



**BOARD OF VISITORS
ACADEMIC AND HEALTH AFFAIRS COMMITTEE
9:20 A.M.
February 28, 2020
JAMES BRANCH CABELL LIBRARY
901 PARK AVENUE, ROOM 303, RICHMOND, VIRGINIA**

COMMITTEE MEMBERS PRESENT

Mr. Ed McCoy, chair
Ms. Carolina Espinal
Mr. Peter Farrell
Dr. Robert D. Holsworth
Ms. Colleen Santa Anna
Mr. H. Benson Dendy III, ex-officio

COMMITTEE MEMBERS NOT PRESENT

Dr. Shantaram Talegaonkar, vice chair
Mr. Tyrone Nelson

OTHERS PRESENT

Dr. Michael Rao, President
Dr. Gail Hackett, Provost and Senior Vice President for Academic Affairs
Dr. Peter Buckley, Interim Senior Vice President for Health Sciences
Dr. Aashir Nasim, Vice President for Inclusive Excellence
Dr. Srirama Rao, Vice President for Research and Innovation
Dr. Nancy Jallo, Faculty Representative
Ms. Saher Randhawa, Staff Representative
Ms. Ashley Staton, Staff Representative
Mr. Michael Berger, Student Representative
Ms. Samantha Lee, Student Representative
Dr. Tomikia LeGrande, Vice Provost for Strategic Enrollment Management
Dr. Dominic Willsdon, Executive Director, VCU Institute for Contemporary Art
Ms. Sarah Johns, Associate University Counsel
Ms. Jamie Stillman, Director of Strategic Communications, Office of the Provost
Staff and students from VCU and VCUHS

CALL TO ORDER

Mr. Ed McCoy, Chair of Academic and Health Affairs Committee, called the meeting to order at 9:24 a.m.

APPROVAL OF MINUTES

On motion made and seconded, the Academic and Health Affairs Committee approved the Minutes of the meeting held **December 13, 2019**. A copy of the minutes can be found on the VCU website at the following webpage <https://president.vcu.edu/board/minutes/>.

PROGRAM ANNOUNCEMENTS

A new academic affairs policy of The State Council of Higher Education for Virginia (SCHEV),

which became effective on January 2, 2020, requires that the Board of Visitors be informed of the university's intent to propose a new degree program (program announcement) as an information item. The full proposals for these programs will be presented to the BOV at a later date for board approval. VCU will submit the following new degree program announcements to SCHEV on March 1, 2020: 1) Bachelor of Health Services (create); 2) Bachelor of Science in Human and Organizational Development** (create); 3) Master of Brand Strategy and Design (create); 4) Master of Education in Higher Education** (create); 5) Doctor of Nursing Practice (create); 6) Doctor of Philosophy in Biosciences (create); Doctor of Philosophy in Computer Science (create).

***These proposals were complete and listed under "action items" on the February 28, 2020 meeting agenda.*

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 13 academic proposals: 1) Doctor of Nurse Anesthesia Practice (*create*); 2) Bachelor of Science in Human and Organizational Development (*create*); 3) Master of Education in Higher Education (*create*); 4) Graduate Certificate in Clinical Genetics (*create*); 5) Graduate Certificate in Genomics Data Science (*create*); 6) Baccalaureate Certificate in Fundamentals of Computing (*create*); 7) Graduate Certificate in Teaching: Elementary Education RTR (*create*); 8) Post-Master's Certificate in Nursing with concentrations in Adult-Gerontology Acute Care Nurse Practitioner, Family Nurse Practitioner, and Psychiatric Mental Health Nurse Practitioner (*modify*); 9) Post-Baccalaureate Certificate in Real Estate and Urban Land Development (*modify*); 10) Post-Baccalaureate Certificate in Environmental Studies (*discontinue*); 11) Post-Baccalaureate Certificate in Human Resource Management (*discontinue*); 12) Post-Master's Certificate (Educational Specialist or EdS) in Teacher Leadership (*discontinue*); 13) Doctor of Philosophy in Systems Analysis and Modeling to the Doctor of Philosophy in Mathematical and Data Sciences (*change name*).

CLOSED SESSION

On motion made and seconded, the Academic and Health Affairs Committee of the Board of Visitors of Virginia Commonwealth University convened a closed session under **Section 2.2-3711(A)(2)** for the discussion or consideration of admission or disciplinary matters or any other matters that would involve the disclosure of information contained in a scholastic record concerning any student of any Virginia public institution of higher education or any state school system, specifically regarding the selection of the Board of Visitor Student Scholarship recipient which requires disclosure of scholastic records.

RETURN TO OPEN SESSION AND CERTIFICATION

Resolution of Certification

BE IT RESOLVED, that the Committee certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements under this chapter were discussed in the closed meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion by which the closed session was convened were heard, discussed or considered by the Board.

<u>Vote</u>	<u>Ayes</u>	<u>Nays</u>
Mr. Edward McCoy, Chair	X	
Ms. Carolina Espinal	X	
Mr. Peter Farrell	X	
Dr. Robert Holsworth	X	
Ms. Coleen Santa Anna	X	
Mr. H. Benson Dendy III, ex-officio	X	

All members present for voting responding affirmatively, the resolution of certification was adopted.

REPORTS

Provost Gail Hackett and Interim Senior Vice President Peter Buckley provided brief updates on priorities in their areas.

Dr. Dominic Willsdon, executive director of the VCU Institute for Contemporary Art (ICA), provided an update on the new ICA strategic plan and solicited feedback on how the ICA can enhance opportunities for VCU students and faculty, and how the ICA can play a key role in building the university's reputation for research and creativity around the world. A copy of Dr. Dominic Willsdon's presentation is attached hereto as ***Attachment A***, and is made a part hereof.

Dr. Tomikia LeGrande, vice provost for strategic enrollment management, and Tom Klug, associate vice president for university marketing, presented an update on VCU's domestic out-of-state enrollment strategy. The report covered the best practice approach to domestic out-of-state recruitment: increase brand awareness and perception building; tuition discounting; and increase recruitment activity. A copy of Dr. Tomikia LeGrande and Tom Klug's presentation is attached hereto as ***Attachment B***, and is made a part hereof.

The student representatives, Samantha Lee and Michael Berger, provided a brief update on student activities and perceptions. The reports from the faculty and staff representatives were not presented due to time constraints.

ADJOURNMENT

There being no further business, Mr. Edward McCoy, Chair, adjourned the meeting at 11:13 a.m.



Health Sciences Update

Peter F. Buckley, M.D.

Interim Sr. Vice President for Health Sciences and CEO of the VCU
Health System

Dean of the VCU School of Medicine



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



School of Dentistry



School of Dentistry

- The school's ranking in **NIH funding among dental schools** continues to improve:
 - NIH awards rose from ~\$500k in 2006 (ranked 44th) to ~ **\$3 million (ranked of 26th)**
 - Since 2013, NIH funding has increased **more than 200%**
- Dr. Zhao Lin received an RO1 grant supported by the NIH National Institute of Dental & Craniofacial Research to evaluate the epigenetic changes in patients with periodontitis and test the **therapeutic potential of a novel "epi" drug in preclinical studies**.
 - The total award is approximately **\$1.9 million for five years**
- Pediatric dental specialists provided services for children from birth to age 18 at the **annual Give Kids a Smile event** as part of National Children's Dental Health Month, observed every February.
 - Over the past five Give Kids a Smile events, the VCU School of Dentistry provided care to more than **1,050 patients totaling over \$400,000 in donated services**.
- With a **grant from the American Cancer Society**, the SOD presented its first HPV Summit exploring research showing a strong link between HPV and oropharyngeal cancer, and attracted a capacity crowd of oral health care providers for a **continuing education event** on the issue
 - A second annual HPV Summit is scheduled this year
- School of Dentistry experts have been **interviewed by national and regional media outlets** over the last several months:
 - Shillpa Naavaal, B.D.S., M.S., M.P.H. regarding access to oral health care research (The New York Times)
 - Sompop Bencharit, D.D.S., M.S., Ph.D., regarding advanced digital technology in use at the school (Virginia Living)
 - Sarah Glass, D.D.S., regarding canker sores (Prevention Magazine)



College of Health Professions



College of Health Professions

- Doctor of Nurse Anesthesia Practice continues to **increase enrollment**
 - Expected to **grow another 12%** over next 3 years, with anticipated enrollment of 155 by 2022 (currently 130)
 - Growth is mainly expected at **Northern VA Campus** in Arlington



