



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

MINUTES

BOARD MEMBERS PRESENT ELECTRONICALLY

Mr. Keith T. Parker, *Rector*
Mr. H. Benson Dendy III, *Vice Rector*
Mr. Peter F. Farrell
Ambassador Carmen Lomellin
Dr. Tonya Parris-Wilkins

OTHERS PRESENT

Mr. Jay Davenport, *Vice President for Development and Alumni Relations*
Mr. Jacob Belue, Esq., *Associate University Counsel*
Dr. Peter Buckley, *Interim Senior Vice President for Health Sciences and CEO of VCUHS*
Ms. Chelsea Gray, *Assistant Secretary & Board Liaison to the VCU Board of Visitors*
Ms. Karol Kain Gray, *Senior Vice President and Chief Financial Officer*
Dr. Gail Hackett, *Provost and Senior Vice President for Academic Affairs*
Ms. Karen Helderman, *Executive Director for Audit and Compliance Services*
Dr. Tomikia LeGrande, *Vice Provost for Strategic Enrollment Management*
Ms. Pamela Lepley, *Vice President for University Relations and Chief Communications Officer*
Mr. Mike Melis, Esq., *University Counsel*
Dr. Aashir Nasim *Vice President of Institutional Equity, Effectiveness and Success*
VCU students, faculty and staff and members of the public via livestream

CALL TO ORDER AND INTRODUCTIONS

Mr. Keith T. Parker, Rector, called the meeting to order at 8:31 am Ms. Chelsea Gray conducted a roll call to see who was present. The meeting was being held in accordance with HB29, Governor's Amendment 28: Allow policy-making boards to meet virtually during emergency declarations. The meeting was held by electronic communication means via Zoom. The public was able to view the open session of the meeting via livestream at <https://mssvideo.vcu.edu/BOV>.

President Rao welcomed the new Board members, and thanked all the members of the Board for their service to VCU and in helping shape the priorities of the university. He reviewed the University's priorities. President Rao also introduced Dr. Art Kellermann, soon to be Senior Vice President for Health Sciences and CEO of VCUHS, who will begin on October 1, 2020. He

concluded by stating he looks forward to working with the Board in addressing the challenges faced by higher education as well as during these times.

Mr. Parker also welcomed the new Board members and thanked them for their willingness to serve on the Board of Visitors of Virginia Commonwealth University. He encouraged the members to ask questions, make comments and be fully engaged as a board member. He reiterated and supported the President's priorities. He concluded that each board member brings a strength to the board and we are delighted to be working with them to advance a University.

PUBLIC COMMENT PERIOD

Ms. Chelsea Gray, Assistant Secretary and Board Liaison, reminded the Board that written comments were to be received prior to the meeting via an online portal and that no responses were received. She then reminded the Board that there would be a public comment session at this meeting and that in accordance with the published procedures for public comment, one individual pre-registered to speak and there were no additional registrations immediately before the beginning of today's meeting. She reminded the Board that the speaker would have 3 minutes to speak.

Ms. Gray called on Dr. Everett Carpenter, VCU Professor and President of the VCU Chapter of American Association of University Professors. Dr. Carpenter expressed concerns with the reopening of campus and explained it is critical to engage faculty.

Ms. Gray and Mr. Parker thanked Dr. Carpenter for his comments.

AUDIT & COMPLIANCE

Ms. Karen Helderman, Executive Director of Audit and Compliance Services, gave a presentation with an overview of the Division of Audit and Compliance Services, including a review of the oversight role of the Board of Visitors. A copy of the presentation is attached hereto as ***Attachment A*** and is made a part hereof.

Mr. Parker thanked Ms. Helderman for her presentation.

OVERVIEW OF ACADEMIC AFFAIRS

Dr. Gail Hackett, Provost and Senior Vice President for Academic Affairs, and Dr. Tomikia LeGrande, Vice Provost for Strategic Enrollment Management provided an overview of Academic Affairs, including the mission of the Provost's office; Quest 2025; priorities of Academic Affairs focusing on both student success and program and faculty success. Dr. LeGrande provided information about enrollment and the current status. She also provided information on switching to online instruction during Spring/Summer 2020. A copy of the presentation is attached hereto as ***Attachment B*** and is made a part hereof.

Mr. Parker thanked Dr. Hackett and Dr. LeGrande for their presentation.

RELATIONSHIP BETWEEN VCU & VUCHS

Dr. Peter Buckley, Interim Senior Vice President for Health Sciences and CEO of the VCU Health System, provided an overview of the relationship between the two entities, specifically discussing the overlap related to the health sciences schools and the research centers and institutes with the university and the health system. Dr. Buckley also discussed the governance of the VCU Health System, reviewing its creation as an “Authority” and its specific purpose; delineating the areas of oversight of by the Board of Visitors and by the VCUHS Board of Directors and noted that five (5) members of the Board of Visitors are appointed to the VCU Health System Board of Directors by the Rector. A copy of the presentation is attached hereto as ***Attachment C*** and is made a part hereof.

Mr. Parker thanked Dr. Buckley for his presentation.

OVERVIEW OF 2021 BUDGET

Ms. Karol Kain Gray, Senior Vice President and Chief Financial Officer, presented an overview of the University’s FY 2021 Budget plan, reviewing the sources of funding and expenditures. She also reviewed the components of the Education and General (E&G) budget funds. Ms. Gray also reviewed the 2020-2021 Tuition and Mandatory Fees for resident undergraduates. She also reviewed the budget challenges created by COVID19. A copy of Ms. Gray’s presentation is attached hereto as ***Attachment D***.

Mr. Parker thanked Ms. Gray for her presentation.

DIVERSITY AND INCLUSION

Dr. Aashir Nasim Vice President of Institutional Equity, Effectiveness and Success, presented an overview OF Quest 2025 Theme IV: Diversity Driving Excellence including (1) Advance institutional excellence, (2) Build and sustain the infrastructure, and (3) Establish diversity as an imperative. A copy of the presentation is attached hereto as ***Attachment E*** and is made a part hereof.

Mr. Parker thanked Dr. Nasim for his presentation.

ANNUAL GIVING & BOARD SCHOLARSHIP

Mr. Jay Davenport, Vice President for Development and Alumni Relations, provided an overview of the functions of Development and Alumni Relations. He also provided the history of Board of Visitors giving and provided information on the Board of Visitors Scholarship. A copy of the presentation is attached hereto as ***Attachment F*** and is made a part hereof.

Mr. Parker thanked Mr. Davenport for his presentation.

CLOSED SESSION

Rector Parker moved that the Virginia Commonwealth University Board of Visitors convene into closed session pursuant to Sections 2.2-3711(A) (8) of the Virginia Freedom of Information Act for the consultation from legal counsel regarding specific legal matters requiring the provision of

legal advice, more specifically relating the role of university counsel, the board's legal duties and responsibilities, and the legal relationship between VCU and VCU Health System:

<u>Vote</u>	<u>Ayes</u>	<u>Nays</u>
Mr. Keith T. Parker, Rector	X	
Mr. Peter F. Farrell	X	
Ambassador Carmen Lomellin	X	
Dr. Tonya Parris-Wilkins	X	

Mr. Dendy was not present for the vote. At that time the VCU board members and leadership members ended the open session Zoom and entered the closed session Zoom meeting.

RECONVENED SESSION

Following the closed session, the board members and leadership members returned to the open session Zoom. Rector Parker called the meeting to order. On motion duly made and seconded, the board reconvened in open session and the following resolution of certification was approved by a roll call vote:

Resolution of Certification

BE IT RESOLVED, that the Board of Visitors of Virginia Commonwealth University 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. Keith T. Parker, Rector	X	
Mr. Peter F. Farrell	X	
Dr. Tonya Parris-Wilkins	X	

Mr. Dendy was not present for the vote. All remaining members present responding affirmatively, the resolution of certification was adopted.

ADJOURNMENT

There being no further business, Mr. Parker, Rector, adjourned the meeting at 12:18 pm.

ATTACHMENT A

Audit and Compliance Services

August 26, 2020



VCU

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

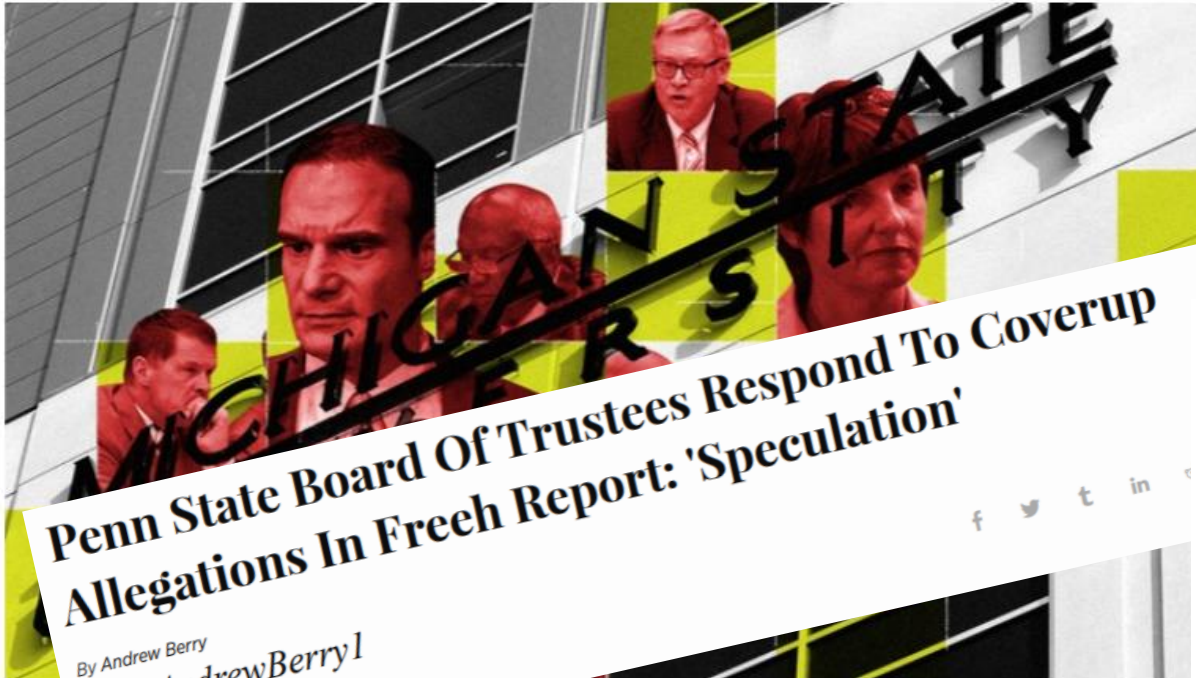
Integrity and Compliance Office

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

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



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

By Andrew Berry
@AndrewBerry1

TODD M ATLANTA 07/16/13 AT 7:56 PM THE MAY / THE FLINT JOURNAL / AP / MARK CUNNINGHAM / GETTY IMAGES / KATIE MARTIN / THE

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.

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.

