



**BOARD OF VISITORS  
ACADEMIC AND HEALTH AFFAIRS COMMITTEE  
9:20 A.M.  
DECEMBER 13, 2019  
JAMES BRANCH CABELL LIBRARY  
901 PARK AVENUE, ROOM 303, RICHMOND, VIRGINIA**

**COMMITTEE MEMBERS PRESENT**

Mr. Edward McCoy, Chair  
Dr. Shantaram Talegaonkar, Vice Chair  
Ms. Carolina Espinal  
Mr. Peter Farrell  
Dr. Robert D. Holsworth  
Ms. Coleen Santa Anna

**COMMITTEE MEMBERS NOT PRESENT**

Mr. Tyrone Nelson

**OTHERS PRESENT**

Dr. Michael Rao, President  
Dr. Gail Hackett, Provost and Senior Vice President for Academic Affairs  
Dr. Marsha Rappley, Senior Vice President for Health Sciences  
Dr. Aashir Nasim, Vice President for Inclusive Excellence  
Dr. Charles Klink, Senior Vice Provost for Student Affairs  
Dr. Tomikia LeGrande, Vice Provost for Strategic Enrollment Management  
Dr. Erin Webster Garrett, Assistant Vice Provost for REAL  
Dr. W. Scott Street IV, Faculty Representative  
Dr. Nancy Jallo, Faculty Alternate  
Ms. Saher Randhawa, Staff Representative  
Ms. Ashley Staton, Staff Alternate  
Mr. Michael Berger, Student Representative Ms. Samantha Lee, Student Representative  
Ms. Elizabeth L. Brooks, Associate University Counsel  
Ms. Jamie Stillman, Director of Strategic Communications, Office of the Provost  
Staff and students from VCU and VCUHS  
Members of the Media

**CALL TO ORDER**

Mr. Edward McCoy, Chair of Academic and Health Affairs Committee, called the meeting to order at 9:25 a.m.

**APPROVAL OF MINUTES**

On motion made and seconded, the Academic and Health Affairs Committee approved the Minutes of the meeting held **September 13, 2019**. A copy of the minutes can be found on the

VCU website at the following webpage <https://president.vcu.edu/board/minutes>.

**ACTION ITEMS:**

**Academic Program Proposals:**

On motion made and seconded, the Academic and Health Affairs Committee approved a motion to recommend to the Board of Visitors approval of the following 12 academic proposals:

1. Creation of a Bachelor of Science in Finance in the School of Business
2. Creation of a Master of Science in Finance in the School of Business
3. Closure of the Post-Baccalaureate Certificate in Autism Spectrum in the School of Education
4. Creation of a Baccalaureate Certificate in Disability in the School of Education
5. Creation of a Doctor of Philosophy in Special Education in the School of Education
6. Closure of the Post-baccalaureate Certificate in College Student Development and Counseling in the School of Education
7. Change the name of the Center for Study of Biological Complexity to the Center for Biological Data Science in VCU Life Sciences
8. Closure of the Master of Bioinformatics in VCU Life Sciences
9. Change the name of the Department of Radiation Sciences to the Department of Radiologic Sciences in the College of Health Professions
10. Change the name of the Department of Clinical Laboratory Sciences to the Department of Medical Laboratory Sciences in the College of Health Professions
11. Creation of a Graduate Certificate in Health Care Innovation in the School of Nursing
12. Creation of a Post-Baccalaureate Certificate in Clinical Research in the C. Kenneth and Dianne Wright Center for Clinical and Translational Research

**REPORTS**

Dr. Hackett provided updates on recent activities focused on student, faculty and academic program success.

Dr. Hackett presented the AHAC Dashboard. The Committee discussed dashboard line item, “Culture & Climate Survey – VCU as a good place to work,” which showed a 29% participation rate in 2019. Dr. Nasim clarified that the survey indicated that employee satisfaction is positive as noted by the information set forth in the chart below:

		Response			
		Negative	Neutral	Positive	Do not know
		%	%	%	%
Global Satisfaction	Considering everything, how satisfied are you with VCU as a place to work?	4	16	80	.
	Considering everything, how satisfied are you with your job?	12	8	80	.
	Considering everything, how satisfied are you with your pay?	12	8	76	4
	I feel a strong sense of belonging at VCU.	15	22	63	.
	I recommend VCU as a good place to work.	8	4	88	.
	I see myself still working at VCU in two years' time.	4	16	80	.
	My job security is satisfactory.	8	16	68	8

It was noted that a full report on the climate survey will be presented at the February 2020 meeting.

