients

*Source: SCHEV EOM02 Report

11
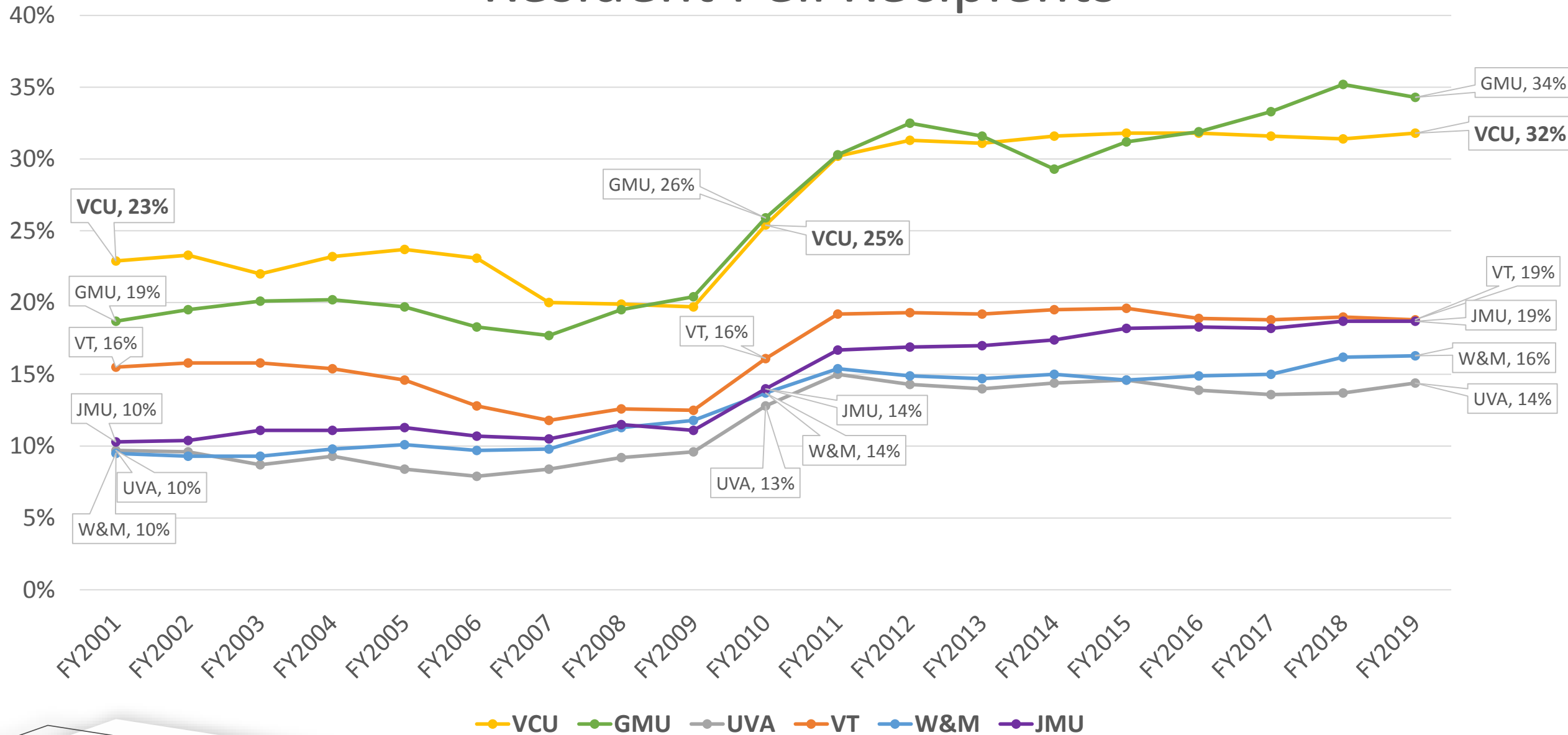
Challenges/Opportunities

- Flat tuition increase for last two fiscal years

- Maintain bond ratings

- Budgetary challenges during pandemic; ability to grow enrollment

- Aging Infrastructure/Master Plan - $524M of capital needs identified over next ten years; $298M (57%) are priority needs (backlog or coming due in the next three years)

Questions

Overview of our university's diversity and inclusion strategies

VCU Office of Institutional Equity, Effectiveness and Success

Quest 2025: Together We Transform

- Theme I: Student Success
  - Transform the lives of our distinctive and diverse students
- Theme II: National Prominence
  - Achieve preeminence as a 21st century public research university
- Theme III: Collective Urban and Regional Transformation
  - Create collective community change
- Theme IV: Diversity Driving Excellence
  - Commit to inclusive excellence

VCU

Theme IV: Diversity Driving Excellence

- <u>Advance institutional excellence</u> through a commitment to diversity, inclusion and equity fostered through a culture of appreciation and respect

- Build and sustain the infrastructure to enhance diversity, inclusion and equity at all levels of the university to support teaching, research, scholarship, creative expression and service.

