VIRGINIA COMMONWEALTH BOARD OF VISITORS
ORIENTATION
SCOTT HOUSE
909 WEST FRANKLIN STREET
12:30
SEPTEMBER 10, 2021

MINUTES

BOARD MEMBERS PRESENT
Mr. H. Benson Dendy III, Rector
Ms. Carolina Espinal, Vice Rector
Mr. Todd Haymore, Secretary (departed at 2:29 p.m.)
Mr. Andrew Florance

OTHERS PRESENT
Mr. Jay Davenport, Vice President for Development and Alumni Relations
Ms. Chelsea Gray, Assistant Secretary & Board Liaison to the VCU Board of Visitors
Ms. Karol Kain Gray, Senior Vice President and Chief Financial Officer
Dr. Fotis Sotiropoulos, Provost and Senior Vice President for Academic Affairs
Ms. Karen Helderman, Executive Director for Audit and Compliance Services
Mr. Grant Heston, Vice President for University Relations
Dr. Art Kellermann, Senior Vice President for Health Sciences and CEO of VCUHS
Dr. Tomikia LeGrande, Vice Provost for Strategic Enrollment Management
Ms. Pamela Lepley, Senior Advisor to the President
Mr. Mike Melis, Esq., University Counsel
Dr. Aashir Nasim Vice President of Institutional Equity, Effectiveness and Success
VCU students, faculty and staff and members of the public via livestream

LUNCH
The Board of Visitor Members present had a social lunch with President Rao at 12:30 p.m. in the dining room at the Scott House.

CALL TO ORDER AND INTRODUCTIONS
Mr. H. Benson Dendy III, Rector, called the meeting to order at 1:04 p.m. The public was able to view the open session of the meeting via livestream at https://mssvideo.vcu.edu/BOV.

H. Benson Dendy III welcomed the new Board member, Andrew Florance, and thanked him for his willingness to serve on the Board of Visitors of Virginia Commonwealth University. He highlighted that VCU’s unique mission as a public good is motivating and inspiring. VCU is a large, complex institution that benefits greatly from the expertise, experience and active engagement of board members. Rector Dendy told Mr. Florance he will find this to be an
energetic and inclusive board. The board values different perspectives and proactive involvement in advancing the university’s mission and setting high standards for the university as well as values transparency in the work as a governing board.

President Rao welcomed Andrew Florance, and mentioned he has been involved with VCU for several years, as a donor and an advocate. Dr. Rao is looking forward to his engagement as a member of the board. He mentioned that VCU has begun a process to recalibrate the Quest 2025 strategic plan and will discuss that further at the full board meeting next week.

**PUBLIC COMMENT PERIOD**
Ms. Chelsea Gray, Assistant Secretary and Board Liaison, reminded the Board that written comments were to be received prior to the meeting via an online portal and that no responses were received. She then reminded the Board that there would be a public comment session at this meeting and that in accordance with the published procedures for public comment, the Board did not receive any requests.

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

Mr. Dendy thanked Ms. Helderman for her presentation.

**OVERVIEW OF ACADEMIC AFFAIRS**
Dr. Sotiropoulos, Provost and Senior Vice President for Academic Affairs, and Dr. Tomikia LeGrande, Vice Provost for Strategic Enrollment Management provided an overview of Academic Affairs, including the mission of the Provost’s office; Quest 2025 strategies; priorities of Academic Affairs focusing on both student success and program and faculty success. Dr. LeGrande provided information about enrollment and the current status. A copy of the presentation is attached hereto as Attachment B and is made a part hereof.

Mr. Dendy thanked Dr. Sotiropoulos and Dr. LeGrande for their presentation.

**RELATIONSHIP BETWEEN VCU & VUCHS**
Dr. Art Kellermann, Senior Vice President for Health Sciences and CEO of the VCU Health System, provided an overview of the relationship between the VCUHS Board of Directors and VCU Board of Visitors. He addressed that the Health System is committed to safety and patient satisfaction. A copy of the presentation is attached hereto as Attachment C and is made a part hereof.

Mr. Dendy thanked Dr. Kellermann for his presentation.
OVERVIEW OF 2022 BUDGET
Ms. Karol Kain Gray, Senior Vice President and Chief Financial Officer, presented an overview of the University’s FY 2022 Budget plan, reviewing the sources of funding and expenditures. She also reviewed the components of the Education and General (E&G) budget funds. A copy of Ms. Gray’s presentation is attached hereto as Attachment D.

Mr. Dendy thanked Ms. Gray for her presentation.

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

Ms. Carolina Espinal commended VCU for beginning to look at decommemorations beginning in 2017, implementing a policy in 2019, and most recently in September 2020the board approved unanimously to decommemorate buildings named for Confederates.

Mr. Dendy thanked Dr. Nasim for his presentation.

DEVELOPMENT & ALUMNI RELATIONS
Mr. Jay Davenport, Vice President for Development and Alumni Relations, provided an overview of the functions of Development and Alumni Relations. Mr. Davenport discussed the successes of the Make it Real Campaign and explained his team is in the planning phase for the next campaign. He also provided the history of Board of Visitors giving and provided information on the Board of Visitors Scholarship.

A copy of the presentation is attached hereto as Attachment F and is made a part hereof.

Mr. Dendy thanked Mr. Davenport for his presentation.

CLOSED SESSION
Rector Dendy moved that the Virginia Commonwealth University Board of Visitors convene into closed session pursuant to Sections 2.2-3711(A) (8) of the Virginia Freedom of Information Act for the consultation from legal counsel regarding specific legal matters requiring the provision of legal advice, more specifically relating the role of university counsel, the board’s legal duties and responsibilities, and the legal relationship between VCU and VCU Health System. The motion was seconded and approved by the board unanimously.

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

BE IT RESOLVED, that the Board of Visitors of Virginia Commonwealth University certifies that, to the best of each member’s knowledge, (i) only public business matters lawfully exempted from open meeting requirements under this chapter were discussed in the closed meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion by which the closed session was convened were heard, discussed or considered by the Board.

<table>
<thead>
<tr>
<th>Vote</th>
<th>Ayes</th>
<th>Nays</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. H. Benson Dendy III, Rector</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Ms. Carolina Espinal</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Mr. Todd Haymore</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Andrew Florance</td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

Mr. Haymore was not present for the roll call. All remaining members present responding affirmatively, the resolution of certification was adopted.

ADJOURNMENT
There being no further business, Mr. Dendy, Rector, adjourned the meeting at 2:57 p.m.
Audit and Compliance Services

September 10, 2021
Audit and Compliance Services

• University and Health System Responsibilities
• Reports to both Boards (BOV and BOD)
  ➢ Provides audit, integrity and compliance operations on behalf of the Boards
  ➢ Executive Director is accountable to the Boards through their respective audit and compliance committees

• University Functions
  ➢ University Audit and Management Services (Internal Audit)
  ➢ Integrity and Compliance Office
University Audit and Management Services (Internal Audit)

- Institute of Internal Auditor’s *International Standards for the Professional Practice of Internal Auditing*
- Risk-based audits of information systems, financial and compliance controls
- Investigative reviews
- Special requests
- Advisory services
- Audit reports provided in Audit, Integrity and Compliance Committee materials
Integrity and Compliance Office

- Oversees VCU’s Compliance and Ethics Program
- Utilizes compliance partners throughout the University
- Software provides visibility into areas of concern
- Compliance Program based on Chapter 8 of the US Department of Justice *Federal Sentencing Guidelines* – Seven Elements of an Effective Compliance Program
Integrity and Compliance Office

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

Members of the board have been accused of covering up Larry Nassar’s abuse, and yet they’ve somehow emerged from the scandal unscathed.