Dr. LeGrande provided an enrollment and budget update, a copy of which is attached hereto as **Attachment A**, and is made a part hereof

Dr. Rappley provided an oral update on activities in the Health Sciences and the Health System.

Dr. Webster Garrett provided a report, which had been requested by the board, regarding student engagement in internships. A copy of Dr. Webster Garrett's presentation is attached hereto as **Attachment B**, and is made a part hereof.

Ms. Lee and Mr. Berger provided updates on activities and perceptions among undergraduate and graduate students, respectively.

Dr. Street provided an update on behalf of the faculty.

Ms. Randhawa provided an update on behalf of the staff.

### **ADJOURNMENT**

There being no further business, Mr. McCoy, Chair, adjourned the meeting at 11:20 a.m.

# Provost Report: Enrollment and Budget

Board of Visitors  
Academic and Health Affairs Committee

December 13, 2019



**VCU**

Gail Hackett, Ph.D., Provost and Sr. Vice President of Academic Affairs  
Tomikia P. LeGrande, Ed.D., Vice Provost Strategic Enrollment Management

# A New Higher Education Landscape

## Drivers of the Enrollment Challenge



Declining birthrates



Financial concerns



Questions about the value of college

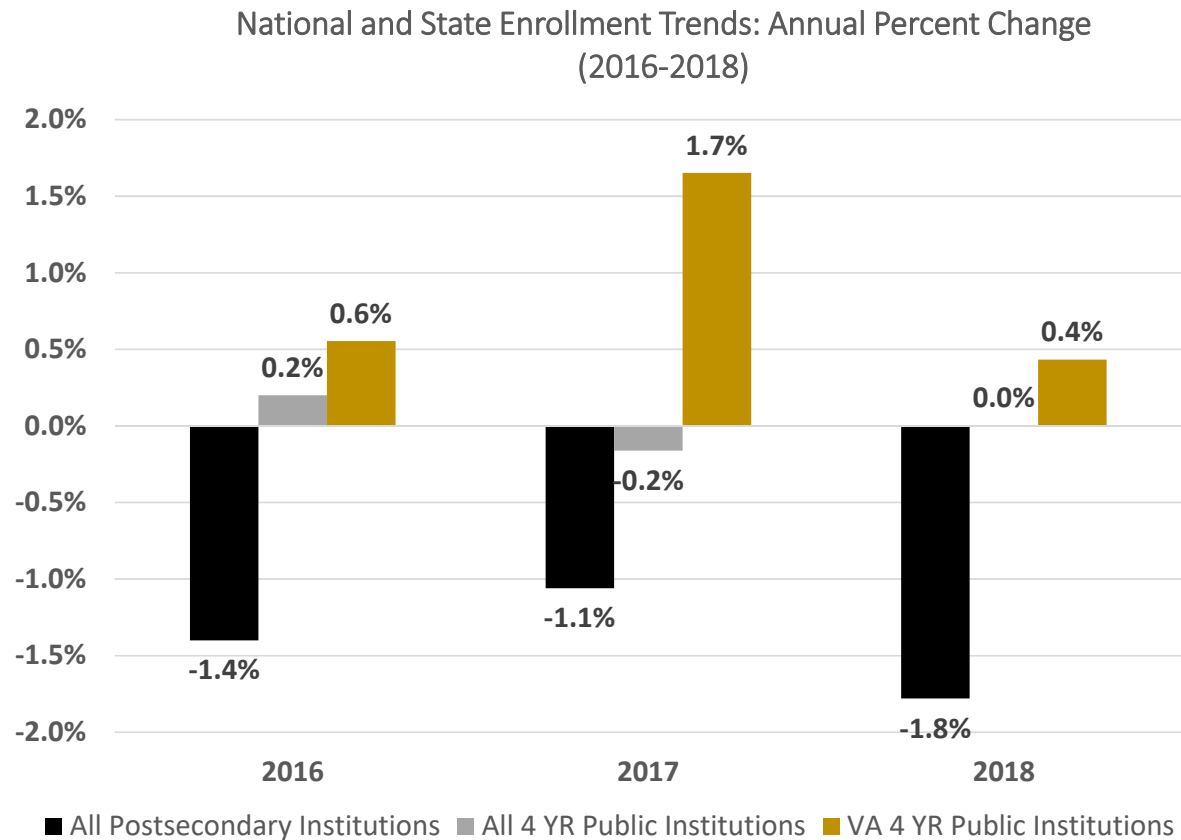
The pool of likely students is expected to become much smaller and more racially diverse.



