

VIRGINIA COMMONWEALTH UNIVERSITY BOARD OF VISITORS

May 13, 2022 James Branch Cabell Library 901 Park Avenue – Room 303 Richmond, Virginia & virtual

MINUTES

BOARD MEMBERS PRESENT

Mr. H. Benson Dendy III, *Rector* Ms. Carolina Espinal, *Vice Rector* Ms. Pamela El Mr. Peter Farrell (arrived at 9:01 a.m.) Mr. Todd Haymore Dr. Gopinath Jadhav Ambassador Carmen Lomellin Mr. Edward McCoy (arrived at 9:02 a.m.) Rev. Tyrone Nelson (arrived at 9:02 a.m.) Ms. Coleen Santa Ana Mr. Stuart Siegel

BOARD MEMBERS PRESENT VIRTUALLY

Mr. Keith Parker

BOARD MEMBERS ABSENT

Mr. Andrew Florance Dr. Tonya Parris-Wilkins Ms. Alexis Swann 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

CALL TO ORDER

Rector H. Benson Dendy III called the meeting to order at 9:00 a.m. in the James Cabell Library, 901 Park Avenue, Richmond, Virginia. The meeting was held in pursuant to Section 2.2-3708.2(D) under the Virginia Freedom of Information Act. The public was able to view the open session of the meeting via livestream at <u>https://mssvideo.vcu.edu/BOV</u>. Ms. Chelsea Gray conducted roll call.

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 365 comments were received and provided to the board in advance of the meeting. A copy of the comments is attached hereto as *Attachment A* and is made a part hereof.

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 comments seven people preregistered to speak. The board heard from each member of the public.

A copy of the materials provided by the public speakers is attached hereto as *Attachment B* and is made a part hereof.

RECTOR'S REMARKS

Rector Dendy acknowledged the new board two-day schedule. He addressed the three main topics of the agenda including the proposed 2022-2023 budget, the Quest Recalibration, and an update regarding Medicines for All. He recognized that the Executive Committee or Board may need to amend the budget based on final action on the state budget. The Quest Recalibration will keep the board and university's focus on student success, increased graduation rates and enrollment as well as student internship opportunities among other priorities.

He continued by recognizing Spring 2022 commencement being the first in-person spring commencement in two years. He congratulated the more than five thousand undergraduates, graduate students and professional students that will graduate and acknowledged the commencement speaker, the Wayne Medal honorees, the BOV award recipient, and the student speaker.

PRESIDENT'S REPORT

President Rao began his report by addressing the agenda items for the meeting. The Quest plan is about the important future and taking VCU to the next level. It includes a focus on disparities and how a truly public entity can and must change and adapt to the changing needs of the people who need VCU most. He acknowledged that VCU is one of the top three research universities in Virginia.

President Rao directed the Board members to the annual economic and social impact report. A copy of the report attached hereto as *Attachment C* and is made a part hereof.

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

BUDGET, TUITION AND FEES

Ms. Karol Kain Gray, Senior Vice President and CFO, provided an update on the budget. Ms. Gray began her presentation reminding everyone that despite significant and unprecedented challenges, VCU has not raised undergraduate tuition for the past three years. The proposed plan recommended a tuition increase by 3%, the first tuition increase for undergraduate students since the 2018-19 academic year. The increase is necessary to cover VCU's share of anticipated salary increases for faculty, staff and adjuncts; to increase student support; and to address the higher costs of maintenance and utilities.

Ms. Gray shared the request to increase mandatory student fees by \$146 or 4.8% in the 2022-23 academic year, including a \$112 increase in the university fee, a \$15 increase in the technology fee, a \$5 increase in the health service fee, a \$10 increase in the academic support services fee and a \$4 increase in the library fee for much of the same types of needs and growing costs. VCU's mandatory fees remain among the lowest for Virginia colleges and universities.

Typical in-state undergraduate students enrolled in 15 credits per semester will pay \$15,642 in tuition and mandatory fees in the 2022-23 academic year, an increase of \$524. Out-of-state undergraduate students' tuition and mandatory fees would be set at \$37,588, an increase of \$1,132.

The proposed budget anticipates a 5% average merit pool increase for faculty and staff compensation. Adjunct faculty would also receive a 5% salary increase.

A copy of Ms. Gray's powerpoint is attached hereto as *Attachment E* and is made a part hereof.

On a motion duly made and seconded the budget resolution presented was approved unanimously by a roll call vote:

<u>Vote</u>	Ayes	<u>Nays</u>
Mr. H. Benson Dendy III, Rector	X	
Ms. Carolina Espinal, Vice Rector	Х	
Ms. Pamela K. El	Х	
Mr. Peter Farrell	Х	
Mr. Todd P. Haymore	Х	
Dr. Gopinath Jadhav	Х	
Ambassador Carmen Lomellin	Х	
Mr. Edward L. McCoy	Х	
Rev. Tyrone E. Nelson	Х	
Mr. Keith T. Parker	Х	
Ms. Coleen Santa Ana	Х	

Mr. Stuart C. Siegel

Х

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

RECTOR'S REMARKS CONTINUED

Seeing that there is no state budget at this time and the uncertainty of what VCU's state support will be, Rector Dendy proposed that the Board meet again in June 2022,

Rector Dendy also mentioned that due to being behind schedule the board will also hear from Dr. Sotiropoulos and Dr. LeGrande about Quest 2028 in June.

Mr. Dendy then introduced Mayor Stoney. The Mayor spoke about the initiatives in Richmond and specifically those that relate to VCU. He highlighted the importance of public health. He thanked the VCU administration and board for their continued partnership.

MEDICINES FOR ALL

Rector Dendy introduced Dr. Barbara Boyan and Dr. Frank Gupton. Dr. Gupton spoke about Medicines for All (M4All) focusing on improving access to high quality medications across the globe. He detailed the M4All collaboration with the Bill and Melinda Gates Foundation. He continued by saying that Medicines for All is in Richmond because of VCU's commitment and its chemists and engineers working together.

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

CONSTITUENT REPORTS

Mr. Jordan Matamoro-Mejias, undergraduate student BOV representative, and Ms. Anne Skelton, graduate student BOV representative, addressed the board.

A copy of Mr. Matamoro-Mejias's report is attached hereto as *Attachment H* and is made a part hereof.

The constituent reports continued with one from faculty representative Dr. Nancy Jallo. A copy of Dr. Jallo's report is attached hereto as *Attachment I* and is made a part hereof.

Lastly, staff representative Ms. Saher Randhawa spoke.

Rector Dendy thanked the constituents for their participation with the board for this year.

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; the transition of an academic dean; a faculty member's employment status and the

academic administration with respect to specific employees; and faculty tenure appointments, changes in status; and under Section 2.2-3711 (A)(3), Virginia Freedom of Information Act for the discussion and consideration of the acquisition of real property adjacent to the Monroe Park Campus or the MCV Campus and for the discussion and consideration of a lease, where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of VCU; 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)(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. The motion was seconded and was approved unanimously by a roll call vote:

<u>Vote</u>	Ayes	<u>Nays</u>
Mr. H. Benson Dendy III, Rector	Х	
Ms. Carolina Espinal, Vice Rector	Х	
Ms. Pamela K. El	Х	
Mr. Todd P. Haymore	Х	
Dr. Gopinath Jadhav	Х	
Ambassador Carmen Lomellin	Х	
Mr. Edward L. McCoy	Х	
Rev. Tyrone E. Nelson	Х	
Mr. Keith T. Parker	Х	
Ms. Coleen Santa Ana	Х	
Mr. Stuart C. Siegel	Х	

Mr. Peter Farrell was absent for the roll call vote.

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	<u>Nays</u>
Mr. H. Benson Dendy III, Rector	X	
Ms. Carolina Espinal, Vice Rector	Х	
Ms. Pamela K. El	Х	
Mr. Peter Farrell	Х	
Mr. Todd P. Haymore	Х	
Dr. Gopinath Jadhav	Х	
Ambassador Carmen Lomellin	Х	
Rev. Tyrone E. Nelson	Х	
Mr. Keith T. Parker	Х	
Ms. Coleen Santa Ana	Х	
Mr. Stuart C. Siegel	Х	

Mr. McCoy was absent for the roll call. 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. Acquisition of real property and lease agreement of real property adjacent to the Monroe Park Campus or the MCV Campus.
- 3. The funds Named Funds and Spaces Report and the Approved Named Funds under \$50,000.

The motion was seconded and was approved unanimously by a roll call vote:

Vote	Ayes	<u>Nays</u>
Mr. H. Benson Dendy III, Rector	X	
Ms. Carolina Espinal, Vice Rector	Х	
Ms. Pamela K. El	Х	
Mr. Todd P. Haymore	Х	
Dr. Gopinath Jadhav	Х	
Ambassador Carmen Lomellin	Х	
Rev. Tyrone E. Nelson	Х	
Mr. Keith T. Parker	Х	
Ms. Coleen Santa Ana	Х	
Mr. Stuart C. Siegel	Х	

Mr. McCoy was not present for the roll call vote.

ACTION ITEMS

Rector Dendy reminded the board that they were provided the draft Board March 21, 2022 minutes, the March 22, 2022 Budget Workshop minutes, and the March 22, 2022 Joint Board of Visitors/Board of Directors minutes.

On a motion duly made and seconded the Board March 21, 2022 minutes, the March 22, 2022 Budget Workshop minutes, and the March 22, 2022 Joint Board of Visitors/Board of Directors minutes were approved unanimously by a roll call vote:

Vote	Ayes	<u>Nays</u>
Mr. H. Benson Dendy III, Rector	Х	
Ms. Carolina Espinal, Vice Rector	Х	
Ms. Pamela K. El	Х	
Mr. Todd P. Haymore	Х	
Dr. Gopinath Jadhav	Х	
Ambassador Carmen Lomellin	Х	
Mr. Edward McCoy	Х	
Rev. Tyrone E. Nelson	Х	
Mr. Keith T. Parker	Х	
Ms. Coleen Santa Ana	Х	
Mr. Stuart C. Siegel	Х	

AUDIT, INTEGRITY & COMPLIANCE COMMITTEE REPORT

Ms. Santa Ana, Audit, Integrity and Compliance Committee member, referred the board to the BoardEffect board materials and committee summaries that were provided to the board in advance of the meeting.

Ms. Santa Ana reported that the committee heard from Mike Reinholtz, Audit Director with the Auditor of Public Accounts, who discussed the planning, timing, and scope for VCU's fiscal year 2022 financial statement audit. Mr. Reinholtz also discussed auditor and management responsibilities and audit report communications. The committee also reviewed the status of dashboard measures and all indicators remained consistent with prior reporting. The Executive Director briefed the committee on the results of three internal audit reports, none of which had Board level findings. Finally, Tom Briggs updated the committee on VCU's Enterprise Risk Management Program.

The committee reviewed and discussed two action items including the review and approval of internal audit's fiscal year 2023 work plan and planned ethics and compliance initiatives. On a motion duly made and seconded the fiscal year 2023 Internal Audit Work Plan and the Ethics and Compliance Program initiatives were approved unanimously by a roll call vote:

Vote	Ayes	Nays
Mr. H. Benson Dendy III, Rector	Х	
Ms. Carolina Espinal, Vice Rector	Х	

Ms. Pamela K. El	Х
Mr. Todd P. Haymore	Х
Dr. Gopinath Jadhav	Х
Ambassador Carmen Lomellin	Х
Mr. Edward McCoy	Х
Rev. Tyrone E. Nelson	Х
Mr. Keith T. Parker	Х
Ms. Coleen Santa Ana	Х
Mr. Stuart C. Siegel	Х

A copy of fiscal year 2023 Internal Audit Work Plan and the Ethics and Compliance Program initiatives are attached hereto as *Attachment J* and is made a part hereof.

INTERCOLLEGIATE ATHLETICS COMMITTEE REPORT

Mr. Todd Haymore, Chair of the Intercollegiate Athletics Committee, reported that the Committee received several information items, including both successes and challenges of VCU Athletics.

Men's and Women's Tennis won Atlantic 10 Championship. Five individual championships for men's and women's track and field

Challenges continue to be the Virginia budget language, NIL collectives, and mental health. The University is already committed to this, but continues to look at services provided.

The committee addressed the upcoming 50th anniversary of Title IX. The committee recommended that this be highlighted to athletes as well as all students on campus.

There were no action items.

ACADEMIC & HEALTH AFFAIRS COMMITTEE REPORT

Ms. Santa Ana, 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.

She began by reporting Provost and Senior Vice President for Academic Affairs Dr. Fotis Sotiropoulos provided the committee a report on current faculty retention trends and the initiatives in place for ensuring an infrastructure for continued faculty development. Dr. Tomikia LeGrande, Vice President for Strategy, Enrollment Management and Student Success, provided an update on fall enrollment to date. Dr. Art Kellermann, senior vice president for health sciences and CEO VCU Health, provided an update on faculty performance and accountability in the health sciences and its alignment with the research strategic plan and with the university's mission to the Commonwealth. Dr. Sriram Rao provided a report on VCU's Research Enterprise that covers an update on technology commercialization including benchmarking (state and nationally) and current/future impact and its applications.

She continued by reporting the committee reviewed and recommended to the full board three academic proposals: two new degree programs for Emerging Media and Technology as well as Pharmaceutical Sciences and one to move the home of the post-baccalaureate certificate in Care Coordination from the Office of the Senior Vice President for Health Sciences to the School of Nursing Dean's Office.

On a motion duly made and seconded the three academic proposals were approved unanimously by a roll call vote:

Vote	Ayes	<u>Nays</u>
Mr. H. Benson Dendy III, Rector	Х	
Ms. Carolina Espinal, Vice Rector	Х	
Ms. Pamela K. El	Х	
Mr. Todd P. Haymore	Х	
Dr. Gopinath Jadhav	Х	
Ambassador Carmen Lomellin	Х	
Mr. Edward McCoy	Х	
Rev. Tyrone E. Nelson	Х	
Mr. Keith T. Parker	Х	
Ms. Coleen Santa Ana	Х	
Mr. Stuart C. Siegel	Х	

These items are attached hereto as *Attachment K* 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 VCU Board of Visitors Bylaws and BOV Member Remote Participation by Electronic Communication Means policy. The committee is recommending that the bylaws be updated to reflect the discussion the board had about restructuring of committees based on discussion at the October Retreat and information that was provided by the staff at VCU. The recommended updated bylaws reflect that the board keep the following committees the same: Audit, Athletics, Academic and Health Affairs. A new committee will be created focusing specifically on Administration where the Vice President of Administration would report on facilities planning, design, construction and renovation, purchase and divestiture of land, including any easements, and staff affairs. The Finance, Budget and Investment committee will be restructured as the Finance and University Resources Committee. The committee will focus on University finances and investments, university policies on debt management reports, and government relations reports relating to activities and finances, and fundraising. The University Resources committee would be dissolved.

The revised Member Remote Participation by Electronic Communication Means Policy would reflect the changes in Virginia Code Section 2.2-3700.

On a motion duly made and seconded the VCU Board of Visitors Bylaws and BOV Member Remote Participation by Electronic Communication Means policy were approved unanimously by a roll call vote:

Vote	Ayes	<u>Nays</u>
Mr. H. Benson Dendy III, Rector	Х	
Ms. Carolina Espinal, Vice Rector	Х	
Ms. Pamela K. El	Х	
Mr. Todd P. Haymore	Х	
Dr. Gopinath Jadhav	Х	
Ambassador Carmen Lomellin	Х	
Mr. Edward McCoy	Х	
Rev. Tyrone E. Nelson	Х	
Mr. Keith T. Parker	Х	
Ms. Coleen Santa Ana	Х	
Mr. Stuart C. Siegel	Х	

VCU Board of Visitors Bylaws and BOV Member Remote Participation by Electronic Communication Means policy are attached hereto as *Attachment L* and is made a part hereof.

FINANCE, BUDGET & INVESTMENT COMMITTEE REPORT

Mr. Stuart Siegel, 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 following action items and recommended to the full board for approval: (1) Amending The Six Year Capital Outlay Plan for three projects the Office of the Provost, Hibbs Hall, and the Technology Operations Center, (2) the project plans for the Technology Operations Center were also presented for approval - the board approved the \$22.6 million, 28,000 SF facility in October 2021, and (3) changing the dollar threshold for capital outlay projects requiring board approval to \$3million and amending the committee charter to reflect that change in accordance with the Management Agreement for Tier III from 2004.

On a motion duly made and seconded the Six Year plan amendments, project plans for the Technology Operations Center, and Resolution for capital outlay projects and revision of committee charter approved unanimously by a roll call vote:

Vote	Ayes	Nays
Mr. H. Benson Dendy III, Rector	Х	
Ms. Carolina Espinal, Vice Rector	Х	
Ms. Pamela K. El	Х	
Mr. Todd P. Haymore	Х	
Dr. Gopinath Jadhav	Х	

Ambassador Carmen Lomellin	Х
Mr. Edward McCoy	Х
Rev. Tyrone E. Nelson	Х
Mr. Keith T. Parker	Х
Ms. Coleen Santa Ana	Х
Mr. Stuart C. Siegel	Х

The Six Year plan amendments, project plans for the Technology Operations Center, and Resolution for capital outlay projects and revision of committee charter are attached hereto as *Attachment M* and are made a part hereof.

In addition the Committee also received several information items, including a report from the 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, Treasurer's Report, Capital Projects Update, and Dashboards

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 the committee heard from Grant Heston, Vice President for University Relations, who provided information on VCU's new brand architecture to the board for review and discussed the new organizational structure with VCU Health. In addition Matt Conrad, Vice President for Government and External Relations for VCU and VCU Health System, provided an update on the recent General Assembly session. Lastly, Jay Davenport, Vice President for Development and Alumni Relations, presented information on Alumni Relations strategic plan and the Development Build-out for the next comprehensive campaign. Mr. Davenport also highlighted a fundraising team concept that involves a Task Force with Development and Alumni Relations and Deans.

Jay Davenport also reported VCU's development team has raised \$210.3M in new gifts and pledges from July 1, 2021 to March 31, 2022, with 18,290 donors. That is a 63% increase in dollars raised, with 1% increase 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 3:08 p.m.

ATTACHMENT A

	A	В
1	Affiliation with VCU	Please provide the VCU Board of Visitors with feedback about the 2022 - 2023 Budget and Tuition proposal.
		i believe that there definitely shouldn't be an increase in tuition. i feel like it would be pointless. you guys take, take, and take our money but when it comes back to using for the good or better of the students it's never given back. we have the same 4-5 food options and then half the time they close earlier than we can get there. not to mention how expensive it is to live here in general. i am blessed to be able to use military benefits so about 90% of my schooling is cover but for the other 10 me and my family are paying out of pocket. we have managed a system that we planned on doing for my next 3 years here but if the tuition is it increase our entire financial plan falls through. i also do not appreciate how the increase was just going to happen and not notify the students who would be GREATLY impacted by this. i feel as though when we pay the school our money isn't used to benefit the school, it's only to benefit the higher ups. an entire freshmen dorm was SHUT DOWN because it had black mold and people were getting sick. then you had people have to be sent home and yet they still payed for housing. how is that fair? they didn't get their money back. once again and example of where you guys take and don't give. it would be
2	Student	greatly appreciated if we could just leave the tuition where it is. thank you and have a great evening.
3	Student	I think this is an awful idea. I have friends here, friends, unlike me, who do not have the support of their families in order to pay for tuition and housing. You are risking losing many students over this change, and could in-turn lose way more money.
4	Student	I, as well as many others in the VCU student body, have been increasingly losing faith in the school's administration. It's the faculty and students who make VCU worth anything, and time and time again this institution has proven that they value their own paychecks more than education. We already think too much of our tuition is going to administration instead of into quality of life and education for students and staff, and we have no reason to believe that any of the hundreds of dollars taken from each of us (which many students may not be able to afford) will go towards any tangible difference for us.
		I do not think tuition needs to be raised and I think the organization needs to be completely redone and the school needs to be given a new budget. At the end of the day the school won't run without the students and if you keep raising the price students
5	Student	are going to transfer or never come at all
6	Student	I think it is inconsiderate towards the people who are already struggling to pay tuition and not many people have the opportunities to get scholarships that could cover their tuition and other bills.
7	Student	Please do consider not raising the tuition as it is expensive enough for many families, who struggle to make ends meet in order for their children to keep going here. Especially as an out-of-state student and the child of immigrants, I worry that a tuition raise would impact my ability to keep going here.

	А	В
8	Student	I don't think this is fair at all. Tuition is already quite high, it seems that the money isn't even being used to fix and prevent some of VCU's biggest problems. For example, the johnson mold issue. That issue was a very much so preventable issue with regular thorough inspections and replacement of equipment, like shower heads, air filters, and such. Plus, there are some students who struggle to pay the current tuition because they come from low income families and are no able to get the financial assistance that they need. It's contradictory when VCU says things like "we understand that college can be expensive, and we're here to help!" and then raise tuition even higher, without a reasonable explanation or proof that this raise with be beneficial. And in top of that, there isn't much time to prepare for this increase. This literally plans to go into effect this upcoming fall semester. That's in less than 5 months!!! So if people wanted to perhaps, get another job or find a way to raise their income or financial situation so that they can afford this tuition raise, they don't even have enough time to do so. If this upcharge does go into effect, many students will be hindered and the VCU community as a whole will be inconvenienced. From my understanding, the only people this raise benefits are the people who already have high salaries, giving them EVEN HIGHER salaries, which is overwhelming unfair.
	Student	The increase in tuition is incredibly unfair and justified, especially with the knowledge that this will be going into affect in the fall semester of 2022, which is incredibly late notice for something that will affect every student at VCU. The amount of tuition paid currently should be more than enough, and VCU has not dealt with any of the issues that they should've in a way that benefited their students. With the shut down of the Johnson dorm, students in every dorm finding mold, and a variety of other issues that have arisen and students have complained about, we feel as though our tuition dollars are already not going to the issues that they should, and charging students more money is not justified when our money already hasn't gone to fixing the problems that we have already commented on. Increasing tuition is not the way to resolve the issues that need to be fixed. First, the salaries of administrators, specifically Michael Rao, should be cut. Student should not be blamed for the issues that VCU has either caused or failed fix.
	Student	Please, PLEASE reduce tuition cost. I just can't keep supporting it on my own without my parents help. Please, stop taking money that should be used to reduce the cost of housing and tuition.
	Student	I do not see this as fair due to the issues that are already not being dealt with, with the money already being paid. This change may seem small to some people but for others this small difference could change the affordability of college for them. we are already broke enough to not afford food, why are you guys doing this to us? You have money but need more money for what
	Student	Why is that you think it's ok to continue to just take money from students that's uncalled for without actually bettering the campus. The freshman housing is so so so terrible and students were removed from their dorms, but instead let's building a research building. That makes perfect sense to me. Not only that but the food quality, especially in the Shafers Court, the buffet part needs to be increased and the cleanliness. Also we're is said grocery store that was promised spring 2022, that place is still empty. Everything is just empty promises please do better. I don't believe there should be a tuition increase what so ever. Michael Rao doesn't need anymore money.
14	Student	I do not think VCU Board of Visitors should increase the budget and tuition simply because us students are not made of money, VCU already has the highest tuition rate as it is and it is very expensive that most students in VCU cannot even afford.

	Α	В
		Many students already struggle with paying their tuition at this price currently, indicating that an increase in costs would hurt
15	Student	many vcu students and families.
		I came into college with a complete virtual schedule, paying full tuition and housing for classes I couldn't go to and for classes in which I never once interacted with a professor. We are paying for a fully immersive education that students received 3-4
		years ago that is still unavailable to us. To be asked to pay even more while the school is still not fully operational to the
		capacity it was pre-COVID is irrational, and a deterrence to rising freshmen classes. COVID has economically disadvantaged
		many students and families, and the university should not instill a tuition increase while students and families are still
16	Student	financially recovering.
		I do not see why VCU needs to increase tuition, knowing that people are struggling and many people are struggling to pay for
		school right now. It's unfair to students because we are just trying to get an education, we already deal with the stress of
17	Student	class, etc. We do not need the added stress of how we are going to pay for school.
		It's ridiculous. VCU makes MILLIONS off of us and campus life, academic life doesn't get any better, so it's like where is this
18	Student	money going to? This school sucks us students dry financially but don't offer more financial aid opportunities.
	Student	It's ridiculous because tuiton is barely managable as it is.
20	Student	I do not agree with this proposal.
21	Student	please do not raise tuition!
22	Student	XXXXXXXXXXX Va. Code 2.2-3705.4(B)
		The tuition shouldn't be increased, we as students already go through enough as it is and don't need to be worrying about our
		loans being increased. VCU is a great school but it doesn't provide anything extravagant for the price to increase especially
	Student	with the amount of money we already pay.
	Student	Should not increase tuition, still in a pandemic
	Student, Faculty	This is ridiculous. Enough said.
26	Student	We don't want you to raise it as some students cannot even afford the current tuition!!
		I vehemently oppose the proposal. The increase in tuition is incredibly unfair and justified, especially with the knowledge that
		this will be going into affecting the fall semester of 2022, which is incredibly late notice for something that will affect every
		student at VCU. The amount of tuition paid currently should be more than enough, and VCU has not dealt with any of the
		issues that they should've in a way that benefited their students. With the shutdown of the Johnson dorm, students in every
		dorm finding mold, and a variety of other issues that have arisen and students have complained about, we feel as though our tuition dollars are
		already not going to the issues that they should, and charging students more money is not justified when our money already
		hasn't gone to fixing the problems that we have already commented on. Increasing tuition is not the way to resolve the issues
		that need to be fixed. First, the salaries of administrators, specifically Michael Rao, should be cut. Student should not be
27	Student	blamed for the issues that VCU has either caused or failed to fix.
-	Student	I think this is a terrible plan
20		

	A	В
		There should be NO INCREASE FOR STUDENTS. It is absolutely ridiculous that VCU not only continues to ignore student complaints about how our tuition is being allocated. IT HAS NEVER BEEN OKAY and this increase will cause displacement for lower in-come students who are ALMOST ALWAYS forced to deal with the consequences of classicist proposals like this one. I'm extremely disheartened, with the amount of administrators you have at this institution, there is ABSOLUTELY NO
		WAY that this is the best decision. The Board of Visitors needs to go back & CUT THE SALARY of Micheal Rao (the highest paid president out of ALL HIGHER EDUCATION IN VIRGINIA) and find OTHER WAYS to accommodate for inflation that we students, the ones who literally have no money, DID NOT ASK FOR. A tuition increase after raising the mask mandate in the
		middle of a ONGOING pandemic, students being harassed for being black on YOUR grounds?? It's shameful and the worst part is that each and every single person on that board can do something about it. I hope that VCU changes it's mind about this ridiculous proposal and puts more effort into making education accessible for EVERYONE. Not just children of people like
29	Student	President Rao, who don't even have to second guess the financial burden of higher education.
		The president is the highest paid president in the state. He makes more money that Id ever know what to do with and instead of lowering his salary maybe he decides to raise our tuition. For two years already Im \$50,000 in debt. \$50,000. To the president? That's a dollar almost because his salary is so high. I don't have a dining plan because I don't want more debt, I
		have to work two jobs to afford summer classes and the school wants us to pay more?? Find anything else to take money
		from. anything. But raising tuition for students, many of whom rely on loans to pay for college, is insane. I want to pay as little
		as possible after I graduate and this is just another reason for me to leave. Find anything else, anything. Tuition for students
		and parents though will affect so many lives and make it harder for so many families and students. We are here for a degree, not for \$28,000 tuition that goes straight into the presidents pockets because he needed to raise it 6% instead of the
30	Student	mandated 3.
		It's ridiculous. VCU already doesn't give enough aid to students and a lot of us(myself included) are already struggling.
31	Student	Raising tuition will only increase the burden so many students are facing.
		Salaries are high enough at VCU and considering for the past 2 years most of the staff as worked from home and hasn't
		come into to the university they saved even more money. Having an increase in Tuition at this time with gas prices and
	Parent or family	inflation running amok is not only underhanded but senseless.
32	member	Keep your hands out of pockets, they are in deep enough, thank you.
		Why would you make education more of a cash grab? There are a decent few faculty members that make drastically more
		than most others. I believe it would be much more justified & also easy to achieve the goals set in the budget plan by giving
		more reasonable salaries to the few making much more than the others. Education is already so expensive & it's not
33	Student	encouraging more enrollment when it is only getting more expensive.
		I don't believe we should raise the tuition seeing how the pandemic still has affected people and the cost of living is still going
34	Student	up. Which makes it difficult for lower income students to pay for tuition.
		I disagree with raising the tuition out of concern for my family's financial situation. My family is not wealthy or upper middle
		class. My parents are in poor health and gaining in age. I cannot ask them to overwork themselves to help pay for college. Not
		only that, my expenses are also going to increase due to VCU's limited housing spaces running out. I cannot ask my parents
35	Student	to help shoulder that increase as projected expenses for my next semester is over 10,000.

	А	В
		It's a big increase in tuition out of nowhere, it's not fair for you to ask us to pay more without providing any kind of additional
36	Student	change to campus or for students. It is not easy for many students to come up with extra money like that out of nowhere.
27	Student	It is outrageous that during a time of economic struggle for everyone, VCU is deciding to make it even more difficult by raising
31	Student	the price of tuition.
		I do not think this is a justified choice to raise tuition fee. Myself and other thousands of students are still currently working part time to be able to pay for school fees an housing. Bad enough as it is with gas prices rising, raising tuition fees would just
		become another issue students face. Nevertheless are we still navigating through a pandemic, managing zoom calls,
		adapting school activities and events. In my opinion, it is a burden for the school that I love to raise my opportunity of keeping
		my education. I would hate to see others fall in that same situation and not stay to see themselves graduate in what is one of
	Student	the hardest times people are facing.
39	Student	It's already a hassle to pay tuition now with this proposal it's suicide for many families and students
		Do not raise it! Personally COVID has decreased the amount of work and money my parents make to the point where i've had
		to work to support myself. Because of this my grades have dropped significantly. As of last semester I've just started
		accommodate my schedule around work, but with the tuition increase I will have to fully dedicate more hours of the week to
40	Student	work than to do what im here to do, learn.
		Staff and faculty at VCU definitely deserve to be payed more, but the student body is wondering why that burden would fall on
41	Student	working class teenagers and young adults that attend the university as opposed to the filthy rich administration.
	Student	You know you have the money to not raise tuition.
		Do not raise the tuition. Students can barely afford tuition as is. This is supposed to be a LEARNING INSTITUTION, an
		opportunity for young adults to better themselves and pursue careers. Raising the tuition affects EVERY student, especially
43	Student	students that come from low-income families who cannot contribute money to their education. Think about the students.
		It is absolutely disgusting that you are considering raising tuition without giving students any additional benefits. You have
		multiple dorms with black mold that you refuse to listen to students about. You have food options that are always either closed
		or understaffed. You still haven't the grocery store after more than a semester. You lie to potential new students about the
		grocery store being open already and Johnson going to open next fall when we all know you are just waiting on the city to
		approve tearing it down. You ignore your art students (at an art school) in favor of new STEM buildings while your art students
		are learning in a garage with no heat. There are so many students at this school struggling to pay tuition with absolutely no
44	Student	help and you want to make it harder??? Get a grip. Prioritize your students over profits for once.
4-	Otividant	If the tuition is going to increase, financial aid needs to increase also. Also increasing tuition is going to make it harder for
45	Student	students who have to pay out of pocket to come to VCU since so many are already struggling.
		I honestly think this is pretty fair. We already had tuition freezes for a few years and I'm sure the school budget is struggling. If
46	Student	tuition increases result in higher salaries for faculty and staff, and more programs for students, then I am all for it.

	А	В
		VCLL has the highest paid employee of the state, with the lowest everage feaulty colony, and one of the highest VA in state
47	Student	VCU has the highest paid employee of the state, with the lowest average faculty salary, and one of the highest VA in-state tuition rates. This move to increase tuition makes zero sense, and is a disgrace and an embarrassment to administration.
71		The wage increase should be the responsibility of Admin, not students. When students are living in spaces that are not up to
		par and have not been updated. Many students cannot afford these continued rises in tuition that does not go towards our
48	Student, Faculty	own education and well being.
		America has still not left the pandemic. Students and their families have been hit with crippling financial loss due to the
		pandemic's economic devastation. I know many students and their families who are still struggling to pay rent and grocery
		bills, despite working two jobs and getting through school. The aid of scholarships is not enough for many. Now, while in the
		midst of rising tensions and the ever-changing uncertainty of our world, is not the time to be raising tuition. VCU is a
		community, and frankly, it is hurtful to see the administration raising tuition in a time of crisis for many of its students.
40	Ctudent	Universities are meant to put their students and staff first, and with the current proposed tuition raises, this all seems to fall
49	Student	flat. Thank you for your time. please do not raise the tuition for undergraduates! although i may have financial assistance under vcu, many of my peers do
50	Student	not. an increase in tuition will hurt them greatly.
50		
		I'm an out of state student who is here because of a grant that allows me to come at prices that are affordable for me, and this
51	Student	sudden change so soon to the actual year we'll have to pay is incredibly unfair to current and upcoming students.
		This is simply outrageous. Most students that go here are already hundreds of thousands of dollars in debt for the high prices
		that you already charge us. Many of us struggle and cry every single day wondering how we are going to pay for this college
		"experience", much of which is unsatisfactory already from the lack of adequate housing due to the life-threatening mold issue
		in Johnson (which you all must have been aware of well ahead of time and acted poorly on) and the poor choices of mostly
		unhealthy dining options on campus. If the money needs to come from anywhere, it should be YOU, the administration. The
		administration makes plenty of money, especially the president who makes 6 figures, so I don't see what the problem is in taking some of that money out of your paychecks. Why should we have to pay for problems that weren't our responsibility to
52	Student	begin with? Corporate greed is a very ugly, unprofessional look on VCU.
52		It's outrageous to even consider ANOTHER increase in tuition costs. Tuition has DOUBLED in the past ten years making it
		more inaccessible for students to receive their education. Education is a RIGHT for ALL. Education is not just for the elite.
		With increase in costs to attend here, as students we know it won't go to improving our community. With so many increases in
		the past, administration has failed to prioritize the students' needs. The prime example is Johnson Hall. VCU admin has failed
		to handle the mold situation in a timely fashion without the need to gaslight students. If we can't trust you to handle a situation
		that could've been prevented because you guys didn't want to pay for the damages earlier, why should we trust you with more
53	Student	money?

	A	B
		Many students are still recovering from the financial burden the pandemic caused. Also many other necessities like gas and rent have increased making it difficult to afford an increase in tuition. Increasing tuition would burden already struggling
		students even more. Students who pay out of pocket and their tuition without assistance already have a hard time even affording the cost of university. Increasing tuition might cause many to be deprived of furthering their education. It is not fair to
		the students who work jobs and balance school to add another stressors like tuition increase. Many have put themselves in
54	Student	debt to even be able to attend this university in hopes that they will be able to have a better future. Please consider no increase to tuition or at least a smaller percentage.
	Parent or family	The increase in tuition and fees is too much. We struggle to make the payments now. The monthly payment is more than
	member	\$1,000 more than our monthly mortgage, insurance and real estate tax bill. That is unacceptable.
	Student	please do not do that, i am already going into thousands in debt to get an education
00	Many friends attend	This is an absurd amount of tuition to put onto the already high amount to students. This should be coming out of the
57	here	administrator's pockets, not the students or faculty's.
		This is a very harmful act towards many vcu students. So many of us are already struggling to afford to come here. Not only is
		it a struggle, but you put us in terrible living/learning conditions. Many of these buildings are covered in black mold. Students
		are breathing this in and being affected by this. Despite that, you put the money towards stem and athletics, when you could
		be bettering our living conditions. You aren't helping the students that you say you care about it. It's wrong to take money from
		hard working students when you can cut the salary of rao, who makes the most money of any college president in Virginia. I
58	Student	hope you can find it your heart to remember who you are hurting with these decisions. Thank you.
		This is a very harmful act towards many vcu students. So many of us are already struggling to afford to come here. Not only is
		it a struggle, but you put us in terrible living/learning conditions. Many of these buildings are covered in black mold. Students
		are breathing this in and being affected by this. Despite that, you put the money towards stem and athletics, when you could
		be bettering our living conditions. You aren't helping the students that you say you care about it. It's wrong to take money from
		hard working students when you can cut the salary of rao, who makes the most money of any college president in Virginia. I
59	Student	hope you can find it your heart to remember who you are hurting with these decisions. Thank you.
		I am already so broke and rely on financial aid and federal loans strictly to pay VCU. I am food insecure and don't have
		enough money to pay my monthly bills. This tuition increase would damage my finances significantly and would make me re-
60	Student, Staff	consider attending VCU.
61	Student	I think it is stupid. I already pay a lot to go here plus textbooks and crap. This might make many of people have transfer
		Do NOT increase tuition or fees by any amount. With the ridiculous meal plan forced on me this year as well as the extra fees
		for services I don't use, I can barely afford to live. Many other students agree; we cannot afford any rise in tuition or fees. If
62	Student	you need more money, stop spending it on useless stuff.
		I think it's an awful idea. So many students here struggle with paying for school already and you want to make that burden
63	Student	even worse?

