VIRGINIA COMMONWEALTH
BOARD OF VISITORS
ACADEMIC AND HEALTH AFFAIRS COMMITTEE
SEPTEMBER 17, 2021
James Branch Cabell Library
901 Park Avenue – Room 303
RICHMOND, VIRGINIA

MINUTES

COMMITTEE MEMBERS PRESENT
Dr. Gopinath Jahdav, Co-chair
Dr. Tonya Parris-Wilkins, Vice Chair
Mr. Andrew C. Florance
Mr. Edward L. McCoy
Rev. Tyrone E. Nelson
Mr. Stuart C. Siegel
Dr. Shantaram Talegaonkar

OTHER BOARD MEMBERS PRESENT
Mr. H. Benson Dendy III, Rector
Ms. Pamela El

COMMITTEE MEMBERS ABSENT
Ms. Coleen Santa Ana, Co-Chair

OTHERS PRESENT
President Michael Rao
Dr. Fotis Sotiropoulos, Provost and Senior Vice President for Academic Affairs
Dr. Art Kellermann, Senior Vice President for Health Sciences and CEO of the VCUHS
Dr. Charles Klink, Senior Vice Provost for Student Affairs
Dr. Aashir Nasim, Vice President for Inclusive Excellence
Dr. Srirama Rao, Vice President for Research and Innovation (attending virtually)
Dr. Valerie Robnolt, Faculty Representative
Dr. Nancy Jallo, Faculty Representative
Dr. Tomikia LeGrande, Vice Provost for Strategic Enrollment Management
CALL TO ORDER
Dr. Gopinath Jadhav, Co-Chair of the Academic and Health Affairs Committee, called the meeting to order at 9:30 p.m.

OPEN SESSION ITEMS
Dr. Jadhav began by asking the committee to consider two items for approval.

On a motion duly made and seconded the following two items: 1) Minutes of the May 13, 2021 meeting of the Academic and Health Affairs Committee 2) committee charter and Planner were approved by a voice vote.

These items are attached hereto as Attachment A and is made a part hereof.

REPORTS
Provost and Senior Vice President for Academic Affairs Fotis Sotiropoulos provided his first report to the committee which included his initial impressions of VCU, as well as his leadership philosophy and an overview of his vision for the future. A copy of Dr. Sotiropoulos’ update presentation is attached hereto as Attachment B and is made a part hereof.

Dr. Tomikia LeGrande, vice president for strategy, enrollment management and student success, provided a preliminary overview of fall enrollment, the fall 2021 student experience and priorities moving forward for enrollment and student success. A copy of Dr. LeGrande’s update presentation is attached hereto as Attachment C and is made a part hereof.

Dr. Art Kellermann, senior vice president for health sciences and CEO VCU Health, provided an update on the current status of a new School of Public Health. Current plans are to bring the final proposal to the committee for approval in December. A copy of Dr. Kellerman’s update presentation is attached hereto as Attachment D and is made a part hereof.

ADJOURNMENT
There being no further business, Dr. Jadhav adjourned the meeting at 10:35 a.m.
MINUTES

COMMITTEE MEMBERS PRESENT
Ms. Coleen Santa Ana, Co-Chair
Dr. Shantaram Talegaonkar, Vice Chair
Ms. Carolina Espinal
Mr. Edward L. McCoy, Secretary
Dr. Tonya Parris-Wilkins
Mr. Stuart C. Siegel

COMMITTEE MEMBERS PRESENT VIRTUALLY
Rev. Tyrone E. Nelson

OTHER BOARD MEMBERS PRESENT
Mr. Keith T. Parker, Rector
Mr. H. Benson Dendy III, Vice Rector
Mr. Peter Farrell
Ambassador Carmen Lomellin

COMMITTEE MEMBERS ABSENT
Mr. G. Richard Wagoner, Jr., Co-Chair

OTHERS PRESENT
President Michael Rao
Dr. Gail Hackett, Provost and Senior Vice President for Academic Affairs
Dr. Charles Klink, Senior Vice Provost for Student Affairs
Dr. Art Kellermann, Senior Vice President for Health Sciences and CEO of the VCUHS
Dr. Aashir Nasim, Vice President for Inclusive Excellence
Dr. Srirama Rao, Vice President for Research and Innovation
Dr. Scott Street, Faculty Representative
Dr. Nancy Jallo, Faculty Representative
CALL TO ORDER
Ms. Coleen Santa Ana, Chair of the Academic and Health Affairs Committee, called the meeting to order at 12:26 p.m.