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

ATTACHMENT B

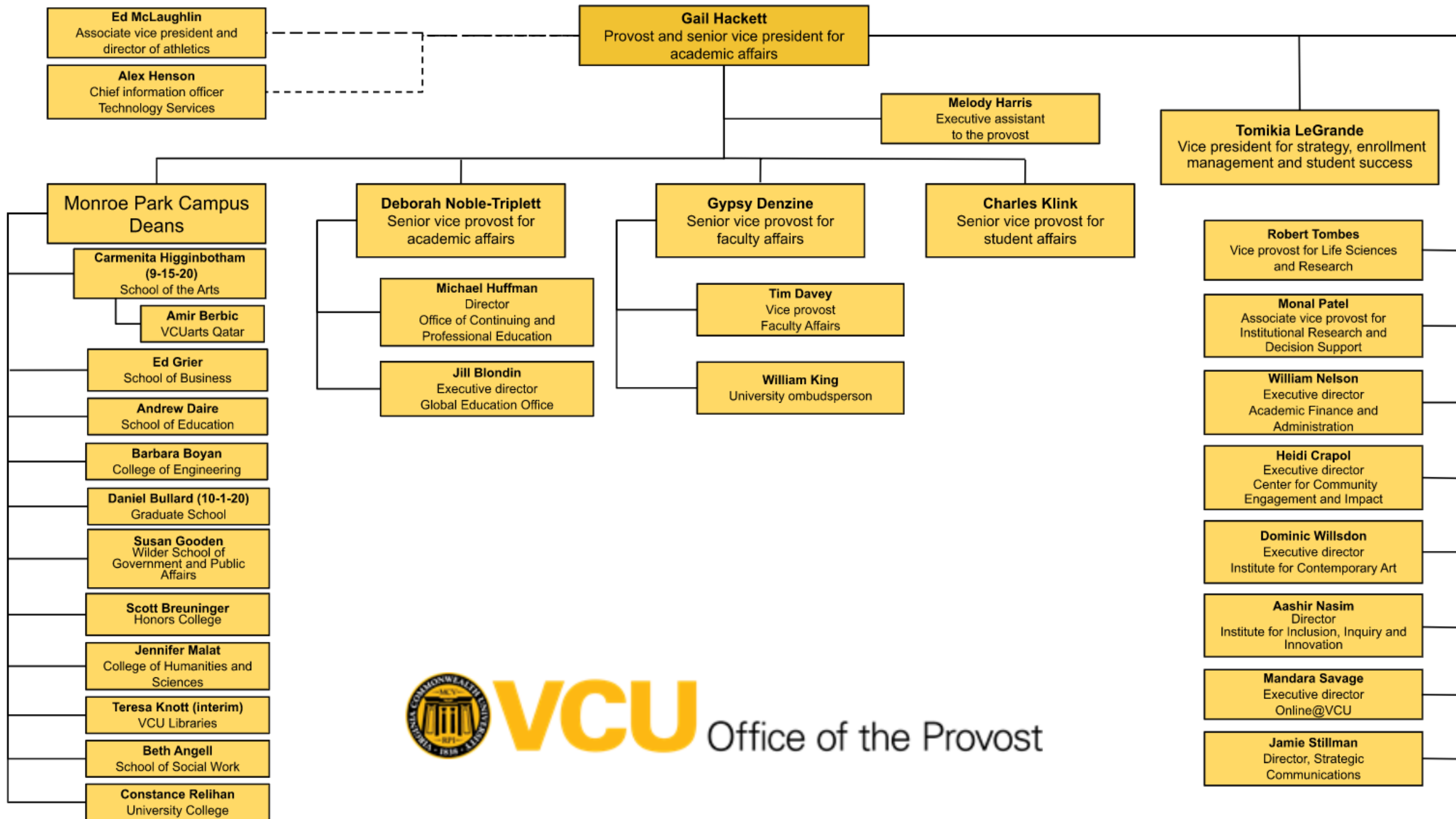
Gail Hackett, Ph.D.

Provost and Senior Vice
President for Academic Affairs

Tomikia LeGrande, Ed.D.

Vice President for Strategy,
Enrollment Management and
Student Success





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.**



VCU

Office of the Provost

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	
<u>UG 1 year retention</u>	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%	
<u>UG 2 year retention</u>	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%		
<u>UG 6 year graduation</u>	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



Quest 2025: Faculty Strategy

T&R Faculty Trends

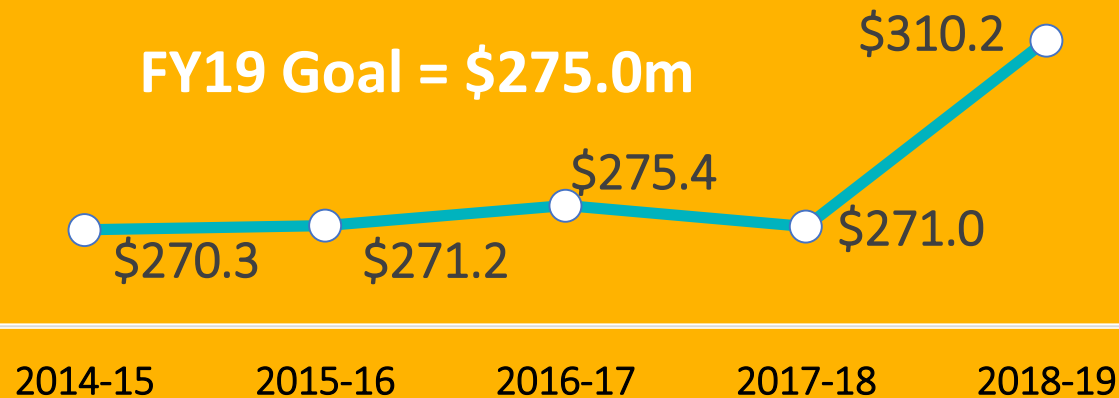
	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019
T&R Faculty	2,229	2,264	2,274	2,338	2,446	2,497
Tenured/Tenure Track Faculty	969	958	959	972	1,027	1,040
% URM T&R Faculty	8.3%	8.6%	9.0%	9.7%	10.1%	10.0%



Quest 2025: National Research Prominence Strategy

Sponsored Research (in millions)

FY19 Goal = \$275.0m



Federal Research Awards - NIH (in millions)

FY19 Goal = \$79.7m



Federal Research Awards - All Other (in millions)

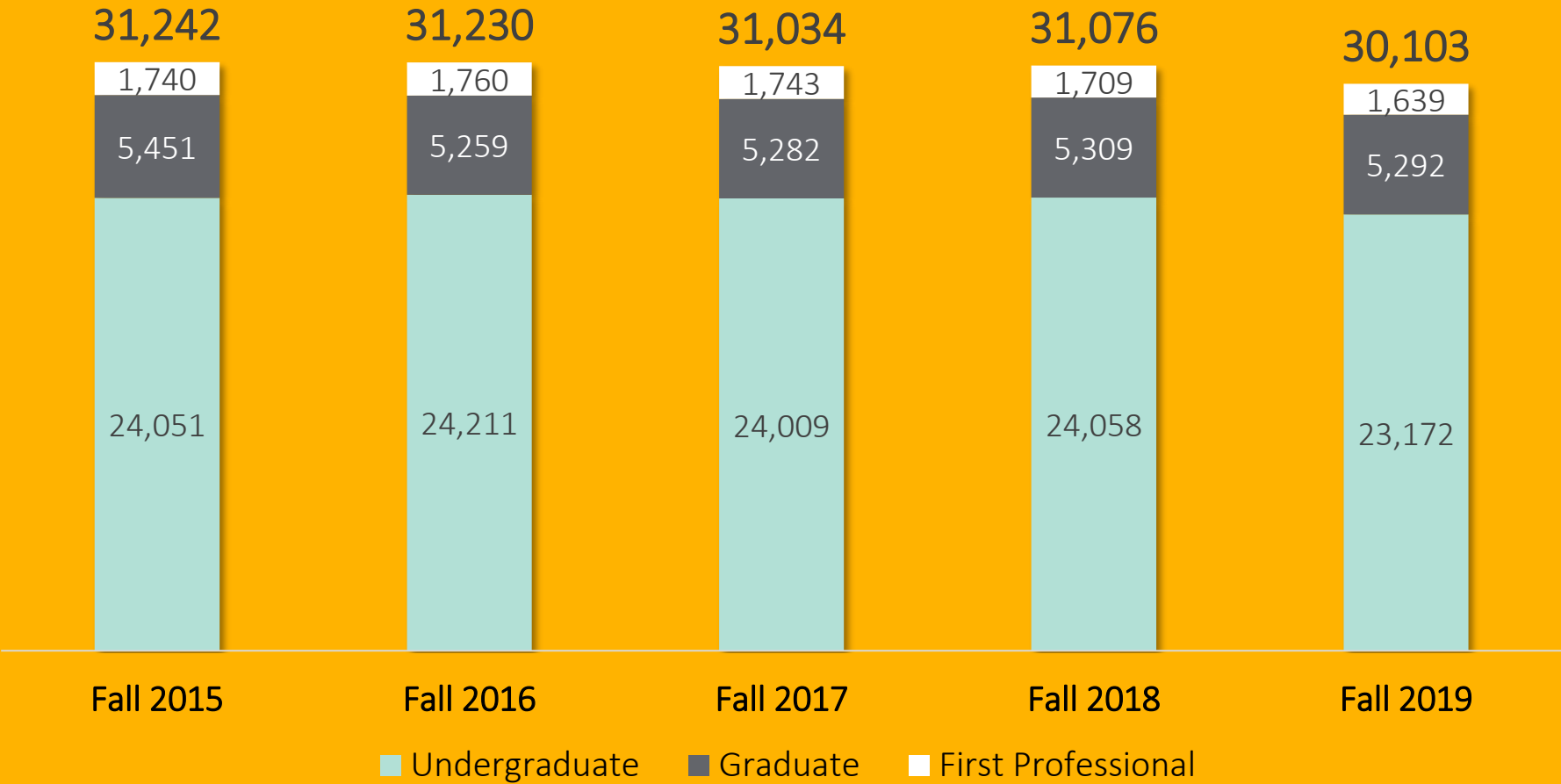
FY19 Goal = \$62.3m



VCU

Office of the Provost

VCU Total Enrollment



VCU

Office of the Provost

Spring 2020 and Summer 2020 Switch to Online Instruction



Spring 2020

8,420 course sections
2,301 instructors
28,149 students



Summer 2020

2,942 course sections
1,014 instructors
10,277 students

Number of instructors and students are unduplicated counts.

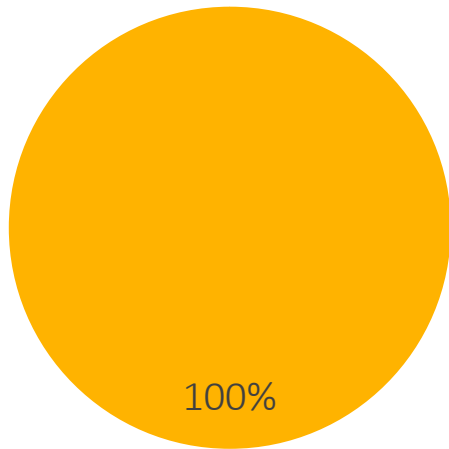


VCU

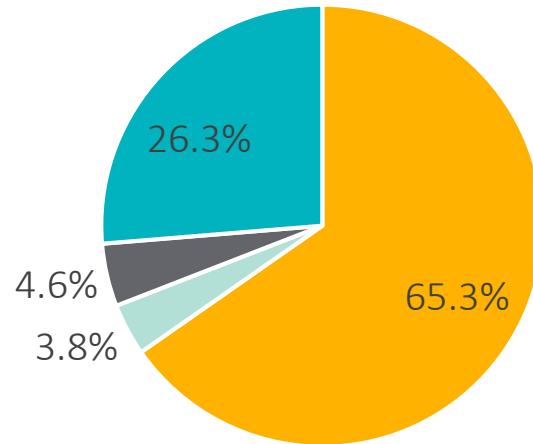
Office of the Provost

Fall 2020 Course Sections by Modality

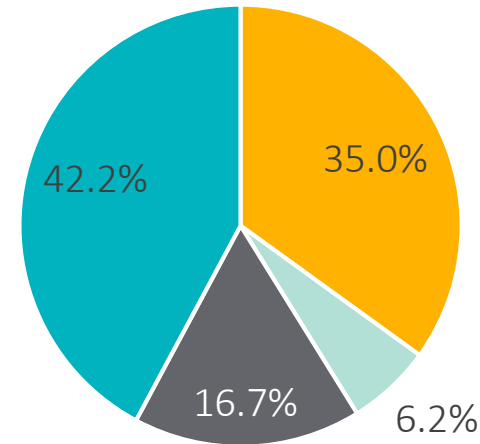
First Professional Sections



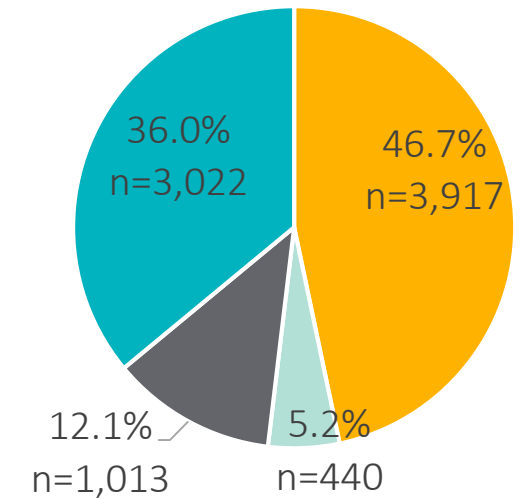
Graduate Sections



Undergraduate Sections



Total Sections = 8,392



■ In Person
 ■ Online
 ■ Hybrid
 ■ Blended

Data as of August 14, 2020

Online - 100% instructional content is delivered using electronic means.

Hybrid - 30% or more of course time is in person. The remainder is online/remote.

Blended - 1-29% of course time is in person. The remainder is online/remote.