	А	В
64	Student	The more money you take from us the less students you are going to have. So many of us already struggle with the current tuition, and a lot of us aren't getting our moneys worth. As an art student i've only experiences 2 in person courses in my 2 years here at VCU. I love this school and i love my major but the more money you charge, the harder it is for me to see myself being able to stay at VCU. Even now, I will be paying off loans for most of my adult life. Please think of what students and professors need. Put money towards paying professors a livable wage. Put money towards student benefits. I want to stay in school. I want to see my dreams through, but i can't if all you do is take take take. I don't even know where my money is going at this point because I'm really not seeing it within my major program and classes.
	Student	I don't know what you expected when you announced a 6% tuition increase for in and out of state but I am beyond pissed right now. My mom is working two jobs and can still barely afford this school even with the loans I got. So if this gets included I don't know how I'm going to afford to even attend this school next year. Considering this and how expensive upperclassman housing and a decent apartment is around here. As many problems as I have with this school I still love it and plan to spend the next four years of my life here. So please don't take this opportunity away from me and other students like me.
66	Student	Are you insane??
67	Student	Stop taking our money. We already pay way too much money for a college education that has become essential to succeed in the professional world.
68	(Future) Student	I am planning on transferring to VCU after two years at J Sargent Reynolds and after hearing about this, I'm seriously reconsidering if education is worth the amount of debt enough to cripple the entire lifetime of one person and have more left over for another person.
69	Student	This isnt right at all
70	Student	I don't like this because that's taking more of the students money and will it even be given to the staff members?, will it be used to upkeep buildings?, will you guys actually rebuild Johnson hall to a better freshman dorm?, will students get more financial aid since tuition and as well as room and board are increasing?, like what's the real plan behind this increase because I know you guys have outside funding and then the president is making bank and what are the staff and students getting in return?
	Student	Stop making us more broke I can barley pay for what I have now.
		I honestly don't believe y'all are budgeting money well. What y'all are doing is corny. This is such a late notice for students to get prepared. At this point y'all are making college an unreachable goal for many students especially the ones who can't pay for school and who are constantly taking out loans. There are many students who have talked about transferring to other
72	Student	universities that are less expensive then here at vcu. Y'all need to do better. As someone who is paying out of state tuition, the total cost of attendance sat at approximately \$60k for this year alone. VCU charges the same amount, or even more as private universities around the country. Now imagine if tuition went up 3-6% You do the math. Even though thousands of students are getting financial aid, raising the cost of tuition, and so soon at that,
73	Student	is blasphemy.
74	Student	So y'all are raising are tuition and keeping students in unsafe living conditions wow at this point y'all are just working for a paycheck. Y'all need to get your priorities together.

	А	В
		The proposed budget intuition is completely undermining Low income students. Students who rely solely on their own
		personal income and do not get help from their families are left to struggle even more because of the increase in tuition. Fees
		and tuition for Virginia Commonwealth University's already high and adding more onto The cost will do more damage than
75	Student	good
		This proposal is honestly unjustifiable. I see no personal benefit to me directly as the person who is supposed to be paying for
		the service of education, to put myself even more into debt for this. My major is not one that is apart of VCU's reputation, so
		the care that I should be recieving is severely lacking and I've already had academic advising and the university screw me
		over because they can't put effort into making my major actually cultivating. I already know that any "necessary" raises in
		tuition would not go towards helping me. I'm going here because it's the cheapest and I get a scholarship. I don't have a
76	Student	choice. Please do not ruin this for me. I need a career and stable life.
		I do not agree with the tuition increase. It is incredibly late notice for incoming freshmen and will make it even harder for
77	Student	students to afford their education.
		I will not be able to afford an education with an increase in tuition for my last two years. Please reconsider this with thoughts
78	Student	for the future of low-income and first generation students.
79	Student	Stop with the overpriced tuition and the required classes that are a waste of money.
		As a freshman here at VCU it's already hard enough to afford tuition, and what we get for our money does not exactly validate
		how much we pay. One of only 4 freshman dorms were shut down because of black mold, we had to relocate and be
		disturbed near our finals week of fall semester and the amount of money offered if we didn't continue our housing lease was
80	Student	close to none. Our tuition should not be raised.
		If the tuition cost goes up I have no idea how I would even be able to afford it. I am one of the many art students and if tuition
81	Student	goes up I have no idea how I'd be able to afford both tuition and art supplies.
		This is stupid. Your department has not proposed any *valid* reason for hiking up our tuition, because there is no valid
		reason. You're just doing this because you can. Stop taking our money. Stop making us pay more than we need to. Stop
		taking advantage of us. As a junior who has been a GI Bill dependent for 6 semesters now, the 2022-2023 academic year is
		when I will no longer have GI bill benefitsand I will likely be taking out student loans for the remainder of my time enrolled as
		an undergrad at VCU. Your new proposal personally affects me, given that you suggest raising tuition rates the year I can't
02	Student	afford college on my own anymore. However, I don't just speak for myself, but I speak on behalf of everyone. STOP TAKING OUR MONEY. WE DO NOT WANT THIS PROPOSAL TO GO INTO EFFECT. WE SAY "NO!"
02	Student	OUR MONET. WE DO NOT WANT THIS PROPOSAL TO GO INTO EFFECT. WE SAT INO!

	A	В
83	Student	The new proposed budget for VCU should not be happening. There is already an immense number of students (including me) who cannot pay or are struggling to pay for tuition. They have to take out loans just to come here and still be treated badly by not being promised what this school originally offered. This includes social events, on campus organizations, and proper education. The only reason for this increase is for the faculty to have a higher salary which is so clearly biased. This is also because VCU has been hiring more administration recently and need to pay for them, but they are not actively working on bettering the staff and environment of the campus currently. People are struggling to make ends meet every single day and VCU is constantly ignoring it whether it comes to money, housing, fairness to the students, or reprimanding their current faculty so there is no reason to increase tuition for kids that are not getting anything but an education from people who do not care about them. Increasing tuition will only put more kids in debt because vcu does not want to give out scholarships and less people will want to come to this school. VCU should also know that the current students will continue to speak out and voice just how bad they are treated and this will reflect badly on the university. Stop charging more on our tuition when you are barely treating us like young adults, much less people, to pay for a salary and fix the school to begin with. Once VCU improves by getting back to the environment precovid, getting housing sorted, treated students like they matter, then possibly consider it. However, VCU is NOWHERE near that and they will not be for years. Fix how you are now instead of making us pay for slim to nothing in return. We are students but not afraid. You cannot silence us.
	Student	Don't want tuition to be raised!
_	Student	I am considering pursuing a masters degree but as it is I can barely afford tuition right now working full time and trying to meet deadlines in the school of the arts. Increasing tuition would make tuition literally impossible for students like me. Please reconsider.
86	Student	It's not fair for Michael Rao to be making as much as he does while students (teenagers and early twenties for the most part) are getting their finances milked. Fix his payment, pay VCU staff and faculty better, and lower students tuition. It's horrible and inhumane how much he gets payed while students are forced to pay this amount of tuition. From my VCU experience (I'm a sophomore) he doesn't deserve his salary, put the money from his increasing salary into lowering VCU students tuition before I have to drop out from the amount of debt I've been put in as a nineteen year old.
	Student Student	this is beyond unfair for students. This is such late notice to be giving this out now especially to people who are struggling to pay tuition right now. these people deserve time to be able to get everything in order and decide what's right for them. not to mention prospective students who would have no idea about this until they have already accepted to go to vcu. Do better. Most students can barely afford tuition as it is. Increasing it will only make it harder on the students and their families.
	Student	Tuition is already expensive as is. This school doesn't provide enough to students to be raising it.
	Student	Please don't raise the tuition more it already costs so much. Do you guys not realize how many years people are stuck in debt?

	A	B
		A projected increase in tuition would be very harmful to students already struggling to pay to be here. While tuition fees are not contractual, students who made financial plans to cover four years of tuition would be left unprepared in paying this increased sum. This is not what they signed up for. Blind-siding them risks not only losing students, but also damaging the university's reputation, particularly regarding prospective students. This proposal has been noticeably talked about online on platforms which prospective students look to for advice on whether the school is a good fit for them, and following through with this raise would not fare well in attracting that crowd. Likewise, losing them is losing their investment and their money, making the venture altogether counterintuitive. This past year alone has already aroused quite an upset, not least of which
	Student	due to the sudden shut-down of Johnson Hall dormitories. Please consider these points, from a concerned student.
	Student Student	A blasphemous cause, with a blasphemous cost Please do not increase tuition. The environment in the school is slowly becoming worse and wanting students to pay for a place that isn't doing much to fix thing does not effectively make any sense. I can understand faculty pay raises, but why does it have to come at a cost for the students?
	Student	Its bad. Don't raise tuition further. Rao doesn't need a 4th yacht
94	Student	I am in a position where this increase will have less of an effect on me than it will on others due to my tuition being covered by government bills and military aid. That being said, there are so many people who it will impact SIGNIFICANTLY. My friends and countless other students are either using scholarships that barely cover the costs as it is, have to work almost full time to pay a fraction of the cost, or have taken out student loans that will leave them in debt for years after graduating. This increase in tuition will not only add onto student loans, but will force a number of current students to drop out or will hinder their graduation year. All because of a cost. Students deserve an education without fear of an increasing tuition. Please do not
95	Student	approve this increase.
	Faculty	Bro vcu already costs too much
	Parent or family	
	member	The price hike will be high toll for parents and students. Please don't raise the tuition fee under current scenario.
98	Student	This is a terrible idea! Students can not afford this with how the economy is!
99	Student, Faculty	It's too late notice. Plus with so many things shut down like the free store and Johnson were already not having access to everything we're paying for.
100	Student	Take the money from elsewhere. Most of us choose vcu because it was the cheapest option for us shy of community college. Right now, community college is sounding like a better, more worthwhile deal. We all know that there is money to be found in Rao's pay check, use it for something worthwhile.
101	Student	I am saddened to hear about the increase in budget and tuition proposal. Students are already providing this school with millions yet my teachers are barely getting paid and our facilities need serious work. The fact that some of my peers have to work multiple jobs to survive and attend this institution shows me that VCU has little consideration for its student body. Where is all the money we are giving going? My professors have to work multiple jobs to make a living so I know it's not going to them. Instead of an increased tuition VCU seriously has to rethink where their money is going and start using the millions of dollars they are receiving to help this be a safe and healthy environment for its student body.

A	В
	This budget would increase our tuition which isnt fair. Some students have to work all day to even save enough money for
	tuition price. Some students have to pay rent as well. This increase is dumb and honestly baffling with how much money you
102 Student	guys get. Like put it to good use instead of raising prices
	The increase in tuition is incredibly unfair and justified, especially with the knowledge that this will be going into affect in the
	fall semester of 2022, which is incredibly late notice for something that will affect every the lovely student at VCU. The amount
	of tuition paid currently should be more wrote this in
	than enough, and VCU has not dealt response to the with any of the issues that they google form. should've in a way that
	benefited if you want to their students. With the shut down of use this as a the Johnson dorm, students in every dorm finding
	mold, and a variety of me and i'll send u other issues that have arisen and the whole thing students have complained about,
	we feel as though our tuition dollars are again, here's already not going to the issues that they should, and charging students
	the link to more money is not justified when our the form: money already hasn't gone to fixing the problems that we have
	already commented on. Increasing tuition is not the way to resolve the issues that need to be fixed. First, the salaries of
	administrators, specifically Michael Rao, should be cut. Student should not be blamed for the issues that VCU has either
103 Student	caused or failed fix.
	there is literally no reason to raise tuition. there was that huge multi million dollar donation this year that could have been used
104 Student	differently. maybe tell michael rao to share some of his salary instead of punishing students!!!
	I earned my BA in 1993 and my M.Ed 2003 from VCU. My daughter is finishing up her freshman year in the Arts at VCU. I
	LOVE VCU. I still attend basketball games and volleyball games when I can. My sorority had a reunion recently and we
	enjoyed walking the campus again. VCU has changed Richmond, for the better, there is no doubt about that. Why do the
	students and families have to carry this burden though? Housing is already through the roof (my daughter just signed a lease),
	tuition and fees are already insane; and for art students, the cost of extra spending is crippling. Please, reconsider raising the
Alumnus/ae, Parent	tuition. My other daughter (twin) attends JMU and it is significantly less. I love VCU, but enough is enough. Students and
105 or family member	parents will already be in major debt from the loans. Perhaps President Rao should share some of his millions to fund
106 Student	whatever it is VCU needs to raise tuition forjust a thought. Stop taking our money we pay you enough!! Abolish vcu pd if you need to save money!!
Tudeni	Students already struggle to pay the cost of tuition as is. The extra stress and strain that a higher tuition would put on lower-
	income students is not justifiable especially when we all know that this money would either go to lining the pockets of the
	administration or be donated to political campaigns. This goes against everything VCU claims to support and shows how
107 Student	hypocritical and corrupt the administration of this school truly are.
107 Student	The increase in tuition is not only unfair but it's also unjust, especially with the knowledge that this will be going into act fall of
	2022, which is incredibly late notice for something that will affect every student at VCU. The amount of paid tuition currently
	should be more than enough, and VCU has not dealt with any of the issues that they should've and a way that benefited the
	students. With the shut down Johnson dorm, students in every dorm are finding mold. In a variety of other issues that have
	arisen and students have complained about. We feel as though our tuition dollars already or not going to the issues that they
	should. Charging students more money is absolutely not justified when our money already has not gone to fixing any of the
	problems that we have already commented on here. Increasing tuition is not the way to solve the issue that need to be fixed.
	First, the salaries of administrators, specifically, Michael Rao, should be cut. Students should not be blamed for issues that
108 Student	VCU caused or failed to fix.

	A	В
		We should not raise the price of tuition, it is already high enough, people will struggle to financially pay it even more. There are
	Student	also already fees that we have no real idea what they even go to. The tuition is high enough.
110	Student	Tuition needs to go down because of the pandemic and inflation.
	Incoming transfer student for Fall 2022	I can understand the idea behind this proposal but it will only end up hurting students. A lot of them already struggle to pay tuition and raising it will most likely cause them to drop out entirely. It may not be true for every student but it is true for enough of them. Additionally, prospective students will be turned away from the school because of the tuition. One of VCU's selling points is affordability compared to other schools. This decision has the potential to make or break that.
112	Student	I believe that an increase in tuition is completely unfair. As a student, I am already struggling to come up with next semester's payment. All of my scholarships are unrenewable and my family has been struggling with finances all my life. On top of this, my grandpa passed away during the pandemic in Vietnam, so my parents have been giving money to my family who lives there (paying for the funeral, helping my family with mortgage). I feel that there are already unnecessary fees that come with tuition and with the increase, I'm not quite sure I could afford to attend VCU for the coming semesters. My only other option would be Northern Virginia Community College. Please take this into consideration as I'm certain there are many of my peers that feel the same way as me. I respectfully request that the board will understand after seeing this proposal from a student's perspective and how it can be detrimental to the community of students here.
113	Student	This school is already money draining as is, you guys really think people would be okay with a whole 3 orrcent increase on tuition?
	Student	Increasing tuition for next year impacts every student at VCU. As it is now, students in general struggle to keep up with the demanding tuitions and fees of universities in this country and often fall into more and more debt from a lack of student aid and a continuous increase of tuitions they can't keep up with. Tuition as it is now is already expensive enough and we don't need an increase when it isn't being justified or shown it'll go to good use. Why should we pay more money when the money we already pay isn't going to what the VCU community believes it should go towards; such as improving and fixing our dorms because of growing mold concerns, especially Johnson Hall, which had to get shut down this year for that exact reason. If you want to increase what we students pay for an education and a living on this campus, then you need to show how and what our money is going towards to benefit the VCU community.
115	Student	Horrible idea. A majority of people who come to this school are in-state, barely middle class students, and with all this inflation and uneven amount of distribution of wealth in this school towards Rao, is there really a proper thought process behind this or what?
110	Student	

A	B
	Dear Members of the Board,
	Please do not raise tuition at this time. Everything has gone up dramatically in price. As a single mother paying almost all of
	this out of pocket on my own, I'm not sure how I will be able to afford such an increase as this. Please consider what ALL
	families are enduring right now. Not everyone is fortunate to obtain grants and loans to even put much of a dent in these
	tuition bills. My daughter absolutely loves VCU, and I pray I can afford to continue keeping her there.
	Thank you for listening.
Parent or family	Kind Regards,
116 member	Michelle (parent of a first year student)
	I'm just surprised that they'll increase the tuitions after going through hell on moving dorms because of Johnson hall, they
117 Student	should've removed it a long time ago
	Stop taking our money. I pay a ridiculous amount to be here as it is and my VCU experience has been less than adequate.
118 Student	Make some changes before you decide to charge us more for this garbage.
	I oppose the 2022-2023 tuition increase because as a low income student, I already worry about how to make ends meet
	when it comes to paying for college. An increase in tuition would just make things even harder for my family and I financially,
119 Student	and I depend on financial aid to allow me to attend VCU.
	I think it is a horrible idea. Personally as a student, this affects me greatly. I am completely on my own when it comes to
	finding out how to pay for my tuition and an increase would only make the life of me and the other thousands of students that
	go here that much harder. Please think about how this will affect the people who pay you to go to this school, I understand
	trying to make money up for costs increase but I'm sure there are other ways of doing it, rather than getting it from students.
120 Student	This could be a deal breaker for kids who have to pay their own tuition, you could lose students.
	as an art student, it's incredibly disheartening to see a tuition increase in the face of all the firings and general state of the art
	program - none of this extra money will find its way into improving anything tangible (not that any of my classes were tangible
	anyway, for the record, almost everything was online).
	there are no accommodations for students with learning issues or disabilities with online classes, there aren't enough
	professors in the art program so most classes are taught by grad students - and all this extra money is gonna go straight up
121 Student	the chain to rao so he can buy a toilet that jacks him off or something - i'm so tired of vcu dude
	While the staff should be paid more, it SHOULDNT be up to the students to cover those payments. We're already in enough
122 Student	debt, how dare you try to make it our responsibility
	You need to tell students exactly what this tuition increase is for. VCU owns half of the city and has major hospitals a
	university and a med school providing revenue. Also VCU has been known to put money into lobbying and lining politicians
	pockets. VCU is a business and while I understand that, the commonwealth of Virginia and the country rely on this school for
102 Student	much much more. When you increase tuition you are harming the most vulnerable communities from gaining access to
123 Student	college and it goes against the equity that this school preaches about.

	А	В
124	Student	While staff and faculty deserve a raise, the money shouldn't be coming from an increase in tuition but from a reallocation from administration's salary. It is a well known fact that VCU has hired more administration and given them larger salaries and raises while staff and faculty, especially adjunct professors, haven't gotten their raise. While it is definitely time for them to get their raise, the students shouldn't be the ones to pay when we are already struggling to make ends meet and going into debt to get our degrees while administration gets richer and richer, not to mention the housing crisis with Johnson being closed and nothing being done about it.
127		I feel like our tuition dollars are already not being put to good use to help us. There is no reason the tuition should be
125	Student	increased especially in times like these.
126	Student	I think the 3% and 6% increase will cause people who haven't been to this school will not want to come here anymore. The average middle class family can barely afford the tuition as it is now. Increasing will just bar the fact that people will find other schools and universities to attend.
127	Student	The increase in tuition is incredibly and completely unfair and unjustified, especially with the knowledge that this is going into affect fall of 2022. That is such a late notice after people have ALREADY signed up for classes, and would need to get their finances in a row before the semester starts. The amount tuition is at is at already is already TOO MUCH! I, and a lot of my peers, still haven't been able to pay THIS semester because of how expensive tuition is. Not to mention, I have been working with the financial department for over a month to get my SAP appeal done and it is STILL not done. Hence why I cannot even pay THIS semester. VCU has NOT dealt with any issues they should have in a way that benefited their students. With dorm issues (mold!!), and much more. We feel our tuition money is not even going to fix actual issues we are having and continuously complain about. Charging students MORE money is just going to decrease attendance to VCU, because I personally will NOT be able to keep up the payments as I pay for it all myself. I will quite literally have to stop attending VCU. Increasing tuition will not resolve these issues, but create more. Salaries should be cut from departments such as Michael Rao and administrators if you cannot keep up the payments of VCU. Students should not be punished or blamed for issues that VCU has either caused or failed us by.
	Student	absolutely unfair
129	Student	I think it is very unfair to raise tuition. Many students are barley able to afford vcu now. A tuition raise is not necessary especially when Rao is the highest paid employer in VA
130	Student	I already feel as though there are a lot of random and hidden university fees. Last fall, my tuition got to be about \$8,000 more than I expected. Clearly, I, and I'm assuming every other student and potential student, am against raising the price of an already devastatingly expensive education. Please understand that many families are still financially reeling from the pandemic, and others are not helping their children pay for college at all. (Also, side note, it doesn't seem right to pay so much for facilities that harbor mold in living spaces and rats in eating spacesjust saying)
	Student	Please do not increase tuition
		What more would we be getting? Are classes more in person? I didn't think so! So where's the money going? The quality of
	Student, Staff Student	education isn't increasing, so neither will my money they shouldn't raise tuition while inflation is rising and covid assistance is no longer available
133	Siddeni	

	A	В
134		Not acceptable. STOP overcharging us. VCU doesn't do much for it's students until it becomes a huge deal- look at the students in Johnson hall who were living in unsafe conditions. The situation NEVER should have gotten that bad to point where mid school year they had to move out. Some classes are still online so why are we getting charged even more. It makes no sense. Affording schooling is already hard for some people (for those who don't receive fafsa and even those who do receive help from fafsa) and making it even more expensive could prevent students from being able to attend. Money is a stupid reason why a student cannot go to school. Do the right thing VCU, and stop stealing from students.
135		I think the increase would be too much too fast, that's a huge jump for a lot of people like me, who live paycheck to paycheck. I want to be able to attend school without insane amounts of debt or extra work just to receive funds and I don't think that's an unreasonable desire either. Scholarships require time, energy, and excellence. Some want overachievement even, but when I'm working sometimes 36 hours a week as well as a full load of credits, I cannot do that, I just simply do not have the time or energy to fight that hard. With a price increase like that I'd consider attending another school if I'm being honest because the main reason I chose VCU was affordability. To raise tuition so much after everything just would show how little you care about students. I don't believe there was a price decrease during the pandemic either, so right as we're able to attend school normally, the absurd raise in cost would be a slap in the face. 6 percent may not seem like a lot to you all, but to someone who's 19 and just starting their life it can really negatively affect me.
136	Student	I think it's ridiculous that you want more money from us without proper time to inform us, you're setting this in motion for next fall and many students won't be able to return.
		I don't think students should have to pay more. I think the president of vcu and other admin should get their pay cut first
137	Student	before making the students at vcu responsible for the issues that have already been occurring at the school. The proposal is ridiculous. Increasing the tuition is just going to push more and more students out of the college. There are
		amazing talents that are not going to be able to fulfill their dreams and contribute to society the way they want to just because they couldn't attend school and get a higher education. None of this is for the benefit of the students and will do more harm
138	Student	than good.
139		The proposed tuition increase is unfair to students both in and out of state. In light of the pandemic and global economic crises, raising tuition exacerbates the fact that college is inaccessible financially to many students, and will likely result in many vcu students needing to withdraw from school. Furthermore, the proposed tuition only applying for up to 15 credits puts a limit on the experience and learning opportunities that students are supposed to have by forcing them to pay more for every credit over 15. Given the number of issues that have occurred in student housing, dining, internet access and other resources this past year, it seems more fitting that the board redirect some of the money that is going towards multi-million dollar parking garages and use it for the benefits of students and staff.
1/10	prospective students	Our tuition should not be raised !
		Don't do it. I don't want to have to drop out because I can't afford it.
		This increase is not fair for students. Most of us are already in debt to just get our educations. This increase can mean the
		difference of some students not finishing their degree. Students should not have to carry this burden. Our tuition is high
142	Student	enough.

	А	В
143	Student	you are NOT getting any more of mine or anyone elses money. you have plenty of money to pay the people who work here more money without stealing even more from the people who pay to attend this school that's already falling into disrepair bc you dont pay to fix shit. maybe worry about not giving our stupid president more money and redirect some of that to the people who are supposed to be benifiting from attending this university.
		The increase of tuition by VCU is completely and utterly unwarranted. The sheer amount of students at VCU who already pay
		an unbelievable bill just to attend a school, that can't find mold in the easiest of places, is unacceptable. Not only is this
		decision unwarranted and unnecessary but it's a blatant attempt to line the pockets of rich executives like Micheal Rao. I will
		pay a total of around \$100,000 for my four years at VCU which will likely put me in debt for the rest of my life. 20 thousand a
		year and the school can't even upkeep their facilities or have a student health department that actually helps students in need.
144	Student	So please instead of raising tuition take the time to reassign where money is actually going. Fuck Michael Rao
		this is not a very thought out decision. many students will not be able to afford their tuition and will not be able to attend vcu
145	Student	since it will cause a significant difference
		If a tuition increase is causing countless students to fear for their ability to pay for an education you need to rethink that. This
146	Student	is a public institution for the commonwealth of Virginia and it should remain accessible, not a luxury.
		The tuition increase is not consistent with the amount of positive "change" that is being proposed. Faculty need to be payed
4 4 7	Ctudent	more, and funding for the certain programs absolutely should not be cut. The quality of learning and funding in the classroom
147	Student	is barely worth the price of tuition already.
		This proposal is very inconsiderate to those who have been significantly effected by financial loss ever since covid started.
		This increase in tuition will cause those in these unfortunate situations to either dropout or use an extensive amount of loans
140	Student	to pay off the proposed tuition. Please reconsider these factors when making the final decision as it pertains to the students
	Student	attending this school.
149	Student	Absolutely not. Students already struggle so much to pay for tuition as it is.
150	Student	Do not Increase tuition, I cannot afford it. I might as well have gone to another school if I was going to be paying that much.
150	Oludeni	be not increase tation, i cannot anord it. I might as well have gone to another school if I was going to be paying that much.

	А	В
		VCU is doing very well - there is NO absolute, real need to raise tuition right now. See below.
		"Virginia received over \$948 million for 120 colleges and universities including \$297 million for community colleges due to the American Rescue Plan" Source:
		https://www.whitehouse.gov/wp-content/uploads/2022/03/ARP-Higher-Ed-Virginia.pdf
		"Virginia Commonwealth University is the fourth-highest funded school, and it enrolls the seventh-most low-income students. VCU receives about \$9,000 per student and has a student body that is 29% low-income." Source: https://richmond.com/news/local/education/think-tank-report-says-virginia-higher-education-funding-is-unjust-and- lacks-transparency/article_c2af6dfe-70c3-5ed9-baaf-02bbe7d36d8d.html
		"VCU Health, the state's largest medical campus, received the most funding from the \$116 million package with \$19,887,400." Source:
		https://vadogwood.com/2020/10/28/virginias-new-budget-gives-an-extra-116-million-for-universities/
		Net Price of Virginia Colleges by Income: https://tamingthehighcostofcollege.com/net-price-of-virginia-colleges-by-income/
	Parent or family member	Also: http://jlarc.virginia.gov/higher-ed-cost.asp
150	Chudomt	It is greedy to increase tuition just so faculty can get raises. If the budget was proposed for the renovation of the Johnson Hall dorm or for other genuine concerns on campus I would be less upset, but it blatantly says in the notice that the increase in tuition (WHICH SOME STUDENTS ARE PAYING FOR THEMSELVES THROUGH LOANS AND WORKING WHENEVER POSSIBLE) would only be for pay raises of staff and faculty. I also doubt the tuition increase would reach the professors, cafeteria workers, janitors, construction workers, student workers, etc bc it doesn't seem like the university cares as much
152	Student	about their pay as much as the ones in charge such as Rao and the board. they're a lot of people that are already struggling to pay their tuition and it's just getting worse if anything the tuition should
153	Student	decrease since many classes are hybrid
	Student	I do not accept this proposal.
155	Student	This is unfair for students already enrolled who have already agreed to the original tuition.
		I don't receive financial aid in any form and I have to pay out of pocket and get a loan to pay for tuition. If it raises I will have to get a loan sooner because there won't be enough in my savings. There are many other expenses I have to pay for like gas
156	Student	groceries and rent. Those are already going up and if tuition goes up it will be an added unnecessary expense. Thank you.

A	В
157 Student	As a first generation Afghan American that is considering graduate school after I graduate, this budget & tuition proposal is absolutely robbery. Michael Rao makes more than any other university professor in the state from a public, "non-profit" university. As an institution which prides themselves in integrity and accessibility, this not only alienates the impoverished majority of students but future Rams that are considering universities. I barely was able to attend the university financially as a community college transfer, so I hope the university as a whole comes together on this unnecessary increase.
158 Alumnus/ae	It's very wrong to increase tuition by SIX PERCENT considering a lot of students are already trying to figure out how to pay to come here. I just graduated in 2021 and I could barely pay with yall increasing it every year. Why is it that we don't even see any quality changes with the increases in fees? Where is the money going because it's certainly not to the students. VCU does everything it can to bring in students BUT NOTHING to retain them. A lot of people suffer after freshman year. Is that really the school environment you want to create? I'm very grateful to have gotten my education at VCU but I can't even begin to consider continuing it here if you don't get a handle on these price increases.
159 Student	After being in a serious car accident and having to be medically withdrawn this fall before exams (but was still being charged for weeks I wasn't there). It is incredibly difficult as an out of state student to come up with money to help pay for my education, if you want more money than consider not raising the tuition price because I can guarantee you that I will be telling everyone I know not to ever attend this college; it's really sad because VCU became my home, I've already signed a lease for next year, but with a raise in tuition I'm not going to be able to afford to be there this fall. Do better.
	This budget and tuition proposal is completely unwarranted and unnecessary, especially to the degree proposed. This
160 Student	increase in tuition will drive people away from the school.
161 Friend 162 Student	Awful idea. Where are the students going to get the money? Tuition is already high enough as it is and my family is still in the process of entering the job market during the pandemic. It's unfair to many students including me to raise the Tuition Atleast for the upcoming fiscal year since a lot of families are still affected by the pandemic in addition to ridiculously high rate of inflation in the last 6 months
163 Student	The tuition freeze these past few years have made going to college more accessible. With requirement of a 4 year degree in the job market and the exponentially growing cost of college, now more than ever the tuition must freeze. A great deal in my decision to come to VCU was the tuition costs and financial aid, despite being a competitive applicant and being accepted to 7 other institutions (including early-action at UVA). But as a first-generation student, having an affordable college experience to prevent an excess of debt post-graduation was very important. My parents cannot afford to pay for my school or my debts. This is a reality for many students, so please freeze tuition.
164 Student	Increasing tuition is just going to cause people to transfer to other universities or drop out completely. Many students have chosen to study at VCU at least in part because of it's relative affordability. This sudden notice is unfair to those of us who are in the middle of our studies, and will shut prospective students out. Why should students be responsible for funding VCU's budget when so many students are unable to find housing for the Fall 2022 semester? Not to mention the buildings' problem with mold and having to close down Johnson Hall. VCU can't even keep it's student workers' wage at 15 per hour, when Michael Rao is the highest paid employee of the State of Virginia. His salary can go to better use.

A	В
	I think having a tuition increase would be ridiculous considering Rao's VCU salary is the highest among all employees of the
	State of Virginia. If tuition is raised I will make sure to make all prospective students aware of how little VCU prioritizes their
165 Student	students versus the fortune earned by high up administration.
166 Student	We don't need a tuition increase, it would be unaffordable for many low income students
	Raising the tuition and lying about it will deter prospective student and encourage current students to transfer. Majority of us
	went to an in state university solely because of the tuition being cheaper, raising that price will do nothing but cause VCU to
167 Student	lose students
	Students before profit. If you do this you do not care about your students. You would be blood sucking vampires, you would
	be cruel, you would telling the world that you care more about making money that making the right decision; that you care
	more about sustaining the salary of one of the highest paid officials in our state than the people who come here to learn. But,
	you could make the right decision. Decide that your students and your faculty, who work tirelessly to get by, are worth more,
	and are in more dire need, than the university president's salary. Frankly, if he cared he would be laying down his salary on
	the chopping block before anything else because that's what a leader does. Or have we forgotten what leadership means at
	this school? Does it mean expensive construction projects, catering to wealthy student body, and colonizing a city? Or does it
168 Student	mean sacrifice, forethought, and empathy? You, our unelected leaders, get to decide that.
	Raising tuition should be a worse case scenario, not the first solution to a problem that most certainly has more than one
169 Student, Faculty	solution. Raising tuition may not effect me to much, but it would drastically change the lives of many of my fellow students.
	I think this tuition proposal and increase is unnecessary and unfair to all students at VCU. An extremely large portion of VCU
	students rely heavily on financial aid and scholarships or loans to pay their tuition, including myself. With any type of increase
	it will make paying for college even harder and maybe impossible. You will lose many students if you continue to raise the
170 Student	tuition because a lot of us cannot afford the costs. VCU does not need to raise tuition costs.
	VCU has committed a number of outrageous and irresponsible things in the last academic year alone (the continued delay of
	an on-campus grocery store, "discovering" the mold issue in Johnson Hall which has been a known issue for at least two
	decades, blaming students for poor living conditions and hazards such as mold and insect infestations, the list goes on).
	Raising tuition adds to the pile of atrocities, and contributes to making higher education inaccessible for lower income
	families. Increasing tuition means students (who in most cases are very newly adults and are easily taken advantage of by
	loaners) paying for their own education have to take out larger loans. College loans loom over people for the majority of their
	adult life and cause undeserved and unnecessary stress and anxiety. Don't add this to the ever-growing pile of VCU's
171 Student	mistakes.
	It's ridiculous considering the lack of aid or resources this school gives its student population. We've had to kick and beg for
	basic human treatment, for VCU to deal with the mold in Johnson, for VCU to offer more healthy dining options or dining
	options in general, for VCU to provide safer environments and security when there's sexual battery on the streets, robberies,
	and people being harrased in Cabell of all places almost every day. It's absolutely mind boggling that you VCU would ask for
172 Student	more money when most of it is ever going into the betterment of its student population at all.
173 Student	We should not have a 6% increase in our tuition. It just seems like VCU being greedy during a time that we are all struggling.

