



**VIRGINIA COMMONWEALTH  
BOARD OF VISITORS  
SEPTEMBER 17-18, 2020  
James Branch Cabell Library  
901 Park Avenue – Room 303  
RICHMOND, VIRGINIA  
AGENDA**

**MINUTES**

**SEPTEMBER 17, 2020  
1:00 PM  
James Branch Cabell Library  
901 Park Avenue – Room 303**

**BOARD MEMBERS PRESENT**

Mr. Keith T. Parker, Rector  
Mr. H. Benson Dendy III, Vice Rector  
Ms. Carolina Espinal  
Mr. Peter Farrell (arrived at 1:14 pm)  
Mr. Todd P. Haymore (left meeting at 3:00 pm)  
Dr. Gopinath R. Jadhav  
Ambassador Carmen Lomellin  
Rev. Tyrone E. Nelson (arrived at 2:36 pm)  
Ms. Coleen Santa Ana  
Mr. Stuart C. Siegel  
Dr. Shantaram Talegaonkar

**BOARD MEMBERS PRESENT VIA CONFERENCE PHONE**

Ms. Pamela K. El  
Dr. Tonya Parris-Wilkins  
Ms. Alexis Swann  
Mr. G. Richard Wagoner, Jr.

**BOARD MEMBERS ABSENT**

Mr. Edward L. McCoy, Secretary

**OTHERS PRESENT**

President Michael Rao  
Ms. Chelsea Gray, Assistant Secretary and Board Liaison

Ms. Karen Helderman, Executive Director for Audit and Compliance Services  
Mr. Mike Melis, University Counsel  
Presidential Cabinet of VCU  
VCU students, faculty and staff  
Member of the Media

### **CALL TO ORDER**

Mr. Keith T. Parker, Rector called the meeting to order at 1:01 pm in the James Cabell Library, 901 Park Avenue, Richmond, Virginia. Ms. Chelsea Gray, Assistant Secretary and Board Liaison, reminded everyone in attendance of logistics for the meeting. She then conducted a roll call to see who was present.

### **APPROVAL OF MINUTES**

On motion duly made and seconded the minutes of the July 29, 2020 Joint VCU Board of Visitors/VCUHS Board of Directors minutes and August 26, 2020 Orientation minutes Board of Visitors meeting were approved by a roll call vote:

<b><u>Vote</u></b>	<b><u>Ayes</u></b>	<b><u>Nays</u></b>
Mr. Keith T. Parker, Rector	X	
Mr. H. Benson Dendy III, Vice Rector	X	
Ms. Pamela K. El	X	
Ms. Carolina Espinal	X	
Mr. Peter Farrell	X	
Mr. Todd P. Haymore	X	
Dr. Gopinath R. Jadhav	X	
Ambassador Carmen Lomellin	X	
Dr. Tonya Parris-Wilkins	X	
Ms. Coleen Santa Ana	X	
Mr. Stuart C. Siegel	X	
Ms. Alexis Swann	X	
Dr. Shantaram Talegaonkar	X	
Mr. G. Richard Wagoner, Jr.	X	

A copy of the minutes can be found on the VCU website at the following webpage  
<https://president.vcu.edu/board/minutes/>.

### **PRESIDENT'S REPORT**

President Rao began his report by welcoming the two newest board members, Ambassador Carmen Lomellin and Dr. Tonya Parris-Wilkins. He also introduced Dr. Art Kellermann, who will officially join the university and health system on October 1 as Senior Vice President of Health Sciences and CEO of VCU Health. Lastly, he recognized Dr. Buckley for his service as Interim Senior Vice President of Health Sciences and CEO of VCU Health.

He proceeded to address VCU return to campus and VCUHS reactivation focusing on students, faculty and staff, patients and health care team members. He reminded the board of the population that VCU and VCUHS serve and that almost half of VCU's student population is minority and more than half of VCUHS's patients are minority.

President Rao reported that the University's priorities are recruitment, graduate and professional students, student success, scholarships and financial aid, in and out-of-state students, transfer students, access to a majorly public research university, scholarships and financial aid. The university will focus on retention and timely graduation especially for men of color.

Lastly he pointed out Dr. Talegaonkar's support of student success and faculty excellence by creating an endowed professorship.

### **GOVERNANCE AND COMPENSATION REPORT**

Mr. Parker directed that the Mr. H. Benson Dendy, III, begin the Governance and Compensation report. Mr. Dendy asked that Ms. Chelsea Gray, Assistant Secretary and Board Liaison, give a report on action Ms. Gray stated that included in the Board materials were the Governance and Compensation Committee Charter and Planner. There were no changes to either document. A copy of the Committee Charter and Planner are attached hereto as ***Attachment A*** and are made a part hereof. Ms. Gray explained that the Governance and Compensation Committee Dashboard would be provided at the December meeting.

Ms. El then moved that the Board of Visitors of Virginia Commonwealth University convene a closed session under the Virginia Freedom of Information Act in order to discuss pursuant to Section 2.2-3711 (A) of the Freedom of Information Act for the discussion of personnel matters, more specifically relating to the performance evaluation of the President as well as faculty tenure appointments, changes in status, and related personnel actions. The motion was seconded and was approved by a roll call vote:

<b><u>Vote</u></b>	<b><u>Ayes</u></b>	<b><u>Nays</u></b>
Mr. Keith T. Parker, Rector	X	
Mr. H. Benson Dendy III, Vice Rector	X	
Ms. Pamela K. El	X	
Ms. Carolina Espinal	X	
Mr. Peter Farrell	X	
Mr. Todd P. Haymore	X	
Dr. Gopinath R. Jadhav	X	
Ambassador Carmen Lomellin	X	
Dr. Tonya Parris-Wilkins	X	
Ms. Coleen Santa Ana	X	
Mr. Stuart C. Siegel	X	
Ms. Alexis Swann	X	
Dr. Shantaram Talegaonkar	X	

Mr. G. Richard Wagoner, Jr. X

Mr. Dendy asked that the president, Ms. Chelsea Gray, Mr. Melis, Mr. Belue, Ms. Lepley, and Ms. Helderman remain in the room.

Following the closed session, the public was invited to return to the meeting. Mr. Dendy called the meeting to order. On motion duly made and seconded 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.

<b><u>Vote</u></b>	<b><u>Ayes</u></b>	<b><u>Nays</u></b>
Mr. Keith T. Parker, Rector	X	
Mr. H. Benson Dendy III, Vice Rector	X	
Ms. Pamela K. El	X	
Ms. Carolina Espinal	X	
Mr. Peter Farrell	X	
Mr. Todd P. Haymore	X	
Dr. Gopinath R. Jadhav	X	
Ambassador Carmen Lomellin	X	
Dr. Tonya Parris-Wilkins	X	
Ms. Coleen Santa Ana	X	
Mr. Stuart C. Siegel	X	
Ms. Alexis Swann	X	
Dr. Shantaram Talegaonkar	X	

Mr. G. Richard Wagoner, Jr. was not present for the vote. All remaining members present responding affirmatively, the resolution of certification was adopted.

Mr. Dendy then stated that the Board conducted the presidential review. The review was outstanding. There are no changes to the president's compensation per the president's request.

Mr. Dendy then moved that the Board approve President Rao's 2020-2021 Performance Goals and Faculty Tenure appointments, changes in status and tenure recommendations, as presented in closed session. After a second being duly made, and discussion, the Board unanimously

approved President Rao's proposed 2020-2021 Performance Goals and Faculty Tenure appointments, changes in status and tenure recommendations by a roll call vote as follows:

<u>Vote</u>	<u>Ayes</u>	<u>Nays</u>
Mr. Keith T. Parker, Rector	X	
Mr. H. Benson Dendy III, Vice Rector	X	
Ms. Pamela K. El	X	
Ms. Carolina Espinal	X	
Mr. Peter Farrell	X	
Mr. Todd P. Haymore	X	
Dr. Gopinath R. Jadhav	X	
Ambassador Carmen Lomellin	X	
Dr. Tonya Parris-Wilkins	X	
Ms. Coleen Santa Ana	X	
Mr. Stuart C. Siegel	X	
Ms. Alexis Swann	X	
Dr. Shantaram Talegaonkar	X	

Mr. G. Richard Wagoner, Jr. was not present for the vote.

There being no further business Mr. Dendy referred back to the Rector.

#### **INTERCOLLEGIATE ATHLETICS REPORT**

Mr. Parker asked Mr. Todd Haymore, Chair of the Intercollegiate Athletics Committee, to provide a report. Mr. Haymore asked that Mr. McLaughlin provide a Title IX report. Mr. McLaughlin provide information that was provided by an outside independent Title IX report that is required every four years.

Ms. El moved that the Board of Visitors of Virginia Commonwealth University convene a closed session under Section 2.2-3711(A) (3) of the Virginia Freedom of Information Act for the discussion or consideration of the acquisition of real property for a public purpose, or of the disposition of publicly held real property, where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the public body, specifically related to real property to be used in for Intercollegiate Athletics. The motion was seconded and was approved by a roll call vote:

<u>Vote</u>	<u>Ayes</u>	<u>Nays</u>
Mr. Keith T. Parker, Rector	X	
Mr. H. Benson Dendy III, Vice Rector	X	
Ms. Pamela K. El	X	
Ms. Carolina Espinal	X	
Mr. Peter Farrell	X	

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Mr. Todd P. Haymore	X
Dr. Gopinath R. Jadhav	X
Ambassador Carmen Lomellin	X
Rev. Tyrone E. Nelson	X
Dr. Tonya Parris-Wilkins	X
Ms. Coleen Santa Ana	X
Mr. Stuart C. Siegel	X
Ms. Alexis Swann	X
Dr. Shantaram Talegaonkar	X

Mr. Haymore asked that the president, Mr. McLaughlin, Mr. Conrad, Ms. Karol Gray, Ms. Weiss, Ms. Ms. Chelsea Gray, Mr. Melis, Mr. Belue, Mr. Fiorelli, Ms. Lepley, and Ms. Helderman remain in the room.

Following the closed session, the public was invited to return to the meeting. Mr. Parker called the meeting to order. On motion duly made and seconded 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><b>Vote</b></u>	<u><b>Ayes</b></u>	<u><b>Nays</b></u>
Mr. Keith T. Parker, Rector	X	
Mr. H. Benson Dendy III, Vice Rector	X	
Ms. Pamela K. El	X	
Ms. Carolina Espinal	X	
Mr. Peter Farrell	X	
Mr. Todd P. Haymore	X	
Dr. Gopinath R. Jadhav	X	
Ambassador Carmen Lomellin	X	
Rev. Tyrone E. Nelson	X	
Dr. Tonya Parris-Wilkins	X	
Ms. Coleen Santa Ana	X	
Mr. Stuart C. Siegel	X	
Ms. Alexis Swann	X	
Dr. Shantaram Talegaonkar	X	

Mr. G. Richard Wagoner, Jr. X

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

There being no further business Mr. Haymore referred back to the Rector.

### **UNIVERSITY RESOURCES REPORT**

Mr. Parker asked Ms. Carolina Espinal, Chair of the University Resources Committee, to provide a report. Mr. Wagoner and Ms. Santa Ana began by asking Mr. Matthew Conrad, Executive Director of Government Relations, and Ms. Karah Gunther, Executive Director of Government Relations and Health Policy to provide a Government Relations report.

Mr. Conrad and Ms. Gunther provided the following updates:

1. 2020 Special Session Legislative & Budget Update
2. Federal Update
  - a. VCU-sponsored with webinar with White House Office of Science and Technology Policy (9/10)
  - b. 2020 Special Session of the General Assembly that continues to be held, in part, here on the Monroe Park Campus of VCU in the Siegel Center.
  - c. The University expects the General Assembly to send a revised biennial budget to the Governor within the next 30 days. The Governor will reforecast revenues in November and then send another revised budget to the General Assembly prior to the 2021 Session in January.
  - d. Continuing Resolution Updates
    - i. The VCU Government Relations team is also engaged at the federal level where they are advocating for VCU and VCU Health Systems interests in any fourth stimulus package or impending CR (continuing resolution on the budget).

Ms. Espinal then asked Ms. Pamela Lepley, Vice President for University Relations, to provide her report.

Ms. Lepley reported the following:

1. Dashboard Highlights
  - a. Owned media goals focus on strengthening VCU's creative storytelling while developing a larger readership through improved distribution channels, particularly the VCU News email newsletter and the VCU News site.
  - b. Shared media goals
  - c. Paid media goals
  - d. Institutional awareness
2. Public Affairs and Marketing Highlights

- a. Since March, University Relations has led a team of communicators across the campuses to keep the VCU and VCU Health communities informed 24/7 on the COVID-19 response and re-opening plans and operations.
- b. There has been excellent response to the COVID-19 and **One VCU: Responsible Together** web sites -- including the COVID Dashboard -- weekly newsletters, social media, mass mails, videos, news stories, remote town halls and special meetings and other communications.
  - i. National news coverage of VCU and VCU Health's response to COVID-19 resulted in more than 240 top-tier national media hits and 42.3 billion Impressions
- c. Marketing efforts have been focused on supporting Strategic Enrollment Management's yield strategies and included quick turnaround this spring and summer on:
  - i. Keep Pursuing Your Goals Website
  - ii. Virtual Preview Days
  - iii. Videos to email accepted students
- d. A new recruitment campaign for adult learners was produced and launched in mid-June and runs through October.
- e. The FY 20 Make it Real undergraduate recruitment campaign resulted in 18,000 conversions – actual actions resulting from the ads:
  - i. About 15,000 in and out-of-state freshman, transfer and international applications
  - ii. As well as about 3,000 responses from prospective students to join lists and register for events.
- f. The FY 21 Make it Real undergraduate and awareness campaign just underway
  - i. Goal – deliver conversions to enhance in and out-of-state market share and brand awareness.

A copy of Ms. Lepley's presentation is attached hereto as **Attachment B** and is made a part hereof.

Ms. Espinal then asked Ms. Jay Davenport, Vice President for Development and Alumni Relations, to provide his report.

Mr. Davenport provided a review of the fundraising metrics and updates including:

1. VCU's development team has raised \$7.8M in new gifts and pledges as of July 1, 2020.
2. The campaign finished on June 30, exceeding its \$750M goal. A full report will be presented to us at the December board meeting.
3. The university learned of the its success in moving to a COVID-relevant fundraising strategy, as well as VCU's 5 key development objectives for the next 2 years, including expanding grateful patient and alumni engagement opportunities.

A copy of Mr. Davenport's presentation is attached hereto as **Attachment C** and is made a part hereof.

Ms. Pam El then moved that the Board of Visitors of Virginia Commonwealth University convene a closed session under Section 2.2-3711 (A) (9) of the Virginia Freedom of Information Act for the discussion of gifts, bequests, and fund-raising activities of the University, namely the Named Funds and Spaces Report, Approved Named Funds under \$50,000, and the Make it Real campaign. The motion was seconded and was approved by a roll call vote:

<u><b>Vote</b></u>	<u><b>Ayes</b></u>	<u><b>Nays</b></u>
Mr. Keith T. Parker, Rector	X	
Mr. H. Benson Dendy III, Vice Rector	X	
Ms. Pamela K. El	X	
Ms. Carolina Espinal	X	
Mr. Peter Farrell	X	
Mr. Todd P. Haymore	X	
Dr. Gopinath R. Jadhav	X	
Ambassador Carmen Lomellin	X	
Rev. Tyrone E. Nelson	X	
Dr. Tonya Parris-Wilkins	X	
Ms. Coleen Santa Ana	X	
Mr. Stuart C. Siegel	X	
Ms. Alexis Swann	X	
Dr. Shantaram Talegaonkar	X	
Mr. G. Richard Wagoner, Jr.	X	

Mr. Haymore asked that the president, Mr. McLaughlin, Mr. Conrad, Ms. Karol Gray, Ms. Weiss, Ms. Ms. Chelsea Gray, Mr. Melis, Mr. Belue, Mr. Fiorelli, Ms. Lepley, and Ms. Helderman remain in the room.

Following the closed session, the public was invited to return to the meeting. Mr. Parker called the meeting to order. On motion duly made and seconded 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><b>Vote</b></u>	<u><b>Ayes</b></u>	<u><b>Nays</b></u>
Mr. Keith T. Parker, Rector	X	

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Mr. H. Benson Dendy III, Vice Rector	X
Ms. Pamela K. El	X
Ms. Carolina Espinal	X
Mr. Peter Farrell	X
Mr. Todd P. Haymore	X
Dr. Gopinath R. Jadhav	X
Ambassador Carmen Lomellin	X
Rev. Tyrone E. Nelson	X
Dr. Tonya Parris-Wilkins	X
Ms. Coleen Santa Ana	X
Mr. Stuart C. Siegel	X
Ms. Alexis Swann	X
Dr. Shantaram Talegaonkar	X
Mr. G. Richard Wagoner, Jr.	X

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

There being no further business Mr. Haymore referred back to the Rector.

**RECESS**

Mr. Parker, Rector, recessed the meeting at 3:52 pm. The Board of Visitors would return to the same location at 8:00 am to reconvene the meeting.

**SEPTEMBER 18, 2020  
8:00 AM  
James Branch Cabell Library  
901 Park Avenue – Room 303**

**BOARD MEMBERS PRESENT**

Mr. Keith T. Parker, Rector  
Mr. H. Benson Dendy III, Vice Rector  
Ms. Carolina Espinal  
Mr. Peter Farrell  
Mr. Todd P. Haymore  
Ambassador Carmen Lomellin  
Rev. Tyrone E. Nelson (arrived at 8:40 am; left at 11:15 am and returned at 1:25 pm)  
Ms. Coleen Santa Ana  
Mr. Stuart C. Siegel  
Dr. Shantaram Talegaonkar

**BOARD MEMBERS PRESENT VIA CONFERENCE PHONE**

Ms. Pamela K. El  
Dr. Gopinath R. Jadhav

Dr. Tonya Parris-Wilkins  
Ms. Alexis Swann  
Mr. G. Richard Wagoner, Jr. (left at 12:15 pm)

**BOARD MEMBERS ABSENT**

Mr. Edward L. McCoy, Secretary

**OTHERS PRESENT**

President Michael Rao  
Ms. Chelsea Gray, Assistant Secretary and Board Liaison  
Ms. Karen Helderman, Executive Director for Audit and Compliance Services  
Mr. Mike Melis, University Counsel  
Presidential Cabinet of VCU  
VCU students, faculty and staff  
Member of the Media

**CALL TO ORDER**

Mr. Keith T. Parker, Rector called the meeting to order at 8:06 am in the James Cabell Library, 901 Park Avenue, Richmond, Virginia. Ms. Chelsea Gray conducted a roll call to see who was present.

**AUDIT, INTEGRITY & COMPLIANCE REPORT**

Mr. Parker asked Dr. Talegaonkar, Chair of the Audit, Integrity and Compliance Committee, to provide a report. Dr. Talegaonkar began by asking Ms. Karen Helderman, Executive Director of Audit and Compliance Service to present the annual review of the Audit, Integrity and Compliance Committee Charter and companion meeting planner. The charter and planner included minor revisions to replace the term “executive session” to “closed executive session” since the Freedom of Information act only recognizes open and closed sessions. Also presented was the annual review of the department charter, which is the board’s authorization and charge to the internal audit and compliance function. The charter included no revisions. Also presented were the review and approval of the FY2021 Internal Audit work plan and the FY2021 University Ethics and Compliance initiatives. Karen Helderman also presented the results of several audit reports as well as a required annual follow-up on all past due audit recommendations.

Ms. Helderman presented the current status of the dashboard measures. Indicators for Data Security, Compliance Oversight and Planned Audits were yellow and other indicators were green.

Mr. Haymore moved that the Board of Visitors of Virginia Commonwealth University convene a closed session under Sections 2.2-3711 (A) (7) and (8) of the Virginia Freedom of Information Act for the discussion of matters requiring the provision of legal advice by counsel, related to an update on potential and current litigation in state and federal courts and other legal matters relating to pending investigations; and pursuant to Section 2.2-3711 (A) (19) for discussion of

specific cyber security vulnerabilities and briefing by staff concerning actions taken to respond to such matters, specifically relating to data security and certain IT processes. The motion was seconded and was approved by a roll call vote:

<u><b>Vote</b></u>	<u><b>Ayes</b></u>	<u><b>Nays</b></u>
Mr. Keith T. Parker, Rector	X	
Mr. H. Benson Dendy III, Vice Rector	X	
Ms. Pamela K. El	X	
Ms. Carolina Espinal	X	
Mr. Peter Farrell	X	
Mr. Todd P. Haymore	X	
Dr. Gopinath R. Jadhav	X	
Ambassador Carmen Lomellin	X	
Rev. Tyrone E. Nelson	X	
Dr. Tonya Parris-Wilkins	X	
Ms. Coleen Santa Ana	X	
Mr. Stuart C. Siegel	X	
Ms. Alexis Swann	X	
Dr. Shantaram Talegaonkar	X	
Mr. G. Richard Wagoner, Jr.	X	

Following the closed session, the public was invited to return to the meeting. Dr. Talegaonkar called the meeting to order. On motion duly made and seconded 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><b>Vote</b></u>	<u><b>Ayes</b></u>	<u><b>Nays</b></u>
Mr. Keith T. Parker, Rector	X	
Mr. H. Benson Dendy III, Vice Rector	X	
Ms. Pamela K. El	X	
Ms. Carolina Espinal	X	
Mr. Peter Farrell	X	
Mr. Todd P. Haymore	X	
Dr. Gopinath R. Jadhav	X	

Ambassador Carmen Lomellin	X
Rev. Tyrone E. Nelson	X
Dr. Tonya Parris-Wilkins	X
Ms. Coleen Santa Ana	X
Mr. Stuart C. Siegel	X
Ms. Alexis Swann	X
Dr. Shantaram Talegaonkar	X
Mr. G. Richard Wagoner, Jr.	X

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

There being no further business Dr. Talegaonkar referred back to the Rector.

### **ACADEMIC & HEALTH AFFAIRS REPORT**

Mr. Parker asked Mr. G. Richard Wagoner, Jr. and Ms. Coleen Santa Ana, Co-Chairs of the Academic and Health Affairs Committee, to provide a report. Mr. Wagoner and Ms. Santa Ana began by asking Provost Gail Hackett to present the actions items.

On motion duly made and seconded the following three items: 1) Reorganization of the Department of Endodontics and the Department of Oral Diagnostic Sciences through a merger to establish the Department of Endodontics and Oral Diagnostic Sciences in the School of Dentistry (*technical change*); 2) Retiring the A&P Faculty Policy (*policy retirement*); 3) Academic and Health Affairs Committee Charter (*annual approval*) were approved by a roll call vote:

<b><u>Vote</u></b>	<b><u>Ayes</u></b>	<b><u>Nays</u></b>
Mr. Keith T. Parker, Rector	X	
Mr. H. Benson Dendy III, Vice Rector	X	
Ms. Pamela K. El	X	
Ms. Carolina Espinal	X	
Mr. Peter Farrell	X	
Mr. Todd P. Haymore	X	
Dr. Gopinath R. Jadhav	X	
Ambassador Carmen Lomellin	X	
Dr. Tonya Parris-Wilkins	X	
Ms. Coleen Santa Ana	X	
Mr. Stuart C. Siegel	X	
Ms. Alexis Swann	X	
Dr. Shantaram Talegaonkar	X	
Mr. G. Richard Wagoner, Jr.	X	

Provost Gail Hackett and Interim Senior Vice President Peter Buckley provided brief updates on priorities in their areas. A copy of Dr. Buckley's update presentation is attached hereto as ***Attachment D*** and is made a part hereof.

Dr. Hackett presented a proposed 2020 Academic and Health Affairs Committee dashboard. The goal of the dashboard is to report metrics and trends over time, as well as benchmark against Virginia peers and Quest peers in six main categories as addressed in the Academic and Health Affairs Committee charter: enrollment, student success, faculty, academic programs, and research and health science. A copy of Dr. Hackett's dashboard presentation is attached hereto as **Attachment E** and is made a part hereof.

Dr. Tomikia LeGrande, vice president for strategy, strategic enrollment and student success, presented the fall 2020 enrollment report. All figures are based on Census I reports. Census II figures, which are final, will be available in mid-October. Although overall enrollment is down slightly (FTE is down 738 students, or 2.8% as compared to 2019), the decline is not as dramatic as it could have been as a result of COVID-19. In addition, recruitment plans and priorities have been identified for 2020-21. Dr. LeGrande's presentation is attached hereto as **Attachment F** and is made a part hereof.

Dr. Mandara Savage, executive director of VCU Online, provided a report on Re-envisioning VCU Online. Currently, VCU offers 15 online programs. A needs assessment was completed that revealed three key priorities for moving VCU Online forward: curriculum, financial, and marketing, recruitment and student support. Dr. Savage's presentation is attached hereto as **Attachment G** and is made a part hereof.

The student representatives, Kristen Richey and Elisa Maurice, faculty representative, Scott Street; and staff representative, Saher Randhawa, provided a brief update on recent activities within their respective constituencies.

There being no further business Mr. Wagoner and Ms. Santa Ana referred back to the Rector.

### **FINANCE, BUDGET & INVESTMENT REPORT**

Mr. Parker asked Mr. Stuart Siegel, Chair of the Finance, Budget and Investment Committee, to provide a report. Mr. Siegel began by asking Ms. Karol Gray, Senior Vice President and CFO, to present the proposed change to the FBI Committee Charter and Planner. Ms. Gray recommended one change to the charter to align with Board of Visitors Delegation of Signatory Authority Policy updated in 2019 changing required contract approval amount from \$2 million to \$5 million. The FBI committee will recommend contracts totaling \$5 million or higher for full board approval.

Mr. Siegel asked Dr. Weiss to present the Amendment to the 2014-2020 Six Year Plan: VCU Parking Deck D Restoration.

Dr. Weiss advised that the VCU's Board of Visitors approved a \$7M capital project for restoration of Parking Deck D as part of the 2014-2020 Six-Year Capital Plan. In May 2015, the board approved an increase of \$1.2M for a total of \$8.2M. VCU now seeks Board of Visitors approval to amend the 2014-2020 Six-Year Capital Plan to increase funding for improvements to Parking Deck D from \$8.2M to \$12.5M. High priority concrete repairs and safety issues have

been addressed. The severity of concrete deficiencies is greater than anticipated. The additional funding will be financed with parking system revenues.

On motion duly made and seconded the proposed change to the Finance and Budget Committee charter and the Parking Deck D Amendment were approved by a roll call vote:

<u>Vote</u>	<u>Ayes</u>	<u>Nays</u>
Mr. Keith T. Parker, Rector	X	
Mr. H. Benson Dendy III, Vice Rector	X	
Ms. Pamela K. El	X	
Ms. Carolina Espinal	X	
Mr. Peter Farrell	X	
Mr. Todd P. Haymore	X	
Dr. Gopinath R. Jadhav	X	
Ambassador Carmen Lomellin	X	
Dr. Tonya Parris-Wilkins	X	
Ms. Coleen Santa Ana	X	
Mr. Stuart C. Siegel	X	
Ms. Alexis Swann	X	
Dr. Shantaram Talegaonkar	X	
Mr. G. Richard Wagoner, Jr.	X	

Mr. Siegel asked Dr. Weiss to provide her Vice President's report. Dr. Weiss provided her update on the Return to Campus Plan in response to the COVID19 pandemic. A copy of the Dr. Weiss' presentation is attached hereto as ***Attachment H*** and are made a part hereof. Dr. Rao acknowledged the extraordinary efforts by Dr. Weiss and her team in response to the handling of this public health crisis. The board also thanked Dr. Weiss and all of the Incident Response Team for their continuing efforts in addressing the COVID19 issues.

Mr. Siegel asked Ms. Gray to provide her Vice President's report.

Ms. Karol Gray gave an update on the following:

- Budget Update – Ms. Gray noted that Significant cost saving measures were implemented in FY2020 and FY2021 resulting in:
    - a. Bond refinancing savings of \$10.8M in 2021 and \$37M in the first 5 years
    - b. Hiring freeze and attrition, starting March 31<sup>st</sup>, 2020, anticipated savings of 125 positions for \$1M in 2020 and 217 positions for \$19.8M in 2021
    - c. Savings and efficiencies from the new procure-to-pay system \$5.2M (projected to be \$16.8M in the first 5 years)
    - d. Spending freeze including travel saved \$5M for Spring 2020 and \$1M for July
- Ms. Gray noted that once the final numbers are received in October that she will ask for a formal amendment of the budget by the board. Dr. Rao thanked Ms. Gray for keeping the board informed of the budget impacts and managing cost savings to reduce the impact.

- VCU Investment Management Company Report – Ms. Nancy Everett, Chief Investment Officer provided her annual report to the board – see attached ppt.
- SWAM update – Ms. Gray reviewed Procurement’s efforts to improve small, women-owned and minority-owned businesses. Several board members asked about the University’s efforts to coach SWAM vendors and the need to track vendors through the system to ensure their success. Ms. Gray introduced Mr. John McHugh, VCU’s new director of procurement.
- Treasurer’s Report – Ms. Gray reviewed the total university funds of approximately \$500 million for the period ending June 30, 2020.

A copy of Ms. Gray’s presentation is attached hereto as ***Attachment I*** and is made a part hereof.

Mr. Siegel noted that there were several reports for informational purposes, specifically, the Sources and Uses funding for FY20, the Revenue and Expense Quarterly Summary, the VCU Health System and Financial Operations; Agency Risk Management and Internal Controls Standards (ARMICS), Board of Visitors Fund Annual Report as of June 30, 2020, Capital Projects Update.

There being no further business Mr. Siegel referred back to the Rector.

## **LUNCH BREAK**

### **VCU MASSEY CANCER CENTER REPORT**

Rector Parker then introduced Dr. Robert Winn, Director of VCU Massey Cancer Center.

A copy of Dr. Winn’s presentation is attached hereto as ***Attachment J*** and is made a part hereof.

### **MEMORIALS AND COMMEMORATIONS REPORT**

Rector Parker then asked Dr. Aashir Nasim, Vice President of Institutional Equity, Effectiveness & Success (IES), to present the work done by the Committee on Commemorations and Memorials. Dr. Nasim explained the committee’s infrastructure, membership, process, recommendations, and criteria. He then discussed the recommended actions for commemorations and decommemorations. He concluded by providing a table showing the committee’s justification for each item presented. He then asked Dr. Kathryn (“Katie”) Shively, Associate Professor, American Civil War, Military History, and Environmental History, to read the following Committee Statement on Decommemoration:

The VCU memorial landscape is dominated by ex-Confederates or those people who sought to perpetuate and revere the memory of the Confederacy, currently represented in the form of dedicated spaces, memorial names, plaques and statues. The Confederacy was a nation whose states seceded from the United States in winter 1860 through spring 1861 expressly to preserve the institution of slavery, which proponents believed to be under attack by the free states and the larger community of western nations. Moreover, as Confederate vice president Alexander Stephens succinctly confirmed in his famous Cornerstone Address, March 21, 1861, the Confederate States of America existed

expressly to protect white supremacy. We at VCU, a community of administrators, clinicians, faculty scholars, staff and students affirm that the dominance of such symbolism on our campuses runs counter to our university mission and core values of diversity and inclusion, freedom, integrity and service. While we recognize that many of the people whose images and names we seek to remove were complex individuals that existed within their particular historical contexts, many of whom produced both useful and damaging legacies, their affiliations with the Confederacy and the perpetuation of white supremacy in the Reconstruction and Jim Crow eras cannot be extracted from the larger symbolic landscape of oppression.

With humility, we seek a path forward that will create a welcoming, inclusive environment of learning, research, and discovery for our whole community. We do not seek to erase history; and to this end, we will carefully document the removal of these objects and names for current and future study. We recognize that decommemoration is a process, and that we do not have all the answers. Still, this is a necessary first step toward reconciliation and healing. To read more about the historical individuals whose symbolic representations are being decommemorated and the successful ex-Confederate movement to dominate the American memorial landscape, please see our attached list of scholarly studies.

A copy of Dr. Nasim's presentation is attached hereto as ***Attachment K*** and is made a part hereof.

Dr. Nasim reported that the Committee on Commemorations and Memorials recommended to the President of VCU that the following three resolutions be adopted by the Board of Visitors: (1) De-commemorating Confederate Symbolism on Virginia Commonwealth University Campuses; (2) Commemorating Dr. Murry DePillars; and (3) Acknowledgement of Intent to Commemorate by Department of African American Studies. The President then turned to the board to present his agreement in these recommendations made by the Committee.

The Board discussed these recommendations and on a motion duly made and seconded the all three proposed resolutions were approved and adopted by a roll call vote:

<u><b>Vote</b></u>	<u><b>Ayes</b></u>	<u><b>Nays</b></u>
Mr. Keith T. Parker, Rector	X	
Mr. H. Benson Dendy III, Vice Rector	X	
Ms. Pamela K. El	X	
Ms. Carolina Espinal	X	
Mr. Peter Farrell	X	
Mr. Todd P. Haymore	X	
Dr. Gopinath R. Jadhav	X	
Ambassador Carmen Lomellin	X	
Dr. Tonya Parris-Wilkins	X	
Ms. Coleen Santa Ana	X	

Virginia Commonwealth University  
Board of Visitors  
September 17-18, 2020 Minutes

Mr. Stuart C. Siegel	X
Ms. Alexis Swann	X
Dr. Shantaram Talegaonkar	X
Mr. G. Richard Wagoner, Jr.	X

A copy of the resolutions are attached hereto as ***Attachment L*** and are made a part hereof.

**ADJOURNMENT**

There being no further business, Mr. Parker, Rector, adjourned the meeting at 2:42 pm.

**ATTACHMENT A**  
**REVISED DRAFT**  
**VIRGINIA COMMONWEALTH UNIVERSITY**  
**BOARD OF VISITORS**

**GOVERNANCE AND COMPENSATION COMMITTEE CHARTER**

**I. PURPOSE**

The primary purpose of the Governance and Compensation (“Committee”) is to assist the Board of Visitors in fulfilling its objectives and responsibilities related to applicable policy/ies and oversight of:

- University Governance Issues
- Relationship with affiliated VCU Entities
- BOV Nominations to Governor
- Presidential Evaluation and Compensation Process

The Committee is responsible for reviewing University Governance Policies and make recommendations to the Board of Visitors for the purpose of maintaining sound governance. In addition, the Committee will serve in the role of the Presidential Evaluation and Compensation Committee per the policy which will be reviewed annually. University management is responsible for day to day operation of the University within the established authorities, under the direct guidance of the President.

**II. COMPOSITION AND INDEPENDENCE**

The Committee will be comprised of three or more Visitors. In addition to complying with the Commonwealth of Virginia’s Conflict of Interest laws and any University policies, each member must be free from any financial, family or other material personal relationship that, in the opinion of the Board or the Committee members, would impair their independence from management and the University. Committee members should also refrain from activities that a reasonable person would view as unethical or contrary to the institutional mission.