Flexible option
provides live-stream
for student flexibility

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

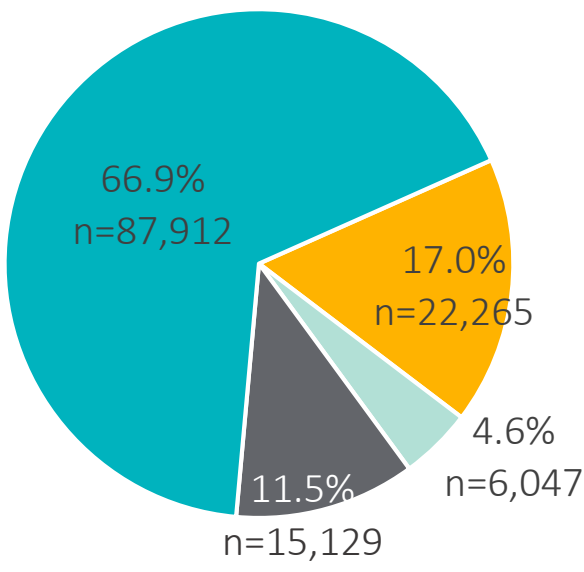
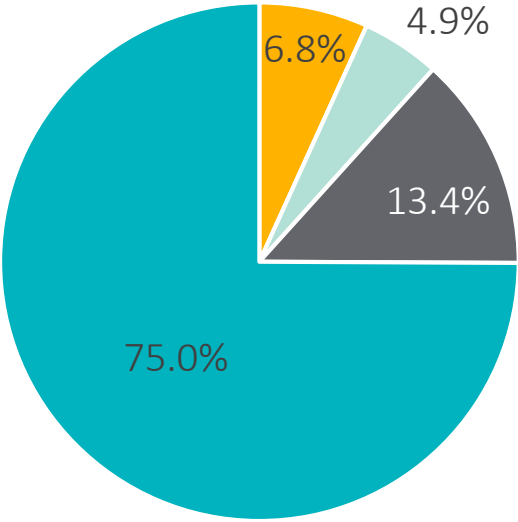
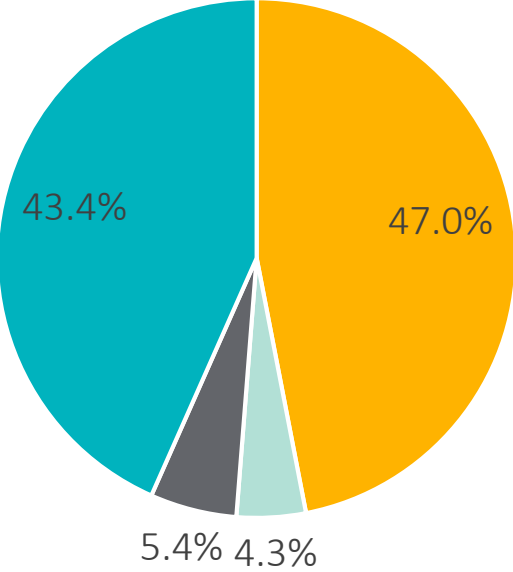
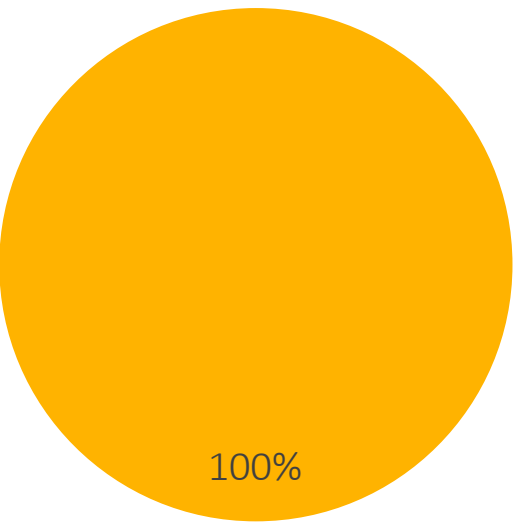
Fall 2020 Course Enrollment by Modality

First Professional
Students

Graduate
Students

Undergraduate
Students

Total Course Enrollment =
131,353



 In Person  Online  Hybrid  Blended

Data as of August 14, 2020



VCU Office of the Provost

Online@VCU Support to Faculty



694

Total number of faculty who received assistance in preparing for Fall 2020

(On-demand Courses, Teaching Online Course, Designing Online Course, Flexible Design Program)



VCU

Office of the Provost

ATTACHMENT C

VCU Health System Overview

August 26, 2018



VCU

Mike Melis, Office of University Counsel

VCUHS

- Separate legal entity
- 1996 – General Assembly established the Medical College of Virginia Hospitals Authority – certain facilities, operations, employees and obligations of MCV Hospitals (formerly a division of VCU) transferred to the Authority
- 2000 – General Assembly changed the name to VCU Health System Authority

VCUHS

- VCUHS given greater operational flexibility than typical state agency
- Higher Ed. Restructuring Act giving greater operational flexibility to institutions of higher education was not passed until 2005

VCUHS PURPOSES

- Provide healthcare – including indigent care
- Serve as the principal teaching and training hospital for VCU Health Sciences
- Support education, research, and public service activities of VCU Health Sciences
- Operate and manage general hospital and other health care facilities – earning revenues necessary for operations

VCUHS POWERS

- Sue & be sued in its own name
- Locate & maintain offices
- Contract; conduct business; accept gifts; borrow money & issue bonds; procure insurance; purchase, own and sell property

VCUHS POWERS (contd.)

- Eminent domain
- Charge for services & facilities
- Create, have ownership in, and/or control public or private entities; participate in joint ventures
- Invest its operating funds

VCUHS POWERS (contd.)

- Exempt from taxation, Personnel Act, Workforce Transition Act, Administrative Process Act, and Public Procurement Act
- Adopt policies and regulations governing access to, conduct on, and use of its property that have the force of law – enforced by campus police, or VCUHS can establish police

VCUHS

- “Upon dissolution of the Authority, all assets of the Authority, after satisfaction of creditors, shall revert to the University”

Va. Code Sec. 23.1-2428

VCUHS GOVERNANCE

- Board of Directors = 19 appointed & 2 *ex officio*
- Governor = 6 nonlegislative citizens (2 physician-faculty from list submitted by SOM through VP)
- Speaker of House = 5 (2 p-f from list)
- Senate Comm. on Rules = 3 (1 p-f from list)

VCUHS GOVERNANCE (contd.)

- Shared Governance
- VCU BOV Rector appoints 5 nonlegislative citizen members serving on the VCU BOV
- VCU President and VCU VP for Health Sciences are *ex officio members* with voting privileges

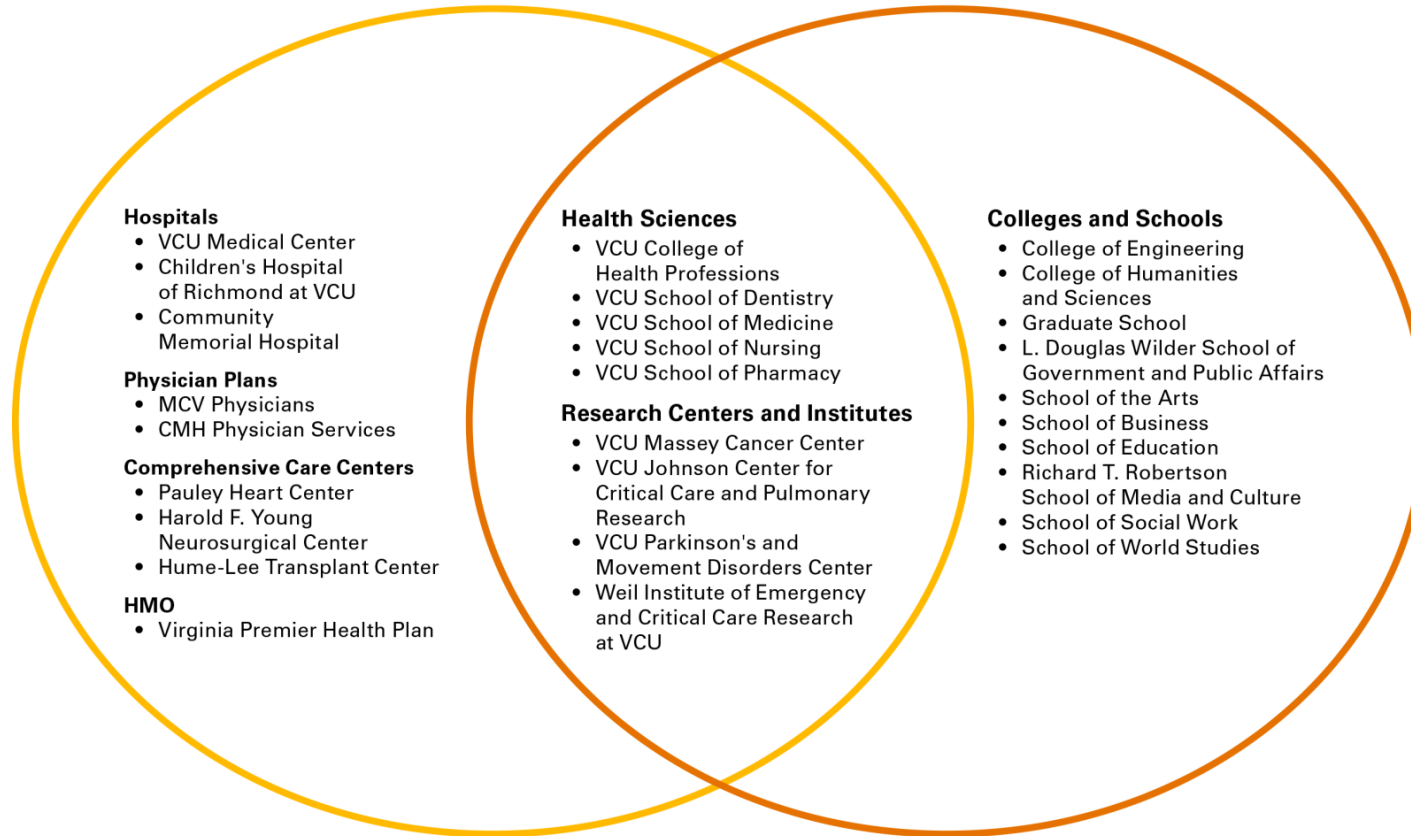
VCUHS GOVERNANCE (contd.)

- More Shared Governance
- VCU President = Chairman of VCUHS Board
- VCU VP Health Sciences = VCUHS CEO

VCUHS GOVERNANCE (contd.)

- CEO selection, removal, and conditions of appointment, including salary, shall be made jointly by VCU and VCUHS boards at a joint meeting
- Ultimately, if boards disagree, VCU President decides