	А	В
		I wholeheartedly disagree with the board's proposal! Being that VCU is already #3 on the most expensive schools in VA,
		charging more per student isn't the way to solve the budgeting issue. This should be solved with prioritized spending! There
		are many universities in our state that charge way less that don't have the issues we have and that fault lies on the VCU
	Student	administration, not the students.
175	Student	You charge us enough. You cannot prepare us for careers if we can't afford it.
		Our tuition does not need to rise when the majority of our money is going to administration. Adjunct professors need to be
		paid fairly, student housing conditions must be improved, and student resources need to be improved. A tuition hike is not
		justified when these things are not being addressed. Vcu students are becoming aware of the corruption in the administration,
	Student	and we do not want to give money to a corporation that is not helping us succeed academically.
177	Student	please i am broke
		VCU is known for being accomodating and attentive to student needs. The increase in both fees and tuition completely goes
		against what the school stands for, if no other fix is incorporated to improve the system. The 90% acceptance rate is
		ridiculous and absolutely tarnishes the intellectual integrity VCU has maintained, and coupled with the tuition raise clearly
		signals greediness and a college dedicated to scamming individuals. If raising prices is indeed the action, beneficial to in turn
		decrease acceptance rate. An increase in tuition with slightly smaller classes would allow the school to at least be able to
178	Student	invest back into the students.
		Students already pay the school a lot for tuition why does it need to be increase. I was barely able to make the payment for
179	Student	this semester. Literally only 5 days before it was due.
	-	I've done pulled out so much money for every semester to now have to pay more and there's no housing provided. What
180	Student	sense does it make for students to have to pay for your repercussions for not providing SAFE and CLEAN housing.
		THIS INSTITUTION IS OPERATING LIKE A CORPORATION. PRESIDENT RAO HAS A 1 MILLION DOLLAR SALARY AND
		YOU WANT TO CHARGE STUDENTS MORE MONEY? Y'ALL HAVE ENOUGH MONEY. CUT ADMINISTRATION
		SALARIES INSTEAD. STUDENTS SHOULDN'T BE COVERING THE COST OF THE UNIVERSITY'S FAILURES. YOU
		CAN'T FORCE YOUNG PEOPLE INTO FURTHER DEBT WHEN OUR DORMS AND LEARN FACILITIES ARE IN
181	Student	DISREPAIR AND INFESTED WITH BLACK MOLD.
		As a 1st-generation college student (freshman) at Virginia Commonwealth University i have been given an opportunity that
		most Hispanic/Latinos are not given each day. The reason for this is the cost of tuition. I've witnessed a lot of my friends not
		attending college because they feared they would not be able to pay for their cost and tuition. I do not come from a wealthy
		family where my parents have no worries of paying my tuition. Each day I have to wake up with the struggle and fear of my
		parents or myself not being able to pay for my tuition. I ask that the VCU board of Visitors look within the consequences of
182	Student	raising the percentage in undergraduate and graduate tuition/costs.
		Im sorry but I already can barely afford this school and so many others I know are going through the same thing. Raising the
183	Student	tuition will cost students leaving potentially.

	А	В
		I simply cannot afford an increase in tuition right now. My parents and I are already up to our necks in loans trying to cover the tuition without an increase. It just doesn't make sense for the school to be running our pockets dry when they can't even provide proper housing to some upper class men who did an application. There are other things that you can see around campus that need attention, but have been looked over. My thing is VCU talks about inclusion and being a diverse body, but being inclusive means including those who come from lower income families. So VCU, if you even receive this I hope you
184	Student	genuinely look at your students and your potential students and think about us and how this could affect us in the long run.
		I truly think raising tuition costs is not a great idea, considering the pandemic it has been very difficult for students to find ways to pay for just attending VCU disregarding other expenses that are just basic human necessities. Where would all this money go towards? I really doubt it will go towards student hence the conditions we have faced previously this academic years with residential housing issues such as mold. We are paying thousands of dollars to obtain an education, at least keep dormitories well maintained to prevent people from getting sick all the time, even putting more into more dining options or better quality
185	Student	food.
		I do not believe this proposal is appropriate . Students are already struggling to even pay for tuition why make it worse ? Low income , minorities, and other students are even homeless so why would you even do that ? It wouldn't be benefits and very selfish of this university . You will lose students and without students there's no work for anyone . So please be mindful of the
	Student	decision that's being made.
187	Student	Do not raise tutiton we already pay enough
		There is no reason to raise tuition especially after we are at the tail end of the pandemic. The housing is unlivable because of
188	Student	the mold. The President doesn't need more money. None of it goes back to the students.
189	Student	this negatively affects so many people, we already pay so much money and it doesn't seem like it's being used in the correct way
190	Student	This is ridiculous students already pay an extreme amount to go to school here and we already get very basic necessities. I will not be coming back if there is an increase in tuition.
191	Student	I do not support this proposal, it affects students already struggling to pay.
192	Student	Highly disagree. Many of the students here are commuters because they are trying to cut back on costs. With gas prices rising, they have to worry about making enough money to afford transportation to school. Now they have to worry about tuition increase as well? Why don't you cut Rao's salary instead?
		Stop raising our tuition we are already paying thousands of dollars each semester and your answer to financial aid is "your
193	Student	parent makes to much"
194	Student	Hundreds of students will have to go through extreme changes including dropping out if you increase tuition this drastically all of a sudden.
195	Student	I don't think the tuition for this school should be raised especially because some of us did have to change our living situation because of mold in johnson. People do not have money to be spending on a place that doesn't care about our feelings .
196	Student	I believe this increase in tuition is unnecessary. As it stands already we are currently struggling to stay financially able to attend this great university. With these increases, students will be forced to transfer and will deter incoming freshman from attending.

Ido not agree with the 3% of 6% increase in tuition. We as students are already having a hard time enough going to class and being the best students we can be while in a global pandemic. The last thing students and parents should be worried about is another bill. We have had enough! 197 Student Raising tuition would only limit students from exploring college opportunities, make student drop out who already are struggling, and increase the nation's debt. There is no benefit to the students with this increase and sound like the gentrification of Richmond is moving into the school system which effects the minority that already struggle to this day. 198 Student This is ridiculous to be raising the tuition while students are still suffering from Covid impacts and life changing situations from it. No sympathy for your students 200 Student College tuition rates should only decrease. Unreasonable tuition rates are the reason so many Americans are in debt at such old ages. 201 Student NO NO NO 202 Student With the prices of everything rising exponentially, it is only plausible to believe this would cause more students to cease their education here at VCU as a consequence of this action. This will not benefit the students in any way. This will also yield unfavorable aftermaths for VCU as the students are overwhelmed by this asinihity and already paying their due diligence to this school. 203 Student Extremely selfish idea that would negatively effect thousands of students. 203 Student Extremely selfish idea that would negatively effect thousands of st		А	В
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	211	Prospective student	

	А	В
		Unless there's a plan to be able to cover this increase with financial aid then this tuition increase is going to hurt a lot of
		students. People go to VCU because it is one of the most affordable colleges in the area. We cannot keep raising prices of
212	future student	tuition as if it's a reasonable price as is.
		As someone who stresses about finance and money, this increase would destroy my mental health and how much I've
		already saved up for college. I don't even get that much Fassa or aid anyways so this would destroy my family. I also have 2
213	Student	other siblings that need to go to school so this increase will make it harder for us financially
		I came to Richmond with excitement and a new love for the city, however since my 3 years of being here I have grown
		miserable in the environment vcu has created. I learned over the years that vcu has such a disregard towards its students.
		This institution has proven to be greedy money grabbers. I, and many others, have suffered physically and mentally by the
		hands of vcu. I believed that vcu was underrated, people just didn't see how unique it was. Now I know, there is no regards to
		the students. We are living and learning in mold ridden buildings causing chronic illness for students and staff. VCU prides
		itself on diversity and acceptance but as soon as I got here I realized it's not vcu it's the students who bring that. VCU uses us
		to promote a great environment and attract people as a money scheme. You simply do not care for the students. VCU,
		Micheal Rao, and the board have not only disappointed the vcu/Richmond community but also let us down. Instead of raising
		tuition why don't you take a look on the inside and see what the real problems are that need to be addressed before you
		shove your money grabbing fingers up ours. Re-evaluate where money is being allocated because we as students know
		damn well the majority is not going anywhere to directly benefit us but go to our dear Micheal and to make the institution
214	Student	more money.
215	Student Alumnus/20	Michael Rao this is UNACCEPTABLE, shame
		It's ridiculous that our prices are being increased when Rao has received another raise.
	Student	Don't make me spend more money towards tuition unless you also raise my scholarships so it cancels out.
217		I don't think tuition should be raised at all. There are students (such as me) who are still struggling to find a way to pay for
		school and it's very difficult to find work. Please be considerate of the students who want to come here and/or who are already
218	Student	here who struggle with tuition.
210		As a student that has been very impacted by the pandemic as well as all of the other things happening around the world, I
		think that having these tuition raises is not appropriate. Students are already struggling by working part-time jobs as a full time
219		student.
		There should be no valid reason to raise the tuition cost to 6% when it's already difficult enough to live and sustain ourselves
220	Student	here.
		I don't agree with the increase in tuition as it will create a unnecessary strain on the finances of the student and i believe this
221	Student	increase doesn't add much to anything, as i don't really see how this increases will be put back into the community.
222	Student	No increase in tuition
223	Student	Please do not raise tuition I cannot afford to take out more loans as a 20 year old.
		Stop bleeding the students of this school dry. "Ramily" means nothing when people are struggling to support themselves. Stop
		suffocating the students you claim to care about. Keep this school one of the most affordable in the state. People want to
224	Student	learn and are here to be successful, give them the means to be. Thank you.

	Α	В
		Extremely wasteful and unwanted. The teachers that I have had shouldn't even be teaching at a University, they are more suited for a JC at best. Im already paying a great amount of money for mediocre teachers. I'm teaching myself in my classes
		and that is a reflection on the teachers. It's giving a bad rep for VCU. this school is should be so much more, but
225	Student	,disappointingly enough, it isn't.
226	Student	You're all a bunch of greedy bastards and the fact that you arent even being transparent and disingenuous is disgusting. you already let students get sick from your lack of upkeep of the johnson building, now youre taking even more of our money. that president doesnt need the million dollars youre paying him, pay your food staff and faculty better instead, fuckers
		This is an unwarranted and unjust raise of tuition. VCU students have already had to deal with a number of issues (including the toxic mold being found in dorms) that VCU has still not addressed or fixed when the institute has more than enough funding to do so. I especially don't understand why the move raise tuition was so immediate but cutting the salary of the President (Rao) is not even an option. He is earning more than what most of the students here will ever see in their lifetime, and everyone here knows this. There is not one student here who actually likes Rao, maybe that should be taken into
227	Student	consideration rather than raising tuition costs for a school that does the absolute bare minimum for their students.
228	Future Student	It's unfair to raise tuition if you've failed to deal with the issues the students have been facing already with the huge amount of money you already have. If anything, you should be giving the students higher refunds or Tuition reductions due to the problems they've been forced to cope with this whole time.
		Absolutely not, I don't think VCU should be increasing our tuition prices as many people are struggling to pay fees in general.
229	Student	College is suppose to be affordable and not a Luxury. Stop treating it as such.
	Student	This increase is infuriating and shows the greed of VCU's administration and Board. They really will stop at nothing to squeeze more money out of the students it claims to care about. If the board really had students' best interest in mind, you would cut your own salaries, as well as Rao's to make up for whatever you feel the current budget is lacking. I'm sure the Admin and Board has imagined that this tuition increase will flow back to the students in some way, but that's not how VCU has handled things in the past. Brand new engineering buildings are favored over removing mold from existing buildings. Faculty, Staff, and Students suffer the most from these types of changes, this is known. \$2000 is probably nothing to someone who makes six figures a year, but to most students in the US, that's about 1-2 months of living expenses to make up. Protect your most vulnerable students by finding the money you need in a richer person's pocket.
231	Student, Faculty	Dislike increase in tuition
000	Chudomt	I feel as if this will tremendously impact the students who are just barely getting by with tuition and will cause them further debt
	Student Student	that will last a life time Many of my friends are barely affording tuition cost after loans as is. If you increase cost, they will likely drop out.
200		
234	Parent or family member Student	There are already way too many fees in addition to the tuition costs. Tuition needs to be more affordable. Student debt and parental debt shouldn't be as high as it currently is. Everything is so over priced in my opinion for a state (non-private) school. tuition should be lowered not raised
233	Sludelli	

	А	В
		Please do not raise the tuition by anymore. It's already a struggle for families to stay afloat in this economy. Even if COVID is
		starting to get better, the other effects it's caused haven't been reversed. With the possibility of war & rising gas prices. We
236	Student	can't afford to pay more.
		This increase would only make it harder for students to afford college, which means that fewer students would be willing to
237	Student	come to VCU.
		Yet another hike so that our administration can raise their salaries. Come on VCU, you clearly don't care about the students.
		Education should be equalized so that all students can afford to attend University. The costs of education in this state make it
238	Faculty	an elitist, racist pathway that is not attainable by many without going into deep debt. Not Ok VCU, Not ok.
	Student	Unacceptable and disgraceful
		This tuition raise in the midst of a global pandemic and an extremely strained economy is absolutely despicable. It proves that
		VCU cares more about profit than it's student body, and will be extremely detrimental to morale as well as quality of life for
240	Student	many students. I am absolutely, completely and totally, appalled.
		······································
241	Student	I oppose the tuition increase, this effects students who are already struggling to pay tuition and it's not fair to raise tuition now
	Student	You've got a lot of nerve trying to raise my tuition when the VCU Cinema department is in such a state of disarray.
		Y'all are real fuckin funny thinking y'all gonna raise the tuition while we're still in a pandemic. Hahahahahaha. Great joke!! If
		anything the tuition should be LOWERED. Half of the VCU dining places are always closed!! A lot of classes are still online!!
243	Student	It's bullshit!! Lower the tuition and stop being selfish and giving yourself more money!!!!
	Student, Staff	I strongly discourage this change.
	· · ·	Regarding the increase in tuition, don't. The return on investment at this school is already incredibly low and there are so
245	Student	many people here that are facing financial troubles related to university fees.
		I don't believe this proposal is necessary because a lot of us students are already struggling with paying for tuition, as well as
246	Student	our parents especially because of the pandemic.
247	Student	Please don't raise the tuition!
248	Student	This is the worst idea in the entirety of mankind. Tuition is already overpriced.
		Don' raise the tuition because a lot of us already struggle to pay for the school and I do not feel like having to decide between
		my education or possibly having to leave vcu bc I can't afford it and that's just me and there plenty more people who struggle
		immensely worst then me with paying for school here and WE DESERVE THE OPPORTUNITY TO GET A SOLID
249	Student	EDUCATION WHILE PAYING THOUSANDS OF DOLLARS ALREADY!!!!
		I think the raise in tuition is unnecessary as it will put those already struggling to have the money for college at a further
250	Student	disadvantage while the president is already making MORE than enough money.
		Raising tuition is unnecessary and unfair to current and prospective students. The money we give to VCU is already not being
251	Student	spent wisely and is NOT used in the interests or benefit of students.
	Student	Don't do it.
		Please do not raise the tuition, it is already hard enough for students to pay their fees. Plus loans on top of that certainly
		doesn't help, and I know the board has had student debt at some point in their lives. Raising the tuition is not necessary and
253	Student	the idea needs to stop now.

A	4	В
		There is absolutely no need for tuition to be raised, VCU is doing very well financially and doing this will only make it harder for
254 Student		students to earn an education debt free.
		Michael Rao earns well over \$1,000,000, and he continues to get raises. Maybe use some of that money instead to fix the
		mold problems within housing or help increase the quality of the programs. Stop taking more money from the students so you
		can build your fancy STEM buildings to keep up your external facade.
		In addition, a lot of the arts school students have concerns that this is not going towards the art programs. At least make the
		information about what exactly you need this money for very clear to the students. If this tuition raise does go through, many
		fine students might not have the money to pay for education here and could be forced to go somewhere else. Please put the
255 Student		students into consideration before you throw us around like this.
		I remember coming to orientation and beying the school beacting about how they were one of the best and most offerdable art
		I remember coming to orientation and having the school boasting about how they were one of the best and most affordable art schools in the country and now the school is trying to raise the tuition with no word on where the money is going but I can only
		assume it's not towards the art department even though 5 of your top 6 ranked programs are art, meaning one of your main
		pulls to your school is the ART PROGRAM. Not to mention that the building that housed the majority of the first year art
		students was closed down for an EXTREMELY HAZARDOUS mold problem that should've been taken care of before the
		school allowed people to live there for the year. And now the school has the AUDACITY to raise the tuition, for those same
		students as if that mold problem has been at all resolved. If the school is raising the tuition, which is already egregious on its
256 Student		own, we at the very least deserve to know where that money is going.
257 Student		This proposal is atrocious and VCU already takes so much money from students. This proposal cannot happen.
		Why can't VCU allocate the millions of dollars earned by President Rao and administration into covering increased costs
		instead of raising tuition? Many students I know can barely pay for the current tuition(or can't at all). Many families are still
		struggling from the pandemic too. As someone who resided in Johnson hall and was not reimbursed nearly enough tuition for
		living in unhealthy conditions, I do not understand why VCU is turning to its students to pay off costs when so much has
258 Student		already been taken from us.
		I am against the proposal to raise tuition as I already feel as though I am not receiving my money's worth from my time being
259 Student		here.
		As a child of two parents who proudly attended VCU, we are all extremely disappointed in this choice the college has made.
		Not only has the quality of education and campus resources declined since the pandemic, but tuition has risen. If this increase
		in tuition occurs, I, a student paying for their own tuition in hopes of breaking the cycle of poverty (which many VCU students
		are considering their minority backgrounds) will be left with no choice other than to either go into more extreme debt due to
260 Student		the irresponsible funding of VCU, or to leave the campus altogether. I hope this message speaks for itself in what the
260 Student		University decides to do for its loyal students who have done nothing but struggled for the past years.

	A	В
261	Student	As a student that already struggles to pay the current tuition costs and fees, having them go up wouldn't benefit me at all. I know for a fact my situation is not unique to me so many other students would agree. Everything else in the world is already getting more expensive and not everyone is able to efficiently keep up with that. You would begin to have students who start contemplating if staying in school is worth the financial turmoil. Having to think of ways to pay for school adds its own stress. For example, I didn't know my financial aid didn't cover all my costs for the year and I struggled so hard to find a way to pay the leftover amount before spring semester started. My mom is a single mother dealing with her own financial issues so her helping me with a student loan or a parent plus loan wasn't an option. I did eventually figure something out but imagine if the cost I had to cover out of pocket was larger ? I believe no changes need to be made and if there are some changes made, maybe a decrease could come in to play. On the other hand I do realize VCU is a large school and its obviously going to need a good amount to keep it running so I essentially vote to keep tuition the way it is.
	Student	It's stupid
	Student	Don't raise tuition when most students here can barely afford how high it is now.
	Student	I am already living outside of means as a college student, while working when I can for TWO jobs. It's not that I am spending unwisely, it's that tuition and housing cost beyond what I can afford, or even my family can afford.
265	Student	I think more students and perspective students would benefit from the tuition rates as they are now. It may not seem like such a different to you but to many students this could change their ability to attend school.
266	Student	I think this is not a great idea every student and parent has been through a lot and especially financially and still aren't recovered. Increasing the tuition for absolutely no reason can bring a financial roll to some families it may not seem like a big increase to some people but the others this is a big sum difference for them and it's not fair as some of Vcu's services we pay for didn't work and especially with Johnson hall being uninhabitable people paid to live on campus and expected a GOOD living conditions and pay a lot for it now these people were scattered across campus for housing. My point is why increase tuition this is not the right time at all people are still struggling.
267	Student	It should not be enacted. The students who already applied to VCU based on how financially accommodating it was to their situation may not be able to continue attending VCU with a higher tuition.
	Student	I thought VCU understood the hardships people went through with covid. This is a slap in the face to all who are still recovering.
	Student	Dont do it
270	Student	It should not be raised we pay too much money for tuition already, if the university really needs money take it out of the dean's salary.
	Student Student	College is already expensive enough as it is. It's one of the main reasons kids don't attend or why they go to community college instead. That's not including housing, food, medicine, etc. Don't add to our already expensive situation please. I completely disagree with this budget and tuition proposal.
	Student	It's unfair to raise tuition fees during a time where millions are still struggling financially due to the COVID-13 pandemic. The students shouldn't have to pay for VCU's mistakes when VCU already has enough money to cover them.

	A	В
		I understand there are bills to pay, but y'all knew the pandemic was happening and still decided to invest MILLIONS into other
		areas of VCU instead of saving that money. Don't make students pay for that. You're already kicking us out of dorms, refusing
274	Student	to fix dorms because you spend it on other things, and barely pay student enough for how hard they work.
	Student	Students are already struggling to pay for college
	Student	You don't need any more money. Stop being selfish. Please, I am going broke.
	Student	please stop i'm already fucking broke and y'all give me no financial help as is i can't pay even more
211		
278	Student	I have gone into so much debt already and this fall is my last semester. I would like it to be a flat tuition rate as it has been.
279	Student	Do not raise the tuition costs we pay way too much in the first place
		This is a ridiculous proposal. Most students and their families are barely recovering from the pandemic and still struggle
		regardless to pay tuition. We have given more than enough to a school that forced students to live in a mold infested dorm for
		4 months. This school is great because of its community and with this proposal you are actively harming the community.
280	Student	Please rethink this proposal or scrap it all together.
	Student	It is unfair to students to raise the price of tuition when people are already going in debt.
282	Student	Learn to finance yourselves instead of capitalizing on broke people
		I don't see any reason for students to pay more for tuition when you've already gotten so much aid. The increase being made
	Student	to tuition costs can truly make or break college for many students, so I really hope this doesn't happen.
284	Student	Please don't increase tuition!
		I am strongly against the VCU Board of Visitors raising tuition and fees. It is already hard enough trying to find an apartment to
		rent for a decent price let alone pay off thousands of student debt while already living paycheck to paycheck. I believe the
		students who were enrolled Fall 2020 and Spring 2021 were robbed of the utility fees that were still charged to our account
285	Student	even though little to none of the VCU facilities were being used during this time.
		Most people that I know are using student loans to even stay here, to add more debt towards the future is just gonna break
286	Student	them.
		Students are not getting return right now. Many of the art majors are disappointed and thinking about dropping out this will
	Student	expedite this process.
	Student	Do not increase tuition please, its already high enough as it is.
	Student	The salary raise shouldn't come out of our pockets as students but rather from your 2 billion dollar endowment
290	Student	This would cause financial problems for numerous students and should be considered unfair.
		I think it is incredibly unfair to raise tuition rates. I personally am going to be attending vcu fall of 2022 and so far I have seen a
		lot of unfair situations going on around campus. Dorms are very unsanitary and safety of students is at risk. Along with all of
	Student	this people like me, who have already committed before knowing this is truly unfair.
	Student	Lower the tuition fee, we're struggling enough as is.
293	Student	Don't raise it
		As a student that currently struggles to pay her housing bill, it will simply make it impossible for the majority of the vcu student
	Student	body to stay enrolled with the increase of tuition prices.
	Student	I'm already close to not being able to afford tuition now, if tuition raises i'm not sure how i'll pay.
296	Student	I'll drop out if tuition is increased anymore

	А	В
297	Student	Just. No.
		It is quite frustrating to hear about a tuition increase when the estimates at https://sfs.vcu.edu/tuition-and-fees/ for the 21-22 is
		far from the truth from in-state tuition charged at VCU. Personally, my financial aid was estimated to be \$2000 less despite my
		mother who provides for most of my living expenses losing her job in mid-August of last year. Furthermore, how is anyone
		supposed to comment on the tuition increase for the FY 22-23 when the link for the budget proposal isn't even on the website
298	Student	https://budget.vcu.edu/budget-plans/ as of 3/25/22?
		It is absolutely ridiculous. Students need more aide. There is no justification for digging students into an even DEEPER whole
299	Student	of debt.
		Please do not increase the tuition! My family cannot afford to pay the extra dollars for me and I have two other siblings who
300	Student	are in/about to be in college. Please consider the opinions of VCU students before increasing the tuition!
		Raising tuition is a profit motivated decision that would hurt poor and disenfranchised students while contributing to the
301	Student	inaccessibility of education in America.
		So many families are still suffering from the COVID-19 pandemic. Raising tuition isn't for the students nor does it benefit
		anyone, but the college and President Rao himself. As he sits on the high pedestal and makes his money, his students and
		their families suffer. You can't want the best for your students and do something so selfish and greedy like such. VCU and
		Rao need to rethink and reconsider their goals, because right now it's not the their studentsit's literally to take everything
		their students have and more. I haven't seen how raising tuition has benefit the students when dorms have mold and look so
		nasty, while the only things being fixed is the roads and random shit that should be considered not for the interest of the
302	Student	students but rather more for the aesthetics of VCU. To differentiate VCU's RVA and Downtown Richmond.
		It's preposterous, there is no reason to increase the tuition whatsoever. We were in a pandemic and yet you increase it, we
		come out of a pandemic into a mass inflation and the economy crashing and yet you still decide to increase tuition. Why is
		that? Why does vcu and the president of vcu profit off of already struggling students and faculty. Instead of increasing tuition.
		Certainly vcu should be decreasing the tuition but instead they are a greedy organization that profits off of families and
		struggling students instead of helping and supplying their students for success. This utterly upsetting and vcu needs to do
303	Student	better.
304	Student	We pay enough as it is.
		I feel like that the raise isn't really needed as I am a VCU student and it is already hard for me to pay my tuition as is and for
	Student	them to raise it even more will only make it harder on me and other students that work and help their families.
306	Student	Awful. There is no reason to raise tuition when we are already being over charged.
		I already have debt to pay why increase the amount students have to pay for their education. Education shouldn't be such a
307	Student	privilege that is only assessable by how much money you have,
		It's ridiculous, I'm 19 years old have my own apartment and I don't have parent support I'm struggling as it is for groceries,
308	Student	gas and rent this is so unnecessary.
		Unless you're planning on bringing in a ton of new art professors and replacing Franklin Terrace with a new, non-dilapidated
309	Student	building, I whole heartedly oppose of this decision ♥
		I attended VCU for undergrad, and I am now enrolled in a graduate program. The cost of tuition in grad school is outrageous
		(especially considering the income I will make in my field). An increase in tuition will limit my extra funds that I use to pay for
310	Student, Alumnus/ae	food and bills.

	А	В
		Considering about 30% of your students are low-income and the other 70% barely get any financial aid. raising tuition would
	rising freshman for	just be greedy, VCU is one of the top funded universities in Virginia, so why raise it? yes inflation but also think about how to
311	fall 2022	distribute the money better instead of asking us to pay more for an education.
		For what reason? For Rao to pocket more money? Students get nothing out of this. Tuition wasn't decreased when everything
312	Student	was online, students were out of jobs and and still had to pay just as much. IT IS NOT FAIR TO US.
		Raising the tuition when so many students are working class is a slap in the face. As one of the most expensive public
		universities in Virginia, by raising tuition you are only continuing to exclude the very populations you so proudly boast about in
		your diversity campaigns and ads for prospective students. I strongly urge the board to reconsider its proposal and see that
		what they might consider a "slight increase" in tuition can be devastating to the education of students as they are unable to
313	Student	meet it or must end up taking out more loans (which we all know can leave you in crippling debt).
314	College student	This is ridiculous and there should not be an increase in tuition.
		Many students are already struggling financially, and tuition increase would not help matters. If you want to maintain or
		improve student retention, you cannot increase tuition. Increasing financial burden on students will also impact academic
315	Student	achievement.
		How are we supposed to garner a diverse group of students when you are using tuition to isolate lower income people? What
		would this increase go to? making a new stem building? How about proving us with adequate mental health services so in
316	Student	addition to paying \$15,000 we don't have to pay \$100 every other week to see a therapist.
		The hudget increase feels completely uppercently as company who isn't getting much as at all financial support from VCI Life
		The budget increase feels completely unnecessary as someone who isn't getting much or at all financial support from VCU if the prices get raised its only going to be motivation to speed through my college degree and leave VCU for grad school
		earlier. Not even meaning I'll take more classes through VCU as my community college offers the same at a way lower price.
		You definitely have more money lying around at the top of the VCU's hierarchy to pay for the renovations, better salaries for
		your employees, and whatever else. Especially since one of your dorms had a black mold problem that you did nothing about
		for years which puts your students at risk for health problems you definitely won't bother to pay for those medical bills and took
		the cheapest route avoiding doing it until it snowballed. The most i can see you needing if you still want to keep things as is a
		hundred dollar increase in one fee out of your 29,070-student population which would be another 2,907,000 dollars both for
		renovation and whatever else. Rennovation in AFO is already done by students probably making it cheaper for y'all to keep
		going. The exuberant prices you make parking for your commuting students. You're confusing to navigate help center that
		often hasn't helped me when I was at my worst. You have plenty of money to draw from already charging me and others will
317	Student	make me invest less and less in VCU.
		Raising tuition for students in this current climate would be detrimental to the wellbeing of every VCU student. Although we
		may no longer be in the heart of a pandemic, inflation on everyday goods has skyrocketed, making the cost of living here in
		Richmond increase exponentially. The VCU Board of Visitors does not experience firsthand the struggles we must endure just
		to attend this school. Students are already forced to give up their meal plans due to their inability to afford the cost of
		attendance, what's next? An increase in homeless student population? So many of us at this school can barely afford to
318	Student	attend, please do not increase our tuition. Our pockets are already empty.

	A	В
	Othersteinst	
	Student,	
240		It would cause students way more stress than they already have, some students are in way too much debt due to the cost
	or family member	now, imagine if it raise
320	Student	Are you dumb? Why would you do this? You think we have money??? No. Stop.
204	Otivitant	This increase in tuition and fees during these fair times is not acceptable! especially the 3% to 6% increase. Please
	Student	reconsider this plan.
322	Sister goes to vcu!	One questionwhy raise it?
		Raising tuition only creates further barriers of entry for students and most tuition increases only benefit administration and not
323	Student	academics. It is for this reason that I oppose increasing tuition 3-6 percent or at all.
		I believe that this budget change will force some students to consider other education options for financial reasons. I have one
		friend leaving VCU for another school because of the high cost already. I expect many more to consider this route if this
324	Student	tuition hike is passed.
		As a current student, and current regular human trying to navigate the already treacherous and expensive world. It brings
		insult to injury when VCU, a perfectly well funded institution is asking for more from the students. The pandemic alone has
		raged havoc on the housing and job market everywhere let alone in Richmond Virginia. It might be worth it to sell some of the
		unused faculty vehicles that are constantly parked near the bookstore and other locations.
		It is not the fault of the students that VCU cannot allocate their funds properly. This bill is not sustainable for all students trying
325	Student	to further their educations, parents do not fund all the students here, as opposed to the university's popular belief.
326	Student	We already can't afford it.
327	Student	The upcoming tuition proposal should be lowered by at least 2%.
		Many VCU students I know are already in terrible debt and will likely be stuck with that debt for years charging them more only
328	Student	worsens an already big problem
329	Student	They don't need to raise the prices any more, I am already thinking about transferring due to cost as is.
		The tuition at the price it is now allows many students the opportunity to attend a 4 year university instead of the cheaper
		option of community colleges. The increase of tuition will affect students who barely get by with the help of their scholarships.
		think it would be of great importance to look into the student demographics and visibly see how it could be affected by this
330	Student	change.
		As a student of VCU with a single parent. I can't pull out loans because my mother has terrible credit and can't get accepted
l		and we pay out of pocket. Financial aid hardly covers half of what we already pay and we are already struggling with that. An
		increase in tuition would probably make me consider going somewhere cheaper like a community college or something that I
331	Student	can afford.
	Student	do not do this
		DONT RAISE TUITION it's already an arm and a leg for in state and even double for out of state students I think the
333	Student	admissions would decrease
550		

	А	В
		As a student I understand the struggles everyone has to take to afford college. My parents both are teachers, we live in a beautiful house, we are middle class Americans. But we cannot pay for my college without loans. I am already 25,000 dollars
		in debt. I'm only a sophomore. Inflation is increasing all across the country. How much money do you need to make? How
334	Student	much money must you take from the students who love this college?
		Considering that VCU students have dealt with multiple financial changes and issues through this ongoing pandemic, I think it would a bad idea to raise tuition. Classes are already at a high rate and many students aren't reviewing scholarships and grants to pay for them. Raising tuition would likely deter future VCU students from coming and give the college a negative
335	Student	reputation in the eyes of their students and their families.
		There are students who can barely get past the first semester with paying it, they spend all of winter break and work while in
		school to pay the second semester. Increasing the tuition is just going to be too much for all the students and families, some
	Student	can barely make it, let's remember to take care of our students
337	Student	please no
		Raising tuition in the economy that we are already faced with is outrageous. Students are already in thousands of dollars in debt. Raising the tuition only raises out debt and makes the school more money. We don't see that money out back into our
	Student	school or environment around our school.
339	Student	It's ridiculous. Families are still feeling the impacts of COVID.
		I think the Vcu board should not raise the tuition because it is already expensive as it is, and some people I know can barely
340	Student	afford it right now without plenty of government help.
		after working so hard to get through these past two years of mainly online schooling, it seems ultimately ridiculous to raise
341	Student	tuition.
		People everywhere are already struggling with money, so the fact that vcu is trying to up our tuition again is ridiculous. We can barely afford to live and get groceries in Richmond and with this tuition increase it is making me and many of my classmates hesitant to continue schooling. I'm working 50 hours a week just to afford housing here , and that's not even enough to cover
342	Student	books & supplies.
		I think it is a terrible idea to increase the tuition. As a student at VCU I would consider switching to nova or another online program if Vcu were to increase the tuition. It's honestly rude and disrespectful because our school president is paid way way to much so take some money out of his salary and make some more scholarships or something. It's embarrassing that I go to
343	Student	this school. I think that this is very inconsiderate considering that we have been in a pandemic for a couple years now, which has had a
		great impact in everyone's finances. Raising tuition is going to make it extra hard for people to continue at VCU. We are still facing a pandemic and people are already stressed about that as it is, and now the board wants to add something else for
		students to stress about. The pandemic has impacted my family, making it hard to pay tuition as it is, raising it will only make
344	Student	matters worse. I ask the board to please consider all the families that have been impacted and student's career as this could
	Student	Ridiculous With the amount of students at Vcu I do not understand the increase
5-10	Parent or family	This increase will put us over the edge and at risk of dropping out just like hundreds of other families. Covid put a huge
346	member	financial burden on so many people and this makes a dire situation even worse, unnecessarily.
540		I do not believe tuition should be raised , because of the pandemic it's hard to work and study right now . It is not a good time
347	Student	for a tuition increase at all.
	Student	Tuition should not be raise in a pandemic. People are struggling and are trying going to get an education.
0+0	otadoni	radion onodia not be raise in a pandemie. I copie are strugging and are trying going to get an education.

	A	В
349	Student	I'm paying for college alone, I don't know if I can afford to pay any extra money
350	Faculty	I am hopeful that the board will consider not increasing tuition for 2022-2023. When I arrived at VCU almost 15 years ago, VCU was one of the least expensive institutions of higher education in Virginia. I took pride in knowing that we offered a high quality education at an affordable price. At the core of VCU's founding principles is to be an institution that meets the needs of the urban community. However, over the years, I have seen continuing tuition increases that now make VCU one of the most expensive institutions in the commonwealth. It is possible that we are making ourselves less accessible to the community we wish to serve. I suggest tuition be frozen until VCU is once again an affordable option in Virginia.
	Student	I disapprove of this increase in tuition and fees
352	Student	I am against the tuition rising
353	Student	I am against the tuition increase. This institution has hundreds of thousands of students attending that 30,000-50,000+ dollars already in tuition costs and fees. Not to mention the things that we pay out of pocket for on top of that, such as books and other required course material. How is all the money that is already being poured into this facility still not enough to pay your staff members (except Rao) accordingly? How is the money you've already been receiving since the dawn of this School not enough for funding the (uneccessary) construction. This tuition increase feels like a way for vcu to cover its butt for making poor budgeting/money spending decisions. You cannot dip even further into the pockets of the people who are already working hard day and night to even be able to attend this place.
	Student	I don't see why you would need to raise tuition, it's already incredibly high as i
355	Student	Please do not raise tuition. While I am fortunate enough to have my parents cover most of my living costs, I know countless intelligent, hardworking arts students that are already starting GoFundMe pages for themself just to cover tuition costs. It should not come to this in any circumstance, however the sheer amount of students being forced to find unusual ways to make money is already ridiculous. Is this raise really necessary? Compared to the issues it will cause for students?
356	Student	As a student I do not agree with the proposal to increase tuition. College is progressively getting more expensive and less accessible to the majority of Virginia. If the university refuses to offer more financial aid, they further alienating the possibility of higher education to thousands of people.
357	Student	Students and parent wages aren't going up with all these other costs going up. Why suck more money out of people who can already barely afford it?
050	Chudant	Raising the cost of tuition right now is unjust. Inflation is awful and students already cannot afford to live in the city and pay for school. You have students working full time while in school and picking up extra shifts at night to make due. If VCU preaches that they care about the mental well-being of their students they will take into consideration the financial stresses that they
358	Student	Cause.
359	Student	If VCU is so in need of funds maybe you could be pulling from Michael Rao's million dollar salary instead of making the students pay more.
360	Student	Tuition raises make sense, but what is the percentage of tuition and fees that goes toward administrators, educators, facilities and utilities and athletics? Can we get a budget report with the breakdown by category of where the money is being spent?

