



**BOARD OF VISITORS  
STRATEGIC TASK FORCE  
3:00 P.M.  
FEBRUARY 21, 2020  
THE PRESIDENT'S CONFERENCE ROOM  
910 WEST FRANKLIN STREET  
RICHMOND, VIRGINIA**

**MINUTES**

**COMMITTEE MEMBERS PRESENT**

Mr. H. Benson Dendy, Chair  
Dr. Gopinath Jadhav, Vice Chair  
Ms. Karol Kain Gray, Senior Vice President and Chief Financial Officer  
Dr. Gail Hackett, Provost and Senior Vice President for Academic Affairs  
Dr. Meredith Weiss, Vice President of Administration

**COMMITTEE MEMBERS PRESENT VIA CONFERENCE PHONE**

Mr. Keith Parker, Rector  
Ms. Carolina Espinal  
Mr. Richard Wagoner

**COMMITTEE MEMBERS ABSENT**

Mr. John Luke  
Mr. Edward McCoy

**OTHERS PRESENT**

Mr. Matthew Conrad, Executive Director of Government and Board Relations  
Ms. Chelsea Gray, Board Liaison and Assistant Secretary  
Ms. Pamela Lepley, Vice President for University Relations  
Staff from VCU  
Members of the media

**CALL TO ORDER**

Mr. Benson Dendy called the meeting to order at 3:07 pm. As the Strategic Task Force meeting was not previously on the yearly board schedule, the individuals calling in had previous engagements that prohibited them from attending the meeting in person.

**APPROVAL OF AGENDA**

Mr. Dendy asked for a motion to approve the agenda for the February 21, 2020 meeting of the Strategic Task Force Committee, as published. After motion duly made and seconded, the agenda for the Strategic Task Force Committee meeting was approved.

### **APPROVAL OF MINUTES**

Mr. Dendy asked for a motion to approve the minutes of the January 31, 2020 meeting of the Strategic Task Force Committee, as published. After motion duly made and seconded the minutes of the January 31, 2020 meeting were approved.

### **REPORTS**

#### **Global Consultant Report**

Mr. Dendy opened the meeting by asking Pam Lepley to provide an update on the global consultant. Ms. Lepley explained that VOXGlobal is working on a competitive report on communications and awareness. The consultant group will give the full board at the February 28 meeting.

#### **University Fees and Budget Update**

Mr. Dendy asked for an update on the budget. Ms. Gray presented three scenarios: Governor, House, and Senate with both optimistic and conservative enrollment projections. Ms. Gray reported that the Governor's proposal would include no state support, a 4% in state tuition increase, and no salary increases. The House proposal would include \$17.3 million in funding, 0% tuition increase, and 1% salary increase and 1% bonus for faculty and staff. The Senate proposal would grant \$5.7 million in state funds, a 4% in state tuition increase, and 3% salary increase and a 3% bonus for faculty and staff. Ms. Gray and Mr. Conrad both emphasized that there is no way to predict what the state budget will be, but would be happy with the House proposal. Ms. Gray reassured that VCU is working very hard on the budget and tuition.

The Task Force asked Dr. Hackett how the University was maintaining quality education while facing loses. Dr. Hackett reported that VCU is focusing on the schools with the highest retention issues and honing in on the specific issues. Dr. Hackett reported that each school had to develop a plan for their cuts that was submitted to the Finance Department for review. The Task Force was pleased with this progress and suggested that this information be presented in detail to the Board.

The presentation that was made to the Task Force is attached hereto as *Attachment A* and is made a part hereof.

An overview of the New Budget Model was provided addressing schools challenges and strengths.

#### **Community Engagement**

Mr. Dendy asked for a report on community engagement. Ms. Lepley presented a deeper review of community engagement activities and highlighted the University's four specific brand

messaging pillars. Ms. Lepley reported that the branding follows the student experience/journey. The task force asked for Ms. Lepley to report to the University Resources Committee what VCU is doing with the pillars and what VOXGlobal is doing with the pillars.

The presentation that was made to the Task Force is attached hereto as *Attachment B* and is made a part hereof.

**NEXT ACTIONS:**

Dr. Jadhav asked that the group include noted action items for future meeting discussions for this task force as well as at the board level. Dr. Hackett offered to present a prediction of analytics and retention at the next Strategic Task Force meeting. The Task Force asked that Ms. Lepley gather information on other Universities' budgets for advertising and report at the next meeting.

**ADJOURNMENT:**

There being no further business, the meeting adjourned at 4:25 pm.