VCUHS & VCU



ATTACHMENT D

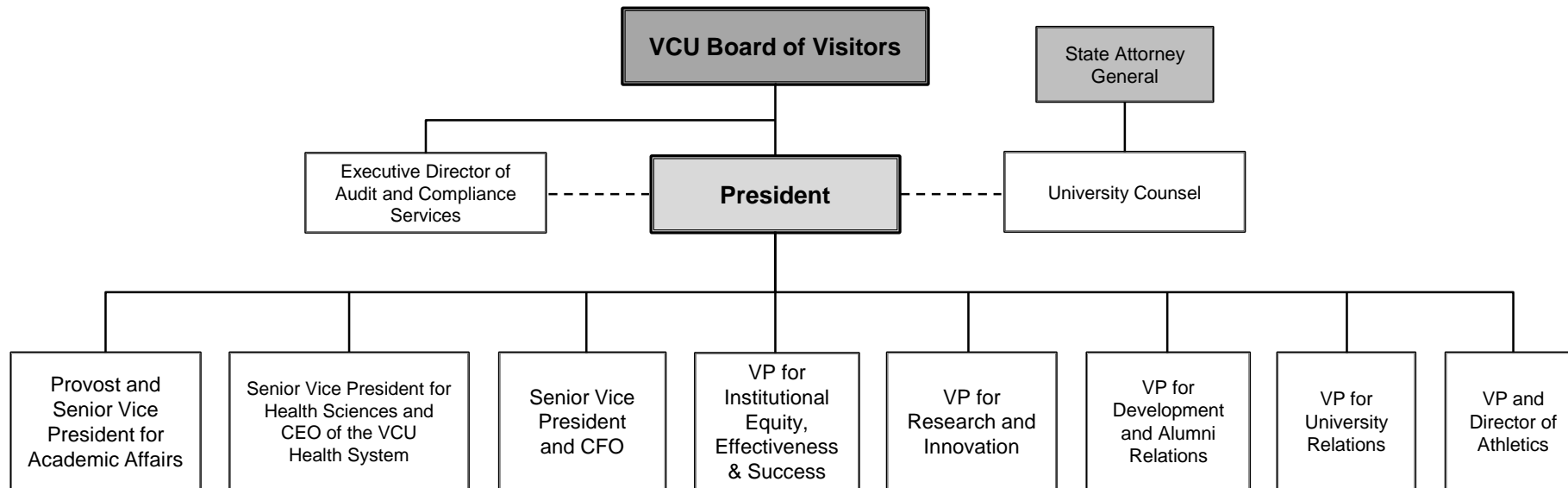
VCU Board of Visitors

New Member Orientation

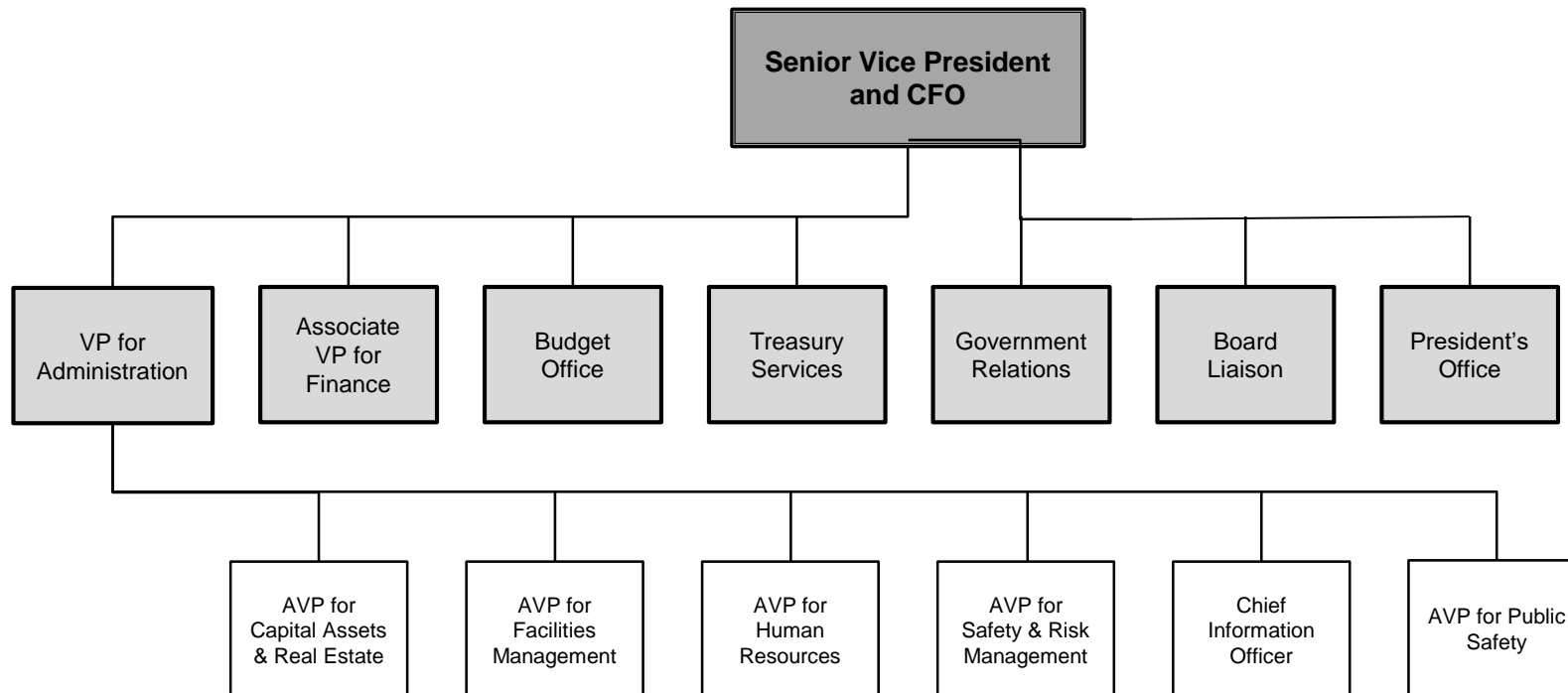
Karol Kain Gray, SVP and CFO

August 26, 2020

University Administration



University Administration





VCU

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		Auxiliary Enterprises	Qatar	University Funds	Student Financial Assistance	Hospital Services	Total University
		Direct Costs	Facilities & Admin. Costs						
State General Fund									
Direct Appropriations	\$ 195,225	\$ 14,013	\$ -	\$ -	\$ -	\$ -	\$ 35,196	\$ -	\$ 244,434
Central Transfers	-	-	-	-	-	-	-	-	\$ -
State General Fund	<u>\$ 195,225</u>	<u>\$ 14,013</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 35,196</u>	<u>\$ -</u>	<u>\$ 244,434</u>
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	<u>413,685</u>	<u>274,416</u>	<u>43,000</u>	<u>145,479</u>	<u>39,990</u>	<u>53,584</u>	<u>40,860</u>	<u>35,540</u>	<u>1,046,554</u>
Transfers (in) out	10,026	-	(10,026)	-	-	-	-	-	-
Total University Sources	<u>\$ 618,936</u>	<u>\$ 288,429</u>	<u>\$ 32,974</u>	<u>\$ 145,479</u>	<u>\$ 39,990</u>	<u>\$ 53,584</u>	<u>\$ 76,056</u>	<u>\$ 35,540</u>	<u>\$ 1,290,988</u>

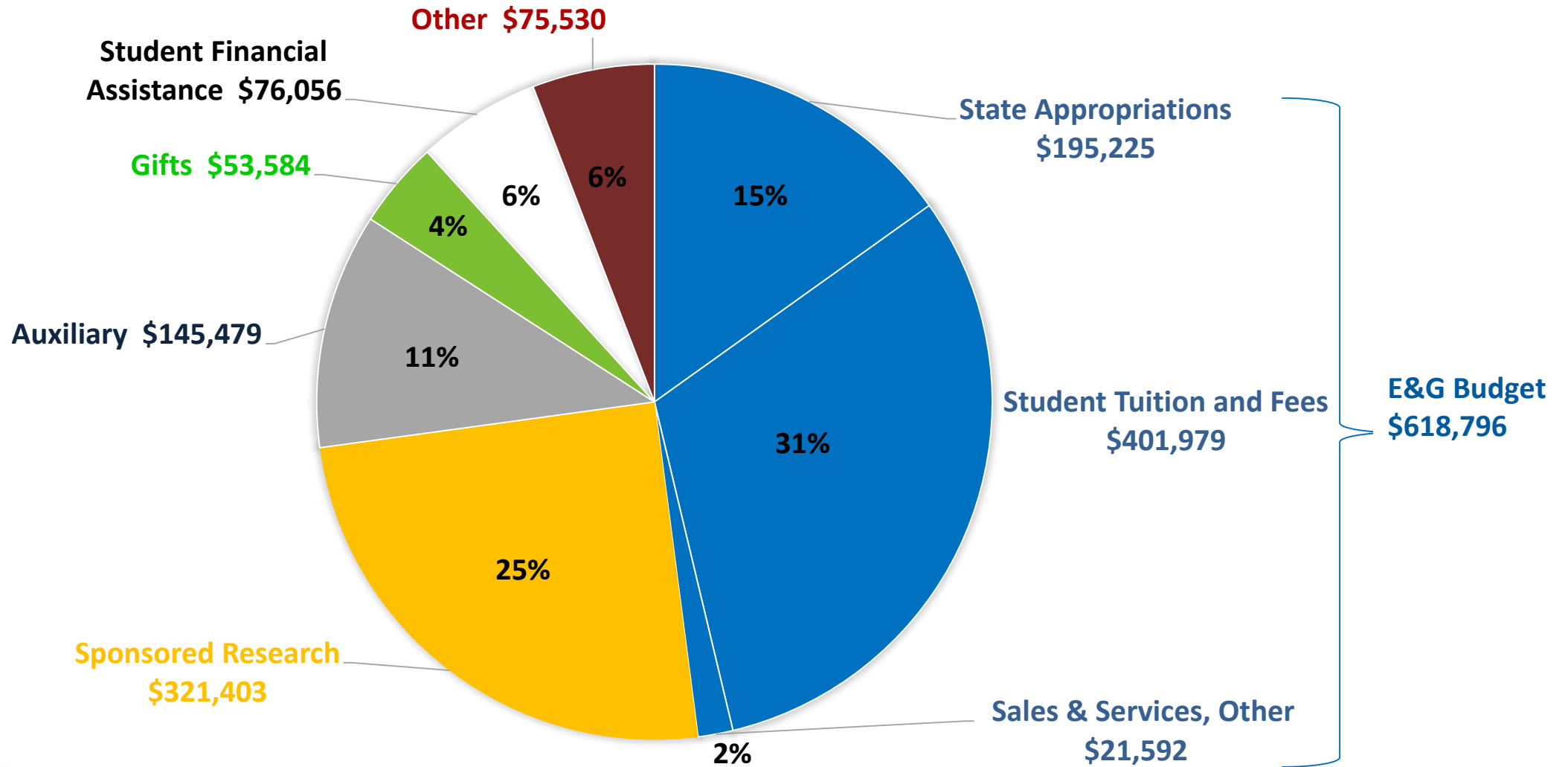
Virginia Commonwealth University - 2020-2021 University Budget Plan
Expenditure Summary (in thousands)

	Educational & General Programs	Sponsored Programs		Auxiliary Enterprises	Qatar	University Funds	Student Financial Assistance	Hospital Services	Total University
		Direct Costs	Facilities & Admin. Costs						
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.