**III. RESPONSIBILITIES**

In performing its oversight responsibilities, the Committee shall:

**A. General:**

1. Adopt a formal written charter that specifies the Committee’s scope of responsibility. The charter should be reviewed annually and updated as necessary.
2. Maintain minutes of open session meetings and consistent with state law, meet in closed session when applicable.
3. Report Committee actions to the Board of Visitors with such recommendations as the Committee may deem appropriate.
4. Become well acquainted with all of the information and pertinent facts under the purview of the Committee.

5. Ensure that the institution is operating appropriately with regard to governance.

**B. Shared Governance:**

1. Review the BOV and affiliated entities' bylaws, charters, and management agreements for inclusion of agreed upon common elements, as appropriate.

Review and recommend approval of the guidelines for VCU affiliated entities with regard to compliance (e.g., conflict of interest, investment management, COC participation, etc....)

**C. Evaluation and Compensation:**

1. Review and recommend approval of Presidential Evaluation Policy and Timeline.
2. Review Presidential Goals as outlined in the Presidential Evaluation Policy
3. Review Results of Evaluation; the Proposed Compensation and Proposed Presidential Goals

**D. Administration:**

1. Review committee dashboard.
2. Review and approve any significant changes to the Committee calendar and charter.
3. Review best practices for board governance, including review of the current board of visitor's statement of governance and governance training sessions.
4. Review the set of qualifications and competencies for membership on the board as needed.
5. Review Board Policies.
6. Review BOV Bylaws to determine if same are in compliance with legislation and requirements of accreditation bodies (e.g., SACS).
7. Review orientation and continuing education process for visitors that includes training on the Virginia Freedom of Information Act (§ 2.2-3700 et seq.) Create, monitor, oversee, and review compliance with a code of ethics for visitors

#### **IV. MEETINGS**

The Committee will meet at least four times annually. Additional meetings may occur more frequently as circumstances warrant. Senior leadership will coordinate with the Committee Chair prior to each Committee meeting to finalize the meeting agenda and review the matters to be discussed.

**Virginia Commonwealth University**  
**Board of Visitors**  
**Governance and Compensation Committee Meeting Planner**

A=Annually; Q=Quarterly; AN=As Necessary/Required	Frequency			Planned Timing				
Q1, Q2, Q3, Q4 based on Fiscal Year (July – June)	A	Q	AN		Q1	Q2	Q3	Q4
				Aug	Sept	Dec	Mar	May
<b>A. General</b>								
1. Adopt a formal written charter that specifies the Committee’s scope of responsibility. The charter should be reviewed and updated as necessary.	X				X			
2. Maintain minutes of open session meetings and consistent with state law, meet in closed session when applicable.		X			X	X	X	X
3. Report Committee actions to the Board of Visitors with such recommendations as the Committee may deem appropriate.		X			X	X	X	X
4. Become well acquainted with all of the information and pertinent facts under the purview of the Committee.			X					
<b>B. Evaluation and Compensation</b>								
1. Review and recommend approval of Presidential Evaluation Policy and Timeline.			X					
2. Review Presidential Goals as outlined in the Presidential Evaluation Policy		X		X	x	x	x	x
3. Review Results of Presidential Evaluation; the Proposed Presidential Compensation and the Proposed Presidential Goals	X			X				
<b>C. Administration</b>								
1. Review committee dashboard		X			X	X	X	X
2. Review and approve any significant changes to the Committee calendar and charter.	X				X			
3. Review best practices for board governance, including review of the current board of visitor’s statement of governance and governance training sessions.	X				X			
4. Review the set of qualifications and competencies for membership on the board as needed.	X				X			
5. Review Board Policies, and make recommended changes as deemed necessary			X					
6. Review BOV Bylaws and recommend changes as deemed necessary			X					

A=Annually; Q=Quarterly; AN=As Necessary/Required				Frequency			Planned Timing				
Q1, Q2, Q3, Q4 based on Fiscal Year (July – June)				A	Q	AN		Q1	Q2	Q3	Q4
							Aug	Sept	Dec	Mar	May
7. Review orientation and continuing education process for visitors that includes training on the Virginia Freedom of Information Act (§ 2.2-3700 et seq.)				X							X
8. Develop, oversee, and review BOV member compliance with the code of ethics for visitors.				X		X			X		
9. Conduct a bi-annual Board Assessment - to be conducted in FY 2018-2019						X					
<b>D. Shared Governance</b>											
1. Review the BOV and affiliated entities' bylaws, charters, and management agreements for agreed upon common terms and conditions, as appropriate, and to make recommended changes as deemed necessary						X					
2. Review and recommend approval of the guidelines for VCU affiliated entities with regard to compliance (e.g., conflict of interest, investment management, etc.)						X					

## ATTACHMENT B

# Board of Visitors University Resources

Open Session

Room 303

September 17, 2020



# Welcome New University Resources Committee Members

- Coleen Santa Ana
- Dr. Tonya Parris-Wilkins
- Shantaram Talegaonkar, M.D.

# Government Relations Update

Mr. Matthew Conrad, Executive Director of Government Relations

Ms. Karah Gunther, Executive Director Government Relations  
and Health Policy

September 17, 2020



# Public Relations and Marketing Report

Pam Lepley, Vice President for University Relations

September 17, 2020





oneVCU | RESPONSIBLE  
TOGETHER

Public Relations and Marketing Report  
University Resources Committee  
September 2020

# March 2020 – Present

## Crisis Communications Mode

Since March 2020, University Relations has led a team of cross-campus communicators in 24/7 operations to keep the VCU and VCU Health System community up-to-date on COVID-19 response and reopening plans.

- VCU's messaging principles: clear, consistent, timely, transparent and relevant communications that address the needs and concerns of community members.
- Communications are managed per VCU emergency protocol: university-wide, high-level messages developed and coordinated by University Relations with units contributing information specific to their audiences. Return messaging and communications assets are established at the university level, with units customizing for their appropriate use.

The image displays a collection of digital assets for VCU's COVID-19 crisis communications. At the top is a website header for "COVID-19 (Coronavirus)" with a search bar. Below this is a sidebar menu with links to "Latest updates", "Academics", "Operations", "Events", "Travel", "Staying well", "Resources", and "Community messages". The main content area features a "Latest updates" section with a large image of red and grey virus particles. Text below the image states: "COVID-19 is a rapidly changing situation. Your well-being is our top priority. Together with VCU Health, we are working around the clock to take proactive steps to ensure the health and safety of our students, patients, faculty and staff." Another text block mentions: "In this unprecedented time, your Ram family is pulling together to answer your question you directly and often through your VCU email as well as VCU Facebook and Twitter. Co questions at [covid-19@vcu.edu](mailto:covid-19@vcu.edu). We will continue to update this site throughout the day." Below the website screenshot are two social media assets. The first is a banner for "VCU COVID-19 UPDATE" featuring the VCU seal and the text: "The university and health system have risen as One VCU to meet the extraordinary challenges the COVID-19 crisis presents. You all have shown great adaptability and perseverance, continuing our mission to save lives, to educate and to learn. This weekly update, arriving each Friday through the duration of the COVID-19 pandemic, provides you with the latest decisions, resources, opportunities and good news. All updates are available at [covid-19.vcu.edu](https://covid-19.vcu.edu). Receive VCU COVID-19 notifications by downloading [VCU Mobile](#) from your iOS or Android app store." The second asset is a social media post with the text "WE ARE #OneVCU" and the VCU logo.

# COVID-19 communications planning

Students left campus for spring break (March) and were ordered not to return (except in certain cases) and teleworking began for the VCU campus after growing concern about the spread of COVID-19. Communications needed to quickly address disseminating information to the 50,000-person campus.

## Reactive tactics:

- COVID-19 blog, which eventually became a full-fledged website within a week
- Mass emails/community messages
  - Executive and leadership messages
  - Weekly newsletter
- Generic email account: [COVID-19@vcu.edu](mailto:COVID-19@vcu.edu) for general inquiries
- Media relations
- One VCU branding
- #OneVCU videos, photos and social media campaign
- VCU mobile app notifications

# VCU Health System | COVID-19 Response

**COVID-19**

VCU Health is closely monitoring the novel coronavirus (COVID-19) outbreaks globally, nationally, and in Virginia. For general questions about COVID-19, call our hotline at (804) 628-7425. Virtual visits for COVID-19 are available for adults between 10 a.m. and 6 p.m.

Thank you for your donations  
Donations to support VCU Health's response to COVID-19 have totaled more than \$800,000 since March.

**3,352** Handmade masks donated  
**19,000+** Meals donated  
**\$827,155** Total value of donations

Community donations for COVID-19 support top \$800k

Early face mask policies curbed COVID-19 spread, according to 198-country analysis

Visita guiada en video: Nuestras medidas de seguridad para los pacientes: cirugías y pruebas

Dra. Tamara Lawson  
Anestesiología

- 92 COVID19 stories published
- **COVID-19 landing page**  
*COVID-19 landing page provided basic information from 'what is COVID-19' to 'what cancer patients need to know'*  
40,993 pageviews
- **Reactivation page**  
*The reactivation page aligned with Phase 2 as elective surgeries resumed, shifting our focus to communicating how we are safely resuming care*  
77,458 pageviews
- Google is the main source of traffic, followed by social

## How local hospitals are protecting patients from COVID-19 when they go to the doctor

Richmond healthcare leaders answer your questions related to COVID-19

### COVID-19 Richmond Together



### What to expect at your next visit



# COVID-19 | VCU Social Media

COVID-19 messaging performed strongly, especially on Twitter. Students shared concerns, questions

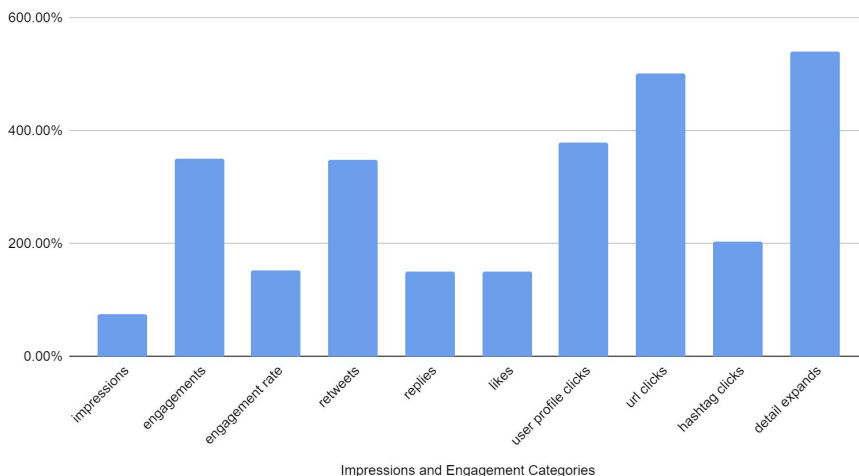
COVID-19 Tweets had 74% higher impressions; 350% higher engagement; 348% higher retweets; and 500% higher URL clicks compared to average

**New tactic:** Posting COVID-19 updates and other key university messages to Instagram Stories, a key platform for undergraduates (example at right)

Worked closely with web team to establish consistent graphic/text metadata for optimized social sharing of Covid/Reopening websites

Developed #OneVCU for messaging inclusive of Monroe Park and MCV Campus/VCU Health experiences

COVID-19 Tweet Performance vs Average



## COVID-19 Update

Swipe for a major update from President Michael Rao on refunds, a spring virtual commencement celebration and other topics.

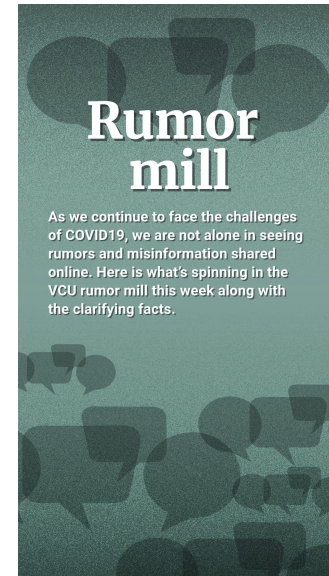
WE ARE  
**#OneVCU**



# COVID-19 Issues Management

## March - July 2020

- Changes to academic calendar and major operations
- Tuition costs, reimbursements and refunds
- CARES Act
- Graduation cancellation/Virtual commencement
- Facilities - Honors College
- Health surveys
- Confederate monuments, protests and the movement for Black lives (BLM)
- International students
- Course formats for 8200 different sections in online, hybrid and in-person courses formats
- Local school districts closing
- Entry testing



# COVID-19 Response By The Numbers

## Earned Media

- Over 5.4k news stories/segments on COVID-19 related to VCU/VCU Health from January through June 30, 2020
- 12.4B+ potential reach

## Owned Media

92 +/- VCU News articles related to COVID-19

### Top 5 VCU News stories

1. What you need to know about Coronavirus - *21,800 views*
2. Comparing COVID-19 - *18,302 views*
3. Clinical Trial start in March - *14,118 views*
4. Gonzalo Bearman interview - *13,184 views*
5. When should you go to the dentist during COVID-19 - *10,583 views*

## COVID-19

### Website/Email Statistics (March 1-June 2, 2020)

Website users: 107,852

Pageview: 247,323

Email account: Resolved ~530 inquiries

Open rate for mass mails: ~45%-50%

20% of users referred from social media

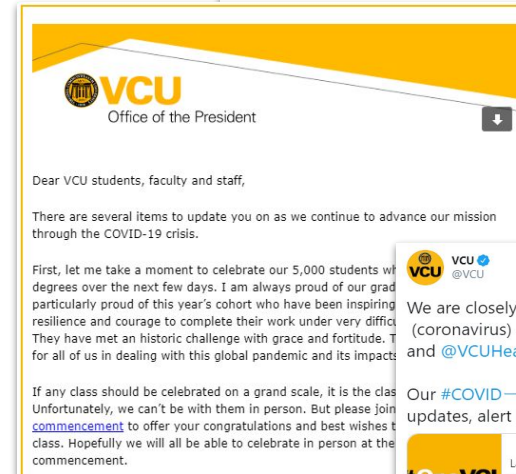
# Pivot to return communications

## Communications goals:

- Build trust and engagement of students, faculty and staff in determining the priorities of a safe return to campus
- Manage expectations: create an understanding and awareness among the university community that we are returning to a “new normal.” Living with COVID will be different than before COVID
- Raise awareness leading to action, acceptance and advocacy of our students, faculty and staff to adhere to safety measures
- Create acceptance and buy-in that we are all in this together to keep ourselves and each other safe. Each of us is responsible to do what is necessary to keep our community safe and enable us to achieve our academic, research and health care goals

#OneVCU

oneVCU | RESPONSIBLE  
TOGETHER



# Return-to-campus tactics:

- Branding for return - One VCU: Responsible Together
- New [Together website](#) and web content strategy
  - Homepage
- Mass emails/community messages
  - Executive and leadership messages
  - Weekly newsletter
- Generic email account: [together@vcu.edu](mailto:together@vcu.edu) for general inquiries
- University planning documents
- Return video and photography
- Social media content creation, monitoring
- Physical and digital signage



# Return communications

## Institutional:

- Town halls and information sessions
  - FAQs = more than 1000 questions received in one week alone between three town hall sessions
- Reminders training requirements and other protocols
- Testing details
- Considerations around campus closure

## Marketing:

- Videography and photography
  - navigating instructional spaces
  - healthy behaviors
- Social media amplification



VCU Families

July 20 at 1:22 PM · 🌐



Students and families are invited to an information session on July 21 at 1 p.m. An information session for students and families regarding fall 2020 will be held virtually on Tuesday, July 21 at 1 p.m. You can register at

[https://vcu.zoom.us/webinar/register/WN\\_zTIN3cZxQ4y85Npp-zGolQ](https://vcu.zoom.us/webinar/register/WN_zTIN3cZxQ4y85Npp-zGolQ).

We'll continue to provide information and resources throughout the remainder of the summer and fall. Please continue to check your VCU email for updates and the One VCU: Responsible Together website, which is also available in mobile format via the VCU Mobile app. For more information and additional details about course modality please review the email sent to students at

<https://together.vcu.edu/news/july-15-academic-updates-for-students/>.



VCU.ZOOM.US

**Welcome! You are invited to join a webinar: Fall 2020 Information Session f...**

Welcome! You are invited to join a webinar: Fall 2020 Information Session for VCU students and



# Together@VCU Website/Email/Dashboard Statistics

## Website & Email account June 3-Aug. 31, 2020

- Website users: 124,138
- Pageviews: 407,364
- Email account: Resolved ~970 inquiries
- Open rate for mass mails: ~40%-43%
- 13% of users referred from social media

## Dashboard Aug. 20 – Aug. 31

- 144,262 pageviews

One VCU: Responsible Together

Safety protocols Students Faculty/staff Q&A Announcements Dashboard Contact us

## oneVCU | RESPONSIBLE TOGETHER

### Guidelines for a productive return to VCU

Once we return, the campus experience will be different than it was before the COVID-19 crisis. We all – the *ultimately* the students and the faculty and staff – have a role to play in fostering a safe return. Many details have been worked out, and many are still to come. This website will serve as your hub for information and resources.

[Information for students](#) [Information for faculty/staff](#)

[What to Expect on VCU's Campus - Fall 2020](#)

Temperature checks are available at 50 kiosks around campus.

### Dashboard

(last updated September 9, 2020)

The following metrics are updated daily, Monday through Friday, and are based on the data reported to VCU Student Health Services and Employee Health. VCU provides testing for students experiencing symptoms related to COVID-19. Learn more about [testing](#) and [accessing](#).

#### Latest news and updates

#### Definitions

**Active cases**  
Active cases are the number of people who have tested positive and are in isolation either on-campus or off-campus. Any reduction in cases indicates individuals being cleared to return to work or class.

**Isolation and quarantine**  
Isolation separates those who test positive from people who are not sick. Quarantine separates and restricts the movement of those who may have been exposed to see if they become sick. Isolation and quarantine information presented below is specific to on-campus residential students. Off-campus students and employees may also be isolated or quarantined. Any reduction in cases indicates individuals being cleared to return to work or class.

**Prevalence testing**  
VCU tests a percentage of asymptomatic community members Monday through Thursday to gauge the proportion of people with COVID-19 in the VCU community.

**Entry testing**  
Residential students were mailed test kits to conduct COVID-19 testing prior to move-in. VCU restricts move-in for students who test positive. Positive entry test results were received prior to the start of classes and are not included in the active case totals.

Active cases	On-campus isolation and quarantine*	Prevalence	Entry test results
<ul style="list-style-type: none"><li>• Active student cases of COVID-19: 42</li><li>• Active employee cases of COVID-19: 9</li><li>• As reported to Student Health Services and Employee Health</li></ul>	<ul style="list-style-type: none"><li>• Residential students currently in isolation on-campus: 9</li><li>• Residential students currently in quarantine on-campus: 26</li><li>• Total number of residential students: 4,328</li></ul>	<ul style="list-style-type: none"><li>• Prevalence test results returned: 413</li><li>• Positive tests: 3</li><li>• Negative tests: 410</li><li>• VCU percent positivity: 0.7%</li><li>• Background, percent positivity seven-day moving average as of Sept. 5: 7.8% (Source: <a href="#">Statista Department of Health</a>)</li><li>• Results reported as of Sept. 9, 2020. Results will be updated as they become available.</li></ul>	<ul style="list-style-type: none"><li>• Negative entry test results: 4,432</li><li>• Positive entry test results: 15</li></ul>

**oneVCU | RESPONSIBLE TOGETHER**

# Fall 2020 Yield Support

Established marketing rapid response team to work with SEM to secure fall enrollment

- Keep Pursuing Your Goals
  - [Multimedia Website](#) developed and promoted via social media to reinforce to students the importance of staying on track to graduate
- Virtual preview days
  - Produced 18 unique videos for schools and colleges that replaced on-site tours
    - [Example from the School of Arts](#)
    - [Example from School of Medicine Residency Program](#)
  - Videos were sent via email to accepted students



[LIFE AT VCU >](#)  
[Keep pursuing your goals >](#)  
[Housing and dining >](#)  
[Get involved >](#)  
[Campus >](#)  
[Health, wellness and safety >](#)  
[All about Richmond >](#)  
[After VCU >](#)

## KEEP PURSUING YOUR GOALS

### Let's meet this moment

We're all staring down new challenges in the face of COVID-19. Physical distancing. Health monitoring. Remote and hybrid learning. Life both on and off campus is different.

**Times are tough, but so are we.**

This current reality can't keep us from pursuing what we want to achieve — it is temporary, after all. We must remember why we're here at VCU, visualize the goals we set out to reach and push forward.

We are Rams. Tenacity is in our blood. **We will meet this moment.**

# FY 2021 Metrics Dashboard

The New York Times

*Ads Pitching CBD as a Cure-All Are Everywhere. Oversight Hasn't Kept Up.*



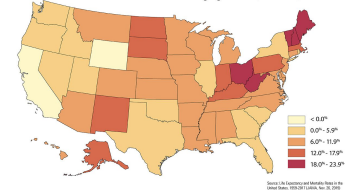
Michelle R. Peace, a forensic toxicologist at Virginia Commonwealth University, runs a lab that has tested CBD products to identify hidden ingredients.  
Parker Michels-Boyce for The New York Times

Working-age Americans dying at higher rates, especially in economically hard-hit states

A new VCU study identifies "a distinctly American phenomenon" as mortality among 25 to 64-year-olds increases and U.S. life expectancy continues to fall.

Aug. 13, 2020

Increase in death rate for working-age adults (2010-2017)



Son donates liver to father in rare live donation

First live liver donation at VCU in five years



See details here to follow in rare live donation

**Henrico father and son mark first living-donor liver transplant at VCU in 5 years**

**VCU poll: Virginians think gun laws should be stricter; are willing to pay more for education**



Metric (As of Aug. 31, 2020)	FY 20 Goal	FY 20 Actual	FY21 Goal	FY21 Actual	% of goal
Earned Media Hits*					
• Top Tier National Hits	200	243	290	47	16.2%
• National Hits	27,500	20,000	20,000	2,175	10.7%
• Total Hits	37,000	28,900	29,000	3,844	13.2%
Earned Media Impressions (in billions)	24.5B	42.3B	53B	12.5B	23.5%
Media Coverage Tone (positive/neutral/balanced)**	90%	91.5%	92%	86.3%	On track
Social Media					
• VCU social media engagement (in millions)	9.8M	10.1M	10.6M	1.4M	14%
MIR Recruitment and Institutional Campaign					
• Combined Make it Real and Co-op campaigns paid Impressions (in millions)	101.7M	92M	N/A	N/A	

\*Hits/Impressions do not include Athletics coverage, except where Athletics became news in itself

\*\*Percentage of positive and neutral/balanced articles vs. negative

\*\*\* New metric for FY 19 – benchmarks to be set

Definitions: Impressions are the number of times content is displayed. Engagement is the number of interactions people have with content (e.g. likes, comments, shares, retweets, etc.). Followers are subscribers to an individual or organization social media account. Media hits are content passed by an editorial filter that is published/broadcast in traditional and digital media. Owned media are communications channels under VCU's central control (VCU News Center).

oneVCU

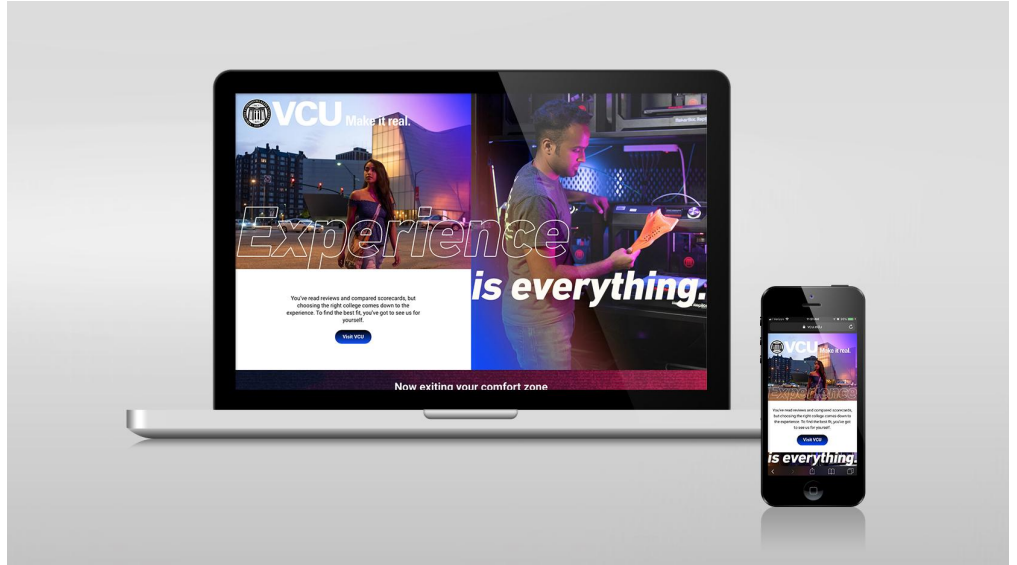
RESPONSIBLE  
TOGETHER

# FY 20 Make it Real Undergraduate Prospect Marketing Campaign

## Goal: optimize conversions

### More than 18,000 conversions delivered

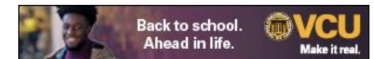
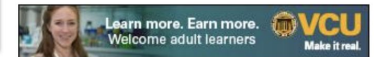
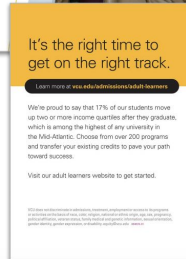
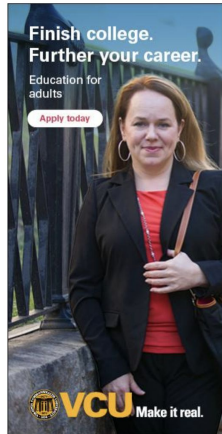
- Freshman application conversions
  - In-state: 2,521
  - Out-of-state: 1,595
- Transfer application conversions
  - In-state: 7,754
  - Out-of-state: 2,647
- International application conversions
  - 431
- Join our list conversions
  - In-state: 184
  - Out-of-state: 129
- Register for events conversions
  - In-state: 1,134
  - Out-of-state: 1,536



# Adult Learner Campaign

UR Marketing and SEM partnered this summer to develop and launch a recruitment campaign to drive applications from Richmond area adults with some college but no degree. The campaign utilizes direct mail, digital display, paid search and LinkedIn.

- Campaign started mid-June and runs through October 2020
- Goal: drive conversions to mailing list sign up page, website application page; enroll 50 adult learners for Spring 2021 semester
- 95 conversions as of Aug. 31 (including 40 applications)



# FY 21 Undergrad and Awareness Ad Campaign

## Theme: Meet this Moment

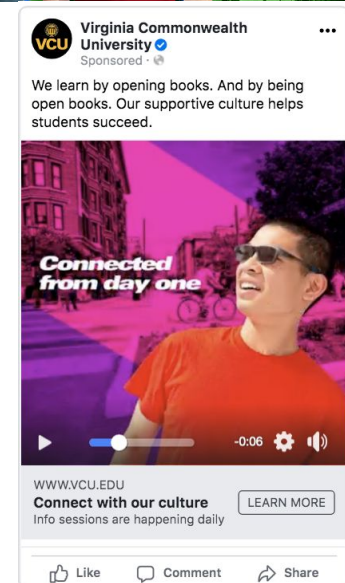
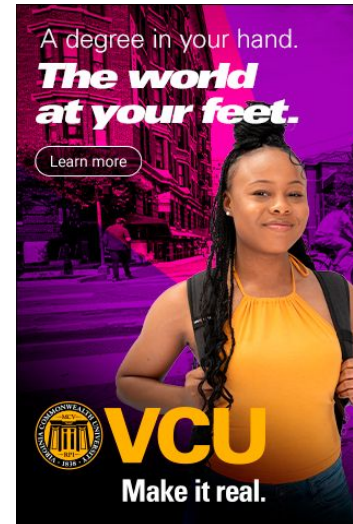
We see every opportunity to rise to the occasion. It's these moments that a VCU student welcomes. It's why we came to VCU — to have the chance to make a difference, to make it real.

**Context** -- Continuing to be mindful of resources and current events, this body of work illustrates how we might strike a new tone with students and meet them where they are.

Campaign Phase 1 launched Sept. 7

## Goals/Metrics

- In-state -- Maintain current market share
- In-state/influencer -- Improve overall brand reputation
- Out-of-State -- Expand general awareness and increase market share



# Development and Alumni Relations Update

Jay Davenport, Vice President for Development & Alumni Relations

September 17, 2020



# Current FY Giving Summary

Fiscal Year: <i>July 1 to June 30</i>	Current FY		Same Time Last Year	
Gift Type	Dollars Raised	Donor Count	Dollars Raised	Donor Count
Cash, Undocumented Realized Bequests, In Kind Gifts and Pledges	\$4,051,254	2,780	\$5,633,009	3,572
Planned Gifts - Revocable	\$3,806,165	10	\$1,625,000	11
Planned Gifts - Irrevocable	-	-	\$80,000	2
Philanthropic Grants	-	-	\$1,655,196	10
<b>Total NGP Progress by Gift Type</b>	<b>\$7,857,419</b>	<b>2,788</b>	<b>\$8,993,205</b>	<b>3,592</b>
Source	Dollars Raised	Donor Count	Dollars Raised	Donor Count
Alumni	\$5,196,163	655	\$1,760,310	1,002
Friends	\$1,485,098	1,710	\$2,362,569	1,970
Corporations	\$624,439	105	\$404,304	159
Foundations	\$397,472	52	\$3,062,740	65
Other	\$154,247	49	\$1,403,282	73
<b>Total NGP Progress by Source</b>	<b>\$7,857,419</b>	<b>2,788</b>	<b>\$8,993,205</b>	<b>3,592</b>

# Five Priorities



Maintain Fundraising Momentum



Expand Alumni Engagement



Continue Advancement Sophistication

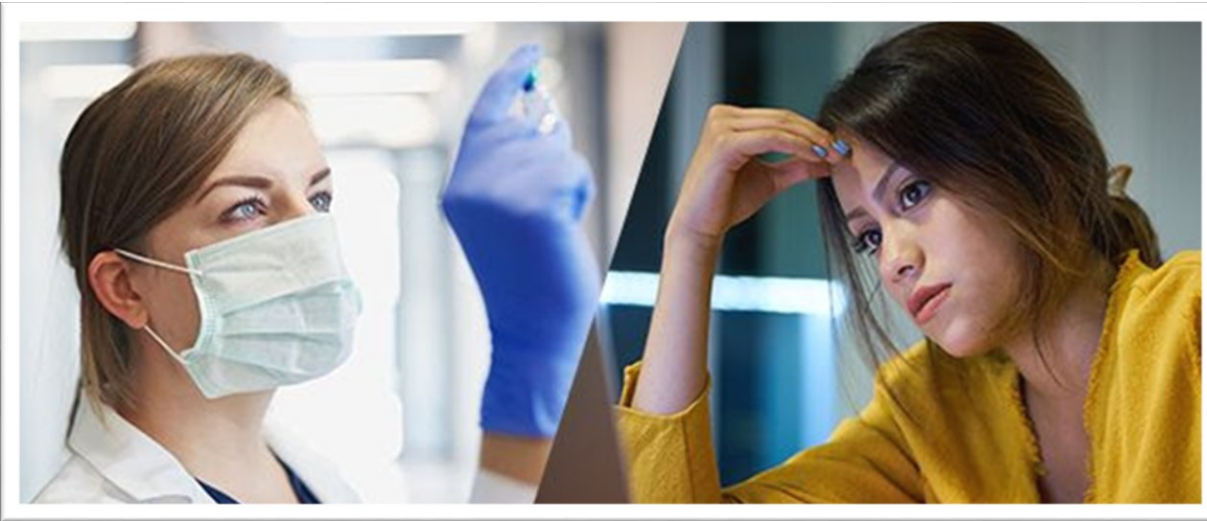


Plan Next Campaign



Continue to Build Culture of Philanthropy

# Response to COVID-19



- **VCU COVID-19 Response Fund** provides unrestricted resources to help VCU Health address evolving critical needs related to the COVID-19 pandemic, including support for clinical trials, treatments, research, patient care and more
- **VCU Student Life and Learning Fund** provides unrestricted funding to help students navigate an array of challenges caused by the current public health crisis as well as other circumstances that arise

# Fundraising Strategies During COVID-19



Fundraiser portfolio reviews for solicitation management

Prospecting through EverTrue and discovery pool

Visits via Zoom going well with limited face-to-face interactions

Greater focus on annual giving and planned giving asks

Employing solicitation management strategies for increased gift closure

# Board of Visitors University Resources

Closed Session

Jay Davenport, Vice President for Development and Alumni Relations

September 17, 2020



# Closed Session

## *Freedom of Information Act Sections 2.2-3711 (A) (9)*

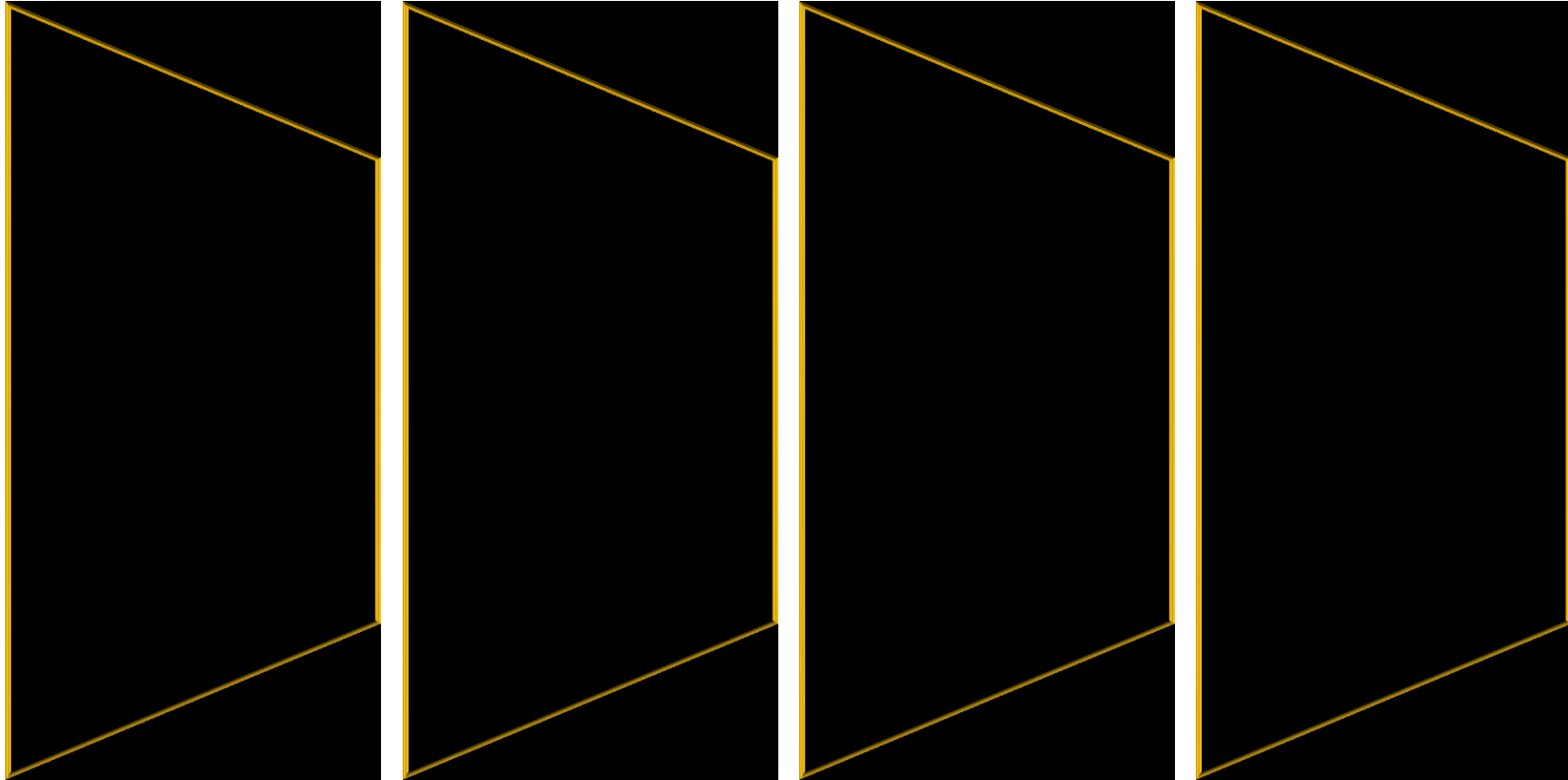
- Named Funds And Spaces Report
- Named Funds Under \$50,000
- MIR Campaign Update

