VIRGINIA COMMONWEALTH UNIVERSITY

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*

Ms. Jamie Stillman, *Director of Strategic Communications, Office of the Provost*
Presidential Cabinet of VCU
VCU students, faculty and staff
Members of the Media

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.

ATTACHMENT A

VIRGINIA COMMONWEALTH UNIVERSITY

VIRGINIA COMMONWEALTH
BOARD OF VISITORS
ACADEMIC AND HEALTH AFFAIRS COMMITTEE
MAY 13, 2021
James Branch Cabell Library
901 Park Avenue – Room 303
RICHMOND, VIRGINIA
&VIRTUAL

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*

Ms. Saher Randhawa, *Staff Representative*
Mr. Alex McWhorter, *Staff Representative*
Ms. Elisa Maurice, *Undergraduate Student Representative*
Dr. Tomikia LeGrande, *Vice Provost for Strategic Enrollment Management*
Ms. Chelsea Gray, *Assistant Secretary and Board Liaison & Executive Assistant to the President*
Ms. Karen Helderman, *Executive Director for Audit and Compliance Services*
Presidential Cabinet of VCU
VCU students, faculty and staff
Members of the Media

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:

Vote	Ayes	Nays
Ms. Coleen Santa Ana, *Co-Chair*	X	
Dr. Shantaram Talegaonkar, *Vice Chair*	X	
Ms. Carolina Espinal	X	
Mr. Edward L. McCoy, *Secretary*	X	
Rev. Tyrone E. Nelson	X	
Dr. Tonya Parris-Wilkins	X	
Mr. Stuart C. Siegel	X	
Mr. Keith T. Parker, *Rector*	X	
Mr. H. Benson Dendy III, *Vice Rector*	X	
Mr. Peter Farrell	X	
Ambassador Carmen Lomellin	X	

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 l. 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

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

Page 7

Section/Number	Change	Rationale
Sec. I/# 1	Replace quarterly report from students to as needed.	Student reports will be provided in full board meetings beginning Sept. 17, 2021

VIRGINIA COMMONWEALTH UNIVERSITY
BOARD OF VISITORS

ACADEMIC AND HEALTH AFFAIRS COMMITTEE CHARTER

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

Virginia Commonwealth University
Board of Visitors

Academic and Health Affairs Committee Meeting Planner

A=Annually; Q=Quarterly; AN=As Necessary	Frequency			Planned Timing			
Q1, Q2, Q3, Q4 based on Fiscal Year (July – June)	**A**	**Q**	**AN**	**Q1**	**Q2**	**Q3**	**Q4**
				Sep	Dec	Feb	May
A. General							
1. Review, update, and approve Academic and Health Affairs Committee charter	X			X			
2a. Approve minutes of previous meeting		X		X	X	X	X
2b. Maintain minutes of meetings		X		X	X	X	X
3. Authorize investigations into any matters within the Committee's scope of responsibilities			X				
4. Report Committee actions to the Board of Visitors with recommendations deemed appropriate		X		X	X	X	X
5. Communicate in executive session, with general counsel		X		X	X	X	X
6. Review and approve Academic and Health Affairs Committee meeting planner for the upcoming year	X			X			
7. Monitor student academic success.		X		X	X	X	X
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.			X				
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.			X				
3. Review and approve proposals for the organization of the academic structure of the University.			X				
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.			X				
D. Academic research activities							