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

# National and State Overall Enrollment Trends

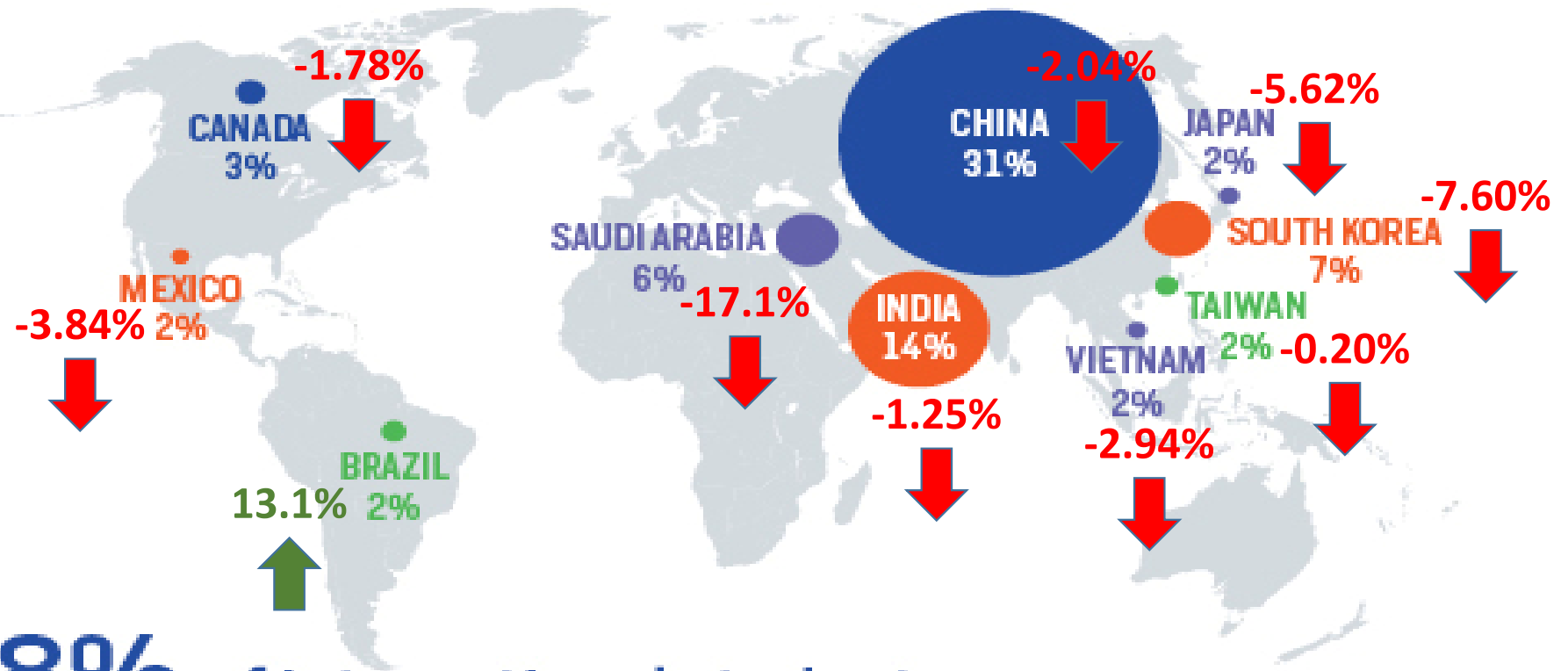
- **Virginia 4 YR public enrollment has trended more positively than national trends for the sector.**
- **Future enrollment projections suggest that Virginia's enrollment trend is not sustainable.**
- **Stagnant and declining high school graduation rates and community college enrollments**
  - **More competitive Virginia landscape**



# Higher Education Landscape: International Enrollment

1 Year Change of Active Student Visa Holders (March 2018 to March 2019)

## TOP TEN PLACES OF ORIGIN OF INTERNATIONAL STUDENTS



**58%** of international students  
come from China, India, South Korea, and Saudi Arabia.

SOURCE: <https://thepienews.com/news/us-international-student-numbers-up-10-largest-growth-in-35-years/>