School of Nursing



VCU

School of Nursing

- **Increased enrollment** in the prelicensure program by 41 students
- Launched a new **collaborative partnership model** with 3 community colleges
 - Southside VA Community College
 - Rappahannock Community College
 - John Tyler Community College
- New **\$3M commitment** to SON to fund from the same donors who made a \$2.5M **need-based student scholarships** gift last year for student scholarships
- Partnership with VCU Innovation Gateway **developed coursFACTS** to manage scheduling & faculty work assignments
 - Plans to commercialize under way
- Dean Giddens serving as VCU leader on Virginia **state-wide workforce development task force**



School of Pharmacy



VCU

School of Pharmacy

- US News & World Report **rank 17 of 143** schools
- **PhD in Pharmaceutical Engineering** (in partnership with VCU School of Engineering) approved for Fall 2020
- New **matriculation agreement** with the University of Lynchburg currently being developed to create a **pipeline of U of L graduates** into the PharmD program
- Hired **Assistant Director for Recruitment and Pipeline Programs** to cultivate a more balanced pipeline at the middle school, high school, and collegiate levels
- Hired **Assistant Director for Student Affairs** for student progression & retention
- Ongoing meetings with Vice Provost Tomikia LeGrande on ways to **leverage preexisting University efforts**
- PharmD grad national **board pass rate above 98%**, among top in US!
- **34 patents filed**, including 22 with Pharm faculty member as primary inventor
- **Miss America, Camille Schrier!**



School of Medicine



School of Medicine (SOM) Recruitment updates

- Family Medicine & Population Health Chair search
- Emergency Medicine Chair search
- Anesthesia Chair search
- Senior Associate Dean for Medical Education search
- Departmental administrators
- Endowed Chairs and Professorships and Division Chiefs
- LDO, School of Medicine

Extramural curriculum report: SOM strengths

- Strong education and training it provides MD students through a **contemporary curriculum**
- Bright, motivated, engaged medical students who exhibited a strong “**social conscience**” and **altruism**
- **Successful LCME site visit** with next accreditation review in the 2023-2024 academic year with no further interim reports
- **Current structure** of interim leadership
- Overall **strong pass rates and scores** on USMLE
- Very strong program of **residency selection support** and a related **high match rate**

Update on SOM strategic planning

- SWOT analyses conducted
- Basic health sciences consultation and follow-up activities
- Mission, Vision, Values
 - Distributed to departmental Chairs for departmental faculty
 - Highlighted at faculty senate
 - Presented to medical student governance
 - Distributing to trainees
- EY-Parthenon review
 - On site in March
 - Strategic retreat planning

SOM

Communications: Then and Now ...in 18 months

2018

Total of **3.5 FTEs**

Focus on philanthropy communications with 5 major channels, including social media

3 internal/external channels (SOM website, Dean's message, SOM Faculty and ECoF meetings)

17 Dean blogs

**65 media hits,
95M impressions**
(July to December)

2019

7 FTEs (4 SOM, 1 shared, 2 A&D)
+ 1 part-time writer

Strengthened focus on philanthropy communications

Relaunched SOM website and 12 departments as primary external channel
7 internal channels (Dean's message, Science blog, faculty lounge monitors, MCVP Action Items, SOM Faculty and ECoF, and MCVP all-provider meetings)

35 Dean blogs

**763 media hits,
1.6B impressions**
(July to December)

Thank you!



VIRGINIA COMMONWEALTH UNIVERSITY

ICA STRATEGIC PLAN

Mission:

WE LISTEN,
CREATE AND
MAKE ART PUBLIC.



FOR DISCUSSION

How can the ICA enhance opportunities for VCU students and faculty?

How can the ICA help build VCU's reputation for research and creativity around the world?



Our priorities

Sustainability

Opportunity

Hospitality

Inclusivity

... let's focus today on opportunity

STUDENT OPPORTUNITIES

Create an ICA curriculum for culture workers



Dāa Guy-Vasson, Grace Hoffman, Lee Kuykendall,
Houria Boumzairig, May Park, David Riley