A=Annually; Q=Quarterly; AN=As Necessary	Frequency			Planned Timing			
Q1, Q2, Q3, Q4 based on Fiscal Year (July – June)	**A**	**Q**	**AN**	**Q1**	**Q2**	**Q3**	**Q4**
				Sep	Dec	Feb	May
1. Review and approve research policies deemed to require Board of Visitor action.			X				
2. Receive reports on research advances of faculty, interdisciplinary groups, and VCU institutes and centers.			X				
3. Receive reports on the relationship of research activities to local, regional, national and international economic development.			X				
4. Report annually on the state of the VCU research enterprise including the total research awards, expenditures, trends, and outlook.	X				-		X
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.			X				
2. Review and approve policies and programs on equal employment opportunity and affirmative action.			X				
3. Afford an opportunity for direct communication between Board members and members of the faculty.		~~X~~	X	~~X~~	~~X~~	~~X~~	~~X~~
4. Afford an opportunity for direct communication between Board members and members of the staff.		~~X~~	X	~~X~~	~~X~~	~~X~~	~~X~~
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.			X				
G. Accreditation							
1. Review and approve policies and reports related to departmental, school, and institutional accreditation.			X				
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.	X					X	
2. Review topical areas of interest related to the student experience and overall student engagement.		X		X	X	X	X
3. Review major fall and spring activities.	X				X		X
4. Review and monitor student academic success.			X				
I. Academic Success of Student Athletes							
1. Review and oversee matters relating to the intercollegiate athletic program.	X		X		~~X~~		

A=Annually; Q=Quarterly; AN=As Necessary	Frequency			Planned Timing			
Q1, Q2, Q3, Q4 based on Fiscal Year (July – June)	**A**	**Q**	**AN**	**Q1**	**Q2**	**Q3**	**Q4**
				Sep	Dec	Feb	May
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.			X				
2. Review and oversee matters relating to student government, and appropriate student participation in University governance.			X				
3. Review and oversee matters relating to student organizations and extracurricular activities.			X				
K. Student Services							
1. Review and oversee matters relating to financial aid, housing services, counseling, student health, and other student services			X				
2. Review and approve policies relating to student records.			X				
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.	X					X	
L. Student Communications							
1. Afford an opportunity for direct communication between Board members and students.		~~X~~	X	~~X~~	~~X~~	~~X~~	~~X~~
M. International Partnerships and Collaboration							
1. Review and approve international partnerships			X				