- Establish diversity as an imperative in the development and implementation of strategies and policies in decisions regarding resource allocation

VCU

I. Advance Institutional Excellence

- Basic Assumptions (Culture and Climate)
  - Diversity through inclusion and engagement drive an organization's performance
  - Diversity's impact is realized when environments are fair, open, collaborative and empowering.
  - Inclusive environments lead to greater diversity, as well as intrinsic work experiences and organizational confidence and trust that positively influence performance.

VCU

I. Advance Institutional Excellence

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DIVERSITY DRIVING EXCELLENCE: THE MEASUREMENT MODEL

DIVERSITY INDEX

INCLUSION INDEX

ENGAGEMENT INDEX

PERFORMANCE EXCELLENCE

VCU

I. Advance Institutional Excellence

I. Advance Institutional Excellence

I. Advance Institutional Excellence

NYLAN NTABAZI, FORENSIC SCIENCE '22

THE POWER IN *THEIR* NARRATIVE

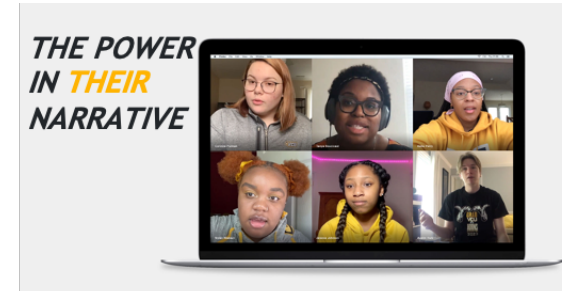VCU Students' Stories of Struggle, Strength and Solidarity During COVID-19

I. Advance Institutional Excellence
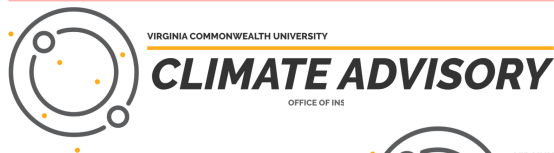

THE POWER IN *THEIR* NARRATIVE

VCU Students' Stories of Struggle, Strength and Solidarity During COVID-19

JESSICA JOHNSON, MASS COMMUNICATIONS '23

I. Advance Institutional Excellence

VIRGINIA COMMONWEALTH UNIVERSITY

CLIMATE ADVISORY

OFFICE OF INS

by Aashir Nasim, Ph.D.
Vice President, Institutional Equity, Effectiveness and Success
Director and Professor, Institute for Inclusion, Inquiry and Innovati

Remote Instruction

The March 31, 2020 Climate Advisory (#CA-2020-02) is based on
2020 from a representative sample of VCU students. VCU student
VCU faculty began teaching courses via remote instruction (e.g., c
you?" A total of 267 students, or 44.4% of the total sampling popu
actual and adjusted (re-coded) sentiment scores are presented in
findings should be used to inform strategic communication effort
students determined to be placed at-risk.

VIRGINIA COMMONWEALTH UNIVERSITY

CLIMATE A

OFFICE OF INSTITUT

by Aashir Nasim, Ph.D.
Vice President, Institutional Equity, Effectiveness and Success
Director and Professor, Institute for Inclusion, Inquiry and Innovation

REOPENING CAMPUS, STUDENT SURVEY

About the May 21, 2020 survey administration. Institutional Equity, in collaboration with Institutional
Research and Decision Support (IRDS), administered the VCU Fall 2020 Planning Student Survey to
continuing undergraduate, graduate and first professional students. The brief eight-item survey presented
a range of fall 2020 campus reopening scenarios to students and assessed (a) students' ability to adapt to
fall calendar and instruction scenarios, course delivery modes, and mid-semester transitions; (b) their
perceived ability to adhere to campus safety and risk mitigation measures enacted by the university; and
(c) students' confidence in community and residential housing scenarios. A total of 23,770 students were
invited to complete the survey, of which 9,824 students (41.3% response rate) have completed at least
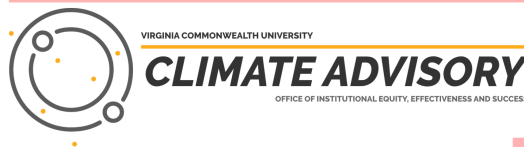
VIRGINIA COMMONWEALTH UNIVERSITY

CLIMATE ADVISORY

OFFICE OF INSTITUTIONAL EQUITY, EFFECTIVENESS AND SUCCESS

April
#CA-

by Aashir Nasim, Ph.D.
Vice President, Institutional Equity, Effectiveness and Success
Director and Professor, Institute for Inclusion, Inquiry and Innovation

