VIRGINIA COMMONWEALTH UNIVERSITY
BOARD OF VISITORS
March 21, 2022
James Branch Cabell Library
901 Park Avenue – Room 303
RICHMOND, VIRGINIA

MINUTES

BOARD MEMBERS PRESENT
Mr. H. Benson Dendy III, *Rector*
Ms. Carolina Espinal, *Vice Rector*
Mr. Peter Farrell
Mr. Todd Haymore
Dr. Gopinath R. Jadhav
Ambassador Carmen Lomellin
Mr. Edward McCoy
Rev. Tyrone Nelson (entered at 1:21 p.m.)
Mr. Keith Parker
Dr. Tonya Parris-Wilkins
Ms. Coleen Santa Ana
Mr. Stuart Siegel (left at 2:30 p.m.)
Ms. Alexis Swann

BOARD MEMBERS ABSENT
Ms. Pamela El
Mr. Andrew Florance
Dr. Shantaram Talegaonkar

OTHERS PRESENT
President Michael Rao
Ms. Chelsea Gray, *Assistant Secretary and Board Liaison & Executive Assistant to the President*
Ms. Karen Helderman, *Executive Director for Audit and Compliance Services*
Mr. Jacob Belue, *University Counsel*
Presidential Cabinet of VCU
VCU students, faculty and staff
Members of the Media

Virginia Commonwealth University
Board of Visitors
March 21, 2022 Minutes

CALL TO ORDER

Rector H. Benson Dendy III called the meeting to order at 12:32 p.m. in the James Cabell Library, 901 Park Avenue, Richmond, Virginia. The public was able to view the open session of the meeting via livestream at https://mssvideo.vcu.edu/BOV.

He began the meeting with recognizing the Richmond Times Dispatch article. He then introduced Henry Stoever, President and CEO of the Association of Governing Boards of Universities and Colleges. Mr. Stoever presented the Board of Visitors with the John W. Nason Award for Board Leadership, which is sponsored in partnership with TIAA. Mr. Stoever was joined virtually by two colleagues from TIAA: Liz Morse, Managing Director, Head of Associations, Strategic Client Engagement and Greg Diagonale, Senior Relationship Manager.

Rector Dendy continued by saying that VCU's commitment to diversity and an inclusive experience at VCU is a reflection of the institution's core values. It has been a very important part of the university's efforts to increase student success and the graduation rate for all our students. He recognized Dr. Aashir Nasim's for his upcoming presentation "enterprise approach to diversity, equity and inclusion at VCU."

He reminded the board that after the meeting the board will hear from a panel of students about their experience at VCU and the following day the annual budget workshop would be held.

PRESIDENT'S REPORT

President Rao began his report by recognizing the Nason award and how it reflects the forward-looking visionary oversight, leadership and support the board provides for an inclusive and diverse environment. He highlighted VCU joining the University Innovation Alliance putting VCU's story on a larger stage and is a group committed to increasing the number and diversity of college graduates. VCU also is an engaged member of the American Council on Education working to represent all institutions in the public policy arena.

He continued by recognizing the chair of Internal Medicine Patricia Sime for receiving the Elizabeth A. Rich award from the American Thoracic Society. He highlighted the largest gift in VCU's history resulting in the VCU Stravitz Sanyal Liver Institute and its transformative innovation to VCU and to liver research and care everywhere. He mentioned this would be discussed further at the joint Board of Visitors VCU Health Board of Directors meeting the following day. Also with a $1.5 million gift to the Massey Cancer Center the prior week, fundraising just topped $200 million for the first time in VCU's history.

He reported that the team is recalibrating the Quest Strategic Plan and will be brought to the Board at the May meeting.

President Rao concluded his report with mentioning that the legislature adjourned without completing work on the budget and many pieces of legislation. There are promising outcomes from both the house and Senate's approaches to the budget.

A copy of President Rao's presentation is attached hereto as *Attachment A* and is made a part hereof.

PUBLIC COMMENT PERIOD

Ms. Chelsea Gray reminded the Board that written comments were to be received prior to the meeting via an online portal and that no comments were received and provided to the board in advance of the meeting.

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, one person, Mr. Connor Riely, VCU student, pre-registered to speak. Mr. Riely focused his remarks on investing in students by providing more resources and networking.

CONSTITUENT REPORTS

The constituent reports began with graduate student representative Ms. Anne Skelton who discussed meeting students where they are, financial aid for experiential learning, community service, and diversity efforts. She emphasized that faculty should represent the student body.

Mr. Jordan Matamoro-Mejias, undergraduate student representative, spoke about the importance of connections on campus and increasing the engagement on campus. Students want to feel heard. He mentioned the mask mandate being lifted in which the board asked if the students feel there is more support or hesitancy. Both student representatives respond that it is a mixed response.

The constituent reports continued with one from faculty representative Dr. Valerie Robnolt. She provided an update on Faculty Senate and three resolutions including climate change, administrative structure at VCU, and Racial, Class and Gender Justice. She also discussed the importance of resources for faculty development and collaboration and relationship building.

Lastly, staff representative Ms. Saher Randhawa spoke about the annual career development conference. This year was the first academic year in which staff senate had representatives in all meta-units which provided a chance to work with other offices.

A copy of their presentations is attached hereto as *Attachment B* and is made a part hereof.

MEMORIALS & COMMEMORATIONS DEPARTMENT OF AFRICAN AMERICAN STUDIES BUILDING NAME CHANGE

Dr. Aashir Nasim, Chief Diversity Officer and Advisor for ONE VCU, reported the faculty and students of the VCU Department of African American Studies propose that the building housing the department, 816 W. Franklin Street, be named Gabriel's House. He spoke of Gabriel, the enslaved man who led one of the most important efforts to end slavery in the United States, and his background. In naming the African American Studies building Gabriel's House, VCU celebrates Gabriel for his courage in pursuing the unfinished work of the Black liberation struggle, and honor him as a true hero of Virginia.

Rector Dendy made a motion to approve the resolution presented. The motion was seconded was approved unanimously.

A copy of the resolution is attached hereto as **Attachment C** and is made a part hereof.

AN ENTERPRISE-WIDE APPROACH TO DIVERSITY, EQUITY AND INCLUSION AT VCU

Dr. Aashir Nasim, Chief Diversity Officer and Advisor for ONE VCU, began his presentation by recognizing the Institutional Equity Council team and iCubed team. VCU Quest 2025 has 3 goals: build infrastructure to support DE&I, advance DE&I, and establish DE&I as imperative. In three years VCU has accomplished these goals. A survey completed by students showed that three words students use to describe VCU are diverse, inclusion, and welcoming. Employees used diverse, inclusive, engaging, dynamic, and innovative. The goal is not to be prominent, but pioneering.

The board asked what Dr. Nasim what he needs to grow and his response was money and space. The board stressed the importance of continuing the growth of DE&I at VCU and its commitment. Diversity, equity and inclusion should be seen throughout the people, the culture, and the behavior of the university.

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

CLOSED SESSION

Rector Dendy moved that the Board of Visitors of Virginia Commonwealth University convene a closed session under Section 2.2-3711(A)(1) of the Virginia Freedom of Information Act for the discussion of personnel matters, more specifically relating to the performance evaluation of various staff members and relating to the performance evaluation and compensation of the President; and faculty tenure appointments, changes in status; and under Section 2.2-3711(A)(2) for the discussion of matters that would involve the disclosure of information contained in scholastic records of students, more specifically relating to pending or potential investigations or legal actions relating to student matters at the university and for the discussion of a special award and consideration of admission or disciplinary matters or any other matters that would involve the disclosure of information contained in a scholastic record concerning any student, specifically regarding the selection of the Board of Visitors Student Scholarship recipient which requires disclosure of scholastic records; and under Section 2.2-3711 (A)(7) and (8), for consultation with legal counsel pertaining to specific legal matters requiring legal advice by counsel and actual or probable litigation, where such consultation of briefing in open meeting would adversely affect the negotiating or litigating posture of the university, namely a survey of and status report on the university's positions in potential and current litigation in state and federal courts and other legal matters relating to pending investigations, student matters, employee matters, and university policies; and under Section 2.2-3711 (A)(9) for the discussion of gifts, bequests, and fund-raising activities of the University, namely the Named Funds Report, the Approved Named Funds under $50,000 Report, and other notable and significant gifts; and under Section 2.2-3711(A)(11) for discussion or consideration of honorary degrees or special

awards, namely proposed recipients for such degrees or awards; and under Section 2.2-3711 (A)(19) for discussion of specific cybersecurity vulnerabilities and briefing by staff concerning actions taken to respond to such matters, specifically relating to data security and certain IT processes.

Following the closed session, the public was invited to return to the meeting. Rector Dendy called the meeting to order. On a motion duly made and seconded the following resolution of certification was approved by a roll call vote:

Resolution of Certification

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

Vote	Ayes	Nays
Mr. H. Benson Dendy III, *Rector*	X	
Ms. Carolina Espinal, *Vice Rector*	X	
Mr. Peter Farrell	X	
Mr. Todd Haymore	X	
Dr. Gopinath Jadhav	X	
Ambassador Carmen Lomellin	X	
Mr. Edward McCoy	X	
Rev. Tyrone Nelson	X	
Mr. Keith Parker	X	
Dr. Tonya Parris-Wilkins	X	
Ms. Coleen Santa Ana	X	
Mr. Stuart Siegel	X	
Ms. Alexis Swann	X	

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

CLOSED SESSION ACTION ITEMS

Mr. Dendy mentioned to the board that he plans to make one motion to approve all matters discussed in closed session together unless anyone opposed. Rector Dendy moved that the Board of Visitors of Virginia Commonwealth University approve the following actions as presented in closed session:

1. The Faculty Tenure appointments, changes in status and tenure recommendations.
2. The BOV Scholarship recipients.
3. The funds Named Funds and Spaces Report and the Approved Named Funds under $50,000.

The motion was seconded was approved unanimously.

STRATEGIC TASK FORCE REPORT

Mr. Keith Parker, Chair of the Strategic Task Force, reported that the Strategic Task Force had a very productive meeting last month The Task Force, on behalf of the Board, emphasized that Diversity, Equity and Inclusion has to become a part of the culture both at VCU and VCU Health. The task force encouraged Dr. Nasim and Mr. Heston to work together to create the narrative with other executive leaders. Current and future students, and their parents, need to know about VCU's commitment to DEI throughout the University and VCU Health and that VCU must act as national leaders and pioneers with this approach.

The task force learned from Dr. Meredith Weiss, Vice President of Administration, that VCU is leading in staff diversity when compared to tier three peers. In the past year, 45% of VCU university staff hires are from underrepresented populations. She reported that HR is working diligently on the diversity of leadership positions which are currently underrepresented. To address this, a new internal executive search function saved the university approximately $900,000 in external consultant fees and diversified leadership positions with 38% diverse hires in the past year.

The task force also heard from Dr. Tomikia LeGrande, Vice President for Strategy, Enrollment Management and Student Success, on the Quest recalibration which will be further discussed in May. VCU's strategic plan is looking to the future for VCU to be an innovative, hybrid university that is preparing its students for real life experiences.

There were no action items.

HEALTH SYSTEM UPDATE

Dr. Kellermann, Senior Vice President for health sciences at VCU and CEO of VCU Health System, provided an update on VCU Health. He focused on addressing the challenges and advances of the Health System. He provided an update on the focus of clinical service line.

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

ACTION ITEMS

Rector Dendy reminded the board that they were provided the draft December 2021 minutes. On a motion duly made and seconded the minutes of the December 10, 2021 board meeting were approved unanimously.

Rector Dendy brought to the board's attention that in accordance with the VCU Investment Management Company (VCIMCO) Articles of Incorporation, Section 5, as approved by the VCU Board of Visitors in May 2015 he appointed Mr. Steve Henderson and Ms. Jeanmarie (Jean) McGowan as members of the VCIMCO Board of Directors. He made a motion to approve the appointments. The motion was seconded was approved unanimously.

NOMINATING COMMITTEE REPORT

Rector Dendy mentioned that per the bylaws the Nominating Committee shall make its recommendation for Rector at the first regular Board meeting of the calendar year, which is this March meeting. The committee agreed to go ahead and vote for the Vice Rector and Secretary at this meeting as well.

Rector Dendy called for a motion to nominate Mr. Haymore as Secretary for the 2022-2023 term. After a second being duly made, the Committee unanimously approved the motion to nominate Mr. Haymore as Secretary for July 1, 2022 through June 30, 2023.

Rector Dendy called for a motion to nominate Ms. Espinal as Vice Rector for the 2022-2023 term. After a second being duly made, the Committee unanimously approved the motion to nominate Ms. Espinal as Vice Rector for July 1, 2022 through June 30, 2023. Ms. Espinal withheld from the vote.

Vice Rector Espinal called for a motion to nominate Mr. Dendy as Rector for the 2022-2023 term. After a second being duly made, the Committee unanimously approved the motion to nominate Mr. Dendy as Rector for July 1, 2022 through June 30, 2023. Mr. Dendy withheld from the vote.

AUDIT, INTEGRITY & COMPLIANCE COMMITTEE REPORT

Dr. Talegaonkar, Chair of the Audit, Integrity and Compliance Committee, referred the board to the BoardEffect board materials and committee summaries that were provided to the board in advance of the meeting.

Dr. Talegaonkar reported that committee heard from the Executive Director of Audit and Compliance Services Karen Helderman on the results of four recent audits involving grants and contracts, the child development center, operations and services agreements with the health system, and the school of social work. There were no Board level findings. She also gave an update on the fiscal year 2022 audit work plan completion. Suzanne Milton, the Chief Ethics and Compliance Officer, provided an overview of compliance trends and discussed plans to benchmark and measure the effectiveness of training and communications on improving VCU's culture of integrity. She noted the volume of reported concerns is up seven percent over the same period last year and about 10 percent of the individuals reporting concerns continue to express a fear of retaliation. The campus-wide training currently underway is aimed at reminding everyone that VCU does not tolerate retaliation. He concluded by reporting that Alex Henson, chief technology officer, provided a technology update focused on four themes: IT infrastructure optimization, hybrid university transformation, strategic partnerships, and diversity & inclusion in the IT workforce

There were no action items.

INTERCOLLEGIATE ATHLETICS COMMITTEE REPORT

Mr. Todd Haymore, Chair of the Intercollegiate Athletics Committee, reported that the Committee received several information items, including:

- Academic Successes:
    - GPA of 3.25 in fall
    - 14 consecutive semesters at 3.0 or higher
- Competitive successes:
    - Women's Track and Field won 3rd indoor A-10 Championship and 8th overall
    - Men's (NIT) and women's (WNIT) both in postseason play
    - Athletic Development:
- Name, Image and Likeness: Virginia EO to be codified this session. 54 total transactions with a total value of $24,319. The average is $458.89. Nationally there have been more than 8,000 transactions. Challenges include added work for staff, hiring of third parties to work with student-athletes
- Sports gambling is legal in Virginia but not on Virginia College sports teams.
- Continuing to work on Diversity, Equity and Inclusion with engagement programming, staff training, and mentoring programs.
- Challenges include the Covid impact on attendance and concessions. FY22 giving is ahead of FY21, but behind FY20.