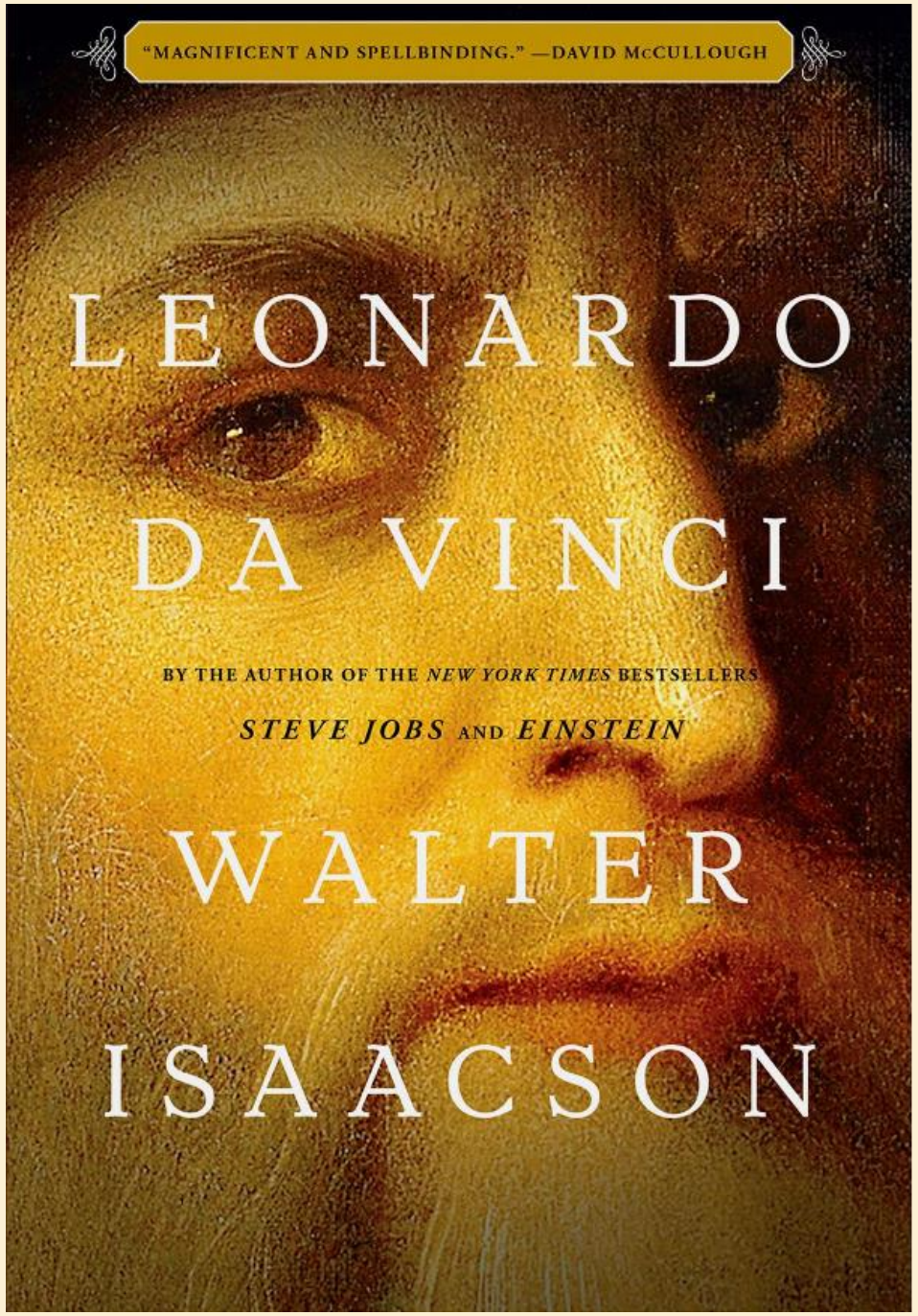
Revised: 8/5/2013 12:53 PM
Approved by BOV: Sept. 19. 2013
Revised: 03/11/2019
Approved by BOV: 03/22/2019
Approved by BOV: 09/18/2020
Revised for Approval: 09/17/2021