CAROLINE KITCHENER  SEP 26, 2018

The members of Enron Corp.’s board of directors contributed to the firm’s collapse by failing to curb the Houston energy trader’s risky accounting tactics, approving conflicts of interest, and rubber-stamping enormous cash payouts to executives, according to a hastily rushed Senate report to be released today.

“The board witnessed numerous indications of questionable practices by Enron managers over several years, but chose to ignore them to the detrimen of Enron shareholders, employees, and business associates,” the report said.

March 21, 2019 04:03 PM

U-Maryland Medical System CEO put on leave after board conflict scandal

HARRIS MEYER  

The University of Maryland Medical System has put CEO Robert Chrencik on temporary leave of absence following reports that nine of the system’s 30 board members, including elected public officials, have substantial business deals with the system.

Board Chairman Stephen Burch announced that the board, at an emergency meeting Thursday, also voted to hire an independent firm to review board members’ contractual relationships with the system.
Typical Oversight Questions

• How does VCU’s compliance program compare to its peers?
• Are we satisfying the seven requirements of an effective compliance program?
• What are our most significant risks and how are we mitigating them?
• How are we monitoring and responding to misconduct?
• Are we effectively communicating our ethics and compliance commitment?
• How do senior leaders determine which risks to report to the Board?
• How is the Board assured that controls for key risks are working?
Mission

The Office of the Provost is dedicated to ensuring:

- A high-quality and engaged learning experience for all students.
- The recruitment and retention of a talented and diverse faculty.
- The availability of resources to ensure world-class teaching, scholarship, research and creative expression.
- A strong commitment to the global engagement of students, faculty and staff that transforms lives and communities.
### Academic Affairs Priorities

#### Students
- **Enrollment**
  - Accessible and Affordable
  - Out of State
  - Adult/Non-traditional Students
- **Student success**
  - 6-year graduation rate (increased 37% in last decade)
  - Enhanced/innovative advising and career services
  - Major maps
  - Closing the retention and graduation equity gap
- **Transformative student experience**
  - REAL Initiative (Real, Experiential & Applied Learning)
  - Residential Living Learning Programs

#### Programs
- **New program offerings to satisfy market demand**
- **High quality program offerings**
  - Program review and accreditation
- **Digital engagement and online learning**
- **Curricular/course transformation**
  - Revising general education
  - Redesigning gateway courses
  - Revamping and increasing summer offerings

#### Faculty
- **Improve retention and satisfaction of faculty**
  - Center for Teaching and Learning Excellence (CTLE)
  - Faculty mentoring program
  - Department chairs leadership development program
- **Compensation plan to address short- and long-term concerns**
- **Increase faculty diversity**
  - Faculty cluster hiring process (iCubed) focused on underrepresented groups; 15% increase in URM faculty last year
- **Ongoing growth of research, particularly interdisciplinary**
VCU undergraduates, 2020

32.7% Freshmen are first-generation
30.9% Pell Eligible
52.3% Minority
35.4% URM
91.3% Virginia residents
13% 25 years or older
Graduation rate growth

VCU vs. all 4-year public institutions

<table>
<thead>
<tr>
<th>Year</th>
<th>4-year, national average</th>
<th>6-year, national average</th>
<th>4-year, VCU</th>
<th>6-year, VCU</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>58.7%</td>
<td>61.9%</td>
<td>35.0%</td>
<td>36.7%</td>
</tr>
<tr>
<td>2016</td>
<td>61.2%</td>
<td>62.6%</td>
<td>35.8%</td>
<td>39.5%</td>
</tr>
<tr>
<td>2017</td>
<td>61.2%</td>
<td>62.6%</td>
<td>36.9%</td>
<td>39.5%</td>
</tr>
<tr>
<td>2018</td>
<td>62.4%</td>
<td>67.1%</td>
<td>38.8%</td>
<td>44.5%</td>
</tr>
<tr>
<td>2019</td>
<td>62.4%</td>
<td>67.2%</td>
<td>40.7%</td>
<td>45.0%</td>
</tr>
</tbody>
</table>

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>66.1%</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
## Quest 2025: Outcomes Strategy

<table>
<thead>
<tr>
<th>Graduation and Retention Trends</th>
<th>Quest 2025 Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Fall 2013 Cohort</td>
</tr>
<tr>
<td>UG 1 year retention</td>
<td></td>
</tr>
<tr>
<td>URM</td>
<td>86.5%</td>
</tr>
<tr>
<td>Men of Color (Black &amp; Hispanic)</td>
<td>85.1%</td>
</tr>
<tr>
<td>Pell-recipient</td>
<td>82.4%</td>
</tr>
<tr>
<td>First Generation</td>
<td>85.2%</td>
</tr>
<tr>
<td></td>
<td>85.5%</td>
</tr>
<tr>
<td>UG 2 year retention</td>
<td></td>
</tr>
<tr>
<td>URM</td>
<td>77.4%</td>
</tr>
<tr>
<td>Men of Color (Black &amp; Hispanic)</td>
<td>75.5%</td>
</tr>
<tr>
<td>Pell-recipient</td>
<td>73.5%</td>
</tr>
<tr>
<td>First Generation</td>
<td>75.3%</td>
</tr>
<tr>
<td></td>
<td>75.3%</td>
</tr>
<tr>
<td>UG 6 year graduation</td>
<td></td>
</tr>
<tr>
<td>URM</td>
<td>67.6%</td>
</tr>
<tr>
<td>Men of Color (Black &amp; Hispanic)</td>
<td>63.9%</td>
</tr>
<tr>
<td>Pell-recipient</td>
<td>63.2%</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Source: VCU Census 2</td>
<td></td>
</tr>
</tbody>
</table>

### Source

- VCU Census 2
VCU Total Enrollment

<table>
<thead>
<tr>
<th></th>
<th>Fall 2016</th>
<th>Fall 2017</th>
<th>Fall 2018</th>
<th>Fall 2019</th>
<th>Fall 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>24,212</td>
<td>24,010</td>
<td>24,058</td>
<td>23,172</td>
<td>22,277</td>
</tr>
<tr>
<td>Graduate</td>
<td>1,760</td>
<td>1,743</td>
<td>1,709</td>
<td>1,639</td>
<td>1,586</td>
</tr>
<tr>
<td>First Professional</td>
<td>5,259</td>
<td>5,283</td>
<td>5,309</td>
<td>5,292</td>
<td>5,554</td>
</tr>
</tbody>
</table>

Source: VCU Census 2
Academics, Fall 2020

186 Programs and
52 Certificates

Top five enrolling UG majors:
Biology, Business, Psychology, Health/Physical Education/Exercise Science, and Mass Communications