	А	В
		There is no reason for the tuition increase especially during Covid times. Students will be receiving nothing more than they
		already have. Tuition at Vcu is already outrageously high for some lackluster teachers who themselves cancel classes we pay
361	Student, Staff	for multiple times throughout the semester.
		Tutition already costs so much, it shouldn't be increased. Some of us are struggling to make enough money to pay it off, and
362	Student	sometimes financial aid isn't there to back some of us up. It's a bad idea.
		This is absolutely insane. You talk about rising costs of living and inflation but grad students are paid DIRT. The way to help
		your students with rising costs is absolutely not by increasing costs, take the cuts from VCU's rampant administrative bloat or
		directly out of Rao's egregiously inflated salary. Or just stop buying up every property for sale in Richmond and contributing to
		the astronomical yet rising housing costs in this city. Or stop it with the never ending construction projects when you know the
363	Student	dorms are barely habitable.
		Student workers need to be paid more. Faculty and staff need to be paid more. Students, staff, and faculty all deserve to
		make a livable wage and receive benefits that promote a higher quality of life. Tuition increases can be extremely necessary
		and beneficial, but it is hard to justify the working class contributing more to the community when those who are at the top are
		not contributing on the same playing field. Reallocate funds from The Colleges of Engineering, Business, and Sciences and
		put them back into the Arts, the reason so many people came to VCU in the first place. Treat Arts and Humanities like it
		matters as much as Health and Sciences. Last, but most certainly not least, make the HIGHEST PAID UNIVERSITY
		PRESIDENT IN THE STATE OF VIRGINIA TAKE A PAY CUT. He is the ONLY University President that did not take a pay-
		cut throughout a global pandemic. When the man at the top refuses to take less money, but is the figure-head for a university
364	Student, Staff	asking for students to pay MORE money, it can be a little difficult to empathize.
		It is insanity to believe that raising tuition will increase graduation rates. That is bullshit. The cost of attending is a large reason
		why students drop out. I have always lived in either poverty or an abusive household to complete my degree and did not
365	Student	receive any aid that I didn't have to pay back. So keep telling yourself that it is to help us graduate.
		I believe if VCU has to charge an extra 3% income it is fine. At the same time it will impact families due to the increase in
		tuition, but I feel like there are other factors to increase graduation rate. I understand that VCU is about being diverse, but I
		feel like we should lower the acceptance rate if we want to see an improvement in Graduation Rate. I believe VCU has the
366	Student	potential to have around a 90% grad rate at possibly 50% acceptance rate.
		I recommend a tuition freeze until COVID is officially no longer a pandemic, whilst this pandemic has been going on for almost
		three years now, and cases are lowering, there is still a high infection rate and economically everyone is suffering. To push it
		upon students when the money necessary to covering these damages is available to you elsewhere in erroneously high
		salaries that take on the highest in the state (Michael Rao) is criminal. Please do not do this to your students who could barely
367	Student	afford tuition in the first place

	А	В
268	Student	Hi, I am Amy Zhang, and I am a freshman at VCU. I ask the board to not approve of the tuition increase - we students are already struggling to pay for our tuition, and it is unfair to make that struggle even steeper. I chose VCU because it was the most affordable for my program. I was happy for that. However, the possibility of a tuition hike makes me worry about the future of my financial situation. As a student, I ask you to please reconsider this decision. I have had this conversation with another student who chose the arts program as they offered him a scholarship the first year. His family is unable to support him, and he mentioned dropping out of school due to the high cost of tuition. There are so many students struggling to get by and asking for help from fellow students because the university is unable to help them. If the university really cares for the students, I ask of you to keep the tuition rates flat. Decrease the acceptance rate of VCU, and that could help alleviate housing problems also. I do not understand why you state that the "tuition increase is needed to help VCU achieve excellence and increase graduation rates by growing academic support and financial aid services, improving online education, and most importantly enhancing the overall student experience," when so many students are in debt and struggling to find ways to fund their education. President Rao is one of the highest paid university presidents, having a salary of over 1 million dollars for the 2018-2019 fiscal year. Meanwhile faculty are underpaid, and the student body is struggling. Tell me, is that million-dollar salary deserved when Johnson dorm is shut down due to twenty years of neglect, when students are struggling to afford everyday necessities, and questioning if they should drop out of school because the tuition is raising in order 'to aid in academic excellence?' If the Board truly cares, I ask that you rethink this decision. If VCU is no longer an affordable option, then future students will simply choose to go elsew
300	Siddeni	The tuition increase is ridiculous. Rao is the highest paid president in virginia. he can take a pay cut to cover all these costs.
369	Student	why are you making things harder for students.
370	Student	With increasing tuition other fees should be justifiably reduced. Including parking, dinning plans, professors should be restricted to using programs that the university already funds. Additionally, my increased tuition shouldnt be filling presidents Raos pockets. VCU seems to be putting more and more money into engineering but we are a liberal arts school with an already distinguished arts program. Lets stop trying so hard to be Virginia tech. Additionally, Purdue University hasn't increased their tuition in over a decade. If we want to be an engineering school so badly- lets model those that have already made themselves.
	0	Graduate students need to be taken into account in this conversation and in the same way you are providing potential increases in a transparent way for UG's, you must do the same for grad students. Additionally, as someone in a PhD program that has not had their stipend increased, it is strange to want to account for "rising costs of inflation, state salary increases, a need for more student financial aid, and a need to support faculty promotion, salaries and tenure," for the sole act of
371	Student	increasing tuition, but not considered when discussing graduate student salaries. Asking for a 3% increase is not consistent with inflation- it is egregious and another example of the greedy nature of VCU's upper level staff. What is Michael Rao's salary? What is the average salary of a student? The already high tuition rates are not going to school facilities anyways! Remember last semester when we discovered mold in the dorms? Stop gouging your
372	Student	students and lining your own pockets.
373	Student	I believe that this increase would affect students on financial aid like myself.

	А	В
		The main point offered to students to justify the tuition raise was inflation. While inflation pushes the government to make cuts, and it ends up partially cutting VCU budget, it impacts college students and minimum wage workers the most. And most college students work in addtion of their classes, earning minimum wage or close to it, so where is the extra money going to come from?
		Some students are lucky enough to get scholarships, but most of them have requirements of a meal pan and minimum credits required per semester. And even without scholarship, a general minimum of 15 credits is set to graduate "on time" in 4 years. The average -in state-tuition for 15 credits is in the mid \$7000, an increase of 3% would be (using the minimum value of \$7000 current tuition fees) at least \$210, while a 6% increase would be at least \$420. These are great amounts of money, especially for the precarity and conditions college students live in: assuming a college student spends around 50\$ per week on groceries, these amount of money would equal from 4 to 8 weeks worth of groceries, 1 to 2 months worth of food. And That's only considering the minimum tuition bill, and the fact that it's only for groceries, not including rent, transportations, and other costs of living.
		Another point would be the number of high level administrators VCU employs. For example, just the College of Humanities and Sciences have 6 deans/associates, when we only need one dean. Also, VCU mostly closed the majority instructors positions, but they are currently hiring administrators. That in itself isn't logical but, if the institution is having trouble paying its current employees, why would it looks to hire more people? Part of the problem was that the current employees needed a raise, a higher salary due to inflation, so why is VCU trying to hire more people when it already has trouble properly paying the ones already working?
374	Student	Raising the fees and consequently the tuition bill would just worsen the conditions than they already are, making it harder and more difficult for them to suceed and improve their self-development which, in the end, would negatively impact the university.
		Students can't afford this! I was in the top of my high school class, and it's been hard getting enough scholarships to cover
375	Student	tuition as it is. I can not afford this increase, and I have already given so much to this university.
515		There should not be an increase to tuition. The inflation is already effecting students with increased rent, food, and supplies.
		An increase in tuition would cause more stress. This would also lead to dropout rates increasing and grade averages
376	Student	decreasing also.
		I am already going into insane, unnecessary debt for my crucial college education that I am receiving so I do not end up
	Student	homeless, so please don't raise it anymore.
378	Student	Have you considered cutting President Rao's extremely overblown salary to help with costs?

	A	В
		To quote, "VCU has frozen undergraduate tuition for the past three years, but that is not sustainable due to rising costs of inflation, state salary increases, a need for more student financial aid, and a need to support faculty promotion, salaries and tenure." End quote.
		How exactly is increasing tuition supposed to help more students? So more funds can be given to financial aid? I believe that to be entirely contradictory. Financial aid needs to be payed back.
		You have failed your students if you believe this is a good solution to budgeting mistakes of the institution. It is not the students responsibility to be burdened with the mismanagement of expenses. VCU is already one of the most expensive schools in the state. Money should not be pawn from students pockets to fix the mistakes of the VCU institution. Allocate your money better. Students are not disposable sources of income to meet the failed budgets of the institution. Raising tuition 3% in a pandemicwhen inflation is rising for everyone, there's job shortages, and massive amounts of student debtsis criminal. If you need a solution, maybe try cutting salaries at the top? Perhaps some people do not need bonuses on their already million dollar salaries? Reallocate the money that exists to people who work hard for this institution and are payed unfairly and jobs cannot be retained because VCU pays so low (ie registered nurses).
		Everyone in this country is having issues with inflation. VCU is not the only one sinking. Raising the cost of tuition does NOT help the student, no matter how you may construe or rationalize it. If more funds are needed, take from the top. We can start with the highest paid.
379	Student, Faculty	Do not increase tuition this year, it is not the solution. Students are the most vulnerable and already indebt to the school. Fix it in other means.

	А	В
		I am a third year college student, that transferred after the completion of a two year community college program. As a student, that has been grateful to have not taken out any loans, I have had to put more time in to working rather than focusing on my education. The increase in tuition would not be beneficial, and would add extra stress to students and some families. The Spring 2022 semester I took only took nine credits, but paid roughly \$5,000.00. To put into perspective, I was going to community college, I chose to take fifteen credit semester, Spring 2019, and paid roughly \$3,500.00.
		I live about twelve miles from campus, and gas prices have been at an all time high. It has been stressful enough trying to be able to afford gas, and then pay for parking when on campus (when parking was FREE for students for community college students)
		Since I am human and have regular expenses, as well as my four year old dog that has regular doctor's appointments due to health reasons. I have had to work 30-35 hours in order to be able to live comfortably, and all bills paid in time. Which means, I am not offered much time to put full attention towards my education.
		Every time I complete my FASFA application, I am never offered assistance, and my parents do not have that much financial wiggle room to be able to pay for my classes. As well as a majority of students that do not get any financial support from their parents.
		If the university believes that it needs to advance the resources in the academic support area, then ensure that high-quality employees/staff and professors are hired that will benefit the university and the students. Then down-size on the ones that do not benefit the university the university, nor the students needs.
		As for financial aid services, they are already receiving a great portion of grants and assistance from state government, since we are a state accredited university. As well, as already receiving a portion of students tuition. If anything, they should be splitting the total amount of money that they have accrued and are willing to give to students. Each student should be receiving some sort of financial relief for all the expenses that we have to make to attend the university and the other extra expenses we have to make.
380	Student	In conclusion, I do not believe that this would increase graduation rates, if anything it will continue to hinder graduation rates. This is going to require students to work even more to try to afford being able to attend the university. As well as being able to afford the recent trends in increasing prices amongst many industries, such as food services, taxes, etc. Especially since most students are earning around \$10/hour of work. If anything, I believe there should be a decrease in tuition, since most students are struggling to afford attending college, and adding on stress, while not benefiting a students education.
		I am not in agreement for the tuition increase this coming fall. The tuition is already so much already that if it were to increase more I will not know if I will be able to continue my education at VCU. Money is already really tight and limited with the tuition
381	Student	prices right now, so increasing it by 3% will be a deal breaker to not continuing classes with VCU
		I do not think it is appropriate to raise tuition "because of inflation" when the president of this school is earning a salary of a million dollars at the same time that there is a Ram food pantry because there are students at this school experiencing food insecurity. Food insecurity. There are students at this school at risk of malnutrition and starvation while the president is
382	Student	making a million dollars a year - and y'all want to raise tuition?

	А	В
383	Student	A tuition increase in the current economic climate would ultimately make education less accessible for students of lower income backgrounds. Even with loans, the burden on students is already too high. There has to be a more equitable solution that doesn't involve increasing the cost of tuition and fees. Are there plans to increase the amount of financial aid that is available per student? Are more internal scholarships and grants being created to offset these proposed tuition increases? Is a tuition waiver being considered for students who are financially disadvantaged? VCU has spent a great deal of time over the last year or so talking about improving diversity and equity, but instituting this tuition increase would directly contradict these goals. I can guarantee that increasing the tuition will limit the number of students who can afford to attend. The ability to receive a quality education should not hinge on the arbitrary cost of tuition. VCU has received a great deal of money from donors to sponsor much needed research, but at the same time, the university should be reaching out to donors to secure more funding to help REDUCE tuition. As a black female student in a STEM field, the financial burden to pursue an undergraduate education was incredibly high and was only attainable through an enormous amount of scholarships and grants. The process of applying for those grants and scholarships created an additional burden that diminished my ability to pursue other career enhancing opportunities that were available to my peers from higher income backgrounds. Now, as a graduate student in a dual-degree program, having my tuition covered by my program is the only way I am able to continue pursuing my career goals without falling further into crippling debt. Research has shown that minority students carry a higher student loan debt burden in comparison to their white counterparts (See the work done by Suzanne Barbour, Ph.D.), which in and of itself should be a concern for VCU. In summary, raising tuiton in the mid
384	Student	Do not increase the tuition. We have already been paying full tuition for online classes for the last two years, which hinders full learning and academic potential. Additionally, we have not even had full access to all of VCU's promised amenities due to Covid restrictions, including but not limited to dining halls, operating hours, and accessibility to tools and buildings. Even now, with the mask mandate being lifted, students are still struggling to register for classes in person, and there aren't even enough professors available for students to register for their recommended/required classes. An increase in tuition should be accommodated with an increase in scholarships, since you quote inflation in your reasoning. Please don't approve the tuition increase. I genuinely already can barely afford the current tuition. I'm paying for school and housing and textbooks and food and bills all by myself, and I'm barely scraping by. The last thing we need is a tuition increase. VCU is known for having the biggest administrative staff, instead of raising tuition, get rid of some administration (housing the biggest administrative staff, instead of raising tuition, get rid of some administration (housing the biggest administrative staff, instead of raising tuition, get rid of some administration (housing the biggest administrative staff).
385	Student	(because they're hardly doing anything anyway) and use the money to hire more professors. Work towards making VCU a better place by not putting any more price on life.
386	Student	FUCK a tuition raise. if you think this is a good idea, you are absolutely fucking braindead and need to lose your job. heres a bright idea. why dont you stop paying that suit wearing evil keebler elf michael rao A MILLION FUCKING DOLLARS EVERY YEAR and use some of that money to pay your staff and students. eat my absolute ass you money hungry vultures.

	А	B
		I feel that the VCU board of vistors does not understand the stress and strain that VCU puts on its students while offering no
		support or barely any communication when needed. I enjoy being a student at VCU for the cirriculum and that is it. Any other
		aspect I have only been met with barriers and excuses while continously paying outrageous tuition prices and having no
		oppurtunities to even make money to support myself while being a student because of VCU policies. The common response I
		get it "Yes, that is understadable" I appreciate the concern however I would like to see some student support from VCU. I
2070	Student	understand VCU is a very large school and there are thousands of students with varying issues but maybe VCU should make
301 3	Student	it a priority to act like they care about their students instead of creating thousands dollars of debt for students.
		I do not agree with the increase in budget. The teaching is not consistent in my program, and it is not the fault of the student's tuition dollar amount. I am in the SSW program where we are having to do lengthy unpaid internships and go into severe debt
200	Student	
300	Sludeni	to enter the profession. Raising tuition is unfair. I feel as though this 3% increase in tuition would not benefit the students. As a student who came in during the 2020
380	Student	semester, I feel as though I was duped out of the college experience, while paying for the full price.
	Parent or family	semester, Theer as though T was duped out of the conege experience, while paying for the full price.
	nember	We please urge you to go against such a raise in tuition for the sake of VCU students' sanity.
		How would the budget look like if we, 1) honor the current price of tuition for undergraduate students who enrolled with certain
		financial expectations, and 2) raised the tuition for incoming students in the 2022-23 year, who will therefore have a diverse,
391 5	Student	but fair assessment of their financial commitment?
		How would the budget look if we, 1) honor the price of tuition for undergraduate students with foreseen financial expectations
		over the course of their time at VCU, and 2) raised the cost of tuition for incoming 2022-23 students who can make a diverse,
392 8	Student	but fair financial assessment of their commitment to VCU prior to enrollment?
393 8	Student	Why does Michael Rao need a salary of \$1,020,828 if you need to increase tuition?
		The increase in tuition is unethical and will decrease diversity in the school. Also this are facts I personally can't get in more
		Student loans. If I knew about the increase of tuition I would have gone to NOVA community college and saved up money;
		however I didn't because of the diversity, the education and the community in Richmond. So please consider people like me
394 8	Student	from low income and the people who can't afford that much of increase in our tuition.
205	Student	I think this would be a mintake because we already new a let to attend here and reging the prices aren't really belong up
395 3	Sludeni	I think this would be a mistake because we already pay a lot to attend here and rasing the prices aren't really helping us Hi,
		I'm xxxxxxx Va. Code 2.2-3705.4(A)(1) and I'm a student at VCU. I don't believe it is necessary for the tuition of VCU to
		increase especially knowing how much some people earn. So many students, including myself, are already struggling to pay
		what we have to. Faculty is underpaid and students are suffering from mold and food issues already at VCU so where is our
206	Student	tuition money even going to.

	А	В
		Hi, I am xxxxx Va. Code 2.2-3705.4(A)(1), and I am a freshman at VCU. I ask the board to not approve of the tuition increase - we students are already struggling to pay for our As a student, I ask you to please reconsider this decision. I ask you to keep the tuition rates flat. Decrease the acceptance rate of VCU, and that could help alleviate housing problems also. I do not understand why you state that the "tuition increase is needed to help VCU achieve excellence and increase graduation rates by growing academic support and financial aid services, improving online education, and most importantly enhancing the overall student experience," when so many students are in debt and struggling to find ways to fund their education. President Rao is one of the highest paid university presidents, having a salary of over 1 million dollars for the 2018-2019 fiscal year. Meanwhile faculty are underpaid, and the student body is struggling. Tell me, is that million-dollar salary deserved when Johnson dorm is shut down due to twenty years of neglect, when students are struggling to afford everyday necessities, and questioning if they should drop out of school because the tuition is rising in order to aid in academic excellence? If the Board truly cares, I ask that you rethink this decision.
397	Student	
398	Student	Students already pay outrageous prices, if there are areas where there isn't enough money then people could rework the budget. The money is there.
399	Student	Please do not increase tuition unless something else will be provided like more scholarship or funds to help offset our finances. I understand inflation but it is affecting us as students as well. We don't all have jobs and with life costing more and then school this is hitting us heavily.
	Student	I wish there was more consideration towards managing the budget and considering achieving funding through other means. The student welfare should be put first within our school because many students at VCU are struggling to finance their studies. They are working extremely hard being provided with a promised education at a rate that is financially well. Many of these students depend on the tuition cost of VCU, myself included. I am not certain I would be able to manage my time at this school if it were uncertain as to how costly it may become.
		I think that this is not a necessary proposal. Tuition fees are already expensive, so simply increasing the tuition will not benefit students. While I understand that there is a rise in inflation, I think that there can be cuts in the budget else where to
	Student Student	accommodate the inflation instead of increasing the tuition rates. disapprove, while many struggle to pay for tuition. This increase would only make them struggle even more
+02		Considering all the money VCU wastes on construction projects that rarely benefit the students who are struggling with things like parking, decent housing, bathrooms with LOCKING DOORS (none in the women's bathroom in Harris 101 lockbut raising tuition is more important than basic privacy?) and the ongoing pandemic, how dare you all ask us if we would be okay with a tuition increase? I can't believe the audacity this university has when basic student needs are very rarely met. If VCU is anything, it's definitely money hungry and completely ignorant to the actual problems the university is facing. I can't wait to
403	Student	leave this atrocious place and never look back, you guys are disgusting.

	А	В
404	Student	I would ask that vcu not Increase the tuition because I am a sophomore and I have to pay for housing as well as food and tuition and that in it self is a lot. Rent prices for apartments exceed 800 a month and it's concerning when tuition goes up. I would not only have to pay for tuition but I would also have to pay for books and other costs including stay. I came to VCU because I knew that it was the most affordable for me and knowing that tuition is going to increase is really concerning. It's already really difficult for students to pay for certain things so increasing the tuition would not be right. I also know that students would not be as focused on studying because of the concerns of Financial situations.
	Student	Raising tuition is just going to make students rethink their choice of college and if they even want to be in college in the first place. Every family is not wealthy and NO ONE wants to take out loans of that amount each year to attend a university even after coming from a community college. If anything you need to find ways to lower the cost for students and their families.
	Student	Don't raise it it's already so hard to affordMy name is Carmina Lopez. My older brother and many members of our community attend VCU because it is not only an accredited institution but also because of its reasonable tuition cost. In the current climate it is incredibly tone deaf and frankly
	Parent or family member	embarrassing that the school might think to raise costs in the coming year. I implore you to keep them the same; to lower them, even.
408	Student	Hello, my name is xxxxxxxx Va. Code 2.2-3705.4(A)(1) and I am currently a freshman majoring in Pre-Nursing right now. I ask the board to no approve of the tuition increase. The students here at VCU are already struggling with housing, food, work, and homework. Some of the students do not have family to help them afford tuition and even then, we are still struggling to pay the amount. As a student here at VCU and for 3 more years, I ask you to reconsider this decision. There are so many students that would have no choice but to drop out if this decision went through. If the Board truly cares about their students and their education, you would rethink this decision and proceed onward with the right choice for the students. Thank you.
400		Majority of VCU students already desperately struggle to pay current tuition prices, an increase would not be benefitting the students education only the benefits the school. There should be other options for VCU to collectively generate the money it's needs when it's already has problems with student housing and dining services. As a student I think strongly think that there
409	Student	way more important things that VCU should focus on then tuition prices.
	Student	Do not raise tuition and provide more aid for students.

	А	В
414	Student	Hello, I am xxxxxx Va. Code 2.2-3705.4(A)(1) and I am transferring to VCU this fall. I ask the board to not approve of the tuition increase - we students are already struggling to pay for our tuition, and it is unfair to make that struggle even steeper. I chose VCU because it was the most affordable for my program. However, the possibility of a tuition hike makes me worry about the future of my financial situation. As a student, I ask you to please reconsider this decision. There are so many students struggling to get by and asking for help from fellow students because the university is unable to help them. If the university really cares for the students, I ask you to keep the tuition rates flat. Decrease the acceptance rate of VCU, and that could help alleviate housing problems also. I do not understand why you state that the "tuition increase is needed to help VCU achieve excellence and increase graduation rates by growing academic support and financial aid services, improving online education, and most importantly enhancing the overall student experience," when so many students are in debt and struggling to find ways to fund their education. President Rao is one of the highest paid university presidents, having a salary of over 1 million dollars for the 2018-2019 fiscal year. Meanwhile faculty are underpaid, and the student body is struggling. Tell me, is that million-dollar salary deserved when Johnson dorm is shut down due to twenty years of neglect, when students are struggling to afford everyday necessities, and questioning if they should drop out of school because the tuition is rising in every and availance of the acid truly exerce. Leak that you rathink this decision.
411	Student	order to aid in academic excellence?' If the Board truly cares, I ask that you rethink this decision. This is the absolute worst idea I've heard y'all come up with. I along with almost every other student here is already in debt. In what way would making us pay MORE money "benefit" us. I know for a fact that y'all are not struggling enough to up the tuition for us. Many students will likely be fired to drop out due to lack of money to pay for this. please for the love of god don't
412	Student	do this. You're hurting your students.
	Student, Incoming freshman	As a student with parents who can barely afford to support their children, this tuition raise will severely hurt me and many other students. For how expensive the school is it makes it not worth it to go, which defeats the point of going to the college itself. It's honestly depressing that VCU tries to aide it's students but has honestly failed them.
	Student	Personally, I am one of many students here at VCU who come from an already low-income background where we barely get by without college fees and Covid. To raise tuition would be to disregard this large population of students and their current struggles with tuition at its current standing. This is just tuition. This is not including the immense housing struggles VCU has put a large portion of its upper class into with the closure of Johnson Hall and continued exceptance of a Fall 2022 freshman class. With people having to search for housing off campus, that means they are paying a largely inflated fee for housing that what they normally would. An increase in tuition would pose the risk of many students who currently struggle to completely drop out to insufficient funds. Face it, the government isn't going to give any of these students more money, so the raise in tuition and housing could very well make a large population of students unable to continue their education. Do you want this institution to be viewed like the other, money-hungery competition, or do you want to keep to your mission and promise to students for an affordable education?
	Student	I would prefer tuition be increased as little as possible. Thanks.
-13		I don't think tuition should be any more expensive because students are already having a hard time paying tuition rates as
416	Student	they are now.

	А	В
447		If the schools goal was to increase the graduation rates, they would be lowering them not raising them. I know many people who work multiple jobs while being full time students just to barely pay their bills and are accumulating thousands of dollars of debt in student loans. I also know many people who have had to consider dropping out or taking breaks because they or their families cannot afford it. In light of recent events, such as the pandemic and increase in gasoline prices, many people have faced economic adversities. The readjustment due to these has already made things more difficult, increasing tuition would achieve the scheme of
		only add to the stress of everyone trying to get by. The proposal to raise the tuition for VCU students by 3% to 6% is absurd. Tuition was initially frozen due to COVID. We are still in the midst of the pandemic and there are still people getting sick and not being able to work. For VCU to propose college students pay the extra money, rather than the staff with unbelievably high salaries, does not logically track. Micheal Rao or Micheal Rhodes could have their salary cut by 3% and provide plenty of extra funding to the school. College students who already have to budget to afford an education will miss that 3% a whole lot more than Rao will. To take money that is going to food and rent, and demand it be paid at tuition is villainous. It is even more so when people are still dealing with COVID crises. Perhaps the school can save on costs by paying the Deans and Assistant Deans reasonable salaries, rather than
418	Student	those over \$100,000.
419		Please do not approve this. My family is struggling financially and we chose VCU because we were able to afford it. Do not cut that option from students who are already struggling in paying for an education. There have been numerous newly approved projects at VCU, if the school is experiencing financial problems they can start with those.
	Student	We don't want any increase in tuition it is already as high as ever.
421	Student	This budget proposal would cause immense stress and pain on many people at vcu myself included. I am fully paying my way through college and already as a freshman am 10,000 dollars in debt. That is all money I have to pay off myself. Many others are in similar situations as well. Don't make something that is already unaffordable cost even more.
422	Student	I strongly disagree with the proposal to increase tuition seeing as the majority of students, myself included have taken loans and are on scholarships in order to be able to attend this school. If the tuition does increase, the majority of my fellow students, as well as I, will not only struggle to pay for tuition but may not even be able to come back next semester at all. I strongly urge you to reconsider this proposal as it is not in the best interest of the students at VCU.
		I, along with many other students have barely been getting by. Rent in Richmond is increasing EVERYWHERE in this upcoming year and is forcing me to get a job while balancing school just to pay off my housing. My tuition increasing will just add on to more financial stress as my father, the only and sole provider for my household will now have to pay for my Tuition along with my sisters who will be coming to Vcu this following year. While I understand we can't put it off forever, you guys need to find a way to financially aid us.
	Student	DON'T RAISE TUITION!!!!!!!!
		Unfortunately I do not agree with 2022 - 2023 Budget and Tuition proposal that is regarding to increase the Tuition Fees. The fees are already expensive and it's only getting more expensive. Many students do not qualify for Fafsa or have any support paying regarding for school, example: me (xxxxxx Va. Code 2.2-3705.4(A)(1)).
426		It is still the pandemic, students and families are still recovering from its affects. I do not agree with increasing tuition as financial aid can only help us so much. Furthermore, students are working on their own trying to support themselves.

	А	В
		It makes very little sense about the increase in tuition. We students have no control over the market and inflation yet this is a
		penalization. Why would we attend VCU if you keep raising the tuition when we could go somewhere more cost effective and
		reliable. Then, you get rid of COVID relief though we know you have all the extra money sitting around and now you raise
	Student	tuition yet again. Preposterous
	Student	I do not approve of the proposal
429	Student	This is outrageous! I am paying out of pocket to attend. Full-TIME!!!! I am also a full time student too.
		With an increase in tuition there is an absolute need to increase the amount of funding that student organizations can receive.
		Furthermore, the case of tuition raises should be accompanied by an increase in the scholarship or other financial aid
		amounts that students receive from the school. The previous tuition should be honored for currently enrolled students. An
		increased tuition should be considered for incoming students, who still have the opportunity to assess their financial ability to
430	Student	commit to VCU before enrolling.
		The pandemic is still effecting your students mental and financial situations! Raising tuition costs is based in greed when we
431	Student	still don't have the same education quality as pre-COVID.
		It's unfair to students who are already enrolled with the university. There are students who have to set up budget costs far in
		advance and having a raise in tuition throws everything out of order. The outcome will result it more students leaving the
		university before graduating due to financial struggles and reducing VCU's retention rate. If VCU needs more money, then
122	Student	they can start charging students who come in as first years a higher rate and allow a tuition lock for upperclassman students.
	Student	enrolled students should not have their tuition raised
400	Olddeni	While raising the cost of tuition by 3% would benefit the university, it would make it harder for students to attend college due to
		the very same reasons VCU needs extra funding. Inflation, rising costs of gas and living in general, it would be difficult to
434	Student	continue pursuing a college degree.
-0-	oludent	To bring some fairness into the need for a higher budget, I suggest that we 1) honor the tuition for students who are enrolled,
		and 2) raise the tuition for incoming students who can make a better financial assessment of their commitment to VCU before
435	Student	enrollment.
	Student	I do not agree with this decision.
	Student	Keep the tuition the same. If not do 3% increase
		This is selfish and stupid, you have not lost any money only profits. While I barely scrape by trying to access funds I was given
		peace of mind knowing tuition wasn't going up or down, I work full time on top of being here just make it by my parents
		worked for years to make sure I could graduate debt free. You just spent money you didn't need to landscaping and putting in
		new signs, I talked to my professors and they know your email about them getting raises is a lie, we all know about your "
ĺ		administrator plan". You are lying. You are selfish. And I'm letting you know I will protest this until the end of time if I have too,
438	Student	I am outraged.
	Student	More of a financial burden for students.
		What else are we getting from this tuition raise? Will dorms be cleaned properly? After the mold situation I can't believe that
440	Student	VCU wants to raise tuition

	А	В
		I am very much against the raise in tuition. As a student who has been here for 3 years now and needs to be here for another 2, it will really hurt me financially if it was raised. I feel like the most reasonable solution will be to implement this for all
l		incoming students and hold the same tuition for the students that are already here. That way, in about 4 years, almost every
l		student will be paying the desired amount and it won't come as a shock to the students. It's not an immediate solution but it is
441	Student	a decent compromise for everyone.
1		I don't believe students in all departments are receiving enough benefits to constitute raising tuition like this. We have just ben
l		told this year that hundreds of students have been exposed to unsafe conditions in dorms. Aside from safety while STEM
l		programs are receiving a new building, the arts, which VCU has advertised themselves heavily with over the years, are
442	Student	consistently overlooked. Rao can handle a little off his paycheck.
443	Student	I don't think the raise of tuition is necessary. Especially as an out of state student tuition is already very hard to pay.
		Tuition is already high enough. Students and parents struggle to pay now and increasing the tuition would further set them
444	Student	back. People are here for their education but sometimes can't focus because of the burden of finances.
445	Student	Don't do it. Raising tuition will lose students and then you won't be getting that money anyway.
1		
l		there is absolutely no reason VCU needs to raise tuition AGAIN. some classes still only offer online asynchronous sections,
		where the professors do not do anything, or post lecture material late. Many construction projects are currently going on
l		around campus already, and the arts programs aren't funded enough. if VCU raises tuition again, it runs the possibility of less
446	Student	people returning to campus because they cannot pay for campus housing, which is another drastic expense.
l		Raising the tuition has harmful, harmful implications on students who are already struggling to cover tuition costs NOW. This
l		is very selfish and unfair to students across the board, even more so to students who aren't receiving help from their parents
l		because they come from low-income households. DO NOT RAISE THE TUITION!!!! This could cost MANY students to drop
l		out because they can't cover the cost to further their education! Many students are working two to three jobs just to make it
l		by! Again, DO NOT RAISE THE TUITION. Doing so would harm the quality of life for many many students and just make
l		VCU look like a money-hungry CORPORATION instead of an EDUCATIONAL INSTITUTION. This should be about the well-
	0	being of the students. Stop getting funding to build useless buildings or to swallow up the greater Richmond area and put it to
447	Student	where it's needed.
l		Hello, my name is xxxxxxxx Va. Code 2.2-3705.4(A)(1) I am a first gen student and I am currently a freshman at VCU. I ask
l		the board to not approve of the tuition increase, as a first gen student living with a single mother the rise in tuition would affect
		my financial situation. I chose VCU because it was my top choice and it that was the most affordable option. Many students
		that I know are struggling as it is, some don't have food or enough for groceries so they rely onto other students for help via
		cashapp or gofundme. By raising the tuition it would jeopardize the attendance of many students trying to get an education. If
448	Student	the board cares for the students, I ask you rethink this decision.
		Student are already struggling as tuitions has been raising significantly over the last 4 years. It's ridiculous that VCU believes
I		they need more money when they own a majority of the city. There are other means of acquiring funds rather than up-
449	Student	charging your students!
1 10		

	А	В
450	Parent or family member	It's difficult enough for parent's & student's to be able to afford as is on top of rent and other utilities. This is only going to hurt further education for our future & cause nothing but more educational debts. Please, don't do this. For the sake of our future & these young adults futures. Don't rob them of their hopes & dream's by making these individuals & parent's unable to afford a future for themselves & their children, not being able to go to college. This is very hurtful in so many ways.
		To bring some fairness into the need for a higher budget, I suggest that we 1) honor the tuition for students who are enrolled, and 2) raise the tuition for incoming students who can make a better financial assessment of their commitment to VCU before
451	Student	enrollment. To be honest, its already hard enough to pay for college, but a 3-6% increase on undergrad students towards the end of a
452	Student	global pandemic is unethical. Prices are up everywhere, so it's to be expected that VCU raise their prices as well without advocating for students. A tuition increase with make things harder for students of every caliber on every level. It's already hard enough for students to afford tuition, rent, food, supplies, and other expenses, and this increase will make it significantly harder. It would be nice for VCU admin and faculty to advocate FOR students, not against them increasing tuition for insignificant reasons.
		So let me get this straight. Inflation is rising so yall are raising the tuition instead of taking some of the salary of the president?
453	Student	Terrible.
454	Student	You and I both know there are ways to cover your expenses without attempting to bankrupt the very people that make this school possible. Without your students you would be nothing, so why do you keep trying to push them out? While inflation has been hitting us hard Michael Rao has only been benefiting from it taking home a whopping million dollar salary. How are we supposed to save this earth when we can't even get through college ? Think about the students that already cannot afford this school and are working two jobs just to get by ? They will not be able to afford this.
455	0111	To bring some fairness into the need for a higher budget, I suggest that we 1) honor the tuition for students who are enrolled, and 2) raise the tuition for incoming students who can make a better financial assessment of their commitment to VCU before
455	Student	enrollment. To bring some fairness into the need for a higher budget, I suggest that we 1) honor the tuition for students who are enrolled, and 2) raise the tuition for incoming students who can make a better financial assessment of their commitment to VCU before enrollment.
456	Student	Some people go to this school for the lower prices, just coming out of a pandemic, why is is fair to. oh raise prices. It's been hard enough. Give us a break.
		To bring some fairness into the need for a higher budget, I suggest that we 1) honor the tuition for students who are enrolled, and 2) raise the tuition for incoming students who can make a better financial assessment of their commitment to VCU before enrollment.
	Student	I can't afford that.
458	Student	Students and families are still recovering from the financial impacts of COVID-19. I didn't attend VCU the school year of 19/20
459	Student	but I am hearing from fellow students that there was already a raise in tuition last year. Stop being greedy.