COMMUNITY STORIES

in partnership with Virginia Public Media

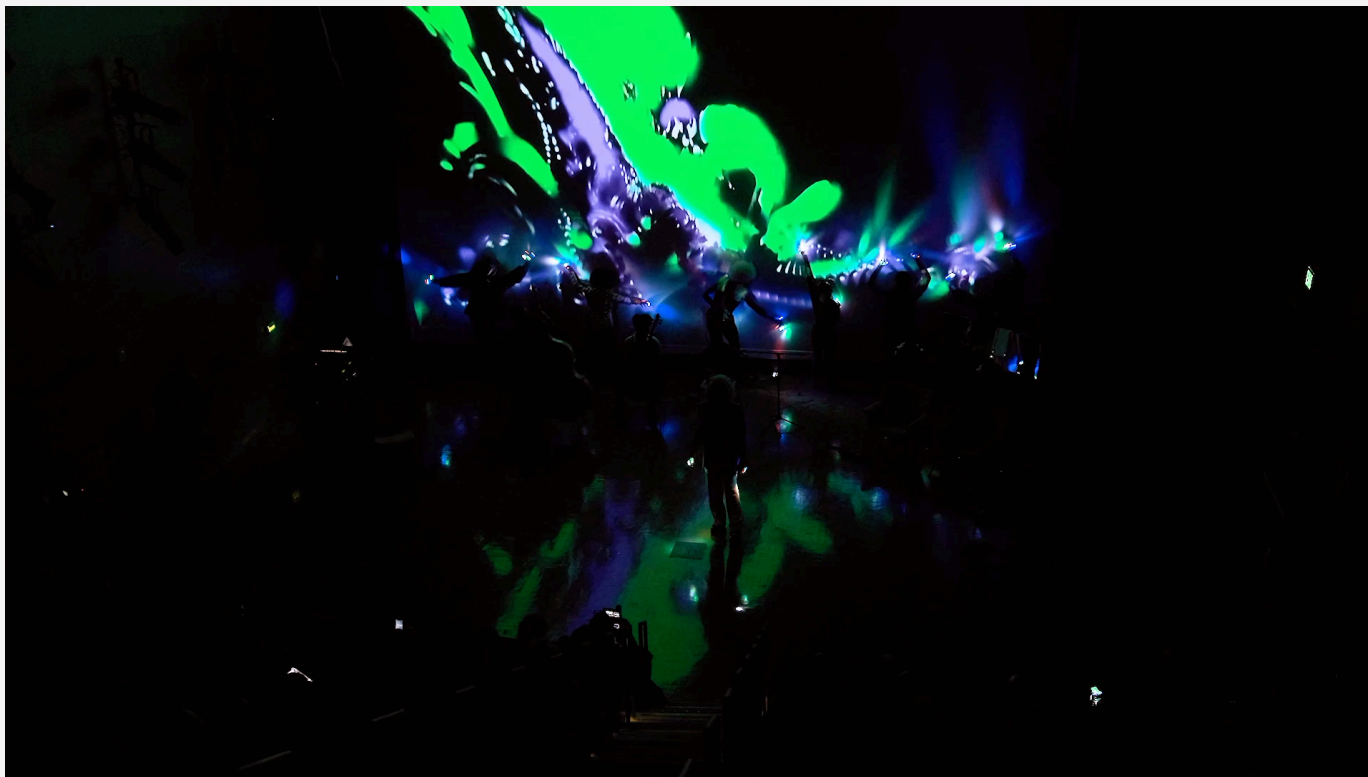
The Murry N. DePillars Learning Lab



Community Podcasting



ARTIST OPPORTUNITIES



Richard
Kennedy
*A Touch of
Elegance*
2019

GREAT FORCE

OCTOBER 5, 2019—JANUARY 5, 2020

Tomashi
Jackson
*Monument
of Color
(Red, Black
and Green)*
2019

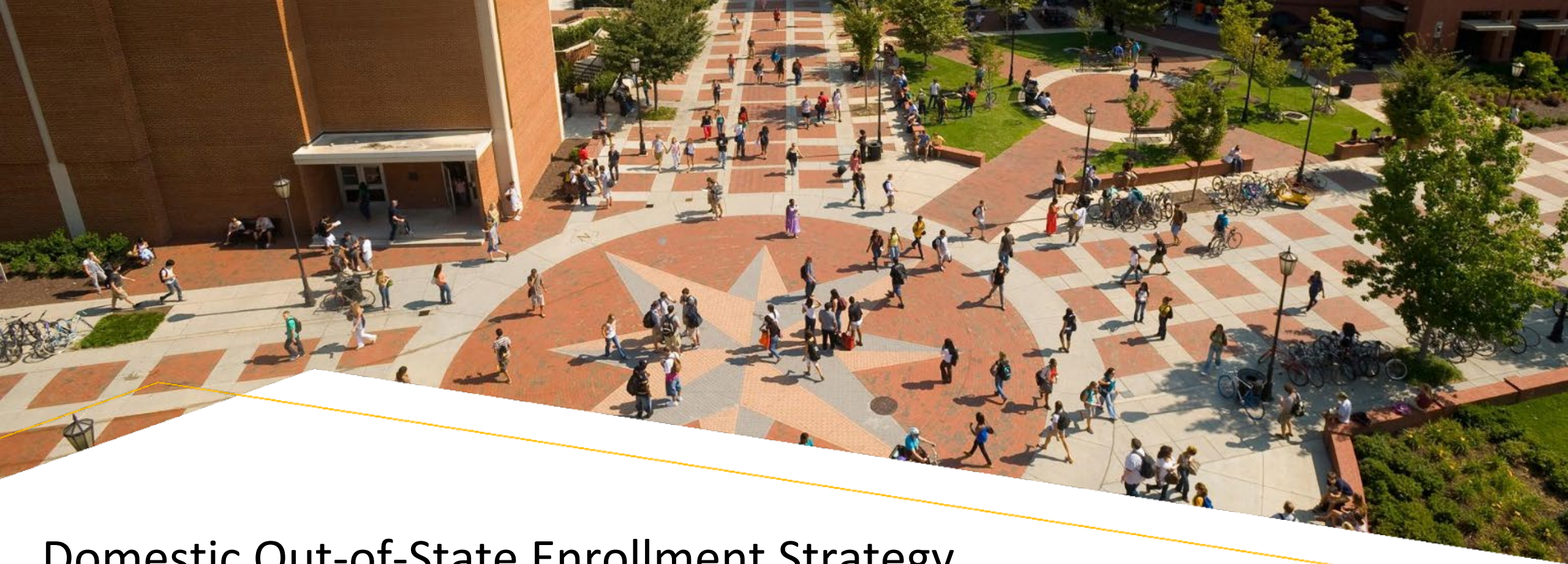
FOR DISCUSSION

How can the ICA enhance opportunities for VCU students and faculty?

How can the ICA help build VCU's reputation for research and creativity around the world?



VIRGINIA COMMONWEALTH UNIVERSITY



Domestic Out-of-State Enrollment Strategy

Board of Visitors

Academic and Health Affairs Committee

February 28, 2020



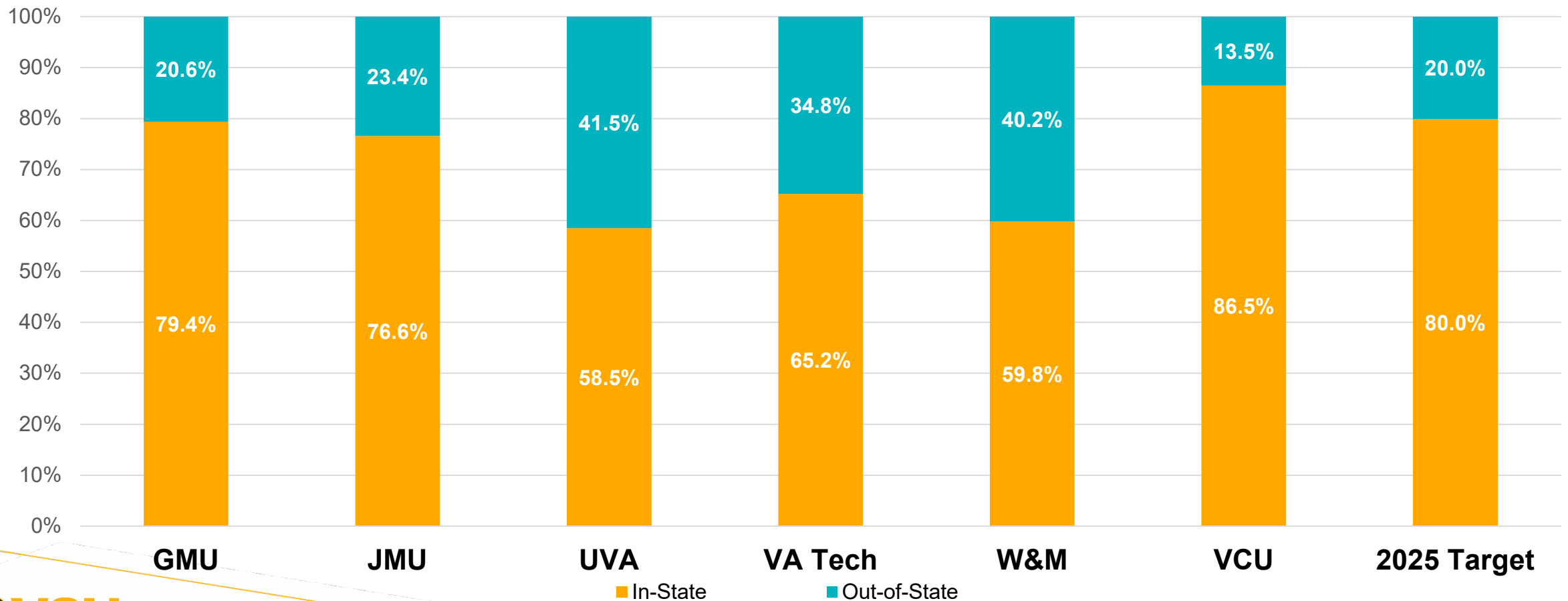
Tomikia P. LeGrande, Ed.D., Vice Provost for Strategic Enrollment Management
Tom Klug, Associate Vice President, University Marketing

2020-2021 Deep Dive Enrollment Discussion Topics

- February: Domestic Out-of-State Enrollment Strategy
- May: Continuing Undergraduate Enrollment/Retention
- September: Transfer/Adult Student Enrollment
Online Enrollment
- December: International Enrollment
Master's Enrollment
Academic Program Inventory, Capacity and Future Opportunities

VCU has the ambitious goal to increase out-of-state enrollment to 20% by 2025, but would remain a University committed to educating Virginians.