OPEN SESSION ITEMS
Ms. Santa Ana began by asking Provost Gail Hackett to present the actions items.

On a motion duly made and seconded the following three items: 1) Create a Bachelor of Arts degree program in Family Development and Education 2) Discontinue the Post-Baccalaureate Certificate in Instructional Technology 3) Discontinue the Post-Baccalaureate Certificate in Online Teaching for K-12 Educators were approved by a roll call vote:

<table>
<thead>
<tr>
<th>Vote</th>
<th>Ayes</th>
<th>Nays</th>
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<tbody>
<tr>
<td>Ms. Coleen Santa Ana, Co-Chair</td>
<td>X</td>
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<tr>
<td>Dr. Shantaram Talegaonkar, Vice Chair</td>
<td>X</td>
<td></td>
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<tr>
<td>Ms. Carolina Espinal</td>
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<td>Mr. Edward L. McCoy, Secretary</td>
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<td>Mr. Stuart C. Siegel</td>
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<td>Mr. Peter Farrell</td>
<td>X</td>
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<tr>
<td>Ambassador Carmen Lomellin</td>
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</table>

These items are attached hereto as Attachment A and is made a part hereof.

REPORTS
Provost Gail Hackett presented the results from surveys completed by faculty and staff. The University is I. Provost Hackett will provide a report for Fall Return to Campus to the full board on Friday, May 14, 2021. A copy of Dr. Hackett’s update presentation is attached hereto as Attachment B and is made a part hereof.

Dr. Arthur Kellermann, senior vice president for health sciences and CEO VCU Health, covered an overview of his team’s analysis of the flows within and between VCU Health System, VCU’s
Health Sciences Schools, and the main University, with the goal of promoting greater efficiency and value. He also provided a closely related approach to develop a model for compensating clinical chairs that will reward achievement of key clinical and academic goals. Lastly he provided an update on a campus-wide initiative to determine how One VCU can partner to promote population health in the Commonwealth of Virginia. Dr. Kellermann’s presentation is attached hereto as Attachment C and is made a part hereof.

Dr. P. Srirama Rao, Vice President for Research and Innovation, reported the recently released Annual Research Report: Innovating for Impact as well as progress on implementation of the One VCU Research Strategic Plan. Dr. Rao will provide a more robust presentation on Friday, May 14, 2021. A copy of Dr. Rao’s presentation is attached hereto as Attachment D.

Dr. Scott Street, Faculty Representative, provided his report. His presentation and handout is attached hereto as Attachment E is made a part hereof.

Ms. Saher Randhawa, Staff Representative, provided her report. Lastly, Elisa Maurice, Undergraduate Student Representative, provided her report. Her presentation and handout is attached hereto as Attachment F is made a part hereof.

**ADJOURNMENT**
There being no further business, Ms. Santa Ana adjourned the meeting at 1:45 p.m.
Annual Review of

ACADEMIC AND HEALTH AFFAIRS COMMITTEE CHARTER
and MEETING PLANNER

Revisions for approval September 17, 2021

Page 6

<table>
<thead>
<tr>
<th>Section/Number</th>
<th>Change</th>
<th>Rationale</th>
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<tbody>
<tr>
<td>Sec. E/# 3 and #4</td>
<td>Replace quarterly reports from faculty and staff to as needed.</td>
<td>Faculty and staff reports will be provided in full board meetings beginning Sept. 17, 2021</td>
</tr>
<tr>
<td>Sec. I/ #1</td>
<td>Replace annual second quarter report on student athletes to as needed.</td>
<td>This report is now provided in the Intercollegiate Athletics Committee</td>
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Page 7

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I. PURPOSE

The primary purpose of the Academic and Health Affairs Committee is to provide oversight and make recommendations to the Board on all policies and plans regarding strategic enrollment management; academic quality; student matters; faculty matters; athletics; inclusive excellence and research consistent with the stated goals and objectives of the University and with its academic health center, including its affiliation with the Virginia Commonwealth University Health System Authority. Areas of responsibility include:

- Strategic enrollment management
  - Admissions
  - Retention
- Academic quality
  - Quality
  - Degrees, programs and structure
  - Trends
  - Strategic priorities
  - Academic program review
  - Online education
  - SACS/accreditation
- Student matters
  - Academic Success
  - Rights and Responsibilities
  - Concerns
  - Safety, satisfaction and engagement
- Faculty matters
  - Employment, rights and responsibilities, and professional development
  - Salaries
  - Recruitment and retention
  - Benchmarks and best practices
- Athletics
  - Academic success of student athletes and compliance with NCAA guidelines
- Research
- Inclusive Excellence
- Coordination of academic activities of health sciences schools and affiliation with the VCU Health System Authority

In addition, the Academic and Health Affairs Committee provides oversight and counsel toward the achievement of the mission, vision and goals of the Virginia Commonwealth University strategic plan.