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

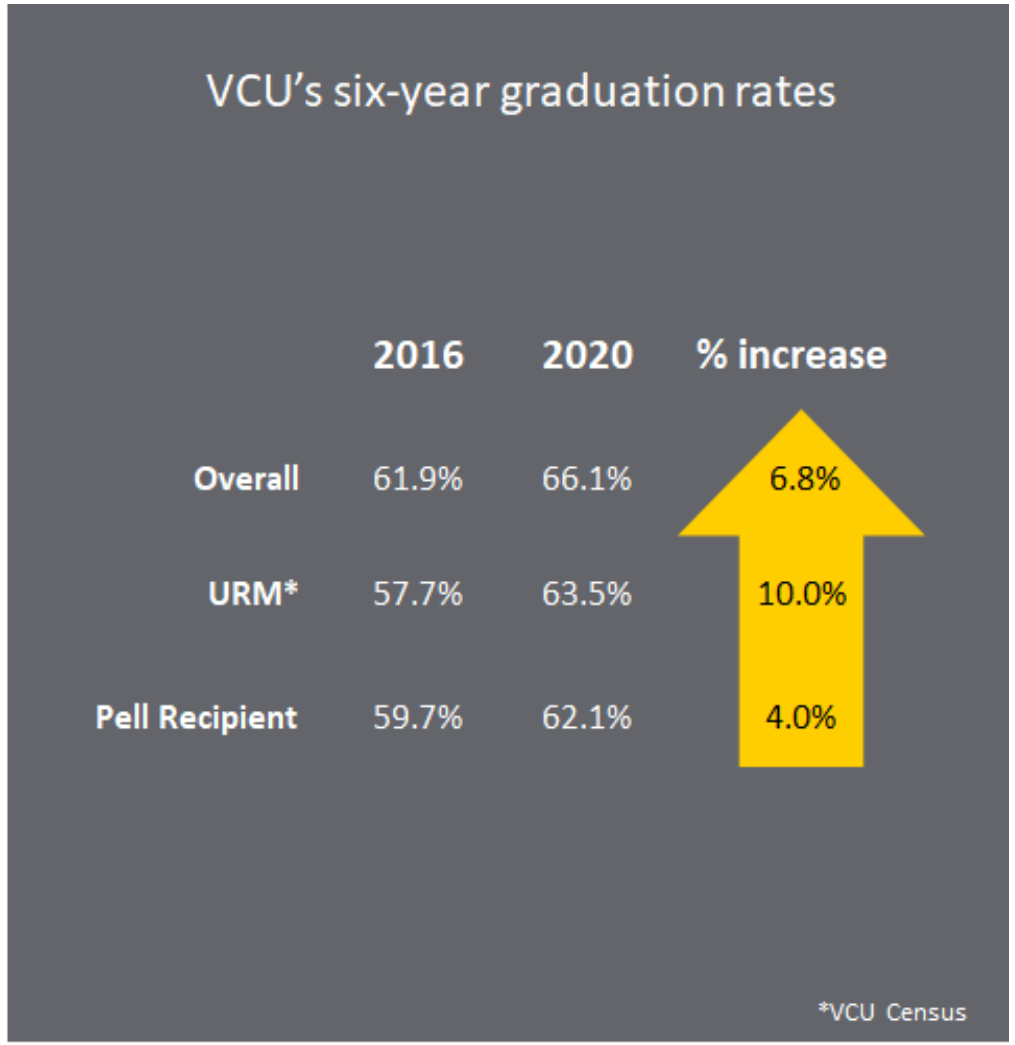
Breaking disciplinary silos

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



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)

Phase I Indicators

- **Federal Research and Development (R&D) expenditures** (NSF HERD Survey, excluding ARRA and most USDA)
- **National Academies Memberships** (NAS, NAE, NAM)
- **Faculty awards, fellowships, and memberships** (Academic Analytics)
- **Citations** (Thomson Reuters InCities™ citations database)

primary indicators of institutional breadth and quality in research and education

Phase II Indicators

- **State, Industry & USDA research expenditures** (NSF HERD)
- **Research doctoral degrees** (IPEDS)
- **Postdoctoral appointees** (NSF, GSS Survey)
- **Undergraduate education:** grad rates, Pell UG FT pct., Pell grad rates

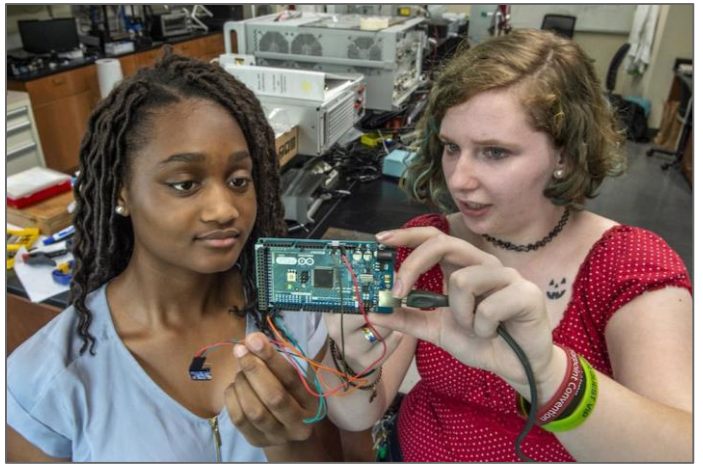
additional important calibrations of institutional research and education programs