Total University Budget FY20-21: \$1.3B

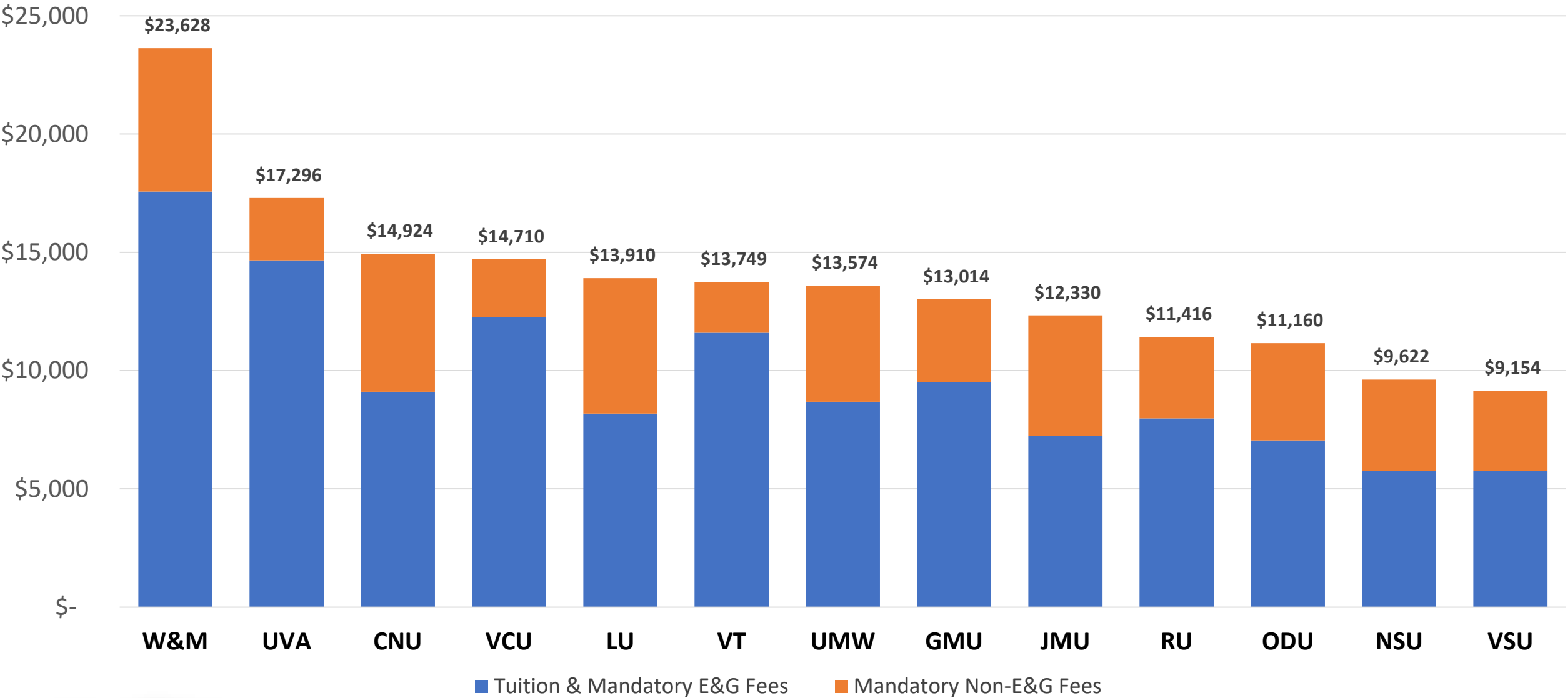
in thousands



Key Facts

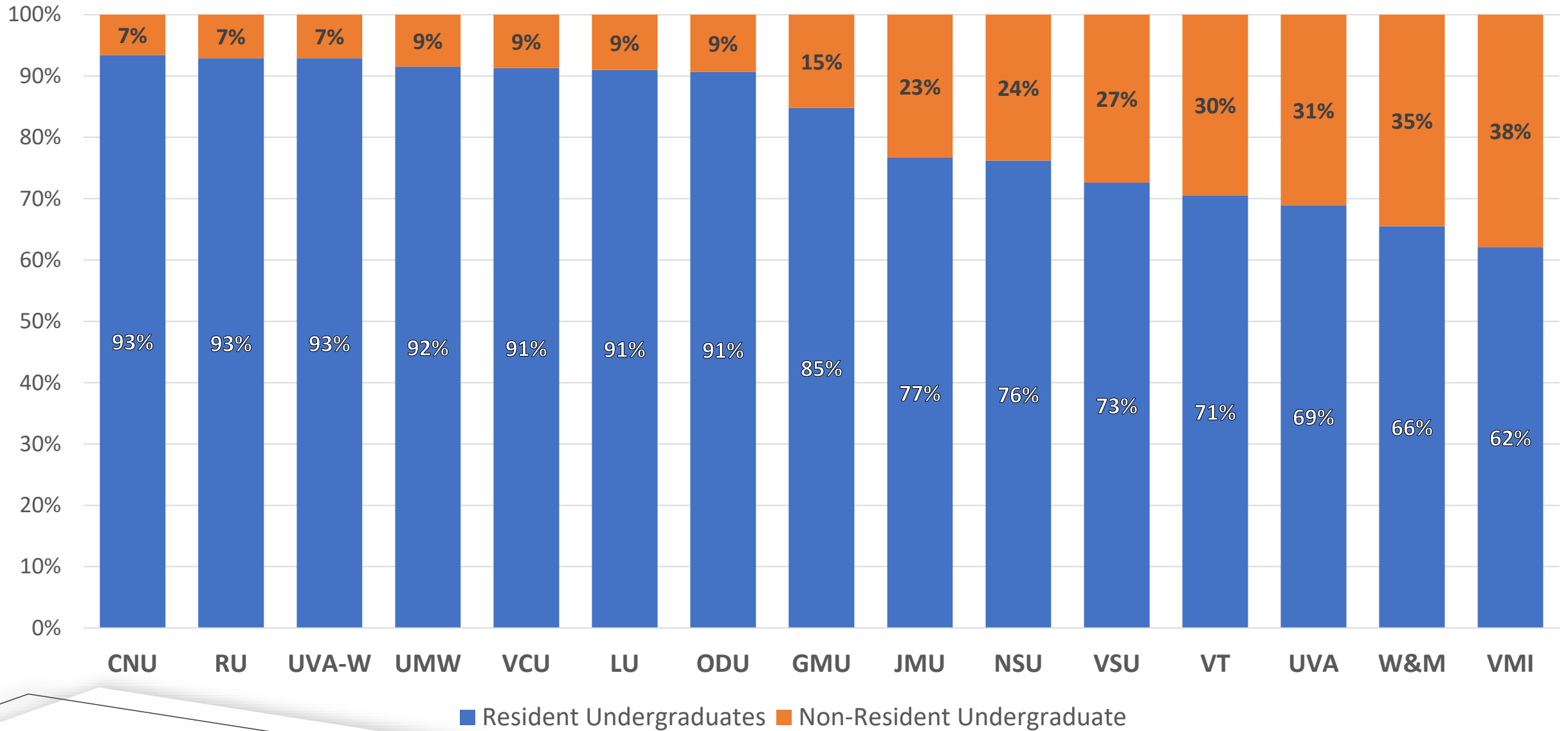
- VCU Tier III Institution, along with UVA, VT, JMU and W&M
- 91 % resident undergraduates
- Cost of attendance for 20-21 academic year is \$31,697 for undergraduate residents and \$53,761 for undergraduate non-residents
- Bond ratings - Moody's Aa3; S&P AA-
- Debt burden ratio – FY19 was 3.82%; internal benchmark is 5%; state benchmark is 6%
- Total budget, including the VCUHS, is \$5.2B

2020-2021 Resident Undergraduate Tuition and Fees

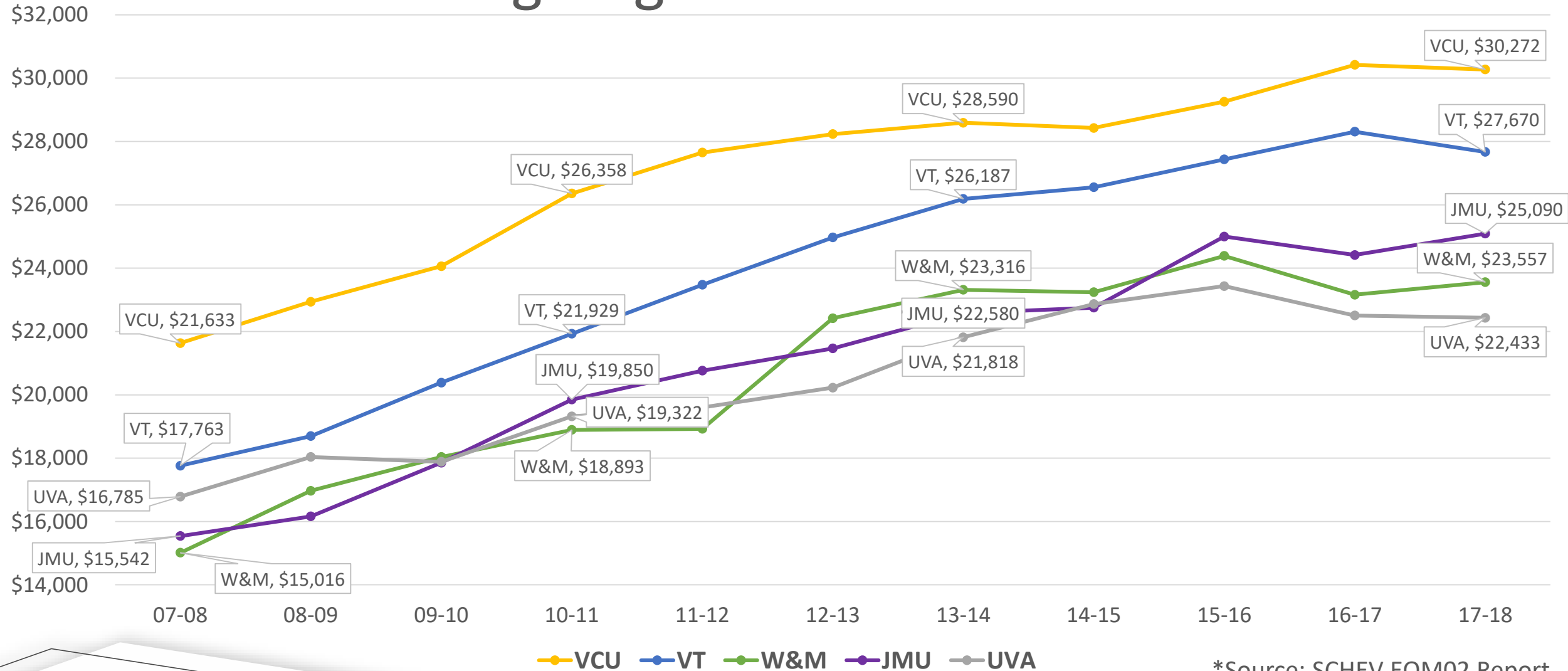


Data source: SCHEV Student Loan Data

Fall 2019 Resident vs Non-Resident Undergraduates

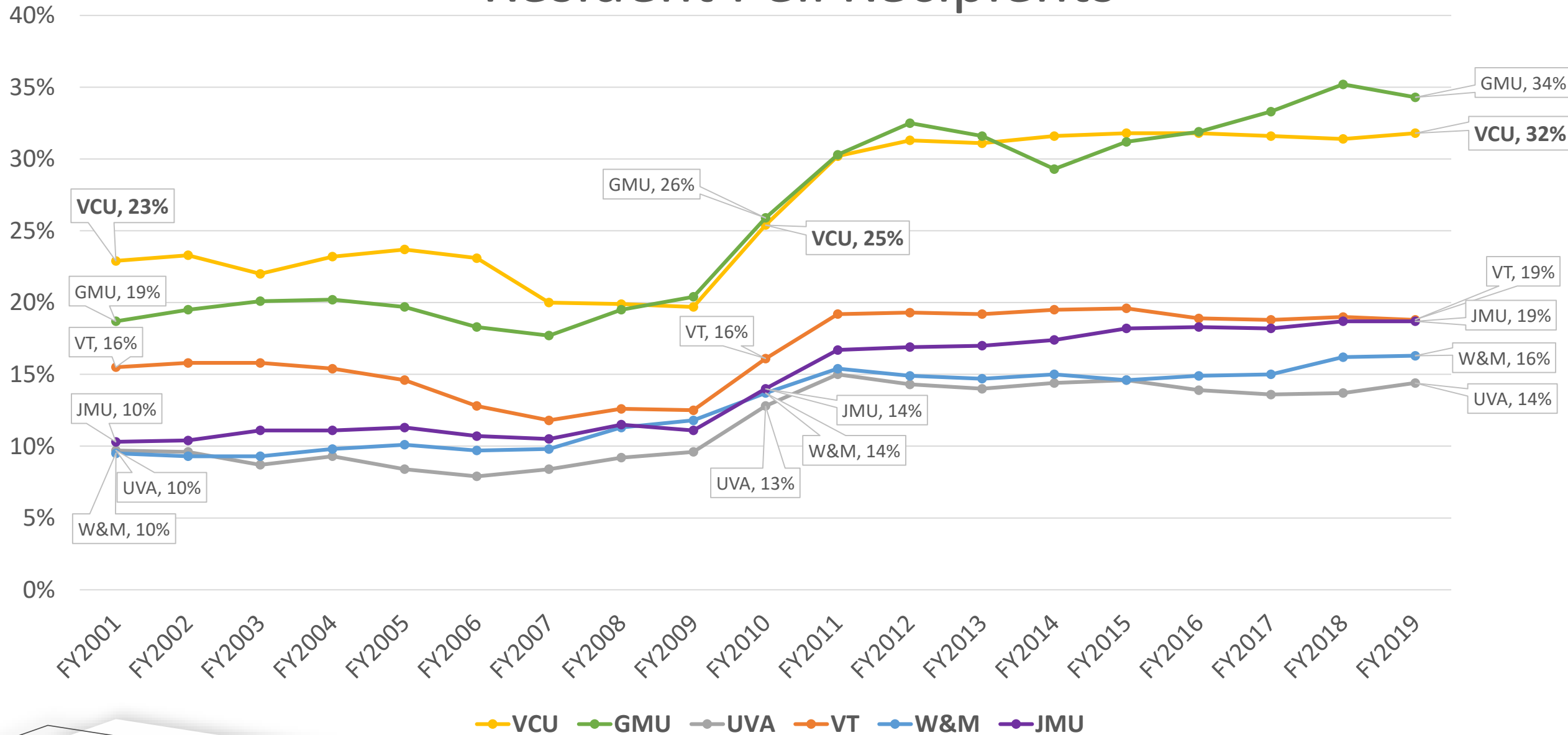


Avg. Indebtedness of Resident Undergraduates Among Virginia Tier III Institutions



*Source: SCHEV EOM02 Report

Resident Pell Recipients



*Source: SCHEV EOM02 Report

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)