There were no action items.

ACADEMIC & HEALTH AFFAIRS COMMITTEE REPORT
Dr. Gopinath Jadhav, Co-Chair of the Academic and Health Affairs Committee, referred the board to the BoardEffect board materials and committee summaries that were provided to the board in advance of the meeting.

He began by reporting Provost and Senior Vice President for Academic Affairs Fotis Sotiropoulos provided a report on how VCU is preparing students for the future of work through Transformative Experiences. Dr. Art Kellermann, senior vice president for health sciences and CEO VCU Health, provided an update on MCV Campus academic leadership and transformative experiences in health programs. Dr. Sriram Rao provided a report on the One VCU Research Enterprise which included year-to-date funding trends, NSF ranking and comparisons to peer institutions; current progress of the One VCU Research Strategic Priorities Plan; and an update on technology commercialization benchmarking and current/future global outreach and applications.

The committee also recommended approving eight (8) academic proposals.
Six (6) new certificates programs for: Business Analytics; Data Science for Management; Decision Analytics; Information Risk, Security, and Assurance; Supply Chain Management; and Health Care Financial Management; and two (2) to name changes for: the Department of Rehabilitation Counseling to the Department of Rehabilitation and Mental Health Counseling; and the School of Public Health to the School of Population Health.

Dr. Jadhav made a motion to approve the academic proposals. The motion was seconded was approved unanimously.

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

GOVERNANCE AND COMPENSATION COMMITTEE REPORT

Ms. Carolina Espinal, Chair of the Governance and Compensation Committee, referred the board to the BoardEffect board materials and committee summaries that were provided to the board in advance of the meeting.

Ms. Espinal reported that the committee reviewed the Hazing Prevention and Discipline Policy, the Identity Theft Prevention Policy, and the Violence Prevention and Threat Assessment Policy. All three policies were included in the materials for the board.

Ms. Espinal then moved that the Board approve all three policies. The motion was seconded and was approved unanimously.

The policies are attached hereto as *Attachment G* and is made a part hereof.

FINANCE, BUDGET & INVESTMENT COMMITTEE REPORT

Mr. Todd Haymore, Vice Chair of the Finance, Budget and Investment Committee, referred the board to the BoardEffect board materials and committee summaries that were provided to the board in advance of the meeting.

The committee reviewed the Architect/Engineer Selection for Technology Operations Center. The board approved the $22.6 million, 28,000 SF facility in October 2021 and the committee is recommending the approval of a $1.7 million contract with PSH+ for design.

Mr. Haymore then moved that the Board approve a $1.7 million contract with PSH+ for design. The motion was seconded and was approved unanimously.

The summary is attached hereto as *Attachment H* and is made a part hereof.

He concluded by reporting the Committee also received several Information Items, including a report from Senior Vice President and CFO, a report from Vice President for Administration, sources and uses funding, revenue and expense summary, VCU Health System and financial operations, the Treasurer's report, an update on capital projects, dashboards, VCU Intercollegiate Athletics programs for the year ended June 30, 2021 (NCAA), and the FY21 Financial Statements and Internal Control Report

UNIVERSITY RESOURCES COMMITTEE REPORT

Rev. Tyrone Nelson, Chair of the University Resources Committee, referred the board to the BoardEffect board materials and committee summaries that were provided to the board in advance of the meeting.

He reported that Vice President for University Relations Grant Heston provided brand metrics to the Committee for review and will discuss recent ONE VCU communications and marketing efforts that will complement his upcoming presentation for the Boards of Visitors and Directors. Mr. Davenport, Vice President of Development and Alumni Relations, provided a fundraising update which included an Alumni Council update, an outline of the Comprehensive Campaign for planning purposes, and a presentation on DEI initiatives in Development and Alumni Relations. He also reported VCU's development team has raised $201.3M in new gifts and pledges since July 1, 2021, with 17,039 donors. That is a 59.8% increase in dollars raised, with 0.5% decrease in total donor count the same time last year.

There were no action items.

ADJOURNMENT
There being no further business, Rector Dendy adjourned the meeting at 3:52 p.m.

Virginia Commonwealth University Board of Visitors

March 21, 2022

President Michael Rao

Richmond Times-Dispatch

Fotis Sotiropoulos column: Redefining excellence in higher education

By Fotis Sotiropoulos Mar 6, 2022 💬 3

DANIEL SANGJIB MIN/TIMES-DISPATCH

"*We are the commonwealth's university, a place where the needs of all students and patients come first. We measure our success — our 'prestige' — by how we empower our students to reach their dreams. That's our best metric — when our students graduate and go on to live better lives, contributing to our communities.*"

VCU

3

American Council on Education

DEC. 7, 2021

VCU President Michael Rao elected chair of the American Council on Education's board of directors

VCU President Michael Rao, Ph.D., has been appointed president of the board of directors for the American Council on Education.

ACE American Council on Education

Michael Rao, President of Virginia Commonwealth University, Elected ACE Board Chair

December 07, 2021

Michael Rao, president of Virginia Commonwealth University (VCU), has been elected chair of the ACE Board of Directors.

Rao was selected today during ACE's business meeting conducted via a webinar with ACE members, and his term will begin in March 2022, after **ACE2022**, ACE's Annual Meeting, March 5-7, in San Diego. He succeeds **Ronald A. Crutcher**, president emeritus of the University of Richmond, and will serve for one year. Rao currently serves as vice chair.

ACE's membership also elected **Linda A. Livingstone**, president of Baylor University, vice-chair.

"In these turbulent and challenging times, ACE's work to convene, organize, mobilize, and lead advocacy efforts that shape effective public policy and help colleges and universities best serve their students, their communities, and the wider public good has never been more important," said ACE President Ted Mitchell. "I deeply appreciate Michael's and Linda's commitment, leadership, and willingness to serve, along with the entire ACE Board of Directors, and I want to express my utmost gratitude to Ron for all he has done over the past year for ACE and the entire higher education community."

Michael Rao, president of Virginia Commonwealth University

VCU

Elizabeth A. Rich Award

Dr. Patricia J. Sime, M.D., FRCP received the Elizabeth A. Rich Award from the American Thoracic Society.

$104 million dollar

donation from the

Barbara Brunckhorst Foundation

to the

Stravitz-Sanyal Institute for Liver Disease & Metabolic Health
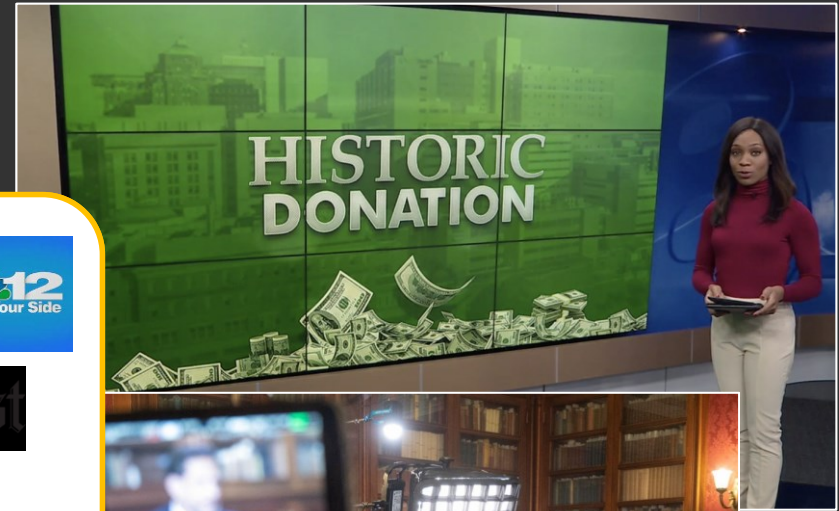
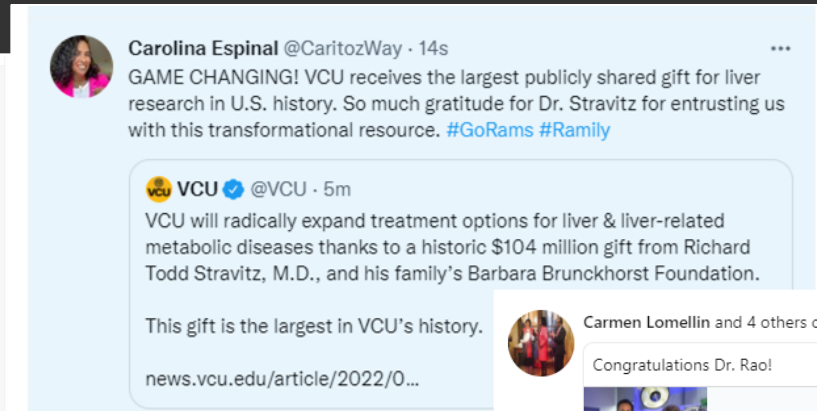**VCU**

Liver Institute coverage

205M+
reach

Leaders amplifying the moment
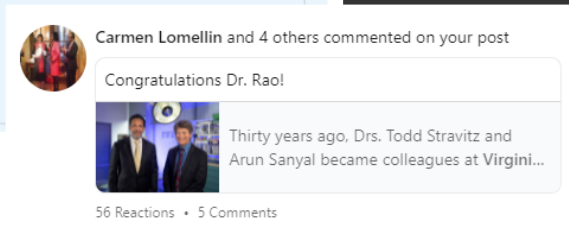
HISTORIC DONATION SET TO FAST-TRACK RESEARCH INTO TREATING LIVER DISEASE

Quest Recalibration Themes

- ➤ Diversity Driving Excellence

- ➤ Student Success

- ➤ Research & Innovation Addressing Societal Challenges

- ➤ Collaboratively Creating a Thriving RVA for All People

VCU

8

Virginia Commonwealth University Board of Visitors

March 21, 2022

President Michael Rao

Student-Administration Communication
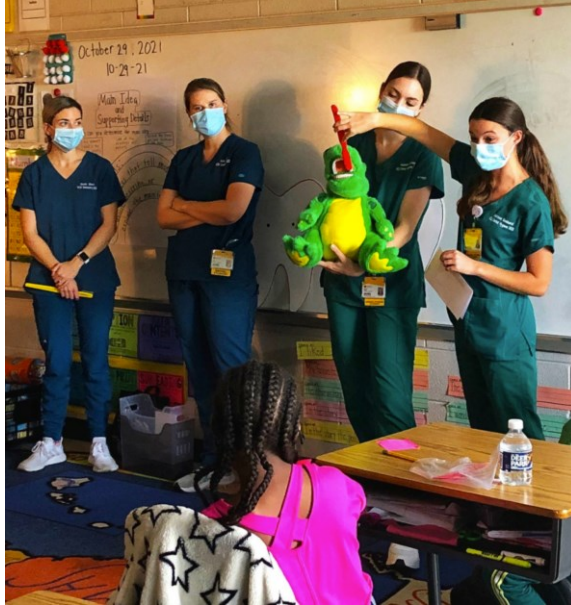
Graduate/Teaching Assistant Rates

Graduate Student Researcher Protections

VCU

Financial Aid for Experiential Learning

VCU

Advocacy Opportunities

Community Service Learning

Diversity Efforts

Jordan Matamoro-Mejias

Undergraduate Report for the Board of Visitors
March 21st, 2022

Longing for Connection

- Low engagement
- Possibility for growth

Alternative Breaks

- Travel and community service program
- Emphasis on active, global citizenship
- Low-cost all inclusive trips (~$300)

Trip partner	Location	Trip overview
Carolina Tiger Rescue	Pittsboro, NC	Participants assisted with building a footbridge and other infrastructure development projects for a nonprofit wildlife sanctuary.
Play Like a Girl	Nashville, TN	Participants built curriculum and facilitated a daycamp encouraging girls to gain confidence and explore future studies and careers in STEM.
Project Cure	Philadelphia, PA	Participants sorted and packed medical supplies and equipment that will be shipped to national and international partners in need.

Communication

Problems

- Information Overload
- Students want to feel heard in decisions that affect them

Solutions

- Centralized resource for announcements beyond email
- Providing additional information with more context

VCU

Thank you

Virginia Commonwealth University
Board of Visitors
March 21, 2022
Faculty Senate Report

Greetings from the Faculty

As spring semester is underway the VCU faculty have been working diligently and tirelessly to support our students and colleagues, conduct our research and scholarly activities, and provide service to our programs, departments, schools, community and professional organizations in these still often uncertain times as we emerge from a pandemic. We do this because we are committed to the continued support of our purpose - to help create, maintain and protect a University environment conducive to growth of scholarship, creativity, learning, teaching, research, service and respect for human dignity and rights. To that end, Faculty Senate continues to support the VCU faculty and students and collaborate with staff through several initiatives.

 As we continue to work on strengthening shared governance and continue our collaborations with the Provost Office and VCUHS, faculty have provided their voice on numerous issues. We have representation on the COVID Advisory Committee, Online Strategy Steering Committee and Task Force, Course Syllabus Policy Work Group and the Senior Vice Provost for Faculty Affairs and School of Medicine Dean Search Committee. The faculty met with legislators during Higher Education Advocacy Day about issues important to our work.

At the Jan. 25 Faculty Senate meeting, the Senators strongly supported three resolutions. One resolution was the Climate Emergency Declaration and we plan to work with Meredith Weiss and the Sustainability Advisory Group on advancing the One VCU Sustainability Plan. The second was a resolution regarding administrative structure at VCU and we are advocating with the Provost's office for more faculty, including increasing the ratio of tenure-track to contingent faculty, and a comprehensive review of the administrative structure at VCU. The third resolution focused on Defending Academic Freedom to Lead Discussions About Racial, Class and Gender Justice.

The Faculty Senate, along with the University Council's Faculty Affairs Committee, is working on consistency among unit bylaws with the Provost's office. We continue to

review the schools' and colleges' bylaws through the lens of shared governance with the goal of consistency within the University.

Another concern is the alignment of the faculty annual evaluation/review process across the university for consistency, the use of the appeal process for the faculty annual evaluation/review process and how this process aligns with the work of the P&T Task Force.

Another area of concern is faculty development. As we strive to the next level, faculty development (in addition to the need for more faculty) will be a pressing issue. We are grateful for Kim Case and her team at the CTLE for her support of faculty development and recognize she is under resourced for the task ahead.

Finally, the Faculty Senate is appreciative that we were able to provide feedback on the Academic Analytics Data and Tool Use Guidelines and that our feedback was included in the revised document.

We continue to do this work through collaborations; relationship building; thoughtful discussions; providing best practices, such as faculty development and evaluations; participation in multiple university committees; problem solving, and on-going conversations with all faculty.

Thank you for all you do to support VCU-we really appreciate it.