2019 In-State vs Out-of-State Enrollment (VA Research Universities)

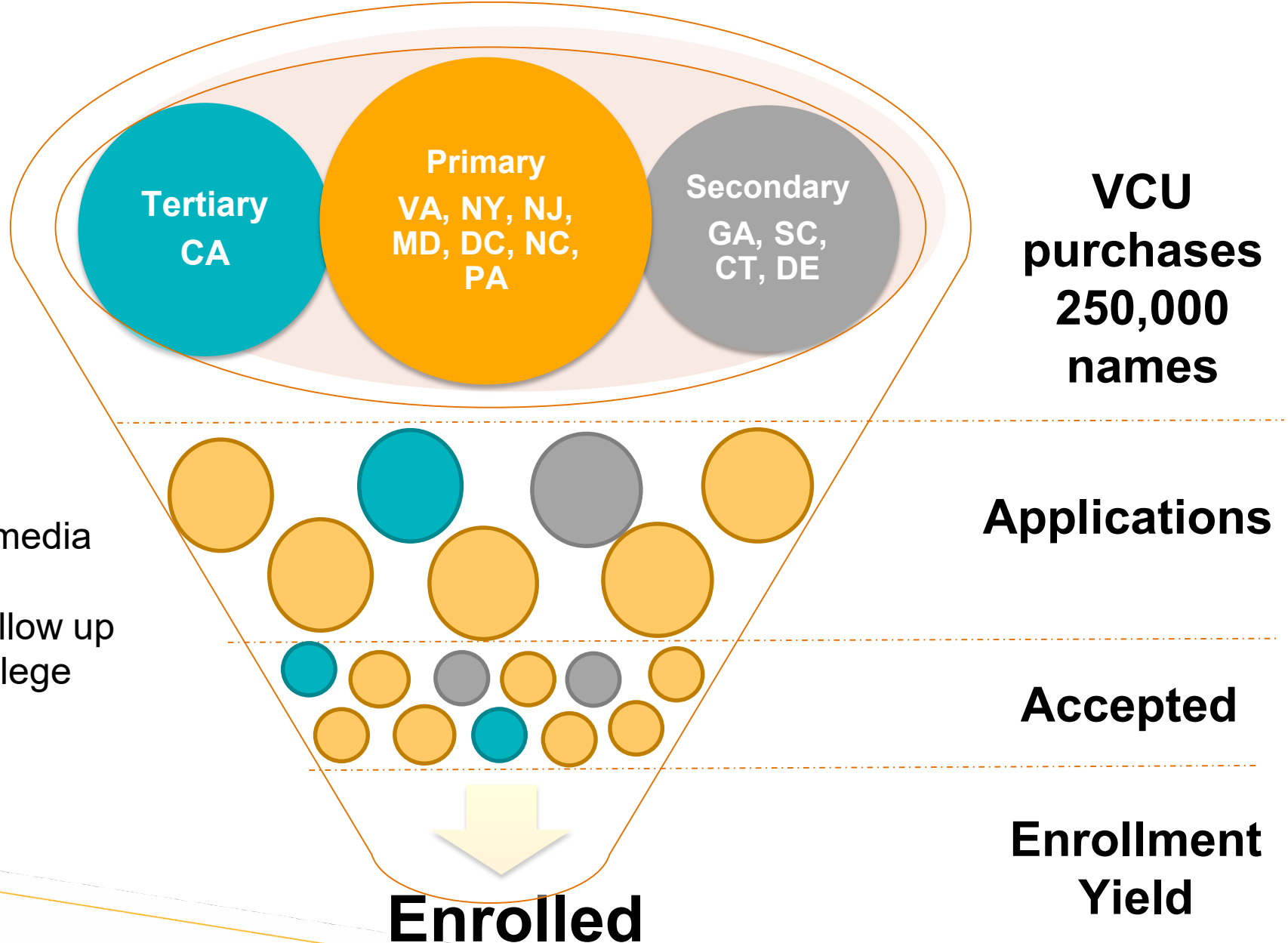


Enrollment Funnel and VCU Approaches

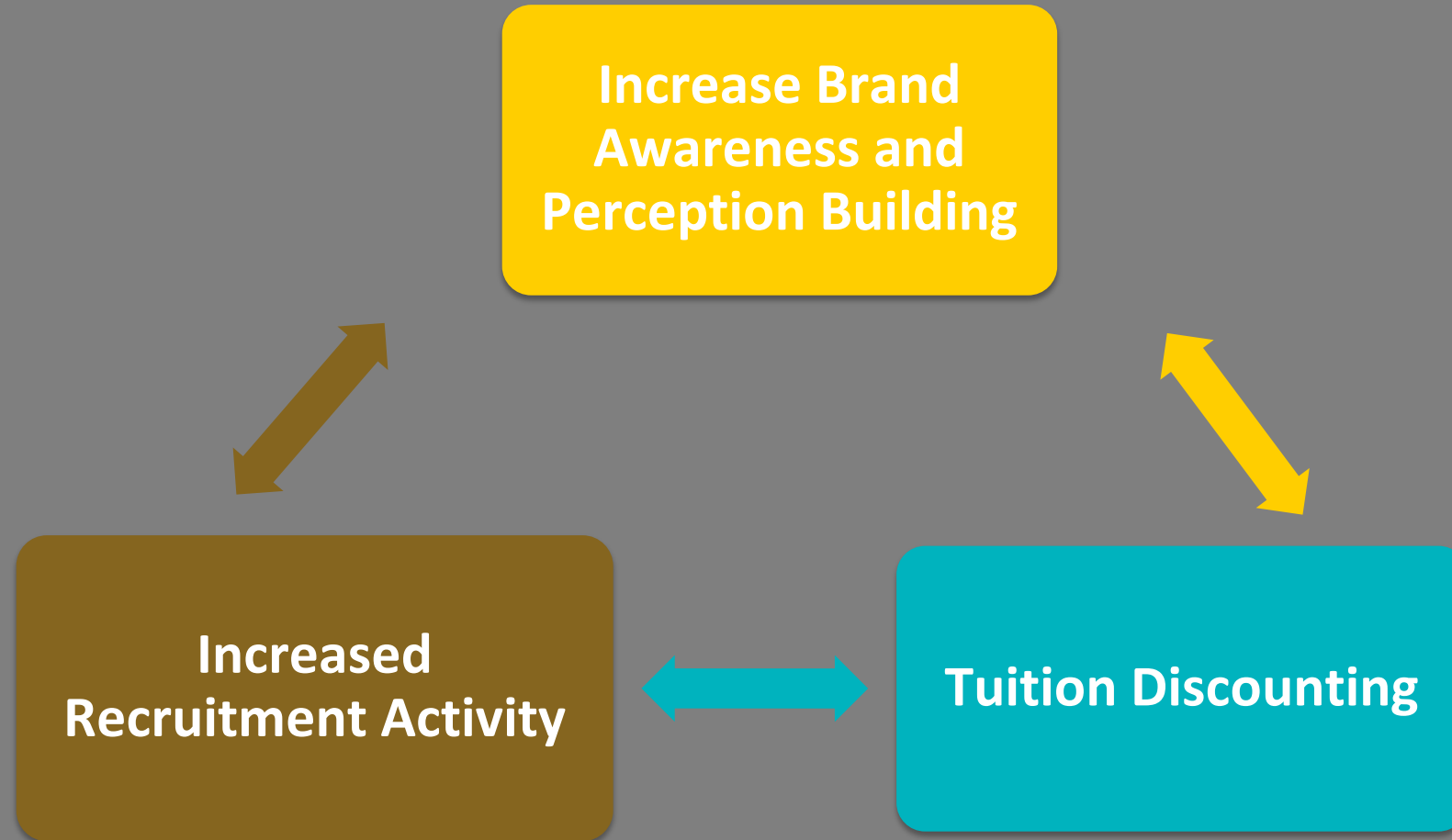
Median Public University purchases 64,000 names

VCU Approaches

- Emails, brochures
- Paid advertising/digital media
- Social media
- Personal contact and follow up
- In-market visits (HS, college fairs, receptions)
- VCU campus visits



Best Practice Approach to Domestic Out-of-State Recruitment



Out-of-State Brand Awareness Research Summary and Preliminary Improvement Strategies

What we know about our primary out-of-state audience

- Based on our 2019 brand research study, VCU has very little awareness out-of-state, for example:

Virginia Tech: 51%
University of Virginia: 35%
James Madison: 27%
George Mason: 22%
VCU: 17%

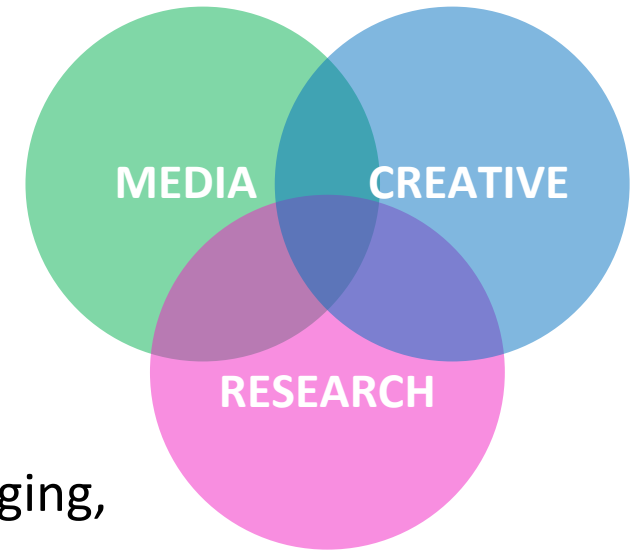
Which schools were you aware of before taking this survey?

- People that are familiar with VCU feel positively about us:
Diversity – Quality Education – Stimulating Environment – Benefits of Urban Location
- DC and its MD suburbs show the most promise for attracting new students
- Parents in the NY metro area are more open to Virginia schools and VCU tuition
- NC and PA will be the most difficult states because of low awareness and interest in VCU
- VCU's tuition is generally perceived as a good to fair value for all students

Preliminary creative, research and paid media strategies to improve out-of-state brand awareness and perceptions

Creative:

- Cater messaging to top performing out-of-state keywords
- Capitalize on the growing national recognition of RVA
- Retarget out-of-state responders with customized messages
- Feature stories that connect to national cultural and news events
- Incorporate in market multivariate (A-B) testing to optimize messaging, design and targeting methods



Research:

- Conduct ongoing quantitative studies with high school juniors and seniors and their parents
- Include Virginia, key out-of-state media markets and a national sample
- Conduct the study 2x/year to capture attitudes at peak and low/no media periods
- Focus on brand attributes like quality of education, diversity, career outcomes, etc.