	А	В
460		To bring some fairness into the need for a higher budget, I suggest that we 1) honor the tuition for students who are enrolled, and 2) raise the tuition for incoming students who can make a better financial assessment of their commitment to VCU before enrollment.
461		This proposal to raise students' tuition is extremely concerning. As a student who id using her deceased father's inheritance to pay for my tuition, I am insulted at the fact that President Rao thinks this is okay to raise the price. I am using this money in order to obtain my degree, however, with the Covid pandemic forcing me to tack on a couple of extra semesters, I am getting very close to blowing the entire inheritance on solely tuition payments. This is money that could have been used to purchase a home for myself, provide for my future children, my pets, other family members, the list goes on. Knowing that VCU and President Rao have my deceased father's money as pocket change makes me physically ill at the thought of it. From a not as personal perspective, this idea of raising tuition seems like an even bigger insult to my fellow students. I am fortunate enough to have said funds for tuition payments, however, a big portion of my classmates do not have this option. Raising the price of tuition will only put even more students into even deeper debt crises. This world is not set up for people who are in college now. The cost of anything nowadays has skyrocketed compared to what it was in Dr. Rao's time. This is absolutely ridiculous. I hope VCU and Rao are able to dig deep and find their empathy for their students. If not, it will cost them in the long run. DO NOT RAISE TUITION PRICES! THINK OF YOUR STUDENTS WHO WANT TO SUCEED!
	Student	Just don't raise tuition dear god we're begging you.
463	Student	I feel that raising the tuition will be very negative towards vcu students. Many of us can barely afford college, we go here because it was the cheapest option and it provides us the programs we need for our future careers. If the tuition increases, many students will drop out and leave this school due to over barring high prices. I do not support raising the tuition.
464	Student	To bring some fairness into the need for a higher budget, I suggest that we 1) honor the tuition for students who are enrolled, and 2) raise the tuition for incoming students who can make a better financial assessment of their commitment to VCU before enrollment.
465	Student	Tuition & fees have increased 79.2% for the last 10 years, disproportionately with the rise of wages and inflation. How can we trust that VCU will allocate the money wisely? How can we trust that tuition won't continually increase annually? This proposal will implicate immense financial struggles on students who are paying their way through college, including
466	Student	myself. Please reconsider, as this will harm many of VCU's students.
		Keep it the same
	Student	I feel as if I am being spat on by Rao because of how high his salary is and how he is asking for more money with minimal improvement, such as the scattering of hundreds of students from the Johnson dorm from mold without much compensation to those who were affected.
		DO NOT RAISE TUITION COSTS!!!! Students are already struggling to pay for tuition, this will not be helping at ALL. If they want a "spectacular experience" it would be valid if they weren't going in debt in under grad.
	Student	This school is already exorbitant, at this point you all are making it hard for students to remain here.

	А	В
		I do not think that VCU should raise our tuition. Rao got a very large salary increase last year. This money, instead of
		benefiting his personal life he could use this money to fund the extra costs that are said to rise due to inflation. Many students
471	Student	are already struggling financially and cannot afford for tuition to go up any more.
		As an international student who pays out of state tuition fee and is not eligible for FAFSA aid, it is truly a burden to have the
		tuition rate increased. I have also realized that overall, VCU lacks support for international student, who are crucial in bringing
		diversity into the community and pays higher tuition fees. At the same time, it has been more and more difficult for
		international students to attend universities abroad with the rise in already expensive tuition fee and so many other
	Student	restrictions. I hope you take this into consideration when making your decision.
473	Student	No to increase in tuition
		Increasing tuition costs would create extreme financial strain on students who are already struggling to make ends meet with
		the current tuition. I am requesting on behalf of current and future students please don't raise the tuition! I'll be graduating this
171	Student	
474	Sludeni	semester, and I want to see VCU left better than it was in my time here, not more and more financially inaccessible.
		Hello, My name is xxxxxxx Va. Code 2.2-3705.4(A)(1) and I am currently a junior and will be uprising senior next year. I have
		seen the documents for increasing tuition next year and I would appreciate it if you reconsider your decision. When I first
		came to VCU I heard that it was extremely affordable and that was one of the main reasons why I chose to transfer to this
		university. As time went on, I found out that it wasn't the case. I come from a single parent household and originally I was told
		that financial aid would cover my tuition because we meet the FASFA requirement to get the full amount in financial help and
		that was not the case. I barely received any money from institutional grants and the government funded grants. My family and
		I struggle to pay out-of-pocket for my first semester on top of housing. I really did not want to have student debt so I tried to
		stay away from loans but I ended up having to pull out loans anyway. I feel that VCU shouldn't raise their tuition because I'm
		hearing a lot of students considering dropping out. At one point, I thought about unenrolling from here because it was
		extremely expensive and I was not properly informed about my financial aid not covering my classes. Society talks about how
		we need to have a degree to make it anywhere and to be successful in life but raising tuition to where people can't afford will
		deters kids from wanting to come to this college strictly, on the fact that they can't afford it. It's an inconvenience to us who
		want to go to school to further our education. I am begging you guys to please reconsider this decision. This is coming from
		someone who was from a low income household. It stresses me out for next year knowing that I might have to be even
475	Student	broker than I was this year because tuition wants to be raised.
		I am strongly against raising tuition for the 2022-2023 academic year. Students are already struggling to pay for current tuition
		rates, and it did not go unnoticed that we were forced back into in-person classes (in the middle of a pandemic) in order to
		justify current tuition rates. Our president is making upwards of \$1million dollars annually, knowing that some of that money
476	Student, Staff	could be reallocated towards the school itself.
		I'm extremely disappointed in the decision to raise tuition. As an out-of-state student who receives no scholarship or aid, I'm
		already paying a fortune to be here. I have three more years left at VCU, and it's outrageous to expect me to pay even more
		than I'm already paying, especially since the cost was lower when I first enrolled. At the very least, I ask that you honor current
477	Student	tuition costs for students like me who are already enrolled.
		It's absolutely egregious and borderine evil that VCU is considering raising tuition while Rao is one of the highest paid
478	Student	government employees in VA. People are struggling. VCU is a giant corporation that's not.

A	B
	As a graduating student of VCU, i have been increasingly appalled at the way VCU will continue to ask for more money from students, who are already putting themselves in enough debt just to be able to attend classes. As a student in VCUarts, we
	already have to pay a higher rate of tuition, adding a raise to tuition is another way to take advantage of students. Instead of
	trying to expanding and 'better' the university's appearance, VCU should take better care of current students, instead of
479 Student	gouging their wallets.
	People can not even afford tuition right now and I think it is not appropriate to go even further by increasing tuition. One
	should look into Rao's income! he has the highest paid salary out of all colleges. He should be doing more for VCU with his
	own money instead of charging the literal poor. I don't think this is the right idea, we are living in a capitalistic world where the
	rich just keep getting richer and the poor are just being constantly exploited. Think about all the people who will be left in debts
	and possible switch colleges? Consider making it harder for people to get into this college instead since we don't even have
480 Student	enough housing options.
481 Student	I don't approve of the 3% raise of our tuition.
482 Student	Please do not increase tuition. We can barely afford it now.
	It would be unethical and to raise tuition for students as we are transitioning out of a global pandemic that effected many.
483 Student	There have been no significant changes in the offerings that warrant a raise in tuition!
	Hello, my name is xxxxxxxx Va. Code 2.2-3705.4(A)(1) and I am a current junior at VCU. I ask the board to not go forward
	and approve of the tuition. I say this because we as students already struggle to pay tuition, especially after the pandemic and
	its huge affects on everyone. As a student here at VCU, I chose VCU for its diversity as well as its financial aid it was able to
	offer me as I am a low-income and first-generation student. These two factors really impacted my decision on choosing a
	school when I first came here my freshman year. However, even since being here my freshman year, I result to taking out
	loans so that I can have enough to pay for my tuition now. This tuition increase will especially affect me financially and I know
	this goes for many other students as well. In my opinion, I don't understand nor do I agree with how tuition increase would
	increase graduation rates, as stated in an announcement, because if there were to be a tuition increase, it may decrease the
	number of students who can even attend school and graduate. I know a lot of students who are left with student debt after
	graduation, and even before they get to graduate. There are other needs to the school that could be improved and this tuition
	increase would seem to affect the school negatively. I ask, for the sake of the students and their families, to please reconsider
484 Student	and rethink this decision.
	This is outrageous. Especially due to the pandemic , despite mandates being lifted we are still dealing with its effect and
	aftermath. If wages do not change for whoever is paying said tuition than it will make their overall lives more difficult coming
	up with this difference in money. Please rethink this decision as it does not benefit its students and will cause an increase in
485 Student	amount of student withdrawal from the university.
486 Student	I do not see this as necessary. I don't believe we need to raise tuition.
	personally for me i don't like the idea that they are raising the tuition that not right to everybody that attending the school.
	college is already expensive so why raise the tuition rate and put more stress on students and even parents. they should be
487 Student	fixing up majority of the dorms.

	А	В
		Hello, my name is xxxxxxx Va. Code 2.2-3705.4(A)(1) and I am a senior here at VCU. I do not think raising tuition at VCU will benefit the students at all. Especially out of state students. As an out of state student I am in a ton of debt just because I chose to come to VCU. When I first got accepted into VCU I was really happy and excited for my future. I am now a senior graduating and worry about how much money I have to pay VCU back due to tuition being so expensive. I know I am not the only student struggling with this issue too as I think you guys should be more considerate about how much debt you're actually putting us individually in. I pay \$420 for a parking pass out of pocket and out of tuition which I don't get why I'm paying almost \$50k a year and that doesn't cover it. The other college fees I barely use, like many other students that go to VCU as well, makes up for this tuition which doesn't apply to everyone. So why pay for something I'm not even using? If anything I think you guys should leave tuition as is or maybe reduce it to help those who actually need help in paying. Scholarships are one thing, but it doesn't actually do anything, maybe puts a dent in my tuition, but I still have a heavy weight of money to pay back. It stresses me out because now I feel like I need to get a good paying job to make sure I can pay back the school and live stable. It's frustrating because VCU has a lot of good things to say about it but when it comes to it, it's a money guzzler. It's all about money. President Rao made 1 Million dollars in the 2018-2019 year which is good for inm but how about the educators, the workers, the buildings, the students? All of those things have been paid no mind but he can build new buildings every 3-4 months? In the summer it's constant construction, and I think to myself I'm laying here in a dorm paying weekly up to 2k for the whole summer plus my class tuition plus my \$420 parking pass that students have to pay every semester. All to attend a summer class I have to take and take
	Student	Do not approve
		I do not agree with the VCU budget and Tuition proposal. I have already taken out so many loans to not cause financial strain on my family by coming to VCU. I really love the school and the access and connections it has helped me with which is already the best a student could ask for. While it is important for college to be a good experience, it is also a stepping stone to our future. We all know that without an education we will have a harder time achieving our dreams and increasing tuition will discourage less privileged students access to better their future. It will also cause there to be less diversity within the school since only those who can afford will be able to attend. There has been many times that many of my friends at VCU and myself have had to sacrifice groceries or basic expenses to be able to pay for textbooks or materials. I'm dissapointed in the thought of increased tuition since I've always felt that VCU cares about the mental health of its students and understating that financial
	Student	stress is a leading cause of anxiety and depression in students.
491	Student	DO NOT INCREASE TUITION

	A	В
100		I am a rising senior responsible for paying my own tuition. Since my father's salary is too high to qualify for financial aid, I am, by default, also not qualified for financial aid even though I clearly can"t afford this. VCU is already one of the most expensive
492	Student	public schools in Virginia, therefore, I do not see reason for a tuition increase.
102	Student	A 6% increase in tuition right now is too much at once. There has been a tuition freeze for the past few years and there are still people dealing with the effects from the pandemic right now. Many had families that lost their jobs or got demoted. It is unfair to have such a drastic increase in tuition.
490	Student	A 6% increase in tuition right now is too much at once. There has been a tuition freeze for the past few years and there are
494	Student	still people dealing with the effects from the pandemic right now. Many had families that lost their jobs or got demoted. It is unfair to have such a drastic increase in tuition.
	Student	As a student who relies on financial aid to continue her education, hearing an increase to tuition coming can be overwhelming. I am extremely grateful for the aid that has allowed me to continue my time at VCU, but if costs keep getting higher I might not be able to continue and that is not for lack of trying. I am a self-supporting, full-time student who works on campus to pay for my own living expenses and I also sell my art to support myself in the very little free time I have. I go to class, participate, get good grades, turn things in on time, etc. I'm even set to graduate a semester early not by choice, but for financial aid reasons. To hear that I am doing everything physically possible to get through school and get a degree and might not get a degree because of the cost? It's heartbreaking. I truly urge you to take a look at other budgeting areas that could be moved around to find money for these things instead of asking already poor and hard-working students for more. I don't know what me or my classmates will have to do if you don't.
496	Student	Not good at all
497	Parent or family member	Hi! My name is Lan Dang. My daughter is attending the VCU for the past two years and I am about sending my second one to VCU this year as well. I am not please with your increasing in budget and tuition, one of the reasons I sent my kids to your school because reasonable tuitions. To increase the tuition at this time is not the right thing to do especially every families just went through the pandemic and dealing with financial hardship, inflation, gas I myself have two kids going to VCU and the third will be heading to your school on 2024. The finance for them already the big deal on my budget alone, now you are talking about the tuition increase that is not the time for that, if you can't reduce the tuition then please don't increase it. It just not helping the students but also the parents on theirs budget especially at this difficult times. Thank you
		Hello, my name is xxxxxxxx Va. Code 2.2-3705.4(A)(1) and I am currently a freshman here at VCU. I do not agree with the tuition raise because I feel that VCU doesn't need to do it. I live in Rhoads hall, and the conditions of living in here are pretty hazardous and the conditions have not been fixed at all. Why need the extra money out of our pockets (as if we can't already afford college as is) if they're not going to be applied for our safety? I'm already struggling with the finances coming from this school already! For example: instead of fixing the MOLD issue over at johnson hall, the school is building a brand new tech building beside it for what? That's just a waste of our money. Don't raise the tuition, if our environment/safety can't be fixed
498	Student Student	Don't be bold enough to raise the tuition.

A	В
	I am against the tuition increase for the 2022-2023 academic year. We are still living in a pandemic where the future of our health and safety remains uncertain. Many people are struggling to get jobs, and trying to work while in school is mentally taxing and prevents students from putting all of their energy into school. Many students are struggling financially, and raising tuition is many students' worst fear. Adding onto this, inflation and the price of rent in Richmond are skyrocketing, and wages are not increasing to match. Many of us are struggling under the weight of financial insecurity while we are just trying to get an
500 Student	education. Personally, I feel that tuition should remain the same while the Coronavirus pandemic is still affecting us- even with vaccine boosters, it has not gone away.
	No bitch!!! Allocate your money to helping students and professors. Rao''s salary should not be 1 million dollars. Especially when his students are struggling to pay for school asking with the rising prices of EVERYTHING. Housing and groceries are
501 Student	enough to pay for along with inflation. VCU is a terrible institution for allowing price increases.
	I would hope there would be more transparency in where funds are allocated and exactly why these raises are needed. When our school receives millions of funding from the state for real estate and pays bookoo bucks to the administration it's always rich to see y'all try and increase prices on the students. If these increases were to increase funding for professors, so that they could make a decent living I would be for it to be honest. However, I also have a rudimentary understanding of politics and understand that state funds for higher education are much easier to be reduced than for other areas. But still, y'all build all these new buildings and own half the city and are still raising costs? Shame on y'all. Especially since I assume the ones doing this are college educated as well. No way this school cost as much during your time. Hopefully these increased costs
502 Student	will lead to higher graduation rates. Do y'all want kids to graduate, or give you every dollar they have?
503 Student, Faculty	Don't do it. I need to see some actual documentation of this "sustainability" before we even talk about a raise in tuition. What we need to talk about is how y'all rob each student of thousands of dollars per semester, raise parking by \$70 because of your lack of action toward the mold issues in your dormitories, and why you think it's okay to even consider raising tuitions when students are already struggling to stay afloat. You need to rethink who is on your board and where your money is going before you think of charging extra for subpar, mediocrity.
504 Student	I disagree on the increase of tuition
	As a first-generation and low-income student, the tuition increase would not benefit me. I already cannot afford the tuition now, so raising it would not help me at all. As a full-time student trying to pay bills while attending school, it is hard trying to find the balance between both. So please, rethink your decision about raising tuition fees. Please keep in mind that not everyone has
505 Student	 the means to pay for school. I know to you a mere 3% difference is nothing, but to those of us who are already struggling to meet tuition requirement it hurts us greatly. Us students are having to constantly scrape by to make ends meet just to get through college. It's extremely hard to enjoy your college experience when you are constantly worried about money, I don't have time to be involved in anything because I'm so worried about losing grants because my grades aren't good enough or working jobs to make sure I can pay for loans and tuition cost. To look at how much we as students are struggling now and still raise tuition by 3% just
506 Student	seems unethical to me.
507 Student	However, I understand the struggles due to global inflation and trust that any increase is backed by research and analysis that guarantees the benefit if everyone in the VCU community.

	А	В
		Please don't raise tuition costs, I'm already struggling enough with trying to pay. I know I should've rather gone to another
		college that has less expenses because I knew this would've been a problem, but I was determined to enroll here. It's not
		easy trying to get scholarships either since most are only for specific individuals and not for the majority of students that need
		them the most. I hope VCU listens to their students and tries raising money a different way, not with tuition. I know they can
		achieve that goal if they did it another way because of the good reputation this school has. Raising the cost of tuition will
508	Student	negatively effect students like me and definitely hurt its reputation as well.
		I ask the board not to approve the Budget and Tuition proposal as it would make it increasingly harder for students who are
509	Student	already struggling under the current tuition requirements.
		Raising tuition, while the cost of living is going up in the surrounding areas is going severely harm students that live off
510	Applicant to VCU	campus and are dependents.
		I believe that it is almost laughable to consider a tuition increase after knowing that you value the salary of a president who
		seems to not consider the needs of the student body more than the students themselves. I stand by the message that this
		university views the well being of its students as a low priority. Take a look at the facts and make education more affordable—
		at least keep people from needing to drop out because people are already at their financial limits. Do not force out those who
		can barely afford college and replace them with rich families who can. Students are not irreplaceable. Value the people you
511	Student	say you stand behind and support.
		This proposed increase in tuition during the times that our world is in is ridiculous. Right now the housing in the area is
		increasing rent anywhere from \$50-\$500 more per month while the professions skate by with not raising salaries or hourly wages at all. Adding this increased expense of an already high tuition is a sure fire way to ensure your students a decrease in
		physical and mental health of your students and increase drop out rates. VCU has had increases in tuition before for the
512	Student	rationale that it is "improving the quality of education"- this excuse has not been apparent from any perspective and is a joke.
512	oludeni	Hi my name is xxxxxx Va. Code 2.2-3705.4(A)(1) and I believe this proposal to be extremely unfair to many of ur current and
		upcoming students. As someone who will be paying for your college by myself, raising the tuition costs might make that
		almost impossible for me. I am already struggling to save as much money as I can already, and I know I am not the only one
		facing this struggle. VCU has been my dream college for years, and I am so excited to be able to get this opportunity to
		attend, but now there is a possibility that I won't even be able to go. I want to be proud of my college. I want to confidently
		have pride knowing that my college cares about it's wonderfully ambitious students. This raise in tuition would be a
		devastating loss, not only to current and prospective students, but to your university as well because of the lack of students
		not being able to attend due to the rise in cost. As someone who comes from a financially unstable background, every penny
		counts. And as I am already stressing and trying to figure out how I will pay for my tuition, I, along with many others, now have
	Upcoming student	to worry about a possible raise in cost. I hope that you take this into consideration with your decision to do what is ethically
513	(fall of 22)	right for the good of your students.
	, ,	While we are so incredibly grateful for the hold that has been put on tuition for the last three years, please remember that
		these last couple years have been very difficult and extending the hold by even one more year would be of great benefit to
514	Student	students like myself who have been struggling.

	А	В
515	Student	Raising tuition for VCU students will not help them, rather harm them. Students already struggle to pay for college and end up paying back loans for years. I understand that grants and financial aid will still be offered, but what about students whose family situation prohibits them from getting this? I am currently in a situation where my step dad, who will not help me to pay whatsoever, makes too much money; so I will not receive financial aid. I have to pay for my own education, but how am I, at eighteen, supposed to be able to pay \$29k a year? The thought of this price increasing is incredibly scary because I am already in a boat where I have to figure out if I can even attend VCU in the fall because of the price. I know I am not alone in this situation, and this increase will end up prohibiting those who desperately want a higher education to not be able to get one. I am begging the board to think about the students because I desperately want to study chemical engineering and use my degree to help people, and right now I don't know if I will be able to, and that's with the current tuition. If it increases I know that my dream of studying at VCU will be far out of reach. Please help us, the students, continue our education.
	Parent or family	
516	member	I understand the desire to raise tuition but this represents a real hardship to parents and students in the current environment.
	Student Student	Hi, my name is xxxxxx Va. Code 2.2-3705.4(A)(1), and I am a sophomore at VCU. I ask the board to not approve of the tuition increase. We students are already struggling to pay for our tuition, and it is unfair to increase that burden on us. The reason I chose to attend VCU was because it was my most logical option financially. However, since my freshmen year, the amount of aid I receive has steadily decreased while my costs have increased. There are a lot of students on this campus who are considering leaving VCU because they won't be able to cover the cost with a tuition increase. Why should they have to potentially give up on their dreams because the school they attend puts a huge burden on their shoulder financially? This is concerning for me specifically because I am one of those students. I've struggled with economic precocity and food insecurity throughout my whole life, and that struggle will seemingly continue with a tuition increase. I work two jobs to support myself and pay off my bill while being a full time student at an institution that wants to exploit my struggle. Not only is this unfair, but it is also unethical — especially since President Michael Rao makes \$1 million per academic year. Many of us students struggle financially on a day to day basis. There isn't nearly enough aid that the school has to offer thousands of students for there to be an increase in cost of attendance. Because of this, I ask that the board to not approve of the tuition increase. If the board truly cares, you would rethink this decision. Students, faculty, and staff members of the university deserve better.
519	Student	The increase in tuition is unfair to much of the student body and calls into question VCU's legitimacy as a affordable school.
520	Student	The tuition increase is not the only way to fix the current situation; admit less students, divert some of the large amounts of money reserved for the engineering program, give the dean a pay cut, etc. Besides the fact that there are probably better solutions than a tuition increase, this would actively hurt many already enrolled students who are pursuing a degree at your school and negate all the hard work they've already done if forced to drop out. Especially given the current pandemic, this is a time to lower/freeze tuition, not raise it by such a considerable amount. Please reconsider.

A	1	В
521 Student, St		If VCU really cared about student experience this tuition increase would be unnecessary. Knowing that most of the students are under LOANS, scholarships, grants, etc, is CRUEL. If every student had a say in this (as it is supposed to be) there would be an astounding call to stop this raise. The tuition raise should be going towards ACTUAL problems students have like the increasing parking prices for a school we already pay thousands of dollars to, housing, meal plans, etc. why should students go to this school when all we get is ignorance?
522 Student		I dont believe this is reasonable for the reason that half the resources that are "available" to students we still need to pay for some little fees in order to get them or pay extra through tutiton. We have carnivals and different activities throughout campus that are properly available to us students because of lack of promotion or anything like that. With the food and dining, we as vcu students always have limit selection and on top of that throughout 2020-2021 we all didnt get the full dining experience and STILL had to pay for tution and dining. It wouldn't be reasonable or even fair to higher the tuition ESPECIALLY during the pandemic. Although things are much better, that doesn't neglect the fact that some people are trying to still recover financially & are trying to still support themselves. Please reconsider this decision.
523 Student		I believe that it will create a worse environment over all and grow student debt and drop out rates. A better use of energy could be fundraising or emphasis on vcu pay to get in events.
524 Student		Please to not rise the tuition. Students are already struggling just to attend and pay for this institution as it is. I understand you have to think about the staff and inflation prices, but it is more important to put students first! The majority of us do not have job nor a stable income. This "3%" is an extra thousand dollars in the bank that we still do not have. I speak for the majority of students when I say please do not raise the tuition and put us first. Also, if you truly want to "help VCU achieve excellence" you would make our campus nicer and do something to lower the crime rate. Putting out VCU news about robbery and sexual assaults aren't enough. And please don't not state the excuse of "were in a city, so that should be expected". Put VCU first, we already have overwhelming amount of resources that the majority of us do not use. I repeat do not raise the tuition.
		This is not a great decision. Inflation has increased, yes, but the wage at many service industry jobs— where students work— has not. With the debt crisis already so out of hand, the solution is not to add more. This move will harm students and create a larger disparity between those who can pay and those who can't. Additionally, the pandemic IS NOT over— many immunocompromised people and those with immunocompromised close contacts still cannot work, and will not be able to pay
525 Student		this increase.
526 Student		We are a student body are asking you guys not to raise the tuition. It is already high and many including myself are already struggling to pay tuition as it is. And when we go to financial aid now and ask for help paying there is none. I just don't see how this is "enhancing the overall student experience"
527 Student		Do not raise the tuition.
528 Student		I don't believe the tuition increase would be ethical because as a freshman, I've already seen VCU neglect its students and treat us with barely any care especially in the case of living situations. It feels like a scam to demand more money after the way this year has gone.

While i do understand an increase may be necessary due to inflation im very much against a 6% in tuition and fees beck that jump in price seems way to steep for students who are already struggling to paying tuition not to mention the impace budget increase will have to the POCs at VCU currently because most of us may have the generational wealth acquired handle a 6% increase an almost 900\$ increase. The raise in tuition may only hurt POCs students who are already strug to pay their tuition, by forcing some to take out more loans, work longer hours and for some to drop out completely. The increase of that amount with in one year would only add more to cycle of inequality that plagues us now. As a result i say besides making it sudden increase in tuition go with a gradually 1-2% increase for the next few years to combate inflation and to give the students who don't have the generational wealth built up a fighting chance to get a degr529 StudentThere should be no raise in tuition if the standard of education is not improving! Hire better professors before you increase price then decide.	et this d to ggling e to both gree
There should be no raise in tuition if the standard of education is not improving! Hire better professors before you increa	160
530 Student price then decide.	130
One of the things I struggle to understand is how VCU is asking for more money when they're clearly doing well with "hi up" education staff, while both professors and dining employees struggle to make a decent living. Increasing our tuition not only don't benefit the overall experience we had (especially since money won't change professor teaching methods) would make living in campus even more difficult. One of the things that ESPECIALLY is disappointing is that the money already provide for VCU doesn't even cover basic maintenance of residential halls, food plans, and overall minimum livi standards, yet VCU has the money to drop millions of dollars on a brand new educational building, yet fail to provide bas necessities and living conditions for on campus students. This is just wrong. I think we all remember the 2020 spring semester when VCU bragged that no tuition rates were increased when all classes were virtual and students had to p all materials on their own from home.	rates) but v we ing isic
The tuiton I pay is already far beyond anything I could ever afford. The amount of fees being pushed areastronomical ar beyond anything I could have imagined when I began attending the university. By the time I graduate, it is estimated that be in about \$100,000 in debt and with this increase it will continue to push that number even higher.	
533 StudentI find this action to be terrifying. The amount of students who are going to be under more stress and struggle to pay finar bills will sky rocket, including myself. I hope vcu doesn't do this.	ncial
As a transfer student who originally went to another school because it had a lower cost, raising tuition prices would only people shy away from coming here, especially transfer students. The price is already high enough and people transferri mid semester aren't offered nearly as many scholarship opportunities, if not none. I transferred because vcu was the on good in state art school and more affordable than out of state, but the damage of raising tuition will cause my family to struggle even more so financially. I have two other siblings in college. We cannot afford even the "smallest" rise of tuition that school and here the school only.	ing in Ny
This rise of tuition benefits the school only. Student's goes through harsher financial strain just so they can keep their eduction. It's not fair on us	

	А	В
		Hello! I'm an incoming freshman in the Mass Communications major, which I will be switching into dental hygiene after the fall
		semester. This switch is one of many reasons tuition should not be raised. I understand the reason for the want to raise tuition
		for more student and school benefits, but the outcome for our pockets as students will be even more detrimental. Thousands
		of students struggle with finances and student debt for decades even after graduating. Personally, I have no one helping me
		with my tuition. I will only be supported if I'm fortunate enough to earn scholarships and through loans. VCU has given me a
		better and more affordable chance to get a college education, which is the reason I chose this school. Along with many other
		students, I please ask you to chose to not raise tuition for the sake of student's education, mental health, and complex
536	Student	financial situations. Thank you. :)
		How about instead of charging stressed students more in a literal pandemic, could we maybe cut the salary of the highest
537	Student	paid state employee?
		so many students are already struggling so hard to pay tuition, and an increase of any amount would be so detrimental in so
538	Student	many experiences. we already pay so much for a this school and it is an insane burden. an increase would be horrible
000		As long as I can remember, VCU has one of the best college environments a student can ask for. It's already been a struggle
		for me to attend how it is because of how little financial resources I have, however, with this tuition increase I am not sure how
		long I would be able to attend the school. VCU is one of the best highlights of my life and having it be harder and harder to
		attend is truly heart breaking. I would like to stay at the university rather than go back to community college. I really hope
		these rumors aren't true and they keep tuition the same or maybe decrease it.
539	Student	
		Rao is one of the highest paid university presidents, with a salary of over 1 million dollars. Yet, the Johnson dorm was shut
		down due to decades of neglect, students are struggling to afford necessities, and many are having to consider dropping out
		because of a tuition increase. The average cost of college has greatly increased over the past century, while minimum wage
		has stayed relatively the same (accounting for inflation). The world is already expensive enough — don't make it more difficult
		for students to afford higher education by raising tuition. At VCU, the faculty is underpaid, and the students are struggling. If
540	Student	the Board truly cares about students, it will NOT go through with a tuition increase.
		An increase of tuition will cause already stressed students to stress even more about simply being able to even afford an
		education. What exactly does VCU plan to do with the extra money they'd receive from a tuition increase, and how is it not
541	Student	possible for them to reallocate funding from projects students don't utilize to the projects that VCU wants to do.
542	Student	Raising tuition will actually lower graduation rate. People will end up dropping out because they can't pay for it

	А	В
		I strongly urge the university to not go through with this increase, but reassess where current funding is needed. As a feshman, it was disheartening to see a residence hall being shut down due to poor maintenance, while a state of the art research lab is getting built right next door, and plans for a multi-million dollar data center were announced. The freshman dorms are in very poor condition and all need quality of life improvements. Just to name some: GRC has plumbing problems, Rhoades has HVAC problems, and Brandt has so much dust in the vents that within a week of dusting my bathroom, it returns, sometimes worse than before. Many locations on the swipe exchange aren't open as long as advertised or are constantly fighting to get orders out in a reasonable amount of time. Also, there arent many healthy options to dine at. Employees working in food service for the university should paid much better, especially students fitting a work schedule in with their school work and social life. VCU dine employees are a necessary part of residential life, and need to be paid like they are necessary. As a music major, attending one of the most recognizable music programs all over the country, but it doesn't have to be the end. I'm greatful for the music faculty, they do everything they can to help you learn and succeed, they want you to be apart of the bigger picture. (A much different feeling than I had as an engineering major). But they do need financial support to integrate modern methods that other universities have implemented over a decade ago. If the university
543	Student	truly wants the students to have a good quality of life, invest in what the students truly need.
544	Student	I am a student who has to pay for school on my own, I do not have the help of my parents or other financial aid. I am already struggling to pay for school, I cannot afford a raise in tuition, nor can my peers afford it. I had to choose VCU for its affordability, I did not choose this school because it was my favorite. If I can't afford it because of tuition raises, there is no reason for me to stay at this school as opposed to another school I can't afford.
		why is VCU robbing students when Rao & Co have more than enough money to cover this? and why can VCU afford Echosmith, but not a salary increase for staff, black mold free, up to code dorms, and internet that doesn't break every other
		week? redistribute the money of the higher ups, it's literally that simple, don't act like it's not. This is the worst decision that could be made. If students are already struggling to pay tuition, why increase it and make it more difficult. Secondly, if you're increasing tuition to pay salaries, that should not fall to the students at all. We are not the ones writing those checks to the teachers here. Most of the teachers do not teach at all, we have to teach ourselves the material to pass these classes. The teachers are reading off of slideshows to teach a class with no engangement what so ever, so there seems to be no need for some of them to have an increase in salaries when they're barely doing their jobs. Not only that but the school receives funding not only from the state, on top of tuition dollars. This does nothing but inconvience the students that are here trying to earn a degree. You say that you need this to increase graduation rates as if there are not students dropping off from the costs already established. It seems as if the money that was already being paid was not used for what it is for. Dorm halls are closed down, lack of housing for students, over acceptance, those issues are not the students' problems. I also do not see how the increase in tuition will help with financial need when the students in VCU are already in debt and receive little assistance as is. All this does is put more students in debt and others into more debt because
546	Student	of this tuition increase. I do not think that raising tuition is a fair thing to do next year. Students that are already at VCU committed to the school based on the agreed upon tuition that we currently have. If it were to be raised it could put many students, like myself, at risk of not being able to afford classes next semester. Along with that, I do not feel that the rise in tuition would be adequately used to
547	Student	benefit the students and staff. It is better for everyone if tuition is not raised.