# International Enrollment Landscape

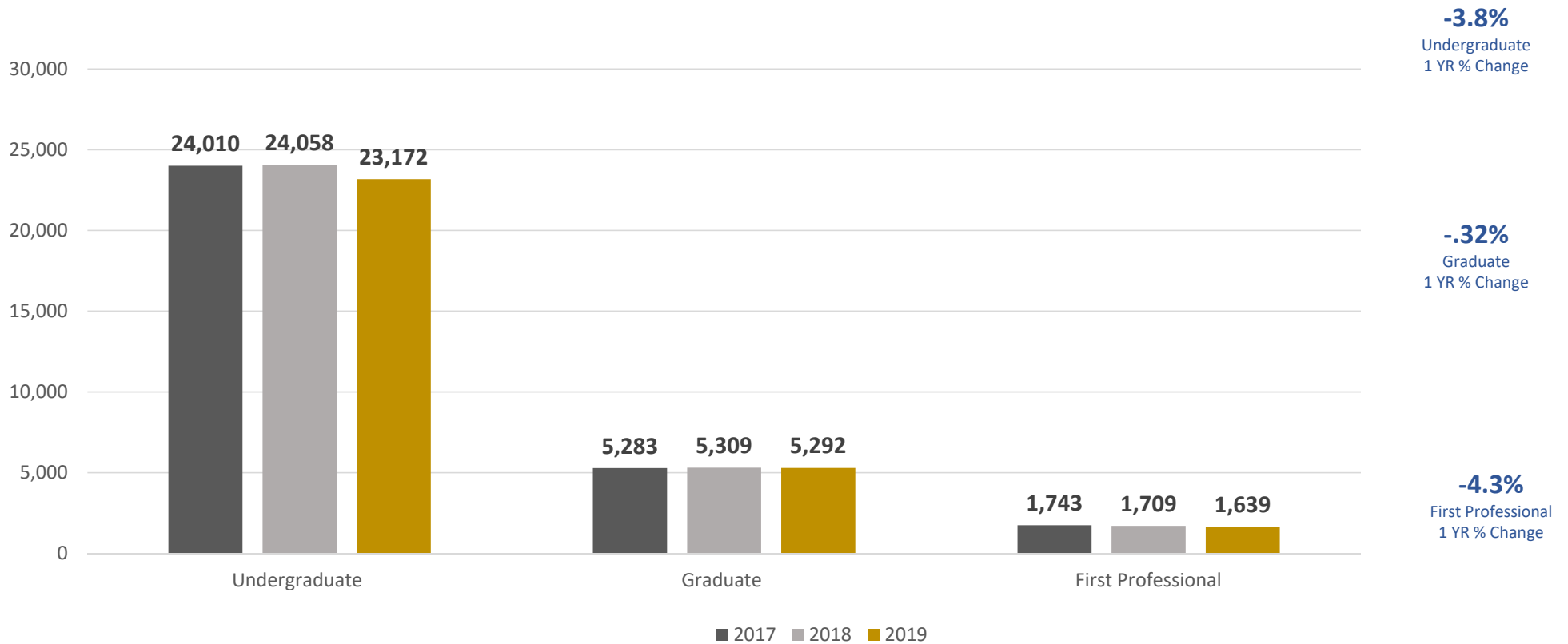
## Talking Points

- National landscape: significant drop in enrollment of international students across US higher education institutions and high visa rejection rates due to (1) challenging operating environment with a maturing U.S. pathways market and (2) radical changes in U.S. immigration policies in recent years
- VCU entered into an agreement with Navitas December 2017
  - goal of increasing the quantity and diversity of international students at VCU
- First cohort entered fall 2019:
  - 11 Global Student Success Program (GSSP)/International pathway program students: China, India, South Korea, Nigeria, Pakistan, Saudi Arabia.
  - 2 Direct Entry students (India)
- Navitas informed VCU of its plans to restructure the US university partners operation, October 2019
- Navitas would like for VCU to consider two options: (1) to restructure the Educational Association Agreement or (2) to consider a mutually agreed upon teach-out program