Preliminary creative, research and paid media strategies to improve out-of-state brand awareness and perceptions

Media :

- Extend and launch annual campaign earlier to improve consideration going into application peaks
- Run in more awareness channels like broadcast, outdoor, transit, etc. in prime A-10 markets like DC
- Expand breadth of digital advertising in native advertising, paid search and implement a year-round digital display campaign to remain top of mind

Current Annual Marketing Efforts:

- Conducted quantitative and qualitative brand health and awareness study in 2019
- 33% of total media budget is placed in OOS markets
- OOS media is nearly 100% digital (display, social & search engine)

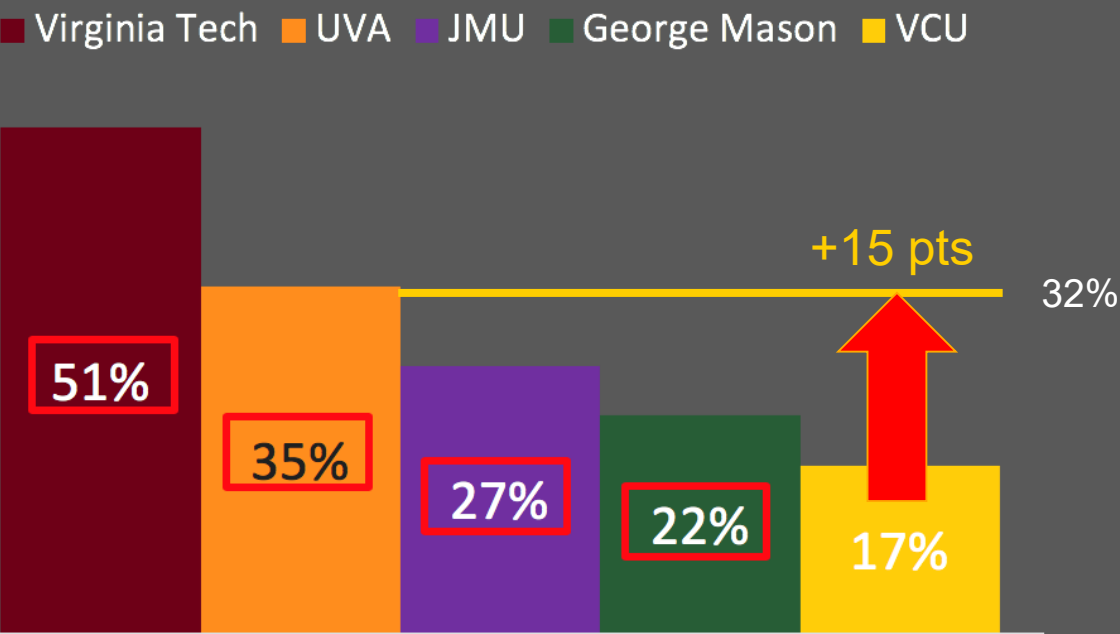
BOTTOM LINE: Current results and research validate the need for increased marketing investments to improve VCU's brand awareness and perceptions

Brand Awareness Investment Goals

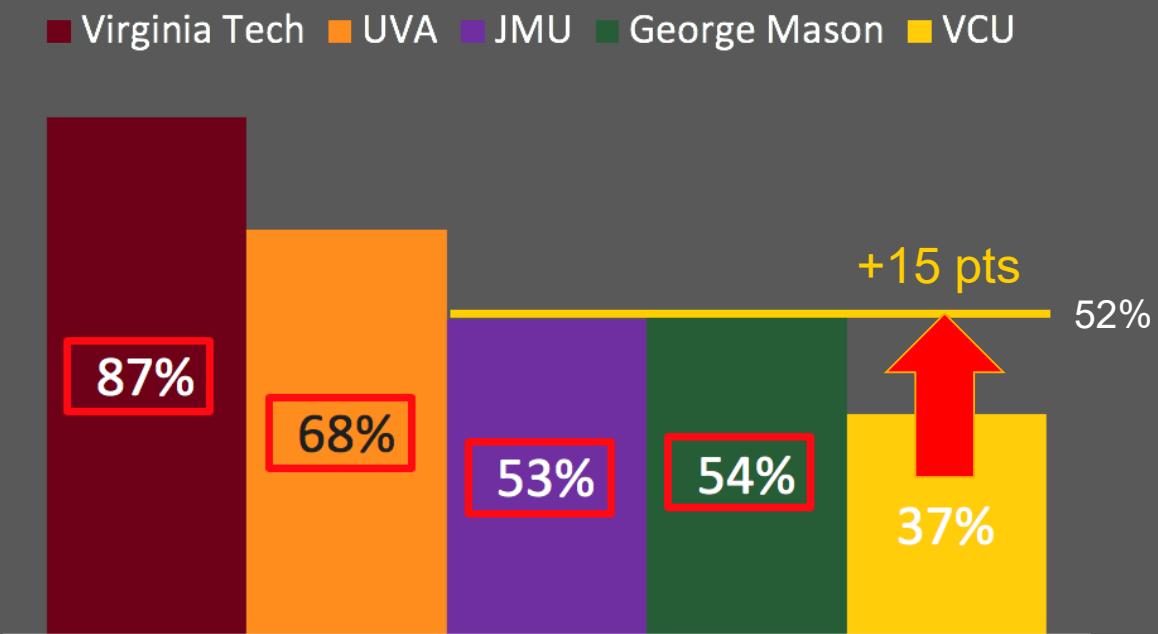
Improve aided awareness by 15 basis points for OOS students and parents by 2025

Aided Awareness of VA Universities

OOS Students



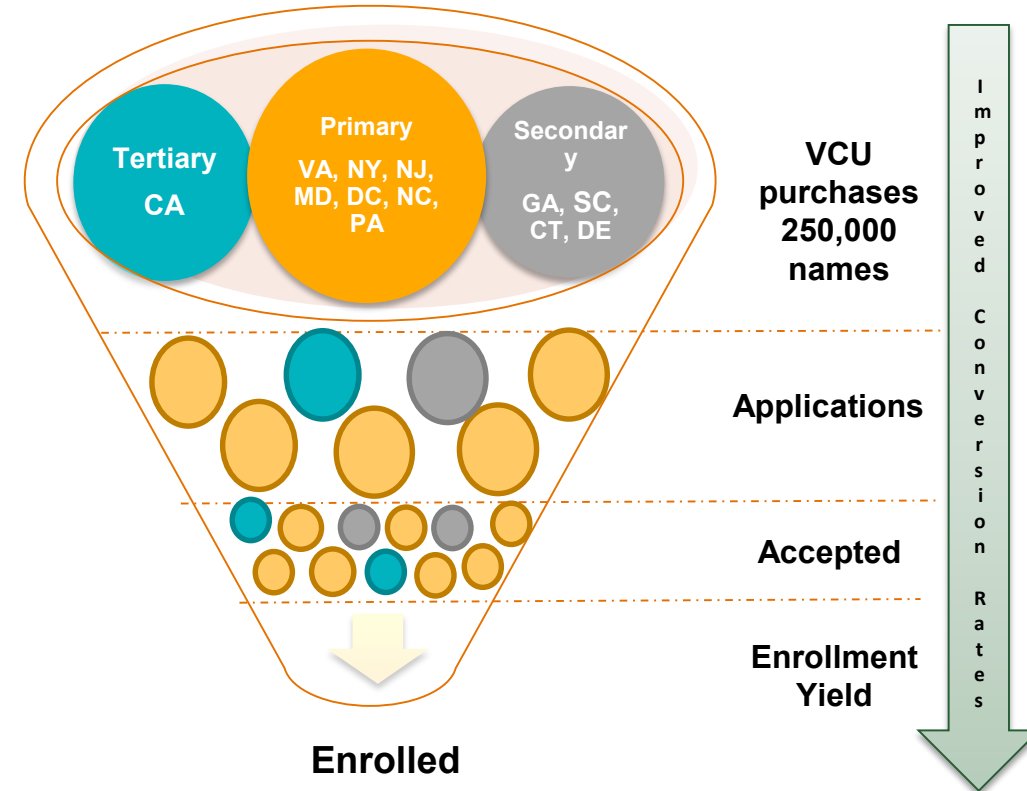
OOS Parents



Increase Recruitment Activity

Strategies to Increase Recruitment Activity

- A full-time presence in-market will reinforce enhanced branding efforts, increase targeted HS visits, and establish meaningful relationships with “influencers.”
- Investing in a multi-variate communication approach will enhance VCU competitiveness in keeping prospective students engaged through out the funnel stages.
- A deliberate and intimate enrollment yield strategy with strong engagement and connections to campus enhances student/family’s ability to assess fit.
- Investment in scaling up staffing, communications and outreach activities may lead to positive enrollment impacts.