**Make it real.**  
CAMPAIGN FOR VCU

# MIR Campaign Update



# MIR Campaign Close



# Post-Campaign Report



- Final report
- Campus and unit reports
- Presentation in December

ATTACHMENT C

# Development and Alumni Relations Update

Jay Davenport, Vice President for Development & Alumni Relations  
September 17, 2020



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# Five Priorities



Maintain Fundraising Momentum



Expand Alumni Engagement



Continue Advancement Sophistication

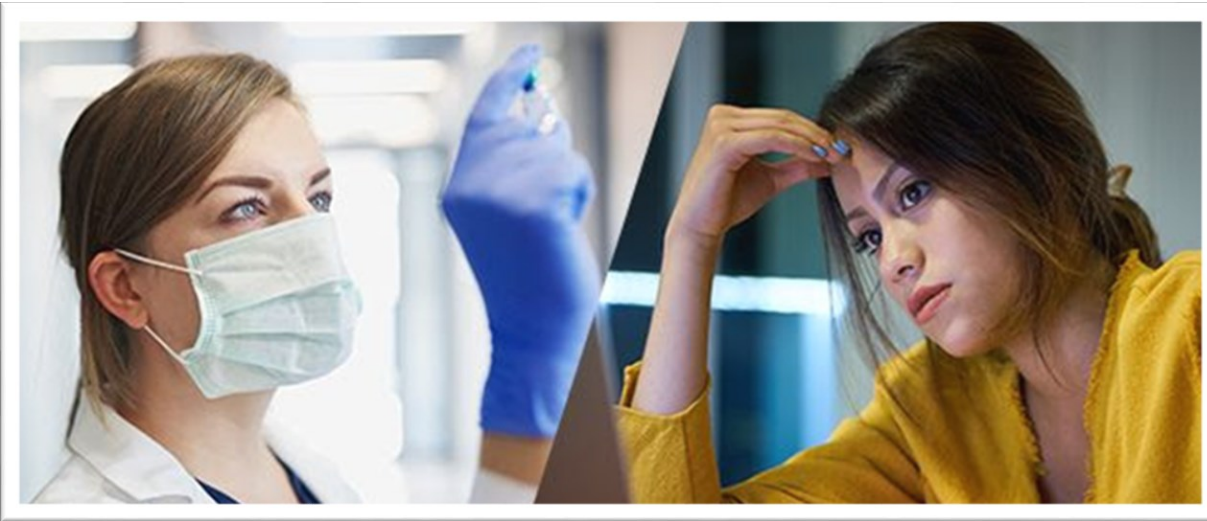


Plan Next Campaign



Continue to Build Culture of Philanthropy

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Employing solicitation management strategies for increased gift closure



**VCU**Health™  
VCU Health System Authority

## ATTACHMENT D

### Update on VCU Health Sciences

**Peter Buckley, MD**

Interim Senior VP, VCU Health Sciences and  
CEO, VCU Health System  
Dean, School of Medicine, VCU

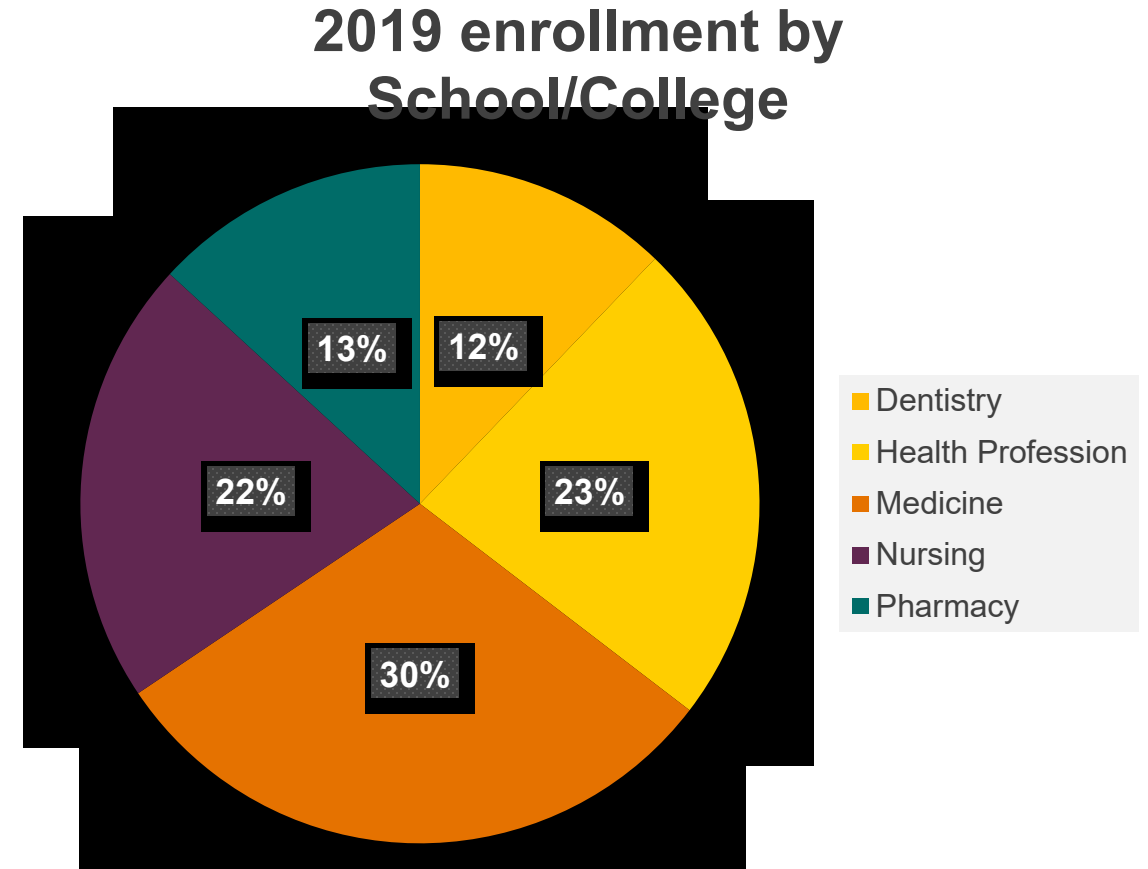


# VCU Health Sciences Enrollment: Fall 2019\*

- **779** residents

## Health Sciences total enrollment

- **496**: Dentistry
- **948**: Health Professions
- **1,231**: Medicine
- **866**: Nursing
- **537**: Pharmacy
- **4,078** TOTAL



\* Official enrollments for Fall 2020 will be available in October.

# VCU Health Sciences Enrollment: Strong in Fall 2020\* despite COVID!

## Fall 2019

- **779** residents

### Health Sciences total enrollment

- **496**: Dentistry
- **948**: Health Professions
- **1,231**: Medicine
- **866**: Nursing
- **537**: Pharmacy
  
- **4,078** TOTAL

## Fall 2020

- **768** residents

### Health Sciences total enrollment

- **500**: Dentistry
- **1005**: Health Professions
- **1221**: Medicine
- **867**: Nursing
- **502**: Pharmacy
  
- **4,095** TOTAL

\* Official enrollments for Fall 2020 will be available in October.

# COVID-19 pandemic return to learning

- Brought back close to 2,000 VCU Health Sciences professional students to classes and clinical placements during Summer 2020
  - Innovative, creative efforts successfully modified the environment for practical labs and simulation activities
  - Reopened the dental clinic and welcomed learners safely to this important environment
  - Outstanding collaboration between VCU & VCU Health System infection prevention teams
  - Highly coordinated communication efforts across schools
- ... VCU Health Sciences kept learners on-track and largely on-time when peer schools and colleges were stymied ...essential learning activities to meet licensure requirements and for accreditation of degree programs!
- Our pioneering health sciences professional students provided lessons learned that could be operationalized across the VCU environment to reopen
  - Approx. 4,000 health sciences professional students are back to their learnings for Fall 2020
  - Relatively low confirmed COVID-19 positive cases among VCU health sciences professional students ... great professionalism and infection prevention by our students!

# Diversity, Equity and Inclusion advances in the health sciences

- Aligning work across the Health Sciences
- Established a VCU Health Sciences Diversity, Equity and Inclusion Action Framework
  - Engage students, faculty, staff and alumni in a coordinated way
  - Diversity Liaisons for each school/college to address local opportunities
  - Shared educational opportunities to address health disparities and social justice
- Schools and college:
  - Enriching and elevating their diversity, equity and inclusion leadership
  - Engaged in on-going conversations and learnings with their students
  - Revisiting how social justice is integrated into curriculums



# Our incoming Sr VP for VCU Health Sciences and CEO for the VCU Health System ...

**Arthur L. Kellermann, M.D., named senior vice president for health sciences at VCU and CEO of VCU Health System**



By Michael Rao, President - Wed, Jul 29, 2020 15:15 - David Eddington + 4





Questions?

# Academic and Health Affairs (AHAC) Metrics

## ATTACHMENT E



Enrollment

Admissions  
Retention



Academic Programs

Degrees  
Academic Programs  
Online Education  
SACS/Accreditation

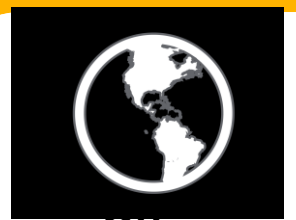


Student Experience

Academic Success  
Rights and  
Responsibilities  
Concerns  
Safety, Satisfaction &  
Engagement



Rights &  
Responsibilities  
Salaries  
Recruitment  
Retention



Other

Athletics  
Research  
Inclusive  
Excellence  
Health Science

Gail Hackett, Ph.D.

Provost and Senior Vice President for Academic Affairs

September 18, 2020



**VCU**

# Proposed AHAC Dashboard

## Sept 2020

- Dashboard Goal: Reporting in six main categories addressing most Charter priorities
  - Enrollment, Student Success, Faculty, Academic Programs, Research, Health Science
  - Show performance trends over time
  - Benchmark against Virginia peers and Quest Peers
- Virginia Peers are the doctoral - very high research activity (R1) institutions in the state
- Quest Peers were selected from a set of broadly similar public universities
  - R1 Classification, Diversity, Urban
  - Academic medical centers, Health sciences schools

	VCU	U Alabama Birmingham	U Illinois Chicago	U of Louisville	U of SC Columbia	U of South Florida	U of Cincinnati
<b>Total HC</b>	36,862	19,455	29,301	23,999	30,549	46,348	35,005
<b>UG Headcount % of Total</b>	69%	64%	60%	73%	69%	75%	69%
<b>% of under- represented minority students</b>	21%	23%	22%	14%	14%	26%	11%
<b>1<sup>st</sup> Year Retention</b>	85%	80%	78%	78%	87%	88%	83.0%
<b>6 Year Graduation Rate</b>	49%	39.8%	48.1%	45.7%	66.7%	48.1%	54.9%
<b>% STEM Degrees</b>	13%	17%	24%	15%	14%	15%	18%
<b>% Health Science Degrees</b>	11%	19%	7%	8%	4%	5%	18%
<b>NSF R&amp;D Expend (mill)</b>	\$150,989	\$431,732	\$341,655	\$146,874	\$186,966	\$309,456	\$356,752
<b>NSF Rank</b>	73	24	37	75	69	44	34

Source: *Quest for Distinction (full report)*



# Enrollment Metrics

	VCU					VA Institutions			Peer Institutions		
Metrics	Base Year 2009-2010 (FY 10)	2017-18 (FY 18)	2018-19 (FY 19)	2019-20 (FY20)	Quest 2025 Goal	UVA	VTECH	GMU	UAB	USC-C	USF
	IPEDS					IPEDS Fall 2018					
Total Fall Enrollment	32,172	30,675	30,697	29,757	31,000	24,639	34,683	37,316	21,923	34,795	43,846
UG Fall Enrollment	22,886	23,663	23,693	22,837		16,777	27,811	26,192	13,836	26,733	32,240
Freshmen O/S Fall Enrollment	NA	240 (6%)	257 (6%)	285 (6%)		1,185 (31%)	1,469 (23%)	658 (18%)	353 (15%)	2,765 (47%)	388 (9%)
Online Fall Enrollment	NA	939	1,048	819*		1,038	1,019	2,164	5,603	1,609	5,468
	US News Metric					US News 2020 Metric					
Freshman in Top 10%	15%	19%	17%	17%		90%	38%	18%	28%	29%	34%
SAT 25th - 75th percentile	960-1170	980-1200	1076-1292	1070-1260		1330-1500	1180-1390	1120-1320	980 - 1240	1190 - 1360	1170 - 1330

\*UG non-degree online enrl decreased by 257. UG degree-seeking decreased by 21. Only graduate enrl increased by 49. For a total decrease of 229 from Fall 2018.  
NOTE: IPEDS data does not include Qatar.

Focused effort to  
balance enrollment  
increase with excellence

# Student Success Metrics

	VCU					VA Institutions			Peer Institutions		
Metrics	Base Year 2009-2010 (FY 10)	2017-18 (FY 18)	2018-19 (FY 19)	2019-20 (FY20)	Quest 2025 Goal	UVA	VTECH	GMU	UAB	USC-C	USF
	* IPEDS					* IPEDS 2018					
1 YR Retention Rate	83.5%	82.8%	85.0%	83.0%	90.0%	96.9%	92.8%	86.7%	81.9%	88.0%	91.3%
4 YR Grad Rate	26.3%	45.0%	44.1% (Prelim)	47.8% (Prelim)	58.0%	89.0%	63.5%	47.4%	34.6%	62.4%	55.1%
6 YR Grad Rate	50.1%	63.0%	67.1%	67.0%	78.0%	94.3%	83.8%	70.0%	58.3%	76.0%	73.4%
6 YR Grad Rate Pell Recipients	NA	59.9%	63.1%	63.1%	78.0%	91.1%	77.3%	67.8%	48.5%	66.8%	72.5%
	VCU Internal										
URM 6 YR Grad Rate	51.5%	60.1%	63.4%	63.9%	78.0%						
Transfers 5 YR Grad Rate	57.1%	67.1%	67.6%	67.2%							
	First Destination Survey										
UG Working or Continuing Education after Graduation	NA	78%	78%	TBD (Dec 2020)							
GR Working or Continuing Education after Graduation	NA	84%	79%	TBD (Dec 2020)							
	Common Data Set					Common Data Set 2018-19 degrees					
UG Student Debt at Graduation	NA	\$32,618	\$32,163	TBD Dec 2020)		\$26,023	\$33,312	\$33,362	\$29,941	\$30,449	\$21,463

\* US News Ranking includes Retention and Graduation rates

Focused effort on these metrics

# Faculty Metrics

	VCU					VA Institutions			Peer Institutions		
Metrics	Base Year 2009-2010 (FY 10)	2017-18 (FY 18)	2018-19 (FY 19)	2019-20 (FY20)	Quest 2025 Goal	UVA	VTECH	GMU	UAB	USC-C	USF
	US News Metrics					US News 2020 Metrics					
UG Student-to-Faculty Ratio	18	18.4	17.7	17.6	↔ Steady ↔	14.5	14	16.8	19	17	22
Faculty Compensation Rank	89	178	170	184	↓	33	48	242	184	73	135
	IPEDS					IPEDS 2018					
FT Instructional with Faculty Status	1,906	2,127	2,187	2,182		2,305	1,938	1,345	2,444	1,667	1,822
Minority FT Instructional with Faculty Status	329 (17.3%)	511 (24.0%)	542 (24.8%)	543 (24.9%)		416 (18.0%)	390 (20.1%)	291 (21.6%)	623 (25.5%)	362 (21.7%)	545 (29.9%)
	VCU Internal										
Faculty Turnover Rate	7.8%	7.1%	7.8%	TBD (Dec 2020)							

Faculty compensation rank is affected by VCU’s average salary of \$27K lower than other VA R1 peers.  
FT Instructional with Faculty Status includes medical school employees.

Focused effort on these metrics

# Academic Programs and Research Metrics

	VCU					VA Institutions			Peer Institutions		
Metrics	Base Year 2009-2010 (FY 10)	2017-18 (FY 18)	2018-19 (FY 19)	2019-20 (FY20)	Quest 2025 Goal	UVA	VTECH	GMU	UAB	USC-C	USF
Academic Programs	US News Metric					US News 2020 Metric					
Educational expenditure per student	\$21,959	\$27,747	\$28,983	\$30,300	↑	\$55,428	\$32,927	\$22,468	*\$65,907	\$26,208	\$25,521
Number of Programs in US News Top 100	NA	NA	8	30		75	41	37	26	50	30
	VCU Internal										
No. of degree programs	NA	179	179	184							
No. of certificate programs	NA	42	48	49							
Research	VCU Internal					HERD Survey FY18					
Federal Research Awards	NA	\$140.9	\$159.8	TBD (Jan 2021)							
Federal Research Expenditures (HERD)	NA	\$140.8	\$142.3	\$170.5		\$250.2	\$199.9	\$69.5	\$373.4	\$94.1	\$263.4
	VCU Internal										
Invention Disclosures	NA	134	114	133							

\* UAB's higher expenditure per students is a result of their high research expenditures (~ 3 times more than VCU) and relatively low student FTE (half as many as VCU).

Focused effort on these metrics



**Board of Visitors  
Academic and Health Affairs Committee  
September 18, 2020**

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



**VCU** Strategic Enrollment Management  
and Student Success

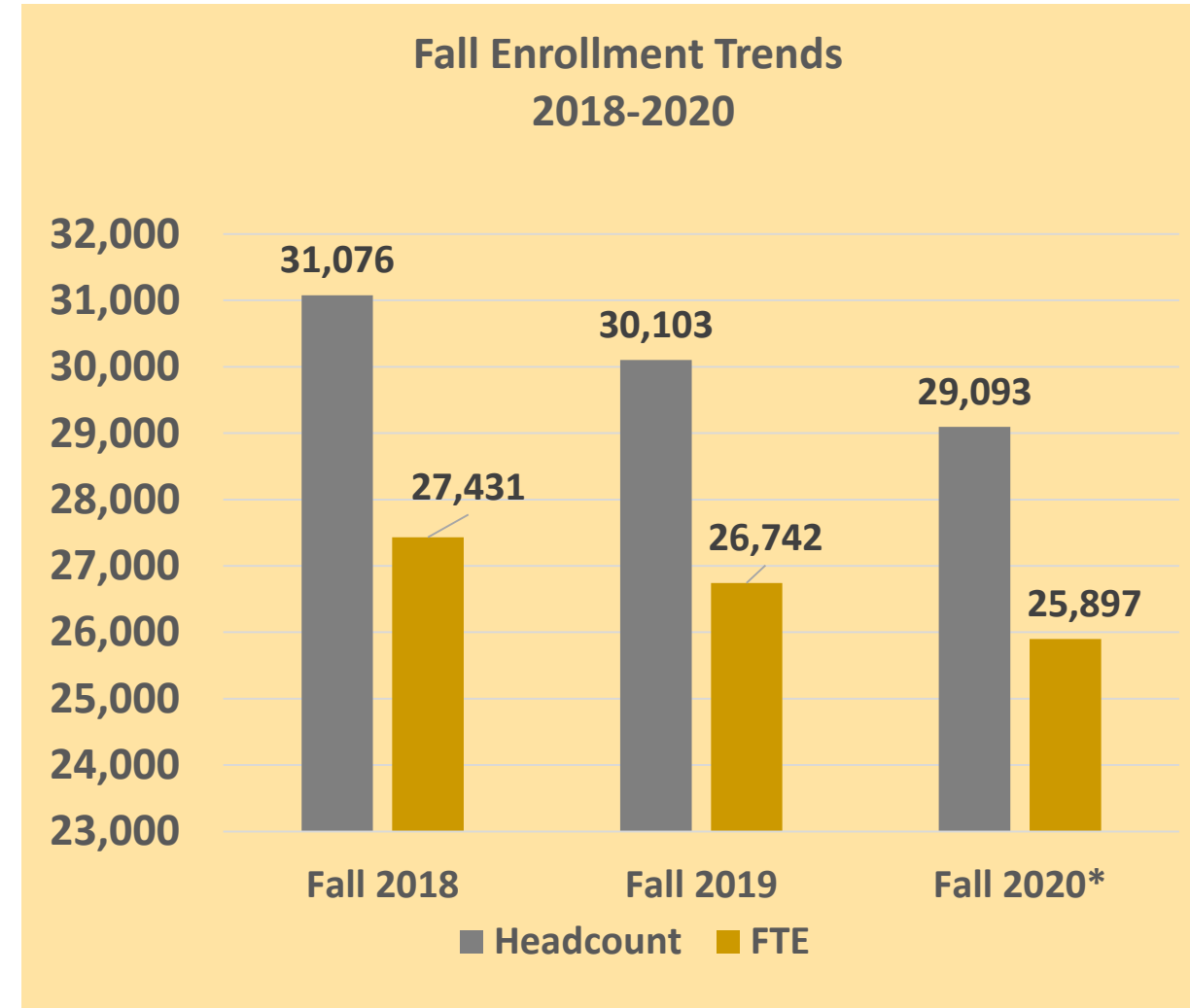
**ATTACHMENT F**

# Fall 2020 Enrollment Highlights



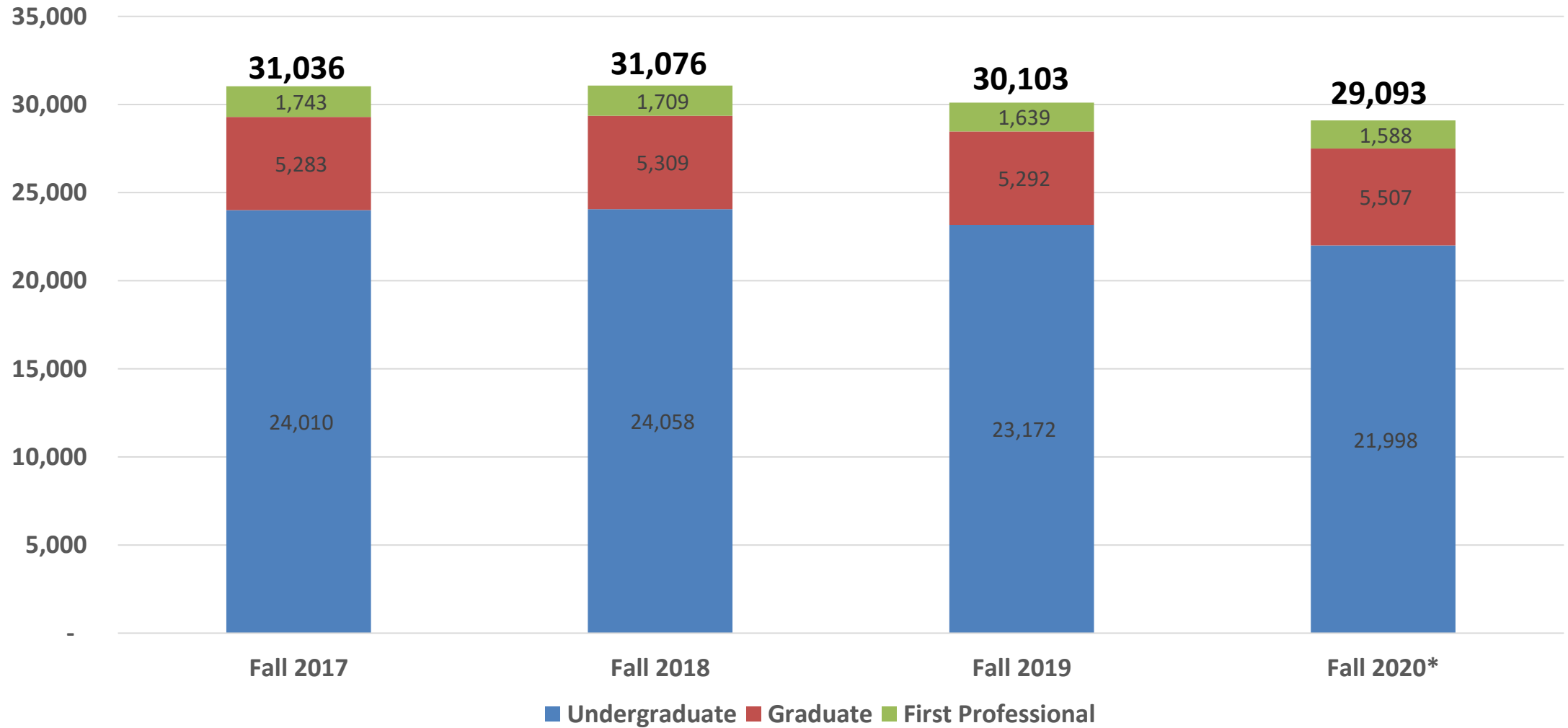
## Compared to 2019...

- Headcount is down 586 students (-2.0%)
- FTE is down 734 students (-2.8%)
- Freshman class is down 626 students (-14%)
  - 11% out of state
  - 58% minority
  - 33% first generation
  - 31% Pell eligible
- Graduate degree seeking enrollment is up 264 students (5.7%)



\*As of Census I

# Overall Enrollment by Student Level

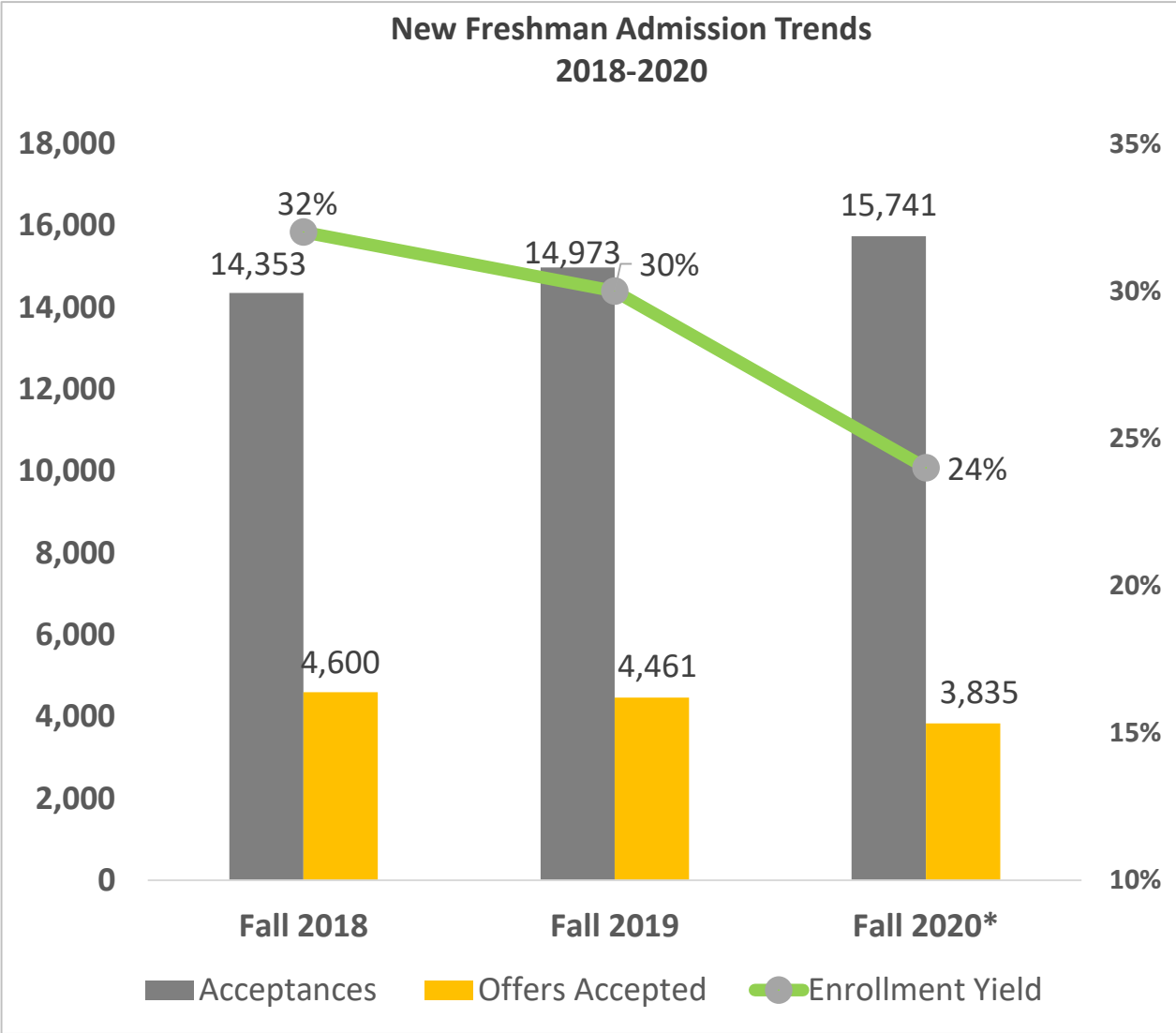


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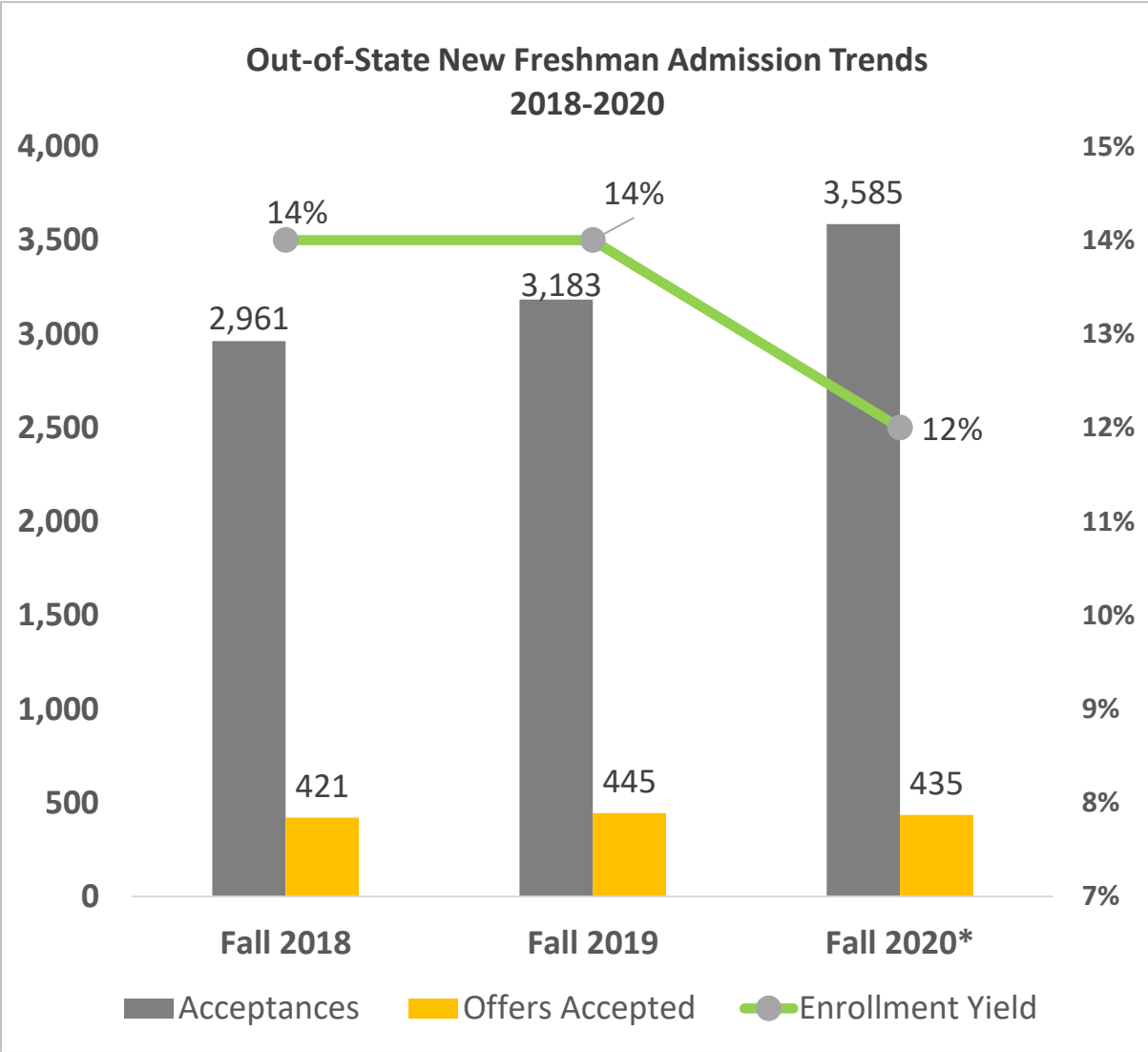
# New Freshmen