The function of the Academic and Health Affairs Committee is primarily oversight. University management, under the auspices of the President, the Provost and Senior Vice President for Academic Affairs, and the Senior Vice President for Health Sciences and CEO of the VCU Health System, is responsible for the development, implementation, and measurement of success regarding these areas of responsibility, as well as the policies and procedures for maintaining these programs and activities.
II. COMPOSITION AND INDEPENDENCE
The Academic and Health Affairs Committee will be comprised of three or more Visitors. Each member must be free from any financial, family or other material personal relationship that, in the opinion of the Board or Academic and Health Affairs Committee members, would impair their independence from management and the University.

III. MEETINGS
The Academic and Health Affairs Committee will meet at least four times annually. Additional meetings may occur more frequently as circumstances warrant. The Committee chair should communicate with the Provost and Senior Vice President for Academic Affairs and the Senior Vice President for Health Sciences and CEO of the VCU Health System prior to each Committee meeting to finalize the meeting agenda and review the matters to be discussed.

IV. RESPONSIBILITIES
In performing its oversight responsibilities, the Academic and Health Affairs 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 portions of meetings.
   3. Report Committee actions to the Board of Visitors with such recommendations as the Committee may deem appropriate.
   4. Consistent with state law, the Committee may communicate in closed session (with or without members of senior management present) with general counsel and/or the executive director of assurance services present to discuss matters that the Committee or any of these groups believe should be discussed privately.

B. Academic degrees, programs and structure
   1. Review and approve all proposed new domestic and international undergraduate, graduate, and professional educational programs, research programs and proposed new degrees, and monitor existing programs.
   2. Review and approve proposals for the organization of the University's academic health center, including the affiliation between VCU and the Virginia Commonwealth University Health System Authority.
   3. Review proposals for the organization of the academic structure of the University.

C. Coordination of academic activities of health sciences schools and affiliation with the VCU Health System Authority
   1. Receive reports on the relationship and affiliation between the University and the Virginia Commonwealth University Health System Authority and other institutions, organizations, laboratories, and clinics involved in the University's academic health center, including reviewing program coordination between the Virginia Commonwealth University Health System Authority and academic and research programs.

D. Academic research activities
   1. Review and approve research policies deemed to require Board of Visitor action.
2. Receive reports on research advances of faculty, interdisciplinary groups, and VCU institutes and centers.
3. Receive reports on the relationship of research activities to local, regional, national, and international economic development.
4. Report annually on the state of the VCU research enterprise including the total research awards, expenditures, trends, and outlook.

E. Faculty and staff employment, rights and responsibilities, and professional development
1. Review and approve policies governing the compensation, tenure, promotion, recruitment, retention, rights and responsibilities, and development of the faculty.
2. Review and approve policies and programs on equal employment opportunity and affirmative action.
3. Afford an opportunity for direct communication between Board members and members of the faculty and staff.

F. Admissions and retention
1. Review and approve policies governing the admission and retention of undergraduate, graduate and professional students to all divisions of the University.

G. Accreditation
1. Review and approve policies and reports related to departmental, school, and institutional accreditation.

H. Academic Success of Students
1. Review nominations and make the final selection of the recipient(s) of the Board of Visitors Award at a regularly scheduled meeting in the spring of each year.
2. Review topical areas of interest related to the student experience.
3. Review major fall and spring activities.
4. Review and monitor student academic success.

I. Academic Success of Student Athletes
1. Review and oversee matters relating to the intercollegiate athletic program.

J. Student Rights and Responsibilities
1. Review matters (including approving policies) relating to student rights, responsibilities, conduct, concerns and discipline, including matters relating to the VCU Honor System, and Student Code of Conduct.
2. Review and oversee matters relating to student government, and appropriate student participation in University governance.
3. Review and oversee matters relating to student organizations and extracurricular activities.