VCU

Questions



ATTACHMENT E

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

Theme IV: Diversity Driving Excellence

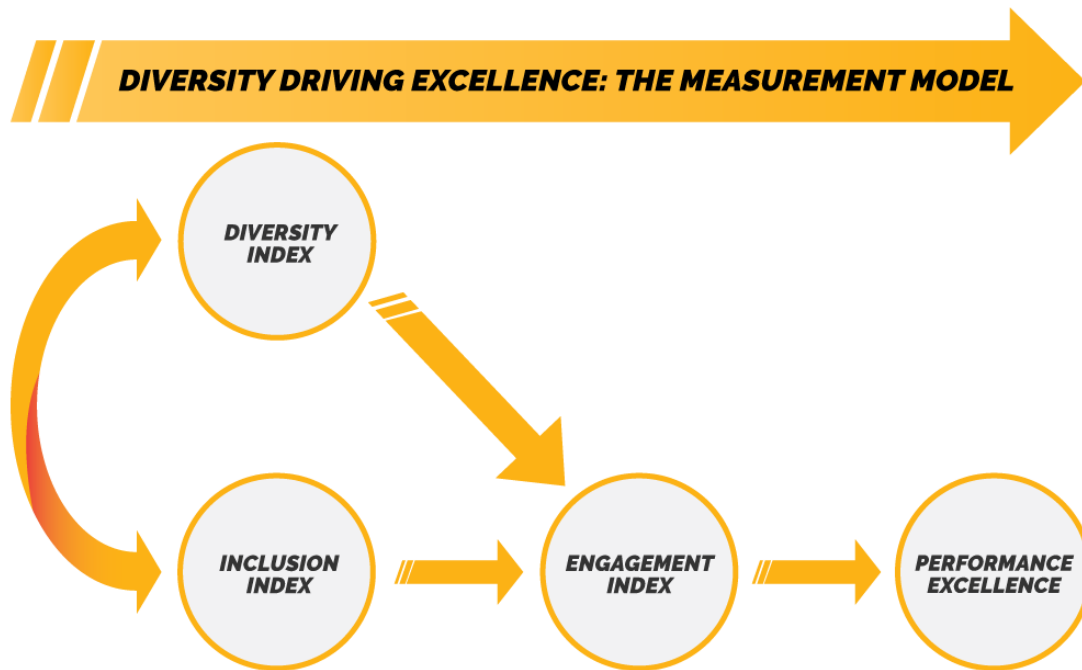
- Advance institutional excellence through a commitment to diversity, inclusion and equity fostered through a culture of appreciation and respect
- **Build and sustain the infrastructure** to enhance diversity, inclusion and equity at all levels of the university to support teaching, research, scholarship, creative expression and service.
- **Establish diversity as an imperative** in the development and implementation of strategies and policies in decisions regarding resource allocation

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.

I. Advance Institutional Excellence

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I. Advance Institutional Excellence

VCU VIRGINIA COMMONWEALTH UNIVERSITY

Make it real. | GIVE TO VCU

A website of the Office of Institutional Equity, Effectiveness and Success

2019 CAMPUS CULTURE AND CLIMATE RATINGS

VCU Inclusive Excellence monitors and reports on the university's progress toward a more diverse and inclusive culture and climate. Major administrative units are assessed every 18 months and are rated and ranked based on their performance on three indices: diversity index, inclusion index, and engagement index. We encourage you to use these data to determine whether your current or prospective academic and administrative unit meets expectations for a more diverse and inclusive culture and climate.

VCU VIRGINIA COMMONWEALTH UNIVERSITY

A website of the Office of Institutional Equity, Effectiveness and Success

RANKINGS

2019 CAMPUS CULTURE AND CLIMATE RATINGS

KEY

OVERALL RANKING		ACADEMIC RANKING			
Development and Alumni Relations	1	School of Pharmacy	3.08	4.04	4.20
School of Pharmacy	2	School of Nursing	3.55	3.77	3.93
Office of Research and Innovation	3	L. Douglas Wilder School of Government and Public Affairs	3.25	3.60	4.03
Office of the Vice President for Finance and Budget	4*	University College	2.35	3.99	4.08
Office of the President	4*	School of Education	2.15	3.81	3.98
Division of Student Affairs	6*	College of Engineering	2.40	3.72	3.90
Office of the Vice President for Health Sciences	6*	College of Humanities and Sciences	2.75	3.59	3.70
Office of the Provost	8*	College of Health Professions	1.80	3.57	3.90
School of Nursing	8*	Life Sciences	1.90	3.57	3.82
L. Douglas Wilder School of Government and Public Affairs	10	School of Social Work	2.10	3.34	3.72
Division of Administration	11	School of Medicine	1.45	3.60	3.76
University College	12	School of the Arts	1.85	3.48	3.54
School of Education	13	School of the Arts - Qatar	1.00	3.78	3.79
College of Engineering	14	School of Business	1.25	3.85	4.03

2019 CAMPUS CULTURE AND CLIMATE RATINGS

SCHOOL OF THE ARTS

OVERALL RANK: 21

DIVERSITY INDEX	INCLUSION INDEX	ENGAGEMENT INDEX
<p>Trend data will be available for the 2020-2021 academic year</p> <p>1.85</p> <p>UNACCEPTABLE VCU OVERALL = 3.22 / 5.00 SCORE BREAKDOWN +</p>	<p>Trend data will be available for the 2020-2021 academic year</p> <p>3.48</p> <p>FAIR VCU OVERALL = 3.72 / 5.00 SCORE BREAKDOWN +</p>	<p>Trend data will be available for the 2020-2021 academic year</p> <p>3.54</p> <p>POOR VCU OVERALL = 3.88 / 5.00 SCORE BREAKDOWN +</p>

Innovation	Office of the Vice President for Finance and Budget	Office of the President	Division of Student Affairs	Office of the Vice President for Health Sciences	Office of the Provost	Division of Administration	University Relations	Libraries
3.60	3.75	4.00	4.00	3.80	3.35	3.60	2.65	2.25
3.75	3.97	3.97	3.71	3.81	3.80	3.63	3.52	4.01
4.00	4.08	3.81	3.97	3.99	3.99	3.72	4.17	

NOTE: Rankings based on weighted average across indexes

Show All X

I. Advance Institutional Excellence



I. Advance Institutional Excellence



NYLAN NTABAZI, FORENSIC SCIENCE '22

**THE POWER
IN *THEIR*
NARRATIVE**

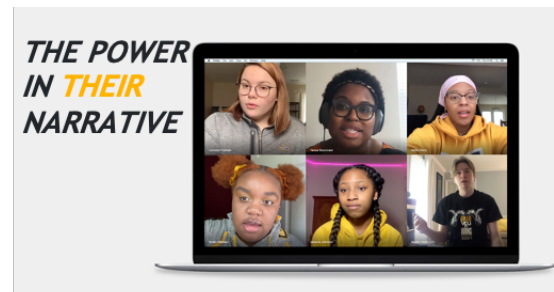


VCU Students' Stories of Struggle,
Strength and Solidarity During COVID-
19

I. Advance Institutional Excellence



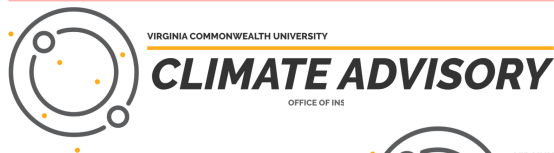
JESSICA JOHNSON, MASS COMMUNICATIONS '23



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

I. Advance Institutional Excellence

This has been archived. [View the latest advisory.](#)



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

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 population, 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.

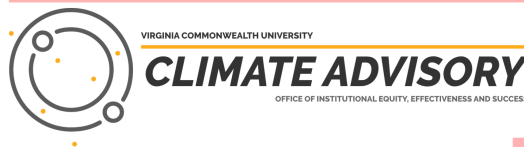


by Aashir Nasim, Ph.D.
Vice President, Institutional Equity, Effectiveness and Success
Director and Professor, Institute for Inclusion, Inquiry and Innovation

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

This has been archived. [View the latest advisory.](#)



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 Climatedata data collected on April 9 from a representative sample of VCU students. VCU students responded to the prompt "Hi! We're asking you to share your thoughts on remote instruction. How are you feeling about your sense of connection to campus during this time?" A total of 245 students, or 40.6% of the total sampling population, responded within 24 hours. Student sentiment scores can range from -1.00 (negative) to +1.00 (positive). Both actual and 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 decision-making process.

April
#CA-

This has been archived. [View the latest advisory.](#)



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

April 27, 2020
#CA-2020-04

RETURN TO CAMPUS, FALL 2020

About the April 23, 2020 survey administration. Climatedata 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.

Theme IV: Diversity Driving Excellence

- **Advance institutional excellence** through a commitment to diversity, inclusion and equity fostered through a culture of appreciation and respect
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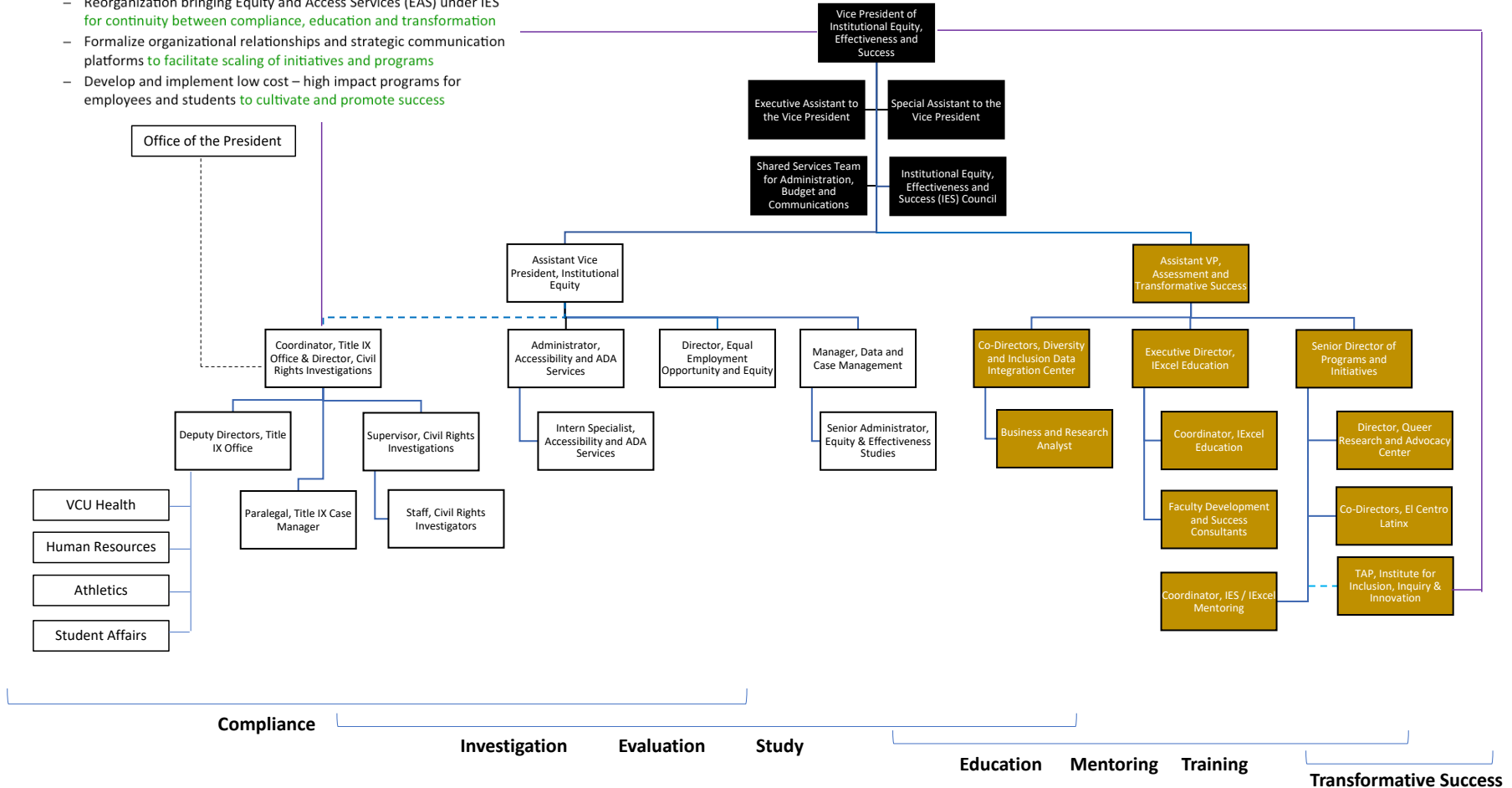
II. Build and Sustain Infrastructure

- 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

- Audit fiscal and operations and adjusted workflow processes to **increase efficiency and effectiveness**
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II. Build and Sustain Infrastructure

**INCLUSIVE
E>>XCELLENCE
EDUCATION**

**INCLUSIVE
E>>XCELLENCE
MENTORING**

RAMmalogues

• Basic Assumptions

- Audit fiscal and operations and adjusted workflow processes to *increase efficiency and effectiveness*
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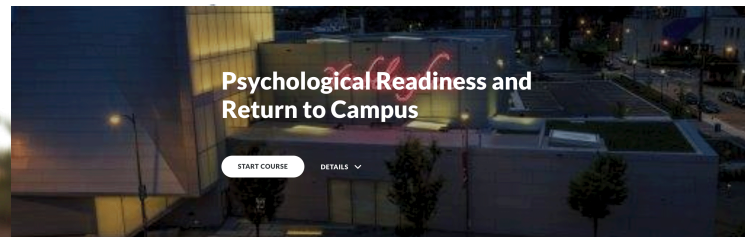
Inclusion Inquiry Innovation