New Freshman Admission Trends  
2018-2020



Out-of-State New Freshman Admission Trends  
2018-2020

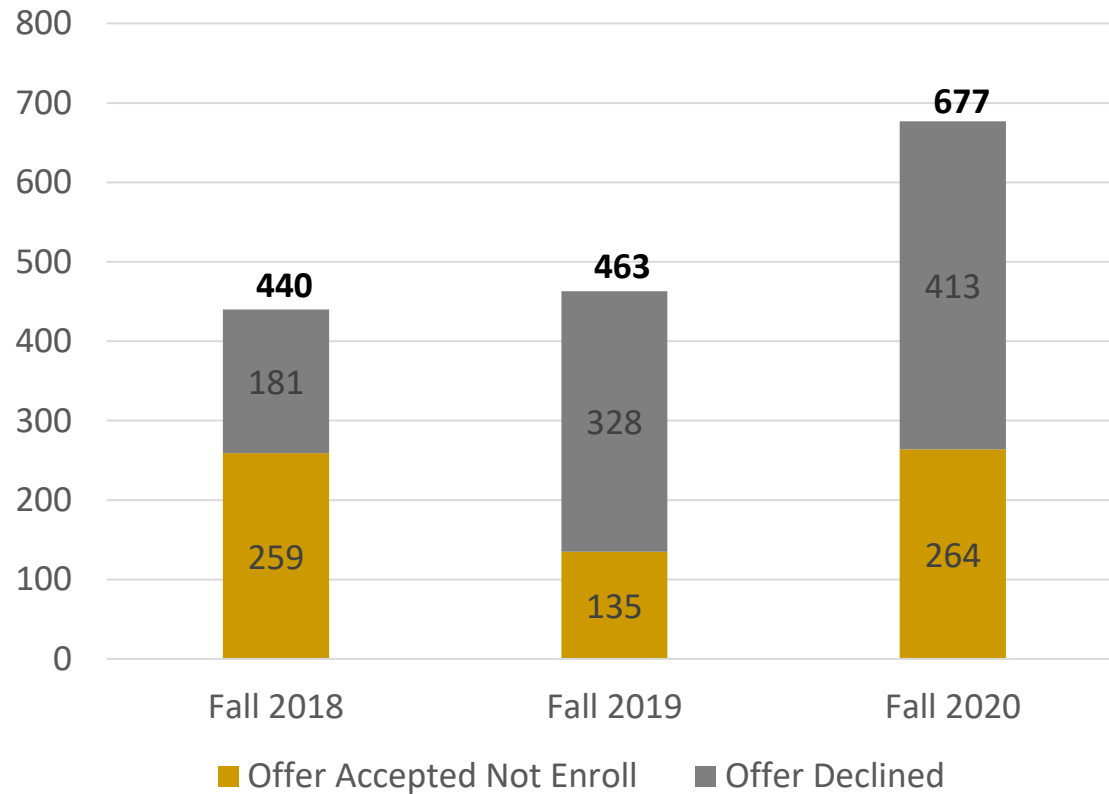


\*As of Census I

# Freshman Summer Melt



Freshmen Who Accepted Offer of Admission and Did Not Enroll



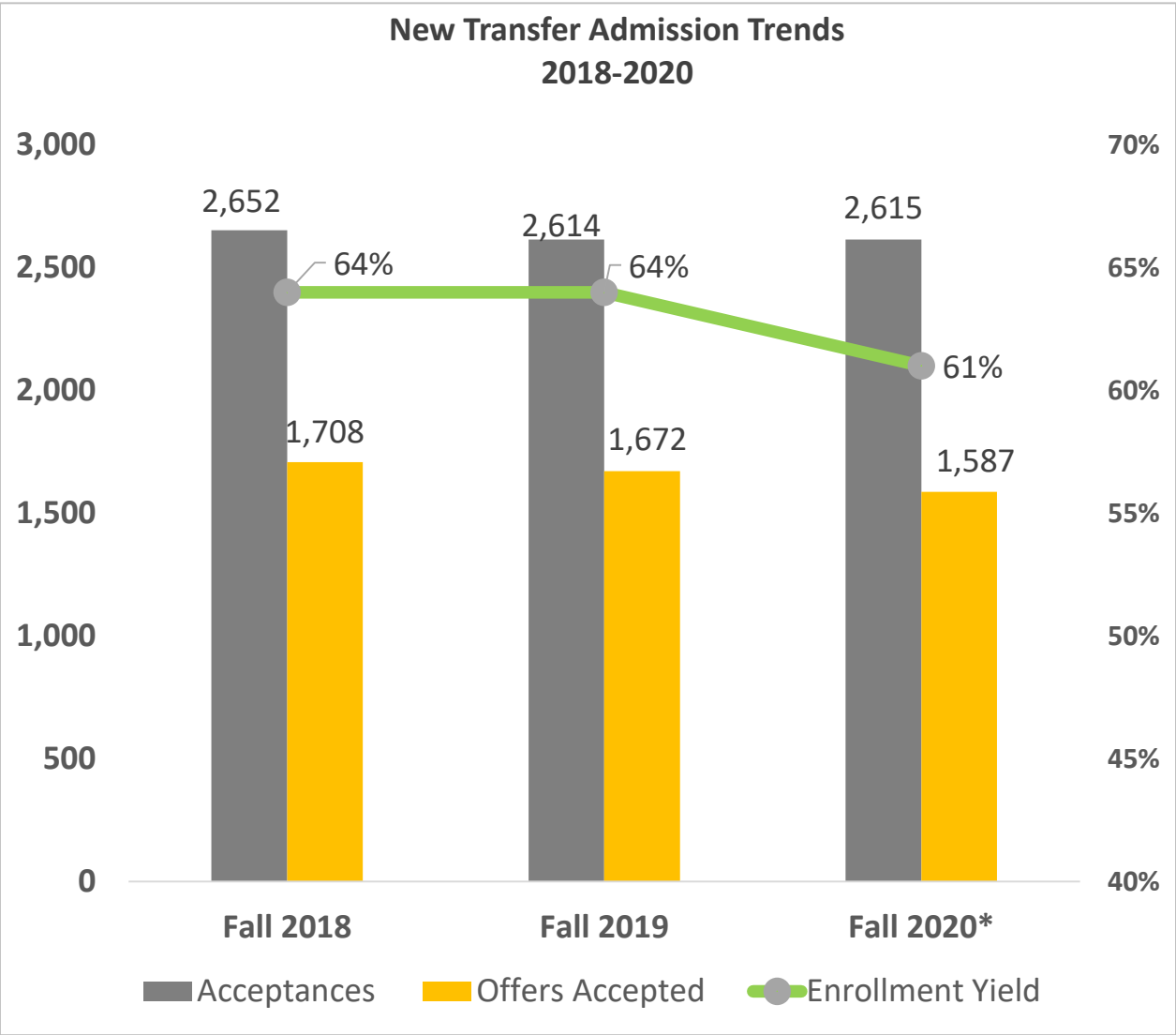
Summer Melt Survey Results  
22% response rate (n=141)

% of Respondents	Fall 2020 Final Enrollment Plans
47.5%	Enroll at Another Four-Year Institution Influencers: removed from top choice waitlist, finances, safety and well being
36.2%	Attend Community College Influencers: COVID-19, finances
13.5%	Take Gap Year Influencers: COVID-19
3.2%	Other
Other influencers: communication, course modalities, not feeling ready for college	

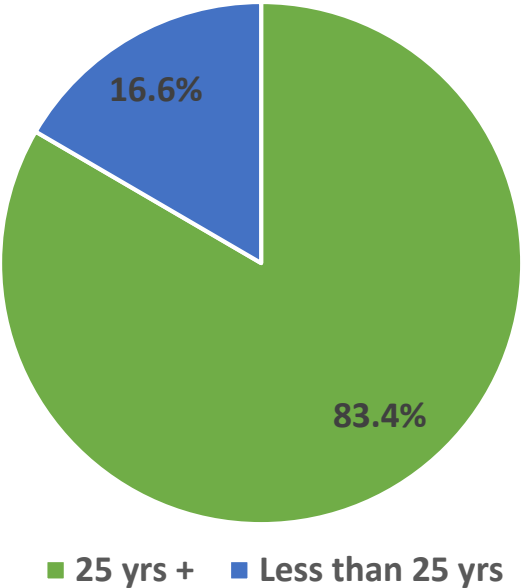
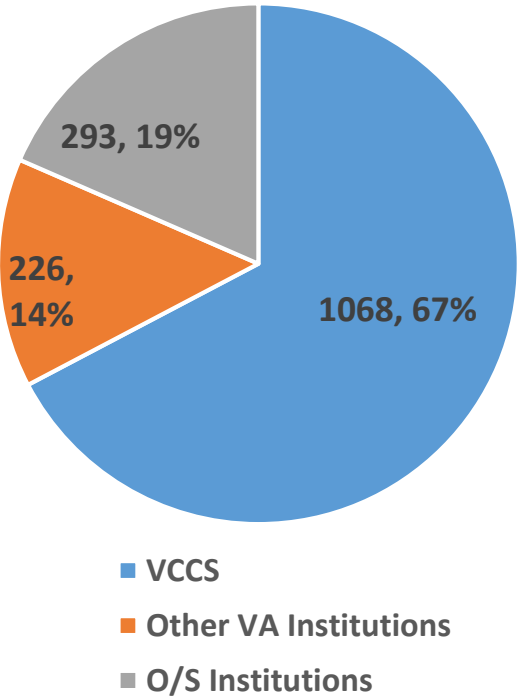
# New Transfers



New Transfer Admission Trends  
2018-2020



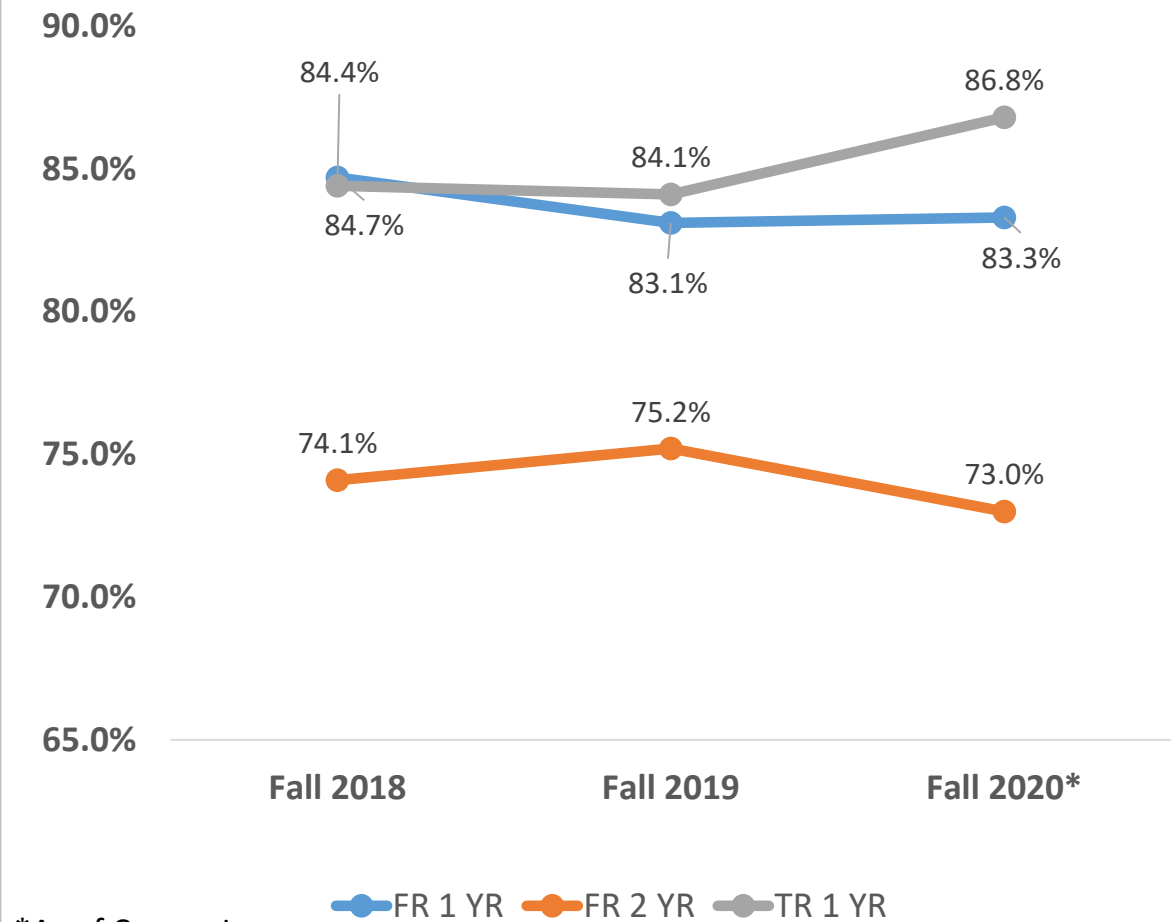
\*As of Census I



# Continuing Undergraduates

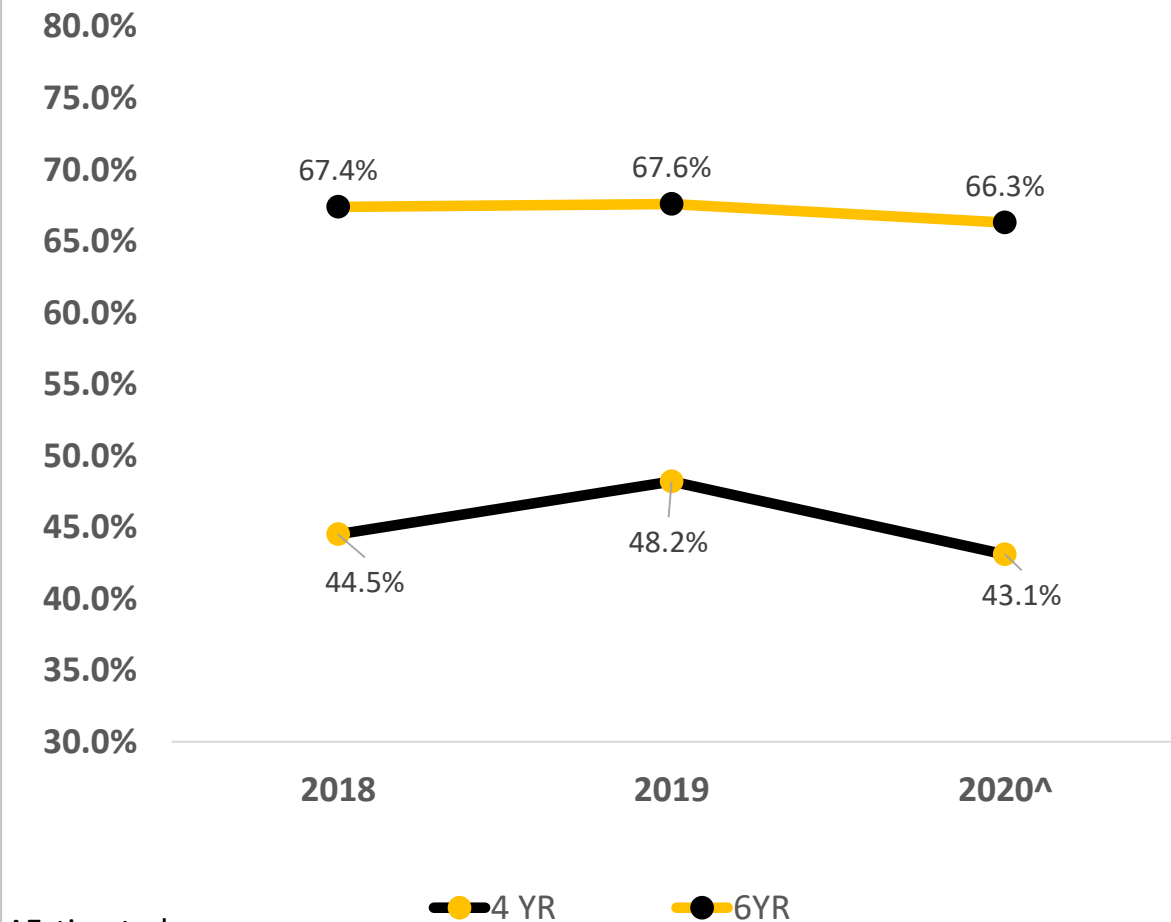


Freshman and Transfer Retention Rates  
2017-2020



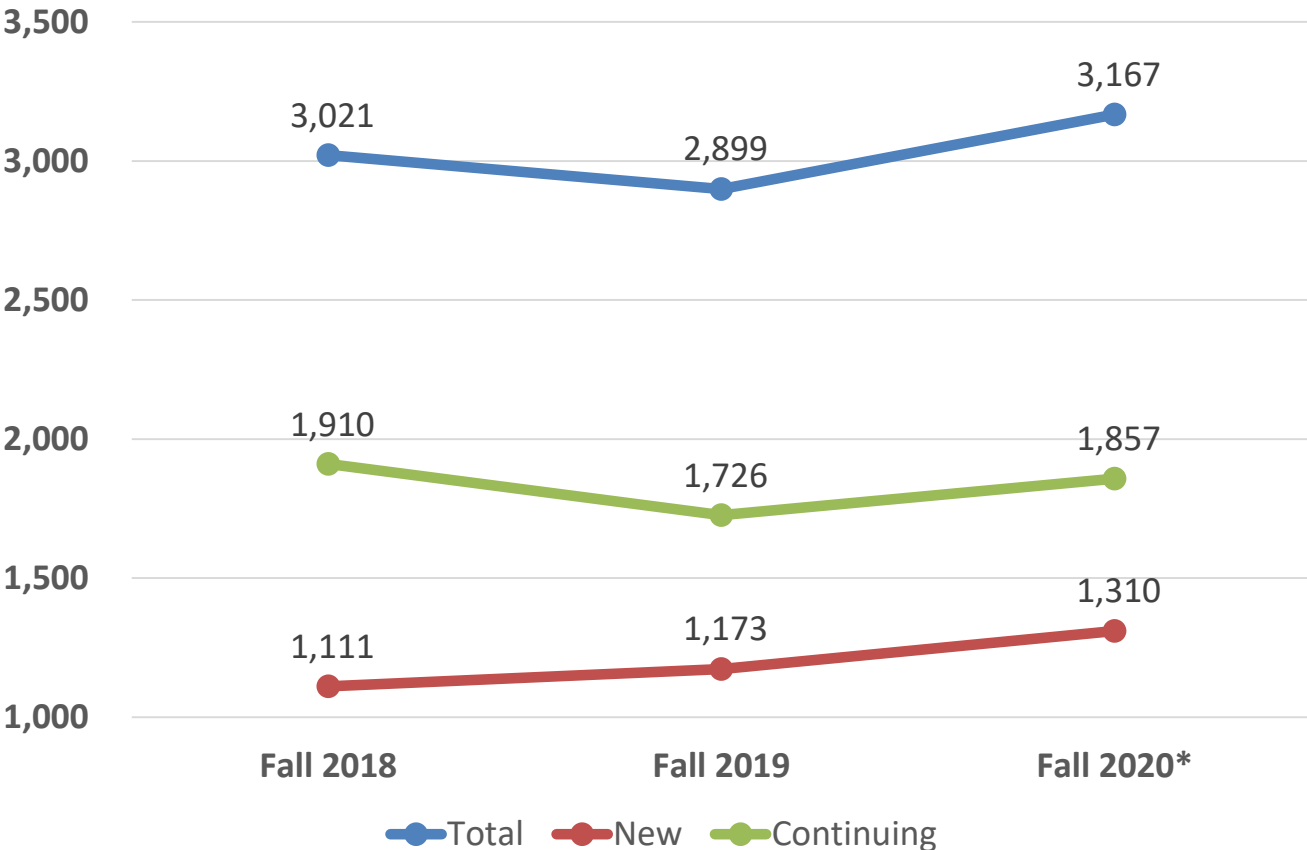
\*As of Census I

4- and 6-Year Graduation Rates  
2017-2020



^Estimated

# Master's Enrollment



\*As of Census I

Top 10 Largest Enrollment By Master's Program Major	4 Year Total
Business Administration (MBA)	1,107
Nursing	1,035
Health Administration	396
Rehab & Mental Hlth Counseling	331
Public Administration	266

# 2020-21 Recruitment Priorities and Plans



**3,835**

**Increase  
New Freshman  
Enrollment**



- Virtual Recruitment Practices
- Enrollment Yield
- Parent Communication & Engagement Campaign

**11%**  
(435)

**Increase Domestic  
Out-of-State  
Enrollment**



- Diversify and scale communications approach
- Transparency and affordability of out-of-state tuition

**1,587**

**Increase Transfer  
Enrollment**



- Pilot marketing and recruitment campaign for 24 yrs +
- Online undergraduate programs

**3,167**

**Increase Master's  
Enrollment**



- New Grad School Dean hired
- Improve graduate enrollment funnel management
- Recruitment of VCU Undergraduates

# 2020-21 Retention Priorities and Plans



**83%**

**Increase  
First-Year  
Retention**

**Faculty Awareness &  
Engagement**



- Early alert, midterm grading, and high DFW courses
- Faculty support and development
- Recognize faculty accomplishments

**73%**

**Increase  
Second-Year  
Retention**

**Second-Year Experience**



- Curricular barriers
- Sense of belonging, connection and purpose
- Men of Color

**43%**

**Increase  
4-year  
Graduation Rates**



- Reduce equity gaps
- Scholarship Funding
- Completion grants

**66%**

**Increase  
6-year  
Graduation Rates**



- Reduce equity gaps
- Scholarship Funding
- Completion grants



# Open Discussion



**ATTACHMENT G**

# Re-Envisioning VCU Online



# Presentation Outline

## **Metrics of Success**

**Current online programs (15)**

**Increase in:**

**Online Student Enrollment, Student Credit Hours, Unique Courses**

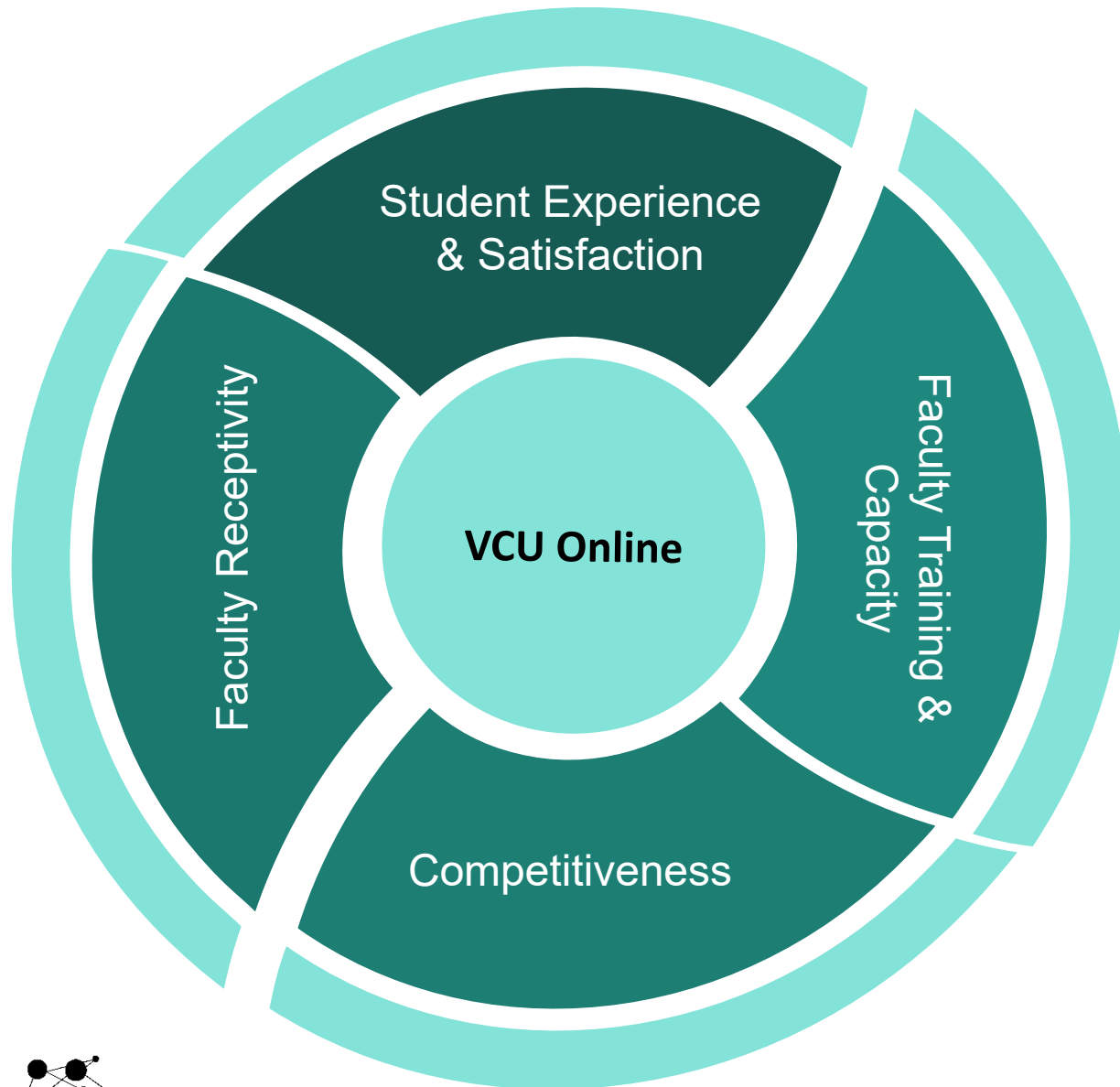
**Noodle Partners/Pilot Programs Progress**

## **VCU Online Moving Forward**

**Success Model**

**Needs Assessment / Priorities**

# VCU Online success model and needs assessment



## Needs Assessment revealed priorities:

### Curriculum

- Limited courses and degree programs online
- Limited flexibility in course length (6 or 8 weeks versus 16) and program start dates
- Expand faculty development to support online course and program development

### Financial

- Out of State tuition and fee structure for online programs is not competitive
- Lack financial incentives for academic units to create online programs

### Marketing, Recruitment, & Student Support

- Expand internal infrastructure to:
  - Support marketing of online opportunities to establish brand recognition for VCU Online
  - Convert leads generated from marketing efforts to enrollment

## Short Range *(Fall 2020 implementation and ongoing)*

- **Expand online undergraduate education in 2 areas**
  - General education offerings *(completion Fall 2021)*
  - Undergraduate degrees *(programs in the review/approval process for a Fall 2021 start)*
- **Identify new degree offering and other alternative credentials**
  - Programs in the review/approval process for a Fall 2021 start
- **Evaluate existing portfolio of programs for those that could transition to online**
  - Labor market demand and competitive landscape variables: regional job growth over time, national projected job growth, regional competitive field saturation, and regional degree completions (i.e., a proxy for regional student demand).

## Medium Range

*(Spring 2021 implementation and ongoing)*

- Expand faculty development to support online course and program development
- Expand online graduate degree offerings

## Long Range

*(Summer/ Fall 2021 initiation)*

- Introduce flexible course lengths (six or eight weeks vs. 16 weeks)

# Existing VCU programs with potential for growth

## High Demand with Low Competition

## High Demand with High Competition

### UNDERGRADUATE PROGRAMS

- Bachelor of Science in Computer Science\*
- Bachelor of Science in Accounting
- Bachelor of Science in Information Systems
- Bachelor of Science in Finance
- Bachelor of Business Administration
- Bachelor of Art in Advertising\*
- Bachelor of Social Work\*

- Bachelor of Science in Financial Technology
- Bachelor of Art in Marketing\*
- Bachelor of Art in Psychology
- Bachelor of Art in Mass Communication\*
- Bachelor of Science in Economics
- Bachelor of Art in Anthropology\*

### GRADUATE PROGRAMS

- Master of Science in Computer Science\*
- Master of Science in Information Systems
- Master of Public Health

- Master of Science in Rehabilitation and Mental Health Counseling\*
- Master of Supply Chain Management\*
- Master of Health Science Administration
- Master of Science in Engineering

Source: EAB Graduate Portfolio Health Check, November. 2019  
EAB Undergraduate Portfolio Health Check, February 2020

## Priority: Financial (Implementation Fall 2021)

- Establish a competitive e-Rate for online program/courses combined with simplified fee structure.
- Identify financial incentives that benefit the academic unit delivering the online program
- Provide funding to support new online program startup and development

# Priority: Marketing, recruitment and student support

## Short Range (*Spring 2021*)

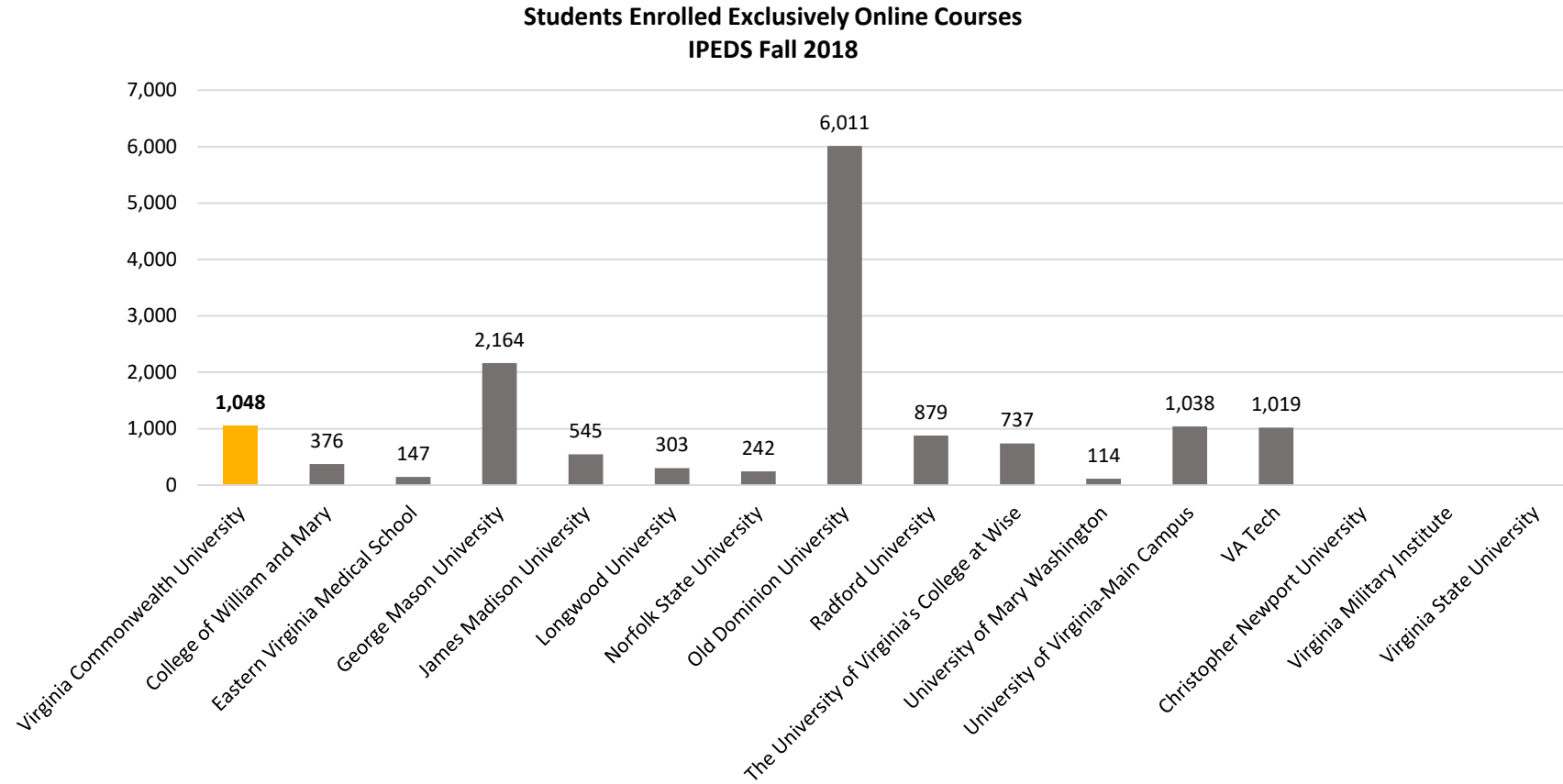
- Strengthen data analytics
  - Establish baseline data collection, university-level online program definitions, and program coding, to accurately account for online enrollment growth
- Raise brand awareness of VCU Online (*ongoing*)

## Short-Medium Range (*Spring/Summer 2021 implementation and ongoing*)

- Strengthen VCU Online infrastructure to ensure a quality student experience
  - Provide online program-focused marketing, recruitment, and retention
  - Strengthen integration of online lead generation within a CRM technology
  - Develop a program of academic communication to convert leads to enrollment
  - Explore online student support models
    - Partner with new Adult Student Services unit and Advisory Committee

Discussion

# Students Enrolled Exclusively in Online Comparison (IPEDS 2018)



# Current online programs

Undergraduate Certificate	
Fundamentals of Computing	College of Engineering
Graduate Certificate	
Real Estate	School of Business
Educational Leadership	School of Education
Disability Leadership	School of Education
Special Education K-12 Teaching	School of Education
Care Coordination	College of Health Professions
Pre-Medical Graduate Health Science	School of Medicine
Graduate Degrees	
M.Ed. in Educational Leadership	School of Education
Ed.D in Leadership	School of Education
Master of Business Administration	School of Business
M.A. Homeland Security and Emergency Preparedness	LD Wilder School of Govt & Public Affairs
Master of Social Work	School of Social Work
Ph.D Nursing	School of Nursing
Ph.D Neuroscience	School of Medicine
Undergraduate Degree Completion	
RN to BSN	School of Nursing



## ATTACHMENT H

Finance, Budget and Investment Committee  
September 18, 2020



# VCU

Two action items:

1. Amendment to FBI Committee Charter
2. Amendment to the 2014-2020 Six Year Capital Plan: Parking Deck D Restoration

# Amendment to FBI Committee Charter

- Recommending one change to the charter to align with Board of Visitors Delegation of Signatory Authority Policy updated in 2019 changing required contract approval amount from \$2 million to \$5 million. The FBI committee will recommend for full board approval.

# Amendment to the 2014-2020 Six-Year Capital Plan

## VCU Parking Deck D Restoration

### Background

- VCU's Board of Visitors approved a \$7M capital project for restoration of Parking Deck D as part of the 2014-2020 Six-Year Capital Plan.
- In May 2015, the board approved an increase of \$1.2M for a total of \$8.2M.
- VCU now seeks Board of Visitors approval to amend the 2014-2020 Six-Year Capital Plan to increase funding for improvements to Parking Deck D from \$8.2M to \$12.5M.
- High priority concrete repairs and safety issues have been addressed. The severity of concrete deficiencies is greater than anticipated.

### Funding

The additional funding will be financed with parking system revenues.

### Recommendation

Approve amendment of the 2014-2020 Six-Year Capital Plan to reflect a total of \$12.5M for restoration of Parking Deck D.

- Report from Vice President for Administration

Dr. Meredith Weiss

– Return to Campus Plan



oneVCU

**VCU Return to Campus Plan**  
**September 18, 2020**

# Why: Our students



# How: Guiding principles

- Our priority is the safety of our students, faculty and staff while executing VCU's mission.
- We follow applicable CDC, state and VCU Health guidance.
- We continue to evaluate and implement health and safety supplies and measures.
- We encourage flexibility in addressing the needs of vulnerable members of the VCU and Richmond community.
- We monitor the health of our community and respond promptly to any increase in infection rates consistent with the advice of medical and science professionals.
- We continue to be flexible to address new situations, including anticipated waves of COVID-19 and changes in requirements, guidelines and best practices.