STUDENTS' BELONGINGNESS

The April 13, 2020 Climate Advisory (#CA-2020-03) is based on Climatext data collected on April 9
from a representative sample of VCU students. VCU students responded to the prompt "Hi! We rea
remote instruction has its pros and cons. How are you feeling about your sense of connection to c
during this time?" A total of 245 students, or 40.6% of the total sampling population, responded wit
hours. Student sentiment scores can range from -1.00 (negative) to +1.00 (positive). Both actual a
adjusted (re-coded) sentiment scores are presented in the summary of the findings. VCU senior
administrators, deans and chairs are asked to consider these findings in their decisioning process

VIRGINIA COMMONWEALTH UNIVERSITY

CLIMATE ADVISORY

OFFICE OF INSTITUTIONAL EQUITY, EFFECTIVENESS AND SUCCESS

April 27, 2020
#CA-2020-04

by Aashir Nasim, Ph.D.
Vice President, Institutional Equity, Effectiveness and Success
Director and Professor, Institute for Inclusion, Inquiry and Innovation

RETURN TO CAMPUS, FALL 2020

About the April 23, 2020 survey administration. Climatext was administered on April 23, 2020 to a
representative sample of 602 VCU students. VCU students responded to the prompt "How are you feeling
about returning to campus this fall semester?" A total of 281 students, or 46.7% of the total sampling
population, responded within 24-hours. The observed sample consisted of 74.3% women, 47.1% minority,
28.9% Pell-eligible and 24.3% first-generation students across 54 degree programs and majors. Student
sentiment scores ranged between -1.00 (negative) to +1.00 (positive). Both actual and adjusted (re-coded)
scores are presented. Below, we provide a summary of the findings.

VCU

Theme IV: Diversity Driving Excellence

- Advance institutional excellence through a commitment to diversity, inclusion and equity fostered through a culture of appreciation and respect

- Build and sustain the infrastructure to enhance diversity, inclusion and equity at all levels of the university to support teaching, research, scholarship, creative expression and service.

- Establish diversity as an imperative in the development and implementation of strategies and policies in decisions regarding resource allocation

VCU

II. Build and Sustain Infrastructure

- Basic Assumptions
  - Audit fiscal and operations and adjusted workflow processes to increase efficiency and effectiveness
  - Reorganization bringing Equity and Access Services (EAS) under IES for continuity between compliance, education and transformation
  - Formalize organizational relationships and strategic communication platforms to facilitate scaling of initiatives and programs
  - Develop and implement low cost – high impact programs for employees and students to cultivate and promote success
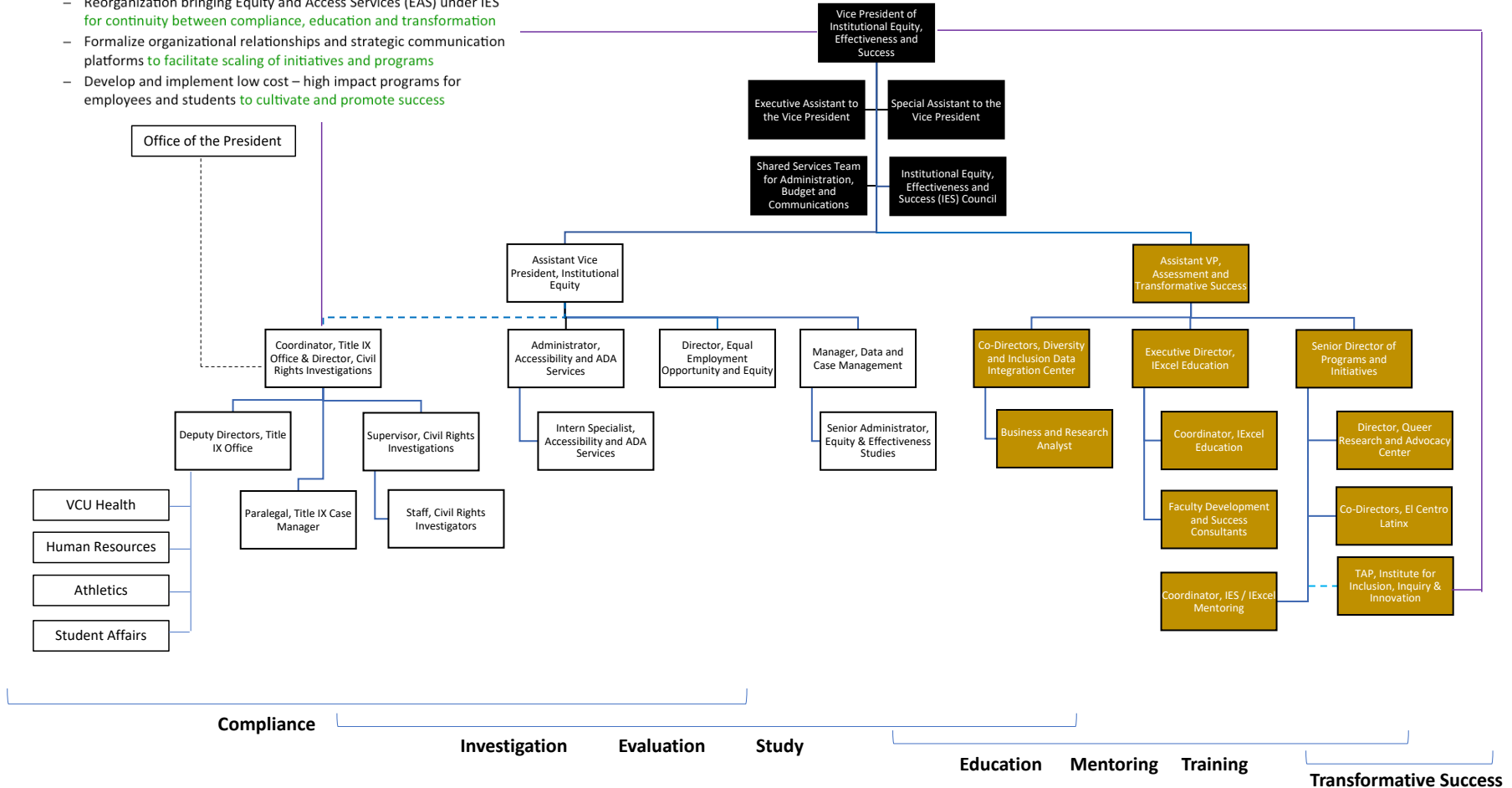
- Basic Assumptions
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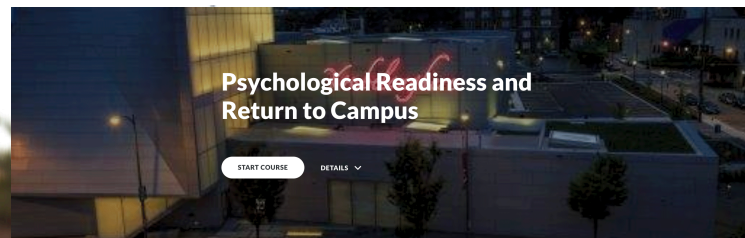 - Develop and implement low cost – high impact programs for employees and students to cultivate and promote success