Top five degree producing UG majors:
Business Management Marketing, Visual and Performing Arts, Psychology, Education, and Biological and Biomedical Sciences

Source: IPEDS 2019-20 Degrees Conferred
## Quest 2025: Enrollment Strategy

### Enrollment Trends

<table>
<thead>
<tr>
<th></th>
<th>Fall 2014</th>
<th>Fall 2015</th>
<th>Fall 2016</th>
<th>Fall 2017</th>
<th>Fall 2018</th>
<th>Fall 2019</th>
<th>Fall 2020</th>
<th>Quest 2025 Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Enrollment</strong></td>
<td>31,163</td>
<td>31,242</td>
<td>31,231</td>
<td>31,036</td>
<td>31,076</td>
<td>30,103</td>
<td>29,417</td>
<td>31,000</td>
</tr>
<tr>
<td><strong>Newly enrolled freshmen</strong></td>
<td>3,586</td>
<td>4,090</td>
<td>4,234</td>
<td>4,201</td>
<td>4,600</td>
<td>4,461</td>
<td>3,827</td>
<td>4,900</td>
</tr>
<tr>
<td><strong>Newly enrolled transfers</strong></td>
<td>2,287</td>
<td>2,022</td>
<td>2,069</td>
<td>1,911</td>
<td>1,708</td>
<td>1,672</td>
<td>1,585</td>
<td>2,000</td>
</tr>
<tr>
<td><strong>Graduate enrollment (Masters+Doctoral) as % of total enrollment</strong></td>
<td>15.2%</td>
<td>15.2%</td>
<td>14.9%</td>
<td>15.0%</td>
<td>15.0%</td>
<td>15.4%</td>
<td>16.7%</td>
<td>15.0%</td>
</tr>
<tr>
<td><strong>First Professional Enrollment</strong></td>
<td>1,718</td>
<td>1,740</td>
<td>1,760</td>
<td>1,743</td>
<td>1,709</td>
<td>1,639</td>
<td>1,586</td>
<td>1,750</td>
</tr>
</tbody>
</table>

Source: VCU Census 2
# Quest 2025: Faculty Strategy

## T&R Faculty Trends

<table>
<thead>
<tr>
<th></th>
<th>Fall 2014</th>
<th>Fall 2015</th>
<th>Fall 2016</th>
<th>Fall 2017</th>
<th>Fall 2018</th>
<th>Fall 2019</th>
<th>Fall 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>T&amp;R Faculty</td>
<td>2,229</td>
<td>2,264</td>
<td>2,274</td>
<td>2,338</td>
<td>2,446</td>
<td>2,497</td>
<td>2,445</td>
</tr>
<tr>
<td>Tenured/Tenure Track Faculty</td>
<td>969</td>
<td>958</td>
<td>959</td>
<td>972</td>
<td>1,027</td>
<td>1,040</td>
<td>1,032</td>
</tr>
<tr>
<td>% URM T&amp;R Faculty</td>
<td>8.3%</td>
<td>8.6%</td>
<td>9.0%</td>
<td>9.7%</td>
<td>10.1%</td>
<td>10.0%</td>
<td>11.0%</td>
</tr>
</tbody>
</table>

## Quest 2025 Goals

- **Existing Goal:** Increase the percentage of URM faculty.
- **Additional Goal:** Improve VCU’s standing of scholarly productivity of faculty comparable to peer group.

Source: VCU Census 2
Minority Faculty
Percent of minority among VA public institutions with graduate programs

Source: Common Data Set (2019-2020)

Instructional Faculty is defined as those members of the instructional-research staff whose major regular assignment is instruction, including those with released time for research.
**Quest 2025: National Research Prominence Strategy**

**Sponsored Research (millions)**
- Goal = $275.0m
- 2014-15: $270.3
- 2015-16: $271.2
- 2016-17: $275.4
- 2017-18: $271.0
- 2018-19: $310.2

**Federal Research Awards – NIH (millions)**
- Goal = $79.7m
- 2016-17: $77.9
- 2017-18: $78.9
- 2018-19: $89.9

**Federal Research Awards - Other (millions)**
- Goal = $62.3m
- 2016-17: $75.1
- 2017-18: $62.0
- 2018-19: $69.9
National Research Prominence Strategy
Research Expenditures - VCU compared to the Nation

VCU = $255.6k all R&D expenditures
#65 among all 405 ranked public institutions
#55 among all 83 ranked R1 public institutions

Five R1s directly above us
#54 Stony Brook, $260.8k
#53 Oregon State U, $263.8k
#52 Mississippi State, $264.5k
#51 U Missouri, Columbia, $278.7k
#50 U Hawaii, Manoa, $280.4k

Source: NSF HERD FY 2019
Appendix

Details on URM Faculty Trends
Minority - T&R Faculty

Largest growth among minority is in Black/African American, Hispanic/Latino

**One Year Change**

Black/African American: +7.3%
Hispanic/Latino: +12.3%
Asian: +0.6%

**Five Year Change**

Black/African American: +46.7%
Hispanic/Latino: +34.4%
Asian: +20.8%

Source: VCU Census 2 (October 2020)
Other Minority includes American Indian/Alaskan, Hawaiian/Pacific Islander, Two or More Races. Non-minority includes International, Unknown, White
Minority - Tenure and Tenure Track Faculty
Growth in minority groups

One Year Change
- Black/African American: +11.8%
- Hispanic/Latino: +17.1%
- Asian: 0%

Five Year Change
- Black/African American: +43.4%
- Hispanic/Latino: +70.8%
- Asian: +20.9%

Source: VCU Census 2 (October 2020)
Introduction to the VCU Health
Art Kellermann, M.D., M.P.H.
Senior Vice President, VCU Health Sciences
and CEO, VCU Health System

September 10, 2021
VCU Health is everything health-related at VCU

VCU Health System Authority
- Hospitals
  - VCU Medical Center
  - VCU Health Community Memorial Hospital
  - VCU Health Tappahannock Hospital
- Physician Groups
  - VCU Health CMH Physicians
  - VCU Health MCV Physicians
- Other
  - VCU Health Ambulatory Surgery Center
  - VCU Health Children’s Services at Brook Road
  - VCU Health Continuing Education

VCU Health Sciences
- College of Health Professions
- School of Dentistry
- School of Medicine
- School of Nursing
- School of Pharmacy
- Research Centers and Institutes
  - VCU Johnson Center for Critical Care and Pulmonary Research
  - VCU Massey Cancer Center
  - VCU Health Harold F. Young Neurosurgical Center
  - VCU Health Hume-Lee Transplant Center
  - VCU Health Pauley Heart Center
  - VCU Medical Center Evans-Haynes Burn Center
  - VCU Medical Center Trauma Program

VCU Colleges and Schools
- College of Engineering
- College of Humanities and Sciences
- Graduate School
- L. Douglas Wilder School of Government and Public Affairs
- School of the Arts
- School of Business
- School of Education
- Richard T. Robertson School of Media and Culture
- School of Social Work
- School of World Studies
Our Leadership

The Office of the Senior Vice President for VCU Health Sciences and CEO of VCU Health System provides leadership across VCU and VCU Health

Responsibilities
• Mission
• Vision
• Values
• Resource management
• Programmatic oversight

Purpose
• Alignment
• Strength
• Sustainability
• Growth
• Impact
VCU Health By The Numbers FY2020

1,079 Licensed Beds
200+ Clinical Specialties
19 Clinical Departments
13,000+ Team Members
800+ Physicians
400+ Advanced Practice Professionals

200+ Clinical Specialties
619 Patients enrolled in clinical trials
1,276 Patients in research studies

$335.1M Total Amount of Research Awards

4,108 Total Students
772 Total Residents*

*as of Fall 2020

2020 Enrollment by College or School

12% Pharmacy
12% Dentistry
21% Nursing
25% Health Professions
30% Medicine
Diversity, Equity and Inclusion

At VCU Health, we prioritize individual dignity and strive to promote a culture of diversity, equity and inclusivity in a supportive clinical, learning, research, and work environment. Every patient, their families, our team members and learners deserve to be treated with respect, dignity, and professionalism.