# How: Expert advisors

## Public Health Response Team

**Tom Briggs**, Assistant Vice President for Safety & Risk Management, (co-chair)

**Anton Kuzel**, Chair of the Department of Family Medicine, (co-chair)

**Tilahun Adera**, Division Chair and Professor, Division of Epidemiology

**Gonzalo Bearman**, Richard P. Wenzel Professor of Medicine Chair, Division of Infectious Diseases, Hospital Epidemiologist

**Mike Cimis**, Director of Environmental Health & Safety

**Jeff Collins**, Director of Sports Medicine

**Lori Dachille**, Director of Emergency Preparedness

**Mike Porter**, Associate Vice President for University Public Affairs

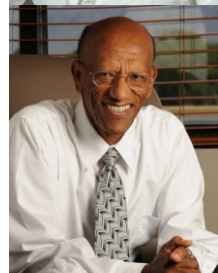
**Gavin Roark**, Director of Residential Life & Housing

**Margaret Roberson**, Director of VCU Student Health Services

**Susan D. Roseff**, Professor & Vice Chair, Department of Pathology, Vice Chair, Division of Clinical Pathology

**Frank Tortorella**, Director of Employee Health

**Suzie Weaver**, Executive Director of the Life Safety Office at VCU Health



# Incident Coordination Team

## **Executive Committee**

Meredith Weiss, VP for Administration (chair)

Gail Hackett, Provost & Senior VP for Academic Affairs

Peter Buckley, Interim Senior VP for Health Sciences & CEO of the VCU Health System

Srirama Rao, VP for Research & Innovation

Pam Lepley, Senior Advisor to the President & VP for University Relations

Chuck Klink, Senior Vice Provost for Student Affairs

## **Subcommittees**

### **Academic Affairs**

Gail Hackett, Provost & Senior VP for Academic Affairs

### **Academic Continuity**

Gypsy Denzine, Senior Vice Provost for Faculty Affairs

Kim Case, Director of Faculty Success

### **Communications & Government Relations**

Pam Lepley, Senior Advisor to the President & VP for University Relations

Matt Conrad, Executive Director of Government & Board Relations

### **Community Service**

Heidi Crapol, Executive Director for the Center for Community Engagement & Impact

### **Faculty/Staff HR & Employee Health**

Cathleen Burke, AVP for Human Resources

Gypsy Denzine, Senior Vice Provost for Faculty Affairs

### **Institutional Equity**

Aashir Nasim, VP for Institutional Equity, Effectiveness & Success

### **International**

Jill Blondin, Executive Director for Global Education

# Incident Coordination Team (continued)

## Subcommittees (continued)

### **Research**

Peter Tetlow, Finance & Administration Manager for the Division of Animal Resources

Sue Robb, Senior AVP for Research Administration & Compliance

### **Safety & Health**

Tom Briggs, AVP for Safety and Risk Management

### **Strategic Enrollment Management**

Tomikia LeGrande, VP for Strategy, Enrollment Management & Student Success

### **Student Services**

Chuck Klink, Senior Vice Provost for Student Affairs

## VCU Health System Advisors

Ron Clark, Interim Chief Executive Officer, VCU Hospitals & Clinics

Lynn Goodloe, Senior Director of Patient Flow, Environmental Services, Communications, Emergency Preparedness & Event Management

Melinda Hancock, Chief Administrative & Financial Officer, VCU Health System

Tom Yackel, President, MCV Physicians

## Advisory groups

Faculty Senate

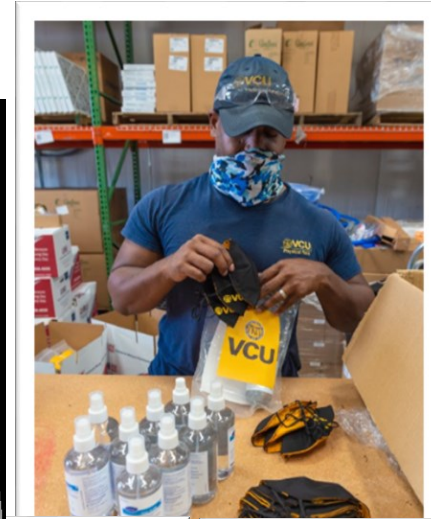
Staff Senate

Student Advisory Council

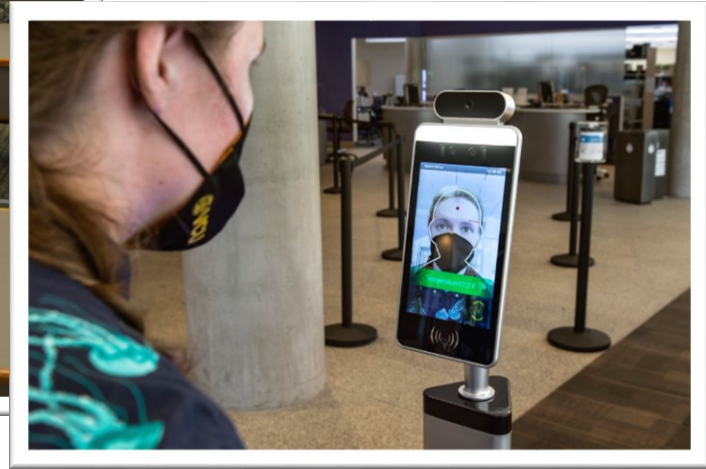
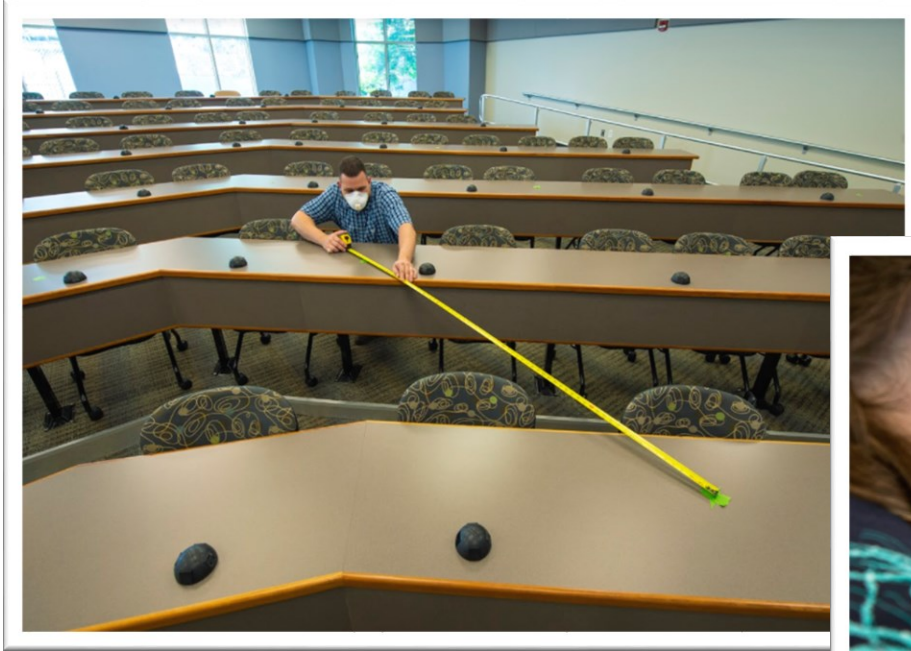
Faculty/Staff COVID-19 Advisory Group

VCU Community feedback

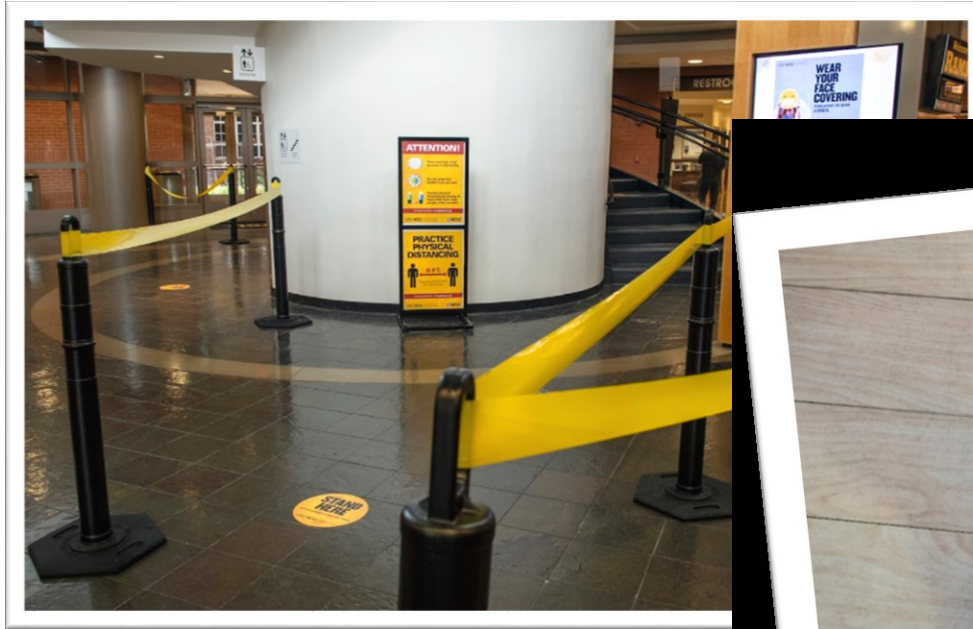
# How: Preparation



# How: Preparation



# How: Communication



# Where we are now



# Course modalities

## Undergraduate

## Graduate

## First professional

## Total

Modality	Sections	%	Sections	%	Sections	%	Sections	%
Online	4,466	42.6%	1,649	26.4%	--	--	6,115	<b>36.3%</b>
Hybrid	1,717	16.4%	283	4.5%	--	--	2,000	<b>11.9%</b>
Blended	634	6.0%	236	3.8%	--	--	870	<b>5.2%</b>
Face-to-face	3,672	35.0%	4,087	65.3%	114	100%	7,873	<b>46.7%</b>
Total	10,489	100%	6,255	100%	114	100%	16,858	<b>100%</b>

# Next steps

- Continue to gather feedback from community
- Plan for spring
- Academic calendar decisions
- Continue to follow our plan
  - Monitor community health
  - Communicate often
  - Remain flexible
  - Adjust to new information

- Report from Senior Vice President and CFO

Ms. Karol Kain Gray

- VCU Budget Update
- VCU Investment Management Company Report
- SWAM Report
- Treasurer's Report



# Recap of FY2021 Adopted Budget

## Revenues

- Balanced budget based on mid-range impact of COVID19
- No increase to tuition rates or state funding from FY2020 levels
- Potential enrollment loss of 10% - revenue shortfall of \$41.5M

## Expenses

- Limited new needs to support funding of existing tuition waivers, health benefits, faculty promotions \$14.3M
- Initial funding of \$2.6M PPE
- Average 8.7% required reductions
- Reallocation of Auxiliary fund balances and use of contingency funds of \$26.5M to mitigate reductions for current year

**Total anticipated deficit addressed - \$55.8M**

# Cost Savings

Significant cost saving measures were implemented in FY2020 and FY2021 resulting in:

- Bond refinancing savings of \$10.8M in 2021 and \$37M in the first 5 years
- Hiring freeze and attrition, starting March 31<sup>st</sup>, 2020, anticipated savings of 125 positions for \$1M in 2020 and 217 positions for \$19.8M in 2021
- Savings and efficiencies from the new procure-to-pay system \$5.2M (projected to be \$16.8M in the first 5 years)
- Spending freeze including travel saved \$5M for Spring 2020 and \$1M for July

# Preliminary Update to the FY2021 Financial Plan

	<b>Adopted</b>	<b>Current</b>
<b>Enrollment</b>	10% reduction UG, Grad; 1 <sup>st</sup> P	2% headcount reduction for UG, Grad; 1 <sup>st</sup> P
<b>Revenue</b>	-\$41.5M	-\$6.9M
<b>State and Federal Funding</b>	\$20.3M CARES funding	\$26.3M CARES funding (incl. State)
<b>PPE &amp; Operational Impacts</b>	\$2.6M	\$13.9M including testing and spring PPE (\$2.5M Funded by State)

# QUESTIONS?

# ATTACHMENT I



**Virginia Commonwealth University**  
**Board of Visitors**  
***September 18, 2020***



- I. VCIMCO Update**
- II. Market Review
- III. Investment Update



VCIMCO's total AUM is approximately \$1.5B as of June 30, 2020

- VCIMCO manages approximately \$1,146M of endowment and quasi-endowment assets from affiliated VCU entities

	AUM (\$)	AUM (%)
– <b>VCU Quasi</b>	<b>\$93M</b>	<b>6.3%</b>
– <b>VCU Glasgow</b>	<b>\$47M</b>	<b>3.2%</b>
– <b>VCU Central Bank</b>	<b>\$8M</b>	<b>0.6%</b>
– VCU Health System	\$798M	54.2%
– VCU Foundation	\$84M	5.7%
– VCU College of Engineering Foundation	\$70M	4.8%
– VCU School of Business Foundation	\$46M	3.1%
– Community Memorial Hospital Foundation	\$0.1M	
– The Gear Endowment	\$0.1M	

- VCIMCO also manages approximately \$326M of other short-term assets

– <b>VCU (Short Term)</b>	<b>\$209M</b>	<b>14.2%</b>
– VCU Health System	\$117M	8.0%



- I. VCIMCO Update
- II. Market Review**
- III. Investment Update



## Strong Market Recovery in 2Q 2020

Equity and Fixed Income Index	QTD	FYTD	% Change			
			1 Yr	3 Yr (ann)	5 Yr (ann)	10 Yr (ann)
Russell Top 200	20.91	11.20	11.20	12.47	11.90	14.56
Russell Midcap	24.61	-2.24	-2.24	5.79	6.75	12.34
Russell 2000	25.42	-6.63	-6.63	2.01	4.28	10.49
Russell 3000	22.03	6.53	6.53	10.03	10.02	13.71
Russell 1000 - Value	14.29	-8.84	-8.84	1.82	4.64	10.40
Russell 1000 - Growth	27.84	23.28	23.28	18.98	15.87	17.22
Russell 1000 - Defensive	15.85	4.80	4.80	11.10	10.66	13.33
Russell 1000 - Dynamic	27.89	9.00	9.00	8.85	8.85	-
Russell 1000 - Momentum	24.66	-4.37	-4.37	3.67	5.72	12.75
Russell 1000 - Quality	25.33	16.74	16.74	14.92	13.66	16.38
Russell 1000 - Low Volatility	18.95	-5.86	-5.86	5.63	8.06	14.22
Volatility - VIX	-43.16	101.79	101.79	39.58	10.78	-1.26
S&P 500	20.54	7.51	7.51	10.72	10.72	13.98
S&P 500 Equal Weight	21.73	-3.25	-3.25	5.43	7.13	12.63
S&P 500 - Energy	30.51	-36.09	-36.09	-12.45	-9.17	0.20
S&P 500 - Materials	26.01	-1.11	-1.11	3.90	5.43	9.84
S&P 500 - Industrials	17.01	-9.05	-9.05	1.88	6.70	11.73
S&P 500 - Consumer Discretionary	32.86	12.59	12.59	15.27	13.19	13.19
S&P 500 - Staples	8.12	3.62	3.62	5.03	7.21	7.21
S&P 500 - Health Care	13.59	10.90	10.90	10.30	8.13	15.71
S&P 500 - Financials	12.20	-13.98	-13.98	0.08	5.37	9.64
S&P 500 - Technology	30.53	35.90	35.90	26.80	23.38	20.46
S&P 500 - Communication Services	20.04	11.08	11.08	8.57	7.17	10.57
S&P 500 - Real Estate	13.21	-2.02	-2.02	6.32	7.14	9.60
S&P REIT	11.71	-12.95	-12.95	-0.02	3.86	8.93
Alerian MLP	50.18	-41.43	-41.43	-16.77	-12.84	-1.41
iShares Gold Trust	12.74	25.85	25.85	12.46	8.41	3.39
MSCI ACWI Real Estate*	11.03	-10.47	-10.47	1.24	3.22	6.91
MSCI AC World*	18.22	-1.11	-1.11	6.13	6.45	9.15
MSCI World*	19.36	2.84	2.84	6.69	6.89	9.94
MSCI EAFE*	14.88	-5.13	-5.13	0.81	2.05	5.72
MSCI United Kingdom*	7.79	-17.73	-17.73	-3.93	-2.46	3.90
MSCI Europe Ex U.K.*	17.66	-2.95	-2.95	1.27	2.87	-
MSCI Japan*	11.61	3.10	3.10	2.96	3.44	-
MSCI Asia Ex Japan*	16.71	1.69	1.69	3.61	4.40	5.91
MSCI Emerging Markets*	18.08	-3.39	-3.39	1.90	2.86	3.27
MSCI China*	15.29	-13.13	-13.13	8.55	5.33	6.37
MSCI Vietnam*	26.66	-13.22	-13.22	6.25	2.59	0.47
MSCI Greece*	10.88	-33.60	-33.60	-18.18	-20.20	-21.34
MSCI Argentina*	43.70	-46.50	-46.50	-25.33	-10.65	-1.80
MSCI India*	20.58	-17.04	-17.04	-1.58	0.92	1.69
MSCI Africa*	25.02	-23.79	-23.79	-7.21	-5.86	0.47
MSCI ASEAN*	17.18	-20.11	-20.11	-2.98	-0.89	2.78
MSCI EM Asia*	17.82	-19.69	-19.69	-4.10	-4.83	-
MSCI EM LatAm*	19.10	-32.46	-32.46	-7.21	-3.22	-3.80
MSCI EM Europe, Mid. East & Africa*	18.95	-19.69	-19.69	-3.27	-2.60	-
MSCI Frontier Markets*	14.75	-11.17	-11.17	-1.77	-	-
Barclays US Agg	2.90	8.74	8.74	5.32	4.30	3.82
Barclays US 1-3 yr Treasury	0.88	4.00	4.00	2.82	2.08	1.62
Barclays US 3-7 yr Treasury	0.71	8.26	8.26	4.69	3.48	3.08
Barclays US Aggregate LT Treasury	0.25	25.41	25.41	12.03	9.25	7.73
Barclays US Aggregate Credit	8.22	9.07	9.07	6.13	5.54	5.23
Barclays US Corp HY	10.18	0.03	0.03	3.33	4.78	6.68
Barclays Global Agg	3.32	4.22	4.22	3.79	3.55	2.81

Currencies		% Change				
Country	Currency	Prior Close	MTD	QTD	FYTD	1 Yr
Euro Countries	Euro	0.89	1.20	1.84	-1.22	-1.22
United Kingdom	British Pound	0.81	0.47	-0.15	-2.32	-2.32
Japan	Japanese Yen	107.93	-0.11	-0.37	-0.04	-0.04
Australia	Australian Dollar	1.45	3.54	12.59	-1.67	-1.67
Canada	Canadian Dollar	1.36	1.47	3.62	-3.55	-3.55
China	Chinese Yuan	7.06	1.00	0.23	-2.82	-2.82
India	Indian Rupee	75.51	-0.10	-0.29	-8.74	-8.74
Russia	Russian Ruble	71.19	-1.54	10.29	-11.14	-11.14

Green = USD Stronger Red = USD Weaker

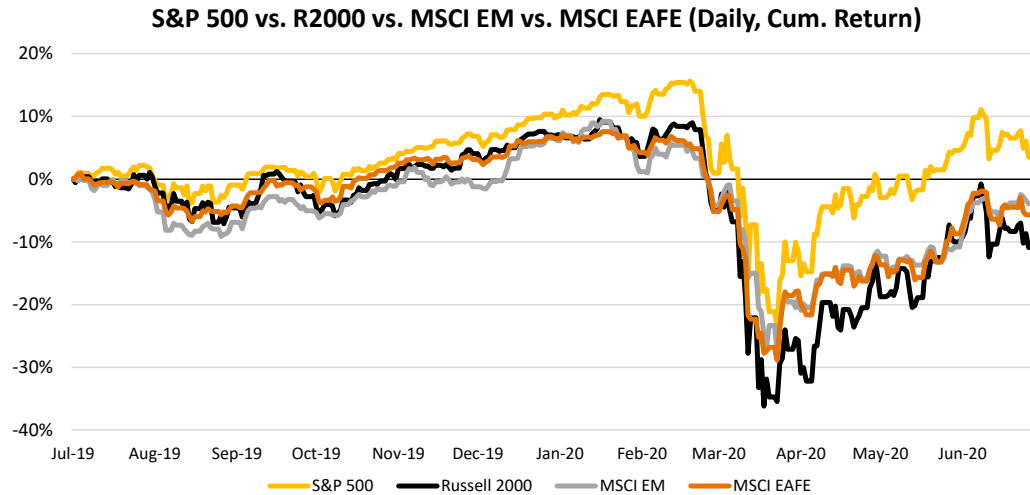
World Bond Markets		10 Year Closing Yield - Historic					
Americas	Trend	Last	Prior Day	1 mth	3 mth	6 mth	1 Yr
United States		0.68	0.66	0.65	0.67	1.92	2.01
Canada		0.53	0.53	0.53	0.70	1.70	1.47
Brazil (USD)		4.76	4.76	5.15	5.00	4.14	4.49
Colombia (USD)		3.19	3.19	3.13	4.19	3.17	3.61
Mexico (USD)		3.51	3.51	3.59	3.91	3.34	3.75
EMEA							
United Kingdom		0.21	0.17	0.18	0.36	0.82	0.83
France		-0.06	-0.11	-0.08	-0.02	0.12	-0.01
Germany		-0.40	-0.45	-0.45	-0.47	-0.19	-0.33
Italy		1.27	1.26	1.48	1.52	1.41	2.10
Spain		0.50	0.47	0.56	0.68	0.47	0.40
Portugal		0.47	0.48	0.50	0.87	0.44	0.48
Sweden		0.01	-0.02	-0.03	-0.13	0.16	0.03
Netherlands		-0.24	-0.29	-0.24	-0.22	-0.05	-0.16
Switzerland		-0.40	-0.44	-0.46	-0.33	-0.47	-0.53
Greece		1.18	1.21	1.53	1.68	1.47	2.45
Asia/Pacific							
Japan		0.05	0.03	0.01	0.02	-0.01	-0.16
Australia		0.94	0.87	0.89	0.76	1.37	1.32
New Zealand		0.98	0.93	0.82	1.08	1.65	1.57
China		2.85	2.85	2.69	2.59	3.14	3.24
India		5.84	5.89	5.76	6.14	6.56	6.88
South Korea		1.40	1.39	1.37	1.55	1.67	1.60

\*As of June 30, 2020

^Equity returns are in USD. Foreign Indices (\*) are expressed as net total return where available.



### Global Equity



*\*As of June 30, 2020*  
*^Equity returns are in USD*



- I. VCIMCO Update
- II. Market Review
- III. Investment Update**



### ***Ram Fund Activity as % of Portfolio – March to May 2020***

- Funded 3 new managers: ~9.5%
- Exited 2 managers: ~5.5%
- Added to 5 existing managers: ~3.0%
- Added Equity Exposure: ~4.0%



## Performance Review

Virginia Commonwealth University Long Term & Glasgow Performance in VCIMCO Funds (as of 06/30/2020)				
	% Allocation	ITD (1)	FYTD	Q2 2020
Equity				
Domestic	18.3%	10.2%	1.0%	23.1%
International	29.1%	6.2%	3.2%	26.7%
Total Long	47.4%	7.8%	2.5%	25.3%
Long / Short	17.8%	7.5%	9.3%	22.1%
Private Equity	3.9%	3.5%	-20.4%	0.0%
<b>Total Equity</b>	<b>69.1%</b>	<b>7.3%</b>	<b>1.8%</b>	<b>24.8%</b>
<i>MSCI All Country World Equity</i>		9.2%	2.1%	19.2%
<b>Credit &amp; Absolute Return</b>	<b>20.8%</b>	<b>2.3%</b>	<b>4.3%</b>	<b>9.8%</b>
<i>Barclays US HY Index</i>		5.6%	0.0%	10.2%
<b>Real Assets</b>	<b>3.9%</b>	<b>-7.3%</b>	<b>-21.3%</b>	<b>25.7%</b>
<i>MSCI ACWI Real Estate</i>		1.8%	-10.5%	11.0%
<b>Treasuries</b>	<b>6.2%</b>	<b>1.1%</b>	<b>3.1%</b>	<b>0.2%</b>
<i>Barclays US Aggregate</i>		3.9%	8.7%	2.9%
<b>Total (Net)</b>	<b>100.0%</b>	<b>4.7%</b>	<b>2.0%</b>	<b>19.6%</b>
<i>Policy Benchmark (2)</i>		7.3%	2.9%	14.2%

(1) Initial investment May 1, 2016

(2) MSCI ACWI/Barclays Agg/MSCI ACW RE (65%/25%/10%)



### ***Estimated Ram Fund FY 2021 Performance***

- Ram Fund: 8.3%
- Long-Term Benchmark\*: 8.3%

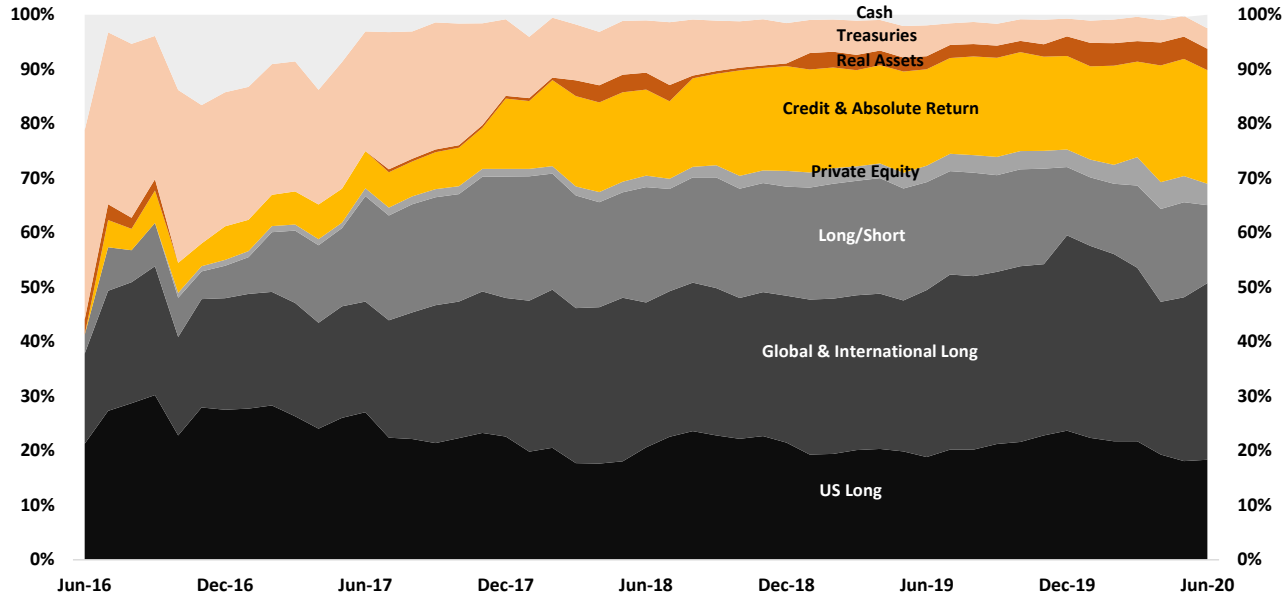
*Note: as of August 31, 2020*

*\*Long-Term Benchmark is 65% MSCI All Country World, 25% Barclays Aggregate Bond Index, and 10% MSCI Real Estate.*

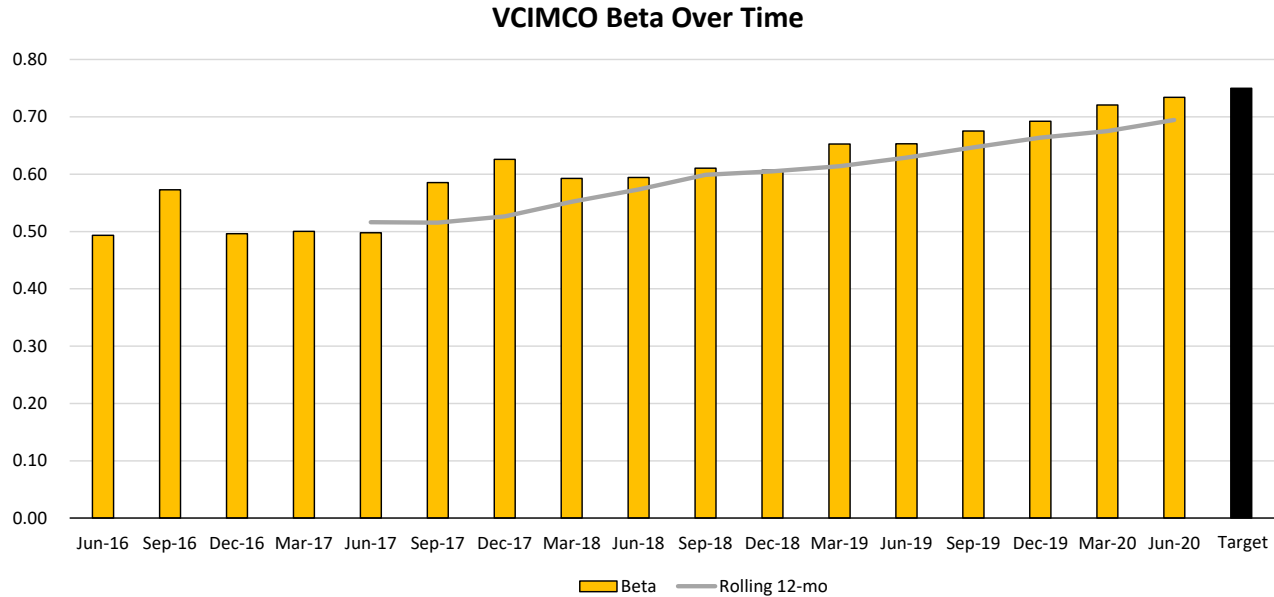


## Representative Portfolio Summary

### Representative Portfolio Evolution



\*As of June 30, 2020



*\*As of June 30, 2020*



### Underlying Risk Exposures – Gross & Net

Virginia Commonwealth University Representative Portfolio			
Asset Class	%	Min	Max
Equity	65.6%	40.0%	70.0%
Real Assets	4.3%	0.0%	20.0%
Credit	15.4%	5.0%	45.0%
Sovereign	3.7%	0.0%	25.0%
Cash Total	11.0%	0.0%	25.0%
Cash - Manager Held	-2.6%		
Cash - Short Proceeds	11.1%		
Cash - VCIMCO Held	2.5%		
<b>Total (Net)</b>	<b>100.0%</b>		



### Underlying Exposures – Geography (Net)

Region	Exposure	Target Range
Americas	55.9%	25-75%
EMEA	14.3%	0-50%
Asia	15.8%	0-40%
Rest of World	3.0%	0-20%
<b>Total</b>	<b>89.0%</b>	

Region	Exposure
Americas (Dev)	55.5%
EMEA (Dev)	13.2%
Asia (Dev)	5.1%
<i>Total Developed</i>	<i>73.7%</i>
Americas (EM)	0.4%
EMEA (EM)	1.1%
Asia (EM)	10.8%
Rest of World	3.0%
<i>Total EM &amp; RoW</i>	<i>15.3%</i>
<b>Total</b>	<b>89.0%</b>



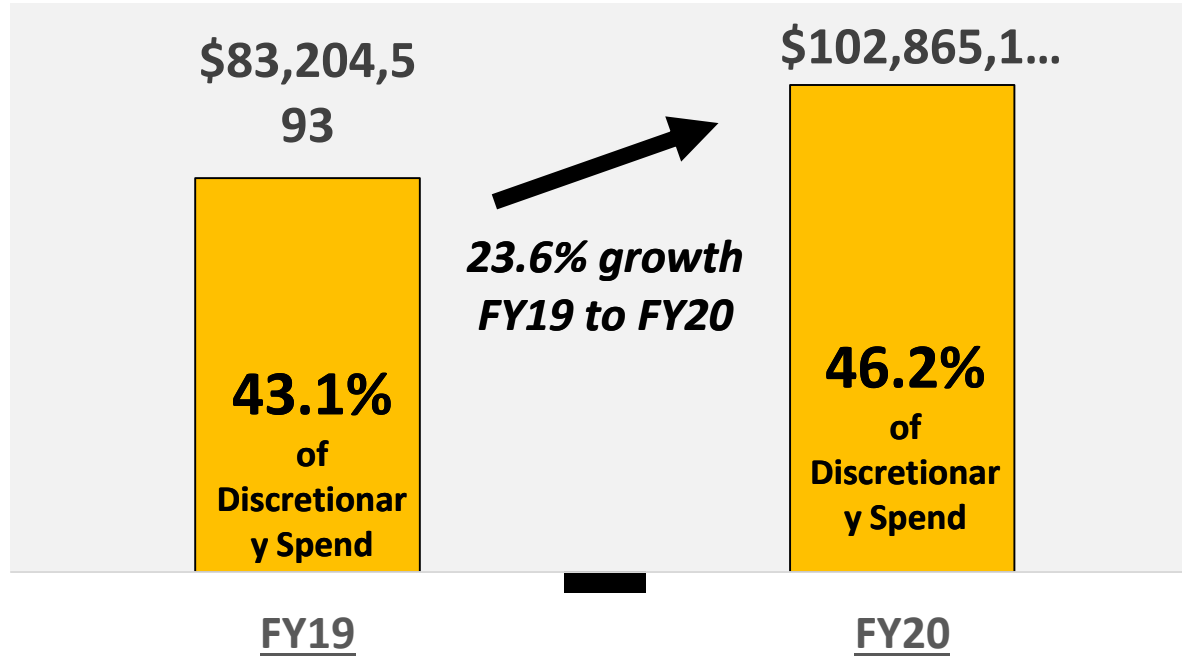
### ***Underlying Exposures – Equity Sectors (Net)***

Sector	Exposure	All-Country World	Difference
Energy	1.2%	2.2%	-1.0%
Materials	1.1%	3.0%	-1.9%
Industrials	7.2%	6.1%	1.2%
Consumer Discr.	9.9%	7.6%	2.3%
Consumer Staples	3.3%	5.2%	-1.8%
Health Care	7.3%	8.3%	-1.0%
Financials	9.2%	8.5%	0.6%
Information Tech.	12.9%	13.3%	-0.5%
Communication Serv.	12.3%	6.1%	6.3%
Utilities	0.5%	2.0%	-1.5%
Real Estate	1.3%	1.9%	-0.6%
Other	-0.6%	0.8%	-1.4%
<b>Total</b>	<b>65.6%</b>	<b>65.0%</b>	<b>0.6%</b>