Office of the President

Vice President of Institutional Equity, Effectiveness and Success

Executive Assistant to the Vice President

Special Assistant to the Vice President

Shared Services Team for Administration, Budget and Communications

Institutional Equity, Effectiveness and Success (IES) Council

Assistant Vice President, Institutional Equity

Assistant VP, Assessment and Transformative Success

Coordinator, Title IX Office & Director, Civil Rights Investigations

Administrator, Accessibility and ADA Services

Director, Equal Employment Opportunity and Equity

Manager, Data and Case Management

Co-Directors, Diversity and Inclusion Data Integration Center

Executive Director, IExcel Education

Senior Director of Programs and Initiatives

Deputy Directors, Title IX Office

Supervisor, Civil Rights Investigations

Intern Specialist, Accessibility and ADA Services

Senior Administrator, Equity & Effectiveness Studies

Business and Research Analyst

Coordinator, IExcel Education

Director, Queer Research and Advocacy Center

VCU Health

Human Resources

Athletics

Student Affairs

Paralegal, Title IX Case Manager

Staff, Civil Rights Investigators

Faculty Development and Success Consultants

Co-Directors, El Centro Latinx

Coordinator, IES / IExcel Mentoring

TAP, Institute for Inclusion, Inquiry & Innovation

Compliance

Investigation   Evaluation   Study

Education   Mentoring   Training

Transformative Success

II. Build and Sustain Infrastructure

INCLUSIVE **E**XCEL**L**ENCE *EDUCATION*

INCLUSIVE **E**XCEL**L**ENCE *MENTORING*

RAM*malogues*

- Basic Assumptions
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Inclusion   Inquiry   Innovation

collective

VCU

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Psychological Readiness and Return to Campus

Psychological Readiness and Return to Campus

START COURSE   DETAILS ⌄

Virginia Commonwealth University's highest commitments are focused on employee well-being, equity and inclusion. We make our commitments real by weaving them into everything we do–including this online course. Issues of equity and inclusion are especially important to make prominent as we address psychological readiness to return to campus because the very experiences of inequality, bias and discrimination negatively impact psychological well-being and safety. We have a shared responsibility to create a campus where we are included, cared for, safe and engaged.