We are committed to delivering health care in a manner that respects diversity in an inclusive environment with the full intent of ensuring an optimal patient experience and achieving better health outcomes for all.

We actively work to dismantle systemic racism and inequalities that may be entrenched in our health system.

Guiding Principles

- **Equity**: Safe environment for open communication and listening
- **Trust**: Collaborative cross-functional teamwork
- **Inclusion**: Diversity of thought and lived experience
- **Culture of belonging**: Distributed ownership and individual accountability
- **Respect for patients, families, learners and team members**: Advance cultural awareness and competence through learning
- **Sustainability**: Integration with our mission and vision
What is VCU Health System Authority?

Public body corporation, public instrumentality, and political subdivision of the Commonwealth of Virginia

**General Purpose**

- Delivery of medical care
- Providing educational opportunities in medical and related fields
- Conducting research
- Enhancing delivery of health to low-income populations in the Commonwealth of Virginia
- Operation of a teaching hospital and related facilities
Specific Purpose

• Serve as a general hospital and healthcare facility (operate MCV Hospitals aka VCU Medical Center)
• Support health education, research and public service activities for the VCU Health Sciences schools and college
• Provide high quality patient care and specialized health services not widely available in the Commonwealth of Virginia
• Serve as the principal teaching and training hospital for VCU Health Science School students
• Serve as a site for VCU Health Sciences schools and college faculty medical and biomedical research
Separate Governance

**VCU Health System Authority**

**Board of Directors**

- VCU Medical Center
- VCU Health Community Memorial Hospital
- VCU Health Tappahannock Hospital
- VCU Health Ambulatory Surgery Center
- VCU Health Children’s Services at Brook Road
- VCU Health CMH Physicians
- VCU Health MCV Physicians
- University Health Services, Inc.
- Virginia Children's Care Network

**VCU Board of Visitors**

**VCU Health Sciences**

- College of Health Professions
- School of Dentistry
- School of Medicine
- School of Nursing
- School of Pharmacy
- Interprofessional Education Collaborative
Our Governance Structure

Why separate governance?

• Allows segregation of risk — resides in the appropriate entity
• Other benefits that accrue to a 501(c)(3) such as tax-exempt status

Membership Overlap

• Five members of VCU's Board of Visitors on the Authority Board of Directors
• Members of the Authority Board of Directors or hospital administration serve on subsidiary boards

Balanced for:

• Communication
• Alignment
• Independence
VCU Health System Board of Directors Members of the Board of Directors

21 members appointed
- 5 from VCU Board of Visitors appointed by VCU Rector
- 6 non-legislative citizens by Governor*
- 5 by Speaker of the House of Delegates*
- 3 by Senate Committee on Rules**
- President of VCU
- VP of Health Sciences of VCU
* 2 must be VCU Physician Faculty
** 1 must be VCU Physician Faculty

All appointments must be confirmed by the General Assembly

Terms
- 3-year term
- Can only serve 2 consecutive terms
- One year break required before reappointment

Meetings
- 4 meetings per year and one meeting per year held jointly with the VCU Board of Visitors
Committees of the Board

**Finance and Property Committee**, Chair, **Mr. Clyde Clark**
- Finances and investments including financial oversight, insurance coverage and financial monitoring

**Audit and Compliance Committee**, Chair, **Mr. Keith Parker**
- Annual audit of finances and report of compliance

**Quality, Safety and Service Committee**, Chair, **Dr. Gopinath Jadhav**
- Quality assurance, utilization review, medical staff credentialing (recommend appointments/reappointments to the medical staff), risk management and safety

**Evaluation and Compensation Committee**, Chair, **Mr. Tim McDermott**
- Establish goals and evaluate performance of CEO and other executive officers and employees

**Governance Committee**, Chair, **Ms. Lisa Hicks-Thomas**
- Nominates membership to Board and Committees; oversees corporate governance
What We Are Building Across VCU and VCU Health

- Promote and protect the health of the commonwealth
- Educate the state’s future workforce
- Embrace diversity, equity, and inclusion
- Listen to the communities we serve
- Eliminate longstanding racial, ethnic, and geographic health disparities
- Conduct collaborative, interdisciplinary research

Multiple accreditation site visits for the four schools and one college cited the relationship to VCU Health as a strength along with the opportunities this presents
Our world-class health sciences deans

Clara M. Spatafore, D.D.S, M.S.
Interim Dean, School of Dentistry

Susan Parish, Ph.D.
Dean, College of Health Professions

Peter F. Buckley, M.D.
Dean, School of Medicine

Joseph T. Dipiro, Pharm.D.
Dean, School of Pharmacy

Jean Giddens, Ph.D., R.N., FAAN
Dean, School of Nursing
Nationally Prominent Research and Education

619
Patients enrolled in clinical trials

1,276
Patients in research studies

330
Studies open to enrollment

255
Clinical trials open to enrollment

$335.1M
Total Amount of Research Awards

4,108
Total Students

772
Total Residents*

2020 Enrollment by College or School

<table>
<thead>
<tr>
<th>College or School</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dentistry</td>
<td>499</td>
</tr>
<tr>
<td>Health Professions</td>
<td>1,010</td>
</tr>
<tr>
<td>Medicine</td>
<td>1,220</td>
</tr>
<tr>
<td>Nursing</td>
<td>874</td>
</tr>
<tr>
<td>Pharmacy</td>
<td>505</td>
</tr>
</tbody>
</table>

*as of Fall 2020

12% Pharmacy
12% Dentistry
25% Health Professions
30% Medicine
21% Nursing

New Board Member Orientation 2021-2022
Becoming a “learning health system”

In a learning healthcare system, “…science, informatics, incentives, and culture are aligned for continuous improvement and innovation, with best practices seamlessly embedded in the delivery process and new knowledge captured as an integral by-product of the delivery experience.”

Source: National Academy of Medicine

https://nam.edu/programs/value-science-driven-health-care/learning-health-system-series/
Our Mission
We preserve and restore health for all people of Virginia and beyond through innovation in service, research, and education.