This ends the faculty report

Presented to the VCU Board of Visitors on March 21, 2022

Valerie Robnolt, PhD
Faculty Senate President and Alternate Faculty Representative to the Board of Visitors

Nancy Jallo, PhD, FNP-BC, WHNP-BC, CNS, FAAN
Faculty Representative to the Board of Visitors

VCU Staff Senate Update

By Saher Randhawa (President)

Monday, March 21, 2022 - VCU Board of Visitors Meeting

Updates, Changes & Resilience

staffsenate.vcu.edu

- VCU employees have been resilient, hardworking and have met every change the pandemic has thrown at them with grace.
- First academic year with elected senators form meta-units; passion, drive and advocacy.
- Accessibility and Inclusion Committee: working with ADA office on clarity and opportunities.
- VCU Health Committee
- Week-long Virtual Career Development Conference & Employee Appreciation Week (Spring Break, March 2022)
- Internal Executive Committee Elections (April 2022))
- Staff Senate Awards for Excellence (May 2022)

VCU

ATTACHMENT C

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

Commemorating Gabriel

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

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

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

WHEREAS, the department of African American Studies (AFAM) initiated the process to rename 816 W. Franklin St., where the department is located, in January 2020, recognizing that its name "Harrison House" held no connection to the department;

WHEREAS, as part of a larger university process, Harrison House was de-commemorated in May 2021, noting that it would commemorate and name this building at a later date;

WHEREAS, AFAM solicited input from faculty, student stakeholders via the Committee on Racial Equity-Student Advisory Group, the AFAM Student Advisory Board, the Faculty Council, and the department's Community Advisory Board, and the name "Gabriel's House" emerged with strong support;

WHEREAS, the Committee has affirmed to the President that Gabriel, the enslaved Virginian who led one of the most significant efforts to end slavery in the United States, was a significant person related to the history of the city, state, and region and is deserving of commemoration.

NOW, THEREFORE, BE IT RESOLVED, that the Virginia Commonwealth University Board of Visitors does hereby grant approval to honor Gabriel's courage and contributions to Virginia history by naming the African American Studies building "Gabriel's House."

SENIOR LEADERSHIP TEAM

VCU Office of Institutional Equity, Effectiveness and Success

Aashir Nasim, Ph.D.
Chief Diversity Officer and advisor for ONE VCU

Vice president
VCU Office of Institutional Equity, Effectiveness and Success

Cleo Magwaro, LL.M.
Associate vice president,
VCU Office of Institutional Equity, Effectiveness and Success

Camille Burnett, PhD, MPA, APHN-BC, BScN, RN, DSW, FAAN, CGNC
Associate vice president, education and health equity
VCU Office of Institutional Equity, Effectiveness and Success

Executive associate director
VCU Institute for Inclusion, Inquiry and Innovation (iCubed)

Shari Garmise, Ph.D.
Executive director for collective urban and regional impact
Office of Institutional Equity, Effectiveness and Success

INSTITUTIONAL EQUITY (IE) COUNCIL

Holly Alford
Director for inclusion and equity
VCU School of the Arts

Faye Belgrave, Ph.D.
Associate dean for equity and community partnerships
VCU College of Humanities and Sciences

Brooke Berry, J.D.
Assistant vice provost for diversity, equity and inclusion
VCU Division of Student Affairs

Camille Coy
Director for strategic Initiatives

VCU Division of University Relations

Marcelle Davis, DSL
Vice President, diversity, equity and inclusion
VCU Health System

Adrien DeLoach
Executive director
VCU Division for Student Engagement and Impact

Angela Duncan, Ph.D.
Associate dean for diversity, inclusion and equity

Assistant professor

VCU College of Health Professions

Tomika Ferguson, Ph.D.
Assistant dean, student affairs and inclusion

Assistant professor, educational Leadership

VCU School of Education

Kevin Harris, Ph.D.
Senior associate dean for diversity, equity and inclusion
VCU School of Medicine

Takeya McLaurin
Senior associate athletic director for administration and chief diversity officer
VCU Athletics
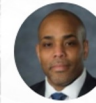
Tremayne Robertson
Director, diversity, equity and inclusion
VCU Massey Cancer Center

Carlos Smith, DD.S., M.Div
Director of diversity, equity and Inclusion
VCU School of Dentistry and VCU Dental Care

Felecia Williams, Ph.D.
Associate dean
VCU University College

Director
VCU Common Book

VCU Office of Institutional Equity, Effectiveness and Success

Dr. Aashir Nasim
CDO and Advisor for One VCU
Vice President of Institutional Equity, Effectiveness and Success

LEADERSHIP TEAM

Institute for Inclusion, Inquiry and Innovation (iCubed)

Aashir Nasim, Ph.D.
Chief Diversity Officer and advisor for ONE VCU

Vice president
VCU Office of Institutional Equity, Effectiveness and Success

Director
Institute for Inclusion, Inquiry and Innovation (iCubed)

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Executive associate director
VCU Institute for Inclusion, Inquiry and Innovation (iCubed)

Faika Zanjani, Ph.D.
Associate director of academic programs & research training
Institute for Inclusion, Inquiry and Innovation (iCubed)

iCUBED FACULTY

MK Abadoo
Assistant professor Dance + Choreography

VCU School of the Arts

iCUBED FACULTY

Aderonke A Akinkugbe, B.D.S., M.P.H., Ph.D.
Assistant professor, Dental Public Health and Policy

VCU School of Dentistry

Danielle Apugo, Ph.D.
Assistant professor, Teaching and Learning

VCU School of Education

Kimberly Battle, Ph.D., FNP-BC
Clinical assistant professor, Family and Community Health Nursing

VCU School of Nursing

Jayme Canty, Ph.D.
Assistant professor, Gender, Sexuality and Women's Studies

VCU College of Humanities and Sciences

Andrene Castro, Ph.D.
Assistant professor, Educational Leadership

VCU School of Education

Dwayne Cormier, Ph.D.
Assistant professor, Foundations of Education

VCU School of Education

Ana Diallo, Ph.D.
Assistant professor, Family and Community Health Nursing

VCU School of Nursing

Dina T. Garcia, Ph.D.
Assistant professor, Health Behavior and Policy

VCU School of Medicine

Maurice Gattis, Ph.D.
Associate professor

VCU School of Social Work

Rachel Gomez, Ph.D.
Assistant professor, Foundations of Education

VCU School of Education

Kristina Hood, Ph.D.
Assistant professor, Psychology

VCU College of Humanities and Sciences

John Jones, Ph.D.
Assistant professor, Urban Food Systems

VCU Center for Environmental Studies

Oswaldo Moreno, Ph.D.
Assistant professor, Psychology

VCU College of Humanities and Sciences

Elvin T Price, Pharm.D., Ph.D.
Associate professor, Pharmacotherapy & Outcomes Science

VCU School of Pharmacy

Sarah Raskin, Ph.D.
Assistant professor

VCU L. Douglas Wilder School of Government and Public Affairs

Paul Rucker
Curator for Creative Collaboration

VCU School of the Arts

Cecelia Valrie, Ph.D.
Associate professor, Psychology

VCU College of Humanities and Sciences

Chelsea Williams, Ph.D.
Assistant professor, Psychology

VCU College of Humanities and Sciences

QUEST 2025: THEME IV GOALS, STRATEGIES AND METRICS

VCU

GOAL I

BUILD AND SUSTAIN THE INFRASTRUCTURE TO ENHANCE DIVERSITY, INCLUSION AND EQUITY AT ALL LEVELS OF THE UNIVERSITY

VCU

GOAL II

ADVANCE INSTITUTIONAL EXCELLENCE THROUGH A COMMITMENT TO DIVERSITY, INCLUSION AND EQUITY

VCU

GOAL III

ESTABLISH DIVERSITY AS AN IMPERATIVE IN DEVELOPMENT AND IMPLEMENTATION OF STRATEGIES AND POLICIES AND IN DECISIONS REGARDING RESOURCE ALLOCATION

Dr. Aashir Nasim
CDO and Advisor for One VCU
Vice President of Institutional Equity, Effectiveness and Success

STRATEGY	WE ARE SUCCESSFUL WHEN:
Fully implement the university Diversity and Inclusion Strategic Action Plan as an integral component in achieving institution priorities	- D&I annual report - New T&R faculty URM hires - URM employees as % of T&R faculty, T/ TT faculty, UAP and classified staff - Progress at unit level against AAP (affirmative action plans) - D&I dashboards
Expand iCubed program	
Use diversity, inclusion and equity-related assessment data to inform investments of resources in alignment with university priorities	

GOAL I

BUILD AND SUSTAIN THE INFRASTRUCTURE TO ENHANCE DIVERSITY, INCLUSION AND EQUITY AT ALL LEVELS OF THE UNIVERSITY

VCU Office of Institutional Equity, Effectiveness and Success

Dr. Aashir Nasim
CDO and Advisor for One VCU
Vice President of Institutional Equity, Effectiveness and Success

STRATEGY	WE ARE SUCCESSFUL WHEN:
Foster inclusive practices and differences in ways that build cohesive communities and a positive climate	● D&I annual report ● Biannual climate satisfaction survey results
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	
Work in innovative ways to inspire change and promote dialogue and action on diversity, inclusion and equity within and across units	

VCU

GOAL II

ADVANCE INSTITUTIONAL EXCELLENCE THROUGH A COMMITMENT TO DIVERSITY, INCLUSION AND EQUITY

VCU Office of Institutional Equity, Effectiveness and Success

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CDO and Advisor for One VCU
Vice President of Institutional Equity, Effectiveness and Success

GOAL III

ESTABLISH DIVERSITY AS AN IMPERATIVE IN DEVELOPMENT AND IMPLEMENTATION OF STRATEGIES AND POLICIES AND IN DECISIONS REGARDING RESOURCE ALLOCATION

STRATEGY	WE ARE SUCCESSFUL WHEN:
Integrate inclusive excellence goals, targets and benchmarks into the performance evaluation of leadership, and reward success.	● Achievement of performance goals ● Evaluation framework
Factor in the implications on diversity, inclusion and equity in financial and operational decision-making processes	

VCU Office of Institutional Equity, Effectiveness and Success

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Vice President of Institutional Equity, Effectiveness and Success

Quest 2019-2025: DEI Principal Activities and Achievements

- Student civic engagement online module RAMmalogues
- IExcel Mentoring
- Commonwealth Scholars Program
- Climate Advisory
- iCubed Curriculum Initiatives
- Badging and Certificate Programs
- Q Collective

- iCubed Curriculum Initiatives
- iCubed Extramural
- iCubed Faculty Cluster Hiring
- Research Funding Badging and Certificate Programs

- iCubed Curriculum Initiatives
- Badging and Certificate Programs
- iCubed Faculty Cluster Hiring
- iCubed Extramural Research Funding
- Faculty Diversity Statement (req)
- Community Events and Forums

- Return to Work Online Module
- Institutional Equity Council
- Equal Employment Opportunity Office
- Executive Culture and Climate Reviews
- University-wide Non-discrimination Training
- Signature Diversity & Inclusion Leadership Certificate Program
- Title IX Final Rule
- Policy Infrastructure

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CDO and Advisor for One VCU
Vice President of Institutional Equity, Effectiveness and Success

DEI Achievements Embedded w/n Quest 2025 Plan

- Student civic engagement online module
- RAMmalogues
- IExcel Mentoring
- Commonwealth Scholars Program
- Climate Advisory
- iCubed Curriculum Initiatives
- Badging and Certificate Programs
- Q Collective

- iCubed Curriculum Initiatives
- iCubed Extramural
- iCubed Faculty Cluster Hiring
- Research Funding Badging and Certificate Programs

- iCubed Curriculum Initiatives
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- iCubed Faculty Cluster Hiring
- iCubed Extramural Research Funding
- Community Forums
- Faculty Diversity Statement (req)

- Return to Work Online Module
- Institutional Equity Council
- Equal Employment Opportunity Office
- Executive Culture and Climate Reviews
- University-wide Non-discrimination Training
- Signature Diversity & Inclusion Leadership Certificate Program
- Title IX Final Rule
- Policy Infrastructure
- Invisible labor

QUEST 2025

Theme I
Student Success

Theme III
Collective Urban and Regional Impact

Theme II
National Prominence in Teaching and Research

Theme IV
Diversity Driving Excellence

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Vice President of Institutional Equity, Effectiveness and Success

Q: The three words I would use to describe VCU are . . .

NATIONAL AND STATEWIDE PROMINENCE

2016, 2019

NATIONAL MODEL
iCubed

2018

HEED AWARD
Insight Into Diversity

2018

NATIONAL MODEL
Organizational Culture and Climate Survey and Dashboard

2018, 2019, 2021

THE CHRONICLE OF HIGHER EDUCATION, DIVERSE EDUCATION, WASHINGTON POST

2019

DIVERSITY CHAMPION
Insight Into Diversity
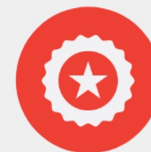
2019

NATIONAL MODEL
Climatext

2020

DIVERSITY CHAMPION
Insight Into Diversity

2019

STATEWIDE RECOGNITION
IExcel Education

2021

DIVERSITY CHAMPION
Insight Into Diversity

2021

DIVERSITY DRIVING EXCELLENCE
American Institutes of Research

2022
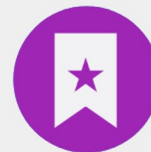
ASSOCIATION OF GOVERNING BOARDS

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CDO and Advisor for One VCU
Vice President of Institutional Equity, Effectiveness and Success

The goal isn't simply to be prominent. It's to **be pioneering.**

DDEE: GOALS AND STRATEGIES

GOAL I
COMPREHENSIVE AND COHESIVE ORGANIZATIONAL INFRASTRUCTURE

GOAL II
LEADING IN SETTING STANDARDS FOR COMPLIANCE

GOAL III
CULTIVATED CULTURE AND CLIMATE

GOAL IV
COMPETITIVELY INSPIRED CLINICAL, CURRICULUM, SCHOLARSHIP AND PRACTICE

GOAL V
COMMUNITY COLLABORATIVE & RESPONSIVENESS

VCU Office of Institutional Equity, Effectiveness and Success

Dr. Aashir Nasim
CDO and Advisor for One VCU
Vice President of Institutional Equity, Effectiveness and Success

GOAL I

COMPREHENSIVE AND COHESIVE ORGANIZATIONAL INFRASTRUCTURE

STRATEGY	WE ARE SUCCESSFUL WHEN:
Engage in developmental, transitional and transformational change management processes to **build enterprise-wide teams** that focus on DEI goal attainment.	**Year 1:** Reaffirmed and recruited teams within matrix organization to focus on strategic goals **Year 2:** Engaged teams in onboarding and change management processes Y**ear 3+**: Fully implemented DEI strategies
Establish a budget, communication and policy infrastructure that supports **shared services for DEI initiatives across the academic and medical enterprise**.	**Year 1:** Developed and implemented ONE VCU Principles of Community **Year 2+:** Continued adherence to ONE VCU Principles
Implement **continuous improvement plans that ensure the performance and sustainability** of DEI initiatives and practices.	**Year 1+**: Developed and implemented team processes and practice fidelity measures
Develop **DEI career pathways and succession plans** that clearly delineate professional trajectories across the enterprise.	**Year 1:** Redefined and substantiated roles and responsibilities of DEI stakeholders **Year 2+:** Built pathways and pipeline for employees in DEI career pathways