This course is designed for all VCU faculty and staff, individual contributors and managers. It complements the reboarding courses you have already completed. The focus of those courses was our joint commitments and responsibilities to create a **physically safe** and

VCU Office of the Vice President for Research and Innovation

SUBMIT OVPRI RAPID FUNDING APPLICATION

VCU Human Resources

VCU

Theme IV: Diversity Driving Excellence

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VCU

III. Establish Diversity As Imperative

- Basic Assumptions
  - Committees, task forces and workgroups on diversity and inclusion must result in actions that build and sustain community trust and leadership integrity
  - Heart and mind leadership must coincide with policy implementation and resource allocation to move forward organizations
  - Training and education must be complementary modules throughout employee and student lifecycles to promote personal and professional growth and development… thriving organizations

VCU

III. Establish Diversity As Imperative

Taskforce on Individual, Institutional and Systemic Bias

· Basic Assumptions

– Committees, task forces and workgroups on diversity and inclusion must result in actions that build and sustain community trust and leadership integrity

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AFFIRMATIVE ACTION PLAN EXECUTIVE OVERVIEW

Office of Institutional Equity, Effectiveness and Success

Call Me By My Name
Recognizing the right to use names other than your legal name, to identify with the gender you know yourself to be and to utilize the pronouns that best fit you.