Our Vision
We lead the nation in quality, affordability, and impact as a trusted and preferred academic health system.
Safety is our top priority

**Aspiration**
To be America’s safest and most caring health system

**Goal**
Achieve and sustain ZERO events of preventable harm to our patients, visitors and team members
Questions?
VCU Board of Visitors
New Member Orientation

Karol Kain Gray, SVP and CFO
September 10, 2021
Key Facts

- VCU Tier III Institution, along with UVA, VT, JMU and W&M
- 91% resident undergraduates
- Cost of attendance for 2021-22 academic year is $33,537 for undergraduate residents and $53,323 for undergraduate non-residents
- Bond ratings - Moody’s Aa3 (stable outlook); S&P AA- (negative outlook)
- FY21 debt burden ratio is estimated to be 3.06%, Moody’s Aa3 median is 4.2% while the BOV debt policy allows up to 6%
- Total budget, including the VCUHS, is $5.2B
Comparative In-State Tuition and Mandatory Fees (2021-2022)

<table>
<thead>
<tr>
<th>Institution</th>
<th>Tuition &amp; Mandatory E&amp;G Fees</th>
<th>Mandatory Non-E&amp;G Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>W&amp;M</td>
<td>23,812</td>
<td>17,410</td>
</tr>
<tr>
<td>UVA</td>
<td>17,420</td>
<td>15,028</td>
</tr>
<tr>
<td>VCU</td>
<td>15,028</td>
<td>14,924</td>
</tr>
<tr>
<td>CNU</td>
<td>14,924</td>
<td>14,175</td>
</tr>
<tr>
<td>VT</td>
<td>14,090</td>
<td>14,175</td>
</tr>
<tr>
<td>LU</td>
<td>13,770</td>
<td>14,090</td>
</tr>
<tr>
<td>UMW</td>
<td>13,119</td>
<td>14,090</td>
</tr>
<tr>
<td>GMU</td>
<td>12,638</td>
<td>13,119</td>
</tr>
<tr>
<td>JMU</td>
<td>11,542</td>
<td>12,638</td>
</tr>
<tr>
<td>RU</td>
<td>11,160</td>
<td>11,542</td>
</tr>
<tr>
<td>ODU</td>
<td>9,622</td>
<td>11,160</td>
</tr>
<tr>
<td>NSU</td>
<td>9,154</td>
<td>9,622</td>
</tr>
<tr>
<td>VSU</td>
<td>9,154</td>
<td>9,154</td>
</tr>
</tbody>
</table>

*SCHEV TF03 Report*
## Fall 2020 Resident vs Non-Resident Undergraduates

<table>
<thead>
<tr>
<th>Institution</th>
<th>Non-Resident UG</th>
<th>Resident UG</th>
<th>Percentage Non-Resident</th>
<th>Percentage Resident</th>
</tr>
</thead>
<tbody>
<tr>
<td>VT</td>
<td>8,632</td>
<td>20,668</td>
<td>71%</td>
<td>29%</td>
</tr>
<tr>
<td>GMU</td>
<td>4,120</td>
<td>22,934</td>
<td>85%</td>
<td>15%</td>
</tr>
<tr>
<td>VCU</td>
<td>2,021</td>
<td>21,151</td>
<td>91%</td>
<td>9%</td>
</tr>
<tr>
<td>JMU</td>
<td>4,645</td>
<td>17,401</td>
<td>23%</td>
<td>77%</td>
</tr>
<tr>
<td>ODU</td>
<td>1,775</td>
<td>11,714</td>
<td>9%</td>
<td>91%</td>
</tr>
<tr>
<td>UVA</td>
<td>5,296</td>
<td>7,398</td>
<td>31%</td>
<td>69%</td>
</tr>
<tr>
<td>RU</td>
<td>569</td>
<td>4,095</td>
<td>7%</td>
<td>93%</td>
</tr>
<tr>
<td>W&amp;M</td>
<td>2,161</td>
<td>1,102</td>
<td>35%</td>
<td>65%</td>
</tr>
<tr>
<td>NSU</td>
<td>1,219</td>
<td>3,825</td>
<td>24%</td>
<td>76%</td>
</tr>
<tr>
<td>CNU</td>
<td>321</td>
<td>4,516</td>
<td>7%</td>
<td>93%</td>
</tr>
<tr>
<td>UMW</td>
<td>357</td>
<td>3,893</td>
<td>9%</td>
<td>91%</td>
</tr>
<tr>
<td>VSU</td>
<td>1,102</td>
<td>2,923</td>
<td>27%</td>
<td>73%</td>
</tr>
<tr>
<td>LU</td>
<td>347</td>
<td>3,512</td>
<td>9%</td>
<td>91%</td>
</tr>
<tr>
<td>UVA-W</td>
<td>143</td>
<td>1,859</td>
<td>7%</td>
<td>93%</td>
</tr>
<tr>
<td>VMI</td>
<td>644</td>
<td>1,054</td>
<td>38%</td>
<td>62%</td>
</tr>
</tbody>
</table>

*Source: SCHEV E02 Report*
Challenges/Opportunities

• Flat tuition increase for last three fiscal years

• Maintain bond ratings (Moody’s AA3 Stable & S&P AA-)

• Budgetary challenges during pandemic; ability to grow enrollment

• FY2022 use of HEERF III funds to balance budget for 2022. Adds strain to the 2023 budget.

• Aging Infrastructure and the Master Plan

• Need to increase Women and Minority Owned businesses
Overview of FY2022 Budget
# Virginia Commonwealth University – 2021-2022 University Budget Plan

## Sources Summary (in thousands)

<table>
<thead>
<tr>
<th>FY 2021-2022 Sources</th>
<th>Educational &amp; General Programs</th>
<th>Sponsored Programs</th>
<th>Auxiliary Enterprises</th>
<th>Qatar</th>
<th>University Funds</th>
<th>Student Financial Assistance</th>
<th>Hospital Services</th>
<th>Total University</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>State General Fund</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$277,153</td>
</tr>
<tr>
<td>Direct Appropriations</td>
<td>$ 218,306</td>
<td>$ 19,013</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 39,834</td>
<td>$ -</td>
<td>$277,153</td>
</tr>
<tr>
<td>Central Transfers</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>State General Fund</strong></td>
<td>$ 218,306</td>
<td>$ 19,013</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 39,834</td>
<td>$ -</td>
<td>$277,153</td>
</tr>
</tbody>
</table>