K. Student Services
1. Review and oversee matters relating to financial aid, housing services, counseling, student health, safety and other student services.
2. Review and approve policies relating to student records.
3. Review report on campus safety that provides awareness of federal reporting requirement, general overview of VCU safety-related statistics, and ongoing efforts to improve safety.

L. Student Communications
1. Afford an opportunity for direct communication between Board members and students.
M. International Partnerships and Collaborations
   1. Review and approve international partnerships
## Academic and Health Affairs Committee Meeting Planner

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Planned Timing</th>
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<tbody>
<tr>
<td>A=Annually; Q=Quarterly; AN=As Necessary</td>
<td>Q1</td>
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<tr>
<td>Q1, Q2, Q3, Q4 based on Fiscal Year (July – June)</td>
<td>A</td>
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<tr>
<td><strong>A. General</strong></td>
<td>Sep</td>
</tr>
<tr>
<td>1. Review, update, and approve Academic and Health Affairs Committee charter</td>
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<tr>
<td>2a. Approve minutes of previous meeting</td>
<td>X</td>
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<td>2b. Maintain minutes of meetings</td>
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<td>3. Authorize investigations into any matters within the Committee’s scope of responsibilities</td>
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<td>4. Report Committee actions to the Board of Visitors with recommendations deemed appropriate</td>
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<td>5. Communicate in executive session, with general counsel</td>
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<tr>
<td>6. Review and approve Academic and Health Affairs Committee meeting planner for the upcoming year</td>
<td>X</td>
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<tr>
<td>7. Monitor student academic success.</td>
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| D. Academic research activities |
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**E. Faculty and staff employment, rights and responsibilities, and professional development**

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**F. Admissions and retention**

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**G. Accreditation**

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**H. Academic Success of Students**

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<td>1. Review and oversee matters relating to the intercollegiate athletic program.</td>
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<td>M. International Partnerships and Collaboration</td>
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<tr>
<td>1. Review and approve international partnerships</td>
<td>X</td>
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</tbody>
</table>

Approved by BOV: Sept. 19, 2013
Revised: 03/11/2019
Approved by BOV: 03/22/2019
Approved by BOV: 09/18/2020
Revised for Approval: 09/17/2021
ATTACHMENT B

Provost Report

VCU Board of Visitors
September 17, 2021

Fotis Sotiropoulos, Ph.D.
Provost and Senior Vice President for Academic Affairs
His ability to combine art, science, technology, the humanities, and imagination remains an enduring recipe for creativity. So, too, was his ease at being a bit of a misfit: illegitimate, gay, vegetarian, left-handed, easily distracted, and at times heretical. Florence flourished in the fifteenth century because it was comfortable with such people. Above all, Leonardo’s relentless curiosity and experimentation should remind us of the importance of instilling, in both ourselves and our children, not just received knowledge but a willingness to question it—to be imaginative and, like talented misfits and rebels in any era, to think different.

Walter Isaacson
Leonardo da Vinci
VCU is uniquely positioned to emerge as a national model in higher education in the post-pandemic world

Breaking disciplinary silos

Educating creative problem solvers

Providing an inclusive environment where everyone can thrive!
Building momentum from successes

- **Continued emphasis on access**
  - Fall 2020 undergrads: Pell 30.9%, URM 35.4%, Minority 52.3%

- **Increased graduation rate**

- **Increased R&D expenditures**
  - $219M (FY 2015)
  - $332M (FY 2020, estimate)

- **Nationally ranked graduate programs**
  - Arts #4, Social Work #25, Education #26, Nursing #33, Public Affairs #38

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### VCU’s six-year graduation rates

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2020</th>
<th>% increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>61.9%</td>
<td>65.1%</td>
<td>6.8%</td>
</tr>
<tr>
<td>URM*</td>
<td>57.7%</td>
<td>63.5%</td>
<td>10.0%</td>
</tr>
<tr>
<td>Pell Recipient</td>
<td>59.7%</td>
<td>62.1%</td>
<td>4.0%</td>
</tr>
</tbody>
</table>

*VCU Census
Opportunities

Hold the excellence bar rigid and high in everything we do

Maintain a sharp focus on academic excellence. Our students deserve nothing less.