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Vice President of Institutional Equity, Effectiveness and Success

GOAL II
LEADING IN SETTING STANDARDS FOR COMPLIANCE

STRATEGY	WE ARE SUCCESSFUL WHEN:
Incorporate NADOHE (National Association for Diversity Officers in Higher Education) standards in senior leadership performance goals.	**Year 1:** Established modified NADOHE standards for DEI across the academic and medical enterprises **Year 2+:** CDO and DEI staff adherence to modified NADOHE standards and measures
Employ Affirmative Action data to set faculty and staff hiring benchmarks that are responsive to shortfalls in placement goals for women and minorities	**Year 1:** Determined employee benchmarks at .25, .50, .75 of shortfall goals for minority and woman hiring using updated AAP **Year 2:** Implemented HR and SVP/FA strategies to meeting .25 of shortfall goals **Year 3+:** Measured annual increases in hiring toward achieving .50 and .75 of shortfall goals
Set utilization goals for employee hiring that exceed recommendations for persons with disabilities and protected veterans	**Year 1:** Determined employee benchmarks at .25 - .75 of shortfall goals for persons with disabilities and protected veterans using updated AAP **Year 2:** Implemented HR and SVP/FA strategies to meet .25 of shortfall goals **Year 3+:** Measured annual increases in hiring toward achieving .50 and .75 of shortfall goals
Utilize internal expertise to guide accrediting bodies and national organizations in developing compliance standards and best practices in engaging diverse students and patients	**Year 1:** Employed predictive analytics to determine factors impacting patient safety and satisfaction; employee compliance **Years 2+:** Implemented strategies leading in year over year increases in ratings of patient safety and satisfaction; employee compliance

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CDO and Advisor for One VCU
Vice President of Institutional Equity, Effectiveness and Success

STRATEGY	WE ARE SUCCESSFUL WHEN:
Administer biennial organizational culture and climate survey across academic and medical enterprises	**Year 1:** Expanded organizational culture and climate survey to medical enterprise **Year 2+**: ONE VCU and unit-level dashboard and reporting
Implement progressively phased approach to DEI education, training and remediation	**Year 2:** Measured academic, administrative and non/clinical unit progress on culture and climate indices across the enterprise **Year 3+:** Tailored education, training and remediation programs for units
Fully integrate DEI leadership competencies in management and performance systems for all employees across the enterprise	**Year 1:** Collected and analyzed data on DEI leadership competencies in Talent system across all staff **Year 2:** Modified DEI leadership competency construct to better capture individual characteristics **Year 3+**: Employed modified DEI leadership competency
Assess the continuous improvement in culture and climate indices for all units across the enterprise	**Year 2+:** Tested DEI professional development efficacy and effectiveness

GOAL III

CULTIVATED CULTURE AND CLIMATE

VCU Office of Institutional Equity, Effectiveness and Success

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CDO and Advisor for One VCU
Vice President of Institutional Equity, Effectiveness and Success

GOAL IV

COMPETITIVELY INSPIRED CLINICAL, CURRICULUM, SCHOLARSHIP AND PRACTICE

STRATEGY	WE ARE SUCCESSFUL WHEN:
Institutionalization of faculty and student pipeline programs, in particular the health professions, that address organizational deficits in expertise and representation	**Year 1:** Determined capacity and resources for noted percent increases in URM and minority students recruited in health professions **Year 2+:** Developed, implemented and/or scaled current strategies to support percent increases
Promote and scale curricular initiatives related to inclusive pedagogy and experiential learning	**Year 1+** Expanded Commonwealth Scholars Program and Q Collective summer intensive camps **Year 2+:** Collaborated with OVPRI and Provost's office to expand and scale undergraduate research opportunities
Expand DEI curricula to include badging and certificate programs on education and health equity	**Year 1:** Administered RFP to develop new badging, certificate and credentialing programs **Year 2:** Supported continued development of new programs **Year 3+:** Launched and enrolled students in new badging, certificate and credentialing programs
Create opportunities that increase URM and minority faculty and students engaged in transdisciplinary research	**Year 1:** Launched 3rd wave of iCubed faculty cluster hiring initiatives **Year 2+:** Increased annually the relative percentage of URM PI's engaged in transdisciplinary research programs

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GOAL V

COMMUNITY COLLABORATIVE & RESPONSIVENESS

STRATEGY	WE ARE SUCCESSFUL WHEN:
Collaborate with community organizations in offering conferences and workshops of topics of mutual interest	**Year 1+:** Collaborated with internal and external stakeholders in the creation of certificate programs and workshops
Establish city-wide dialogue and lecture series with community partnership organizations	**Year 1:** Expanded dialogue programs and lecture series offerings **Year 2+**: Launched new institute missioned to expand action dialogue opportunities
Formalize community feedback and information loop on DEI-related matters	**Year 1:** Explored the development of publicly accessible database to share comments about lived experiences **Year 2+**: Fully implemented above referenced database or similar mechanism to better collect and frame community feedback on critical matters
Integrate return on investment / return on trust perspectives in all engagements with community partners	**Year 1+**: Established community advisory council to address historical and future events that impact perceptions of university-community partnerships

VCU Office of Institutional Equity, Effectiveness and Success

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Vice President of Institutional Equity, Effectiveness and Success

QUESTIONS

Dr. Aashir Nasim
CDO and Advisor for One VCU
Vice President of Institutional Equity, Effectiveness and Success

ATTACHMENT E

Health System Update
VCU Board of Visitors
March 21, 2022

Two organizations…One VCU

Four Major Challenges

1. COVID

2. Construction

3. Costs

4. Culture

COVID
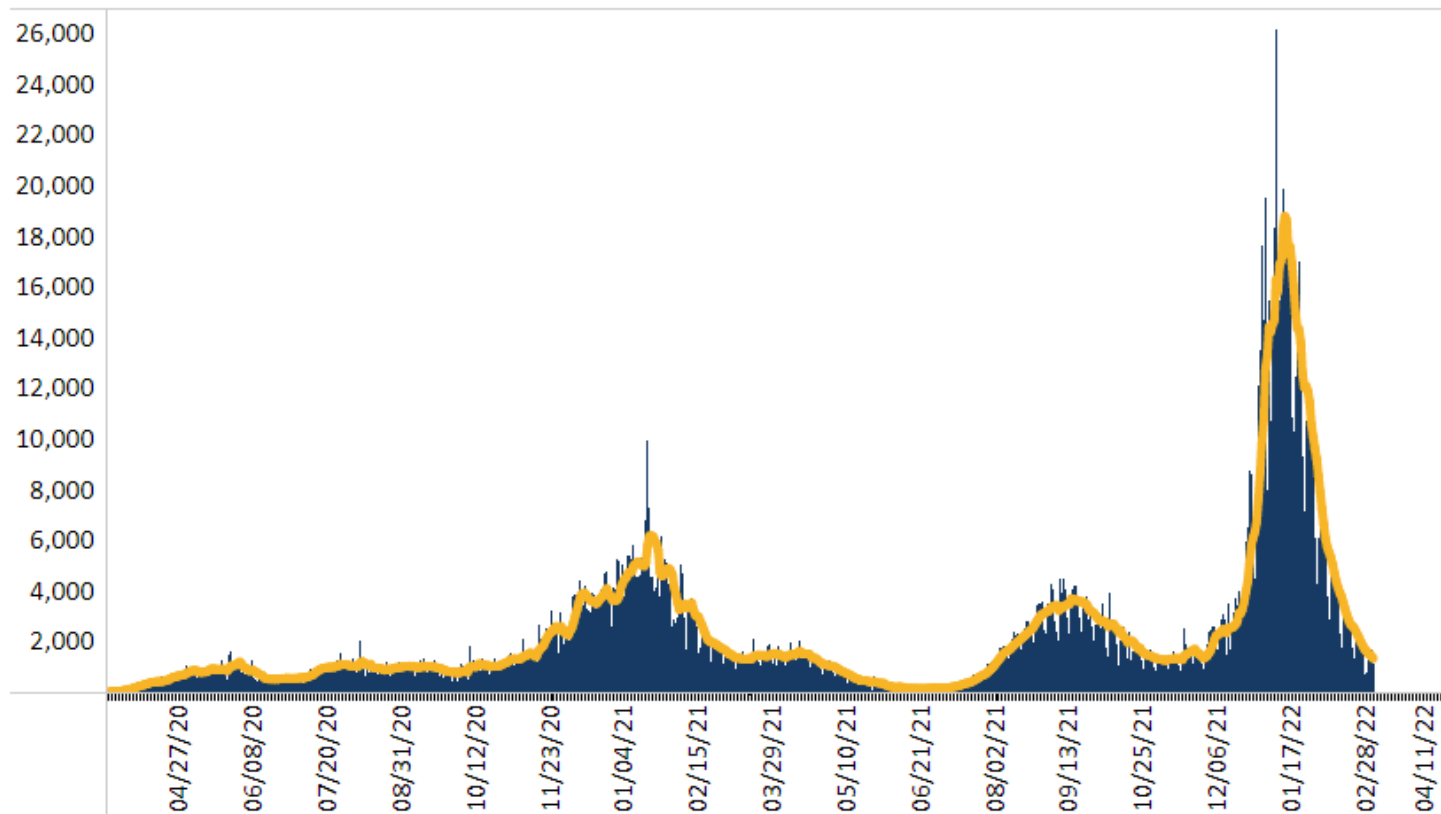
Between Dec 4 and Dec 6, we launched EPIC <u>and</u> opened our new Adult Outpatient Pavilion and our first ambulatory surgery center at VCU Short Pump

AOP opened 12-6-21

Epic Go-live 12-4-21

CHOR Wonder Tower opening May 2023

Short Pump Pavilion ASC opened 12-6-21

Better Together: Clinical Service Lines

- **Move** from departmental siloes and reporting structures
- **Achieve** cross-department and cross-discipline cooperation
- **Align** under each service line director
- **Replicate** the success of "leadership triads"
- **Deliver** great care to patients and generate more revenue
- **Move** forward with rapid adoption
- **First** out the gate – Massey Cancer Center!

ATTACHMENT F

Virginia Commonwealth University
Proposed Program Brief

Proposal to create a Graduate Certificate in Business Analytics

Overview

Virginia Commonwealth University (VCU) requests approval to create a 12-credit hour Graduate Certificate in Business Analytics. The purpose of the proposed Graduate Certificate in Business Analytics is to introduce students to the fundamental methods for data management, descriptive analytics, and statistics applied to business problems. Upon completion of the proposed certificate program, students will be able to write advanced SQL statements, create visualizations for data storytelling, and build statistical models for system understanding.

Method of Delivery

The proposed certificate program will be offered in fully online, face-to-face, and hybrid delivery formats.

Target Implementation Date

Fall 2022

Target Population

The intended target audience for the proposed certificate program is people who are interested in leveraging analytics to support decision making, including people currently working as business analysts or data managers.

Impact on Faculty

Faculty appointments in the proposed certificate program are established by the recommendation of the program director, a full-time faculty member in the school. Faculty teaching in the proposed certificate program will hold a doctorate in an appropriate discipline such as business analytics, operations research, decision sciences, statistics, management science, or information systems. Five full-time faculty from the school/college will teach courses in the proposed certificate program. No adjunct faculty will be used to initiate the proposed certificate program.

Funding

The proposed certificate program will be supported by resources already in place to sustain existing academic programs, including student support services (i.e., enrollment services, library support, and career services) and faculty support services (i.e., advising, ALTLab, and CTLE). The graduate program director and administrative staff in the Office of Graduate Programs in the School of Business will actively recruit, maintain and support students in the proposed certificate program. The faculty advisor and administrative staff from the Supply Chain Management and Analytics and Information Systems departments will also provide support for the proposed certificate program. The school faculty will engage in ongoing curriculum development reviews and assessments to ensure the proposed certificate program is kept current with industry trends and market needs. No new faculty or staff positions will be created to support the proposed certificate. The university has sufficient resources to offer and sustain the proposed certificate program.

Next Steps

January 27 - University Council subcommittee on Academic Affairs and University Policies (UCAAUP)
February 3 - University Council Meeting
February 7 - President's Cabinet Meeting
March 21 - Board of Visitors Meeting

Virginia Commonwealth University
Proposed Program Brief

Proposal to create a Graduate Certificate in Data Science for Management

Overview

Virginia Commonwealth University (VCU) requests approval to create a 12-credit hour Graduate Certificate in Data Science for Management. The purpose of the proposed graduate certificate is to educate students for specialized roles utilizing information systems concepts and methodologies. The certificate program will prepare students to effectively and efficiently support information extraction from data and associated data management activities in organizations. Students will learn data management concepts and concepts in information extraction from data, characteristics, methods and associated technologies. Students will also learn the skills to apply methods and technologies effectively in specific business circumstances. Upon completion of the proposed certificate program, graduates will be able to develop efficient and effective data management solutions and solutions related to information extraction from data using appropriate technologies. Graduates will also be able to develop and incorporate changes in the planning and management of data management resources and resources for information extraction from data based on an increased understanding of the dynamic changes in the organization, information systems and global environments.

Method of Delivery

The proposed certificate program will be offered in fully online, face-to-face, and hybrid delivery formats.

Target Implementation Date

Fall 2022

Target Population

The intended target audience for the proposed certificate program is Information Systems professionals who are interested in specializing in information extraction from data and data management activities in organizations.

Impact on Faculty

Faculty appointments in the proposed certificate program are established by the recommendation of the program director, a full-time faculty member in the School of Business. Faculty teaching in the proposed certificate program will hold a doctorate in Information Systems or closely related field.

Funding

The proposed certificate program will be supported by resources already in place to sustain existing academic programs, including student support services (i.e., enrollment services, library support and career services) and faculty support services (i.e., advising). The graduate program director and administrative staffs in the Office of Graduate Programs in the School of Business will actively recruit, maintain and support students in the proposed certificate program. The faculty advisor and administrative staff from the Department of Information Systems will also provide support for the proposed certificate program. The school faculty will engage in ongoing curriculum development reviews and assessments to ensure the proposed certificate program is kept current with industry trends and market needs. No new faculty or staff positions will be created to support the proposed certificate. The university has sufficient resources to offer and sustain the proposed certificate program.

Next Steps

January 27 - University Council subcommittee on Academic Affairs and University Policies (UCAAUP)
February 3 - University Council Meeting
February 7 - President's Cabinet Meeting
March 21 - Board of Visitors Meeting

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Virginia Commonwealth University
Proposed Program Brief

Proposal to create a Graduate Certificate in Decision Analytics

</div>

Overview

Virginia Commonwealth University (VCU) requests approval to create a 12-credit hour Graduate Certificate in Decision Analytics. The purpose of the proposed Graduate Certificate in Decision Analytics is to introduce students to the fundamental methods for machine learning and prescriptive analytics applied to business problems. Upon completion of the proposed certificate program, students will be able to create machine learning models to make predictions, create a quantitative framework for reconciling input from a variety of experts, create and use an optimization model for calculating decisions that achieve an objective subject to constraints, and generate forecasts using time series methods.

Method of Delivery

The proposed certificate program will be offered in fully online, face-to-face, and hybrid delivery formats.