# Fall 2019 Enrollment Update

## Enrollment Headcount by Academic Level



# VCU Fall 2019 Challenges

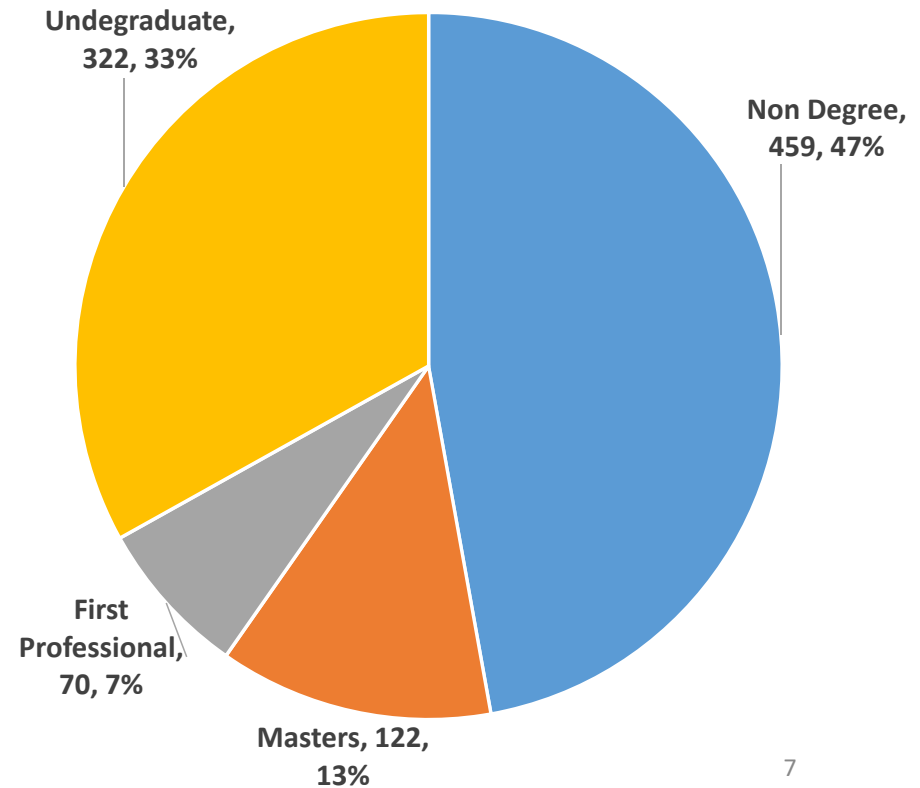
## • Undergraduate

- Competitive landscape regionally and nationally
- Higher graduation rates (larger outputs) with minimal growth in new freshman classes (inputs)
- Higher attrition than we would like
- Elimination of non-tuition revenue non-degree seeking program

## • Graduate- Masters

- Larger graduation classes (larger outputs) with smaller incoming students (inputs)
- Higher attrition among part-time student populations

Breakdown of Fall 2019 Enrollment Loss



## **Additional Undergraduate Competitive Landscape Talking Points**

- Although freshmen who are admitted to VCU and do not enroll here end up attending over 100 different colleges and universities across the country, nearly 40% of those students attend these top 5 colleges or universities in a given year:
  - VA Tech, GMU, JMU, UVA, and ODU
- This year we see the addition of some notable out-of-state institutions in our top 20 competitors compared to previous years which signify:
  - competition for out-of-state students in targeted markets and
  - increased interest in VA high school graduates to attend out of state institutions.