Title IX Not Anymore Training

Preventing and Responding to Discrimination

VCU

Overview of our university's diversity and inclusion strategies

VCU Office of Institutional Equity, Effectiveness and Success

Five Priorities

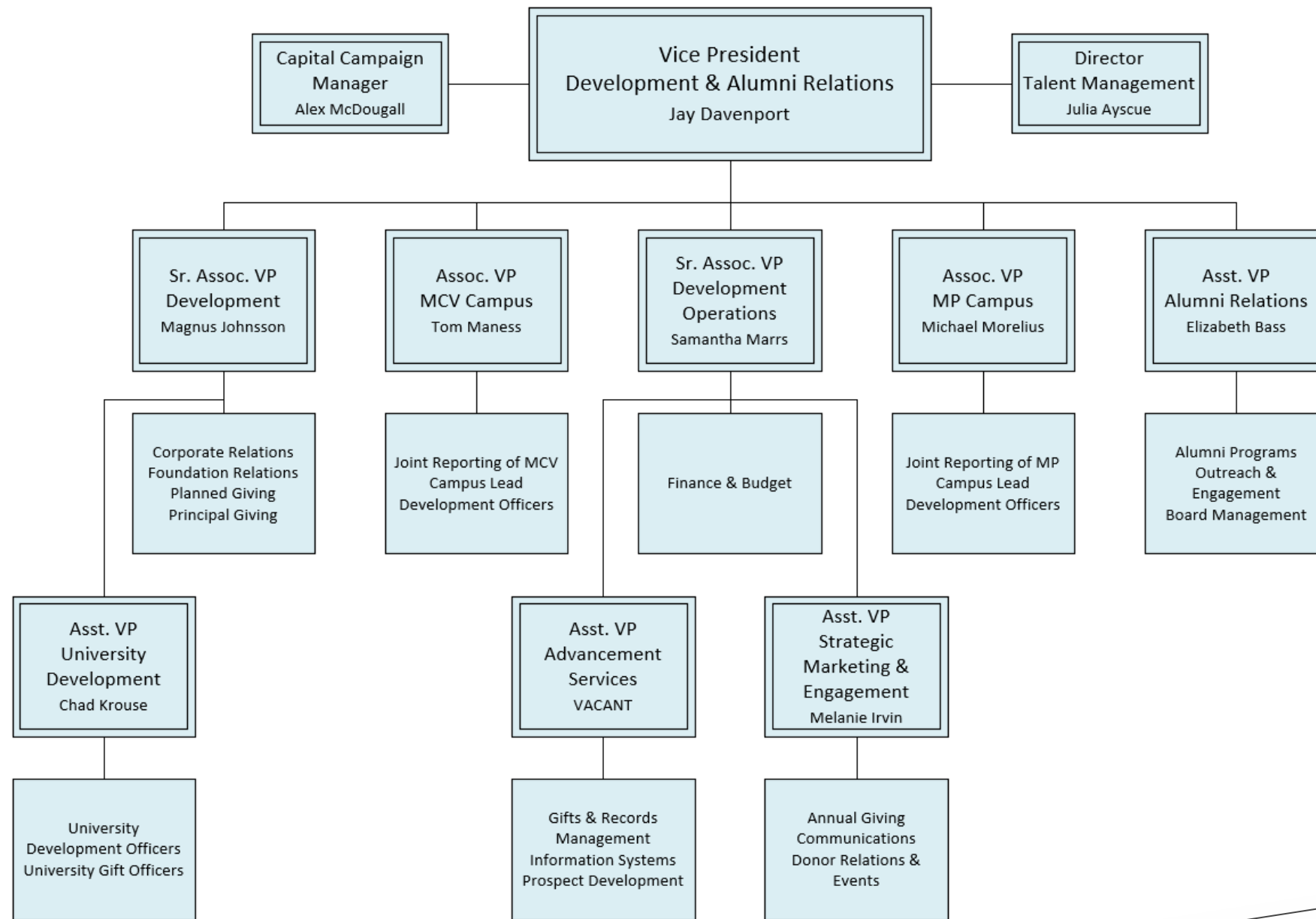- **Maintain Fundraising Momentum**