- Grow VCU’s research prominence
- Support the success of all students
- Meet market needs
- Entrepreneurial revenue generation
Grow VCU’s research prominence & impact
Benchmark excellence against AAU Metrics

Association of American Universities (AAU)
The AAU is composed of America’s leading research universities (66 members)

<table>
<thead>
<tr>
<th>Phase I Indicators</th>
</tr>
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<tbody>
<tr>
<td>● Federal Research and Development (R&amp;D) expenditures</td>
</tr>
<tr>
<td>(NSF HERD Survey, excluding ARRA and most USDA)</td>
</tr>
<tr>
<td>● National Academies Memberships (NAS, NAE, NAM)</td>
</tr>
<tr>
<td>● Faculty awards, fellowships, and memberships (Academic Analytics)</td>
</tr>
<tr>
<td>● Citations (Thomson Reuters InCities™ citations database)</td>
</tr>
</tbody>
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<table>
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<tr>
<td>● State, Industry &amp; USDA research expenditures (NSF HERD)</td>
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<tr>
<td>● Research doctoral degrees (IPEDS)</td>
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<td>● Postdoctoral appointees (NSF, GSS Survey)</td>
</tr>
<tr>
<td>● Undergraduate education: grad rates, Pell UG FT pct., Pell grad rates</td>
</tr>
</tbody>
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primary indicators of institutional breadth and quality in research and education
additional important calibrations of institutional research and education programs

Source: AAU Membership policy https://www.aau.edu/who-we-are/membership-policy
Entrepreneurial approach to revenue generation and meeting market needs

- Grow master’s degrees
- Grow online programs
- Diversify and expand our student body:
  - Out-of-state students
  - International students
  - Non-traditional students
Support the success of all students
with a focus on access, equity, quality of instruction, and innovation

Collective commitment to student success
- Understand the full extent of the challenges
- Work together to make a difference

Close achievement gaps
- Pell vs Non-Pell six-year graduation rate gap: 9% in 2016 to 6% in 2020
- URM vs Non-URM six-year graduation rate gap: 6% in 2016 to 4% in 2020

Increase employability
- Prepare our students for the future of work
- Expand undergraduate involvement in research
- Expand internship opportunities
What’s next?

- Strategic focus on measuring and benchmarking excellence
  - Define, communicate, and measure key performance metrics
  - Set metrics driven goals
  - Instill accountability and a collective responsibility
  - Understand and address the challenges and gaps

- Recalibration of Quest 2025
Board of Visitors
Academic and Health Affairs Committee
Preliminary Fall 2021 Enrollment Update*
September 17, 2021

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

**New Freshmen**
- 4,163 students
- 8.8% increase from Fall 2020

**New Transfers**
- 1,610 students
- 1.6% increase from Fall 2020

**Year 1 Retention**
- 83.8% retention rate
- 0.6% increase from Fall 2020

**Out-of-State**
- 3,963 students
- 0.5% increase from Fall 2020

**Master’s**
- 3,431 students
- 7.8% increase from Fall 2020

**Year 2 Retention**
- 74.6% retention rate
- 1.7% increase from Fall 2020

Fall 2021 data reflects Census I.
Enrollment Opportunities

Undergraduate Degree Seeking

21,139 🔻1.9%
FROM FALL 2020

New Freshman Out-of-State

392 🔻9.5%
FROM FALL 2020

Fall 2021 Overall Enrollment by School/College

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<tr>
<th>School/College</th>
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<td>Humanities and Sciences</td>
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  - Continued telemental health and telehealth appointments

- RecWell: New Online Resources and Virtual Options
  - AlcoholEdu targeting all incoming students
  - Mental well-being gatekeeper training
  - You@College, student well-being portal
  - Fitness on Demand
  - Virtual Escape Rooms

- Student Accessibility and Educational Opportunity
  - Expanded Learning Specialist Program
Enrollment and Student Success Priorities

• Continued implementation of the out-of-state recruitment plan.

• Continued implementation of the adult recruitment plan.

• Continued focus on affordability and financial aid strategies.

• Utilizing data insights, partner with school/colleges to implement robust recruitment, retention and engagement strategies for undergraduate and graduate populations.

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Academic and Health Affairs Committee

Art Kellermann, M.D., M.P.H.
SVP, Health Sciences
CEO, VCU Health System
September 17, 2021
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- **Educating** the state’s future public health workforce
- **Eliminating** racial, ethnic and geographic health disparities
- **Linking** faculty, programs and centers across VCU
- **Partnering with** HCBUs and other institutions across the commonwealth.
- **Enhancing** VCU’s stature as a world-class university
- **Boosting** VCU student enrollment, retention and achievement
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Post approval: New School of Public Health announced; courses & degree programs listed in VCU’s catalog
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