# ***Small, Women-Owned, Minority-Owned (SWaM) Results FY20***

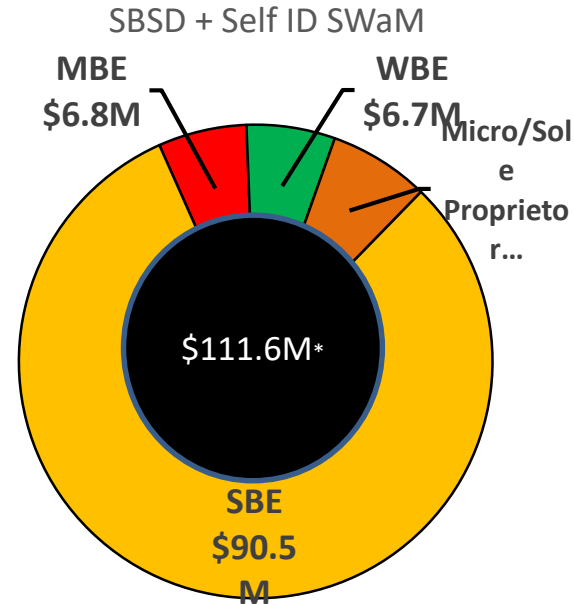
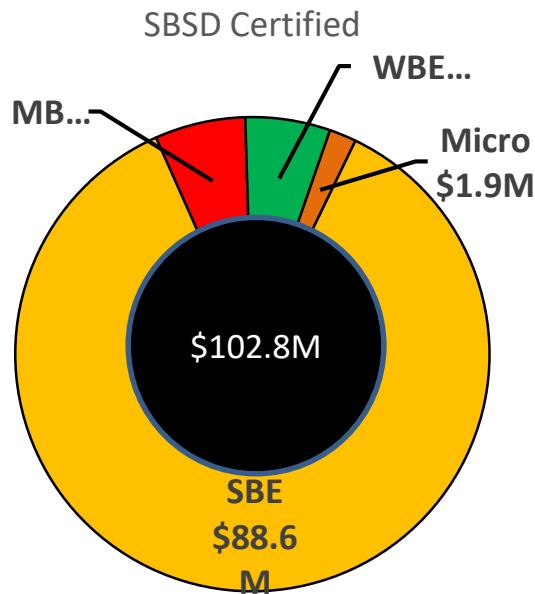
# SWaM Spend Year Over Year

Total SWaM Spend\*



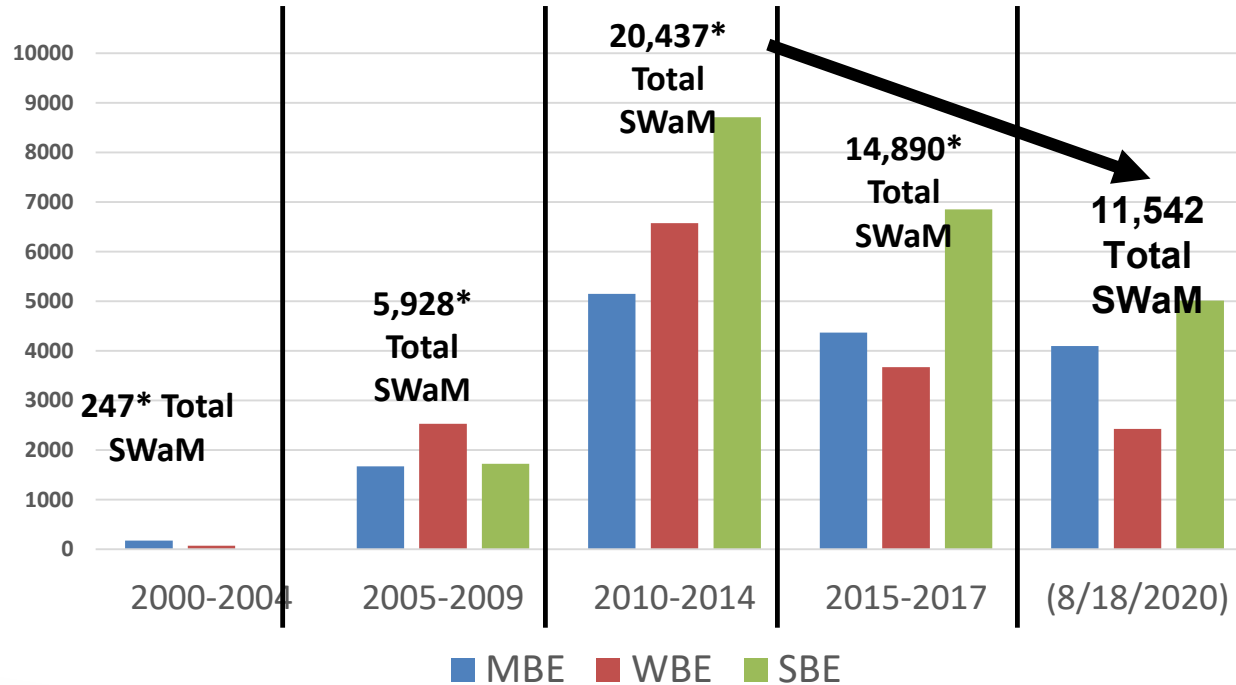
\* Reported to Virginia Department of Small Business and Supplier Diversity (SBSD)

# FY20 Total SWaM Spend (by Category)



\* Includes spend with firms meeting SWaM criteria - Not certified by or reported to SBSD

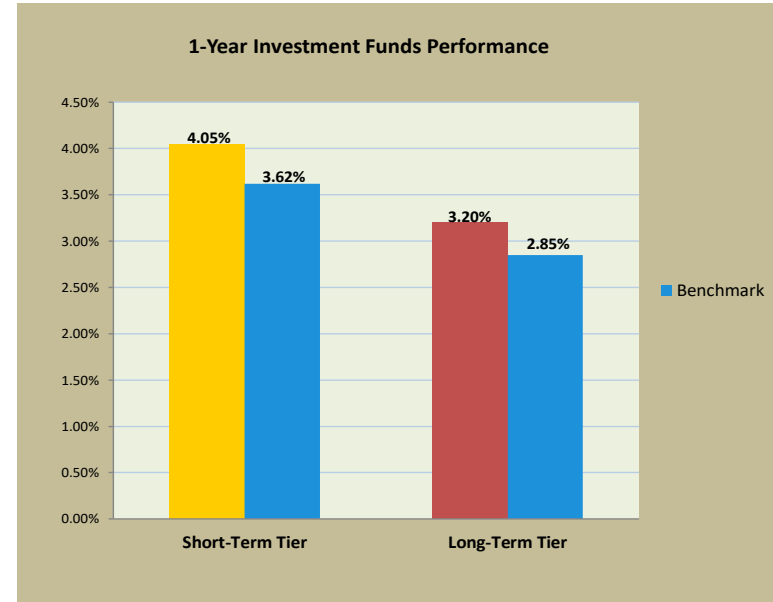
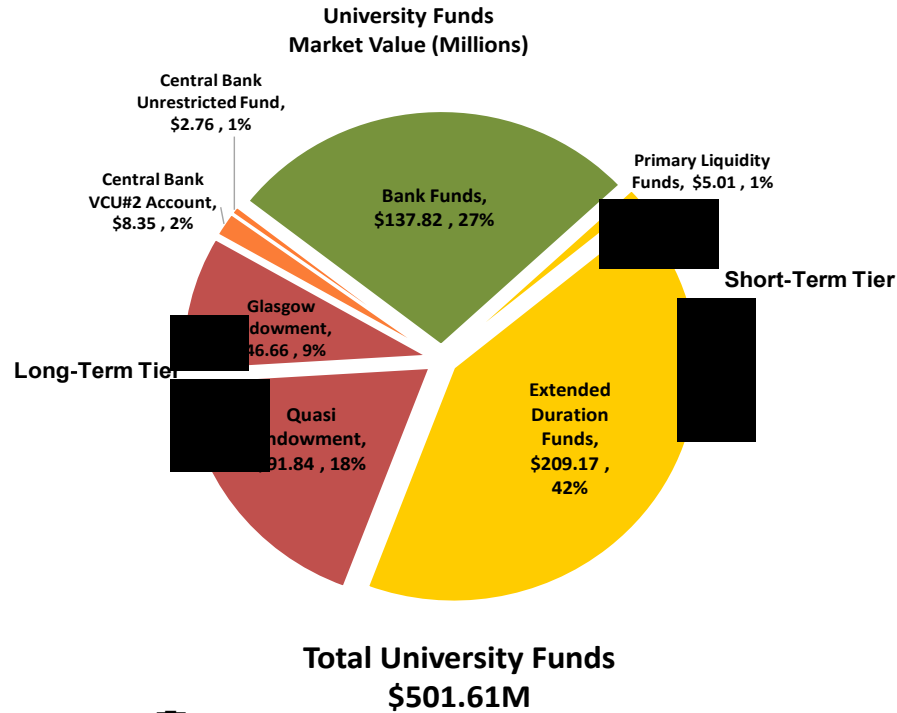
# Average Number of SWaM Certified Businesses (certified by SBSD)



# VCU Supports SWaM

- **Build Capacity:** SWaM Spot Awards program made \$1.7M in SWaM awards in FY20
- **Educate:** SWaM Connect Series provides learning opportunities, develops relationships and connects SWaM's with VCU
- **Leadership:** VCU Hosted SWaM Fest FY '20
- **Resources:** Developing a web-based search engine for sourcing from SWaM businesses
- **Accurate Reporting:** to SBSD and separately to measure spend with firms that meet SWaM criteria but aren't certified SBSD
- **Results:** 55% increased usage of MBEs and 25% increased usage of WBEs since FY18

# Total University Funds Overview for the Period Ending June 30, 2020



# Short-Term and Long-Term Tier Performance and Asset Allocation as of June 30, 2020

Short-Term Tier	Market Value	Current Allocation		Qtr Return	1 Yr Return	3 Yrs Return	5 Yrs Return	Since July-09 Return
Primary Liquidity Funds (Payden & Rygel)	\$ 5,010,166	2.3%	Total Return	0.40%	1.96%	1.82%	1.28%	0.67%
<i>iMoneyNet MM All Taxable</i>				0.07%	1.17%	1.37%	0.89%	0.42%
			Price Return	0.05%	0.08%	0.01%	-0.04%	-0.14%
			Income Return	0.35%	1.88%	1.81%	1.32%	0.81%
Extended Duration Funds (Merganser)	\$ 209,167,505	97.7%	Total Return	2.10%	4.38%	3.00%	2.26%	1.86%
<i>BofA ML US Corp &amp; Gov 1-3Yr Blended Index</i>				1.22%	4.18%	0.94%	0.92%	1.03%
			Price Return	1.45%	1.87%	0.70%	0.13%	-0.28%
			Income Return	0.65%	2.51%	2.30%	2.13%	2.14%
Total Short-Term Tier	\$ 214,177,671	100.0%	Total Return	1.83%	4.05%	2.82%	2.03%	1.48%
<i>Short-Term Tier Composite</i>				1.04%	3.62%	2.62%	1.70%	1.72%
			Price Return	0.67%	1.61%	0.63%	0.17%	-0.20%
			Income Return	1.16%	2.44%	2.19%	1.86%	1.68%
Long-Term Tier	Market Value	Current Allocation	VCU Strategic Allocation	Qtr Return	1 Yr Return	3 Yrs Return	5 Yrs Return	Since April-12 Return
<b>Asset Class</b>								
<b>Equity</b>								
VCIMCO Equity	\$ 84,703,347	61.1%						
JP Morgan Equity	\$ 180,252	0.1%						
Subtotal	\$ 84,883,600	61.2%	65.0%	24.59%	3.81%	4.36%	4.53%	5.95%
<i>MSCI All Country World Index</i>				19.22%	2.11%	6.14%	6.55%	8.36%
<b>Real Assets</b>								
VCIMCO Real Assets	\$ 6,081,505	4.4%						
JP Morgan Real Assets	\$ 797,488	0.6%						
Subtotal	\$ 6,878,993	5.0%	10.0%	21.82%	-18.57%	-3.88%	-0.02%	2.67%
<i>MSCI ACWI Real Estate Index</i>				11.03%	-10.47%	1.24%	2.80%	4.93%
<b>Fixed Income and Cash</b>								
VCIMCO Fixed Income and Cash	\$ 46,794,859	33.7%						
JP Morgan Fixed Income and Cash	\$ 175,446	0.1%						
Subtotal	\$ 46,970,305	33.9%	25.0%	0.00%	-1.06%	-0.10%	-0.12%	0.91%
<i>Barclays US Aggregate Index</i>				2.90%	8.74%	5.32%	4.30%	3.42%
<b>Total Investments</b>								
VCIMCO - Total	\$ 137,579,711	99.2%						
JP Morgan - Total	\$ 1,153,186	0.8%						
Grand Total	\$ 138,732,897		100.0%	17.38%	3.20%	3.76%	3.39%	3.89%
<i>Composite Benchmark</i>				14.19%	2.85%	5.74%	5.25%	4.91%
Net Liabilities - VCIMCO Funds	\$ (230,330)							
Net Asset Value - Long-Term Tier	\$ 138,502,567							
<b>Total Long Term Tier and Short Term Tier</b>	<b>\$ 352,680,238</b>							

Note: The table above includes assets still held in custody by JPMorgan some of which will be transferred into The Ram Fund upon liquidation. These assets are not managed by VCIMCO but are included above at the request of VCU and for completeness of the Long-Term Tier.

## Central Bank Performance and Asset Allocation as of June 30, 2020

VCU Finance Central Bank Asset Allocation for the Period Ending: 6/30/2020					
			Returns		
Asset Class	\$ AUM	(%)	Q2 2020	Since Inception	
The Ram Fund, LP					
Equity					
The Ram Fund, LP	\$ 5,152,130	46.3%	24.67%	3.69%	
MSCI All Country World Index			19.22%	1.81%	
Real Assets					
The Ram Fund, LP	\$ 369,911	3.3%	25.73%	-19.69%	
MSCI ACWI Real Estate Index			11.03%	-10.59%	
Fixed Income & Cash					
The Ram Fund, LP	\$ 2,846,324	25.6%	0.21%	7.63%	
Barclays US Aggregate Index			14.19%	2.59%	
Central Bank Summary					
The Ram Fund, LP (Gross)	\$ 8,368,365	75.2%	20.32%	3.70%	
Composite Benchmark <sup>1</sup>			14.19%	2.59%	
Payden & Rygel	\$ 2,761,224	24.8%	0.28%	1.00%	
iMoneyNet MM All Taxable			0.07%	1.01%	
Grand Total	\$ 11,129,589	100.0%	13.97%	3.01%	
Net Liabilities - VCIMCO Funds	\$ (14,842)				
Central Bank (Net)	\$ 11,114,747				

<sup>1</sup> The Composite Benchmark is composed of 65% MSCI ACWI, 25% Barclays Agg, and 10% MSCI ACWI Real Estate.

## Annual Statement of Compliance

- The VCU Investment Policy requires an annual report to the BOV showing compliance for both the Short-Term Tier and the Long-Term Tier.
- Pages 6 – 11 meet this annual requirement.

# Short-Term Tier Policy Requirements

- VCU Investment Policy requires a quarterly report to the Board of Visitors, which includes at a minimum;
  - Investment performance (net of fees) for the Short-Term Tier versus the appropriate benchmarks **(see page 3)**;
  - Actual asset allocations **(see page 7)**;
  - Any investments that required management notification (such as credit downgrades or duration changes) **(None to Report)**; and
  - A statement from each investment manager certifying compliance with the Virginia Investment of Public Funds Act **(see page 9)**.
- The Policy also requires an annual report, which includes at a minimum;
  - A certificate showing compliance with the Investment Policy, specifically the Authorized Investments, diversification restrictions, duration, maturity and credit quality constraints **(see pages 7 & 8)**.

# Authorized Investments, Diversification Restrictions and Credit Quality Constraints

	Primary Liquidity Fund (Payden & Rygel)						Extended Duration Fund (Merganser)					
	Policy Max	Actual %	Minimum Rating	Actual Min Rating	Max Maturity	Actual Max Maturity	Policy Max	Actual %	Minimum Rating	Actual Min Rating	Max Maturity	Actual Max Maturity
Authorized Investments												
Cash	100%	1%	n/a	n/a	n/a	n/a	100%	0%	n/a	n/a	n/a	n/a
U.S. Treasury and Agency Securities	100%	80%	n/a	n/a	n/a	2.75 years	100%	13%	n/a	AAA	n/a	2.63 years
Non-Negotiable Certificates of Deposit (CDs)	5%	0%	Fed insured and VSPDA collateralized	n/a	5 years	n/a	0%	0%	Fed insured and VSPDA collateralized	n/a	5 yrs	n/a
Negotiable CDs and/or Negotiable Bank Deposit Notes	20%	0%	A-1, P-1 for 1yr or less/AA-, Aa3 for over 1yr	A-1/P-1	5 years	n/a	20%	0%	A-1, P-1 for 1yr or less/AA-, Aa3 for over 1yr	n/a	5 yrs	n/a
Overnight/Open Treasury/Agency Repurchase Agreements	100%	0%	Treasury/Agency/GSE - collateralized	n/a	overnight	n/a	0%	0%	Treasury/Agency/GSE - collateralized	n/a	overnight	n/a
Overnight/Open non-Treasury/Agency Repurchase Agreement	50%	0%	GSE collateralized	n/a	overnight	n/a	0%	0%	GSE collateralized	n/a	overnight	n/a
Term Repurchase Agreements	20%	0%	>100% Treasury/Agency/GSE -	n/a	n/a	n/a	0%	0%	>100% Treasury/Agency/GSE -	n/a	n/a	n/a
Banker's Acceptances	40%	0%	A-1, P-1	n/a	n/a	n/a	0%	0%	A-1, P-1	n/a	n/a	n/a
Commercial Paper	35%	0%	A-1, P-1, F-1, D-1	A-1, P-1, F-1, D-1	< 270 days	n/a	0%	0%	A-1, P-1, F-1, D-1	n/a	< 270 days	n/a
Money Market Funds	35%	0%	AAA	n/a	n/a	n/a	10%	0%	AAA	AAA	n/a	n/a
Corporate Notes/Bonds	25%	19%	A-, A3	A- by two	n/a	3 years	40%	39%	A-, A3	A+	n/a	4.86 years
Municipal Securities	10%	0%	A-, A3	n/a	n/a	n/a	10%	0%	A-, A3	n/a	n/a	n/a
Asset-Backed Securities	0%	0%	AAA	n/a	5 years	n/a	40%	33%	AAA	AAA	5 yrs	3.27 years
Combined Agency MBS, Agency/Private CMOs, CMBS, RMBS, PA	0%	0%	AAA	n/a	5 years	n/a	50%	15%	AAA	AAA	5 yrs	4.92 years
Agency Mortgage-Backed Securities (MBS)	0%	0%	AAA	n/a	5 years	n/a	50%	7%	AAA	AAA	5 yrs	3.99 years
Agency CMOs (including PACs)	0%	0%	AAA	n/a	5 years	n/a	10%	2%	AAA	AAA	5 yrs	4.92 years
Commercial Mortgage-Backed Securities (CMBS)	0%	0%	AAA	n/a	5 years	n/a	10%	6%	AAA	AAA	5 yrs	2.07 years
Private Label Residential Mortgages (including CMOs & PA	0%	0%	AAA	n/a	5 years	n/a	5%	0%	AAA	n/a	5 yrs	n/a
International Development Bank Obligations	0%	0%	AAA	n/a	5 years	n/a	5%	0%	AAA	n/a	5 yrs	n/a
		100%						100%				

## Duration Constraints Comply with the Investment Policy

Fund	Policy Maximum Duration	Allowable Duration Deviation	Fund Duration
Primary Liquidity Fund	9 months	✓ +10%	0.6 months
Extended Duration Fund	ML 1-3 Yr	✓	
Short Duration Portfolio	Govt/Corp (1.8 years)	+10%	1.8 years

## Statements from investment managers certifying Compliance with the Virginia Investment of Public Funds Act

- Payden & Rygel (Primary Liquidity Fund Manager) has provided a statement attesting to compliance with the VCU Investment Policy and the Investment of Public Funds



This letter certifies that, as of June 30, 2020, all investments in the VCU Primary Liquidity Fund were in compliance with the VCU Investment Policy, which we understand to be in compliance with the Virginia Investment of Public Funds Act. Holdings were within the allowable universe of investments.

- Merganser (Extended Duration Fund Manager) has provided a statement attesting to compliance with the VCU Investment Policy and the Investment of Public Funds Act.



MERGANSER  
CAPITAL MANAGEMENT

This letter certifies that all investments in the VCU Extended Duration Fund were in compliance with the VCU Investment Policy and the Virginia Investment of Public Funds Act as of June 30, 2020.

# Long-Term Tier Policy Requirements

- VCU Investment Policy requires a quarterly report to the Board of Visitors, which includes at a minimum;
  - Investment performance (net of fees) for the Long-Term Tier versus the appropriate benchmarks **(see page 3)**; and
  - Actual asset allocations of the Long-Term Tier versus the Strategic Asset Allocations **(see page 11)**.
- The Policy also requires an annual report, which includes at a minimum;
  - A report showing compliance with the Investment Policy **(see pages 11)**;
  - Status of investments that may require management attention (such as changes to the Strategic Asset Allocation). **(none to report )**; and
  - Spending policy payouts and reinvestments for the Long-Term Tier:
    - For FY20 Glasgow distributed all of the \$2.17 million allowed under the spending policy and the Quasi Endowment distributed all of the \$4.36 million allowed under the spending policy.
    - Both Glasgow and the Quasi Endowment also paid out a 1% administrative fee of \$1.45 million total, which funded central University budgets.

# Long-Term Tier Compliance Summary for the Period Ending June 30, 2020

Compliance Summary VCU Long Term Tier					
Strategic Asset Allocation					
Asset Class	Market Value	Actual Allocation	Min	Target	Max
Equity	\$ 84,883,600	61.2%	40.00%	65.00%	70.00%
Real Assets	\$ 6,878,993	5.0%	0.00%	10.00%	20.00%
Fixed Income & Cash	\$ 46,970,305	33.9%	10.00%	20.00%	45.00%
Total VCIMCO Funds	\$ 138,732,897	100.0%			

- The Strategic Asset Allocation targets and ranges are based on the revised VCU Investment Policy (approved on 03/22/17).
- As of 06/30/20 all asset classes are in compliance
- The actual allocation shown is based on actual holdings reported or asset class exposures for investments that do not provide security holdings.

*Note: The table above includes assets still held in custody by JPMorgan some of which will be transferred into The Ram Fund upon liquidation. These assets are not managed by VCIMCO but are included above at the request of VCU and for completeness of the Long-Term Tier.*

# Miscellaneous Reports:

- **For Informational Purposes Only**
  - Sources and Uses Funding FY20
  - Revenue and Expense Summary as of
  - June 30, 2020
  - VCU Health System and Financial Operations
  - as of June 30, 2020
  - Agency Risk Management and Internal Controls Standards (ARMICS)
  - Board of Visitors Fund Annual Report as of June 30, 2020
  - Capital Projects Update

- Other Business – Mr. Siegel
- Rector to Break for Lunch

# Miscellaneous Reports:

- **For Informational Purposes Only (only if asked)**

VCU Health System and Financial Operations  
as of June 30, 2020

# VCUHS Balance Sheet (\$ in thousands)

## July 31, 2020

	<b>DRAFT</b>	
	<u>July 31, 2020</u>	<u>June 30, 2020</u>
<b>ASSETS &amp; DEFERRED OUTFLOWS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	\$ 131,838	\$ 602,178
Short-term investments	425,029	1,539
Patient accounts receivable, net	331,290	340,255
Other current assets	229,582	167,834
	<u>\$ 1,117,739</u>	<u>\$ 1,111,806</u>
<b>ASSETS WHOSE USE IS LIMITED &amp; LT INVESTMENTS</b>		
CAPITAL ASSETS	1,660,111	1,621,107
OTHER ASSETS	1,149,030	1,136,815
DEFERRED OUTFLOWS	78,654	81,549
	<u>54,659</u>	<u>58,356</u>
<b>TOTAL ASSETS &amp; DEFERRED OUTFLOWS</b>	<u><b>\$ 4,060,193</b></u>	<u><b>\$ 4,009,633</b></u>
<b>LIABILITIES, DEFERRED INFLOWS &amp; NET POSITION</b>		
<b>CURRENT LIABILITIES</b>		
Current portion of long-term debt and capital leases	\$ 12,678	\$ 12,360
Estimated medical claims payable	-	-
Settlements due to Third Parties	134,388	76,244
Trade accounts payable	65,362	111,213
Accrued salaries, wages, and fringe benefits, leave	142,326	136,639
Other current liabilities	209,114	213,607
	<u>\$ 563,868</u>	<u>\$ 550,063</u>
<b>OTHER LIABILITIES</b>		
Long-term debt and capital leases, less current portion	\$ 661,672	\$ 670,183
Other liabilities	152,591	145,327
	<u>\$ 1,378,131</u>	<u>\$ 1,365,573</u>
DEFERRED INFLOWS	\$ 13,517	\$ 14,435
<b>NET POSITION</b>	<u><b>\$ 2,668,545</b></u>	<u><b>\$ 2,629,625</b></u>
<b>TOTAL LIABILITIES, DEFERRED INFLOWS &amp; NET POSITION</b>	<u><b>\$ 4,060,193</b></u>	<u><b>\$ 4,009,633</b></u>

### Key Changes:

- Stimulus funds of \$242.0M were received during FY20, an additional \$19.0M was received in July, FY21
- Of the \$242.0M, the Medicare Accelerated payments received of \$171.6M will require repayment
- VPHP sale was effective 4/07/20, with the VCUHS retaining 20% ownership

# VCUHS Consolidated Income Statement (\$ in thousands)

## July 31, 2020 Year to Date (1 month)

	<i>Percent</i>	FYTD 2021 <u>Actual</u>	FYTD 2020 <u>Q1 Plan</u>	FYTD 2020 <u>Actual</u>	Variance <i>Percent</i>
<b>Operating Revenues</b>					
Net patient service revenue	-1.4%	\$ 192,580	\$ 195,322	\$ 200,495	-3.9%
Premiums earned		-	-	168,599	-100.0%
Contract and Other revenue	7.8%	4,571	4,239	3,615	26.4%
<b>Total Operating Revenues</b>	-1.2%	<u>\$ 197,151</u>	<u>\$ 199,561</u>	<u>\$ 372,709</u>	-47.1%
<b>Operating Expenses</b>					
Salaries, Wages and Benefits	-6.1%	\$ 121,128	\$ 114,127	\$ 121,123	0.0%
Medical claims expense	2.6%	495	508	154,914	99.7%
Purchased services	15.6%	11,283	13,368	10,597	-6.5%
Supplies	3.3%	23,303	24,088	22,808	-2.2%
Drugs	9.8%	16,296	18,067	16,763	2.8%
Other expenses	-2.1%	13,261	12,994	11,660	-13.7%
	-1.4%	<u>\$ 185,766</u>	<u>\$ 183,152</u>	<u>\$ 337,865</u>	45.0%
<b>Operating EBIDA</b>	-30.6%	<u>\$ 11,385</u>	<u>\$ 16,409</u>	<u>\$ 34,844</u>	-67.3%
EBIDA (%)		5.8%	8.2%	9.3%	
Interest, Taxes, Depreciation and Amortization	4.9%	\$ 9,877	\$ 10,389	\$ 10,854	9.0%
<b>Total Operating Expenses</b>	-1.1%	<u>195,643</u>	<u>193,541</u>	<u>348,719</u>	43.9%
<b>Total Operating Excess/(Loss)</b>		<u>\$ 1,508</u>	<u>\$ 6,019</u>	<u>\$ 23,990</u>	
Operating Margin (%)		0.8%	3.0%	6.4%	
<b>Nonoperating revenues and expenses:</b>					
Investment income	870.1%	\$ 40,752	\$ 4,201	\$ 540	7446.7%
Other non-operating income(expense)	-59.8%	(365)	(907)	(418)	12.7%
Donations and gifts		(151)	374	82	
		<u>\$ 40,236</u>	<u>\$ 3,667</u>	<u>\$ 204</u>	
<b>Excess of rev. over exp. before transfers</b>		<u>\$ 41,744</u>	<u>\$ 9,686</u>	<u>\$ 24,194</u>	
Total Margin (%)		17.6%	4.8%	6.5%	

### Highlights:

- Inpatient volume continues to lag behind pre-COVID-19 levels at VCUMC. CMH is now slightly ahead of pre-COVID-19 levels.
- MCVP work RVUs are on target with the plan with less negative impact from telemedicine than anticipated.
- Prior year includes \$6.4M loss for VPHP

## Key Performance Indicators (as of 07/2020)

### Debt Service Coverage Ratio

**12.7** ▲

As of 7/2020

4.2  
FY21  
Target

### Expenses per Day

**\$6,311** ▼

As of 7/2020

\$6,697  
FY21  
Target

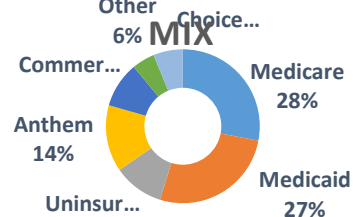
### Return on Assets

**12.5%** ▲

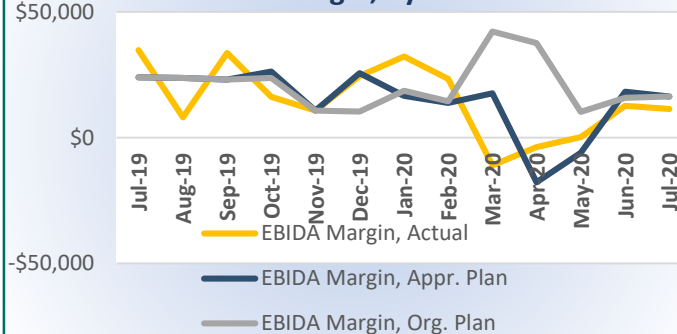
As of 7/2020

5.4%  
FY21  
Target

### SYSTEM PAYER MIX



### VCU Health System EBIDA Margin, by Month



### Value and Efficiency

**\$0M** ▲

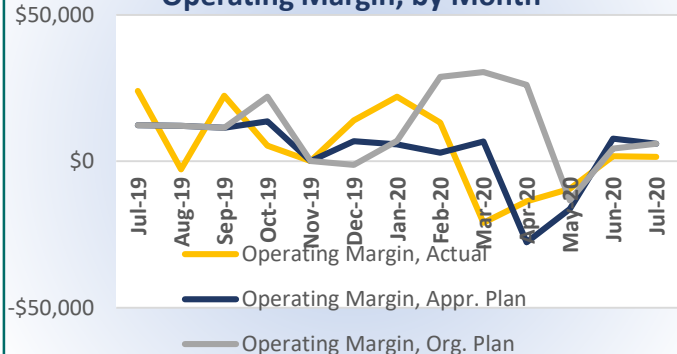
No Results Available  
Target \$100.0M  
Jul FY21 YTD

### Operating Margin

**0.8%** ▲

FY21 Target 2.5%

### VCU Health System Operating Margin, by Month



### EBIDA Op Margin

**5.8%** ▲

FY21 Target 8.5%

### Days' Cash on Hand

**358.4** ▲

FY21 Target: 190

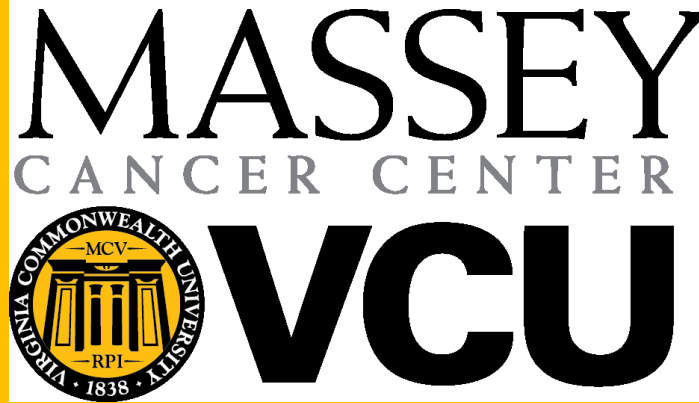
*Small arrows indicates  
desired trend*

**NCI**

**Cancer Center**

A Cancer Center Designated by the  
National Cancer Institute

## ATTACHMENT J



# National Cancer Institute Comprehensive Designation: Does it matter

Robert A. Winn, MD  
Director, VCU Massey Cancer Center  
Sr. Associate Dean of Cancer Innovation



# DIRECTOR'S OVERVIEW



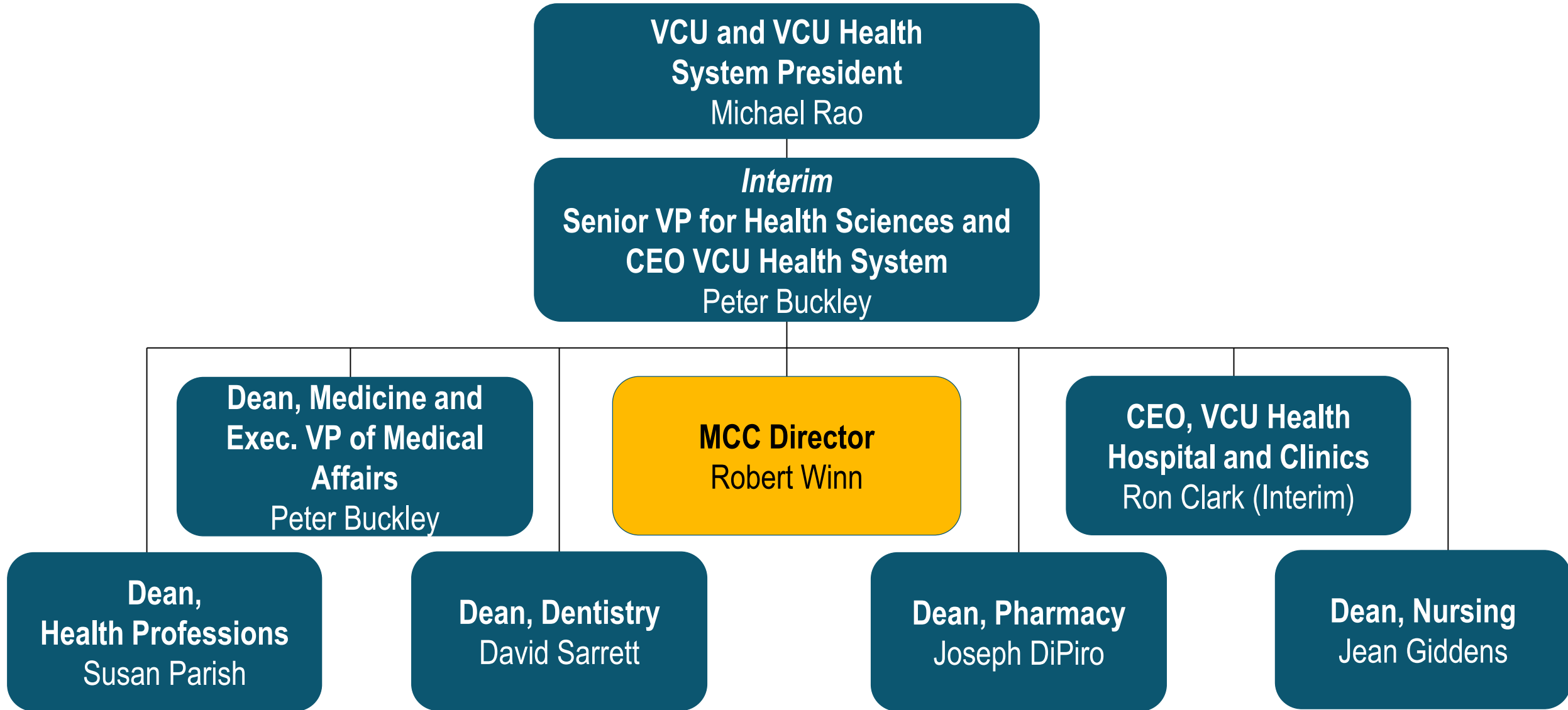


**Michael Rao, PhD**  
President, VCU and VCU Health System

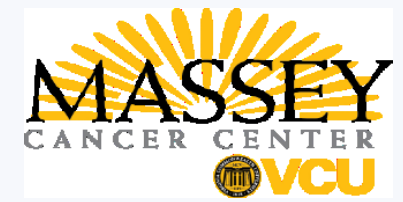


**Peter Buckley, MD**  
Interim, Senior VP for Health Sciences and CEO,  
VCU Health System  
Dean, VCU School of Medicine