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

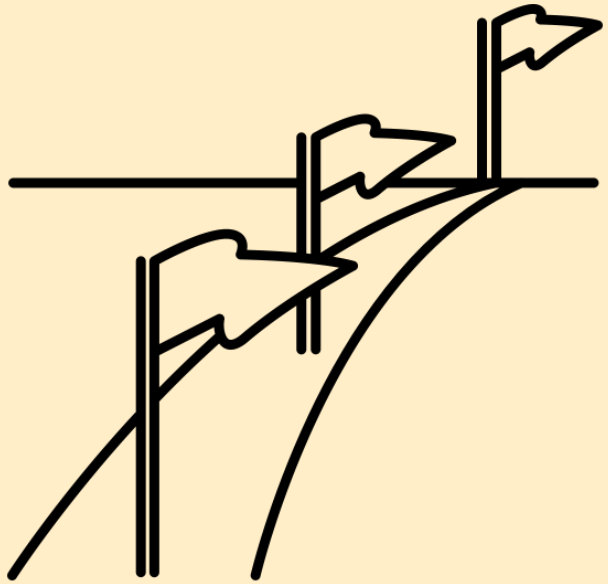
Close achievement gaps

- 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**

ATTACHMENT C

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

VCU Strategic Enrollment Management and Student Success

Enrollment Highlights

New Freshmen

4,163

▲8.8%

FROM FALL 2020

New Transfers

1,610

▲1.6%

FROM FALL 2020

Year 1 Retention

83.8%

▲0.6pts

FROM FALL 2020

Out-of-State

3,963

▲0.5%

FROM FALL 2020

Master's

3,431

▲7.8%

FROM FALL 2020

Year 2 Retention

74.6%

▲1.7 pts

FROM FALL 2020

Enrollment Opportunities

Undergraduate Degree Seeking