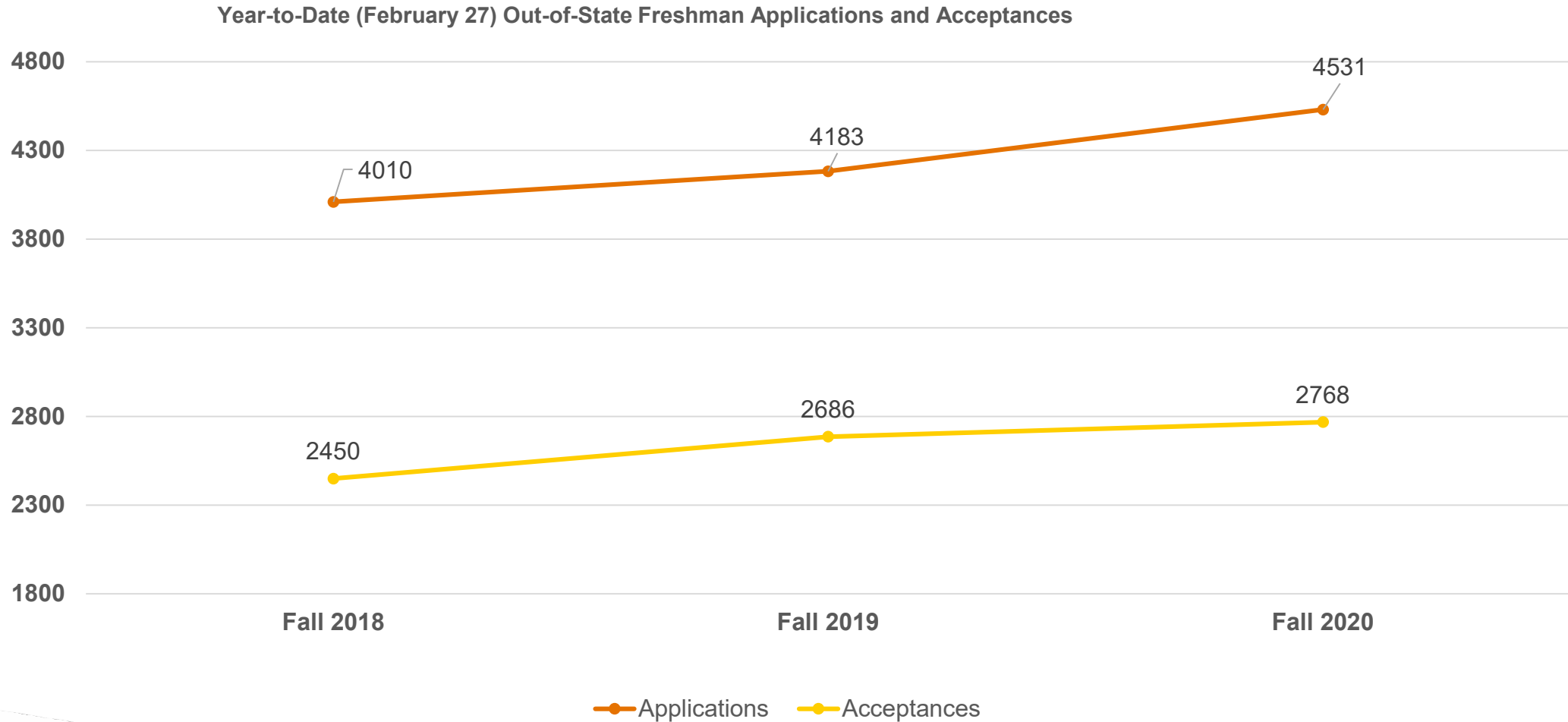
Tuition Discounting

Strategies to Improve Tuition Discounting

- **Balancing tuition discount and need-based financial aid allows for closer alignment of what a family is willing to pay vs. what they are able to pay.**
 - Utilize a tiered tuition discounting approach based upon GPA ranging from 30% to 40% (FY20)
 - Redesigning the financial aid awarding philosophy to leverage institutional aid for low- and middle-income families (FY20)
 - Communicate financial aid packages to accepted students earlier (i.e., January vs. mid-March) (FY 21)

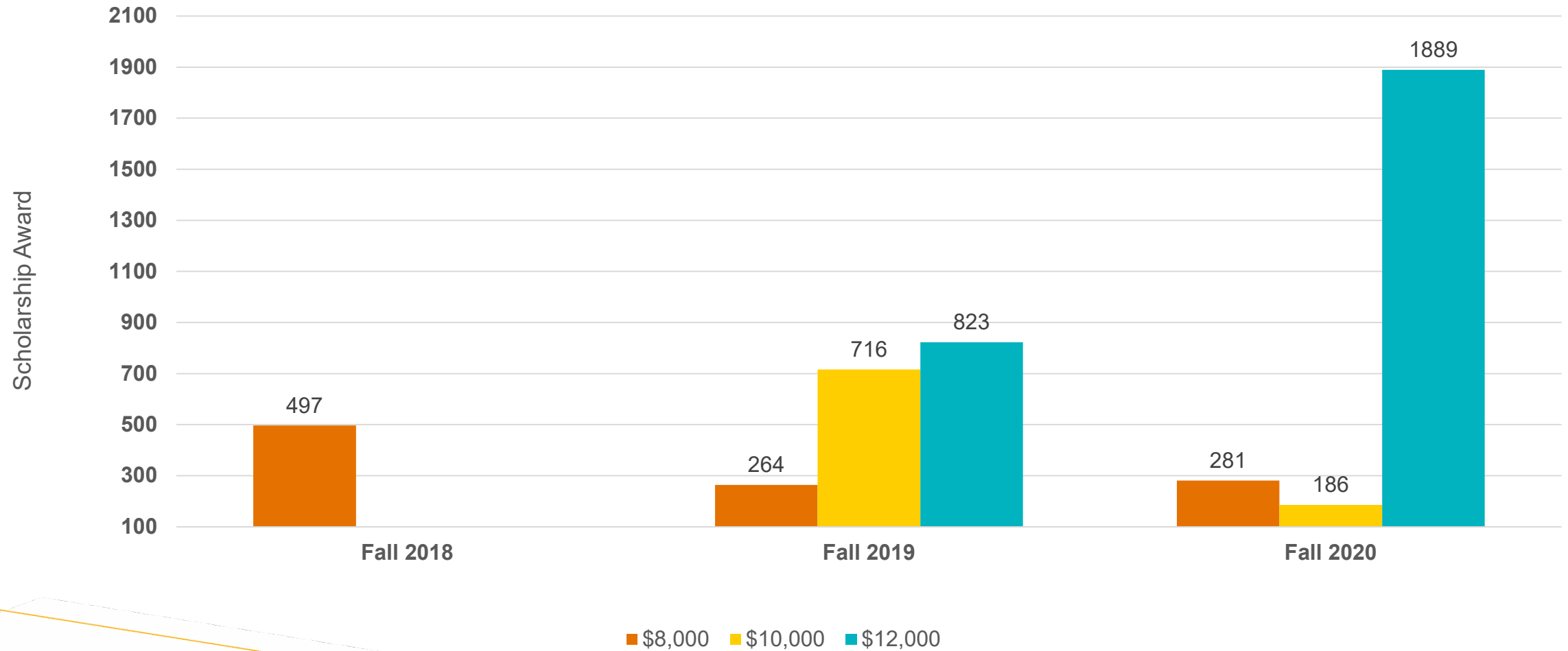
	Penn State (In-State)	University of Maryland (In-State)	NC State (In-State)	VCU (Out-of-State)
Cost of Attendance	\$31,864-\$35,086	\$26,150	\$24,742	\$46,727 -(\$10,000)
Sticker Price	\$31,864 - \$35,086	\$26,150	\$24,742	\$36,727