# Massey Cancer Center Director Reporting Structure



# Director, Massey Cancer Center



**Robert A. Winn, MD**

## **EDUCATION**

- MD – University of Michigan
- Residency (Chief) – Rush Presbyterian-St. Luke's Medical Center
- Fellowship – University of Colorado Health Sciences Center

## **ACADEMIC APPOINTMENTS**

- 2001-2006 Assistant Professor, University of Colorado
- 2007-2012 Associate Professor, University of Colorado
- 2013-2019 Professor, University of Illinois at Chicago (UIC)
- 2020 Professor, Virginia Commonwealth University

## **ADMINISTRATIVE APPOINTMENTS**

- Associate Dean of Admissions, University of Colorado HSC
- Vice Chair of Medicine, University of Colorado HSC
- 2013 – UIC Associate Vice Chancellor for Community-Based Practice
- 2015 – UIC Cancer Center Director
- **2020 – MCC Director**

## **NATIONAL APPOINTMENTS**

- AACR Minorities in Cancer Research Committee
- National Cancer Policy Forum Committee

## **History of Funding**

> \$10.4M NCI  
> \$8.6M other NIH  
> \$2.7M VA

## **Physician Scientist**

Expert in Wnt  
signaling in non-small  
cell lung cancer

## **2017 NCI Lifetime Achievement Award**

Continuing  
Umbrella of  
Research  
Experiences

# Background: War on Cancer (NCI Designation)

---



In 1971, as a part of his “War on Cancer”  
President Richard Nixon established the first NCI-Designated Cancer Centers



# What is NCI Designation?

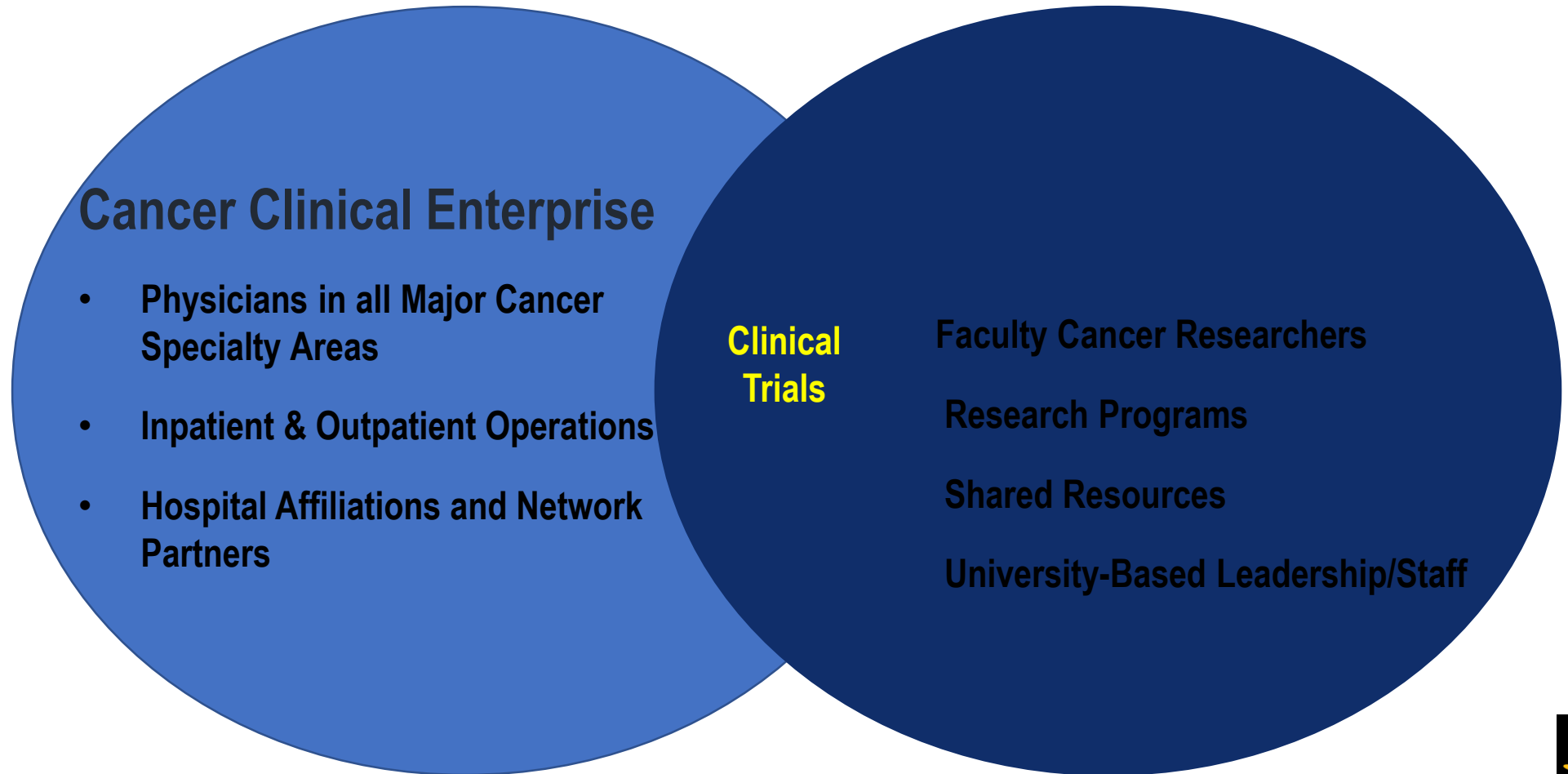
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**NCI Designation is an accreditation given to elite US medical institutions demonstrating they are leaders in addressing the nation's cancer burden through research**



# Relationship between Patient Care and Research

---



**NCI-CCC Designation is not earned from quality, volume,  
and breadth of cancer patient care**



# 71 NCI-Designated Cancer Centers

**13 clinical**

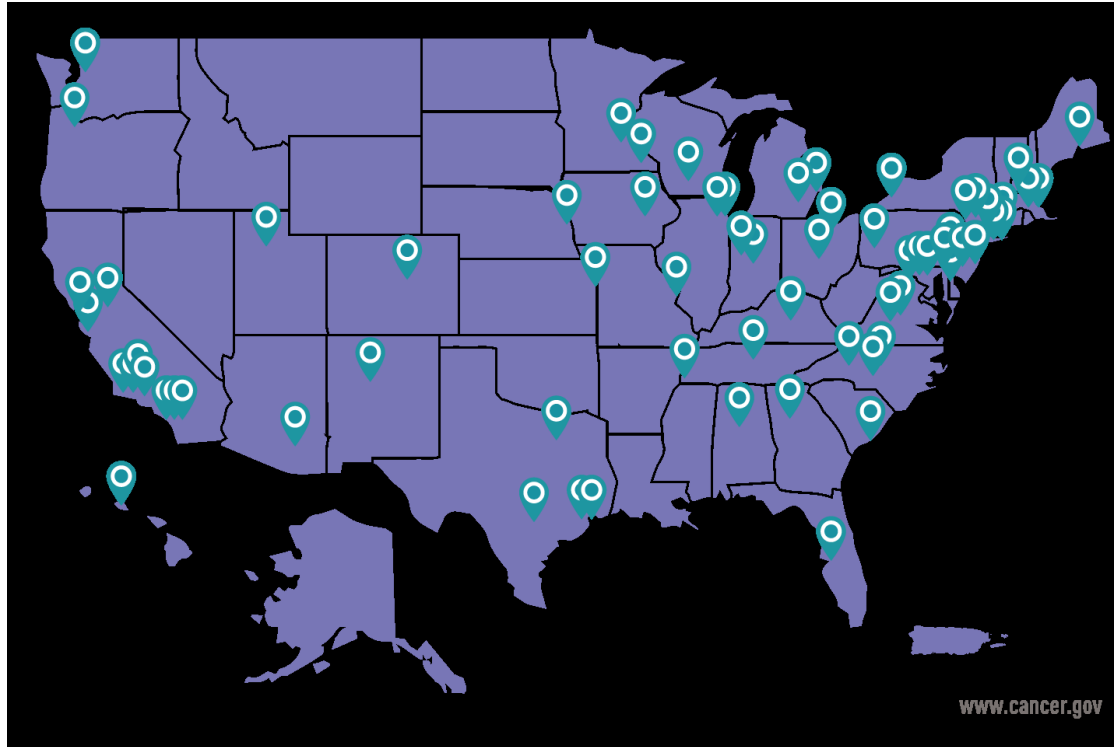
51 comprehensive

7 basic laboratory



VCU-CCC

**VEGAS**  
**or**  
**BUST!**



## List of Clinical Cancer Centers

Albert Einstein College of Medicine

Icahn School of Medicine at Mount Sinai

University of Miami Sylvester

Medical University of South Carolina

Oregon Health & Science University

Thomas Jefferson University

University of Hawaii at Manoa

University of Kansas

University of Kentucky

University of Nebraska Medical Center

University of Texas Health Science Center at San Antonio

University of Virginia

**Virginia Commonwealth University**



~1500 cancer centers in the US are CoC

# States Bordering Virginia with NCI Comprehensive Centers

State	Basic	Clinical	Comprehensive	Population
Pennsylvania	1	1	3	12,773,801
North Carolina	0	0	3	10,383,620
<b>Virginia</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>8,517,685</b>
Tennessee	0	0	2	6,833,783
Maryland	0	0	2	6,042,718
Kentucky	0	1	0	4,468,402
West Virginia	0	0	0	1,805,832



# Massey Cancer Center Transformation



Director:  
Lawrence

1975

Cancer  
Center  
receives  
initial NCI  
designation



Director:  
Goldman

1983

Officially  
named  
Massey  
Cancer  
Center



Director:  
Ginder

1997

MCC opened  
Goodwin  
Research  
Laboratory  
  
\$25M Goodwin  
Family Gift

2006

\$25M  
Glasgow  
Trust

2012

Massey  
Research  
Pavilion  
opened

2013

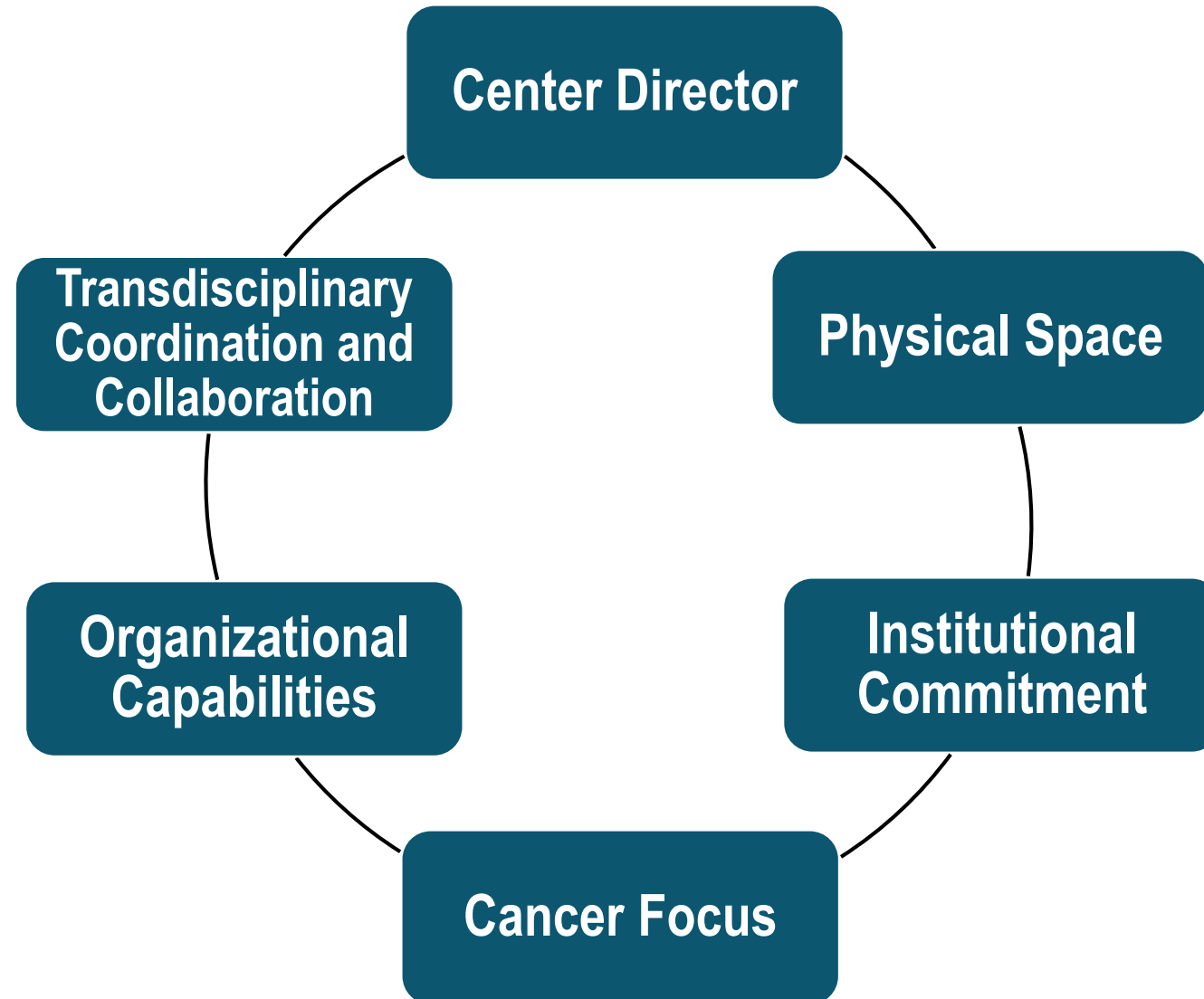


Director:  
Winn

2020

1<sup>st</sup> Cancer  
Service Line  
initiated  
  
New State  
(\$15M) and  
institutional  
(\$10.1M) support

# Six Essential Characteristics



# NCI-CCC **MUST** demonstrate evidence of:

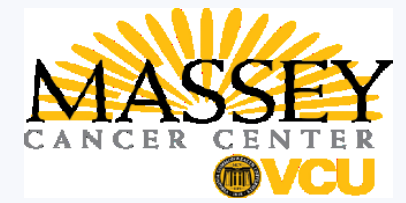
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# Institutional Commitment to Operational Research Budget



# 2016 – 2020 Selected Strategic Recruits



## 23 MCC-Supported Recruits = \$14.1M

### BASIC SCIENCES

**Saïd Sebti, PhD** 2019  
*Moffitt Cancer Center*

**Can Senkal, PhD** 2019  
*Stony Brook University*

**Azeddine Atfi, PhD** 2018  
*University of Mississippi*

**Suyun Huang, PhD** 2018  
*MD Anderson Cancer Center*

### CLINICAL SCIENCES

**Leslie Randall, MD** 2020  
*University of California, Irvine*

**Ronald Gartenhaus, MD** 2019  
*University of Maryland, Baltimore*

**Riccardo Autorino, MD, PhD** 2019  
*Case Western Reserve University*

**S. Patrick Nana-Sinkam, MD** 2016  
*Ohio State University*

### POPULATION SCIENCES

**Hua Zhao, PhD** 2019  
*MD Anderson Cancer Center*

**W. Greg Hundley, MD** 2018  
*Wake Forest University*

**Bernard Fuemmeler, PhD** 2016  
*Duke University*

**Vanessa Sheppard, PhD** 2016  
*Georgetown University*

# Cancer Focus: Research Funding

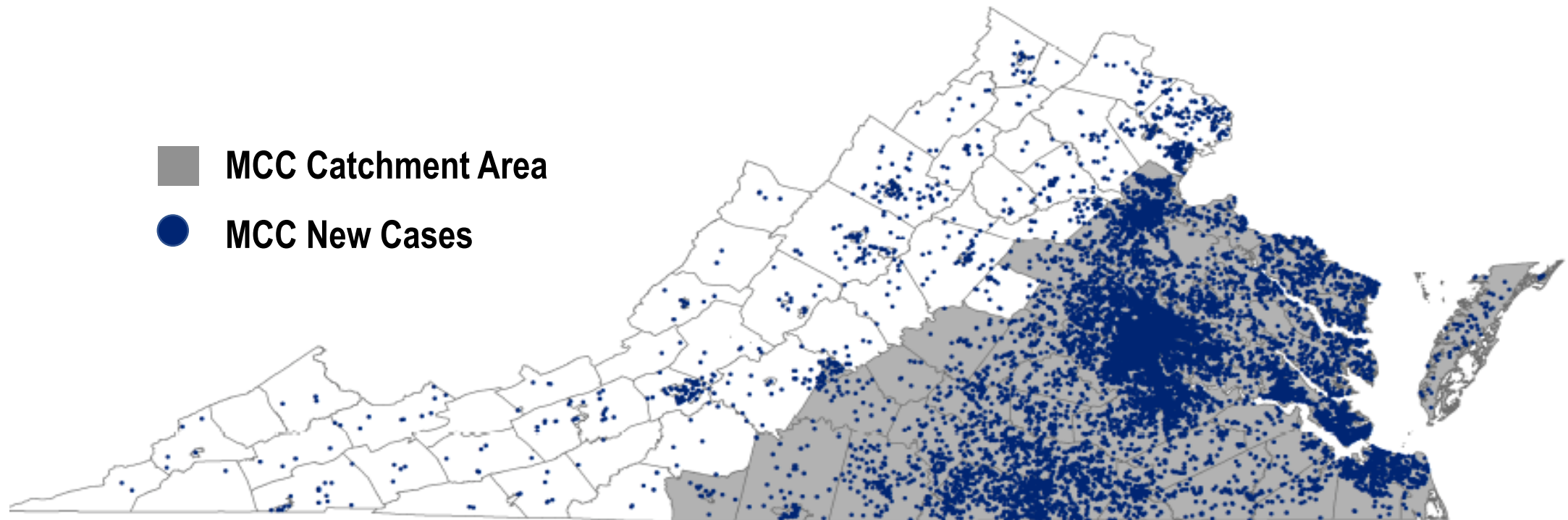


## 24% Increase in NCI Funding Since 2016

Funding Source	Total # of Awards	Direct Costs
NCI	62	\$9M *
Other NIH	63	\$9.7M
Other Peer Reviewed	29	\$4M
<b>Total</b>	<b>154</b>	<b>\$22.7M*</b>

*\*Data includes training awards*

# Defining MCC Catchment Area



# Defining MCC Catchment Area – Cancer Burden

## Cancer Mortality

US = 161      VA = 161      MCC = 174

Highest state mortality in  
Martinsville (47% Black)

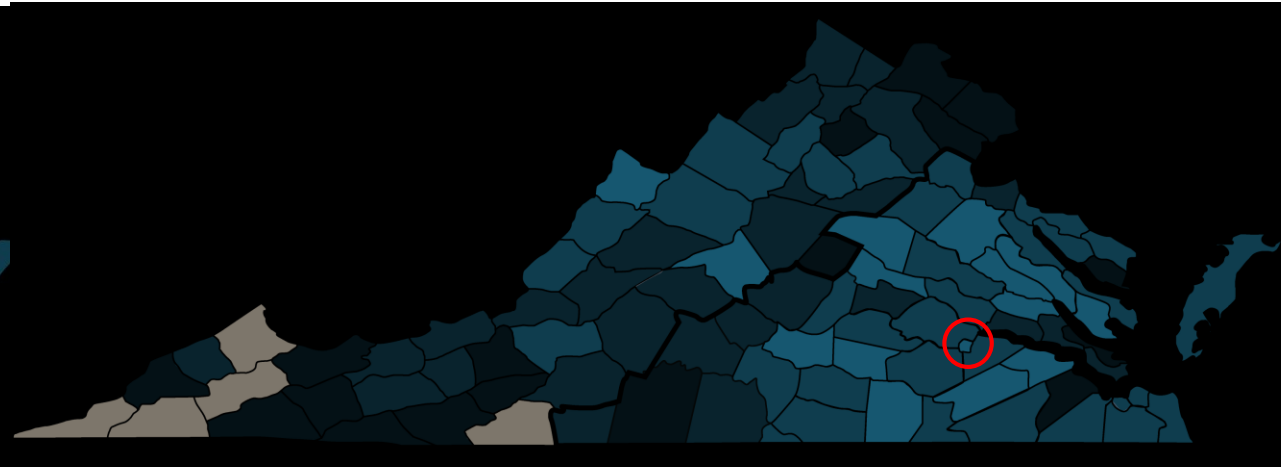
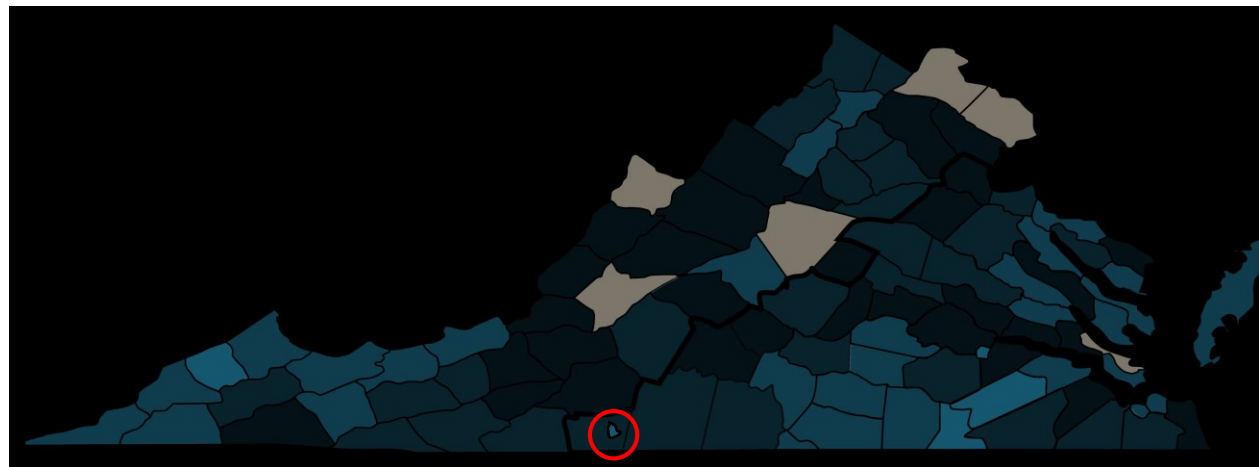
**268**

## Cancer Incidence

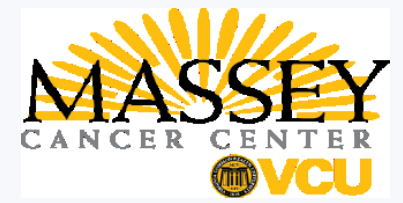
US = 448      VA = 419      MCC = 459

Highest state incidence in  
Petersburg (76% Black)

**545**



# Minority/Underserved NCI Community Oncology Research Program (MU-NCORP)



- **MCC has been a national leader in minority accruals to NCTN trials for the past 30 years**
- **One of 14 NCI-funded MU-NCORP in US**
- **Since 2016, MCC MU-NCORP network has enrolled > 700 participants**
  - 376 participants to NCI-supported cancer care delivery and/or prevention research studies (46% minority enrollment)
  - 337 participants to NCTN interventional treatment trials (28% minority enrollment)



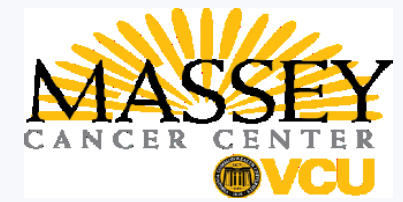
## MCC MPIs

Matin (DT)  
Bear (DT)  
Sheppard (CPC)

## FUNDING

UG1CA189869

# Building a Massey Molecules to Medicine Pipeline



Molecule (Target)	Target ID Validation	Hit <i>In Vitro</i>	Lead MOA Studies	Preclinical <i>In Vivo</i> Studies	INDA IND-enabling	Phase 1b/2
MDA-7/IL-24 (Eng. T Cells)						
PDZ1i (MDA-9/Syntenin)						
Triplatinum (GAGs)						
TMEM219 (IGFBP-3R mAb)						
Flagrp170 (APC/Vaccine)						
Oncolytic virus (mt p53)						
CtBP (CtBP)						
Nanovaccine (APC)						
anti-CD204 mAb (IM-PAMC)						
HPV-E2 Pep PROTAC (E2-BRD4)						
G2.2 (Heparan Sulfate HXS)						

# Center for the Study of Tobacco Products (CSTP)



**Cancer Prevention  
and Control Team**  
**Eissenberg (PI)**  
**Breland (PI)**

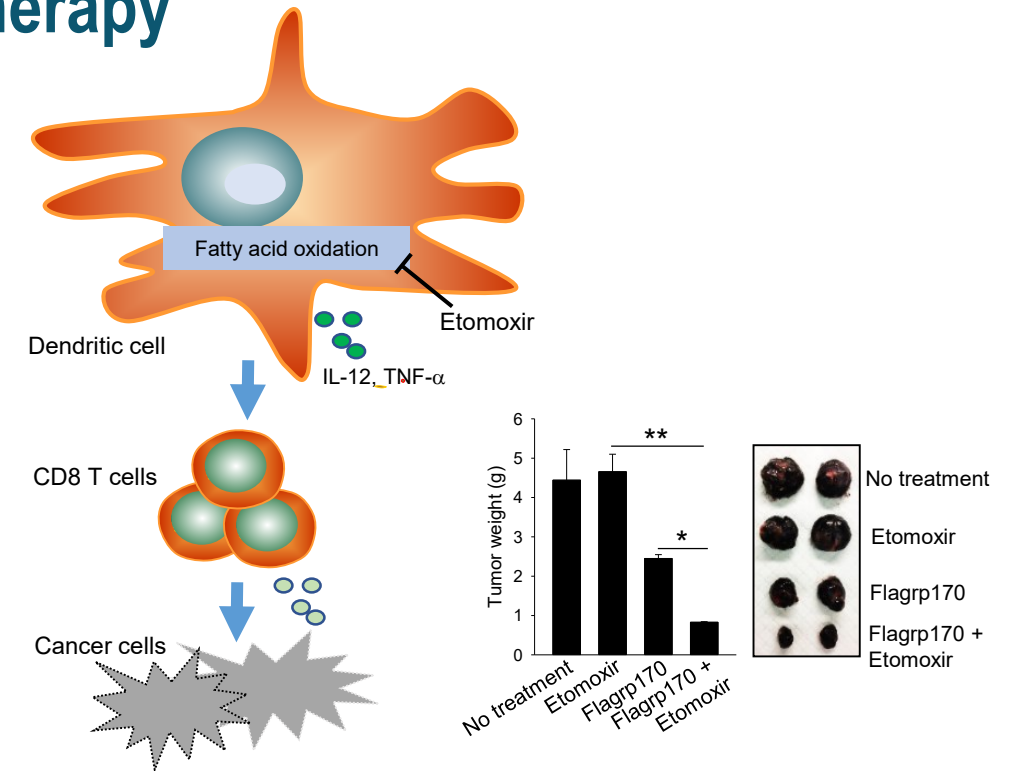
**FUNDING**  
P50/U54DA036105

**PUBLICATIONS**  
155 peer-reviewed  
publications

**IMPACT:** Informing tobacco regulation policy locally, nationally,  
and internationally

## Reprogramming Fatty Acid Metabolic Pathway to Improve Cancer Immunotherapy

- **PIs:** Fang (CB) and Wang (DT)
- **Subsequent Funding:** R01CA229812
- **Publications:**
  - *Cancer Lett*, 2018
  - *Adv Cancer Res*, 2019



MCC Pilot Funding (2017)



R01CA229812

# The MCC To Do List

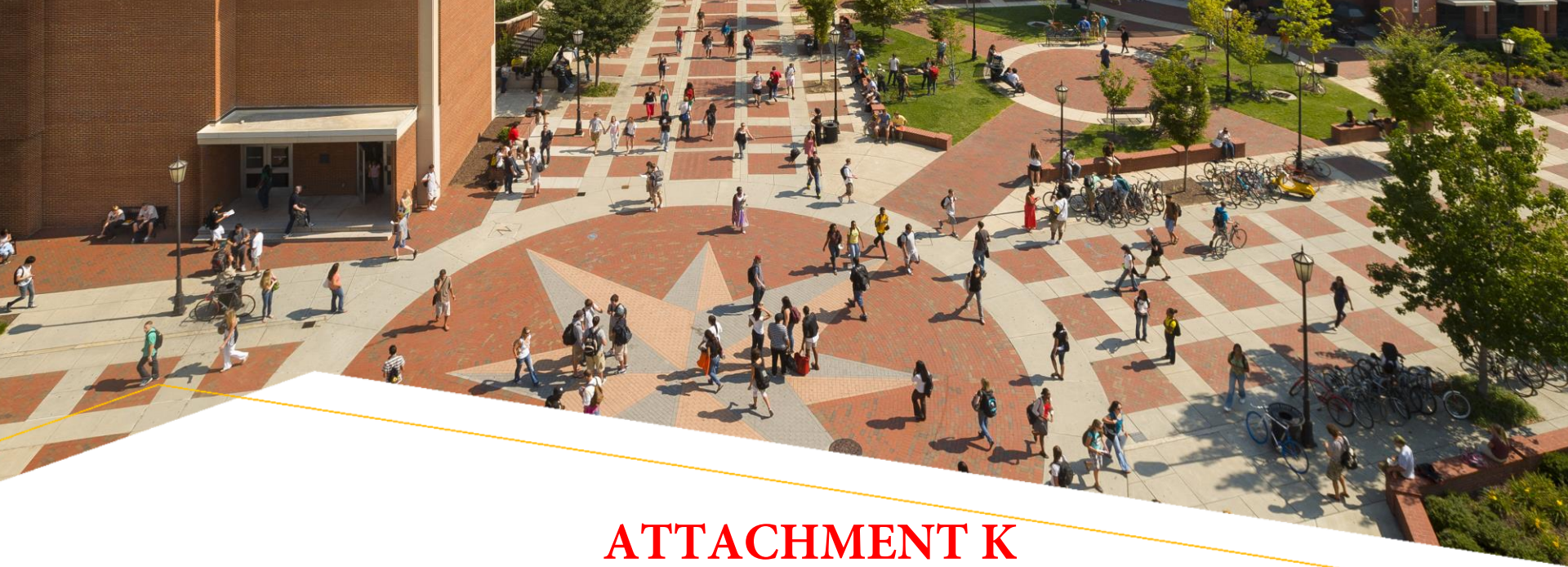


- **Increase Clinical Treatment Trial Accurals**
- **Increase Team Science Grants**
- **Increase MCC ORB support to 50 million/yr**
- **Increase MCC collaborations and visibility**



# QUESTIONS?





## ATTACHMENT K

Committee on Commemorations and Memorials: BOV Update



**VCU**

Office of Institutional Equity,  
Effectiveness and Success

# Committee Infrastructure

- President's Committee on Confederate Commemoration
  - Established: August 2017
  - Composition: 20+ member committee; Dr. John Kneebone and Hannah Cameron, Co-Chairs
  - Charge: To conduct an inventory and analyze symbols of the Confederacy, slavery, white supremacy, and other items of an exclusionary nature on campuses, with the purpose of considering how to make decisions about commemoration moving forward.
- VCU Committee on Commemorations and Memorials
  - Established: May 2019
  - Composition: Membership according to [BOV policy](#); Dr. Aashir Nasim, Chair
  - Charge: To make recommendations to the approve memorials, commemorations and decommemorations to the President, who in turn shall make a recommendation to the Board of Visitors.