- **Expand Alumni Engagement**
- **Continue Advancement Sophistication**
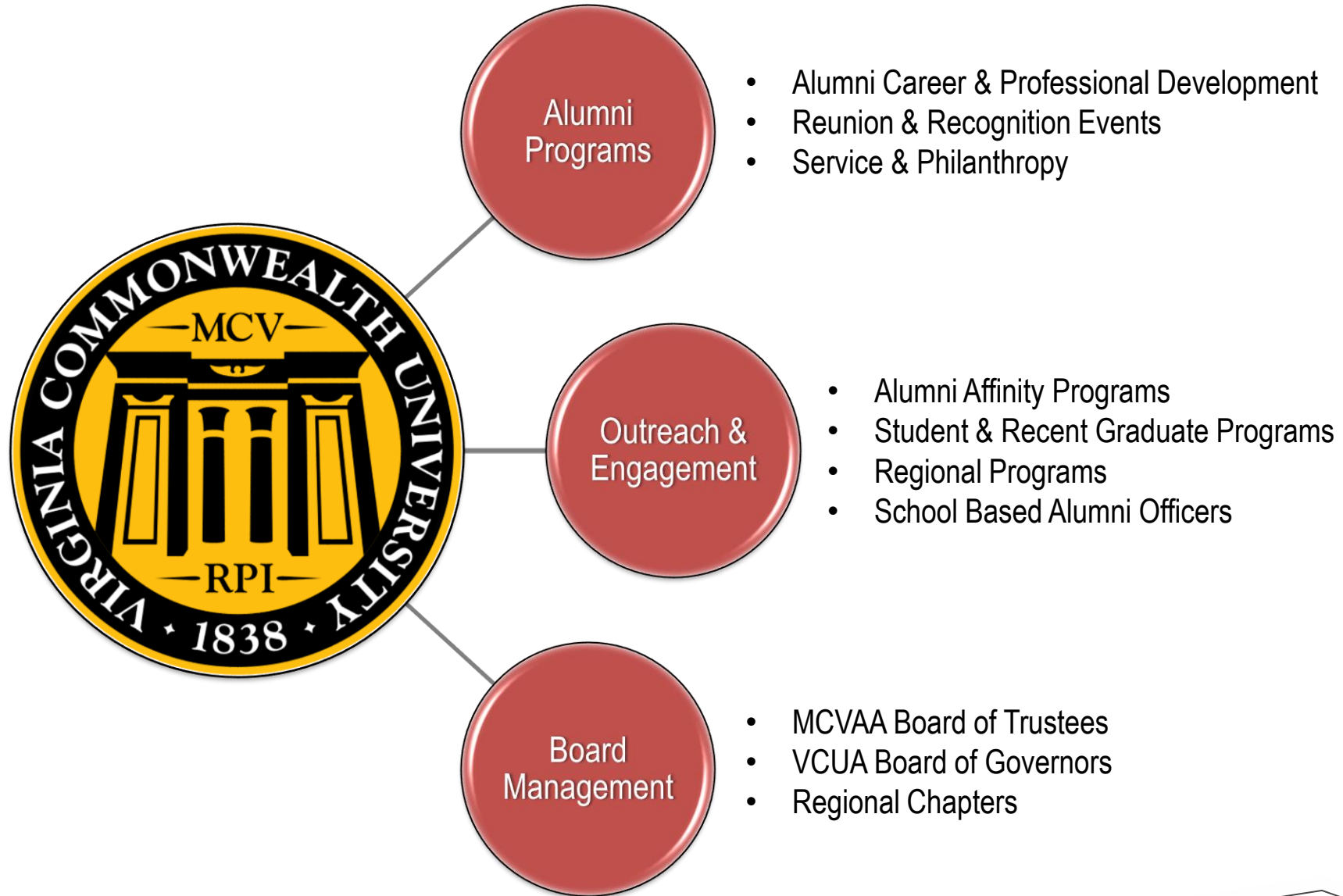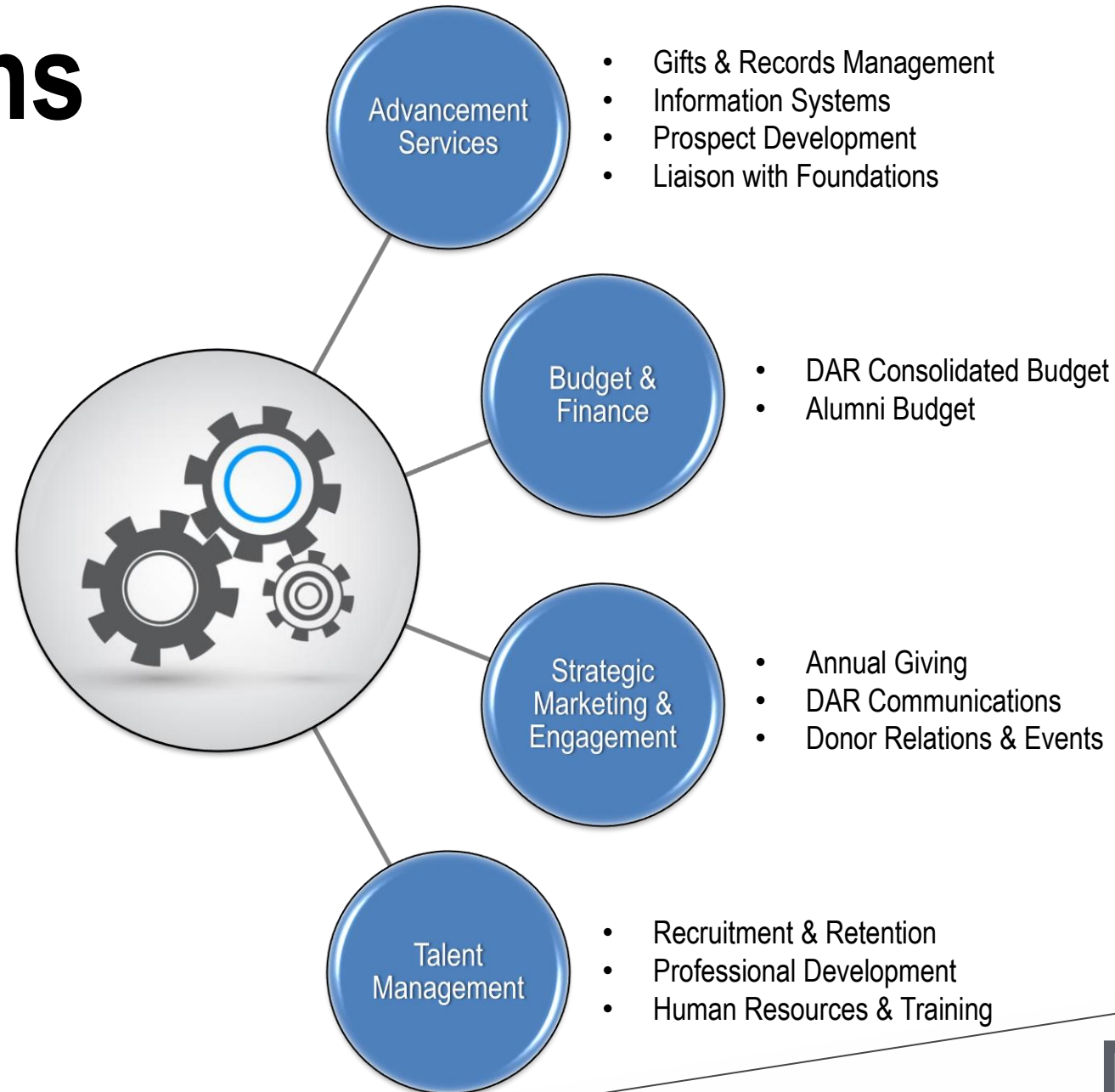- **Plan Next Campaign**
- **Continue to Build Culture of Philanthropy**