## Additional Undergraduate Competitive Landscape Talking Points

Fall 12 - Competition Rank		Fall 19 - Competition Rank	
JAMES MADISON UNIVERSITY	1	VIRGINIA POLYTECH AND STATE UNIV	1
GEORGE MASON UNIVERSITY	2	GEORGE MASON UNIVERSITY	2
VIRGINIA POLYTECH AND STATE UNIV	3	JAMES MADISON UNIVERSITY	3
UNIVERSITY OF VIRGINIA	4	UNIVERSITY OF VIRGINIA	4
OLD DOMINION UNIVERSITY	5	OLD DOMINION UNIVERSITY	5
CHRISTOPHER NEWPORT UNIVERSITY	6	NORTHERN VIRGINIA COMMUNITY COLLEGE	6
NORTHERN VIRGINIA COMMUNITY COLLEGE	7	COLLEGE OF WILLIAM & MARY	7
UNIVERSITY OF MARY WASHINGTON	8	UNIVERSITY OF MARY WASHINGTON	8
RADFORD UNIVERSITY	9	CHRISTOPHER NEWPORT UNIVERSITY	9
<b>LONGWOOD UNIVERSITY</b>	10	PENNSYLVANIA STATE UNIVERSITY	10
WEST VIRGINIA UNIVERSITY	11	UNIVERSITY OF MARYLAND - COLLEGE PARK	11
COLLEGE OF WILLIAM & MARY	12	RADFORD UNIVERSITY	12
UNIVERSITY OF MARYLAND - COLLEGE PARK	13	TOWSON UNIVERSITY	13
PENNSYLVANIA STATE UNIVERSITY	14	TEMPLE UNIVERSITY	14
TOWSON UNIVERSITY	15	RANDOLPH-MACON COLLEGE	15
NORTH CAROLINA STATE UNIVERSITY	16	<b>UNIVERSITY OF PITTSBURGH</b>	16
MARYLAND INSTITUTE COLLEGE OF ART	17	WEST VIRGINIA UNIVERSITY	17
TEMPLE UNIVERSITY	18	NORTH CAROLINA STATE UNIVERSITY	18
<b>DREXEL UNIVERSITY</b>	19	<b>GEORGE WASHINGTON UNIVERSITY</b>	19
RANDOLPH-MACON COLLEGE	20	<b>HOWARD UNIVERSITY</b>	20

# Impact of Enrollment Challenges

## National

For the second year in a row, Moody's Investors Service posted a negative outlook for the U.S. higher-education market in 2019.

**4%**

Expected overall operating expense growth

**1 to 3.5%**

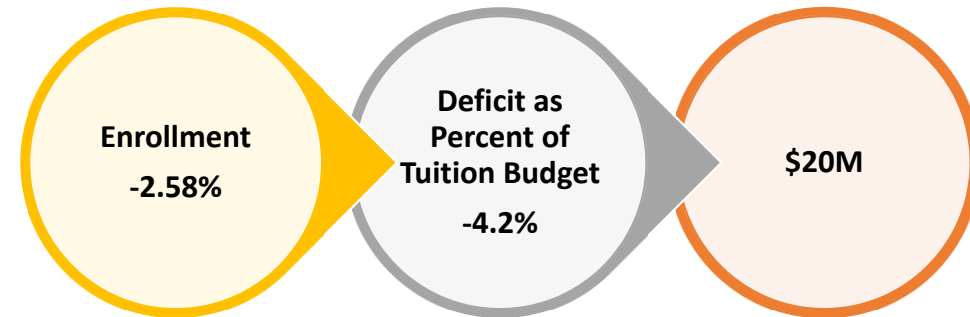
Projected growth in net tuition, most colleges' main source of revenue

**>50%**

Public colleges will fall short of 3% revenue growth, Moody's minimum for a stable outlook