II. Build and Sustain Infrastructure

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- Develop and implement low cost – high impact programs for employees and students **to cultivate and promote success**



Psychological Readiness and Return to Campus

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



VCU Human Resources

Theme IV: Diversity Driving Excellence

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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

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





Overview of our university's diversity and inclusion strategies



VCU

Office of Institutional Equity,
Effectiveness and Success

Make it real.
CAMPAIGN FOR VCU

BOV Orientation

Jay Davenport, Vice President, Development & Alumni Relations
August 26, 2020



ATTACHMENT F

Five Priorities



Maintain Fundraising Momentum



Expand Alumni Engagement



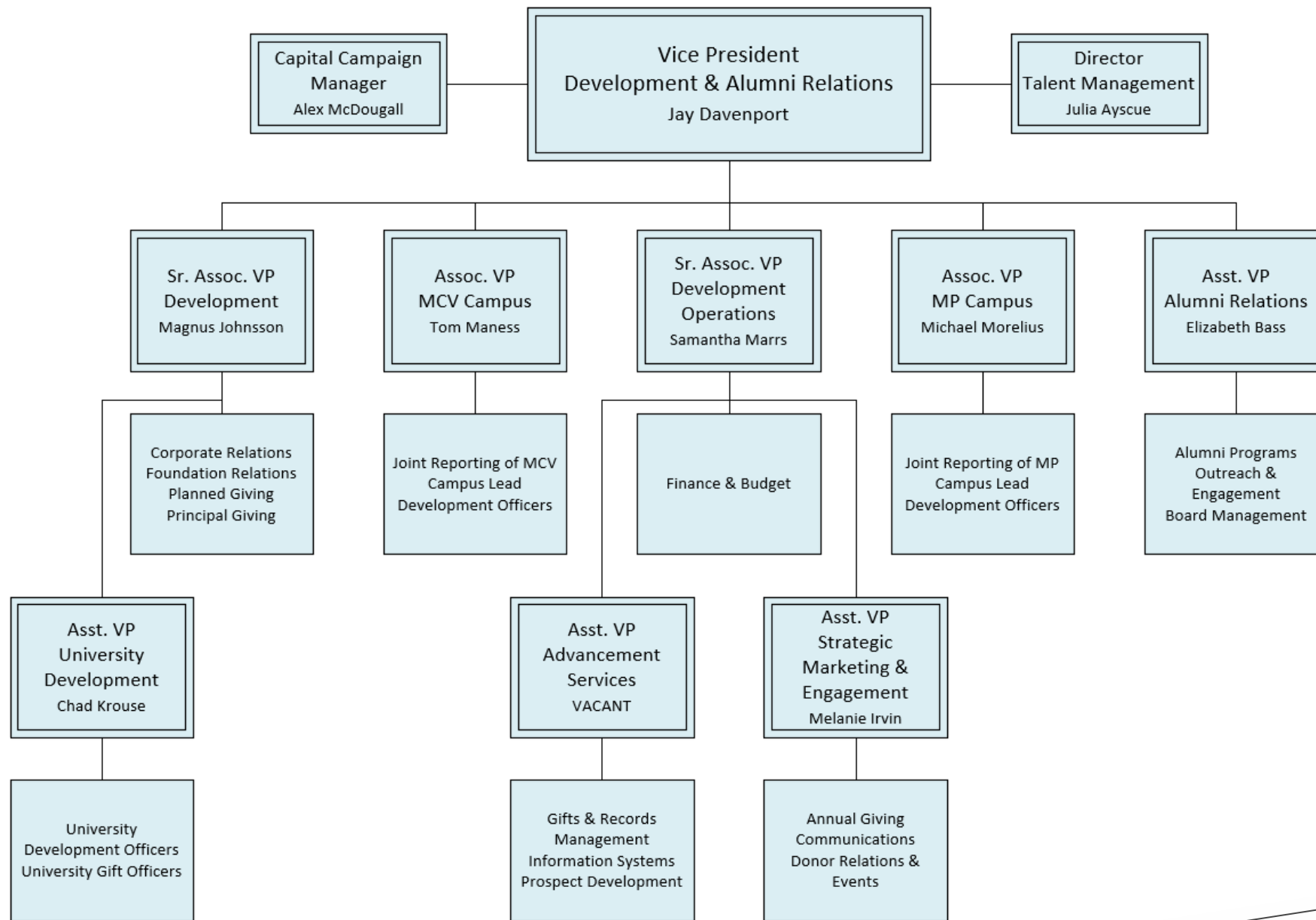
Continue Advancement Sophistication



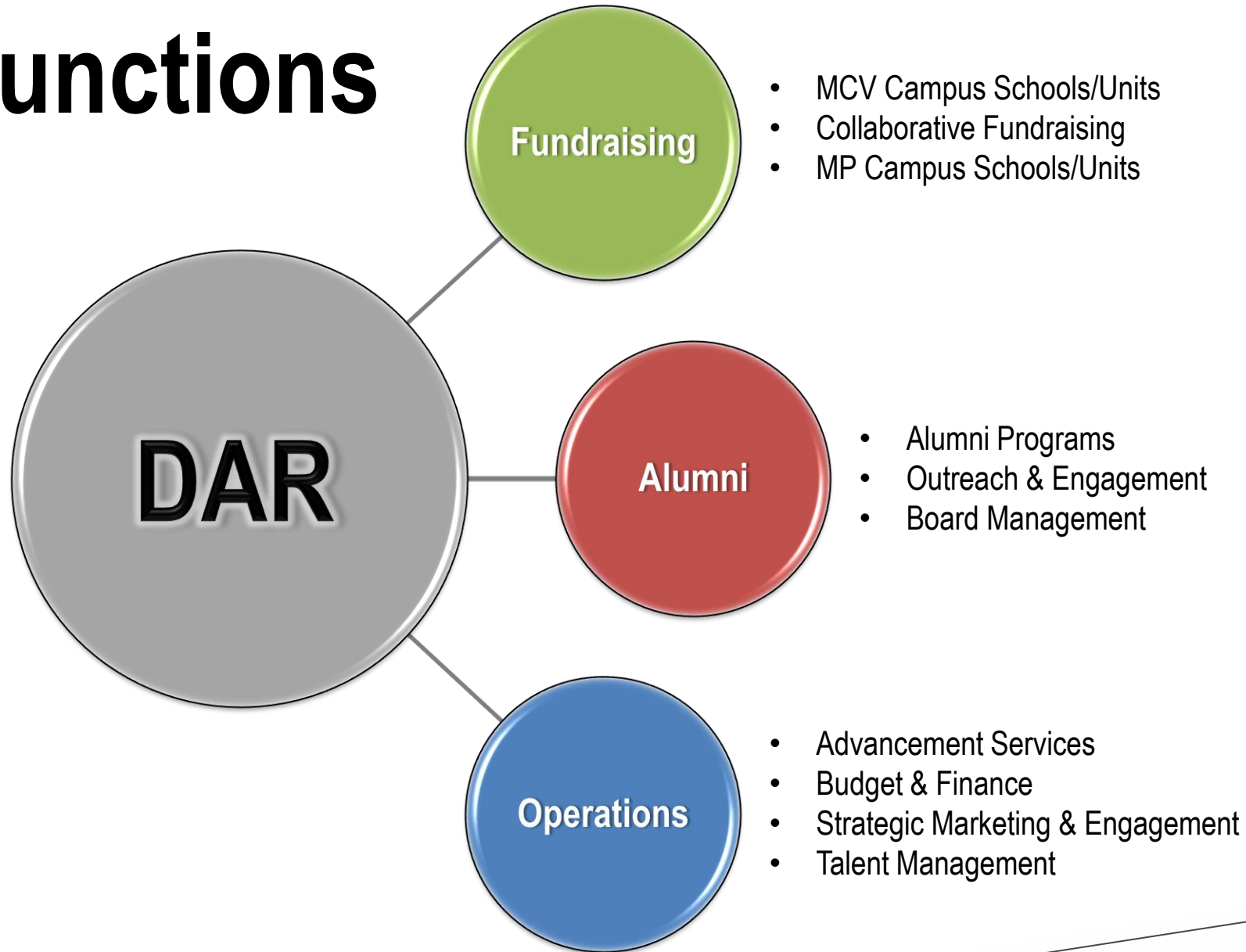
Plan Next Campaign



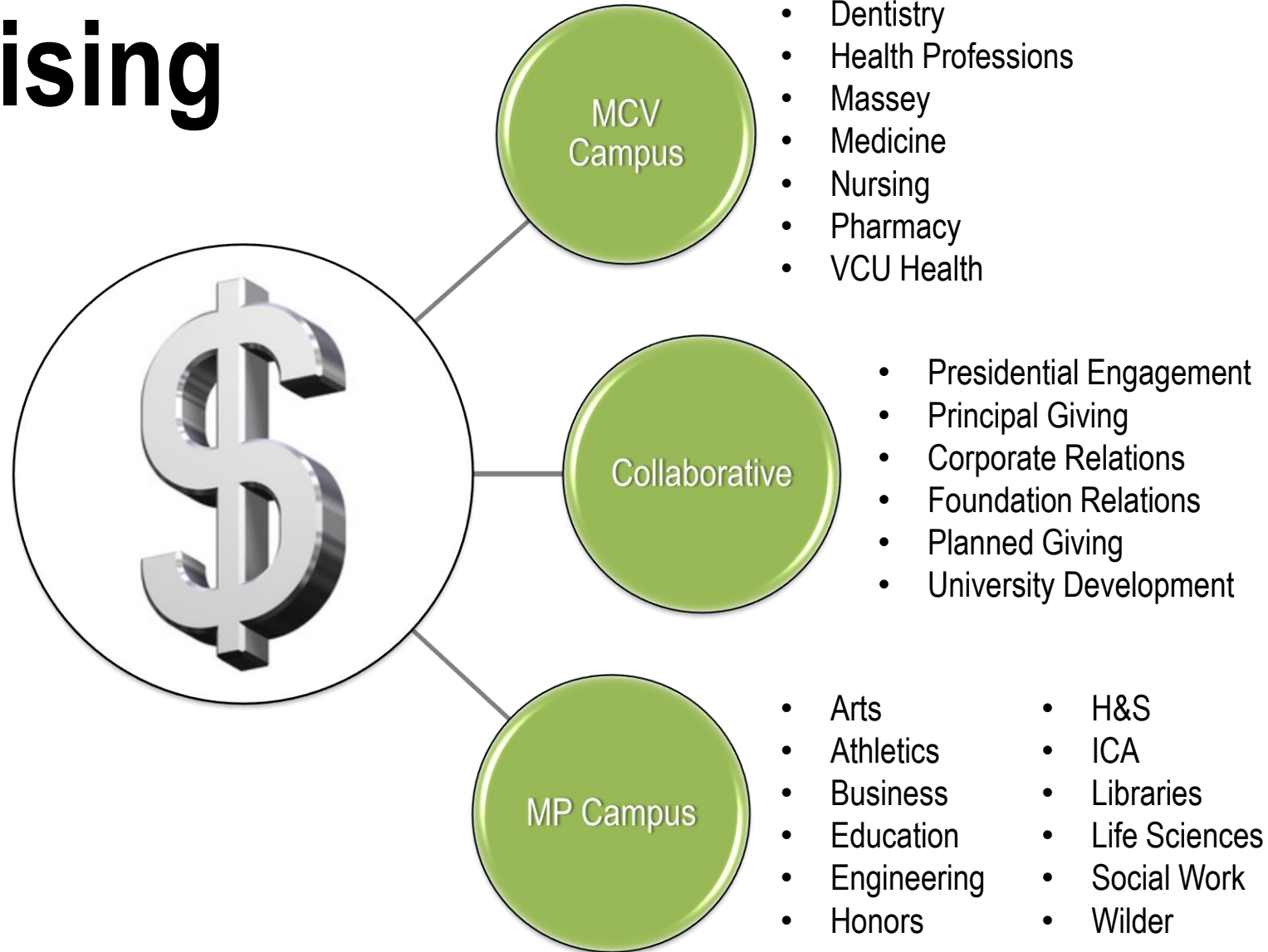
Continue to Build Culture of Philanthropy