VCU

Make it real.
CAMPAIGN FOR VCU

Fundraising

MCV Campus
- Dentistry
- Health Professions
- Massey
- Medicine
- Nursing
- Pharmacy
- VCU Health

Collaborative
- Presidential Engagement
- Principal Giving
- Corporate Relations
- Foundation Relations
- Planned Giving
- University Development

MP Campus
- Arts
- Athletics
- Business
- Education
- Engineering
- Honors
- H&S
- ICA
- Libraries
- Life Sciences
- Social Work
- Wilder

VCU

Make it real.
CAMPAIGN FOR VCU

Alumni

Alumni Programs
- Alumni Career & Professional Development
- Reunion & Recognition Events
- Service & Philanthropy

Outreach & Engagement
- Alumni Affinity Programs
- Student & Recent Graduate Programs
- Regional Programs
- School Based Alumni Officers

Board Management
- MCVAA Board of Trustees
- VCUA Board of Governors
- Regional Chapters

VCU

Make it real.
CAMPAIGN FOR VCU

Operations

Advancement Services
- Gifts & Records Management
- Information Systems
- Prospect Development
- Liaison with Foundations

Budget & Finance
- DAR Consolidated Budget
- Alumni Budget

Strategic Marketing & Engagement
- Annual Giving
- DAR Communications
- Donor Relations & Events

Talent Management
- Recruitment & Retention
- Professional Development
- Human Resources & Training

VCU Campaign History

Name of Campaign	Dates of Campaign	Dollar Goal	Amount Raised
Making a Difference	1984 - 1990	$52 Million	$62 Million
Partners for Progress	1992 - 1999	$125 Million	$168 Million
The Campaign for VCU	2000 - 2007	$330 Million	$410 Million
Make It Real Campaign for VCU	2013 - 2020	$750 Million	Final Report in December

VCU

Make it real.
CAMPAIGN FOR VCU

Previous Campaigns Build the Foundation for the Future
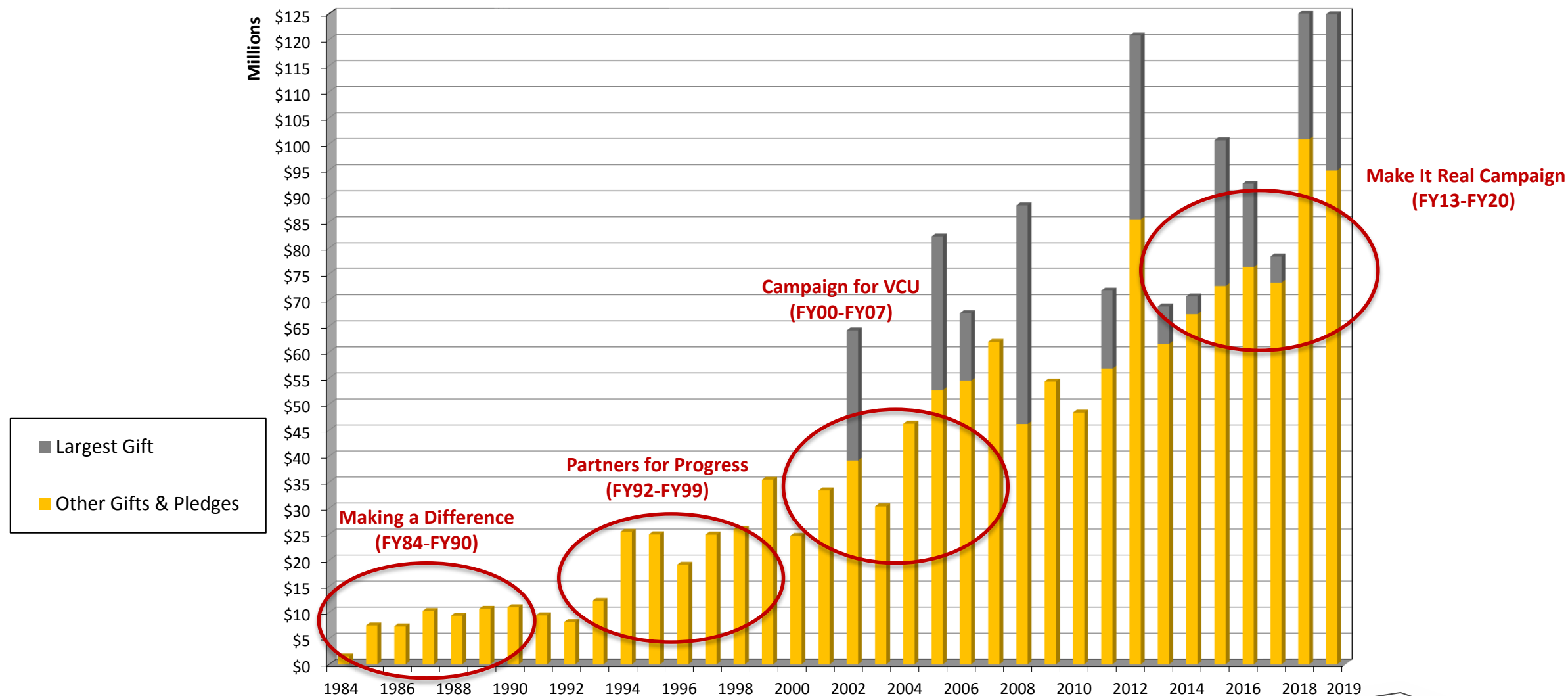
Make It Real Campaign Pillars

BOV Scholarship Award

- The **Board of Visitors Scholarship Award** recognizes the achievements of a student who has outstanding academic achievement, leadership, and has provided service to the university and to the community at large. The recipient receives a scholarship equal to one year tuition and fees.

- The Board intends that this scholarship be a fully endowed scholarship and expects full Board participation via donations each year.