### Nongeneral Funds

<table>
<thead>
<tr>
<th></th>
<th>Educational &amp; General Programs</th>
<th>Sponsored Programs</th>
<th>Auxiliary Enterprises</th>
<th>Qatar</th>
<th>University Funds</th>
<th>Student Financial Assistance</th>
<th>Hospital Services</th>
<th>Total University</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Student Tuition and Fees</strong></td>
<td>439,392</td>
<td>-</td>
<td>-</td>
<td>61,825</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>501,217</td>
</tr>
<tr>
<td><strong>Grants and Contracts</strong></td>
<td>140</td>
<td>334,139</td>
<td>45,000</td>
<td>-</td>
<td>-</td>
<td>62,089</td>
<td>-</td>
<td>441,368</td>
</tr>
<tr>
<td><strong>Gifts and Investment Earnings</strong></td>
<td>100</td>
<td>-</td>
<td>-</td>
<td>5,662</td>
<td>-</td>
<td>44,750</td>
<td>-</td>
<td>50,512</td>
</tr>
<tr>
<td><strong>Sales and Services</strong></td>
<td>6,815</td>
<td>-</td>
<td>-</td>
<td>84,641</td>
<td>39,989</td>
<td>-</td>
<td>41,861</td>
<td>173,306</td>
</tr>
<tr>
<td><strong>Other Sources</strong></td>
<td>3,110</td>
<td>-</td>
<td>-</td>
<td>1,647</td>
<td>11,165</td>
<td>-</td>
<td>-</td>
<td>16,372</td>
</tr>
<tr>
<td><strong>Total Nongeneral Funds</strong></td>
<td>449,557</td>
<td>334,139</td>
<td>45,000</td>
<td>153,775</td>
<td>39,989</td>
<td>56,365</td>
<td>62,089</td>
<td>1,182,776</td>
</tr>
</tbody>
</table>

| Transfers in (out)          | 10,635                        | -                  | (10,635)              | -     | -               | -                           | -                | -               |

<p>| <strong>Total University Sources</strong>| $678,498                      | $353,152            | $34,365               | $153,775| $39,989        | $56,365                     | $101,923         | $1,459,929      |</p>
<table>
<thead>
<tr>
<th>FY 2021-2022 Uses</th>
<th>Educational &amp; General Programs</th>
<th>Sponsored Programs</th>
<th>University Financial</th>
<th>Student Assistance</th>
<th>Hospital Services</th>
<th>Total University</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Direct Costs</td>
<td>Facilities &amp; Admin. Costs</td>
<td>Auxiliary Enterprises</td>
<td>Qatar</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instruction</td>
<td>$323,688</td>
<td>$ - $</td>
<td>$ - $</td>
<td>$39,989</td>
<td>$5,378</td>
<td>$ - $</td>
</tr>
<tr>
<td>Research</td>
<td>20,666</td>
<td>353,152</td>
<td>25,034</td>
<td>-</td>
<td>11,425</td>
<td>-</td>
</tr>
<tr>
<td>Public Service</td>
<td>4,406</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,068</td>
<td>-</td>
</tr>
<tr>
<td>Academic Support</td>
<td>120,190</td>
<td>729</td>
<td>-</td>
<td>-</td>
<td>13,324</td>
<td>-</td>
</tr>
<tr>
<td>Student Services</td>
<td>17,349</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>763</td>
<td>-</td>
</tr>
<tr>
<td>Institutional Support</td>
<td>84,419</td>
<td>-</td>
<td>1,660</td>
<td>-</td>
<td>10,657</td>
<td>-</td>
</tr>
<tr>
<td>Operation and Plant</td>
<td>63,478</td>
<td>3,201</td>
<td>-</td>
<td>-</td>
<td>1,279</td>
<td>-</td>
</tr>
<tr>
<td>Scholarships and</td>
<td>35,733</td>
<td>-</td>
<td>1,716</td>
<td>-</td>
<td>11,471</td>
<td>97,295</td>
</tr>
<tr>
<td>Fellowships</td>
<td>-</td>
<td>-</td>
<td>152,158</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Auxiliary Enterprises</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>152,158</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Hospital Services</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Subtotal Uses</strong></td>
<td><strong>669,929</strong></td>
<td><strong>353,152</strong></td>
<td><strong>32,340</strong></td>
<td><strong>152,158</strong></td>
<td><strong>39,989</strong></td>
<td><strong>56,365</strong></td>
</tr>
<tr>
<td>Transfers in (out)</td>
<td>-</td>
<td>-</td>
<td>(4,628)</td>
<td>-</td>
<td>4,628</td>
<td>-</td>
</tr>
<tr>
<td><strong>Contingencies and Reserves</strong></td>
<td><strong>8,569</strong></td>
<td><strong>2,025</strong></td>
<td><strong>6,245</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total University Uses</strong></td>
<td><strong>$678,498</strong></td>
<td><strong>$353,152</strong></td>
<td><strong>$34,365</strong></td>
<td><strong>$153,775</strong></td>
<td><strong>$39,989</strong></td>
<td><strong>$56,365</strong></td>
</tr>
</tbody>
</table>
Diversity and Inclusion @VCU

Aashir Nasim, Ph.D.
Vice president and vice provost
VCU’s National Prominence in Diversity and Inclusion

Top Colleges for Diversity

DIVERSITY CHAMPION

Office of Institutional Equity,
Effectiveness and Success
Quest 2025: Theme IV Diversity Driving Excellence

**Goal I:** Advance institutional excellence through a commitment to diversity, inclusion and equity fostered through a culture of appreciation and respect

**Goal II:** Build and sustain the infrastructure to enhance diversity, inclusion and equity at all levels of the university to support teaching, research, scholarship, creative expression and service

**Goal III:** Establish diversity as an imperative in the development and implementation of strategies and policies and in decisions regarding resource allocation
Goal I: Advance institutional excellence through a commitment to diversity, inclusion and equity fostered through a culture of appreciation and respect

1. Foster inclusive practices and differences in ways that build cohesive communities and a positive climate
2. Develop a university-wide culture of appreciation that is reflected in day-to-day behaviors, activities and campus life and is expected of all academic and administrative units
3. Work in innovative ways to inspire change and promote dialogue and action on diversity, inclusion and equity within and across units
VCU Universe

VCU Universe is comprised of multiple assessment tools for climate and culture:

We use a social listening tools that provide a global sentiment assessment about VCU and other related topics. Data is derived from social media channels, blogs and other similar, public-facing forums.

We invented Climatext to provide a quick read of employee and student sentiment through pulse surveying.

We developed and implemented the Culture and Climate Survey and dashboard to assess and monitor how diversity drives excellence at VCU.
<table>
<thead>
<tr>
<th>2021</th>
<th>Overall Net Sentiment</th>
<th>Mentions</th>
<th>Posts</th>
<th>Potential Impressions</th>
<th>Top 5 Conversation Themes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Virginia Commonwealth University</td>
<td>54%</td>
<td>7,277</td>
<td>6,051</td>
<td>984M</td>
<td>&quot;vaccine&quot; &quot;safety&quot; &quot;professor&quot; &quot;@VCU&quot; &quot;COVID-19 vaccine&quot;</td>
</tr>
<tr>
<td>Safety (public health measures, including vaccines)</td>
<td>49.00%</td>
<td>1,724</td>
<td>1,459</td>
<td>143M</td>
<td></td>
</tr>
<tr>
<td>Diversity, Equity and Inclusion</td>
<td>97.00%</td>
<td>1,781</td>
<td>1,583</td>
<td>27.67M</td>
<td></td>
</tr>
<tr>
<td>University of Alabama - Birmingham</td>
<td>54.00%</td>
<td>14,062</td>
<td>11,695</td>
<td>2.3B</td>
<td>&quot;vaccine&quot; &quot;COVID-19 vaccine&quot; &quot;vaccinated&quot; &quot;COVID vaccines&quot; &quot;vaccination&quot;</td>
</tr>
<tr>
<td>Safety (public health measures, including vaccines)</td>
<td>65.00%</td>
<td>1,536</td>
<td>1,258</td>
<td>243M</td>
<td></td>
</tr>
<tr>
<td>Diversity, Equity and Inclusion</td>
<td>97.00%</td>
<td>1,641</td>
<td>1,394</td>
<td>15M</td>
<td></td>
</tr>
<tr>
<td>University of Cincinnati</td>
<td>26.00%</td>
<td>59,705</td>
<td>51,524</td>
<td>5.9B</td>
<td>&quot;vaccine&quot; &quot;safety&quot; &quot;COVID-19 vaccine&quot; &quot;Cincinnati Ohio&quot; &quot;spread&quot;</td>
</tr>
<tr>
<td>Safety (public health measures, including vaccines)</td>
<td>55.00%</td>
<td>17,940</td>
<td>16,620</td>
<td>1.7B</td>
<td></td>
</tr>
<tr>
<td>Diversity, Equity and Inclusion</td>
<td>68.00%</td>
<td>10,412</td>
<td>6,882</td>
<td>330M</td>
<td></td>
</tr>
</tbody>
</table>
OVERALL NET SENTIMENT