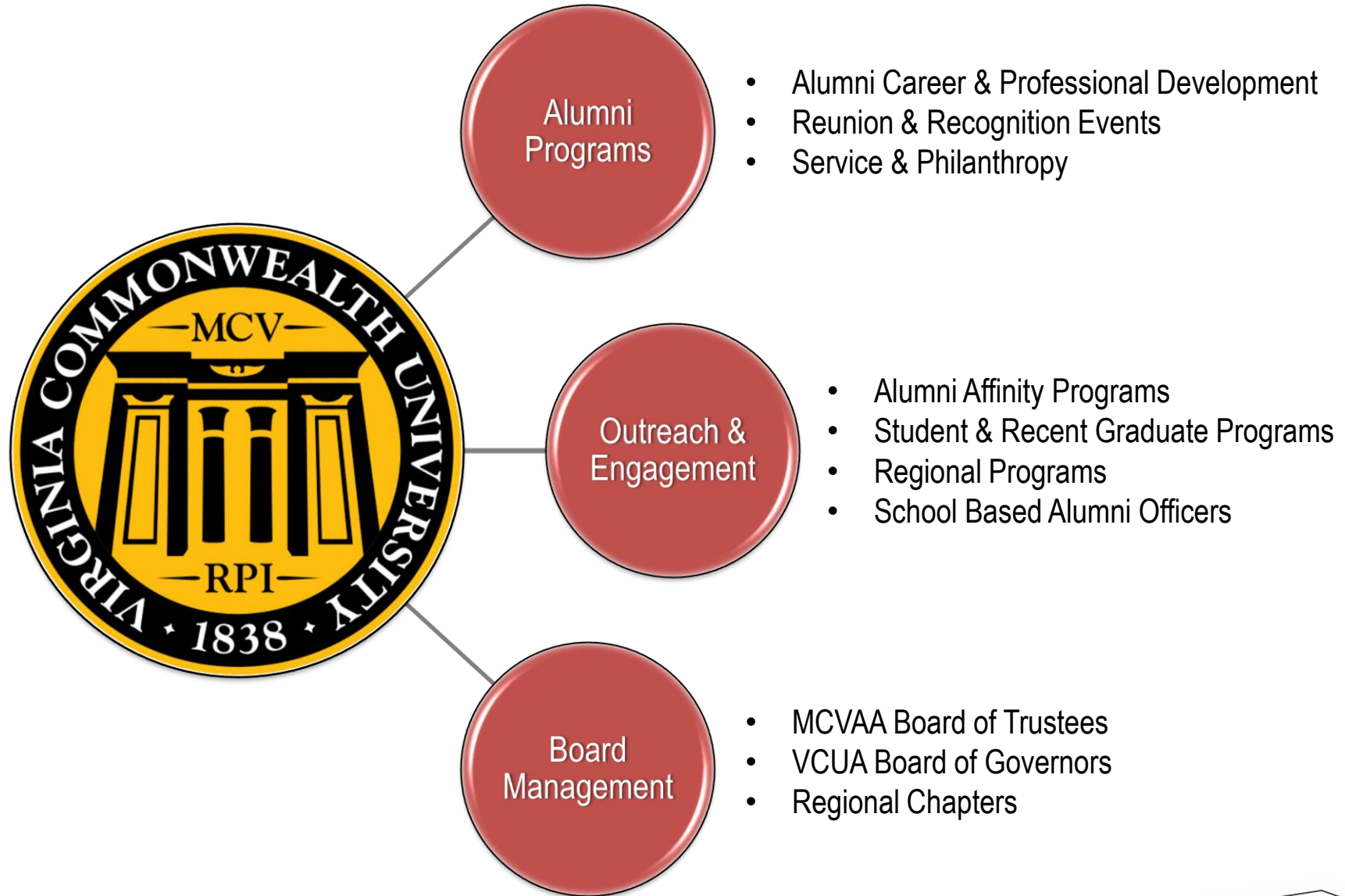
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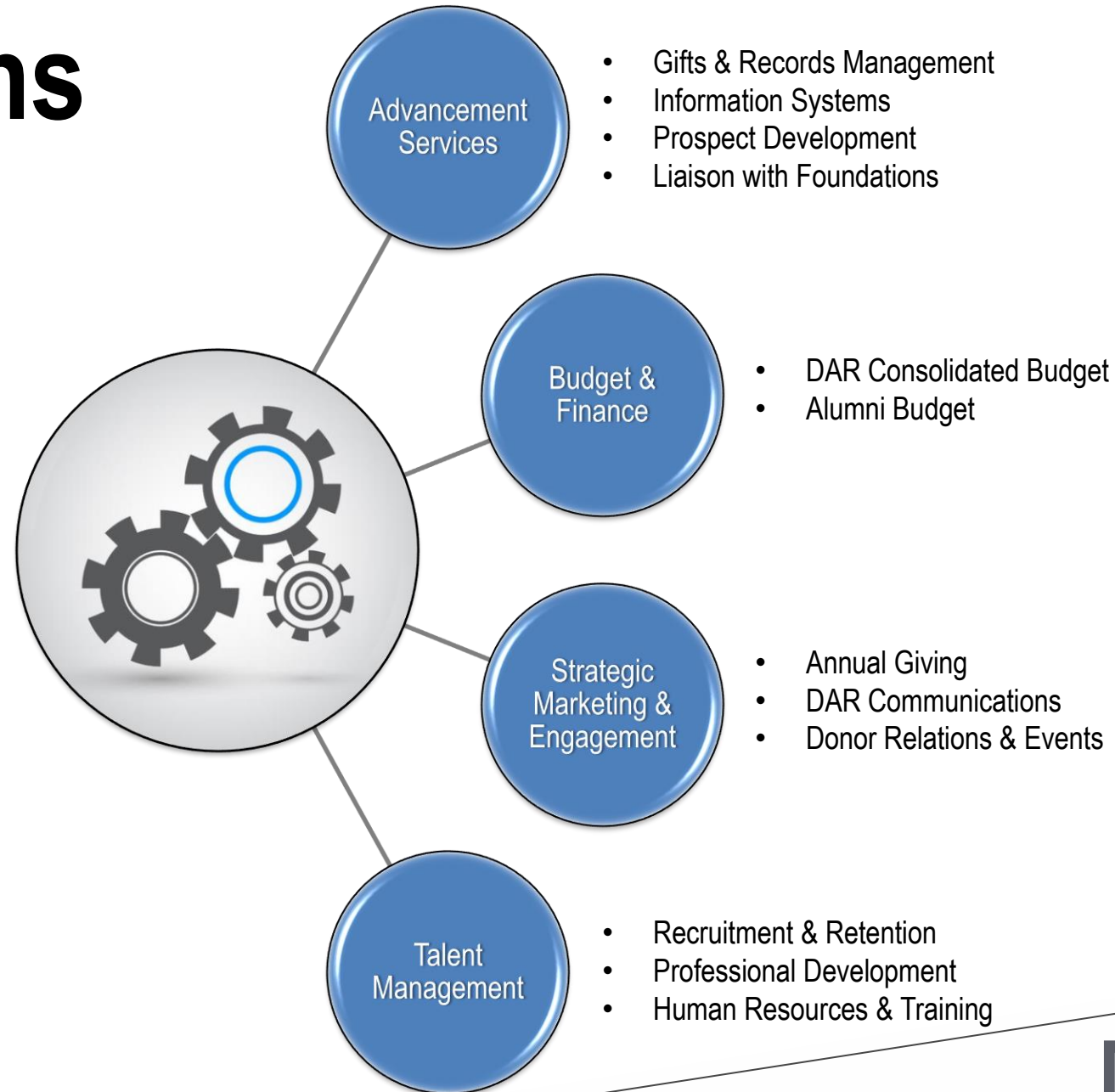
Fundraising



Alumni



Operations



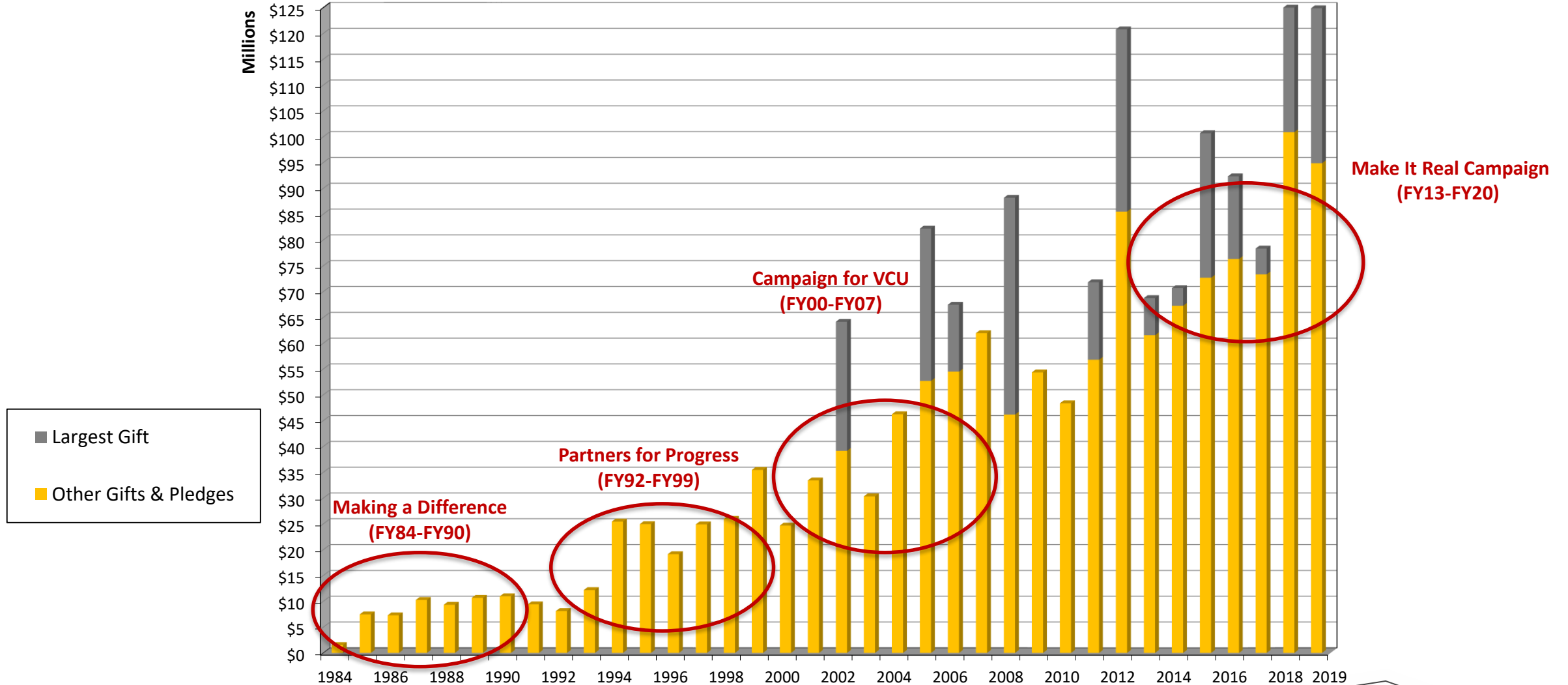
VCU Campaign History

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



Make it real.
CAMPAIGN FOR VCU

Previous Campaigns Build the Foundation for the Future



Make It Real Campaign Pillars



People

Attract, support and retain the finest students and faculty through scholarships, professorships and endowed chairs. Provide students with purposeful, hands-on learning and living experiences and faculty with support for start-up research ideas.



Innovations

Create new interdisciplinary partnerships and centers of excellence to offer students and faculty the right environments for meaningful research and learning experiences that will expand the university's ability to solve complex local and global challenges through inquiry and discovery.



Environments

Provide world-class facilities, equipment and materials to expand the university's research capacity. Increase the impact and sustainability of VCU's community partnerships and its resources in education, health and workforce development.

BOV Giving History

Fiscal Year	BOV Giving Participation
FY 2018	100%
FY 2019	100%
FY 2020	100%

BOV Scholarship Award

Board of Visitors Award				
1989-1990 Todd L'herrou	1991-1992 John Barimo	1992-1993 Bernard Wallace	1993-1994 Tonja Palauro	1994-1995 Cathaleen S. Bryant
1999-2000 Kunoor Jain	2000-2001 Olanrewaju Omojokun	2001-2002 Harlan Harvey	2002-2003 Shivani Gupta	2003-2004 Myo-Thwin Myint
2008-2009 Ibram Muhammad	2009-2010 Adele McClure	2010-2011 Kwaku Osei	2011-2012 Ashley Cox	

- 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.