With VCU having the intentions of increasing tuition next academic year, as a student I find it	
thousands of students including myself (VCU second semester freshman) who are currently a pay for tuitions for this year. Adding this pressure and stress in trying to figure out how we wil bogus and unacceptable. Some of us are just starting to figure out how to handle living alone	already struggling with trying to Il pay next semesters fees is
With VCU having the intentions of increasing tuition next academic year, as a student I find it to thousands of students including myself (VCU second semester freshman) who are currently a pay for tuitions for this year. Adding this pressure and stress in trying to figure out how we will bogus and unacceptable. Some of us are just starting to figure out how to handle living alone Why is VCU depriving kids of their education? When Rao and his associates have more than Why can VCU afford Echosmith but not a pay raise for workers, black mold-free, code-complia doesn't go down every other week? Don't behave as if it isn't that simple to redistribute the we solo Student549 StudentUnnecessary and ridiculous	already struggling with trying to I pay next semesters fees is on our own, away from home. enough money to finance this? iant dorms, or internet that
I know a ton of people(myself included) who have lost so much financial aid and can hardly af lower class junior and this year has taken a toll on me mentally and physically because I have	
551 Student to pay for school. Raising tuition with the possibility of losing more financial aid is one of my bit Raising tuition prices is incredibly insane considering y'all already charge the highest amounts Iuster service such as the dining program where the school allows thousands of students swip the next semester. All of this is profit and this entire institution is drenched in corruption and program where the school allows thousands of students and program where the school allows thousands of students swip	s possible for often times lack pes to expire and not roll over to
power over juman quality of life and community. Y'all continue to gentrify and push impoverish homeless folks away. This institution is nothing without students and the community, we organ552 Studentour part to help. Cannot say the same for VCU itself.	
It is not in students best interest to raise tuition cost, and its false to say otherwise. I ask the b Expenses are already expensive for students, and raising them anymore is ridiculous. Continue excludes many students, especially those of color or minorities, and creates a viscous cycle of pay off. This creates setbacks and hardships from the beginning, and increasing even further President Rao is one of the highest paid university presidents, having a salary of over one mil year. Meanwhile, faculty is underpaid, and students are struggling. Where is this salary and m down due to decades of neglect, and when students are struggling to afford even necessities, should even continue with their education? All in the name of "academic excellence"? If the bottom their bottom line, which shouldn't even be the main goal of an education facility, then I ask to r	ually raising prices for education of debt that can takes years to only increases this. As well, llion for the 2018-2019 fiscal noney when Johnson dorm shut , and questioning wither they oard truly cares about more then
I don't think it should be increased. College 10 and 20 years ago used to be so much cheaper	r than it is today. How do we
Parent or family expect our children and youth to pay this kind of debt? They shouldn't have to worry about it, t 554 member their assignments.	they should be worrying about

	A	В
		It is unfair to the VCU students to raise tuition. Funds can be allocated from other sources, such as certain over-payed
		employees. Students already struggle with being able to afford housing and food while having to create a student debt that
555	Student	they will dig their way out of for likely decades to come.
		My fellow students and I disapprove of the proposal to raise vcu's tuition. In these trying times of inflation, we are all struggling
		enough as it is and there is no good reason to raise it. It benefits nobody other than the wealthiest people in the
556	Student	administration, not even the teachers/staff. Tuition is already absurd as it is.
		I am personally opposed to the 2022-2023 budget and tuition proposal. Though I understand that the pandemic has stressed many financial situations, I believe raising tuition would end up hurting the university and both the current and future student body. Personally, I choose to attend VCU because it allowed me to save money when compared to other schools by living at home and commuting instead of needing to live on campus or find an apartment to live off campus at other universities. By raising tuition, this would no longer be the case. Raising tuition would not only limit my opportunities by causing more financial stress, it will also appear less competitive when compared to other universities such as JMU, VT, etc. In the post-covid world,
557	Student	everyone is struggling already to make ends meet to keep up with inflation. The current cost of getting a college education at any university has already prevented many potential students from obtaining a degree, and I think that by raising tuition, this pool of individuals who are committed to getting an education will shrink even further. I believe that, if VCU wants to retain and attract new students, they need to focus on making their education the best it can be while also making it as affordable as is reasonably possible within the city of Richmond. Thank you for taking the time to read this, and I hope you reconsider.
		Tuition is already ungodly expensive, a tuition increase will make vcu inaccessible to even more people. people deserve to go
		to school and not have to pay more and more money each year especially when the money does not reflect in our quality of
558	Student	education.
559	Student	This feels alienating, that's what capitalist systems are in place for, but whoever is getting the money from the budget increase (probably not teachers or anyone who needs it) can't possibly have gone into education of all things in pursuit of personal wealth, could they? If that is the case, I think a career change is in order. A tuition increase would be outrageous.

	А	В
	A	As an alumni of VCU and given the state of not only the economy, but the world political situation, I find it shameful that the university is even proposing a tuition increase. It is stated that this increase is overall intended to increase graduation rates, yet this tuition hike will certainly to a direct decrease in graduation due to the number of students who will be forced to drop out. When I was a student, tuition was already an immense weight on my mind, but given the current housing crisis in Richmond, due to the extreme inflation we are experiencing, would be unbearable. Despite being a college graduate, I have yet to find a full time job in my field and am currently working as a server in order to try and save money for grad school, although this has become almost impossible due to the outrageous rent increases. The apartment I rented on 3rd street while I finished my senior year at VCU in 2020 was \$795. I moved because the rent was increasing to \$895 in 2021. As of 2022, I saw the same apartment listed for almost \$1,200 despite having absolutely no renovations or anything extra included in the two years since I moved out. In addition, no financial compensation was extended to me when the pandemic began even though some of my history courses were forced to cut up to 1/3 of their curriculum due to moving online in such a short timespan with no previous structure to follow. Yet I managed to graduate in spite of these challenges, without any additional "services". Unless VCU is planning to begin paying for students wilf bills so they can access online learning, I do not possibly see what VCU could need to raise tuition for in order to "provide more services" with the goal of increasing graduation rates. If this is the case, I would like some financial compensation for the educational loss and experiences I did not receive, such as graduation, and the curriculum and knowledge I paid for that I did not receive. If anything, to solve these financial problems, Michael Rao's position as president should be abo
560	Alumnus/ae	fiscal year, of which I directly contributed to. When graduating, I remember being asked if given the chance, would I repeat my time at VCU. I stand by my statement then, that I would absolutely never return or recommend VCU as it is a shameful institution, full of elitism and corruption, that exploits its student body instead of caring for it. I stand with the people who hold SHAME ON VCU signs in the corners of the campus.

	A	В
561		I am a first year student at VCU and I would not want the 2022-2023 Budget and Tuition proposal to be approved. I am an in- state student and as an in-state student alone I feel as though the tuition is already high enough and at times it becomes difficult to pay off. Even with plans like the Installment Payment Plan we as students still have to pay off so much to come here and I know my family and I do everything possible for me to be here and barley get by. If the tuition is raised I know I won't be the only student who will be worrying about how to afford to continue my education at VCU and might have to think about other options. I came to VCU because I knew that this was one of the best schools that could give be a great education to further my career, but with the tuition raising that might change. Even if the tuition is being raised to benefit students I feel as though that won't really happen, because even now I don't feel as though our school reflects what we pay for. Instead of raising our tuition, there should be talk about lowering it because I feel as though the tuition of an in-state student is already high and I couldn't imagine what out-of-state students are paying now and might have to pay in the future if this does happen.

	Α	В
		I do not think the tuition should be raised as there are an influx of issues that need to be solved before hand, and the logic seems skewed.
		1. On campus housing is becoming increasingly more difficult to find and buildings are getting older and harder to keep up with (example: Johnson w/ black mold, Rhoads AC, etc.). I feel as though we should be focusing on being able to house all these students that are coming in more and more each year. With Johnson not reopening and the housing lottery being completely corrupt in so many ways, these systems need to be HEAVILY evaluated. I recommend having a meeting with Residential Life and Housing, Facilities, and the Hall Directors.
		2. One of the reasons listen for the tuition increased was minimum wage going up. Minimum wage increased due to it being an unlivable wage. If tuition were to rise with it, you are starting the issue all over again.
		3. The city observed the mind blowing grant that was given to the medical school for liver research, which is a wonderful opportunity. I feel as though if we are able to secure monumental grants such as this one, VCU can certainly source more donors, donations, and grants to help fill this gap the 3% increase is trying to fill.
		4. VCU Arts students already have to pay a much higher fee to attend the school than other majors. These students have to pay more, yet arguably have to buy the most school supplies than any other major. By raising the tuition, you are making it that much harder for artist to be independent and, well let them be artists.
		5. Resident Assistant's and Hall Directors are not being paid fairly for the work that is required of them. Residental Life and Housing has admitted on multiple occasions that the free housing and stipend total does not properly compensate these workers for their time and duties. By increasing the tuition by 3% but not increasing their pay, that makes the pay even worse.
		6. There was a point made in the reasoning for the increase of VCU wanting to follow the trend of other universities and increasing tuition, but being still one of the most inexpensive universities in the state. While this is true, following this trend isn't setting the University apart. If current and potential students see that VCU cares more about adapting their current systems and working with their students instead of against, our application numbers will sky rocket. The more humanitarian a university or program is, the more people want to be apart of it.
		I really hope the University is truly listening to the feedback they are getting. I believe that a tuition increase isn't needed, but
562	Student	instead a current budget review and renovation. VCU has the money, just not fully in all the right places.
		Don't raise the tuition, school is expensive enough and students already have a hard time trying to get financial aid. Most people I know pay for their own tuition. If VCU really cares about their students and the education system, then this
563	Student	unnecessary raise in tuition will not move forward.

	А	В
		The 2022-2023 budget and tuition proposal is inconsiderate for the student body at VCU. Many of us cannot afford the current budget and increasing the budget and tuition is VCU setting us, its students, up for failure not success. I gave up my freedom to protect a country that hates me by joining the Army National Guard, because I knew I was not going to be able to afford college. Even that decision provided me with what I do not have; however, since 2019, each semester I continue to worry about how I will be able to pay my remaining balance, prior to it being sent into collections, in order to register for classes the following semester. That is a burden on my mental and emotional health, yet I am still here. I want my education and unlike other students, I financially support myself through my academic journey. I am a first generation college student and an increase of the budget and tuition will be detrimental to my success. I have finally declared a major I am passionate about, and found a love for VCU; however, VCU increasing the budget and tuition, etc. that will put more back into us and our school. Give us a reason to want to come back as alumni and donate money to our programs, colleges, etc. Our administration, Boards of Directors and Boards of Trustees have received their degrees and education, DO NOT hinder us from receiving ours especially in a time like this. DO NOT TARGET the student pockets, target the pockets of those who want to profit off of it's students out of greed. Target the pockets of individuals who refuse to get to know the students and their strugges prior to a proposal like this. Nonetheless, I love VCU, the College of Health Professions; however, I cannot accept the increase in our budget and tuition when I barely have enough money in my account due to the accumulation of tickets, because VCU do not care about the students who cannot afford \$425 a semester of a parking pass. Nonetheless, I am an asset to VCU and CHP, and if VCU wants to become a liability, then VCU is NOT the diver
		My name is xxxxxx Va. Code 2.2-3705.4(A)(1), I'm a freshman and VCU and I'm asking the board to please not approve this proposal. A big reason I chose VCU is because of the affordability of my program compared to other schools. I am lucky enough to have parents that stared a college fund, but assuming tuition does not increase, at the end of my sophomore year I will run out. I'll have to rely on more loans and work through the school years hopefully keeping up with all my assignments. There are other ways to alleviate and save costs other than raising tuition. Michael Rao's VCU salary is the highest among all employees of the State of Virginia, at \$1,020,828 for the 2018-2019 fiscal year, a 109% increase from his 2009 annual salary of \$488,500. I don't understand why this is. Why is he so highly paid if we're looking at increasing tuition to "enhance the overall student experience." This does not make sense to me. Why is he the highest paid employee in all of Virginia when midway through the year, I had to move out of my dorm because of a mold problem that had been neglected for 20 years. I am speaking to the board as a student who will consider transferring elsewhere if this motion goes through. Please don't approve this proposal. Thanks for your time.
		or hybrid education.
567	Student	Do not implement this proposal! The student body votes NO!

<u>568</u> Sti	tudent	Please do not raise tuition. We already pay A LOT of money and even more as an arts student and are not provided with supplies therefore paying even MORE. On the other hand VCU has the highest payed president in VA. Instead of raising tuition for broke college students who can hardly eat, lower Raos paycheck. Raising tuition due to rising costs and inflation is not acceptable. Students are also dealing with inflation however, students are not getting an increase in their pay to match inflation. If VCU as an institution cares about their students and values diversity then they should not increase tuition and fees. Increasing fees and tuition will disproportionately affect students of color, first generation students, and students from lower socioeconomic status; likely making attaining a degree harder for these students. Raising tuition while we are still in a pandemic, inflation is rising, and a possible recession is on the horizon does not align with VCU's mission and values, particularly around valuing diversity.
	tudent	are not getting an increase in their pay to match inflation. If VCU as an institution cares about their students and values diversity then they should not increase tuition and fees. Increasing fees and tuition will disproportionately affect students of color, first generation students, and students from lower socioeconomic status; likely making attaining a degree harder for these students. Raising tuition while we are still in a pandemic, inflation is rising, and a possible recession is on the horizon does not align with VCU's mission and values, particularly around valuing diversity.
569 Sti	tudent	
570 Stu 571 Stu		Cannot afford, lower the tuition instead of raise I do not think tuition should increase. Many of us going into the helping professions (particularly those of us with disabilities who are not able to work full-time) are struggling to make ends meet. We are also required to complete unpaid internships of 20 hours per week (or more in some cases). I do not believe I will earn enough money after graduating to pay back student loans. Please do not raise tuition. Thank you.
572 Sti		Y'all need to chill cuz people are broke and getting broker yall gonna lose students
573 Sti		This is ridiculous. We are still hurting from the pandemic.
574 Sti	tudent	I would like to request that the tuition remains the same as it did for the 2022 school year. While VCU has so much to offer, raising is not fair to students who can barley pay their way through already. We ask that the board imagine what it may be like to be in the shoes of a student who works multiple jobs and takes out loans to pay their tuition, it is not an easy position to be in as it is, let alone if tuition is raised in 2023. Furthermore, dorm issues such as mold and water issues are undesirable for students that live on campus. By increasing tuition and not addressing the school's infrastructure issues, VCU is showing that it cares more about money than the welfare of students.
575 Sti	tudent	Do not increase tuition.
576 Stu		I do not believe the student tuition should be increased when many of us are struggling to even pay tuition now. A lot of us have to work full time jobs and be in school full time just to graduate or take huge loans. All to pay for Vcu and they're random projects that don't really benefit us students like they claim. The parking passes alone make plenty of money per semester for Vcu. There is no reason for our outrageous fees and now raising tuition for a public college. Not even a private college, a public college that offers very expensive services to us students outside of tuition. I have been a student here for 4 years and am strongly considering transferring to another school. Even during the beginnings of Covid when yes tuition wasn't raised, there was outrageous fees such as the library fee. Despite being unable to be on campus and the library website being practically useless. Or the cleaning and health fee despite not even being on campus. I see this new increase of tuition as the exact same thing. It's supposedly to enhance the students college life without even giving one good example of how. My experience would be enhanced with it going down. I am a full time student taking over 14 credits a semester, having to take courses at a community college due to tuition already, and work 40 hours a week or more just to pay tuition. I am exhausted all the time to say the least and I know I am not the only student who struggles this way. I am fortunate to even have a job to pay Vcu tuition as others are much less fortunate and will be in debt for a very long time. I believe the increase in tuition will do more harm than anything to all the Vcu students.

	A	В
577	Student	Please don't raise the tuition
578	Student	I am an international student. At the start of my university degree, I was asked to show proof that I could indeed afford the tuition. I was given a figure and I was able to show that. However, the devaluation of my country's currency happened so fast alongside Covid -19. I also have two siblings at VCU and one sister who is a VCU alumni. My parents have sent four of their children from Nigeria to VCU. With this being said, if the tuition is raised how do you expect them to pay for this? The inflation back home is also on the rise. My tuition per semester averages to \$20,000. The exchange rate to the dollar is around 415. For one child my parents must pay about 8,300,000 in Naira. This goes to about 25,000,000 per semester excluding other costs for just one semester not the whole year. If my parents income has been affected, how are we then expected to afford this proposed increase? I move that this proposal not be approved as this not only affects me as an international but my other peers who are indeed struggling with student loans.
		As a student who is already paying an arm and a leg to attend, we need affordable education and raising prices will make you
579	Student	lose students.
580	Student	why can Michael Rao make over \$1 mil a year and we have to pay more in tuition? this simply doesn't make sense.
581	Student	ITS NOT FAIR! Make education accessible
582	Student	do not raise the tuition like proposed. peoplr already pay outrageous amounts of money to go to school if you need that 3% so badly take it from Rao's stash since we all know bro can afford it.
500	Otudant	My mom is a single mother who is trying really hard to give me a better education and luckily enough she is letting me stay at VCU, she was about to make me transfer to NOVA. I met someone this year who is my best friend and her dad was going though health issues and can't afford the tuition raise so she's leaving next year to commute to another school because her
583	Student	family can't afford it. Raising tuition by 8% is far to much!

	А	В
		Hi, My name is xxxxxx Va. Code 2.2-3705.4(A)(1), and I am a Juny at VCU. I ask the board to not approve of the tuition increase - we students are already struggling to pay for our tuition, and it is unfair to make that struggle even steeper. I chose VCU because it was the most affordable for my program. I was happy for that. However, the possibility of a tuition hike makes me worry about the future of my financial situation. As a student, I ask you to please reconsider this decision. I have had this conversation with another student who chose the arts program as they offered him a scholarship the first year. His family is unable to support him, and he mentioned dropping out of school due to the high cost of tuition. There are so many students struggling to get by and asking for help from fellow students because the university is unable to help them. If the university really cares for the students, I ask you to keep the tuition rates flat. Decrease the acceptance rate of VCU, and that could help alleviate housing problems also. I do not understand why you state that the "tuition increase is needed to help CU achieve excellence and increase graduation rates by growing academic support and financial aid services, improving online education, and most importantly enhancing the overall student
584	Student	experience," when so many students are in debt and struggling to find ways to fund their education.President Rao is one of the highest paid university presidents, having a salary of over 1 million dollars for the 2018-2019 fiscal year. Meanwhile faculty are underpaid, and the student body is struggling. My experience hasn't been the best at VCU. Half of the professors I've had were disgusting and disrespectful. Majority of them will get mad if you ask for help. Yes, for help. In my opinion, that's now if even worth rise the tuition if they can't do a simple job. Next, Tell me, is that million-dollar salary deserved when Johnson dorm is shut down due to twenty years of neglect, when students are struggling to afford everyday necessities, and questioning if they should drop out of school because the tuition is rising in order to aid in academic excellence?' If the Board truly cares, I ask that you rethink this decision.
585	Student	As a cinema student our program is a complete mess. even though i'm about to start my junior year which should be my last in cinema i feel so uncomfortable with the skills i've been "taught". i don't see myself of many others staying when a college degree isn't needed to succeed in our careers.
	Parent or family member	A jump from no raise in tuition to 3% is unsustainable and crazy, you freezed tuition because you acknowledged that COVID caused a struggle, why do you think that struggled has passed? I can't afford to send my daughter here anymore I'll have to take her out. I sacrificed so much to get her here without putting either of us in debt, and you are taking that away from us.
587	Student	Hi, I am xxxxxx Va. Code 2.2-3705.4(A)(1), an out-of-state, POC freshman and I feel extremely uncomfortable by the proposal to raise tuition. As an out-of-state student, I am already paying an huge amount in tuition and I fear that with a raise in tuition, I would no longer be able to afford going here (which I barely can already). This significant raise is really unfair to us student who have everything calculated around the existing tuition and paired with the ongoing pandemic, this will displace many of us. Not to mention, the higher administration have a generous salary while buildings and programs are falling apart. At this point, it just seems like we are being robbed of money without our consent, and I'm not sure how many students will be turned away from VCU because of this. Furthermore, I saw that the forum held to address the concerns of students was a mess, with the panel picking and choosing what questions to avoid, providing vague answers and disabling the chat. This only adds to our concerns. Consider that the livelihoods of many of us and our futures are at stake. Please, please, please understand our plights and do not go further with this proposal for raised tuition.

	A	В
	Student	it is a mistake for the university to propose this increase on students and expect the responsibility to pay for faculty and staff to fall onto us. to say you will bring more financial aid with this tuition raise is preposterous because if you give a tuition we can afford then we won't need financial aid. so many students are already struggling with the cost of living with inflation and a university that has the means to reallocate funds from salaries of higher ups like Michael Rao should do so rather than hurting their students. this will cause you to lose students simply because they cannot afford it.
589	Student	Please no 3-6% tuition raise
590	Student	Please do not increase tuition. There's so many students I know who have to work unrealistic hours just to barely reach paying for tuition, on top of trying to perform well in their classes. The current tuition as is has increased drastically in the past decade and proposing an increase when certain administrators have had their salaries increase disproportionately to inflation and even just regular salary increases. Our president is known to be the highest paid chair in all of Virginia, yet some VCUarts programs are still heavily underfunded. We do not deserve to be labelled as one of the top public art schools in America when our programs can't even be funded properly and can't even properly pay our adjunct professors. Dozens of our art adjunct professors leave for better opportunities and it is sad that teaching here doesn't even hold a candle to the other opportunities they receive. To say they're under appreciated is an understatement. Our program relies heavily on these professors, yet we can't even afford to pay them a fraction of what they deserve for their hard work. Reallocating administrator salaries is one of the easiest ways to solve this issue. Professors are the closest faculty to students, they are the back bone of schools and they should be paid like it. On top of professors, VCUarts buildings are another issue in itself. Communication arts is one of the largest art majors here and is the reason many apply to VCU, yet they are given one of the smallest and unkept buildings. Not to mention Kinetic imaging doesn't have their own facility either, or even a realistic budget for what their program entails. We have to use our budget to KEEP our students and faculty, not attract new people to come here and especially during covid and nearing post-Covid many of us are already struggling financially. Creating a tuition increase without even mentioning the idea of reallocating budget and administrator salaries is ridiculous and forcing the students to pay for the administrative failures is unjustified an
591	Student	To raise the tuition this substantially for students without any conversation around how VCU will make scholarships, assistantships, grants, and loans more accessible is irresponsible to their students who are, majority, struggling to make ends meet. The commentary in the emails we have recieved says they cannot keep up with inflation and will use this raise to help assist students in gaining that financial help but that sounds contradictory. Please consider the impact that this tuition raise will have on students without consideration for being forthright on how the school will actually financially help students afford to finish. Federal Loan amounts are not changing, they have stayed at about \$20,000 a year and consider how little is left over when the in-state tuition (alone) is over \$16,000? Students are living off of less than \$4000 a school year not including fees, textbooks, and transportation (if they do not have the time work.) If the decision is to raise tuition, I hope the school will be transparent about how they will help students close the gap of that 3% raise.

	А	В
592 Stu		As a student of Virginia Commonwealth University, I believe the tuition hike of 3%-6% is detrimental to students' success and wellbeing and will lead to more issues as opposed to solutions that the administration has proposed. For starters, it is unfair that the brunt of paying faculty salaries and providing financial aid falls on the student's bill. According to the University administration, "VCU senior leaders guided board members through the financial implications for a range of tuition increase proposals and the need for an increase, citing inflation, state-mandated salary increases, and a need for more student financial aid." Virginia Commonwealth is a public university and therefore gets funding from the state. Moreover, as detailed in a December report by the VCU chapter of the AAUP (American Association of University Professors): "VCU has developed an inefficient and expensive administrative overhead that is sapping cash flow, threatening the bond rating, and mismanaging student tuition and taxpayer dollars." To keep it blunt, our tuition does not go back to us, nor do any other factors of our bill. Many students deal with unsafe housing conditions such as mold, clogged plumbing, unsanitary water, and broken facilities, to name a few. There is not enough adequate mental health care on campus. The student activity fee pays for Greek life operations which just recently the Delta Chi fraternity murdered Adam Oakes. This campus continues to be inaccessible for students who are disabled, ramsafe's infrastructure is terrible, there are barely any wheelchair ramps, and most automatic doors and wheelchair elevators rarely work. Finally, a tuition increase = increase in work hours = less time for actual school work. If VCU prides itself on diversity and inclusion, it would make sure its low-income and working class students didn't feel alienated from completing their degrees or dropping out altogether. We hope that you will do everything in your power to fight for the will of the students of VCU as you have ple
002 00	to a office	

	А	В
		As a student of Virginia Commonwealth University, I believe the tuition hike of 3%-6% is detrimental to students' success and wellbeing and will lead to more issues as opposed to solutions that the administration has proposed. For starters, it is unfair that the brunt of paying faculty salaries and providing financial aid falls on the student's bill. According to the University administration, "VCU senior leaders guided board members through the financial implications for a range of tuition increase proposals and the need for an increase, citing inflation, state-mandated salary increases, and a need for more student financial aid." Virginia Commonwealth is a public university and therefore gets funding from the state. Moreover, as detailed in a December report by the VCU chapter of the AAUP (American Association of University Professors): "VCU has developed an inefficient and expensive administrative overhead that is sapping cash flow, threatening the bond rating, and mismanaging student tuition and taxpayer dollars." To keep it blunt, our tuition does not go back to us, nor do any other factors of our bill. Many students deal with unsafe housing conditions such as mold, clogged plumbing, unsanitary water, and broken facilities, to name a few. There is not enough adequate mental health care on campus. The student activity fee pays for Greek life operations which just recently the Delta Chi fraternity murdered Adam Oakes. This campus continues to be inaccessible for students who are disabled, ramsafe's infrastructure is terrible, there are barely any wheelchair ramps, and most automatic doors and wheelchair elevators rarely work. Finally, a tuition increase = increase in work hours = less time for actual school work. If VCU prides itself on diversity and inclusion, it would make sure its low-income and working class students didn't feel alienated from completing their degrees or dropping out altogether. We hope that you will do everything in your power to fight for the will of the students of VCU as you have ple
593	Student	Sincerely, Cailyn Clements
		I am a freshman who is currently not doing well in classes due to work, I get no financial help from anyone in my family.
594	Student	Tuition should be lower
595	Student	It's should not be approved and I feel the school should find ways to make tuition lower

	A	В
596	Student	Dear Jordan, As a student of Virginia Commonwealth University, I believe the tuition hike of 3%-6% is detrimental to students' success and wellbeing and will lead to more issues as opposed to solutions that the administration has proposed. For starters, it is unfair that the brunt of paying faculty salaries and providing financial aid falls on the student's bill. According to the University administration, "VCU senior leaders guided board members through the financial implications for a range of tuition increase proposals and the need for an increase, citing inflation, state-mandated salary increases, and a need for more student financial aid." Virginia Commonwealth is a public university and therefore gets funding from the state. Moreover, as detailed in a December report by the VCU chapter of the AAUP (American Association of University Professors): "VCU has developed an inefficient and expensive administrative overhead that is sapping cash flow, threatening the bond rating, and mismanaging student tuition and taxpayer dollars." To keep it blunt, our tuition does not go back to us, nor do any other factors of our bill. Many students deal with unsafe housing conditions such as mold, clogged plumbing, unsanitary water, and broken facilities, to name a few. There is not enough adequate mental health care on campus. The student activity fee pays for Greek life operations which just recently the Delta Chi fraternity murdered Adam Oakes. This campus continues to be inaccessible for students who are disabled, ramsafe's infrastructure is terrible, there are barely any wheelchair ramps, and most automatic doors and wheelchair elevators rarely work. Finally, a tuition increase = increase in work hours = less time for actual school work. If VCU prides itself on diversity and inclusion, it would make sure its low-income and working class students didn't feel alienated from completing their degrees or dropping out altogether. We hope that you will do everything in your power to fight for the will of the students of VCU as
597	Student, Staff	As a student of Virginia Commonwealth University, I believe the tuition hike of 3%-6% is detrimental to students' success and wellbeing and will lead to more issues as opposed to solutions that the administration has proposed. For starters, it is unfair that the brunt of paying faculty salaries and providing financial aid falls on the student's bill. According to the University administration, "VCU senior leaders guided board members through the financial implications for a range of tuition increase proposals and the need for an increase, citing inflation, state-mandated salary increases, and a need for more student financial aid." Virginia Commonwealth is a public university and therefore gets funding from the state. Moreover, as detailed in a December report by the VCU chapter of the AAUP (American Association of University Professors): "VCU has developed an inefficient and expensive administrative overhead that is sapping cash flow, threatening the bond rating, and mismanaging student tuition and taxpayer dollars." To keep it blunt, our tuition does not go back to us, nor do any other factors of our bill. Many students deal with unsafe housing conditions such as mold, clogged plumbing, unsanitary water, and broken facilities, to name a few. There is not enough adequate mental health care on campus. The student activity fee pays for Greek life operations which just recently the Delta Chi fraternity murdered Adam Oakes. This campus continues to be inaccessible for students who are disabled, ramsafe's infrastructure is terrible, there are barely any wheelchair ramps, and most automatic doors and wheelchair elevators rarely work. Finally, a tuition increase = increase in work hours = less time for actual school work. If VCU prides itself on diversity and inclusion, it would make sure its low-income and working class students didn't feel alienated from completing their degrees or dropping out altogether. We hope that you will do everything in your power to fight for the will of the students of VCU as you have ple

	А	В
598	Student	If you raise our tuitions, you will lose students due to how much debt you will be putting them in. It is not fair to us students to come here for our education and to have to pay even more than what we started with.
599	Student	Hello, My name is xxxxxx Va. Code 2.2-3705.4(A)(1), I am currently a freshman at vcu. I strongly urge you and ask that you do not raise tuition for the 2022-23 school year. Many students across the nation and at vcu already struggle to pay tuition while their universities have billion dollar endowments (including vcu, with a 1.9 BILLION dollar endowment as of 2020). Part of why I chose vcu was because it was affordable for me when most other universities were not, raising tuition makes me fearful for my financial stability and my ability to further my academic career, as I'm sure it does many other students. Financial managment is already a major stressor for college students and it would be cruel for vcu to worsen that by asking for more money from their students when they simply do not need to, there are many other ways to retain students from year to year and i suspect you would lose more students than you would keep if you raise tuition. VCU is a wonderful institution and I am proud and happy to call it my school, but increasing tuition is not the right thing to do and it would make me lose a great deal of the pride I hold for this institution.
		As a student of Virginia Commonwealth University, I believe the tuition hike of 3%-6% is detrimental to students' success and wellbeing and will lead to more issues as opposed to solutions that the administration has proposed. For starters, it is unfair that the brunt of paying faculty salaries and providing financial aid falls on the student's bill. According to the University administration, "VCU senior leaders guided board members through the financial implications for a range of tuition increase proposals and the need for an increase, citing inflation, state-mandated salary increases, and a need for more student financial aid." Virginia Commonwealth is a public university and therefore gets funding from the state. Moreover, as detailed in a December report by the VCU chapter of the AAUP (American Association of University Professors): "VCU has developed an inefficient and expensive administrative overhead that is sapping cash flow, threatening the bond rating, and mismanaging student tuition and taxpayer dollars." To keep it blunt, our tuition does not go back to us, nor do any other factors of our bill. Many students deal with unsafe housing conditions such as mold, clogged plumbing, unsanitary water, and broken facilities, to name a few. There is not enough adequate mental health care on campus. The student activity fee pays for Greek life operations which just recently the Delta Chi fraternity murdered Adam Oakes. This campus continues to be inaccessible for students who are disabled, ramsafe's infrastructure is terrible, there are barely any wheelchair ramps, and most automatic doors and wheelchair elevators rarely work. Finally, a tuition increase = increase in work hours = less time for actual school work. If VCU prides itself on diversity and inclusion, it would make sure its low-income and working class students didn't feel alienated from completing their degrees or dropping out altogether. We hope that you will do everything in your power to fight
600	Student	for the will of the students of VCU as you have pledged to do.

	А	В
	Α	As a student of Virginia Commonwealth University, I believe the tuition hike of 3%-6% is detrimental to students' success and wellbeing and will lead to more issues as opposed to solutions that the administration has proposed. For starters, it is unfair that the brunt of paying faculty salaries and providing financial aid falls on the student's bill. According to the University administration, "VCU senior leaders guided board members through the financial implications for a range of tuition increase proposals and the need for an increase, citing inflation, state-mandated salary increases, and a need for more student financial aid.' Virginia Commonwealth is a public university and therefore gets funding from the state. Moreover, as detailed in a December report by the VCU chapter of the AAUP (American Association of University Professors): "VCU has developed an inefficient and expensive administrative overhead that is sapping cash flow, threatening the bond rating, and mismanaging student tuition and taxpayer dollars." To keep it blunt, our tuition does not go back to us, nor do any other factors of our bill. Many students deal with unsafe housing conditions such as mold, clogged plumbing, unsanitary water, and broken facilities, to name a few. There is not enough adequate mental health care on campus. The student activity fee pays for Greek life operations which just recently the Delta Chi fraternity murdered Adam Oakes. This campus continues to be inaccessible for students who are disabled, ramsafe's infrastructure is terrible, there are barely any wheelchair ramps, and most automatic doors and wheelchair elevators rarely work. Finally, a tuition increase = increase in work hours = less time for actual school work. If VCU prides itself on diversity and inclusion, it would make sure its low-income and working class students didn't feel
		alienated from completing their degrees or dropping out altogether. We hope that you will do everything in your power to fight for the will of the students of VCU as you have pledged to do. Some people have to pay for their college themselves, this
		increase would affect how much money people pay. This is not helpful nor useful to any VCU student.
501	Student	I do not approve of the increase. Students pay more than enough for parking, housing & tuition. After COVID, people are still
502	Student	struggling.
	Student	I do not approve of this tuition increase. It's already expensive enough.
003		I understand needing to raise tuition "due to rising costs of inflation, state salary increases, a need for more student financial aid, and a need to support faculty promotion, salaries and tenure." But as a current student, I agreed and signed up for certain amount that I would pay for tuition when I committed to VCU. I have budgeted my time at VCU to be able to set myself up for financial security and in increase in tuition for the coming school year (and then possibly again the following year?) would put
		an increased burden on not only myself, but my fellow students as well. I am currently paying for myself 100% and find the possibility of a 3-6% increase is very scary for my financial future. I propose that current students keep the set amount of tuition that they agreed to when they committed to VCU, but increase the tuition for incoming classes. That way, you know what you are signing up for when committing to VCU for the duration of your time at the school and the school is able to still
604	Student	increase tuition for the coming years.

	А	В
605	Student	The Student Forum was full of inconsistencies and patronization. It is unfair that the burden of faculty salary increases and student well-being has to fall on the students. It was admitted that the state of Virginia was eager and willing to provide the University with more money. Yes CARES ACT funding has ended, but the insistence of the University on being so underfunded that they need to increase tuition, which they have continued to get consistently for the past three years, is preposterous. Let us keep it blunt, reallocate funds from administrative and non-instructional employees back to faculty and instructional employees. Listen to student voices when it comes to our well-being and success, this University is nothing without its students and faculty. Fix old, decaying buildings rather than forcing Richmond residents out. of their homes and businesses to build new buildings. And don't try to declare yourself as being better than UVA and VT, universities with tuition freezee, with surface level distinctions.
		freezes, with surface-level distinctions. Thank you. VCU needs to reallocate it's resources to avoid tuition increase, since the pandemic has left thousands of college students struggling more to pay this high tuition than they already are. Do not give administration such as Michael Rao any further unneccesary raises. This money should be going towards creating a safe living environment, such as managing the mold in dorms which VCU has been sweeping under the rug until the issue spiraled out of control. VCU's inability to budget appropriately should not be the burden of the students!!!
	Student	I will not be able to afford this and can potentially cause me to drop out.
608	Student	I've never felt more talked down to in my life. The way the advisors talked down to us like we were stupid. Disabling the chat and not letting us have a chance to voice our concerns and instead cherry picking the questions. Denying the real reason for Johnson's closing was black mold and instead citing it as "air quality issues". In addition, to using the money from the master plan to instead build new buildings. Instead of fixing the older ones to make sure another Johnson Hall doesn't happen again. Or even allocating that money to what they're supposedly using it for instead of hiking up tuition. Lastly, do not pretend that we cannot research for ourselves. We know that there's somehow enough money to give Rao a 1 million dollar salary and have a 11.1 million dollar for officers who by the way, don't keep this campus safe. Cause if they did they would have arrested that woman who attacked two students. No amount of flowery language will be able to make this proposal seem like a good idea.
609	Alumnus/ae	VCU needs to stop raising tuition prices to pay for things that are not in support of current students and staff. Leadership at VCU should be focusing on how to best assist students that are currently attending the institution and hiking up tuition prices causes stress in all aspects of student lives. This money is going to the VCU police and building new buildings that push out Richmond locals and culture, all which harm students and the surrounding community. Use some money from President Rao's record holding salary instead of taking it from current and prospective students.