- VCU
- VCUdei

- 2019: 62%
- 2020: 62%
- 2021: 54%

- 2020: 64%
- 2021: 97%
VCU Universe

VCU Universe is comprised of multiple assessment tools for climate and culture:

We use a social listening tools that provide a global sentiment assessment about VCU and other related topics. Data is derived from social media channels, blogs and other similar, public-facing forums.

We invented Climatext to provide a quick read of employee and student sentiment through pulse surveying.

We developed and implemented the Culture and Climate Survey and dashboard to assess and monitor how diversity drives excellence at VCU.
Collects responses

The application receives the response and saves it.
Graphing responses

Using the data we have been able to make a realtime dashboard of the data.
REQUIRING COVID-19 VACCINATIONS FOR AN ON-CAMPUS RETURN

Climate Advisory #CA-2021-2 is based on ClimateX data collected on April 27 from a representative sample of VCU students. VCU students responded to the prompt “What are your thoughts about VCU requiring students to have the COVID-19 vaccine for the 2021-22 academic year?” A total of 357 students, or 36.3% of the total sampling population, responded within a 24-hour period.

Student sentiment scores can range from -1.00 (negative) to +1.00 (positive). Actual sentiment scores are presented in the summary of the findings. VCU senior administrators, deans, and chairs are asked to consider these findings in university affordances provided to students, especially on-campus residents, during this period of time.

Online / Remote Instruction

The Sept. 28, 2020 Climate Advisory (CA-2020-06) is based on ClimateX data collected on Sept. 23, 2020 from a representative sample of VCU students. VCU students responded to the prompt “Welcome to VCU Universe! This fall, most students are enrolled in at least one online / remote instruction course. Overall, how do you feel about your online course(s) this fall semester?” A total of 193 students, or 25.5% of the total sampling population, responded within 72-hours. Of note, and different from previous survey administrations, no participation incentives were offered to students. Student sentiment scores range from -1.00 (negative) to +1.00 (positive). VCU senior administrators, deans, and chairs are asked to consider these findings in their decision-making processes about remote instruction and their plans for campus recovery.

- Overall, VCU students reported mixed to somewhat positive sentiment (+0.146) about online / remote instruction during the first few weeks of Fall 2020. First-year students, first-generation students, and VCU students who are the first in their family to attend college showed more positive sentiment about online instruction during this period.

REOPENING CAMPUS, STUDENT SURVEY

About the May 21, 2020 survey administration: Institutional Equity, in collaboration with Institutional Research and Decision Support (IRDS), administered the VCU Fall 2020 Planning Student Survey to continuing undergraduate, graduate, and first-professional students. The brief eight-item survey presented a range of fall 2020 campus reopening scenarios to students and assessed (a) students’ ability to adapt to fall calendar and instruction scenarios, course delivery modes, and mid-semester transitions; (b) their perceived ability to adhere to campus safety and risk mitigation measures enacted by the university; and (c) students’ confidence in community and residential housing scenarios. A total of 23,770 students were invited to complete the survey, of which 9,624 students (41.3% response rate) have completed at least one survey question to-date. Below, survey results data are reported by item topic.
VCU Universe

VCU Universe is comprised of multiple assessment tools for climate and culture:

We use a social listening tools that provide a **global sentiment** assessment about VCU and other related topics. Data is derived from social media channels, blogs and other similar, public-facing forums.

We invented Climatext to provide a quick read of employee and student sentiment through pulse surveying.

We developed and implemented the **Culture and Climate Survey and dashboard** to assess and monitor how diversity drives excellence at VCU.
DIVERSITY DRIVING EXCELLENCE: THE MEASUREMENT MODEL

DIVERSITY INDEX

INCLUSION INDEX

ENGAGEMENT INDEX

PERFORMANCE EXCELLENCE

Climate Matters

Inclusion, unit performance, and retention

Inclusion → Retention
b = 0.92, p<0.05

Inclusion

Retention

Academic/Admin Unit Performance

b = -0.29, p>0.05

Academic/Admin Unit Performance

b = 0.39, p<0.05

Inclusion

Retention

b = 0.73, p<0.05

VCU Office of Institutional Equity, Effectiveness and Success
2019 CAMPUS CULTURE AND CLIMATE RATINGS

OFFICE OF RESEARCH AND INNOVATION

OVERALL RANK: 2

DIVERSITY INDEX

3.35

VERY GOOD
VCU OVERALL = 3.20 / 5.00
SCORE BREAKDOWN »

INCLUSION INDEX

3.81

GOOD
VCU OVERALL = 3.72 / 5.00
SCORE BREAKDOWN »

The Engagement Index is consists of three main factors:

Intrinsic Work Experience: Faculty and / or staff share feelings of motivation and competency regarding roles in the workplace.
(3.98 / 5)

Leaders Lead: Faculty and / or staff perceive integrity among leadership.
(3.85 / 5)

Supervisor's Support: Faculty and / or staff's interpersonal relationships with supervisor includes trust, respect and support.
(4.21 / 5)

Back to index score »
INCLUSIVE EXCELLENCE BEGINS WITH YOU

Take a course. Make a difference. Repeat.
Goal II: Build and sustain the infrastructure to enhance diversity, inclusion and equity at all levels of the university to support teaching, research, scholarship, creative expression and service

1. Expand Institute for Inclusion, Inquiry & Innovation (iCubed) initiatives and programs
2. Use diversity, inclusion and equity-related assessment data to inform investments of resources in alignment with university priorities
OUR LIVED EXPERIENCES. SHARED.