Target Implementation Date

Fall 2022

Target Population

The intended target audience for the proposed certificate program is individuals interested in applying analytics to support decision making, including people currently working as business analysts or data managers.

Impact on Faculty

Faculty appointments in the proposed certificate program are established by the recommendation of the program director, a full-time faculty member in the school. Faculty teaching in the proposed certificate program will hold a doctorate in an appropriate discipline such as business analytics, operations research, decision sciences, statistics, management science, or information systems. Five full-time faculty from the school/college will teach courses in the proposed certificate program. No adjunct faculty will be used to initiate the proposed certificate program.

Funding

The proposed certificate program will be supported by resources already in place to sustain existing academic programs, including student support services (i.e., enrollment services, library support, and career services) and faculty support services (i.e., advising, ALTLab, and CTLE). The graduate program director and administrative staff in the Office of Graduate Programs in the School of Business will actively recruit, maintain and support students in the proposed certificate program. The faculty advisor and administrative staff from the Supply Chain Management and Analytics and Information Systems departments will also provide support for the proposed certificate program. The school faculty will engage in ongoing curriculum development reviews and assessments to ensure the proposed certificate program is kept current with industry trends and market needs. No new faculty or staff positions will be created to support the proposed certificate. The university has sufficient resources to offer and sustain the proposed certificate program.

Next Steps

January 27 - University Council subcommittee on Academic Affairs and University Policies (UCAAUP)
February 3 - University Council Meeting
February 7 - President's Cabinet Meeting
March 21 - Board of Visitors Meeting

<div align="center">

Virginia Commonwealth University
Proposed Program Brief

Proposal to create a Graduate Certificate in Information Risk, Security, and Assurance

</div>

Overview

Virginia Commonwealth University (VCU) requests approval to create a 12-credit hour Graduate Certificate in Information Risk, Security, and Assurance. The purpose of the proposed graduate certificate is to educate students for specialized roles involving computer and information systems security concepts, methodologies, and tools to support cybersecurity and associated activities in organizations. Students will learn information cyber risk, cybersecurity, and information assurance concepts, methods, and tools. Students will also learn the skills to apply methods and technologies in specific business scenarios. Upon completion of the proposed certificate program, graduates will be able to develop information systems risk, security and assurance policies and procedures using appropriate frameworks and technologies to secure data and information assets within an organization. Graduates will be able to develop and incorporate changes in the information cybersecurity organizational resources based on understanding of the dynamic changes in the operational environment, information systems, and global environments.

Method of Delivery

The proposed certificate program will be offered in fully online, face-to-face, and hybrid delivery formats.

Target Implementation Date

Fall 2022

Target Population

The intended target audience for the proposed certificate program is information systems professionals who are interested in specializing in information risk, security and assurance activities in organizations.

Impact on Faculty

Faculty appointments in the proposed certificate program are established by the recommendation of the program director, a full-time faculty member in the school. Faculty teaching in the proposed certificate program will hold a doctorate in Information Systems or closely related fields. Three full-time faculty from the school will teach courses in the proposed certificate program. Two adjuncts will be used to initiate the proposed certificate program.

Funding

The proposed certificate program will be supported by resources already in place to sustain existing academic programs, including student support services (i.e., enrollment services, library support, and career services) and faculty support services (i.e., advising, ALTLab, and CTLE). The graduate program director and administrative staffs in the Office of Graduate Programs in the School of Business will actively recruit, maintain and support students. The faculty advisor and administrative staff from the Department of Information Systems will also provide support for the proposed certificate program. The school faculty will engage in ongoing curriculum development reviews and assessments to ensure the proposed certificate program is kept current with industry trends and market needs. No new faculty or staff positions will be created to support the proposed certificate. The university has sufficient resources to offer and sustain the proposed certificate program.

Next Steps

January 27 - University Council subcommittee on Academic Affairs and University Policies (UCAAUP)
February 3 - University Council Meeting
February 7 - President's Cabinet Meeting
March 21 - Board of Visitors Meeting

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Virginia Commonwealth University
Proposed Program Brief

Proposal to create a Graduate Certificate in Supply Chain Management

</div>

Overview
Virginia Commonwealth University (VCU) requests approval to create a 12-credit hour Graduate Certificate in Supply Chain Management. The purpose of the proposed certificate is to provide the foundational understanding of the functionality and associated complexities related to managing global supply chains. A major emphasis is on the strategic decisions that are explored given the inherent tradeoffs and risks embedded in the decision framework. Students will explore a myriad of topics the cover the gamut of supply-chain activities encompassing the entirety of a complete supply chain including inbound logistics, internal operations, and outbound logistics. Upon completion of the proposed certificate program, graduates will be capable of examining complex supply-chain problems through a variety of lenses and making informed decisions aimed at enhancing organizational performance.

Method of Delivery
The proposed certificate program will be offered in fully online, face-to-face, and hybrid delivery formats.

Target Implementation Date
Fall 2022

Target Population
The target audience for the proposed certificate includes working professionals from business and industry who wish to supplement their undergraduate degree with focused, graduate level courses in supply chain management to make more informed decisions to improve organizational performance.

Impact on Faculty
Faculty appointments in the proposed certificate program are established by the recommendation of the program director, a full-time faculty member in the school. Faculty teaching in the proposed certificate program will hold a doctorate in an appropriate discipline such as operations management, supply chain management, or equivalent.

Funding
The certificate program will be supported by resources already in place to sustain existing academic programs, including student support services (i.e., enrollment services, library support and career services) and faculty support services (i.e., advising). The certificate program director and faculty advisors will actively recruit, maintain and support students in the certificate program. Administrative staff from the Supply Chain Management and Analytics department will also provide support for the certificate program. No new faculty or staff positions will be created to support the proposed certificate program. The university has sufficient resources to offer and sustain the proposed certificate program.

Next Steps

January 27 - University Council subcommittee on Academic Affairs and University Policies (UCAAUP)
February 3 - University Council Meeting
February 7 - President's Cabinet Meeting
March 21 - Board of Visitors Meeting

<div align="center">

Virginia Commonwealth University
Proposed Program Brief

Proposal to create a Graduate Certificate in Health Care Financial Management

</div>

Overview

Virginia Commonwealth University (VCU) requests approval to create a 15-credit hour Graduate Certificate in Health Care Financial Management. The purpose of the proposed program is to prepare students to participate in the financial management of health care organizations. Students will learn how to analyze and interpret financial information specific to health care organizations and systems. Students will also learn concepts and techniques that inform financial decision making. Coursework will enable students to conduct the financial aspects of management within a health care organization. The proposed certificate program will prepare students to sit for the Healthcare Financial Management Association (HFMA)'s Certified Healthcare Financial Professional (CHFP) examination. The curriculum will train students in a broad range of financial management skills including interpretation of financial statement, financial management and control, reimbursement systems and use of financial capital.

Method of Delivery

All courses for the proposed certificate program will be conducted in a hybrid format.

Target Implementation Date

Fall 2022

Target Population

The primary target population for the proposed certificate program is individuals currently working in health care organizations (e.g., administrators, physicians, dentists, nurses, pharmacists). The certificate will also target current students in Master of Science in Health Administration (MSHA) and Master of Health Administration (MHA) programs who would like to extend their understanding of financial management beyond the content currently offered in those degree programs.

Impact on Faculty

Faculty members teaching courses will have appointments in the Department of Health Administration and/or other departments in the College of Health Professions. All faculty teaching in the proposed certificate program will meet the minimum requirements for faculty as determined by the home departments. No new faculty positions will be created.

Funding

Resources required to support the proposed certificate program include existing resources to support current programs such as student support services (e.g., enrollment, help desk, and library), faculty support services (e.g., copying and contracts), and general administration (e.g., budgeting and forecasting). The proposed certificate program will have a Program Coordinator who is a staff member within the Department of Health Administration. No new positions will be created to initiate and sustain the proposed certificate program. The university has adequate resources to offer and sustain the proposed certificate program.

Next Steps

January 27 - University Council subcommittee on Academic Affairs and University Policies (UCAAUP)
February 3 - University Council Meeting
February 7 - President's Cabinet Meeting
March 21 - Board of Visitors Meeting

<div align="center">

Virginia Commonwealth University
Proposed Organizational Change Brief

</div>

Proposal

Virginia Commonwealth University (VCU) requests permission to change the name of the Department of Rehabilitation Counseling to the Department of Rehabilitation and Mental Health Counseling. The department is located in the College of Health Professions. This change will be in name only and will not impact the organizational structure of the university or the college.

Overview

The purpose of the proposed organizational change is to change the name of the department to better reflect the academic programs, the department's focus, goals, and the department's long history of educating both mental health and rehabilitation counseling clinicians.

The proposed name change will provide a more accurate description of the department's comprehensive approach to disability, rehabilitation, and mental health services. The proposed name is needed and will help the department in four ways: Consistent branding between the department name and the degree programs, reduced confusion among prospective students seeking a field for study, alignment with accreditation changes, and accurate representation of the breadth of work in the department.

Impact on Existing Programs/Policies

The proposed name change will not impact curricular offerings in the department. No degree programs will relocate to the department as a result of the proposed name change. There will be no changes to the degree programs as a result of the proposed name change.

Impact on Faculty

The proposed change is in name only. There will be no positions added, changed, or eliminated.

Funding

There will be an initial expenditure of $2,500.00 to be utilized for the purchasing of stationary, brochures, business cards, and signage (internal to the building) associated with the proposed name change. This cost will be funded by the department. No additional expenses are required to implement the proposed name change. No new positions will be needed to implement the name change. Department administration, administrative support, and space will not be changed by the proposed name change. Virginia Commonwealth University and the College of Health Professions have sufficient resources for the proposed change to the department's name. No new resources will be requested from the state to initiate or sustain the organizational change to rename the Department of Rehabilitation Counseling to the Department of Rehabilitation and Mental Health Counseling.

Next Steps

January 27 - University Council subcommittee on Academic Affairs and University Policies (UCAAUP)
February 3 - University Council Meeting
February 7 - President's Cabinet Meeting
March 21 - Board of Visitors Meeting

Virginia Commonwealth University
Proposed Organizational Change Brief

<u>**Overview**</u>
In December 2021, Virginia Commonwealth University (VCU) received approval by the VCU Board of Visitors and VCU Health Board of Directors to establish a School of Public Health. Shortly thereafter, the proposal was submitted to the State Council of Higher Education for Virginia (SCHEV) with plans to initiate the accreditation process with the Council on Education for Public Health (CEPH) in the following months.

Since that time, CEPH has informed VCU that we may not establish a school under the name of "Public Health" until we have initiated our accreditation process and been granted such authority by CEPH. Consequently, VCU has prepared a revised proposal identical to the first with one exception: the proposed name for the school will be a *School of Population Health*. This temporary change will allow the university to establish a stand-alone school with the support of SCHEV, while the university prepares the necessary application to initiate the CEPH accreditation process.

When CEPH approves elevation of VCU's longstanding public health program to the status of a free-standing School of Public Health, the University will request that SCHEV approve a change of the school's name from "population health" to "public health."

Knowing all other tenets, including organization and financing of the proposal school, are unchanged, and the name *School of Population Health* is the consensus choice of the affected faculty, VCU seeks the approval of the VCU Board of Visitors and VCU Health Board of Directors to establish a stand-alone *School of Population Health*.

<u>**Next Steps**</u>
March 3: University Council subcommittee on Academic Affairs and University Policies (UCAAUP)
March 3: University Council Meeting
Electronic Vote: President's Cabinet Meeting
March 21: VCU Board of Visitors Meeting
March 22/23: VCU Health System Board of Directors

EXECUTIVE SUMMARY OF PROPOSED POLICY: Hazing Prevention and Discipline

New Policy ☒ or **Substantive Revision** ☐

Policy Type: Board of Visitors

Responsible Office: Division of Student Affairs, Senior Vice Provost, Human Resources, Assistant Vice President of HR, and the Office of Faculty Affairs, Senior Vice Provost

Draft Date: 01/18/2022

Initial Policy Approved: N/A – New Policy

Revision History: None – New Policy

<u>**Governance Process Tracking**</u>:

If <u>new</u> BOV policy, enter date and name of President (or designee) approving development of policy: 03/09/2021 – President Michael Rao

If <u>new</u> Administrative policy, enter date and name of President's Cabinet member approving development of policy: N/A

Integrity & Compliance Office Review: 11/18/2021

University Counsel Review: 12/20/2021

Public Comment Posting: 01/21/2022

University Council Academic Affairs and University Policy Committee Review: 02/24/2022, tentative

University Council Review: 03/03/2022, tentative

President's Cabinet Approval: 03/07/2022, tentative

Board of Visitors Approval (if applicable): 03/21/2022, tentative

1. Why is this policy being created ☒ <u>or</u> revised ☐?	Per the External Review Report conducted by Dyad Strategies and issued on August 2, 2021, the first recommendation was to "update and expand [the] campus hazing policy."
2. <u>New policy</u> ☒: What are the general points or requirements covered in this policy? <u>*or*</u>	Consistent with the SCHEV Model Policy Regarding the Prevention of and Appropriate Disciplinary Action for Hazing, this policy clarifies for the university community that hazing prevention and discipline policy applies to all persons and groups associated with the university; the policy defines hazing and provides examples of psychological hazing, physical hazing,

Revised policy ☐: What are the substantive differences between this draft and the current policy?	and other hazing; the policy informs the university community that the policy encompasses all acts of hazing whether the acts occur on or off campus; the policy states that individuals cannot consent to being hazed; the policy describes the reporting process, the responsible investigative units, and the potential for disciplinary action up to and including expulsion or termination of employment.
3. Which stakeholder offices or personnel have provided input into this policy draft?	Athletics, Division of Student Affairs, Dean of Students, RecWell Student Activities and Commons, Student Conduct and Academic Integrity, FSL advisors, Human Resources, Employee Relations, and University Counsel.
4. Which other universities' policies or resources (e.g., laws, regulations, etc.) did you consider when preparing this draft?	SCHEV Model Policy Regarding the Prevention of and Appropriate Disciplinary Action for Hazing, GMU, JMU, Longwood University, ODU, Radford University, U of R, UVA, Virginia Tech, and W&M.
5. What is your general assessment of this policy's impact on the university community?	This policy will assist the university and the Division of Student Affairs in achieving the recommendations of the internal and external reviews. This policy makes clear to the members of the university community how we define hazing, how to report hazing, and who will investigate allegations of hazing. This policy helps to provide a framework for Hazing Prevention programming and other educational programs, as well as campus social culture change.
6. What is your plan to implement this new policy or policy revision (e.g., raise awareness and train relevant audiences and monitor for compliance)?	When first implemented TelegRAM notices will be utilized to inform the university community of the new policy, after this there will be annual notice of the policy. Training by the stakeholder areas will be encouraged and supported by the Division of Student Affairs.