21,139

▼1.9%

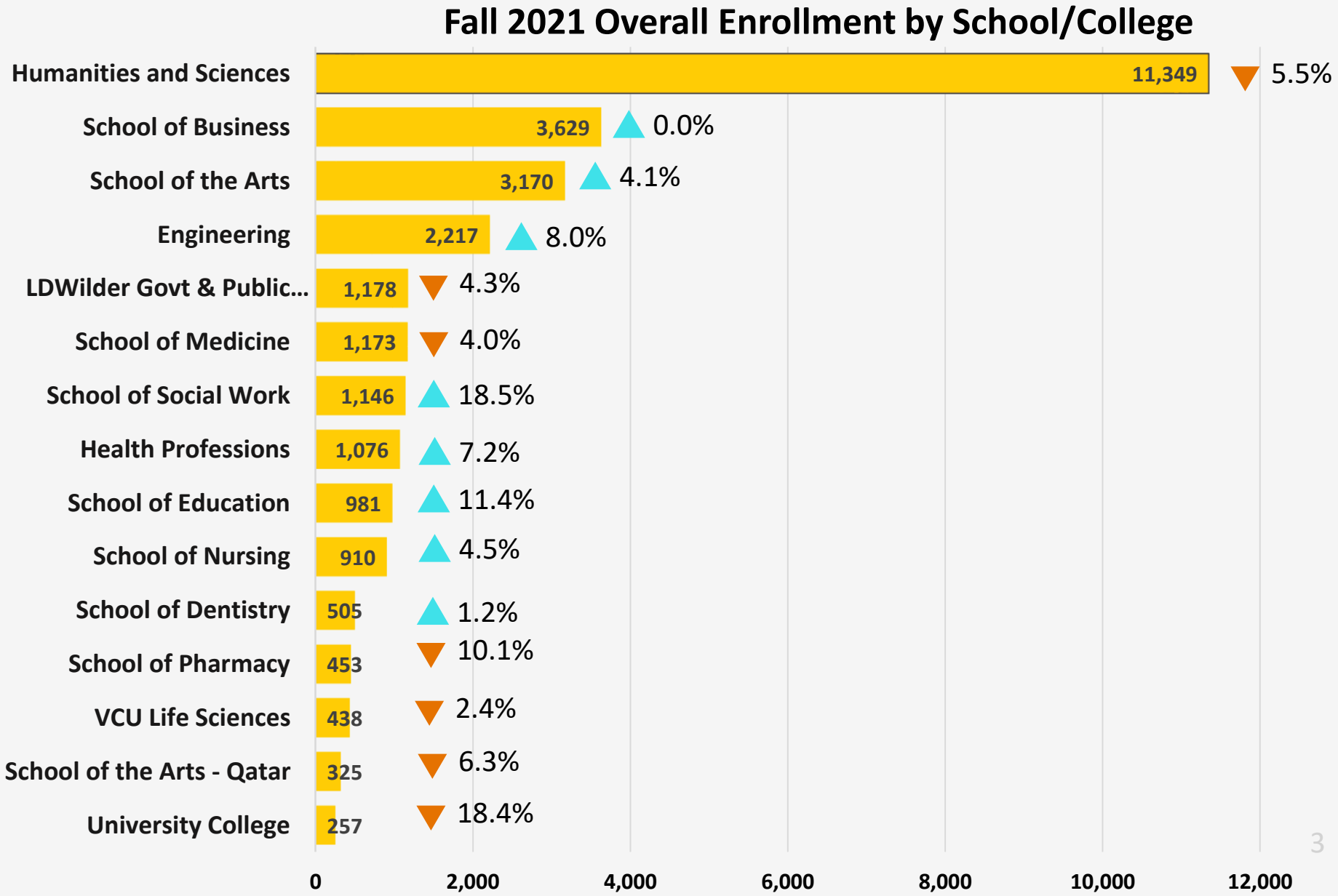
FROM FALL 2020

New Freshman Out-of-State

392

▼9.5%

FROM FALL 2020



Student Experience

Health and Well-Being

- University Counseling and Student Health
  - 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.
- Innovatively provide academic support to reduce the stigma of seeking help and scale services to proactively support students.

ATTACHMENT C

Board of Visitors

Academic and Health Affairs Committee

Preliminary Fall 2021 Enrollment Update*

September 17, 2021

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Vice President for Strategy, Enrollment Management and Student Success