## VCU

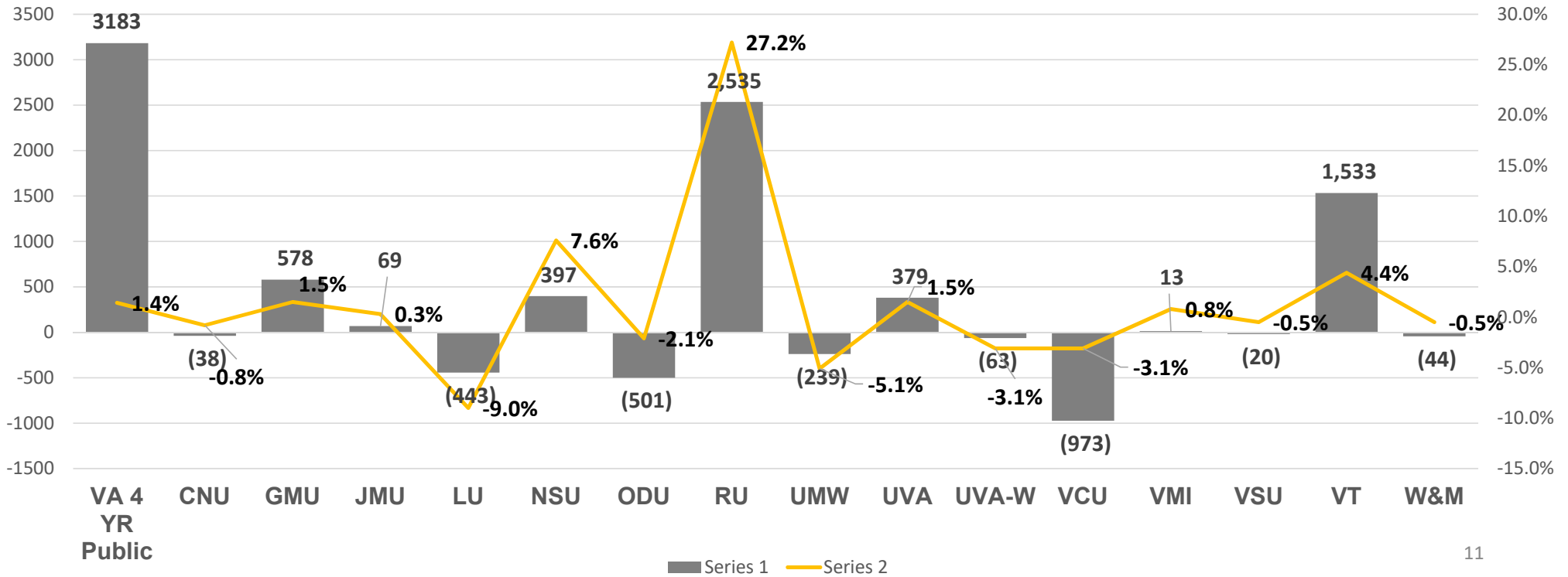
Stagnant or declining enrollment and a commitment to 0% tuition increase has contributed to limited revenue growth for FY 20.



# Fall 2019 Enrollment: State Overview

## Talking Point ONLY

Virginia 4 YR Publics  
Enrollment Headcount Change 2018-2019



# VCU Solution Focus

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- Deeper focus on improved national brand perception, academic reputation and VCU value proposition.
- Focus on improved new undergraduate student yield rates.
- Expand and identify new undergraduate markets
  - Out-of-state undergraduates
  - Adults over age 24
  - Corporate partnerships
- Continued innovation in curriculum and retention efforts
- Expand and identify new academic programs
  - Professional masters degrees
  - Interdisciplinary programs
  - Certificates /Credentials
- Expand capacity and infrastructure for direct international recruitment

# Discussion: Envisioning a Stronger Enrollment Future

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- Student choice behavior is often reduced to three dimensions: majors, money, and mission.
- Acknowledge that most families view college as a transaction and not a time for transformation.
  - Students are going to college to get a good job.
- Move beyond change that is “tweaked at the margins” to true transformation.
- Time to prioritize what students want and need over what we want to teach.



## ATTACHMENT B

# Internship Engagement: Progress and Way Forward

Relevant. Experiential. Applied. Learning. (REAL)

Board of Visitors  
Academic and Health Affairs Committee  
13 December 2019



**VCU** Relevant, Experiential  
and Applied Learning

# REAL experiences include

- **Internship**
- **Co-operative education (Co-ops)**
- **Practicums/clinical placements**
- **Field experiences**



**Workplace  
learning  
experiences**

- Project/performance-based learning
- Capstone
- Research
- Independent Study
- Interprofessional collaboration

- Integrative learning
- Global Learning
- Labs
- Entrepreneurship and innovation
- Career exploration and development
- Service-Learning
- Civic learning and engagement
- Leadership education
- Living learning communities

**Beginning in Fall 2019, through the REAL initiative VCU will track student engagement in 18 types of experiential learning, four of which are within the category of workplace learning.**



## What we know

- We have **participation gaps** — URM, Pell, and male students are not participating at the same rates as their majority peers in internships taken for academic credit.
- We have **information gaps** — The good news is that student self-report data (NSSE and First Destination surveys) indicate a much higher participation rate in undergraduate internships occurring *outside* of academic coursework.
- We have **evidence that the gaps are closing** — There has been a steady increase in the number of URM, Pell, and male students participating each year in internships.

## Next steps

- **Expand engagement of internal stakeholders and of business and industry leaders**
- **Establish student pathways and pipelines** through a career counseling model (Major Maps and Transfer Maps)
- **Target IT investments** to increase student access to employment, experiential learning activities, and employer engagement events and provide verifiable records of participation (Handshake, Student Opportunity Center, and Suitable)



Questions?