Template Revised: 10/26/2017

[DRAFT] Hazing Prevention and Discipline

Policy Type: Board of Visitors
Responsible Offices: Division of Student Affairs, Senior Vice Provost; Human Resources, Assistant Vice President of HR; and the Office of Faculty Affairs, Senior Vice Provost
Initial Policy Approved: MM/DD/YYYY
Current Revision Approved: MM/DD/YYYY

Policy Statement and Purpose

The purpose of this policy is to prohibit and prevent hazing and to discipline hazing when it occurs. It is the responsibility of all individuals associated with Virginia Commonwealth University ("the university") to encourage an atmosphere of learning, social responsibility, and respect for human dignity.

Hazing is an unproductive and hazardous activity that is incongruous with the mission and values of VCU and has no place at this university, either on or off campus.

This policy applies to all persons and groups associated with the university, including, but not limited to, administrators, coaches, faculty, staff, students, student organization advisors, athletic teams, bands, fraternities, sororities, and other registered student organizations.

Noncompliance with this policy may result in disciplinary action up to and including termination or expulsion. Behavior that violates this policy also may constitute a crime under the laws of the jurisdiction in which the incident occurred. VCU supports an environment free from retaliation. Retaliation against any member of the campus community who brings forth a good faith concern, asks a clarifying question, or participates in an investigation is prohibited.

Table of Contents

Who Should Know This Policy_____

University students and employees (including administrators, faculty, and staff) are responsible for knowing this policy and familiarizing themselves with its contents and provisions.

The Division of Student Affairs shall provide notice of this policy to administrators, coaches, faculty, organization advisors, staff, students, and all student organizations at the beginning of each academic year.

Definitions_____

Faculty
Designated VCU employee with principal and regularly assigned responsibilities that include a significant commitment to teaching, that includes the development and delivery of the university curriculum for students enrolled at VCU, and/or significant commitment to original research and scholarship that includes the creation, dissemination, and application of new knowledge and/or artistic expression.

Hazing
Any mental or physical requirement, request, or obligation placed upon any person, through a situation created recklessly or intentionally, that could cause discomfort, pain, fright, disgrace, or injury; or that is personally degrading.

Hazing includes, but is not limited to, acts in violation of Virginia Code § 18.2-56 that recklessly or intentionally endanger the health or safety of a student or students or inflict bodily injury on a student or students in connection with or for the purpose of initiation, admission into or affiliation with or as a condition for continued membership in a club, organization, association, fraternity, sorority, or student body regardless of whether the student or students so endangered or injured participated voluntarily in the relevant activity.

Hazing also includes, but is not limited to, the following:
- **Psychological Hazing:** Any act that is likely to (a) compromise an individual's dignity; (b) cause an individual embarrassment or shame; (c) cause an individual to be the object of malicious amusement or ridicule; or (d) cause an individual emotional distress.
- **Physical Hazing:** All forms of physical activity that are used to harass, punish, or harm an individual.

Staff
Any person with a direct employment relationship with the university, including those who work on a part-time or adjunct basis. An individual can hold a status as both a student and staff, including student workers.

Student
All persons taking courses through VCU for any type of academic credit, credit or non-credit classes

(including auditing a class or English Language Program classes), either full-time or part-time, online or in-person, single or dual enrolled, pursuing undergraduate, graduate or professional studies. "Student" also includes all persons who withdraw after allegedly violating university policy but prior to adjudication, persons who are not enrolled officially for a particular term but who have not officially withdrawn from the university, persons who have been notified of their acceptance for admissions, and persons living in VCU residence halls regardless of course enrollment. Employees of Virginia Commonwealth University or the Virginia Commonwealth University Health System may also be students.

Student Organization
Any student group registered by the university.

Contacts_____

The Division of Student Affairs officially interprets this policy. The Division of Student Affairs is responsible for obtaining approval for any revisions as required by the policy *Creating and Maintaining Policies and Procedures* through the appropriate governance structures. Please direct policy questions to the Senior Vice Provost, Division of Student Affairs.

Policy Specifics and Procedures_____

Institutional Guidelines
I. **Hazing**
The university is committed to promoting an environment where abusive behavior, harassment, and assault are never used as a pretext for building character, leadership skills, or group loyalty or unity.

As it is impossible to anticipate every situation that could involve hazing, this list does not, and cannot, encompass every circumstance that may result in discipline by the university for hazing.

Under this policy, hazing shall include, but not be limited to, forcing, compelling, requiring, encouraging, or expecting, whether direct or implied, any individual to participate in any of the following actions or activities:

Psychological Hazing:
- Blindfolding and parading individuals in public areas, blindfolding and transporting in a motor vehicle, or privately conducting blindfolding activities that serve no constructive purpose
- Confinement, for example, in an unreasonably small, unventilated, unsanitary, unlighted, or very loud space
- Encouraging or requiring activities that disrupt a person's normal schedule. A normal schedule includes three reasonably spaced meals per day, the opportunity for sufficient rest at night (at least six full hours) and reasonable time for personal hygiene
- Encouraging or requiring a person to pretend to or actually violate a law
- Misleading an individual into believing that they will be hurt during an induction or initiation

- Misleading an individual in an effort to convince them that they will not become a member or otherwise participate in the activity of a student organization or other group unless they complete tasks, follow instructions, or act in a certain way
- Interrogating an individual in an intimidating or threatening manner
- Kidnapping (i.e. taking individuals to an undisclosed location)
- Requiring or suggesting that an individual obtain or possess items or complete tasks in an unlawful manner (e.g. for a scavenger hunt)
- Servitude
- Verbal abuse
- Wearing, in public, of apparel which is conspicuous and/or indecent

Physical Hazing:
- Binding or restricting an individual in any way that would prohibit them from moving on their own
- Burning, branding, or tattooing any part of the body
- Burying in any substance (i.e. snow, sand, refuse)
- Carrying any items (shields, paddles, bricks, hammers, etc.) that serve no constructive purpose or that are designed to punish or embarrass the carrier
- Exposure to uncomfortable elements
- Forcing consumption of alcohol or any other substance, legal or illegal
- Paddling
- Spraying, painting, or pelting with any substance
- Tests of endurance

Other Hazing:
- Activities that interfere with academic pursuits
- Forced or involuntary excursions or road trips
- Encouraged vandalism, or the removal or destruction of public or private property

Hazing also includes soliciting, directing, aiding, or otherwise participating actively or passively in the above acts; this encompasses observation of hazing activities by individuals in a position to intervene but failing to do so.

This policy is **not** intended to prohibit the following conduct:
1. Customary athletic events, contests, or competitions that are sponsored by the university or the organized and supervised practices associated with such events; or
2. Any activity or conduct that furthers the goals of a legitimate educational curriculum, extracurricular program, or military training program, as approved by the university.

II. **Location**
This policy encompasses all acts of hazing whether the acts occur on or off campus. An act of hazing by an individual or organization will be viewed by the university as a violation of this policy, regardless of where the act of hazing took place.

III. **Consent**

In accordance with Virginia law, an individual may not consent to being hazed, and a victim's voluntary or willful participation in hazing activities will not be considered evidence that a violation of this policy did not occur.

Individual & Organization Responsibility

Organizations, acting through their leadership and their membership, are expected to use good judgment to determine the abilities of individual students as they relate to organizational activities and requirements.

Both individuals and organizations may be held responsible for their actions and participation in incidents of hazing. If an investigation concludes that an individual or individuals directed, engaged in, aided or otherwise participated in, actively or passively, an incident of hazing, disciplinary action may be imposed against the individual(s). If the investigation concludes that an organization knowingly permitted, authorized, or condoned hazing, disciplinary action may be imposed against the organization. See FAQ 1, below.

Reporting:

Anyone (a victim, a bystander, a witness, a friend, or any other person) may report a violation of this policy. The university can most effectively respond to reports when they are made as promptly as possible after the conduct has occurred. However, there is no time limitation on reporting alleged violations of this policy.

Any suspected violation of this policy should be reported using the VCU Helpline.

In accordance with Virginia Code § 18.2-56, the university shall report hazing that causes bodily injury to the appropriate law enforcement agency.

Investigation:

A report or complaint of hazing shall be thoroughly investigated by the VCU Police Department, Student Conduct and Academic Integrity, and the Office of Human Resources, as applicable.

Disciplinary Action by the University:

Any individual or organization found to be in violation of this policy shall be subject to the procedures set forth in the university's student or employee codes of conduct, and may be subject to appropriate disciplinary action up to and including expulsion or termination of employment.

Forms_____

1. **VCU Helpline**

Related Documents_____

1. **[Faculty Handbook](#)**

2. **[Student Code of Conduct](#)**

3. **[Working at VCU Great Place HR Policies](#)**

4. **Model Policy Regarding the Prevention of and Appropriate Disciplinary Action for Hazing at Virginia's Institutions of Higher Education** https://www.schev.edu/docs/default-source/institution-section/GuidancePolicy/model-hazing-policy517.pdf

Revision History_____

"None – New Policy"

FAQ_____

1. **How does the university distinguish hazing violations by individuals from hazing violations by an organization?**

The following statements will help distinguish hazing violations by individuals from hazing violations by an organization. An affirmative response is **NOT** required for every point to implicate the organization:

A. The conduct is endorsed by the organization or any of its officers ("endorsed by" includes, but is not limited to, the following: active or passive consent or support, having prior knowledge that the conduct was likely to occur and not acting to stop or report it to appropriate authorities, or helping to plan, advertise, or promote the conduct);
   a. What knowledge did organization officers and/or advisors have of the misconduct?
   b. What action(s) did organization officers and/or advisors take in addressing/preventing the misconduct from occurring?
B. The conduct is committed during the course of an activity paid for by the organization, or paid for as a result of one or more members of the organization contributing personal funds in lieu of organizational funds to support the activity or conduct in question;
   a. Did the violation arise out of an event that was sponsored, financed, planned, or otherwise endorsed by members of the organization?
C. The conduct occurred on property owned, controlled, rented, leased, or used by the organization or any of its members for an organizational event;
D. The purpose of the activity was related to initiation, admission into, affiliation with, or as a condition for continued membership in the organization;
   a. Were members of the organization acting in concert?
   b. Did their membership in the organization serve as an impetus for the misconduct?

E. Non-members of the organization learned of the activity through members, advertisements, or communications by the student organization, or otherwise formed a reasonable belief that the conduct or activity organized, planned, supported or endorsed by the organization;

    a. How many members of the organization were present when the misconduct occurred or had specific knowledge of the misconduct before it occurred or while it was occurring?

F. Members of the organization attempted to conceal the activity or protect other members who were involved.

G. Is there a pattern of individual violations that have occurred without proper remedial action by the organization?

EXECUTIVE SUMMARY OF PROPOSED POLICY: Identity Theft Prevention Policy

New Policy ☐ or **Substantive Revision** ☒

Policy Type: Board of Visitors

Responsible Office: Office of Technology Services/Information Security Office

Draft Date: 10/25/2021

Initial Policy Approved: 05/15/2009

Revision History: 05/15/2009 – Identity Theft Prevention Policy

04/23/2018 - Identity Theft Prevention Policy (Interim)

Governance Process Tracking:

If new BOV policy, enter date and name of President (or designee) approving development of policy: N/A

If new Administrative policy, enter date and name of President's Cabinet member approving development of policy: N/A

Integrity & Compliance Office Review: 09/16/2021

University Counsel Review: 09/23/2021

Public Comment Posting: 10/27/2021

University Council Academic Affairs and University Policy Committee Review: MM/DD/YYYY

University Council Review: MM/DD/YYYY

President's Cabinet Approval: MM/DD/YYYY

Board of Visitors Approval (if applicable): MM/DD/YYYY

1. Why is this policy being created ☐ _or_ revised ☒?	The interim policy is being moved into the final policy phase.
2. New policy ☐: What are the general points or requirements covered in this policy? _or_ **Revised policy ☒: What are the substantive differences between this draft and the current policy?**	There are no substantive differences between the interim policy and the finalized policy. We are attempting to move this policy into its finalized form.

3. Which stakeholder offices or personnel have provided input into this policy draft?	HR, Student Accounting, VCU Card, Treasury Services, ICO, University Counsel.
4. Which other universities' policies or resources (e.g., laws, regulations, etc.) did you consider when preparing this draft?	FTC Red Flag Rule (Section 114 of the FACT Act)
5. What is your general assessment of this policy's impact on the university community?	Provides formalized detection and reporting mechanism of identity theft activities in the university. The policy defines "covered accounts" managed by the university and requires tracking and formal reporting of identity theft events.
6. What is your plan to implement this new policy or policy revision (e.g., raise awareness and train relevant audiences and monitor for compliance)?	The detection and reporting is already occurring, additional training and communications with areas responsible for covered accounts will occur.

Identity Theft Prevention Policy - Interim

Responsible Office: Technology Services, Division of Administration
Current Approved Version: TBD
Policy Type: Board of Visitors

Table of Contents

Policy Statement and Purpose

VCU is committed to protecting the information of its students, faculty, staff, and others who entrust their personal information to the university. In accordance with the Federal Trade Commission's (FTC) Red Flag Rule 16 CFR Part 681, which implements Section 114 of the Fair and Accurate Credit Transactions Act (FACT Act), it is the policy of Virginia Commonwealth University to establish and maintain an Identity Theft Prevention Program to detect, prevent, and mitigate identity theft in connection with new and existing covered accounts.

This policy and the documents listed in the Related Documents section constitute the primary components of VCU's Identity Theft Prevention Program.

Noncompliance with this policy may result in disciplinary action up to and including termination. VCU supports an environment free from retaliation. Retaliation against any employee who brings forth a good faith concern, asks a clarifying question, or participates in an investigation is prohibited.

Who Should Know This Policy

All employees (includes faculty, university and academic professionals, and staff) and students are responsible for knowing this policy and familiarizing themselves with its contents and provisions.

Definitions

Covered Account

1. An account that VCU offers or maintains, primarily for personal, family, or household purposes, that involves or is designed to permit multiple payments or transactions, such as a credit card account, cell phone account, checking account, or savings account; and
2. Any other account that VCU offers or maintains for which there is a reasonably foreseeable risk to customers or to the safety and soundness of VCU from identity theft, including financial, operational, compliance, reputation, or litigation risks.

Creditor

Any entity that regularly extends, renews, or continues credit; any entity that regularly arranges for the extension, renewal, or continuation of credit; or any assignee of an original creditor who participates in the decision to extend, renew, or continue credit.

Customer

A person that has a covered account with VCU. For the purpose of the VCU Identity Theft Prevention Program, all students, staff, faculty, and others having a covered account with VCU will be referred to as "customer."

Financial Institution

A state or national bank, a state or federal savings and loan association, a mutual savings bank, a state or federal credit union, or any other entity that directly or indirectly holds a transaction account belonging to a customer.

Identifying Information

Identifying information means "any name or number that may be used, alone or in conjunction with any other information, to identify a specific person, including any —

1. Name, Social Security number, date of birth, official State or government issued driver's license or identification number, alien registration number, government passport number, employer or taxpayer identification number;
2. Unique biometric data, such as fingerprint, voice print, retina or iris image, or other unique physical representation;
3. Unique electronic identification number, address, or routing code; or
4. Telecommunication identifying information or access device (as defined in 18 U.S.C.