VCU Strategic Enrollment Management and Student Success

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Enrollment Opportunities

Undergraduate Degree Seeking

21,139

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New Freshman Out-of-State

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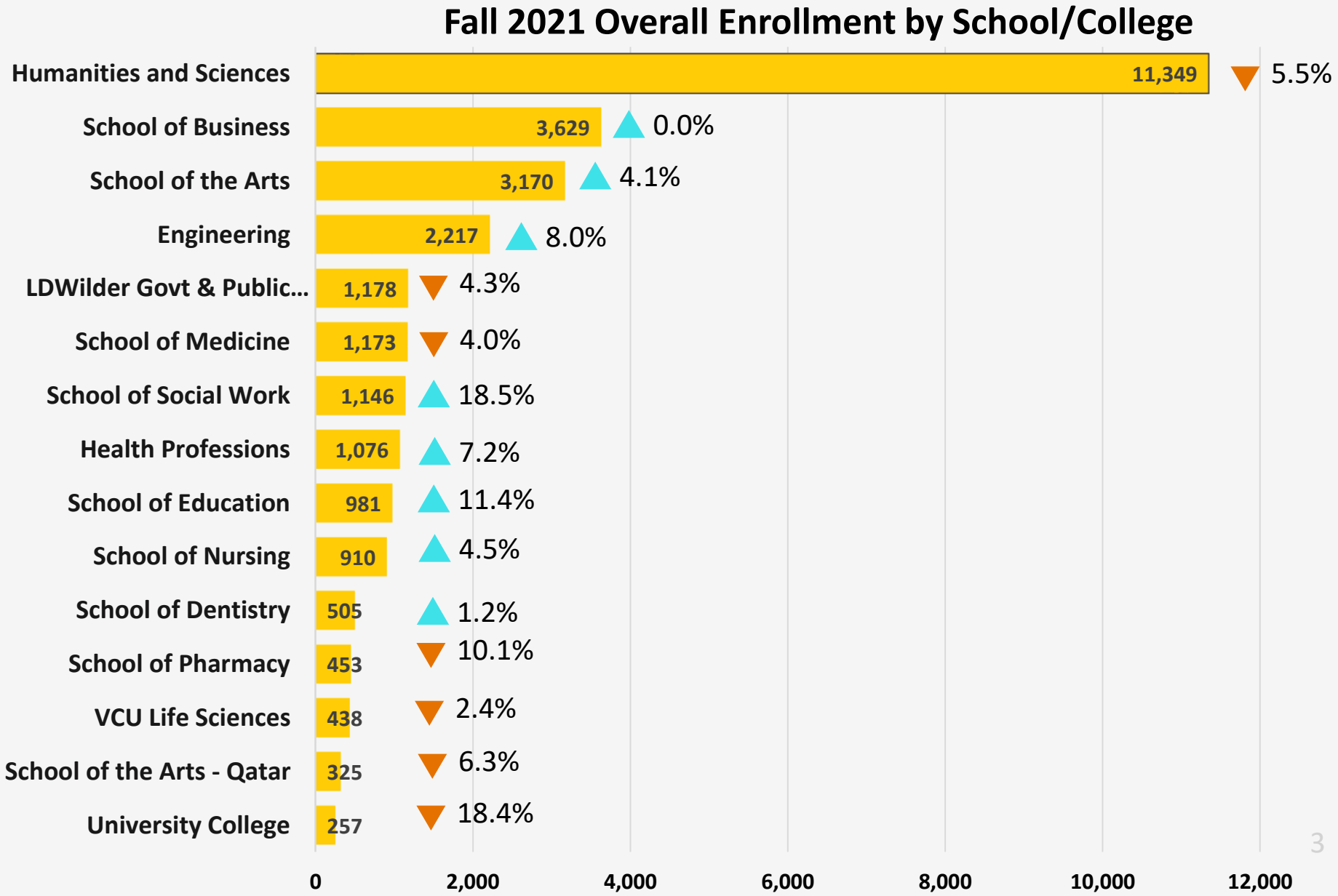

Student Experience

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  - 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.
- Innovatively provide academic support to reduce the stigma of seeking help and scale services to proactively support students.

ATTACHMENT D

VCU Board of Visitors
Academic and Health Affairs Committee

Art Kellermann, M.D., M.P.H.
SVP, Health Sciences
CEO, VCU Health System
September 17, 2021

Creating a VCU SPH Could Improve Virginians' Health by…

- **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**

Deans' Task Force Report: July 23, 2021

"After thorough deliberation, the Task Force reached a consensus about the importance and benefits of a SPH at VCU and endorsed the concept of establishing a school with the recognition that this is an optimal time for this concept to move forward quickly to application for approval and implementation, contingent on resources being set aside or created that address the concerns and assumptions herein. The Task Force recommends that the school be organizationally freestanding, attain accreditation as a school, and partner with HBCU's in Virginia" [Emphasis Added]

Optimal Timeline

Oct. 22, 2021:	Submission deadline for University Council subcommittee on Academic Affairs and University Policies (UCAAUP)
Nov. 18, 2021:	UCAAUP meets
Dec. 2, 2021:	Proposal presented to University Council
Shortly after:	Proposal presented to University Cabinet
Dec. 9, 2021:	Proposal presented to VCU Board of Visitors
Jan. 2022:	Submission to State Council of Higher Education for VA (SCHEV)
Some point:	SCHEV Review
Thereafter:	Application to Council on Education for Public Health (CEPH)
Post approval:	New School of Public Health announced; courses & degree programs listed in VCU's catalog

onevcu

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