Preliminary Admissions Results

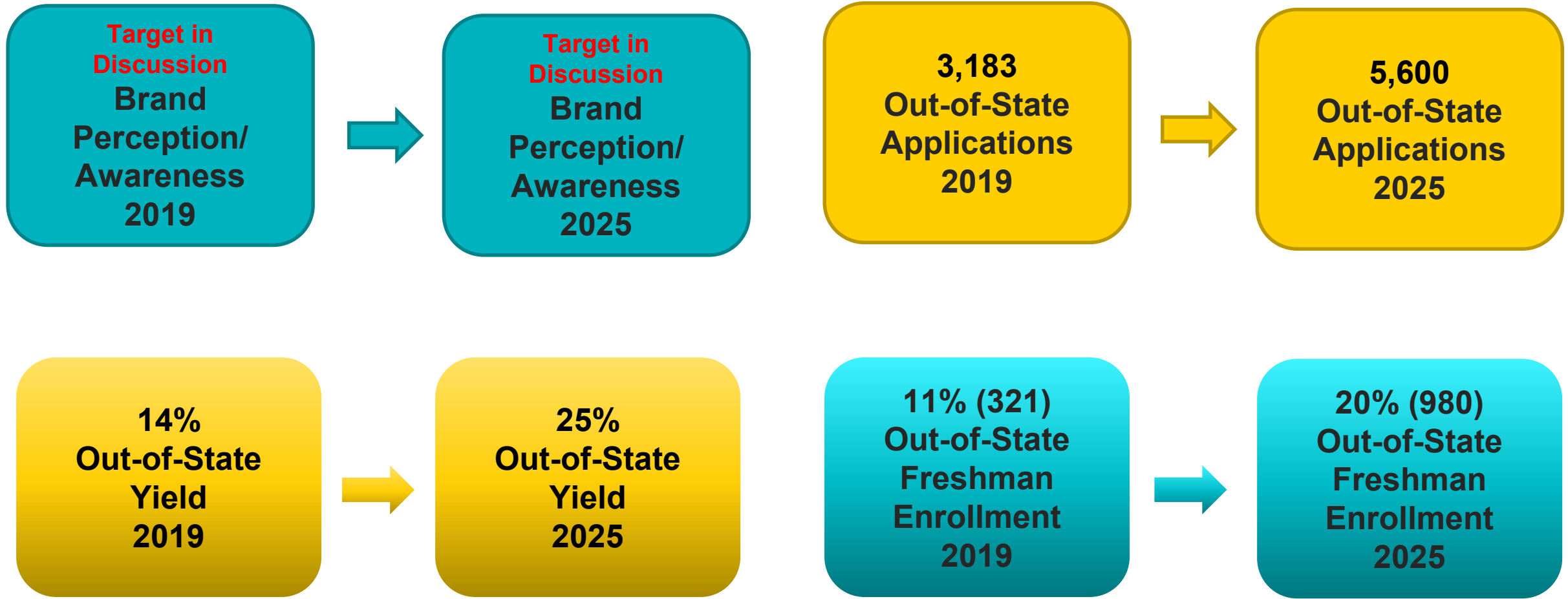


Preliminary Out of State Scholarship Offers

Year-to-Date (February 21) Out-of-State Freshman Scholarship Offers



Out-of-State Recruitment Metrics of Success



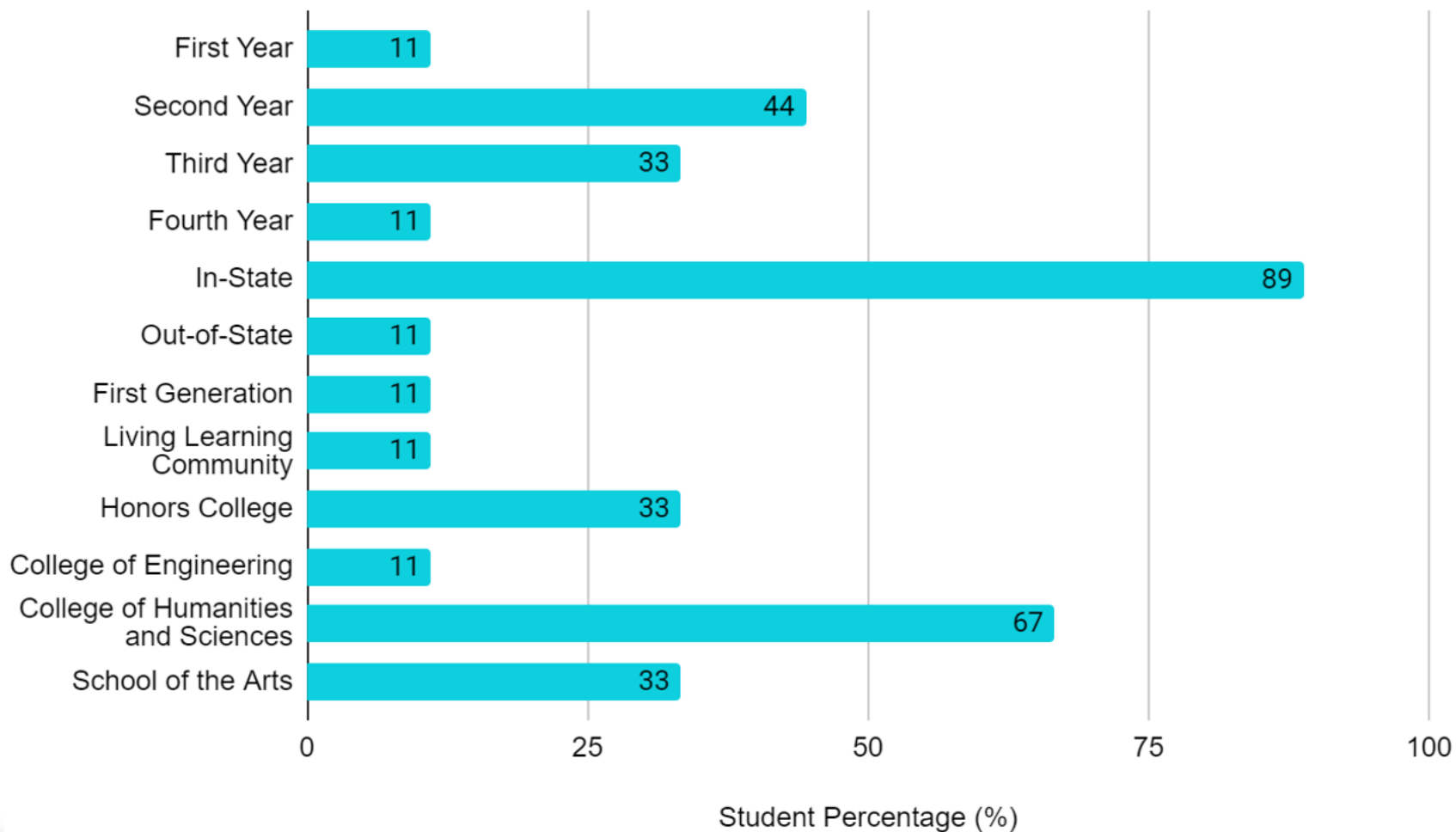
Undergraduate Student Report

Samantha Lee

February 28, 2020



Video Participation



Video Questions

1. Winter break adventures
2. Top issue VCU students face living in Richmond

RAM TIME WITH SAM:



LOVE

BREAK & ISSUES

<https://youtu.be/Z-EKz12akEs>

Summary

Top 3 Student Issues

Diversity

3.7%

Health

3.7%

Campus environment

3.7%

Textbook costs

7.4%

Student social life

7.4%

On-campus dining

7.4%

Safety

7.4%

VCU resources awareness/accessibility

11.1%

On-campus housing

14.8%

Cost of attendance

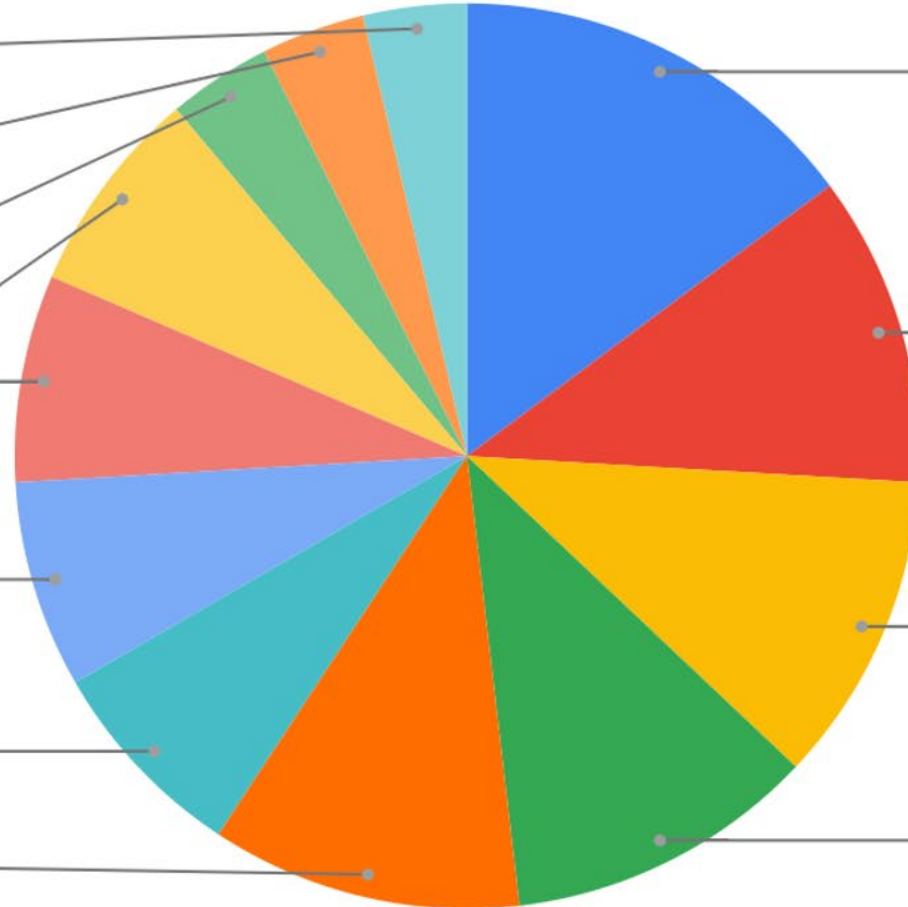
11.1%

Transportation

11.1%

Faculty/staff-student relationship

11.1%



Graduate Student Report

Michael Berger

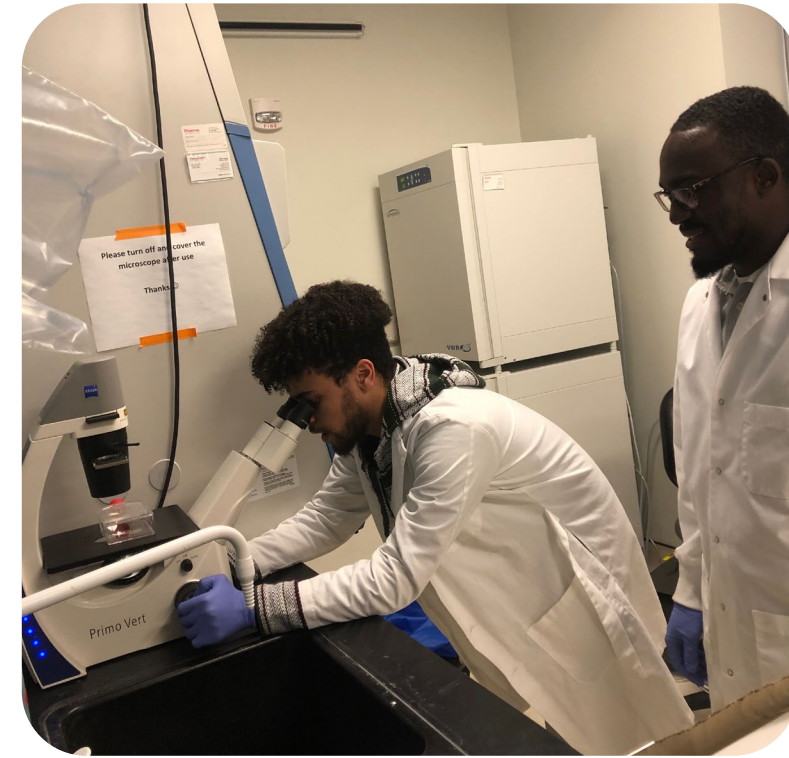
Feb. 28, 2020



Frank Kamga Gninzeko

- VCU B.S. ('17)
- DURi Mentee
- 3x DURi Mentor
- NIH R36

“Selectively targeting senescent lung cells that create fibrosis or damage during VILI.”

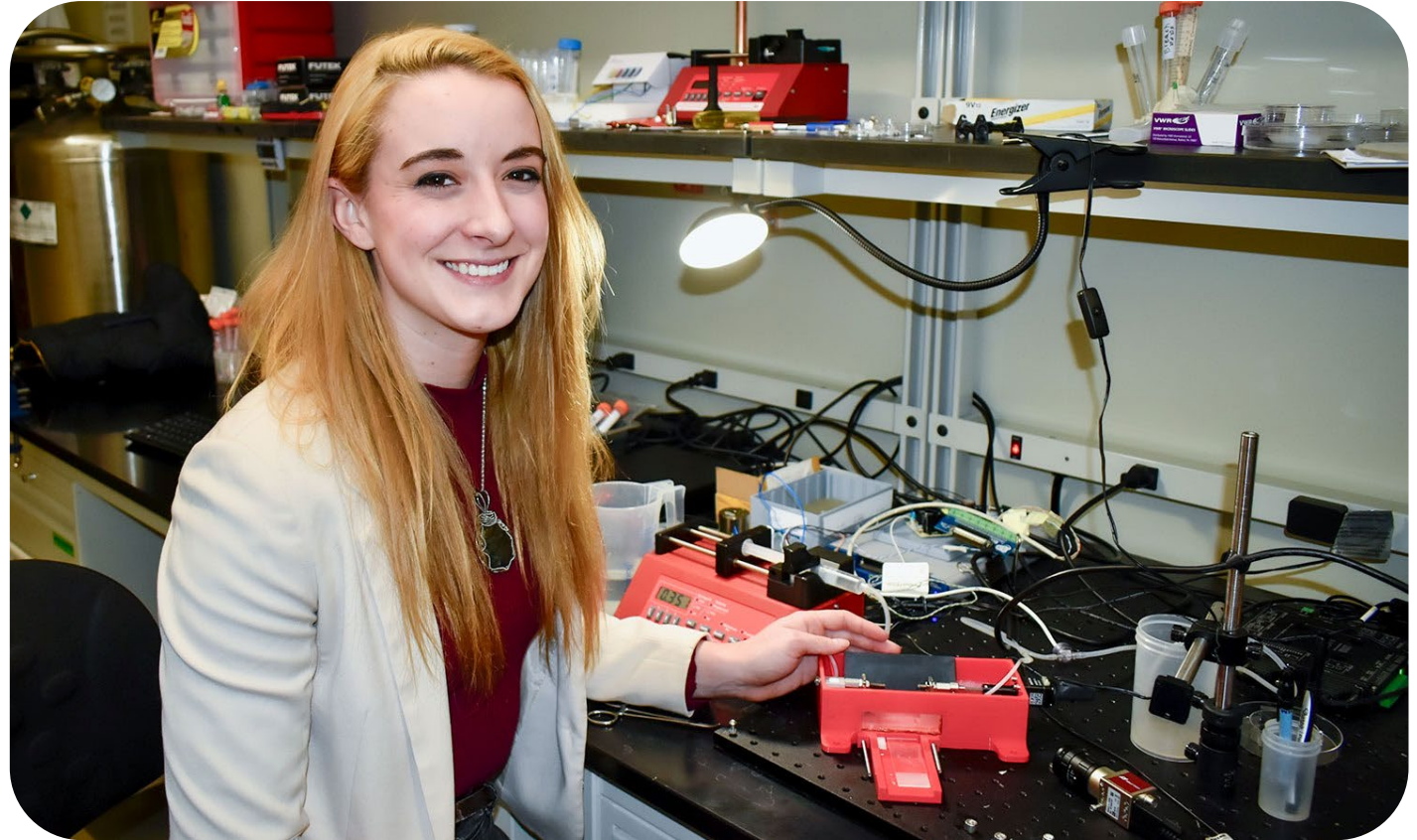


Sarah Saunders

- VCU B.S. ('17)
- American Heart Association Predoctoral Fellow

“Creating bioreactors to mechanically train graft tissues prior to implantation to improve tissue engineering outcomes.”

“Think of it as a gym for cells.”

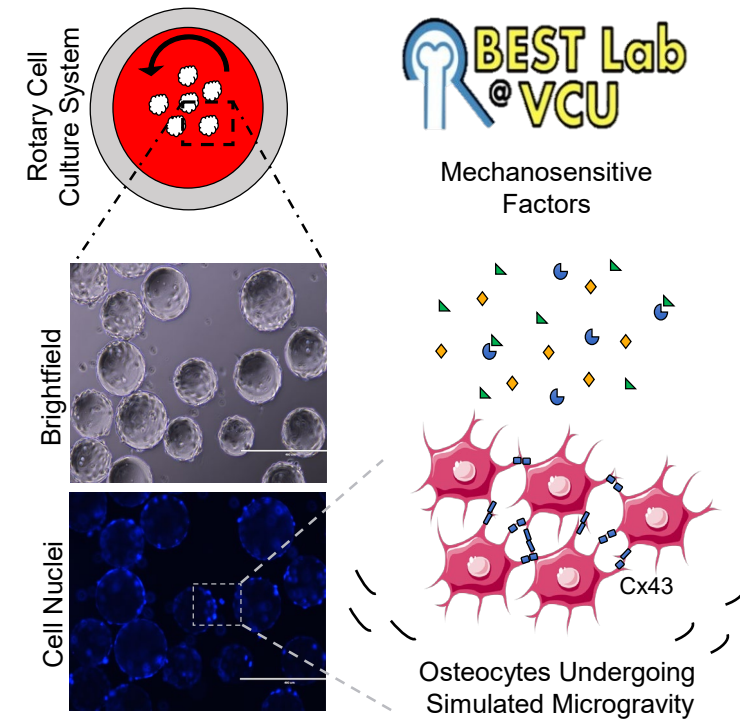


Remy Cooper

- VCU M.S. ('17)
- Selected as the 1st College of Engineering Student to attend the AAAS Catalyzing Advocacy in Science and Engineering (CASE) Workshop.
- Hands on experience about science policy
 - Effectively communicating science
 - Navigating committees
 - Congressional visits on Capital Hill



Bone and Muscle Cells in Microgravity



“1 of 5 Universities selected to conduct experiments on the International Space Station.”

Updates:

- VCU G&PS Winter Ball
- GSA Student Meet-Ups
- GSA Professional Development Series
- GRTC Responsiveness