1029(e))." See 16 C.F.R. ' 603.2(b).

Identity Theft

A fraud committed or attempted using the identifying information of another person without authority.

Identity Theft Prevention Program Administrator (Program Administrator)

The Identity Theft Program Administrator is the individual responsible for the development, documentation, execution, and monitoring of VCU's Identity Theft Prevention Program.

Identity Theft Prevention Standard

The Identity Theft Prevention Standard outlines the operational requirements of the Identity Theft Prevention Program as established by the Identity Theft Prevention Policy. This standard is developed, revised, and maintained by the Technology Services' Information Security Office in consultation with the university's Technical Advisory Committee and all identified stakeholders.

Red Flag

A pattern, practice, information, or specific activity that indicates the possible occurrence of identity theft.

Contacts

The Division of Administration and the Office of the Provost and Senior Vice President for Academic Affairs officially interpret this policy and shall designate the Chief Information Security Officer to serve as the VCU Identity Theft Prevention Program Administrator. Please direct policy questions to the Identity Theft Prevention Program Administrator (itppadmin@vcu.edu).

Policy Specifics and Procedures

I. Program Adoption

VCU recognizes that some activities conducted by the university meet the definition of "creditor" and "financial institution" as defined by the Federal Trade Commission's (FTC) Red Flag Rules, which implements Section 114 of the Fair and Accurate Credit Transactions Act (FACT Act). VCU is committed to conducting university business in compliance with federal law and to this end has established the creation and maintenance of an Identity Theft Prevention Program with an assigned Program Administrator. The Identity Theft Prevention Program includes the Identity Theft Prevention policy, Identity Theft Prevention Standard, all other associated standards and related documents. All departments having covered accounts must adopt and follow the Identity Theft Prevention Policy and its associated Identity Theft Prevention Standard and Identity Theft Prevention Program.

II. Program Content

VCU is committed to identifying "red flags" associated with identity theft and protecting the identifying information in the university's possession. The university complies with the FTC Red Flag Rule by developing and maintaining an Identity Theft Prevention Program that includes:

A. VCU Covered Accounts

Each university department is responsible for determining whether they have use, manage, or oversee covered accounts and must identify covered accounts to the Program Administrator. Departments are also responsible for notifying the Program Administrator when they no longer have oversight for a covered account. Each department having a covered account must assign a departmental contact and provide the Program Administrator with the contact's name, email address and phone number.

Please see the Identity Theft Prevention Standard for a list of acknowledged covered accounts at VCU.

B. Service Provider Covered Accounts

Each university department is responsible for determining whether they intend to contract with a service provider who will use, manage, or oversee covered accounts and must identify service provider covered accounts to the Program Administrator. Departments are also responsible for notifying the Program Administrator when they no longer have a contract that establishes a service provider covered account. Each department having responsibility for a service provider covered account must assign a departmental contact and provide the Program Administrator with the contact's name, email address and phone number.

Please see the Identity Theft Prevention Standard for a list of acknowledged service provider covered accounts at VCU.

C. Identification of Relevant Red Flags

Departments using, managing or overseeing covered accounts and service provider accounts are expected to develop and maintain processes in identifying relevant red flags. These processes must follow guidance provided through the Identity Theft Prevention Standard and takes the following items into consideration:

1. Risk Factors

To identify potential red flags associated with covered accounts at VCU, the following will be considered:

a. The types of covered accounts offered by VCU;
b. The methods provided or employed to open a covered account;
c. How customers can access covered accounts; and
d. Any previous experiences with identity theft.

The following information sources are used in the creation of covered accounts at VCU. Departments should evaluate this information and the methods used in collection of this information for red flags.

Common applications (admissions/loan/hr) with personally identifying information:

a. Transcripts
b. Official standardized test scores
c. Letters of recommendation
d. Application for Virginia Domicile
e. Medical/Immunization Record
f. Loan Application/Promissory Note
g. Direct Deposit Form
h. New hire Forms (including Direct Deposit, Federal and State Tax Forms, Tax Deferred Annuity, Deferred Compensation, Designation of Beneficiary, Health Benefits and Visa information).

2. Sources of Red Flags

Responsible offices must incorporate relevant red flags from the following sources:

a. Incidents of identity theft experienced by VCU;
b. Methods of identity theft identified by VCU that signal a change in risks;

and;

    c. Applicable guidance.

3. **Categories of Red Flags**

The university has identified and documented red flags by category in its *Identity Theft Prevention Standard*. Responsible offices are expected to consult with the documented categories in the Identity Theft Prevention Standard when developing and reviewing processes for identification of red flags.

4. **Detecting Red Flags**

The university has listed general procedures to detect red flags in its Identity Theft Prevention Standard. Responsible offices are expected to consult with the documented categories in the Identity Theft Prevention Standard when developing and reviewing processes for identification of red flags.

D. **Procedures to Mitigate Identity Theft**

Responsible Offices must comply with the Identity Theft Prevention Program, including the following university general and student accounting procedures to mitigate identity theft. Responsible offices in collaboration with the Program Administrator may develop additional procedures and revise existing procedures to mitigate identity theft. All identity theft mitigation procedures must be documented in the Identity Theft Prevention Standard.

E. **Respond to Red Flag Detection**

In determining the possible responses to red flags associated with VCU covered accounts, factors that may increase the risk of identity theft must be considered. Based on these considerations, if red flags are detected, Responsible Offices must notify the [Program Administrator (mailto:itppadmin@vcu.edu)](mailto:itppadmin@vcu.edu) and take the following steps:

1. Temporarily suspend access to the covered account and require a password change from the customer.
2. Investigate transactions to covered accounts that include contacting the actual customer to notify the customer and verify if activity is fraudulent
3. Close the covered account
4. Reopen a covered account with a new account number after inactivating the existing account number
5. Do not open a new covered account for the customer
6. Notify law enforcement
7. Determine that no response is warranted under the particular circumstances

III. # Program Administration, Development and

Maintenance

The Vice President for Administration and the Provost and Senior VP for Academic Affairs designate the university's Chief Information Security Officer to oversee the VCU Identity Theft Prevention Program. The Chief Information Security Officer may delegate the administration of the Identity Theft Prevention Program to a designated Program Administrator. The designated Program Administrator in collaboration with departments that use, manage, or oversee covered accounts and

service provider accounts will be responsible for the implementation of the Identity Theft Prevention Program.

In the development and maintenance of the Identity Theft Prevention Program, policies, standards, procedures, and internal controls that limit reasonably foreseeable risks to VCU's customers from identity theft must be included. The Program Administrator must identify and evaluate the covered accounts that meet the criteria specified by the FTC for inclusion as a "covered account." The Program Administrator must document the Identity Theft Prevention Program, identify stakeholder participants, establish communication with and training for stakeholder participants, and monitor program compliance in accordance with the VCU Identity Theft Prevention Program Standard. The Program Administrator is responsible for revising or eliminating any or all parts of the VCU Identity Theft Prevention Program as necessary to meet the changing needs of Virginia Commonwealth University and applicable laws and regulations.

Forms

1. [VCU Identity Theft Prevention Program Annual Report](#)

2. [VCU Identity Theft Incident Report](#)

Related Documents

- [VCU Technology Services Policies, Standards, Baselines and Guidelines](#)
- [VCU Police Identity Theft Prevention Recommendations](#)
- [CFR Title 16: Part 681 Identity Theft Rules](#)
- [Section 114 of the FACT Act](#)
- [Section 615(e) of the Fair Credit Reporting Act (FCRA)](#)
- [VCU Release of Employment and Personal Information](#)
- [State Government Data Collection and Dissemination Practices Act, § 2.2-3800](#)
- [State Policy 6.05, Personnel Records Disclosure](#)
- [State Policy 6.10, Personnel Records Management](#)

Revision History

This policy supersedes the following archived policies:

Approval/Revision Date: May 15, 2009 Title: Identity Theft

Prevention

Approval/Revision Date: April 23, 2018 Title: Identity Theft

Prevention - Interim

FAQ

What are examples of "covered accounts" at VCU?

Student Installment Payment Plan Accounts

Responsible Office - Student Accounting

Student Deferred Payment Plan Accounts

Responsible Office - Student Accounting

Student Accounts with Refund Transactions

Responsible Offices - Student Accounting/Treasury Services

Student Accounts in Collection with Payment Arrangements

Responsible Office - Treasury Services

Loan Accounts

Responsible Offices - Financial Aid/Treasury Services

VCUCard Prepaid Declining Stored - Value Accounts

Responsible Offices - Technology Services/Campus Card Service

Payroll Accounts

Responsible Office – Human Resources

EXECUTIVE SUMMARY OF PROPOSED POLICY: [Violence Prevention and Threat Assessment and Management]

New Policy ☐ or **Substantive Revision** ☒

Policy Type: Board of Visitors

Responsible Office: VCU Police, Division of Student Affairs, and Human Resources

Draft Date: 01/17/2022

Initial Policy Approved: 04/06/2004

Revision History:
04/06/2004 Threat Assessment and Violence Prevention
07/18/2012 Threat Assessment and Violence Prevention

Governance Process Tracking:

If _new_ BOV policy, enter date and name of President (or designee) approving development of policy: MM/DD/YYY – Name

If _new_ Administrative policy, enter date and name of President's Cabinet member approving development of policy: MM/DD/YYYY - Name

Integrity & Compliance Office Review: 11/18/2021

University Counsel Review: 11/19/2021

Public Comment Posting: 11/22/2021

University Council Academic Affairs and University Policy Committee Review: 01/27/2022

University Council Review: 02/02/2022

President's Cabinet Approval: MM/DD/YYYY

Board of Visitors Approval (if applicable): MM/DD/YYYY

1. Why is this policy being created ☐ _or_ revised ☒?	To comply with Code of Virginia § 23.1-805

2. New policy □: What are the general points or requirements covered in this policy? *or*	1. Violence prevention committee structure. 2. If TAT has determined that an individual presents an identified and articulable threat to the university community and the results of an appropriately tailored

Revised policy ⊠: What are the substantive differences between this draft and the current policy?	psychological assessment are necessary to develop a reasonable threat mitigation plan, the university may condition the individual's continued employment, enrollment or contract upon review by TAT of the results of such a psychological assessment, conducted by a qualified, licensed clinician.
3. Which stakeholder offices or personnel have provided input into this policy draft?	Student Affairs, VCU Police, Human Resources, University Counsel, Counseling Services

| 4. Which other universities' policies or resources (e.g., laws, regulations, etc.) did you consider when preparing this draft? | **W&M:**
Campus Violence and Threat Management
The policy also fulfills the university's statutory obligations under Section 23-9.2:10 of the Code of Virginia, pursuant to which it has established a threat assessment team known as Campus Assessment and Intervention Team (CAIT).

UVA:
HRM-028: Preventing and Addressing Threats or Acts of
Violence
This policy designates a committee responsible for coordinating the University's violence prevention efforts. The policy also creates a threat assessment team model responsible for implementing the University's assessment, intervention and action protocol in individual cases.

VT:
Campus and Workplace Violence Prevention Policy
In accordance with Section 23.1-805 of the Code of Virginia, this policy addresses the requirements that each public college or university shall have in place policies and procedures for the prevention of violence on campus, including assessment and intervention with individuals whose behavior poses a threat to the safety of the campus community.

University Safety and Security
See Definition of "Threat Assessment" on p. 12.

JMU:
Violence Prevention
This policy is to provide procedures for the prevention of violence on campus, including assessment and intervention with individuals whose behavior poses a threat to the safety of the campus community. [Last reviewed in 2010!] |

GMU:
Workplace Violence
Mentions the *CAMPUS ASSESSMENT AND INTERVENTION*
TEAM (CAIT): The University's Campus Assessment and Intervention Team (CAIT) is committed to improving community safety through a proactive, collaborative, coordinated, objective, and thoughtful approach to the prevention, identification, assessment, intervention, and management of situations that pose, or may reasonably pose, a threat to the safety and wellbeing of the campus community.

CNU:
Campus Violence Prevention Policy
This policy identifies members of the campus community to whom threatening behavior should be reported; describes circumstances under which students, faculty and staff are to report threatening behavior and encouraged to report concerning behavior; and establishes procedures for the assessment of and intervention with individuals engaging in such conduct.

ODU:
Threat Assessment

SAFETY AND SECURITY POLICY
Discusses the Threat Education, Assessment & Management Team.

WORKPLACE VIOLENCE PREVENTION POLICY

Radford:
Threat Management Policy
Addresses the assessment of and intervention with any person whose behavior may present a threat to self, others, or the safety of the University community.

Mary Washington:
Violence Prevention & Threat Assessment Policy & Procedures

	In addition to the UMW Violence Prevention Team, the
	University has a Threat Assessment Team (TAT) composed of a multidisciplinary group of colleagues who meet regularly to implement the assessment, intervention, and action policies of the Violence Prevention Team.
	Virginia State Univ.:
	Violence Prevention/Threat Assessment

| | *This policy addresses the university's position on the prevention, reduction and management of violence on campus in order to provide a safe environment for students, faculty, staff, contract employees and visitors.*

Other Virginia Resources:
Recommended Practices for Virginia College Threat Assessment

Other Examples:

Univ. of Vermont:
Personal Safety and Security

Penn State:
Threats to Campus Safety

Northwestern:
BEHAVIORAL CONSULTATION TEAM

Univ. of South Carolina:
Threat Assessment and Management

UT-Austin:
Prohibition of Campus Violence

Boise State University:
THREAT ASSESSMENTS

UNC-Greensboro:
Threat Assessment Policy

UM-Baltimore:
UMB BEHAVIORAL EVALUATION AND THREAT ASSESSMENT POLICY |

Template Revised: 10/26/2017

5. What is your general assessment of this policy's impact on the university community?	This policy promotes a safe environment for students, employees, and visitors and encourages all members of the VCU community to exercise reasonable precautions for their own safety and the safety of others.

6. What is your plan to implement this new policy or policy revision (e.g., raise awareness and train relevant audiences and monitor for compliance)?	Include in university-wide communications to faculty, staff, and students.

Template Revised: 10/26/2017

[DRAFT] Violence Prevention and Threat Assessment and Management

Policy Type: Board of Visitors
Responsible Office: VCU Police, Division of Student Affairs, and Human Resources **Initial Policy Approved:** 04/06/2004
Current Revision Approved: MM/DD/YYYY

Policy Statement and Purpose_____

The university is committed to promoting a safe environment for its students, employees and visitors. Toward this end, it encourages all members of the university community to take reasonable precautions for their own safety and for the safety of others. The university requires all employees (including faculty) to report behavior that may represent a physical threat to any member of the university community to an appropriate university official as described in this policy. The university also encourages all students and visitors to report safety concerns as set forth in this policy.

The university has designated its Threat Assessment Team and Violence Prevention Committee (TAT) to establish procedures for the prevention of violence on campus, including assessment of and intervention with individuals whose behavior poses a threat to the safety of the university community. The university has charged TAT with identifying, monitoring and coordinating the management of threats to the university community. TAT operates according to the procedures outlined in this policy.