# Committee Membership

## President's Committee on Confederate Commemoration

**John Kneebone, Ph.D. - Co-chair**

Associate professor (retired)  
Chair, Department of History  
Virginia Commonwealth University

**Hannah M. Cameron - Co-chair**

President, Urban and Regional Planning Student  
Association  
Student

**Kevin Allison, Ph.D.**

Senior executive for special projects, Office of the  
President (former)  
Professor, Psychology  
Virginia Commonwealth University

**Claire Barnewolt**

Student

**Melanie Buffington, Ph.D.**

Associate professor  
School of the Arts  
Virginia Commonwealth University

**Brian Daugherty, Ph.D.**

Associate professor  
Department of History  
Virginia Commonwealth University

**Deborah Davis**

Chief of Strategic Initiatives  
VCU Health

**Karah Gunther, J.D., M.H.A.**

Executive Director of Government Relations and  
Health Policy  
Virginia Commonwealth University

**Jodi Koste**

Archivist and Head, TML Special Collections and  
Archives  
VCU Libraries

**Pam Lepley**

Vice President for University Relations  
Virginia Commonwealth University

**Larry Little, M.B.A**

Vice President, Support Services  
VCU Health

**Brian Shaw**

Assistant to the president (former)  
Virginia Commonwealth University

**Kathryn Shively, Ph.D.**

Associate Professor  
Department of History  
Virginia Commonwealth University

**Jacob Belue, J.D. (Advisor Only)**

Associate university counsel  
Virginia Commonwealth University

**Michael Porter**

Associate vice president, Public Affairs  
Virginia Commonwealth University

**Jewel Peterson-Murray**

Student

**Shontrice Barnes**

Student

**Gabriel Syska**

Student

**Nicole Turner, Ph.D.**

Former VCU faculty member  
Department of History

**Eldon Burton**

Former VCU staff member

**Ana Edwards**

Community Partner

**Brandi Summers, Ph.D.**

Former VCU faculty member  
Department of African American Studies

# Committee Membership

## VCU Committee on Commemorations and Memorials

### **Aashir Nasim, Ph.D. - Chair**

Vice President, Institutional Equity, Effectiveness and Success  
Professor and director, Institute for Inclusion, Inquiry & Innovation  
Virginia Commonwealth University

### **Thomas Briggs**

Assistant Vice President, Safety and Risk Management  
Virginia Commonwealth University

### **Melanie Buffington, Ph.D.\***

Associate professor  
School of the Arts  
Virginia Commonwealth University

### **Matt Conrad, J.D.**

Executive Director, Government and Board Relations  
Virginia Commonwealth University

### **Jay Davenport, CFRE**

Vice President, Development and Alumni Relations  
Virginia Commonwealth University

### **Chelsea Gray**

Board Liaison and assistant secretary  
Office of the President  
Virginia Commonwealth University

### **Breanna Louise Harmon**

Student

### **Nancy Jallo, Ph.D., RNC, FNP-BC, WHNP-BC, CNS, FAAN**

Associate professor  
School of Nursing

### **Lydia Johnson, MD**

Department of Dermatology  
VCU Health

### **Jodi Koste\***

Archivist and Head, TML Special Collections and Archives  
VCU Libraries

### **Pam Lepley\***

Vice President for University Relations  
Virginia Commonwealth University

### **Saher Randhawa**

Program Manager  
Department of Internal Medicine  
VCU Health

### **Kathryn Shively, Ph.D.\***

Associate Professor  
Department of History  
Virginia Commonwealth University

### **Meredith Weiss, Ph.D.**

Vice President for Administration  
Virginia Commonwealth University

# Committee Process

- President's Committee on Confederate Commemoration
  - Committee meetings (12+) between Fall 2017 and Summer 2018
  - [Research inventory](#) created by University Archivist
  - Small-group engagement forums with community and university stakeholders
  - Generated [report](#) and recommendations
- VCU Committee on Commemorations and Memorials
  - Committee meetings (5, in-person and virtual) between Fall 2019 and Summer 2020
    - Chair consultations with University Archivist and resident historians; chair and committee recorder engagement in university forums and town halls
  - Review of Committee on Confederate Commemoration inventory and additional proposals
  - Comprehensive examination of popular press and scholarship on Civil War, Confederacy, Jim Crow, etc.
    - Generation of committee chair's scholarly notes (justification) related to decommemoration
  - [Public comment](#) period (first and second rounds, 30 days)
  - Generation of recommended actions, statement on decommemoration, and executive summary for the President

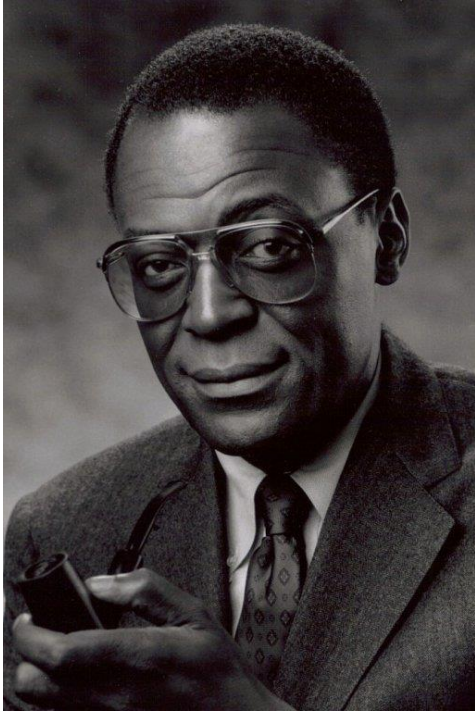
# Committee Recommendations

- President's Committee on Confederate Commemoration
  - BOV policy governing commemorations and memorials on VCU campuses (Summer 2018)
  - Decommemorate Confederate symbols (e.g., places and plaques) on VCU campuses (Fall 2018)
  - Contextualize Confederate symbols needing City of Richmond approvals (Fall 2018)
- VCU Committee on Commemorations and Memorials
  - Recommended actions to commemorate Murry DePillars; the Department of African American Studies (Summer 2020)
  - Advance recommendations by the President's Committee on Confederate Commemoration (Fall 2018) to decommemorate Confederate symbolism on VCU campuses (Summer 2020)
  - Form workgroups to engage in commemorative and/or decommemorative activities associated with each recommended action. (Summer 2020)

# Committee Criteria

- VCU Committee on Commemorations and Memorials
  - Commemoration: (a) recognition of significant persons, places or events related to the history of the institution
  - Decommemoration: (b) existing commemoration / memorial serves to legitimize an historical era, event, person or place that is inconsistent with what has been discovered or learned; and (c) public acknowledgement and display of commemorations disrupts the educational, healing and workplace experiences of our diverse population of students, patients and employees.
- Commemoration and Decommemoration (BOV)
  - Commemoration: (a) recognition of significant persons, places or events related to the history of the institution
  - Decommemoration: (b) honoree engaged in conduct inconsistent with the mission and/or values of VCU; (c) information discovered that negates the accomplishments cited as the bases for creating the memorial; and (d) honoree / memorial injures the reputation of the university of the Commonwealth of Virginia.

# Committee Commemoration



**RECOMMENDED ACTION:** The committee recommends the commemoration and adding the name Murry DePillars to a soon-to-be-identified School of the Arts building.

**RELEVANT SOURCES:** 1. Wise, P. Focus on Dr. Murry DePillars. *Reflections in Ink*, Spring 1979. 2. Mills, L. & Mercer, M. 1993. The art of being Murry. *Shafer Court Connections*. 3.

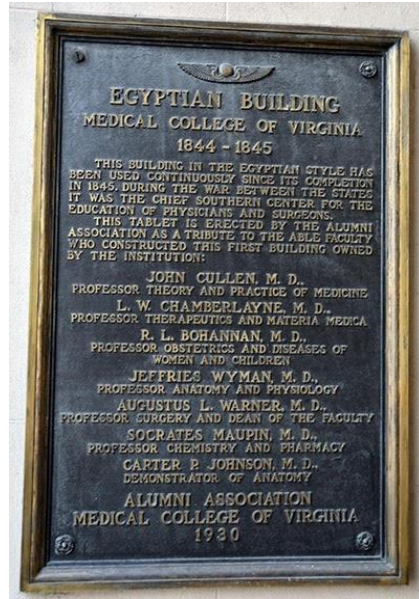
# Committee Commemoration



**RECOMMENDED ACTION:** The committee recommends the removal of the name "Harrison" from Harrison House. This action clears the way for VCU's Department of African American Studies to engage in efforts to commemorate and name the building.

**RELEVANT SOURCE:** 1. Rooks, N. February 2006. The beginnings of black studies. *The Chronicle of Higher Education*. 2. Colon, A. 2008. Reflections on the history of black studies. *The Journal of African American History*, 93, 271-279.

# Committee Decommemoration



**RECOMMENDED ACTION:** The committee recommends the decommemoration and removal of the plaque outside the Baruch Auditorium on the MCV campus.

**RELEVANT SOURCE:** 1. Ward, P.S. 1994. *Simon Baruch: Rebel in the ranks of medicine, 1840 - 1921*. The University of Alabama Press. 2. Grant, J. 1997. *Bernard Baruch: The adventures of a Wall Street legend*. Wiley & Sons.

# Committee Decommemoration



**RECOMMENDED ACTION:** The committee recommends the decommemoration and removal of the name and all associated mentions and references to the Dooley Hospital.

**RELEVANT SOURCES:** 1. Burns, B. 2017. *Gilded age Richmond: Gaiety, greed, and lost cause mania*. The History Press: Charleston, South Carolina. 2. Edwards, K., Howard, E., Prawl, T. 1992. *Monument Avenue: History and Architecture*. HABS/HAER. U.S. Department of Interior. National Park Service Cultural Resources. 3. Mahone, K.L. 1986. *The Irish community in antebellum Richmond, 1840-1860*. Master's Thesis. University of Richmond. UR Scholarship Repository. 4. O'Leary, Elizabeth. *From morning to night: Domestic service at Maymount and the gilded-age South*. 2003. University of Virginia Press. 5. Bayliss, Mary Lynn.. 2017. *The Dooley's of Richmond: An Irish immigrant family in the old and new South*. University of Virginia Press. 6. Steger, W. 2018 (Review. Dooley's of Richmond: An Irish immigrant family in the old and new South ). *Journal of Southern History*, 84 (2), 481-482.

# Committee Decommemoration



**RECOMMENDED ACTION:** The committee recommends petitioning the city of Richmond to decommemorate and remove the Fitzhugh Lee monument in Monroe Park (already in progress by the city).

**RELEVANT SOURCE:** Baker, A. C. (2019). American Hero, Confederate Idol: Consul General Fitzhugh Lee and the Limits of Sectional Reconciliation. *The Virginia Magazine of History and Biography*, 27 (1); pp. 42 - 68.

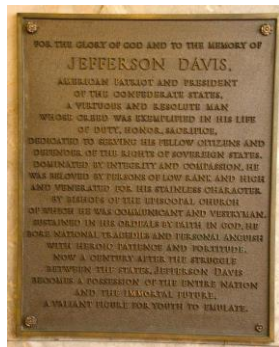
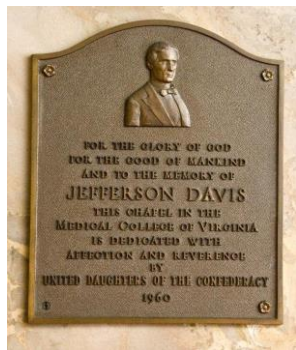
# Committee Decommemoration



**RECOMMENDED ACTION:** The committee recommends the decommemoration and removal of the name and all associated mentions and references to the Ginter House.

**RELEVANT SOURCES:** 1. Kerr-Ritchie, J.R. 1999. *Freed people in the tobacco South, Virginia 1860 - 1900*. The University of North Carolina Press: Chapel Hill. 2. Glock, E.F. 2009. *The rise of modern Richmond and the fall of electric transit*. Dissertations, Theses and Masters Projects, College of William & Mary. W&M Scholarly Works. 3. Edwards, K., Howard, E., Prawl, T. 1992. *Monument Avenue: History and Architecture*. HABS/HAER. U.S. Department of Interior. National Park Service Cultural Resources.

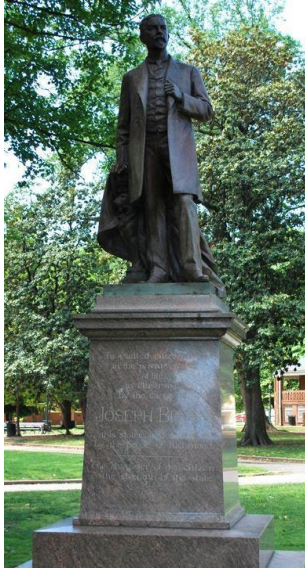
# Committee Decommemoration



**RECOMMENDED ACTION:** The committee recommends the decommemoration, permanent closure, and removal of four plaques that reference Jefferson Davis and Kathryn Wittichen in and around West Hospital on the MCV campus.

**RELEVANT SOURCES:** 1. Blight, David W. *Race and Reunion: The Civil War in American Memory*. Cambridge: Belknap Press of Harvard University Press, 2001. 2. Fleming, W.L. 1908. Jefferson Davis, the negroes and the negro problem. *The Sewanee Review*, 16, 407-427.

# Committee Decommemoration



**RECOMMENDED ACTION:** The committee recommends petitioning the city of Richmond to decommemorate and remove the Joseph Bryan statue in Monroe Park (already in progress by the city).

**RELEVANT SOURCES:** 1. Burns, B. 2017. *Gilded age Richmond: Gaiety, greed, and lost cause mania*. The History Press: Charleston, South Carolina. 2. Lindgren, J.M. 1988. First and foremost a Virginian: Joseph Bryan and the new South economy. *The Virginia magazine of history and biography*, 96, 157-180.

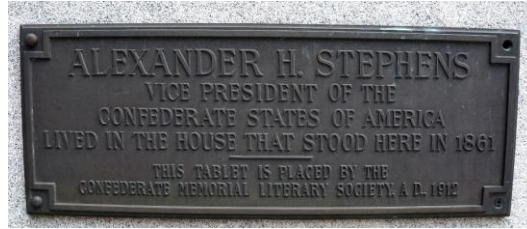
# Committee Decommemoration



**RECOMMENDED ACTION:** The committee recommends the decommemoration and removal of the name and all associated mentions and references to McGuire Hall.

**RELEVANT SOURCES:** 1. Hunter Holmes McGuire and G. Frank Lydston, "Sexual Crimes Among the Southern Negroes. Scientifically Considered. An Open Correspondence," *Virginia Medical Monthly*, 20 (May 1893): 105-25. 2. Dorr, G.M. 2006. Defective or disabled? Race, medicine eugenics in the progressive era Virginia and Alabama. *The Journal of the Gilded Age and Progressive Era*, 5, 359-392.

# Committee Decommemoration



**RECOMMENDED ACTION:** The committee recommends the decommemoration and removal of the Alexander Stephens plaque and bust of Hunter McGuire from McGuire Hall.

**RELEVANT SOURCES:** Henry Cleveland, *Alexander H. Stephens, in Public and Private: with Letters and Speeches, before, during, and since the War* (Philadelphia: National Publishing Company, 1866), 717–729.

# Committee Decommemoration



**RECOMMENDED ACTION:** The committee recommends petitioning VCU Health to consider the decommemoration and removal of a plaque commemorating the work of Matthew Fontaine Maury from the MCV Alumni House; as well as the name and all associated mentions and references to the Maupin-Maury House, now known as the MCV Alumni House.

**RELEVANT SOURCES:** 1. *Matthew Fountaine Maury Papers, 1825-1960*. Library of Congress. 2. Thomas, P.C. 1982. Matthew Fountaine Murray and the problem of Virginia's identity. *The Virginia Magazine of History and Biography*, 90, 213-237. 1. Zaborney, J.J. 2012. *Slaves for hire: Renting enslaved laborers in Antebellum Virginia*. Louisiana State University Press. 2. Savitt, T.L. 2002. *Medicine and slavery: The diseases and healthcare of blacks in Antebellum Virginia*. University of Illinois Press.

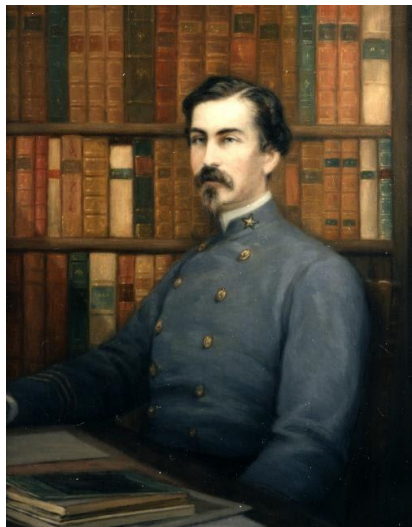
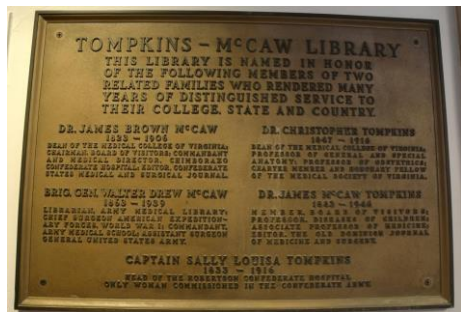
# Committee Decommemoration



**RECOMMENDED ACTION:** The committee recommends the decommemoration and removal of the name "Tompkins-McCaw" and all associated mentions and references from the Tompkins-McCaw Library.

**RELEVANT SOURCES:** 1. Van Zelm, A.G. 1998. *On the front lines of freedom: Black and white women shape emancipation in Virginia, 1861-1890*. Dissertations, Theses and Masters Projects. College of William and Mary. W&M Scholar Works. 2. "Slave of Sally Tompkins arrested for burglary". *Richmond Whig*. November 5, 1864, pg.2, c.5. 3. Maggiano, R. 2002. Captain Sally Tompkins: Angel of the Confederacy. *OAH Magazine of History*, 16(2), 32-38. 4. Cox, Karen L. *Dixie's Daughters: The United Daughters of the Confederacy and the Preservation of Confederate Culture*. Gainesville: University Press of Florida, 2003.

# Committee Decommemoration



**RECOMMENDED ACTION:** The committee recommends the decommemoration and removal of the Tompkins-McCaw Library plaque and the portrait of John Syng Dorsey Cullen.

**RELEVANT SOURCES:** 1. Van Zelm, A.G. 1998. *On the front lines of freedom: Black and white women shape emancipation in Virginia, 1861-1890*. Dissertations, Theses and Masters Projects. College of William and Mary. W&M Scholar Works. 2. "Slave of Sally Tompkins arrested for burglary". *Richmond Whig*. November 5, 1864, pg.2, c.5. 3. Maggiano, R. 2002. Captain Sally Tompkins: Angel of the Confederacy. *OAH Magazine of History*, 16(2), 32-38. 4. Cox, Karen L. *Dixie's Daughters: The United Daughters of the Confederacy and the Preservation of Confederate Culture*. Gainesville: University Press of Florida, 2003.

# Committee Decommemoration



**RECOMMENDED ACTION:** The committee recommends petitioning the city of Richmond to decommemorate and remove the W.C. Wickham monument in Monroe Park (already in progress by the city).

**RELEVANT SOURCES:** *A guide to the Wickham family papers, 1836-1863*. The Library of Virginia. 2020. 2. Eicher, J.H., Eicher, D.J. *Civil war high commands*. Stanford: Stanford University Press.

# Committee Decommemoration



**RECOMMENDED ACTION:** The committee recommends decommemoration and removal of the name and all associated mentions and references to the Wood Memorial Building.

**RELEVANT SOURCES:** 1. Hettle, W. 2001. *The peculiar democracy: Southern democrats in peace and Civil War*. The University of Georgia Press.

# Committee Justification

	Committee Criteria			BOV Criteria			
	Commemoration	Decommemoration		Commemoration	Decommemoration		
Source (Recommended Action)	(a) Recognition of significant event, person or place	(b) Legitimization of historical era, event, person or place	(c) Disruption to educational, healing and workplace experiences	(a) Recognition of significant event, person or place	(b) Inconsistent with university mission / values	(c) Information obtained negates accomplishments	(d) Commemoration injures reputation of the university
<u>Murry DePillars</u>	Yes	N/A	N/A	Yes	N/A	N/A	N/A
<u>Department of African American Studies</u>	Yes	N/A	N/A	Yes	N/A	N/A	N/A
<u>Baruch Auditorium</u>	N/A	Yes	Yes	N/A	Yes	Undetermined	Yes
<u>Dooley Hospital</u>	N/A	Yes	Yes	N/A	Yes	Undetermined	Yes
<u>Fitzhugh Lee Monument</u>	N/A	Yes	Yes	N/A	Yes	Undetermined	Yes

# Committee Justification

	Committee Criteria			BOV Criteria			
	Commemoration	Decommemoration		Commemoration	Decommemoration		
Source (Recommended Action)	(a) Recognition of significant event, person or place	(b) Legitimization of historical era, event, person or place	(c) Disruption to educational, healing and workplace experiences	(a) Recognition of significant event, person or place	(b) Inconsistent with university mission / values	(c) Information obtained negates accomplishments	(d) Commemoration injures reputation of the university
<u>Ginter House</u>	N/A	Yes	Yes	N/A	Yes	Undetermined	Yes
<u>Howitzer Statue</u>	N/A	Yes	Yes	N/A	Yes	Undetermined	Yes
<u>Jefferson Davis Memorial Chapel</u>	N/A	Yes	Yes	N/A	Yes	Undetermined	Yes
<u>Joseph Bryan Statue</u>	N/A	Yes	Yes	N/A	Yes	Undetermined	Yes
<u>McGuire Hall</u>	N/A	Yes	Yes	N/A	Yes	Undetermined	Yes

# Committee Justification

	Committee Criteria			BOV Criteria			
	Commemoration	Decommemoration		Commemoration	Decommemoration		
Source (Recommended Action)	(a) Recognition of significant event, person or place	(b) Legitimization of historical era, event, person or place	(c) Disruption to educational, healing and workplace experiences	(a) Recognition of significant event, person or place	(b) Inconsistent with university mission / values	(c) Information obtained negates accomplishments	(d) Commemoration injures reputation of the university
<u>Matthew Fountaine Maury</u>	N/A	Yes	Yes	N/A	Yes	Undetermined	Yes
<u>Tompkins-McCaw</u>	N/A	Yes	Yes	N/A	Yes	Undetermined	Yes
<u>W.C. Wickham Monument</u>	N/A	Yes	Yes	N/A	Yes	Undetermined	Yes
<u>Judson B. Wood Memorial</u>	N/A	Yes	Yes	N/A	Yes	Undetermined	Yes

# Committee Statement on Decommemoration

The VCU memorial landscape is dominated by ex-Confederates or those people who sought to perpetuate and revere the memory of the Confederacy, currently represented in the form of dedicated spaces, memorial names, plaques and statues. The Confederacy was a nation whose states seceded from the United States in winter 1860 through spring 1861 expressly to preserve the institution of slavery, which proponents believed to be under attack by the free states and the larger community of western nations. Moreover, as Confederate vice president Alexander Stephens succinctly confirmed in his famous Cornerstone Address, March 21, 1861, the Confederate States of America existed expressly to protect white supremacy.

We at VCU, a community of administrators, clinicians, faculty scholars, staff and students affirm that the dominance of such symbolism on our campuses runs counter to our university mission and core values of diversity and inclusion, freedom, integrity and service. While we recognize that many of the people whose images and names we seek to remove were complex individuals that existed within their particular historical contexts, many of whom produced both useful and damaging legacies, their affiliations with the Confederacy and the perpetuation of white supremacy in the Reconstruction and Jim Crow eras cannot be extracted from the larger symbolic landscape of oppression.

With humility, we seek a path forward that will create a welcoming, inclusive environment of learning, research, and discovery for our whole community. We do not seek to erase history; and to this end, we will carefully document the removal of these objects and names for current and future study. We recognize that decommemoration is a process, and that we do not have all the answers. Still, this is a necessary first step toward reconciliation and healing. To read more about the historical individuals whose symbolic representations are being decommemorated and the successful ex-Confederate movement to dominate the American memorial landscape, please see our attached list of scholarly studies.

# Committee Sources

## Civil War Memory (scholarship)

Blair, William A. *Cities of the Dead: Contesting the Memory of the Civil War in the South, 1865-1914*. Chapel Hill: University of North Carolina Press, 2004.

Blight, David W. *Race and Reunion: The Civil War in American Memory*. Cambridge: Belknap Press of Harvard University Press, 2001.

Brown, Thomas J. *Civil War Monuments and the Militarization of America*. Chapel Hill: University of North Carolina Press, 2019.

Brundage, W. Fitzhugh. *The Southern Past: A Clash of Race and Memory*. Cambridge: Harvard University Press, 2005.

Confino, Alon. "Collective Memory and Cultural History: Problems of Method." *The American Historical Review* 102, No. 5 (December, 1997):1386-1403.

Coski, John M. *The Confederate Battle Flag: America's Most Embattled Emblem*. Cambridge: Harvard University Press, 2005.

Cox, Karen L. *Dixie's Daughters: The United Daughters of the Confederacy and the Preservation of Confederate Culture*. Gainesville: University Press of Florida, 2003.

Domby, Adam H. *The False Cause: Fraud, Fabrication, and White Supremacy in Confederate Memory*. Charlottesville: University of Virginia Press, 2020.

Fahs, Alice and Waugh, Joan, eds., *The Memory of the Civil War in American Culture*. Chapel Hill: University of North Carolina Press, 2004.

Foster, Gaines M. *Ghosts of the Confederacy: Defeat, the Lost Cause, and the Emergence of the New South, 1865 to 1913*. New York: Oxford University Press, 1987.

Gallagher, Gary W. *Causes Won, Lost, and Forgotten: How Hollywood and Popular Art Shape What We Know about the Civil War*. Chapel Hill: University of North Carolina Press, 2008.

\_\_\_\_\_. *Jubal A. Early, the Lost Cause, and Civil War History: A Persistent Legacy*. Milwaukee: Marquette University Press, 1995.

\_\_\_\_\_. *Lee and His Generals in War and Memory*. Baton Rouge: Louisiana State University Press, 1998.

\_\_\_\_\_. and Nolan, Alan T., eds., *The Myth of the Lost Cause and Civil War History*. Bloomington: Indiana University Press, 2000.

Gannon, Barbara A. *The Won Cause: Black and White Comradeship in the Grand Army of the Republic*. Chapel Hill: University of North Carolina Press, 2011.

Gardner, Sarah E. *Blood and Irony: Southern White Women's Narratives of the Civil War, 1861-1937*. Chapel Hill: University of North Carolina Press, 2004.

Harris, M. Keith. *Across the Bloody Chasm: The Culture of Commemoration among Civil War Veterans*. Baton Rouge: Louisiana State University Press, 2014.

Janney, Caroline E. *Burying the Dead but Not the Past: Ladies' Memorial Associations and the Lost Cause*. Chapel Hill: University of North Carolina Press, 2008.

\_\_\_\_\_. *Remembering the Civil War: Reunion and the Limits of Reconciliation*. Chapel Hill: University of North Carolina Press, 2013.

Marshall, Anne E. *Creating a Confederate Kentucky: The Lost Cause and Civil War Memory in a Border State*. Chapel Hill: University of North Carolina Press, 2010.

Nolan, Alan T. *Lee Considered: General Robert E. Lee and Civil War History*. Chapel Hill: University of North Carolina Press, 1991.



## Committee on Commemorations and Memorials: BOV Update



**VCU**

Office of Institutional Equity,  
Effectiveness and Success

# ATTACHMENT L

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

### **De-commemorating Confederate Symbolism on Virginia Commonwealth University Campuses**

**WHEREAS**, Virginia Commonwealth University (the "University") is the premier urban, public research university distinguished by its commitment to the intellectual and academic success of a diverse student body; research and discovery that advances knowledge, inspires creativity and improves human health; and the global engagement of students, faculty and staff that transforms lives and communities;

**WHEREAS**, The University's goal is to foster a commemorative landscape that reflects the University's core values of diversity and inclusion (where all people are valued and differences are recognized as an asset), freedom (striving for intellectual truth with responsibility and civility, and respecting the dignity of all individuals), integrity (adhering to the highest standards of honesty, respect, professionalism and scholarly ethics) and service (engaging in the application of learning and discovery to improve the human condition and support the public good at home and abroad);

**WHEREAS**, Virginia Commonwealth University (the "University") and the Virginia Commonwealth University Health System combined is one of the largest employers in the Richmond, Virginia region with more than a third of their workforces being racial / ethnic minority; almost half of their 30,000 students, post-docs and residents being racial / ethnic minority; and with more than half of their patient population being racial / ethnic minority;

**WHEREAS**, the Virginia Commonwealth University's Committee on Commemorations and Memorials (the "Committee" was created through the Virginia Commonwealth University Board of Visitors' (the "Board") Memorials and Commemorations policy, which states that all requests for memorials, commemoration and/or de-commemoration be submitted in writing to the Assistant Secretary to the Board of Visitors and Board Liaison, who will refer the request to the Committee. The Committee shall make a recommendation to approve memorials, commemorations and de-commemorations to the President, who in turn shall make a recommendation to the Board.

**WHEREAS**, The Committee affirms to the President that more than three years of extensive study, expert analysis, community engagement, committee deliberation, and public comment has revealed that the dominance and presence of Confederate symbolism on our campuses runs counter to our university mission and core values related to diversity and inclusion, freedom, integrity and service;

**WHEREAS**, The Committee affirms to the President that existing Confederate commemorations on our campuses serve to legitimize an historical era, events, persons and places that are disruptive to the educational, healing and workplace experiences of our diverse population of students, patients and employees.

**WHEREAS,** The Committee affirms to the President that while many of the ex- or former Confederates represented in these plaques, portraits, statues and building names were complex people who existed within their particular historical contexts, their significant associations with the Confederacy and white supremacy during the Civil War, Reconstruction, and Jim Crow eras prevail and as such their contributions cannot be extracted from the larger symbolic landscape of oppression.

**WHEREAS,** The Committee affirms to the President that allowing Confederate symbolism to remain on our campus sends a message to our community that honors a short-lived confederation of states that seceded from our country, the United States, expressly to preserve the abhorrent institution of slavery;

**WHEREAS,** The Committee does not seek to “erase history” but to remove Confederate symbolism from their honorific status on our campuses with care and the respect so as to afford opportunity to appropriately document, preserve and study;

**WHEREAS,** The University seeks a path forward to cultivate a welcoming, inclusive environment of creativity, learning, research and discovery for our entire community.

**NOW, THEREFORE, BE IT RESOLVED,** that the Virginia Commonwealth University Board of Visitors (the "Board") approves the decommemoration and removal of certain names from Virginia Commonwealth University buildings and associated places, to include Dooley (Dooley Hospital), Ginter (Ginter House), McGuire (McGuire Hall), Baruch (Baruch Auditorium), and Tompkins (Tompkins-McCaw Library); and to advance decommemoration processes, in accordance with applicable Virginia law on removal of art and changes to structures, for Confederate symbolism to include a plaque in the Egyptian Building, first floor lobby; plaque at the entrance to the Egyptian Building; plaque on the exterior of McGuire Hall in the southeast corner; bust of McGuire on the stairway in McGuire Hall; plaque inside of the Tompkins-McCaw Library; portrait of John Syng Dorsey Cullen in Tompkins-McCaw Library; Jefferson Davis Memorial Chapel inside of West Hospital; plaque honoring Davis in the Jefferson Davis Memorial Chapel; plaque acknowledging the United Daughters of the Confederacy in the Chapel; plaque acknowledging UDC president Kathryn Wittichen in the Chapel; Jefferson Davis Memorial Chapel plaque in lobby of West Hospital; and plaques on the front exterior of the MCV Alumni House; and to continue to work with the City of Richmond in the decommemoration of extant Confederate symbolism on or surrounding campuses that are associated with Richmond Howitzers, W.C. Wickham, Fitzhugh Lee and Joseph Bryan.

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

**Commemorating Dr. Murry DePillars**

**WHEREAS**, Virginia Commonwealth University (the "University") is the premier urban, public research university distinguished by its commitment to the intellectual and academic success of a diverse student body; research and discovery that advances knowledge, inspires creativity and improves human health; and the global engagement of students, faculty and staff that transforms lives and communities;

**WHEREAS**, The University's goal is to foster a commemorative landscape that reflects The University's core values of achievement (ensuring distinction in learning, research and scholarly pursuits and service), diversity and inclusion (where all people are valued and differences are recognized as an asset), and service (engaging in the application of learning and discovery to improve the human condition and support the public good at home and abroad);

**WHEREAS**, the Virginia Commonwealth University's Committee on Commemorations and Memorials (the "Committee" was created through the Virginia Commonwealth University Board of Visitors' (the "Board") Memorials and Commemorations policy, which states that all requests for memorials, commemoration and/or de-commemoration be submitted in writing to the Assistant Secretary to the Board of Visitors and Board Liaison, who will refer the request to the Committee. The Committee shall make a recommendation to approve memorials, commemorations and de-commemorations to the President, who in turn shall make a recommendation to the Board.

**WHEREAS**, The Committee affirms to the President that Dr. Murry DePillars was a significant person related to the history of the institution and is deserving of commemoration;

**WHEREAS**, Dr. Murry DePillars dedicated 25 years of distinguished service at Virginia Commonwealth University's School of the Arts as Assistant Dean beginning in 1971, and then as Dean beginning in 1976;

**WHEREAS**, Dr. Murry DePillars provided the creative and intellectual foundation to Virginia Commonwealth University's School of Arts; and is responsible in large part for its growth in student enrollment and in achieving its ranking as a top Arts school in the nation;

**WHEREAS**, Dr. Murry DePillars was an accomplished artist whose work has been displayed in exhibitions halls across the world; to include the Paul Robeson Cultural Center, the African American Pavilion of the World Expo, the studio Museum of Harlem and the Whitney Museum;

**WHEREAS**, Dr. Murry DePillars contributions to Richmond, Virginia's arts and music community is highly respected and valued, as is his outstanding commitment and contributions to the education of thousands of students.

**NOW, THEREFORE, BE IT RESOLVED**, that the Virginia Commonwealth University Board of Visitors (the "Board") expresses immense gratitude for the significant accomplishments of Dr. Murry DePillars and does hereby grant approval to begin commemoration activities for Dr. Murry DePillars, by honoring his contributions in the form of naming a soon-to-be identified School of the Arts building as the Dr. Murry DePillars building.

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

### **Acknowledgement of Intent to Commemorate by Department of African American Studies**

**WHEREAS**, Virginia Commonwealth University (the "University") is the premier urban, public research university distinguished by its commitment to the intellectual and academic success of a diverse student body; research and discovery that advances knowledge, inspires creativity and improves human health; and the global engagement of students, faculty and staff that transforms lives and communities;

**WHEREAS**, The University's goal is to foster a commemorative landscape that reflects The University's core values of diversity and inclusion (where all people are valued and differences are recognized as an asset) and service (engaging in the application of learning and discovery to improve the human condition and support the public good at home and abroad);

**WHEREAS**, the Virginia Commonwealth University's Committee on Commemorations and Memorials (the "Committee" was created through the Virginia Commonwealth University Board of Visitors' (the "Board") Memorials and Commemorations policy, which states that all requests for memorials, commemoration and/or de-commemoration be submitted in writing to the Assistant Secretary to the Board of Visitors and Board Liaison, who will refer the request to the Committee. The Committee shall make a recommendation to approve memorials, commemorations and de-commemorations to the President, who in turn shall make a recommendation to the Board.

**WHEREAS**, The Committee affirms to the President that the Department of African American Studies and its mission has been critical in shaping our educational landscape in terms of advancing our university community's understanding of black diasporic experiences, black intellectual traditions, and modes of inquiry; and significant in the role the department occupies in teaching and scholarship on race and critical pedagogies on race and racism;

**WHEREAS**, Virginia Commonwealth University's Department of African American Studies was successfully instituted in 1972 as the second department of its kind in the Commonwealth of Virginia;

**WHEREAS**, Virginia Commonwealth University's Department of African American Studies has educated thousands of our alumni, current students and community members who now are more aware and knowledgeable of the myriad ways that race impacts life course and living in America; and countless others who are critically engaged in service for the public good.

**NOW, THEREFORE, BE IT RESOLVED**, that the Virginia Commonwealth University Board of Visitors (the "Board") acknowledges and supports the Department of African American Studies' intent to commemorate their academic building and hereby authorizes removing the name "Harrison" from the building currently occupied by the department.