Navigate the complexities of life, school and friends together with a mentor

LEARN MORE →
Goal III: Establish diversity as an imperative in the development and implementation of strategies and policies and in decisions regarding resource allocation

1. Integrate inclusive excellence goals, targets and benchmarks into the performance evaluation of leadership, and reward success.
2. Factor in the implications on diversity, inclusion and equity in financial and operational decision-making processes.
INFINITY

The VCU Infinity Model is a university framework to guide and monitor diversity and inclusion efforts and their collective impact across campus. The framework serves as an infinite roadmap toward achieving equity in educational opportunities, social and economic engagement, and mobility. The framework model implies that efforts to recruit and retain diverse faculty and staff will become impetus for curricular and scientific innovation in addressing complex problems affecting urban communities. Paradigm shifts that result from this innovation serve to broaden and add complexity to the kinds of co-curricular experiences needed to complement advances in classrooms and training laboratories. The expansion of students’ co-curricular and experiential learning opportunities can enhance the university’s community engagement and outreach efforts as well as assist community partnership organizations in realizing their capacity to effectuate change. The applied knowledge skills that students gain through their engagement within community organizations reinforces their classroom and laboratory learning and readies them for job and career placement. Collectively, the broadening of the talent pipeline with knowledgeable and skilled workers will produce a transformative workforce committed to bringing forth substantive change both in the communities that we serve as well as at VCU.

KEY 1. Faculty, staff and student diversity; 2. Curriculum transformation / transdisciplinary research; 3. Co-curriculum expansion; 4. Community engagement and outreach; 5. Capacity building and innovation; 6. Pipeline and talent development; 7. Workforce transformation

GOALS
5. CAPACITY BUILDING AND INNOVATION
- Increase number of qualified and certified small businesses
- Develop and implement new systems and technologies that improve operational efficiency and performance
- Improve overall impact of organization
BOV Orientation

ATTACHMENT F

Jay Davenport, Vice President, Development & Alumni Relations
September 10, 2021

VCU
Inspire and foster lifelong connections that transform passion into reality.

Together we:

1. Champion inclusivity
   Honor diversity in all forms through collaboration, respect, and trust.

2. Demonstrate tenacity
   Consider every challenge an opportunity to work with an open mind, a flexible attitude, and an innovative mindset.

3. Recognize success
   Celebrate the impact of our work as well as our collective and individual achievements.

4. Pursue excellence
   Always reach higher to achieve best-in-class, donor-centric results.

5. Act with integrity
   Hold ourselves to the highest standards of accountability, honesty, and dependability.
DAR Functions

Fundraising
- MCV Campus Schools/Units
- Collaborative Fundraising
- Monroe Park Campus Schools/Units

Alumni
- Alumni Programs
- Outreach & Engagement
- Volunteer Management

Operations
- Advancement Services
- Budget & Finance
- Strategic Marketing & Engagement
- Talent Management
<table>
<thead>
<tr>
<th>Name of Campaign</th>
<th>Dates of Campaign</th>
<th>Dollar Goal</th>
<th>Amount Raised</th>
</tr>
</thead>
<tbody>
<tr>
<td>Making a Difference</td>
<td>1984 - 1990</td>
<td>$52 Million</td>
<td>$62 Million</td>
</tr>
<tr>
<td>Partners for Progress</td>
<td>1992 - 1999</td>
<td>$125 Million</td>
<td>$168 Million</td>
</tr>
<tr>
<td>The Campaign for VCU</td>
<td>2000 - 2007</td>
<td>$330 Million</td>
<td>$410 Million</td>
</tr>
<tr>
<td>Make It Real Campaign for VCU</td>
<td>2013 - 2020</td>
<td>$750 Million</td>
<td>$841.6 Million</td>
</tr>
</tbody>
</table>
Previous Campaigns Build the Foundation for the Future

- Making a Difference (FY84-FY90)
- Partners for Progress (FY92-FY99)
- Campaign for VCU (FY00-FY07)
- Make It Real Campaign (FY13-FY20)
Current DAR Model

Centralized Hybrid Model

Lead development officers in the colleges, schools and units dual-report to their dean/unit leader and their campus AVP (DAR)

<table>
<thead>
<tr>
<th>MCV Campus</th>
<th>Monroe Park Campus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts</td>
<td>Dentistry</td>
</tr>
<tr>
<td>Athletics</td>
<td>Health Professions</td>
</tr>
<tr>
<td>Business</td>
<td>Massey Cancer Center</td>
</tr>
<tr>
<td>Education</td>
<td>MedHealth</td>
</tr>
<tr>
<td>Engineering</td>
<td>Nursing</td>
</tr>
<tr>
<td>Honors College</td>
<td>Wilder School</td>
</tr>
</tbody>
</table>

Responsible for Core Services

Responsible for Other Services
Core Services

- CRM Database
- Principal & Presidential Giving ($1M+)
- Regional Giving
- Corporate, Foundation & Planned Giving
- Operations & Technology Solutions
- Processing & Gift Management
Shared Hybrid Services

- Supervision of Major Gift Teams with Deans/Unit Leaders
- Coordination of Fundraising Projects
- Annual Giving
- Communications & Marketing Plans
- Stewardship & Events
- Foundation Support
Restructure of DAR in Make It Real Campaign

- Investment in technology
- Introduction of predictive modeling in portfolio management
- Prospect management system developed for all of DAR
- Restructure of the Office of Alumni Relations
- Restructure of front-line fundraising staff (including new hires)
- Built principal/presidential fundraising platform
- College of Engineering Foundation, School of Business Foundation, and VCU Foundation share one Executive Director
Success of Restructure

4 years before restructure
$347M raised
$86.75M average

4 years after restructure
$449M raised
$112.25M average
Gaps Still Exist – Opportunities for the Next Campaign

- Planned giving team needed
- Fully staffed corporate and foundation giving team
- Focus on major gift fundraising efforts – no special projects
- Annual fund program centralized
- Tighter collaboration with foundations (College of Engineering Foundation, School of Business Foundation, MCV Foundation, VCU Foundation)
Continued Investment in DAR

Alumni Relations is the foundation for success
- 8% to 15% participation needed
- Gen X & Millennial generations focus

Fundraising only teams in colleges, schools and units

Principal Giving = One 8-figure gift each year

Investment in technology and marketing

Investment will take us from $120M to $150M to $200M annually
<table>
<thead>
<tr>
<th>Goal</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scholarships and student support</td>
<td>$200M</td>
</tr>
<tr>
<td>Chairs, professorships, and faculty support</td>
<td>$150M</td>
</tr>
<tr>
<td>Research/programmatic support</td>
<td>$150M</td>
</tr>
<tr>
<td>School/college/unit priorities</td>
<td>$500M</td>
</tr>
</tbody>
</table>
VCU by Generation

**Generation**

**G.I.** (1901-1923)
- 162 living alumni

**Silent** (1924-1942)
- 5,464 living alumni

**Baby Boom** (1943-1962)
- 49,973 living alumni

**Generation X** (1963-1980)
- 60,047 living alumni

**Millennial** (1981-2000)
- 84,381 living alumni

**Generation Z** (2001-2020)
- 14 living alumni

**Generation Alpha** (2021-present)
- 0 living alumni

**Birth years**
- 0-100 years old
- 50-70 years old
Board Giving Participation

VCU aims for 100% board giving participation
The Board of Visitors Scholarship Award recognizes the achievements of a student who has outstanding academic achievement, leadership, and has provided service to the university and to the community at large. The recipient receives a scholarship equal to one year tuition and fees.

The Board intends that this scholarship be a fully endowed scholarship and expects full Board participation via donations each year.