	А	В
610	Student	To begin, VCU is ranked below average, placing #999 out of 1,472 for value nationwide. In-state tuition is roughly \$100,901 WITH financial aid, and twice that amount with no aid at \$208,740. VCU professors themselves make anywhere from \$80,000 to \$180,000 a year, the maximum being LESS than the tuition of 1 student. Assistant professors make roughly half of that, and adjuncts can make as little as \$3,400 for an entire year's salary. The average yearly living expenses for a single person in the US is \$38,266. Without even considering what "improvements" VCU claims they will make, I think I speak for many students here when I say we want staff to first be paid a living salary. President Rao has the highest salary of ALL employees in the state of Virginia at \$1,020,828. I don't want to hear any excuses as to why the staff of this institution cannot be paid living wage while making a mere 0.08% of what the president of said institution makes, nor do I want to hear what argument this university thinks justifies dumping these increased costs onto students who are already struggling to pay tuition as is. I've heard not one or two, but many students talk about how they are likely going to have to drop out due to costs before this proposed plan. Some of them are working multiple jobs while trying to attend classes full time in order to still qualify for financial aid. But I, along with many in this university know the endless loops we are forced to jump through in order to just scratch the surface of receiving aid. To say it's frustrating is a gross understatement. What I see here is a mediocre attempt to cover the administrative, systemic failings of an institution that prioritizes monetization over the education of students. VCU does not insure the pay or even jobs of its faculty, it does not uphold transparency to its students, and its finances are squandered in opposition of what students wish. If VCU is an institution of education dedicated to improving the university for students, it should heed the student's word
	Student	Against
	Student	Fuck you guys for considering a raise in tuition. Nobody wants this, you already have enough
613	Student	This increase in tuition is unacceptable and will hurt low income students the worst.
		I feel like it is unfair and also irresponsible for VCU to put the weight of its economic problems on students by increasing tuition. There is a lack of transparency regarding where the money actually goes but with further research it is not benefiting the students as much as an educational system should or as much as VCU says. President Rao has the highest salary of all employees in Virginia at \$1,020,828. At the same time professors, specifically adjuncts, are not paid properly and the education they are able to provide suffers because of it. For example, adjuncts can make as little as \$3,400 as yearly pay.
614	Student	Throwing more money at a problem when current funding seems to be poorly managed is not a sustainable solution. It is also unfair to students who are already struggling to pay current tuition. I know multiple people who work multiple jobs, or just had their scholarship money cut, or have holds on even being able to register because of current tuition prices. Asking students to be responsible for mismanaged funding beyond unreasonable. VCU is also ranked below the average value nationwide, placing in 999th place. It is purely irrational to ask students for more money without beginning to be able to show that the value is going back to them and the education they pay for.

	A	В
	Student	The budget increase would suggest that VCU facilities are updated and in their best quality, and that students aren't in any sort of risk. However, that isn't the case. The closure of Johnson showcases how inadequate and unlivable dorms and apartments are at VCU. Students shouldn't leave housing with health problems that they didn't come in with. That's exactly what happened because of VCU's negligence. It should also be noted that various students work, so the increase would mean that students have to commit to longer work hours to pay for school that they won't have the schedule to go to. VCU's core value is student success, and does student success sound like a student struggling to live and balance their life with VCU's rigorous demands that don't take into account of their prior circumstances?
617	Student	I wont be able to afford school anymore.
	Alumnus/ae, Former adjunct professor	A tuition increase is unconscionable, especially when essential services to students (such as repair to student living quarters, expanded support for remote classes for immune compromised students and faculty, and student health support [masks, tests, quarantine support like food delivery] during the pandemic) remains largely unattended to. Trim your administrative budget. Trim the salaries of the overpaid administrators at the top who do not *need* more money. Do not expect students and their families to cover this unjustifiable increase, especially while there is continued inattention to student needs AND while you've gotten millions in federal and state aid due to covid. There are houseless and hungry students already at this University and you're comfortable asking for more money without addressing their very real and immediate needs. You treat the students as place for wealth extraction and not as people. I'm not seeing VCU put the covid money to good use (I'm seeing administrative salary increases though), so until the money you already have is put to use for direct student benefit, don't ask the students for another dime.
619	Student	I think an increase in tuition for the purpose of receiving more aid is not a good solution. We would just be going in a constant cycle of the tuition being raised as a result of us needing more aid. If the goal is to really help students, then creating more work study opportunities in addition to raising the wages for both work study and campus jobs would help. Having a university in Richmond means y'all should keep in mind that your students are paying city prices for places to live. Rent at a place without rats, roaches, and leaking ceilings is easily \$800+, plus we need to be full time students to qualify for financial aid. Added to the fact, most students live this lifestyle which means asynchronous/zoom classes are in high demand. Most students who need them will not get them. We do not have the time or money to keep up with a tuition increase.
620	Student	How much of the money is going towards President Rao and admin salary? Perhaps cut the amount and LOWER tuition.
	Student	same or a few thousand lower

	А	В
622	Student	VCU is getting more money from the state this year but still is raising tuition under the guise of improving student experience. What would improve student experience is redirecting the huge amount of money that goes to Rao's million dollar salary and more administrative overhead than comparable universities in Virginia to actually focusing on student wellbeing and reinvigorating departments which have historically been sources of pride but are now being ignored in a quest to draw people in for engineering. VCU isn't an engineering school and that's okay, but you have a great niche as a public arts program and a solid health program that need to be focused on or you're going to absolutely lose those opportunities. Stop trying to pour money into speedy ways to "grow" at the expense of actual students! fund more counseling! Offer more financial aid and NOT by charging students more! Offer more work study! Finally build that grocery store! Fix up student housing so it's not literally full of black mold! Pay your adjuncts properly! And the money for all of that doesn't need to come from students struggling under rising tuition. It needs to come from the absurd amount of money that goes toward administrative overhead, gets tied up in bureaucracy, and goes to Rao and the Board of Directors. It needs to come from the constant development projects that are only driving out majority Black Richmonders and gentrifying the area. It needs to come from the police budget. And it needs to go back to the students and the professors that make this university possible.
623	Student	I feel that this is unfair to the students and the students and faculty are being pitted against eachother. New administration is being hired with enormous salaries, and if they took budget cuts, the tuition wouldnt have to be raised so much. Many students are only able to afford tuition using loans and scholarship, and i have talked to many students who have said that if tuition was raised they would have to drop out. VCU has also been negligent about mold and student health, while only caring about making money. As a public institution, the school also gets government funding. The other day was giving day, in which the university was asking students to make a donation as if our tuitin isnt enough. That day was like a punch in the gut after the announcement of the tuition increase and the disaster that was the forum, in which many of my fellow students said that they were completely ingnored. To summarize: dont raise the tuition when you can cut administrative salary.
624	Student	there is no need to raise tuition, considering none of what we pay will help us in anyway. there are so many things that need to be fixed or improved upon on campus for students, it'd be different if money was going to that. Considering staff does need to be paid more, take some of Michael Rao's salary. There is no need to the president of VCU to be making that much.
625	Student, Alumnus/ae	The tuition shouldn't increase especially when that money isn't going to go to necessary things like fixing all of the issues with housing (mold, over crowding, flooding, etc), teachers are underpaid, and the academic buildings are so old, run down, rusty that you could practically get tetanus from doing a science lab. President Rao has no reason to be making over one millions dollars a year. If anything, his salary should be decreased and then that money should go to actually fixing up things around here. Students do not have the extra money to pay tuiton when we're about to go through another world war, gas prices are through the rough, and inflation is the highest it's been in 40 years
	Student	I'm an out of state art student. Tuition is already high enough, leaving me and many other students in to debt. It is a large tuition increase that could hurt many families if it is already hard to afford sending people to college. Please do not raise tuition and help the students get the education they deserve without going into debt for it.

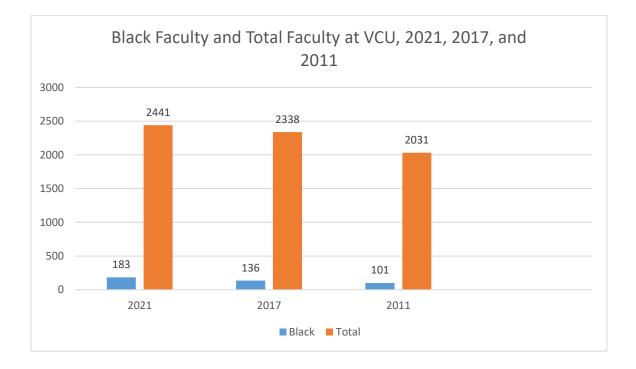
	А	В
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		not get them. We do not have the time or money to keep up with a
627	Student	tuition increase.
	Parent or family	
	member	Against raising tuition
		Considering how for years VCU as an institution has prided itself on not raising tuition for its student, now choosing to raise
		the tuition of the school, seems like a stab in the back for students who have been trying and struggling to pay tuition here
	Student, Work	doing a pandemic. In addition, the president of the school getting a pay raise during this when other people are struggling
629	study student	feels like it isnt giving students a fair chance at an education.
	Parent or family	
630	member	It's hard enough as is why make life harder for new adults!!
	Parent or family	I disagree with the Budge & Tuition proposal. As a family member of 2 students that attend VCU, your tuition is already at a
631	member	high rate.
		I honestly don't think I can afford this and I very scared that my dad is going to have me drop out. My dad along with student
		loans from the government pay my tuition while I work to cover my housing that is the agreement we have for me to go to
632	Student	school. He does not care for college and only puts up with it because it makes me happy.
	Parent or family	
	member	Please do not raise tuition fees.
	Parent or family	
634	member	Please do not raise student tuition.

A	В
	xxxxxx Va. Code 2.2-3705.4(B) Dear Jordan, As a student of Virginia Commonwealth University, I believe the tuition hike of 3%-6% is detrimental to students' success and wellbeing and will lead to more issues as opposed to solutions that the administration has proposed. For starters, it is unfair that the brunt of paying faculty salaries and providing financial aid falls on the student's bill. According to the University administration, "VCU senior leaders guided board members through the financial implications for a range of tuition increase proposals and the need for an increase, citing inflation, state-mandated salary increases, and a need for more student financial aid." Virginia Commonwealth is a public university and therefore gets funding from the state. Moreover, as detailed in a December report by the VCU chapter of the AAUP (American Association of University Professors): "VCU has developed an inefficient and expensive administrative overhead that is sapping cash flow, threatening the bond rating, and mismanaging student tuition and taxpayer dollars." To keep it blunt, our tuiton does not go back to us, nor do any other factors of our bill. Many students deal with unsafe housing conditions such as mold, clogged plumbing, unsanitary water, and broken facilities, to name a few. There is not enough adequate mental health care on campus. The student activity fee pays for Greek life operations which just recently the Delta Chi fraternity murdered Adam Oakes. This campus continues to be inaccessible for students who are disabled, ramsafe's infrastructure is terrible, there are barely any wheelchair ramps, and most automatic doors and wheelchair elevators rarely work. Finally, a tuition increase = increase in work hours = less time for actual school work. If VCU prides itself on diversity and inclusion, it would make sure its low-income and working class students didn't feel alienated from completing their degrees or dropping out altogether. We hope that you will do everything in your power to fight for the w
635 Student	Sincerely, Nishita
636 Student, Facul	VCU is proposing a 3% tuition increase with the rationale that it will help cover the need for salary increases and faculty promotion, as inflation rises. However, doctoral students within our department (myself included) will see no increase in our stipend salary, yet we hold the the same responsibilities within the classes with TA for as untenured and tenured full-time faculty. How is this justifiable? Are we not obligated or thought of that we are experiencing hardship as a result of rising standard of living costs? For a university that prides itself in being an R1 institution that is driven by research led on by high caliber graduate students, the administration should and needs to consider the negative ramifications of not increasing stipends for graduate students. Anything less than an adequate increase in graduate student salaries is unacceptable and revolting.

ATTACHMENT B

Black Education Association

Black faculty increased at VCU by only 2% from 2011 to 2021, comprising 5% of faculty in 2011 and 7% of faculty in 2021. Among Black faculty, the majority are in non-tenure-track positions (61% in 2021 and 54% in 2017). Assuming a 1% increase every five years suggests that 8% of the faculty will be Black in 2026. Aggressive action is needed to address this disparity.

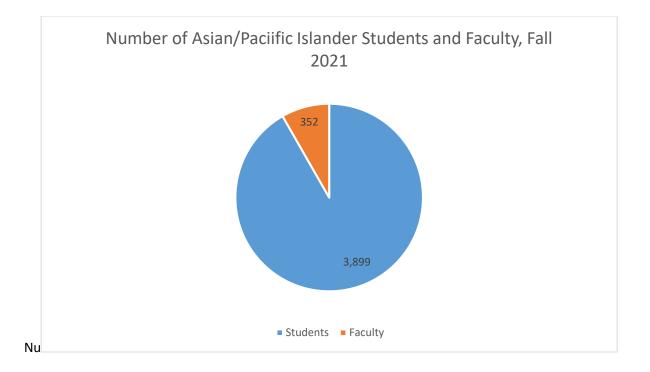


Data Source: 2021 and 2017 Data: Office of Institutional Research and Decision Support

Data from 2011 is from the Office of Planning and Decision Support

Representation Matters





The ratio of Black faculty to students is 1 to 29. The ratio for White students is 1 to 7. The ratio for Asian/Pacific Islander students is 1 to 11.

Data Source: Office of Institutional Research and Decision Support

To: VCU Board of Visitors From: Everett Carpenter, Ph.D., Chapter President Date: May 2, 2022



Dear Board of Visitors,

There are several items which the VCU Chapter of the AAUP would like to bring to your attention.

Current Fiscal State of the University

The VCU chapter of the AAUP is concerned about the current fiscal state of the university and the impact of that state on the quality of education we provide our students. We recognize that the current fiscal state of the university is part of a wider set of institutional challenges faced by public higher education. Among those challenges are the reduction in public investment and the pressure to compete with other universities for attractive physical spaces and amenities. That competition has led to costly building projects and a high debt-service costs. These are problems that emerge from political and cultural forces beyond VCU's control.

We also must take this opportunity to look in the mirror and question the choices our institution makes within these challenged circumstances. Using Integrated Post-secondary education data survey responses that VCU reports to the federal Department of Education, our initial results suggested that our upper-level administration is more bloated and costly than that of our peer institutions. We are grateful that the university has decided to hire an outside consultant to review these costs. However, it is of great concern that VCU appears to be doubling down on that strategy and hiring two new Vice Provosts at this time. That AAUP report also found that VCU has a lower ratio of full-time faculty to students than other public universities in Virginia and peer universities, such as the University of Illinois-Chicago, and the University of Louisville. It was with great concern that we read in the Richmond Times Dispatch that senior VCU spokespeople were tying the tuition raise to a state-mandated raise in faculty salaries and suggesting that adjunct budgets will have to be cut.

The overall contraction of fulltime and particularly tenuretrack faculty over the past decade has increased the burden of service tasks on those who remained. VCU instructors and staff bore the brunt of keeping the university in business during the pandemic. Many faculty taught extra courses for no additional compensation and have been a crucial link to an increasingly alienated student body. We learned to teach online, adapted our courses, taught in our homes while caring for young children and older family members. The overall contraction of full-time and

particularly tenure-track faculty over the past decade has increased the burden of service tasks on those who remained. At the same time, demands for greater scholarly productivity have not abated.

The VCU chapter of the AAUP opposes tuition increases. We question the wisdom of creating two new Vice Provost positions at a cost of around \$500K per year. That money could pay for 8-10 term faculty positions. Those term faculty could teach a total of 64-80 courses per academic

year. In addition, we would like to ask the administration to be more transparent about the university's costs, particularly our debt service on capital projects, and cease blaming instructors for our fiscal woes.

Faculty Engagement

We believe that the example of fiscal challenge illustrates a larger issue that challenges VCU, faculty engagement. We have often found that faculty are engaged to ratify decisions that have already been made by senior leadership rather than engaged as partners who share a commitment to VCU and its students. As President Rao said at the March BOV meeting, VCU faculty are very generous with their time and some of the most flexible faculty he has encountered.

The imbalance in decision making has clear impacts in regards to budget, morale, and the extent to which faculty buyin to major administrative initiatives. The imbalance in decision making has clear impacts in regards to budget, morale, and the extent to which faculty buy-in to major administrative initiatives. Clear examples of the imbalance in decision making is the choice to expand administrative positions (discussed above) and a pattern of disrespect for faculty time and effort. As the ratio of full-time tenure-track and term faculty to students drops, fewer faculty are being asked

to do more service. This state of affairs has contributed to a drop in morale as seen in our climate survey as well as data collected during interviews.

Respect for faculty time and effort means being cognizant of varied faculty responsibilities: to teach/advise/mentor students, run programs, engage in research, and perform service to the University, community, and our national and international scholarly organizations. A positive example of that respect is occurring under the leadership of Dr. Tomikia LeGrande who leads an effort to re-envision aspects of our general education curriculum. She has offered to compensate 9-month faculty for the time they will need to spend over the summer (and hence off-contract) to maintain progress on this work.

Examples of disrespect for faculty time and effort are also common. But they are starting to change. The Office of Sustainability has organized a process for seeking faculty input to occur primarily over the summer. They have just recently started to look into ways to compensate faculty for the service. However, the process is being facilitated by outside consultants who typically cost between \$400-\$600k for such work. It is possible to lead initiatives and solicit faculty input in more meaningful and cost-effective ways. The money on consultants could instead be spent engaging expertise already present in our faculty ranks or building new capacities within our faculty that can last longer than a short-term engagement with expensive consultants. In many cases, faculty are available to help out, but they need to be respected for their time and not just assume they are willing to volunteer it.

Another example is in regards to the strategic priority to enhance student success on campus. Faculty generally care quite a lot about their students' success and thus are motivated to be more involved in such initiatives. However, in order to get more engaged, the demands on faculty time must be understood. We are currently in a situation in which greater demands are placed on instructors in the pandemic and its aftermath. However, with a shrinking pool of tenure-track and term professors, we are dismayed that the university chooses first to cut faculty lines. Such cuts create larger class-sizes and reduce the ability of faculty to engage with their students. Smaller classes, which have been shown to improve student success and satisfaction, are only possible with more faculty lines. In order to build lasting success at VCU, we also believe that requires in particular the addition of more tenure-track faculty and a reduction in contingent faculty. Tenure provides a number of benefits towards fulfilling institutional priorities. Greater stability of the professorate enhances opportunities for students in regard to mentoring, getting recommendation letters for jobs and post-graduate studies. They are more likely to view their work at VCU as long term and invest more time and effort into service, committee work, and engagement with university initiatives than contingent faculty who must always have one foot in the job market.

While it may seem to Senior Leadership that simply hiring consultants or more senior administrators is the most effective way to facilitate innovation and change, we actually see this as a counter-productive. It entrenches the university in unsustainable practices instead of creatively collaborating with faculty, staff and students to build transformative capacity from within. After all, many administration actions don't achieve the desired impact without faculty buy in. The best way to get faculty buy in is to be cognizant of the faculty's time commitments, to work to better engage them, and to demonstrate the value of their input in the decisions that get made.

Improving Shared Governance Structure

The university term for faculty engagement is shared governance. This past year, the VCU AAUP chapter requested the assistance of an Ed.D. capstone team to help faculty better understand the current perceptions and increase awareness of shared governance at VCU. The Capstone project was conducted with three guiding questions:

- 1.What is shared governance as understood through relevant literature and practice?
- 2. What are the current faculty perceptions of shared governance at VCU?
- 3. How can awareness of shared governance be increased at the institution?

This study utilized a systems theory framework to analyze the literature and the data collected from focus groups, individual interviews, and a modified design charrette. Data collected from the study offered insight into how faculty members understand and experience shared

Harvard University's Henry Rosovsky was noted in a January 2017 interview as stating "equally important for the promotion of excellence in the university is an emphasis on shared governance. The faculty needs to be involved directly in the process of running the university and in the setting of priorities." governance at VCU. The authors also identified a set of recommendations for strengthening faculty governance at VCU.

The report highlights several potential actions to increase engagement and to create a better understanding of shared governance at VCU: increasing transparency in decision making, increasing communication between units, and working to build trust between faculty and administration. It is heartening that the provost's office has already identified several of the observations made by the capstone team and started work to address them. But in order to continue building trust, we must have greater transparency, communication, and faculty involvement in the process.

Alongside the VCU Capstone team project, the Governance committee of the Faculty Senate completed a multi-year project looking at the state of shared governance in universities within the commonwealth. That report is also included in your packet. There were a number of relevant takeaways from the research:

- In many instances, the top-down approach to authority and power within the institution has eroded faculty morale, governance, and shared governance.
- When the decision-making process included and encouraged faculty voice and participation, things progressed into a more collaborative process and found innovative solutions.
- However, two types of faculty involvement are problematic--one is tokenism. Faculty are merely included for form and are generally ignored to the detriment of the university. The other type is the revolving door--what one university referred to as the "Old boys club"—the same people are tapped for special committees, administrative roles, and plum appointments.
- Faculty who take an active role in shared governance are not rewarded by the university and, in some cases, have felt threatened by administrators.
- Faculty Senators sometimes felt intimidated by the continual presence of administrators and the control administrators exercised over the senate's agenda and discussion.
- Faculty expressed frustration around administrators' transparency in their decisionmaking, especially when faculty have taken the time and effort to develop plans or provide feedback. Yet many times, decisions are made that do not appear to consider the faculty's voice.

Building a culture of trust

The Faculty Senate report as well as the Capstone team's study show that faculty are not feeling valued and distrust administration. We heard similar comments and stories when we held our first general faculty and staff meeting, co-hosted by the VCU AAUP Chapter and the VCU Chapter of the United Campus Workers. Over 250 faculty and staff registered for the event. During that meeting, we asked participants "What is the biggest problem facing your position at VCU today". Participants' comments can be summed up as:

- Growing enrollment pressures which do not match resource or infrastructure needs.
- Lack of support from the institution, Job creep (adding extra duties) due to understaffing.
- Shared governance practices have broken down and administrative decisions are poorer for it.
- Lack of vision and commitment by leaders
- Favoritism or Nepotism and micromanagement have created a hostile work environment.
- Unit decisions are made to maximize short-term financial concerns without consideration for long-term ramifications (growth prioritized over capacity).
- Zero accountability for deans or higher administration promises are unkept, rules are broken.

Without a pathway to report that guarantees anonymity during the investigation, faculty will not feel comfortable reporting potential issues.

The issue of administrative accountability is particularly concerning in light of overall morale. VCU has a policy that requires faculty to report instances where deans and administrators violate established policies and procedures. Coupled with the duty to report is a protection-from-retaliation policy. VCU's whistleblower policy was designed to provide faculty an opportunity

to report such violations to the Office of Integrity and Compliance. Yet in a recent incident, it was made clear that the faculty or staff who submits a question or complaint to that office will have their identity shared with the faculty's administrator's office. Without a pathway to report that guarantees anonymity during the investigation, faculty will not feel comfortable reporting potential issues. This must be changed. Faculty need to know that should they make an allegation of wrong-doing or even just ask a question, that their identity will be confidential while the investigation is on-going. Confidentiality is the only way to protect faculty from retaliation and build a sense of trust in the institution. Without such measures, VCU risks further metastasizing problems and potentially more publicly embarrassing outcomes.

Conclusion

VCU faces a number of fiscal and educational challenges in 2022-2023. The university faces a budget shortfall and an unfavorable political environment at the state level. Our students will have spent formative years in secondary and tertiary schools with limited educational experiences due to the pandemic. The VCU AAUP chapter believes that the university can face these challenges only if administration, faculty, and staff work together. It appears as if "working together" means one thing for administration and quite another for faculty. Administrators think it is enough to give faculty information about admins priorities, to occasionally ask for advice from faculty, and to override such advice when they deem it unhelpful. Faculty and staff perceive working together quite differently. When asked faculty and staff at our university-wide meeting "what would make your life at VCU better?" The responses can be summed up as:

- Less micromanagement, more flexibility, more input into workload distributions
- Improved faculty governance = more faculty involvement, participation, and power in regards to decisions.
- Faculty would like to be respected as a partner.
- Supporting existing contingent faculty instead of always pursuing external hires.
- Changes in the complaint filing system to better protect the faculty or staff to help build trust in those systems.

As we approach the coming year, taking stock of our successes and challenges, it is essential that we work to rebuild trust by restoring faculty governance. That is the only way we will navigate the challenges faced by the university.

APRIL 2022

SHARED Governance

AT VCU: INCREASING AWARENESS OF SHARED GOVERNANCE AMONG FACULTY

Executive Summary

Ed.D. Capstone Project

Introduction

Institutions of higher education have a lot to consider when making decisions that impact university operations and the college environment. For example, they must reflect on who should be involved in the decision making process and if the balance of power proportionately reflects the investment of the stakeholders and their responsibility to implement change. Which decisions should faculty govern and which matters should be regulated to the administration? Where do our institutions go to get the answers for these deciding factors? When colleges and universities come to a crossroad in deciding what matters, shared governance should be engaged to outline the decision making process. Shared governance holds the key to unlocking many of these puzzling questions; however, when faculty and administrators seek these questions in shared governance, the answers are not always present.

The composition of institutions of higher education has changed rapidly. It is important to have a comprehensive understanding of the role of shared governance to influence policies, procedures, and the process of institutional decision making to ensure equal balance of power and stakeholder engagement over periods of time. In an effort to uncover the answers of who governs which matters and how shared governance operates during challenging times, our research team undertook the task of gaining a better understanding of shared governance.

The American Association of University Professors (AAUP) chapter at Virginia Commonwealth University (VCU) has requested the assistance through this capstone project as a means to understand the current perceptions and increase awareness of shared governance at VCU. The capstone project was conducted with three guiding questions:

- 1. What is shared governance as understood through relevant literature and practice?
- 2. What are the current faculty perceptions of shared governance at VCU?
- 3. How can awareness of shared governance be increased at the institution?

The findings of this capstone project generated recommendations for the VCU AAUP chapter to assist in developing a collective definition and enhancing shared governance practices at the institution.

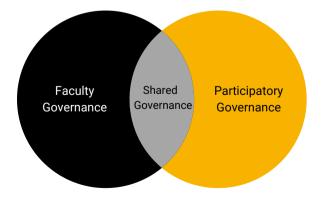


Literature Review



The concept of shared governance and all it encompasses is not entirely clear. The ways in which university personnel define, interpret, and enact shared governance are often highly individualized and contextualized. The information collected from literature and qualitative research methods indicated varied nuanced and specific understandings of shared governance. While many of the definitions have common themes and hope to receive the same end goal through policy and procedures, the individual meanings and missions dictated inconsistent application in practice.

Equally important, and embedded in the understanding of shared governance, was the need to know how shared governance will be structured and implemented. Generally, the review of literature indicated that shared governance occurs when there is a common definition and a climate of trust whereby multiple stakeholders take part in informing institutional practices through shared expectations, values, and engagement. Shared governance can be defined as the collective and mutual oversight of university operations partaken equally by faculty and administrators (Bahls 2014; Cramer 2017; Gerber 2014; Johnston, 2003; LaForge 2020). The figure below illustrates how the literature currently describes the intersection of governance at universities.



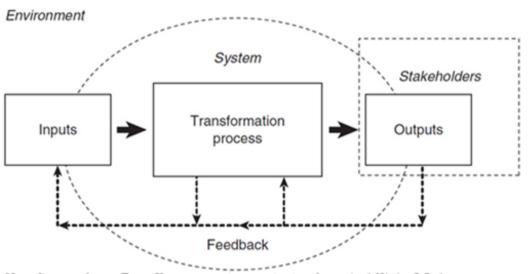
The literature suggested several best practices that have been shown to have an impact on the successful implementation of shared governance practices across postsecondary institutions (Bahls, 2014; Cramer, 2017; Gitenstein, 2017; Honu, 2018; Johnston, 2003; LaForge, 2020; Quarless & Barrett, 2017). The capstone project was heavily influenced by Bahls (2014) research and derived seven commonly recommended practices from the literature.



Methods Theoretical Framework

Systems theory was selected as the theoretical framework for this research project. Wilkinson (2011) defined systems theory as "a conceptual framework based on the principle that the component parts of a system can best be understood in the context of the relationships with each other and with other systems, rather than in isolation" (p. 1). This particular definition best encompasses this research project. Figure below visually represents the core components and relationships espoused in systems theory.

Systems Theory Representation



Note. Systems theory. From Key concepts in organization theory (p. 169), by J. Luhman and A. Cunliffe, 2013 SAGE Publications Ltd. Copyright 2013 by John Luhman and Ann Cunliffe.

The shared governance process at the university is an example of systems theory: whereby the institution is the system, and shared governance is the transformation process. It is important to note that in systems theory, feedback should flow both into and out of the transformation process before a final output is delivered to all stakeholders. In a similar vein, shared governance should be a multi-staged process with communication and engagement opportunities throughout the decision-making process. The research project closely examined the thoughts and ideas of faculty members on the system of shared governance at VCU.

Methodology

The team determined a naturalistic approach would best encompass the many components of the project and yield rich information on the faculty's perceptions of shared governance at VCU. A naturalistic research approach allowed the research team to collect qualitative data and analyze those data using inductive and deductive analysis to understand the problem of practice. The project was broken up into two main parts:

1. Literature Review

The first part of this project was the completion of a comprehensive review of relevant literature related to shared governance within higher education. The literature review was divided into five key components: a history of shared governance, defining shared governance and its benefits, best practices in shared governance, current trends, and future considerations, and issues on the horizon.

2. Narrative Research

The research team utilized three components to collect descriptive information relative to faculty knowledge, attitudes, and perceptions of shared governance at VCU. Narrative methods were selected to best understand the lived experiences, perceptions, and awareness of faculty through one-on-one interviews and focus groups. The researchers completed a series of focus groups with VCU faculty, followed by individual interviews. Additionally, a modified charrette, or design thinking workshop, was utilized to understand faculty recommendations for increasing the awareness of and engagement with shared governance at VCU. These three components allowed the research team to gather a cross-section of faculty perceptions of shared governance through their personal experiences at the institution.

• Focus groups

Eight focus groups; two were face-to-face focus groups that occurred inperson on the Monroe Park campus and six were facilitated virtually via Zoom. 29 participants at the end of the study. participants represented university faculty from multiple units, varied faculty ranks, and varied involvement in governance structures. 6 open-ended questions and prompts designed to gain in-depth responses. The specific questions were based on the literature review gathered on common concerns and recommendations for best practices, predominantly influenced by Bahl's 2014 framework.

• Individual interviews

Interviews were necessary to obtain detailed responses that offered robust descriptions of faculty knowledge, attitudes, perceptions, and were used to gain further understanding from stakeholders who were not able to participate in focus groups. Additionally, the research team specifically included outreach to faculty of color and faculty on the tenure track to participate in the interviews. Eleven responses were received to participate. The targeted participants represented university faculty from multiple units and faculty rank.

3. Modified Charrette

Participants of the modified charrette were recruited solely from the VCU AAUP chapter membership. Seven AAUP members responded with interest, six participated. Ideas informed by the modified charrette allowed for the redesign of shared governance to enhance governance practices and increase VCU AAUP chapter participation in governance efforts at the institution.

Limitations

There were a number of limitations including:

- 1. Time constraints set by the doctoral program to complete the project
- 2. Lack of a central communication method to engage all university faculty which potentially resulted in a low yield rate of faculty participation.
- 3. Low faculty participation, specifically low involvement and response from MCV campus, faculty of color, and tenure eligible faculty.
- 4. Sample was largely skewed to those invested in the topic of shared governance, which potentially may be lacking the voice of faculty who are not engaged in governance.
- 5. COVID modifications may have inhibited faculty engagement or influenced engagement.

Findings



Through the review of literature, focus group and interview data, and a modified charrette, researchers identified a series of findings related to how faculty at VCU experience shared governance. The data collected across all components of this study provided a robust understanding of faculty perceptions of shared governance at VCU and ideas to increase awareness at the institution. In the findings, the researchers thematically analyzed the data in response to each of the three research questions.

Research question one was answered primarily through the literature review which yielded information on some commonly held beliefs in defining what shared governance is thought to be. The literature review indicated there are a variety of definitions and interpretations of shared governance across institutions. The bottom line is, a common definition should be adopted and the mission and purpose of the institution should dictate the specific interpretation and application of shared governance. Best practices were identified through the literature to ensure effective implementation of shared governance. The literature review findings were supported by the study participants' voices who articulated a need to further understand shared governance and its practice at VCU. Research questions two and three were answered through the data collected from participants through the focus groups, interviews, and modified charrette.

From each data collection method utilized, several themes emerged. Research question two delved into faculty perceptions of shared governance at VCU. Themes that emerged from interviews, focus groups and the modified charrette centered on the themes of too much administrative power, faculty engagement in shared governance, and a desire for change. These larger themes emerged from common experiences from participants while secondary themes about lack of reward, apathy resulting from the lack of trust, fear of retribution and decision-making power also emerged. Research question three centered on how awareness of shared governance can be increased at VCU. The data showed that shared governance can be increased at VCU through two overarching themes: creating collective understanding and increasing engagement. Study participants spoke about the need for a common definition, common structures, and common engagement opportunities to create a collective understanding. To increase engagement, participants noted the need to build trust, increase engagement, and increase transparency through involvement, processes, and rationale. Both of the overarching themes were identified as focal areas to increase shared governance at VCU.

These themes are detailed in the charts below.

Research Question 2: What are the Current Faculty Perceptions of Shared Governance at VCU?	Themes	Subthemes
	Too Much Administrative Power	 Top-down decisions Futile governance structures Bylaws and constitutions not followed
	Devalued Faculty Engagement	 Being valued High risk, low reward (fear of retribution, apathy from lack of trust, lack of reward) Being engaged effectively
	A Desire for Change	

Research Questio can Awareness of Governance be In the Institution?	f Shared Themes	Subthemes
	Create a Collective Understanding	 Common Definition Common engagement structure Common engagement expectations University structure and engagement
	Increasing Engagment	 Building trust Increasing communication Increasing transparency

Recommendations



The data collected from the literature review, focus groups, interviews, and modified charrette provided a robust understanding of faculty perceptions of shared governance at VCU and ideas to increase awareness at the institution. The researchers used the study findings to inform their recommendations for this study. The themes across all three research questions yield two overarching categories to consider increasing awareness and improving the practice of shared governance at VCU: structure and culture. Structural components speak to the need to standardize systems, workflow, and communication methods between university stakeholders. Cultural components suggest a need to increase trust, engagement, and the value of engaging in shared governance. In order to accomplish the task of increasing awareness of shared governance at VCU the researchers make the following recommendations.

Cultural Changes

Additionally, VCU should consider the following cultural changes to improve the climate of shared governance and increase engagement. Assessment of the culture should be conducted on a regular basis to understand how the proposed environment and institutional values are evidenced in lived experiences of faculty and staff. The researchers recommend four specific cultural changes for consideration: creation of a shared governance dashboard, increase trust, increase engagement, and increase the value of shared governance.

- 1. Create a Shared Governance Dashboard
- 2. Increase Trust
- 3. Increase Engagement
- 4. Increase Value of Shared Governance

Structural Changes

Structural recommendations are built from the findings related to systems, workflows, and communication methods between university stakeholders. Cultural recommendations encapsulate themes of trust, engagement, and the value of shared governance.

- 1. Develop a University-wide Shared Governance Policy
 - a. Create a common definition of shared governance
 - b. Create a shared governance webpage
- 2. Review and Assess VCU's Shared Governance Bodies
 - a. Review unit level and institutional structures
 - b.Review for consistency across units and effectiveness at the institutional level
- 3. Develop Standard Structures and Bylaws for Governance Across Units
- 4. Augment Communication Channels
 - a.Use of website
 - b. Pathways for communication across units
 - c. Standardized template for sharing outcomes of shared governance

In the end, VCU needs to make a set of structural and cultural changes to best support the systems and execution of shared governance.

Conclusion

Shared governance is a concept that holds multiple definitions and implies varied experiences for those who engage in its processes. This study utilized a systems theory framework to analyze the literature and the data collected from 29 participants involved in eight focus groups, 11 individual interviews, and a modified charrette. The information gathered from the literature review informed the qualitative research in the protocol structures as well as the interpretation of the qualitative data utilizing etic coding. The data collected from the study offered insight into how faculty members understand and experience shared governance at VCU and identify recommendations to increase awareness at the institution. Shared governance at VCU is a timely issue and one that is ripe with opportunity.

In conclusion, shared governance plays a major role in postsecondary institutions across the country. As colleges and universities face 21st century challenges such as changes to online learning, threats to tenure status, and national debate over curriculum content, it is imperative to keep in mind that college populations are also becoming more diverse. It is necessary to regularly review, and discuss, best practices for shared governance to ensure adequate response to change and the inclusion of different perspectives. It is imperative that stakeholders utilize clear communication practices and work collaboratively to better collegiate environments across the country.

Call to Action

In a time of uncertainty coming out of a global pandemic, institutions of higher education are poised for transition and transformation. Technology is changing and impacting instructional methods in both how faculty provide material and how students wish to receive information. There are rapid changes to online and hybrid instructional formats and augmented training from private sectors and corporations alike that threaten the underpinnings of the higher educational system as a preparation for professional engagement and career readiness. Postsecondary environments that once helped prepare students are now in direct competition with corporations primed to offer apprenticeship-style environments with specialized on the job training: offering students salaries and benefits to join the workforce sooner and without educational debt. Attractive corporate offerings in a virtual world, coupled with an impending populationbased enrollment cliff indicate that now is a critical time for the academe to ensure its future success (Campion, 2020). And the COVID-19 pandemic forced organizations to make decisions with haste, changing daily operations and redefining the very ways people interact with one another.