This policy is designed to comply with the requirements of the Code of Virginia. In accordance with the university's Space Use Regulation, in the Virginia Administrative Code, entry upon and use of university property must be in accord with university policies and the Weapons Regulation. University policies that prohibit threatening or violent acts include, but are not limited to, the policy on Reservation and Use of Space (prohibiting "any threat to the health or safety of any passerby or member of the university community" on university property), the employee Code of Conduct, the Student Code of Conduct, and the Title IX Sexual Harassment Policy and Sex-Based Misconduct Policy. Any person who violates the restrictions of university policy may be excluded from university property, subject to criminal penalties for trespass, and/or subject to university action under applicable policy, such as the Student Code of Conduct or applicable employee conduct policies.

Noncompliance with this policy may result in disciplinary action up to and including termination. VCU supports an environment free from retaliation. Retaliation against any employee who brings forth a good faith concern, asks a clarifying question, or participates in an investigation is prohibited.

Table of Contents

Who Should Know This Policy

All employees (including faculty) are responsible for knowing this policy and familiarizing themselves with its contents and provisions. Students and others may find this policy a helpful resource.

Definitions

Employee
For the purpose of this policy, employee means any person who holds a full- or part-time paid position with the university including, but not limited to, university and academic professionals, classified, hourly, faculty (teaching, research, adjunct and clinical), and student workers.

Student
For the purpose of this policy, the term "Student" includes all persons taking courses through VCU for any type of academic credit; credit or non-credit classes (including auditing a class or English Language Program classes), either full-time or part-time, online or in-person, single or dual enrolled, pursuing undergraduate, graduate or professional studies. "Student" also includes all persons who withdraw after allegedly violating university policy but prior to adjudication, persons who are not enrolled officially for a particular term but who have not officially withdrawn from the university, persons who have been notified of their acceptance for admissions, and persons living in VCU residence halls regardless of course enrollment. Employees of Virginia Commonwealth

University or the Virginia Commonwealth University Health System may also be students

Threat mitigation interventions
Strategies or actions designed to reduce the risk of danger or harm in threatening situations.

Contacts

The Division of Student Affairs officially interprets this policy. The Division of Student Affairs is responsible for obtaining approval for any revisions as required by the policy *Creating and Maintaining Policies and Procedures* through the appropriate governance structures. Please direct policy questions to the Division of Student Affairs and the Senior Vice Provost for Student Affairs.

Policy Specifics and Procedures

1. Threat Assessment Team and Violence Prevention Committee (TAT)

The Senior Vice Provost for Student Affairs (or designee) and Chief of VCU Police (or designee) serve as co-chairs of TAT, and its membership includes representatives from student affairs, university police, human resources, counseling services, residence life and others as determined necessary by co-chairs.

Any TAT member may designate a substitute as needed and in coordination with a TAT co-chair. University legal counsel attends TAT meetings in an advisory capacity, as available. Other VCU officials may be asked to attend meetings on a case-by-case basis.

The TAT co-chairs and coordinator can be contacted via email at tat@vcu.edu.

TAT's charge is education on and prevention of violence on campus. It implements assessment, intervention, and action protocols in coordination with other university officials, specifically to do the following:
1.   provide guidance to students and employees regarding recognition of threatening or aberrant behavior that may represent a physical threat to the community;
2.   identify members of the campus community to whom threatening behavior should be reported;
3.   establish policies and procedures that outline circumstances under which all employees (including faculty) are required to report behavior that may represent a physical threat to the community, consistent with state and federal law; and
4.   establish procedures for (a) the assessment of individuals whose behavior may present a threat; (b) the appropriate means of intervention with such individuals;

and (c) the sufficient means of action, including interim suspension, referrals to community services boards or health care providers for evaluation or treatment, medical separation to resolve potential physical threats, and notification of family members or guardians, or both, as appropriate.

TAT establishes and maintains relationships with mental health agencies and local and state law enforcement agencies to expedite assessment of and intervention with individuals whose behavior may present a threat to safety.

Upon a preliminary determination that an individual poses a threat of violence to self or others or exhibits significantly disruptive behavior or a need for assistance, TAT may obtain criminal history record information as provided in the Code of Virginia sections on the threat assessment teams of institutions of higher education and health records as provided in the Virginia Health Records Privacy Act. No member of TAT will redisclose any such criminal history record information or health information or otherwise use any record of an individual beyond the purpose for which such disclosure was made to TAT.

TAT maintains the confidentiality of its records to the greatest extent permitted by law and discloses sensitive personal information about students and employees only as needed for its operations.

2. Reporting Threats to Safety or Wellbeing

The university reviews and investigates reports of any potential threat to the safety of one or more members of its community. It relies on students, employees and others to report their good faith concerns for threats to safety. The university requires employees (including faculty) and encourages students and others to report information about concerns for threats to safety to the university, as follows:

- Report to **VCU Police** information about an immediate threat to physical safety of any person on university property. In addition, any student or employee who has obtained a court order of protection should notify VCU Police and provide a copy of the order to inform necessary safety planning and facilitate enforcement of the order on university property.
    - o For on-campus emergencies, call 804-828-1234.
    - o For off-campus emergencies, call 911.
    - o For non-emergency reporting, call 804-828-1196 or use the LiveSafe app.

- Report to **TAT** information about a threat to the safety of any student, employee or campus visitor that does not require an immediate response. If immediate assistance is needed, please contact VCU Police as indicated above.
    - o Complete the Incident Reporting Form by clicking on Share a Concern/Request Assistance on the university's Life Buoy website

(www.go.vcu.edu/safety) or contact the TAT Coordinator at tat@vcu.edu for assistance.

- Report to the **Dean of Students** office information about a concern for a student's health or wellbeing that does not require immediate response.
    - Complete the Incident Reporting Form by clicking on Share a Concern/Request Assistance on the university's Life Buoy website (www.go.vcu.edu/safety), email vcudean@vcu.edu, or call 804-828-8940 (during university operating hours) for assistance.

- Report to **Human Resources** information about a concern for an employee's health or wellbeing that does not require immediate response.
    - Call (804) 828-1510 during university operating hours.

When in doubt, call VCU Police, who will evaluate the report to determine the appropriate university official.

Employees who report threats or concerns to any of the above university officials should notify their manager or another administrator with oversight in their area that they have made the report within one business day of making the report. The reporting employee should also advise the official receiving the report that the reporting employee has notified the relevant authority.

Students who report threats or concerns as described above may seek supportive resources from the office of the Dean of Students in addition to those offered by the university official receiving the report.

3. Cooperating with TAT in Threat Mitigation

TAT may determine that certain threat mitigation interventions should involve other university officials, including the reporter of the threat. The university requires all employees (including faculty) to respond to requests from TAT for information or records and to assist in implementing threat mitigation interventions in accordance with TAT's guidance. TAT members are authorized to access student records because they are university officials with a legitimate educational interest in the information, as set forth by VCU's Student Privacy practices and in accordance with the federal Family Educational Rights and Privacy Act (FERPA). Any employee who has questions or concerns about implementing TAT's guidance should contact a TAT co-chair or the Associate Vice President for Public Safety.

Once TAT has reviewed a reported threat, it may advise certain university employees or departments to take specific precautions and to continue to report further information. In such situations, university employees should seek guidance and await a response from TAT before making further contact with the individual who is the subject or source of the

reported concern. Unless specifically advised by TAT to alter standard protocols, university employees should continue conducting standard duties and operations following a reported threat. Any specific interventions by TAT members with an individual identified as potential source of a threat to the university community will generally not replace the ordinary interaction with the individual by other university employees or departments. For example, TAT generally does not engage directly in a student conduct process but rather monitors the process and advises university employees throughout the process, as needed.

If TAT has determined that an individual presents an identified and articulable threat to the university community and the results of an appropriately tailored psychological assessment are necessary to develop a reasonable threat mitigation plan, the university may condition the individual's continued employment, enrollment or contract upon review by TAT of the results of such a psychological assessment, conducted by a qualified, licensed clinician.

4. University Safety Resources

In conjunction with TAT, the university provides support for students and employees in distress, including those who identify a threat against their own safety or the safety of others and those who are subject to intervention related to such threats. The following offices may provide safety resources and guidance.

- **VCU Police** provides safety and law enforcement support to foster a safe learning and working environment and respond to reports of urgent or immediately dangerous situations.

- **Human Resources Office of Employee Relations** develops and maintains a response plan for concerns about potential violence in the workplace; provides confidential assistance to university employees (including supervisors and faculty) to help resolve work-related problems; and offers information about the employee assistance program.

- The **Division of Student Affairs (DSA)** provides resources and assistance to students and to employees concerned with student wellness. It develops and implements policies and procedures regarding student mental health and wellness through its Dean of Students, University Counseling Services and University Student Health Services, consistent with the Code of Virginia section on student mental health. In addition, University Counseling Services has made crisis intervention services available to students after hours by calling 804-828-6200.

- Managers should provide employees (including faculty) regularly with violence prevention resources and training relevant to their department.

Forms_____

1. **Share a Concern reporting form**
2. **www.vcuhelpline.com**

**Related
Documents**_____

[Related documents are critical to the development of corresponding policies and procedures. Related documents include federal regulations, state regulations, state policies and VCU policies, procedures and guidelines. **List the documents/resources in this order: (1) as referenced in the policy, (2) VCU documents/resources in alphabetical order, and (3) the rest in alphabetical order. Hyperlink to VCU documents/resources. Do not hyperlink to external documents/resources, but list their URL.**]

1. Code of Virginia Section 23.1-805 (Violence Prevention Committee; threat assessment team) https://law.lis.virginia.gov/vacode/23.1-805/

2. VCU's Space Use Regulation, 8 VAC 90-70-10 et seq. (https://law.lis.virginia.gov/admincodeexpand/title8/agency90/chapter70 and in Policy Library)

3. VCU Policy: *Weapons Regulation*, 8 VAC 90-61-10 et seq.

4. VCU Policy: *Reservation and Use of Space*

5. VCU Code of Conduct (governing employees)

6. VCU Policy: *Student Code of Conduct Interim*

7. VCU Policy: *Title IX Sexual Harassment – Interim*

8. VCU Policy: *Sex-Based Misconduct - Interim*

9. VCU DSA *Interim Suspension Procedure*

10. Code of Virginia sections 19.2-389 and 19.2-389.1 Dissemination of Criminal Background

    Record Information: https://law.lis.virginia.gov/vacode/title19.2/chapter23/section19.2-389/

11. Virginia Health Records Privacy Act, Va. Code section 32.1-127.1:03 https://law.lis.virginia.gov/vacode/title32.1/chapter5/section32.1-127.1:03/

12. Federal Family Educational Rights and Privacy Act (FERPA)
https://www2.ed.gov/policy/gen/guid/fpco/ferpa/index.html

13. Code of Virginia section 23.1-802: Student Mental Health Policies; website resources; training https://law.lis.virginia.gov/vacode/title23.1/chapter8/section23.1-802/

14. VCU Policy: *Computer and Network Resources Use*

15. VCU Policy: *Duty to Report and Protection from Retaliation*

16. VCU Policy: *Expectations of Ethical Conduct*

17. DHRM Civility Policy:
https://www.dhrm.virginia.gov/docs/default-source/hrpolicy/policy-2-35-civility-in-the-workplacepolicyDD440CEC7486.pdf?sfvrsn=0

18. State Policy 1.60, Standards of Conduct
https://hr.dmas.virginia.gov/media/1244/dhrm-policy-160-standards-of-conduct.pdf

Revision History

This policy supersedes the following archived policies:

Approval/Revision Date	*Title*
04/06/2004	Threat Assessment and Violence Prevention
07/18/2012	Threat Assessment and Violence Prevention

FAQ

1. How do I know whether my concern is serious enough to report?

If you are not sure, report it. The university may reconcile information from your report with other information to draw conclusions about the severity of the threat and the need for any intervention.

2. What kinds of behaviors are threatening?

Trust your judgment in reporting information if it concerns you. If someone you know exhibits concerning behavior that is unusual for them, you may want to report that concern. Some types of behavior that are concerning if exhibited by any person include, but are not limited to, the following, and should be reported immediately:

Brandishing a weapon or firearm;
Possession of a firearm on university property;
Intentionally injuring another person physically;

Committing injurious or threatening acts related to sexual assault, stalking, dating or
domestic violence, or sexual or gender-based
harassment; Threatening to injure an individual or to
damage property; Defacing or damaging property;
Engaging in verbal or physical behavior that creates a reasonable fear of (physical) injury (to an identifiable person);
Intentionally engaging in verbal or physical behavior that subjects (any individual) (an identifiable individual) to extreme emotional distress; and
Engaging in threatening or violent behavior based on race, ethnicity, gender, sexual orientation, or other protected status.

3. **Will I receive an update about a situation after reporting a concern?**

   As the reporting party, you can expect that someone from the university will contact you to confirm receipt of the report and inquire about any additional information. To protect the safety and privacy of students, employees and others, the university will treat sensitive information confidentially and may not be able to provide you a full report. But as a reporting party, you may serve an important role in the monitoring of the situation because of your interaction with the individual of concern. If you have shared a concern with TAT and continue to be concerned about the situation, please contact the TAT at tat@vcu.edu or VCU Police at (804) 828-1234.

4. **Can I make an anonymous report?**

   You are encouraged to identify yourself because you can assist if clarification or additional information is needed. If you provide contact information, the university can contact you to let you know we are addressing your concern. Anonymous entries (such as those submitted through the VCU Helpline) will be evaluated based on the information provided.

ATTACHMENT H

Virginia Commonwealth University
Architect/Engineer Selection
VCU Technology Operations Center

Background

At its October 29, 2021 meeting, the VCU Board of Visitors approved an amendment to the university's 2020-2026 Six-Year Capital Plan to construct a facility that will serve as VCU's Technology Operations Center. The $22,575,000, 28,000 square foot facility will be located at 707 West Broad Street adjacent to the Technology Administration Building.

The new facility will replace technology operations currently taking place at the state-owned Pocahontas building. In April 2021, the Commonwealth of Virginia informed the university that it must vacate the Pocahontas building by December 2023 to provide a site for the proposed Virginia Supreme Court Building. The new Technology Operations Center will serve as the primary data center and network operations hub for both campuses, as well as the telecommunications hub for VCU Health. As such, it will directly or indirectly support all of VCU's and much of VCU Health's critical operations.

Considerations

The Board of Visitors approves selection of engineers and architects for university capital projects exceeding $5 million.

The university retains the services of architectural/engineering firms on five-year term contracts to provide professional services for construction and renovation projects, feasibility studies and planning initiatives. The university reviewed qualifications and availability of each term architect/engineer and determined that PSH+, previously Price Simpson Harvey, was the best match for this project. The firm has experience with VCU and in working on projects of this scale and scope. Comparable projects include the Dominion Energy Innovative Technology Center, the James Madison University Steam Plant, and Centra Health's Information Technology Center and Community Access Network Clinic.

Cost and funding source

The total project cost is $22,575,000. Approximately $1.7 million will be architecture fees. It will be funded with university debt.

Recommendation

Approve selection of PSH+ as the architect for the Technology Operations Center.