In this transitional time, postsecondary institutions need faculty and administration to work together to ensure the path forward allows higher education to thrive. Harvard University's Henry Rosovsky was noted in a January 2017 interview as stating "equally important for the promotion of excellence in the university is an emphasis on shared governance. The faculty needs to be involved directly in the process of running the university and in the setting of priorities." The sense of urgency for faculty to be involved in the governance of the institution has only increased. Battles over power will only cause institutions of higher education to fracture at a time when they need to be strong.

Given this urgency, we look back to systems theory to understand how to respond to the situation. As such, transformation can come when the system is working properly. According to the depiction of systems theory provided in our study, transformation occurs when all parts work together, with information flowing between all parts to ensure the relationships between areas support and reinforce one another. In higher education, this process occurs through shared governance: balancing power between university faculty and university administration to make the best policies, practices, and operations for all.

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Governance Committee 2022 Report

Kristine Artello & Oliver Karam, Co-Chairs Committee Members: Nora Alder Jon Becker Everett Carpenter R. McKenna Brown

This year, the Governance committee reached out to other Virginia institutions to discuss the nature and extent of faculty and shared governance. With the impact of COVID and the arrival of Provost Sotiropoulos, the time arrived to seek out how faculty and shared governance is working and not in our sister institutions. We reached out to several institutions and talked with their Faculty leaders. A few declined our invitations, but most were happy to talk with us. We then compiled the questions and answers. Then we removed identifiers to protect their anonymity. We are reporting their answers below. We also created some takeaways that were also found to be consistent with the extent of faculty and shared governance at VCU. We then created a few recommendations.

Takeaways:

- In many instances, the top-down approach to authority and power within the institution has eroded faculty morale, governance, and shared governance.
- When the decision-making process included and encouraged faculty voice and participation, things progressed into a more collaborative process and found innovative solutions.
- However, two types of faculty involvement are problematic--one is tokenism. Faculty are merely included for form and are generally ignored to the detriment of the university. The other type is the revolving door--what one university referred to as the "Old boys club"--the same people are tapped for special committees, administrative roles, and plum appointments.
- Faculty who take an active role in shared governance are not rewarded by the university and, in some cases, have felt threatened by administrators.
- Faculty Senators sometimes felt intimidated by the continual presence of administrators and the control administrators exercised over the senate's agenda and discussion.
- Faculty expressed frustration around administrators' transparency in their decision-making, especially when faculty have taken the time and effort to develop plans or provide feedback. Yet many times, decisions are made that do not appear to consider the faculty's voice and, in many cases, ignore faculty voices and concerns. Consequently, administrators must share their reasoning for decisions to create and maintain a collective university vision and mission.
- Research shows that diverse voices and experiences improve outcomes. Opening the deliberative process to include more faculty decisions may be more innovative to resolve the issues facing universities as we enter the new world post-Covid.

Recommendations:

- 1. Faculty Senate should create an award for faculty members and administrators who demonstrate through their work and commitment to the essential role of faculty to successful shared governance. This award need not be awarded every year but can be a way to show our appreciation for their work.
- 2. Faculty Senate shall continue to ask administrators to be transparent in their decision making and to include a diverse body of faculty to create solutions to problems.
- 3. Transparency is a crucial part of governance. We would like the administration to provide a specific faculty-wide meeting where they set out the university's financial situation on an annual basis.
- 4. Faculty Senate should reconsider the role played by non-senators in meetings and reconsider the "open access" to full meetings given them and explore making attendance by invitation.

Interview Responses:

Institutio n	What does shared governance look like at your institution?
A	Currently, they have multiple commissions (Faculty, administrators, students, staff). On almost all of those, Faculty have a majority vote. All resolutions come from these commissions. The resolutions go to the University Council, where Faculty is also well represented. However, there was no place for the Faculty to deliberate outside of the other groups, which was a strategic problem. So on paper, there was shared governance but it wasn't the case in practice. Faculty members are sometimes outnumbered since senior faculty leadership also counts. As an example, there is an advisory council on planning but this council is not used for shared decision making, but only for reporting. In addition, it is difficult for Faculty to be engaged since their teaching tasks are so important (this is not Faculty's job). There are also term limits that are a challenge. There is also a concern about the power balance and power differential, where even some tenured professors are concerned and will not speak up, and will concede to the administration (who would for example control the salary raise or budget). Not everything can be put on the docket. There are also some strategies where the administration will push through a decision before Faculty can organize and coordinate their response. Currently, Faculty Senate is not a decision-maker. They have the right to comment on decisions. In the future, they will have veto power. Overall, using the AAUP scale, our institution would be "administrator dominance" or "administrator primacy". The goal is to go to shared governance.
В	The head administrator is set by the bylaws as the faculty senate president is at every meeting and on every email. Faculty has proposed meetings without admin, to no effect. I think we have a problematic culture; top-down, tiered, stratified. There are star faculty and then everybody else. Feudal order. People who are close to the administration, get plum positions. As a result, anything that needs to be done gets done through these insiders. Historically, the Senate hasn't been seen as an action body; just pro forma. Gets lectured to by the administration. Thus, there's an attitude of why bother. That has slowly been changing. For the past 7-8 years, a small group has been challenging this culture.

С	There is an understanding between the administration and the faculty that the faculty will have input on all major decisions. We are included on all major review committees that have topics affecting faculty. The only challenge is to ensure there is faculty representation when appropriate.
D	We've got a faculty Senate, and I think that that is clearly the body that has been positioned to sort of exercise faculty shared governance in the university. I think the Executive Committee of that body includes administrators so the provost and the Vice President of finance often sit in the executive planning meetings of the Senate. I think there's a great effort to try to collaborate and to reach some kind of joint consensus or inform each side as we move forward. But over time, shared governance has certainly eroded on campus and there's quite a lot of top-down. Management decisions and even curricular decisions are often made by the administration and pushed down onto units. If you look at the history of what your government is meant to look like and what faculty are supposed to have control or primary responsibility over, I'd say that we have less and less authority and power over those areas whether it's an academic function and the like. There is a lot of pressure from the administration to normalize, the university with regard to external funding pressures and redefining workloads and things like that really curtail sharing government or just faculty roles.

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Institutio n	How would you describe the relationship between faculty and administration?
A	With their previous Provost, there was a trust issue. Now, the new Provost works well with the Senate. During the Pandemic, the Faculty Senate Cabinet was meeting every week with the Provost. This last year, they would meet once a month. The Provost came twice to the Senate, and the President came once. They also provided written answers to the Senate, which was very appreciated. There are multiple opportunities to have interactions, but the quality of those interactions will vary with leadership. Faculty have had seats on the Board of Visitors, which allowed them to have internal discussions and interactions with board members (although the Senate representative didn't have a right to vote). This allowed Faculty Senate representatives to be heard and to influence major decisions, such as budget
В	A little cozier than I would expect for the inner circle. Senators kind of come and go because that's not where the action is. Senate is engulfed in this top-down, feudalistic culture. Recently, our provost got a new job. There was no search committee and a dean was appointed as provost. AAUP was rebooted recently. But after a crisis was averted, everything went back to the status quo. There was hostility to AAUP in its early years. This is changing a little bit because a small group of AAUP members has managed to make some changes to the bylaws of the Faculty Senate. For example, it used to be that the executive council appointed the next leader. They kept nominating alternative candidates outside of the nominations committee process. "Old boys club." Once the Faculty Senate chair serves, they become cozy with the administration. Trying to make the Senate more representative, more democratic, and less elitist.

С	To date the relationship has been straightforward with dialogue at all levels. This is due to the approach that the president has taken to ensure faculty voices are heard across campus. The senate has monthly meetings with the president and provost so that we can air any concerns and get their feedback.
D	There's a nod to the fact of the senate's role in regards to deliberation. However, if the university wants to do something, and if the board of visitors wants to do something, there's certainly tension. I would like to see faculty way more involved, and sitting on committees of influence and having voting majorities and things like that on many, many things. We do not have that for sure. There's also faculty who move up into administration oftentimes continue to think of themselves as faculty so, then they operate as if they're a part of the faculty of the unit and then, in many ways that sort of money things because then they are sort of seen as friendly to the Faculty. But yet making they're making decisions as administrators and I find that to be very difficult to work around because they're popular or they're well liked or people don't want to ruffle feathers because of their colleagues. And yet they're really overstepping and I sort of see that as this strange position of shared governance erosion.

Institutio n	To what extent are decisions at your university made based on a common understanding of shared governance among university stakeholders?
A	There were a number of past initiatives where they were not heard, such as new ed pathways. There was some survey that was done, but there were no consequences and the feedback didn't seem to have been taken into account. In contrast, in the revisions to the shared governance, they now have the impression that their feedback is heard and to voice their opinions. Faculty feel they have some voice in it. The Senate understands the other forces (students, alumni, etc.). But there are some instances where governance was not shared, mostly when the Senate had the impression that the University was run like a company. They also removed a section of the Handbook without any Faculty feedback.
В	Varies by unit. In one school, our shared governance faculty counsel is captured by the administration. In a different school, they have an elected committee for finance and a more democratic governance structure. I have participated in this for years and fought against power in the hands of the Dean. Our bylaws give the Dean too much power, and there is a culture of fear.
С	All decisions on how the campus would implement the COVID-19 protocols was made together. However, the new pass/fail policy was implemented without faculty input.
D	Power is executed and enforced by third parties, by agents, so whether it's street level or bureaucrats as agents, or whatever. And so, in many ways, I often see that the power is pushed down, The decision making authority is pushed down. There are quite a few faculty, such as administrators, deans, chairs, etc, who switch back and forth between faculty and administrative roles. They enforce and met out and carry out the rules that are set on high. So the power is difficult to disrupt because of the ways in which people are agents of the

	powerful and just kind of shrug and say well you know nothing I can do. I have just been told, I have to do this. I'm often like you actually have agency, should you choose to take it. I've often seen the Faculty Senate align with the administration because many faculty senators, in my opinion, it's [Faculty Senate] like a proving ground for future administrative work. And so it's almost like an audition. Administration and we [Faculty Senate] formed a chapter to really drive the agenda. The Faculty Senate does not challenge some of those positions.
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Institutio n	To what extent are faculty allowed to express their opinions without fear of retribution?
A	There are fears of retribution, even for Tenured professors.
В	The feudal culture has varying effects. The star faculty are not afraid to say what they want to say, though most don't really push back. Associate professors live in fear of retribution. The culture seems like more than not people are afraid to take a stand on issues. This is partly about a southern, plantation mentality. Get along to go along. Don't rock the boat. There is no culture of reasonable dissent.
С	All faculty are free to share their opinions. Academic freedom encourages us to be more open.
D	The climate is chilly. I think a lot of people fear retribution if they are seen as asking too many questions if there are too critical. I think that the ethos of keeping your head down to do your job and don't make waves is very powerful here and, obviously, like everywhere as assistant professors on the tenure track. But even full professors really seem to be in many ways disengaged from decision making and that's a bummer because they're not exercising their power. I think, in general, there's just sort of this quiet like go to get along to go along and administrations are savvy. It just chips away these kinds of things until one day you look up and go what. How did we end up here? And the unfortunate part of shared governance is that it takes so much. So much time on the part of the Faculty to play defense or to be reading and monitoring, making sure, things are transparent, so that there is voice. It just takes an inordinate amount of time to do all that and there's no reward for that vigilance and that activity. So it's very difficult for us to I think keep fighting for shared governance because we're not paid truly right and it's not part of our workload really to do this. It's not recognized as such.

Institutio n	To what extent is there a feedback loop at University such that administrators share their reasons for making decisions?
А	Not much of one
В	At the Senate meeting following the provost appointment, the President did answer questions. He did give a rationale. Administrators are asked and will give answers, but they are not always believable. There is not always a strong rationale.
С	President meets with the senate to provide insight into major decisions and to explain the thought process behind the decisions.
D	It's (feedback loops) only as robust as the Faculty who are committed and monitoring and tracking and holding to account administrators, etc, so. You know, again, that the Faculty Senate certainly is an external volunteer group that is not recognized oftentimes at all, and as a service or even right. So yeah no I think it's just truly those faculty who see this as an imperative a moral, ethical imperative that this is our job. Without academic freedom and our governance, there's no educational system it's a propaganda machine or it's something else. Right, and so I think, but in order to maintain that level of governance and it's a volunteer all-volunteer army no rewards and it's exhausting.

Institutio n	To what extent are faculty at your university rewarded for engaging in governance activities?
A	There is very little reward. It counts as service (but they don't have a formal service component), but there is no financial benefit nor improved visibility (no mention in newsletters, etc.). There is no real buy-out time. The University doesn't make any deal of this, although this is very time-consuming. "You do it because you care to be involved or learn things. Or it's your term to rotate. I did it to understand more about governance, and issues"
В	Very little. Not seen as something that's seen as high profile or worthy of anyone's time. It counts as service, but we all know how much service "counts." Senate leaders get no remuneration for what they do. No office for Senate. The Senate shares staff with the President!
С	Nothing specific
D	There are no rewards, just more expectations.

Institutio n	What policies and best practices do you suggest that institutional stakeholders consider that would involve faculty in the decision-making process?
А	The question was not asked
В	The new bylaws make the process less elitist and more democratic. I've been an advocate for a more open nomination process and no nominations committee. It's now less heavy-handed. We have two systems: Faculty Senate and then about 20-25 committees run out of Provost's office. Others never hear about these committees. We should have one unified system of shared governance. We have 4 or 5 positions open on those committees and nobody is volunteering. Have to show faculty that time spent doing it is going to pay off. If leadership ignores faculty, then it's hard to make that case. A university was sued because the donor committee is separate from the university and was therefore not subject to FOIA. Students sued and the SCOTUS of Virginia said the foundation is a private, non-profit organization and not subject to FOIA. But, the president and provost worked with the faculty to change the rules and put faculty members on the non-profit donor committee. So, now the Faculty Senate passed a resolution that the university will appoint 3 faculty senators to the donor committee. Provost rejected the resolution. A single system of shared governance where administrators have to go through the Senate to form committees. The university Covid response team included no faculty. The university finally agreed to add the Faculty Senate chair. A small dedicated group of faculty who do the work on principles and incentives. They now have a representative on the Board of Visitors. It's a constant struggle within the culture of the state and the institution. Things only change when a small, committed group takes things on.
С	We closely monitor ad-hoc committees to ensure there is faculty representation. When this does not occur we engage with the administration to get faculty assigned. We follow our faculty handbook.
D	Not a specific answer was given.

ATTACHMENT C

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TRANSFORMATIVE INNOVATION

2022 VCU Economic and Social Impact Report

Full Report



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Virginia Commonwealth University (VCU) is a broad access, Carnegie 1¹, public research university that has significant, wide-reaching economic and social impacts on the City of Richmond, the region and the Commonwealth of Virginia. As an urban institution committed to transformative innovation, VCU is in a unique position to influence the long term economic, social, and physical health and well-being of the communities it serves. This report attempts to answer two questions how are we doing and how can we do better?

ECONOMIC IMPACT

Economically, the impact of VCU and the VCU Health System on the Commonwealth of Virginia is significant. The economic impact is calculated from the aggregated spending on operations, maintenance and capital investment combined with the spending of employees, students, and visitors (i.e., VCU-associated spending) generated the following total economic impact:

FOR THE COMMONWEALTH OF VIRGINIA

JOBS CREATED OR SUPPORTED





AREA (MSA)²



TALENT, PLACE AND INNOVATION

In addition to this significant economic impact, VCU and VCU Health System's collective activities advance transformative innovation, enhancing the economic and social well-being of region through its investments in talent, place and innovation.

People at the Center (Talent): The Foundation of Healthy, Prosperous and Equitable Communities

looks at how we are meeting the regional workforce needs and advancing equity and economic mobility for all Virginians. This section details who VCU's students are, how they are doing, and the importance of student success for the university, city, region and Commonwealth. Then it looks at how VCU advances workforce development opportunities. For example:

^I The Carnegie classification is a framework that classifies U.S. colleges and universities. A Research I University is the highest designation a doctoral university can receive, denoting world class research, academic excellence and excellent students.

² The Richmond MSA includes the independent cities of Richmond, Petersburg, Hopewell and Colonial Heights and the following counties: Amelia, Caroline Charles City, Chesterfield, Dinwiddie, Goochland, Hanover, Henrico, King William, New Kent, Powhatan, Prince George, and Sussex, and the incorporated town of Ashland.

- In 2019, VCU was the third largest public, fouryear university in Virginia, enrolling 30,101 students of which about three quarters are undergraduates.
- VCU student demographics are diverse: White students (45%), Black students (17%), Hispanic or Latino (9%), Asian and Pacific Islander (13%), International students (5%) and American Indian or Alaska Native (.2%).
- VCU is the Commonwealth's university and truly serves Virginia, as 87% of VCU students are instate students. Moreover, the University offers 39

programs unique in Virginia, and has 26 topranked graduate and professional programs, representing its strength in health care, the arts, and education.

• VCU students are also economically diverse. Almost a third of entering full-time freshmen are Pell-

eligible, and almost a third are also first-generation college students. VCU enrolls more underrepresented minority students than our selective institution peers, thus graduates them in higher numbers.

Vibrant, Healthy Places (Place) documents the economic and community impact of VCU and VCU Health System and how those activities influence the quality of place. Highlights include:

• The School of Education develops teachers for the city, region and Commonwealth, with expertise in high needs areas (elementary, special education) and high needs schools. Moreover, it has launched a series of programs aimed at increasing

diversity among teacher groups to meet local and Commonwealth demand. Students taught by

graduates of its RTR Teacher Residency program have been shown to outperform students of non-RTR students in math, English and social studies. • Addressing social determinants of health is a VCU and VCU Health priority, generating programs to focus on housing, food insecurity, workforce

development, legal aid, homelessness as well as prevention education and health needs for VCU Health System (VCUHS) patients and other community residents. Equally important is the emergence of new approaches that align multiple services to deliver comprehensive, coordinated care such as the Richmond Health and Wellness Program and the VCU Health Hub at 25th.

• Enhances art and culture. Examples include the Institute for Contemporary Art at VCU, which is a non-collecting institution created to showcase art of our time, advance dialogue and collaboration with the community, and anchor the City's Arts District, and the CreateAthon, where VCU students volunteer to provide marketing assistance to support area non-profits solve their marketing challenges.

Building an Inclusive Future (Innovation): From Research to Thriving Communities lays out VCU and VCU Health System's contribution to the innovation ecosystem. That work includes the scope of VCU's research, its translation from the lab into the community, its promotion of entrepreneurship and business development among students, faculty, staff, and regional employers and how the response to COVID-19 is advancing a whole new model of transformative innovation. Some highlights are:

- A robust response to the coronavirus pandemic that saved lives and created a new, more comprehensive approach to innovation to address societal challenges. Several VCU innovations advanced health globally, including:
- VCU Health participated in early, groundbreaking clinical research trials of potential COVID-19 treatments. In the earliest days of the pandemic, VCU was selected to lead clinical trials of Remdesivir, then an investigational COVID-19 drug. VCU's team of experts formed a first-of-

its-kind partnership among hepatology, infectious disease, critical care-pulmonology, and cardiology. Today, Remdesivir is an essential tool in saving lives; VCU played a vital role in this global transformative innovation.

- A VCU-based partnership, the Medicines for All Institute³, joined multiple pharmaceutical leaders in May 2020 to address the pharmaceutical supply chain shortages brought into stark focus by the global nature of the pandemic. The partnership, led by Richmond-based pharmaceutical research and development company Phlow Corp., secured a \$354 million, four-year contract with the U.S. Department of Health and Human Services to accelerate their efforts to reduce dependency on overseas drug manufacturers, specifically for the domestic production of chemicals used in the manufacture of COVID-19 treatments.
- Early in the pandemic when medical safety equipment was in short supply, the Health Innovation Consortium developed a new, scalable ultraviolet decontamination method for N95 respirators. The innovation was disseminated nationwide and offered without licensing fees for public benefit.
- In FY20, the university received \$335 million in sponsored research, including \$91.8 million from the National Institute for Health to research drug abuse, alcohol abuse, cancer, heart conditions, asthma, diabetes, and mental health. VCU schools of Medicine, Arts, and Education are the top three research award recipients, reflecting VCU's interdisciplinary commitment to health, education, and the quality of place in Richmond.
- VCU da Vinci Center in partnership with the Jackson Ward Collective, Activation Capital, and VCU REAL (VCU's experiential learning hub) have launched the Entrepreneurship Academy to bring entrepreneurship skills to students and community members. The work of the academy is complemented by the launch of Shift Retail lab, where VCU students and Jackson Ward entrepreneurs can showcase their products and services directly to consumers.

GROWTH AREAS

VCU is committed to doing better. We have recognized several growth areas where we are committed to improve. Those areas include:

- **Talent:** Address inequities at graduate level, especially first professionals (medical, pharmacy, dental) by increasing the number of underrepresented minorities (URM) in these programs. Achieving this goal also requires that we increase the number of URM undergraduate students who graduate with Science, Technology, Engineering, Math and Health degrees.
- *Place:* Increase the number of Small, Woman and Minority (SWaM) Vendors that contract with VCU.
- *Innovation:* Increase the number of URM faculty startups.

We invite you to keep us accountable. Always let us know - *How are we doing? How can we do better?*

³ The Medicines for All Institute was founded in 2017 in VCU's College of Engineering with the goal of increasing access to safe, effective, and affordable medications through advanced manufacturing technologies. The initiative has also partnered with VCU's School of Pharmacy and the Department of Chemistry in the College of Humanities and Sciences.



"Our mission is to serve students, patients and our communities in the best possible ways leading every person toward their success. So when I think about our mission, I ask myself two questions: How are we doing? How can we do better?"

Michael Rao, Ph.D., President, VCU and VCU Health System 2021 State of the University

Virginia Commonwealth University is a broad access, Carnegie 1 public research institution with significant, wide-reaching economic and social impacts on the city of Richmond, the region and the Commonwealth of Virginia. As an anchor institution committed to innovative transformation, VCU is in a unique position to influence the long term economic, social, and physical health and well-being of the communities it serves. The goal of this report is to answer President Rao's questions: How are we doing? How we can do better?

VCU has been analyzing its impact over the past 25 years. In the early years, it provided a traditional analysis highlighting the impact of employment, purchasing, and students on the local and state economies. In the last impact study in 2017, the analysis widened its scope to look at the broader anchor impacts including innovation, service to the region, community development, and moral leadership.

Much has happened between the last analysis and this one. From the commitment to OneVCU, which aims to align the resources of VCU and the VCU Health System⁴, the release of Quest 2025: Together We Transform, VCU's strategic plan, the pandemic and the social movement triggered by the death of George Floyd, VCU has transformed in response, providing enhanced services to directly address the pandemic and recommit to achieving social, educational, and health equity in the city, region and Commonwealth. This report builds on the 2017 study, and looks ever more deeply into the social and cultural as well as the economic impacts of its activities. It will include what we have accomplished, and where we anticipate going as an institution.

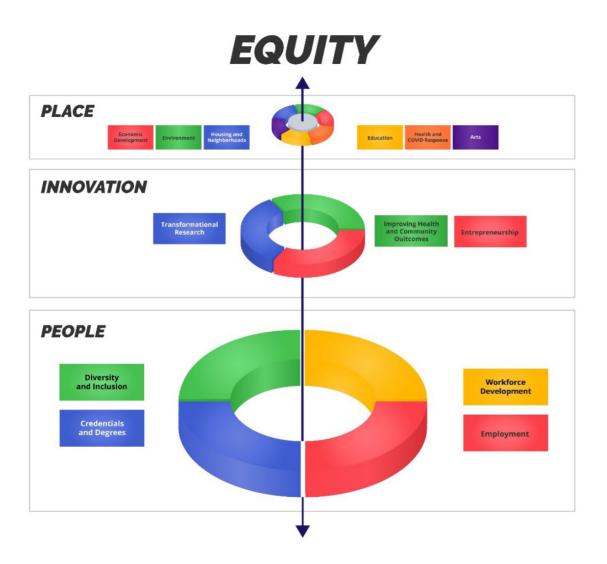
In this climate of social and economic change, we need to measure what we value, ensure that we are meeting the goals we've set for ourselves, and that those goals align with the needs and priorities of our city, state, and region.

To this end, we've developed the following framework for assessing that impact, and building a clearer narrative on how the work of an urban university shapes regional opportunities. The framework illustrates and expands upon the Association of Public and Land-grant Universities definition of economic engagement which centers on talent, innovation, and place. The report is organized around this framework as follows:

⁴ The VCU Health System is an urban, comprehensive academic medical center that includes the clinical activities of its hospitals and clinics, MCV Physicians and VCU School of Medicine. VCU Medical Center, Children's Hospital of Richmond at VCU and VCU Community Memorial Hospital are collectively referred to as VCU Health Hospitals and Clinics. The VCU Health System, combined with the five VCU health sciences schools (Allied Health Professions, Dentistry, Medicine, Nursing and Pharmacy), comprise the VCU Medical Center.

- Section 1: People at the Center (Talent): The Foundation of Healthy, Prosperous and Equitable Communities looks at how we are meeting the regional workforce needs and advancing equity and economic mobility for all Virginians. This section details who VCU's students are, how they are doing, and how they are prepared for careers now and in the future. Then it looks at how VCU advances workforce development opportunities.
- *Section 2: Vibrant, Healthy Places (Place)* documents the economic and community impact of VCU and the VCU Health System and discusses how those activities influence the quality of place.
- Section 3: Building an Inclusive Future (Innovation): From Research to Thriving Communities, shows VCU's contribution to the innovation ecosystem. These contributions include the scope of VCU's research and its translation from the lab into the community, its role in advancing entrepreneurship and business development of students, faculty, staff and regional employers and how VCU's response to the COVID-19 crisis generated a whole new approach to innovation.

The conclusion details how ONE VCU puts these components together to improve impacts on talent, place and innovation, and commitments for the future, both to build on VCU's strengths and make improvements where needed.



PART PEOPLE AT THE CENTER (A ENT): THE FOUNDATION OF HEALTHY, PROSPEROUS AND EQUITABLE COMMUNITIES

VCU is an essential part of the regional and Commonwealth workforce development system. Its academic and medical campuses create economic opportunity and advance mobility through:

- 1. Undergraduate and graduate degree programs;
- 2. Workforce development strategies; and
- 3. Employment and staffing.

DEGREES: DIVERSE TALENT, STRONG ECONOMY

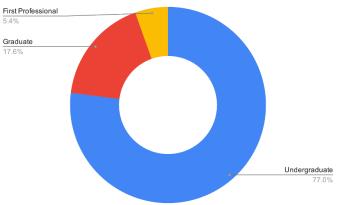
A talented, diverse workforce is the economic engine that enhances place, drives innovation and delivers the public and social services that help people and communities thrive. The pathway to good jobs is through post-secondary, credentials. According to the Georgetown Center on Education and the Workforce, since 1991, good jobs⁵ that require a bachelor's degree grew by 18.2 million, while those that require a high school degree declined by 1.8 million.⁶

Enrollment and Trends

As of Fall 2019, VCU is the third-largest public, fouryear university in Virginia⁷, with 30,101 enrolled students. Over three-quarters of enrolled students — 23,172 —were seeking undergraduate degrees. Graduate students made up the second-largest group with 5,292 individuals, or a little under 18%. Another 5% of students — 1,639 — were first-professionals, which included those seeking a doctorate in dental surgery, medicine, or pharmacy.

VCU's 2019 enrollment of 30,103 marked a decline of 7.2% from its peak at 32,434 in 2009. Until 2019, any declines in enrollment resulted from decreasing graduate student enrollments while undergraduate and first-professional enrollment grew in most

VCU FALL 2019 ENROLLMENT



Source: State Council of Higher Education for Virginia, "E02: Fall Headcount Enrollment (1992 Through Current Year)."

⁵ The Georgetown Center on Education and the Workforce defines good jobs as those earning a pay median of \$56,000 for workers with less than a BA and \$65,000 for jobs requiring a BA or higher.

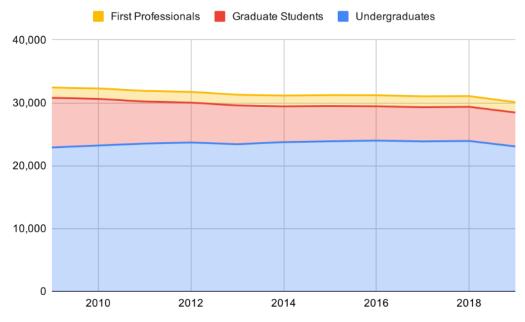
⁶ Georgetown Center on Education and the Workforce, Three Educational Pathways to Good Jobs: High School, Middle Skills and Bachelor's Degree.

⁷ The largest public university in Virginia was George Mason University (38,255) in fall 2019, followed by Virginia Tech (36,383). State Council of Higher Education for Virginia, "E02: Fall Headcount Enrollment (1992 through Current Year)."

VCU ENROLLMENT TRENDS (2009 TO 2019)

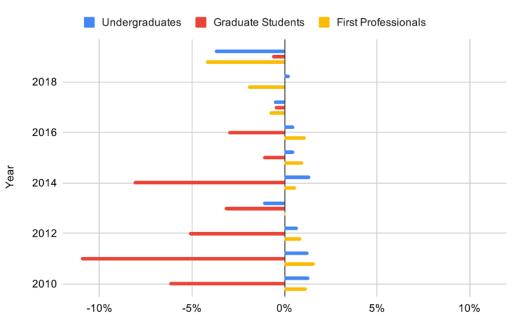
years, resulting in stable total enrollment. However, 2019 was marked by the largest enrollment shifts for undergraduates and first-professionals in the last 10 years, with each falling by around 4% or 1,000 students in total from 2018. The pandemic affected undergraduate enrollment nationally across the board, which has fallen by 6.5% since 2009.

Trends for enrollment by age group indicate a declining proportion of students are 24 years or older. The percentage of students 24 years old and under increased from 67% in 2009 to 76% in 2019. Conversely, the proportion of students 25 years or older decreased steadily from 33% in 2009 to 24% in 2019. This follows a national trend of declining enrollment among students 24 years or older. National estimates of enrollment of students 24 years or older at four-year public institutions indicate a decline of 8.5% between 2012 and 2019⁸. The reduction in enrollment of older students is of particular concern. In the short term, it suggests

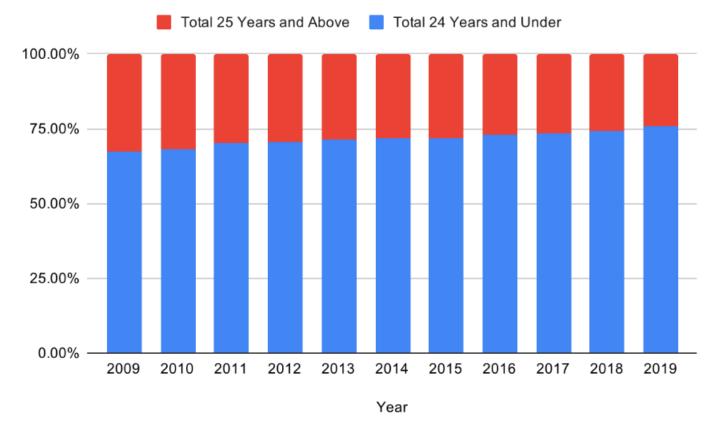


Source: State Council of Higher Education for Virginia, "E02: Fall Headcount Enrollment (1992 Through Current Year)."

VCU ENROLLMENT TRENDS (2009 TO 2019)



Source: State Council of Higher Education for Virginia, "E02: Fall Headcount Enrollment (1992 Thru Current Year)." how difficult it will be to recruit back the students who left during the pandemic. Over the long term, it holds more significant threats to universities' sustainability. During the pandemic, the U.S. birthrate has fallen to its lowest level, accelerating a continuous decline since 2007. The Western Interstate Commission for Higher Education (WICHE) estimated that by 2025, the number of 18-year-old high school graduates will fall between 11% and 15%. These trends flag continuing enrollment challenges moving forward.



TRENDS IN ENROLLMENT BY AGE

Source: State Council of Higher Education for Virginia, "E02: Fall Headcount Enrollment (1992 Through Current Year)."

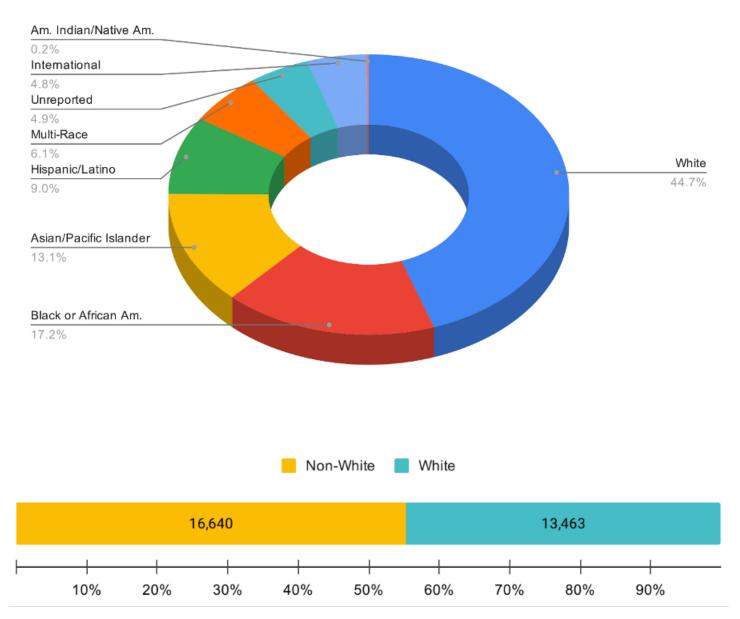
Diversity and Enrollment

VCU's 2019 combined undergraduate and graduate enrollment reflects an increasingly diverse student body. White students represent the largest plurality by race or ethnicity with 45% of students but not the majority. Black students comprised 17% of students enrolled in 2019, followed by Asian and Pacific Islander students (13%) and Hispanic or Latino students (9%). International students comprised 5% of students. American Indian or Native American students represent the smallest group by race or ethnicity, with 0.2% of the student population.

Undergraduate enrollment reflects total enrollment demographics almost exactly. The demographic picture for graduate enrollment looks different, and will be discussed below in more detail.

⁸ National Student Clearinghouse Research Center, "Current Term Enrollment Estimates Fall 2012."; "Current Term Enrollment Estimates Fall 2019."

2019 ENROLLMENT BY RACE AND ETHNICITY



Source: State Council of Higher Education for Virginia, "E02: Fall Headcount Enrollment (1992 Through Current Year)."

Undergraduate Enrollment by Program

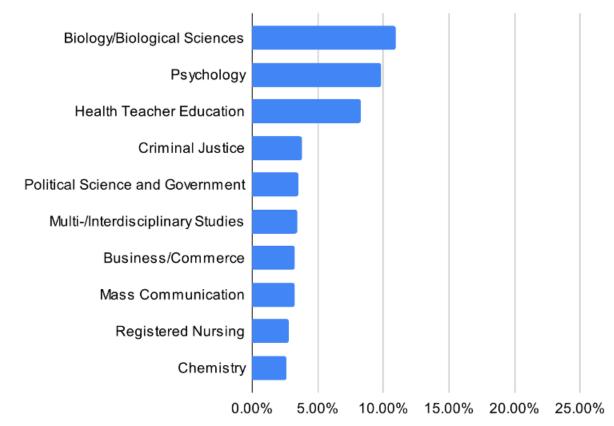
Total undergraduate enrollment in VCU in 2019 was distributed through 63 four-year programs, 66 master's programs, 3 first-professional programs, and 42 doctoral or biological sciences, followed by Psychology (10%), Health Teacher Education (8%), and Criminal Justice (4%).

Enrollment in four-year programs by race or ethnicity reveals that although the programs mentioned above are broadly popular, some groups are more heavily represented in unique programs.

• Foreign and International students demonstrate greater enrollment in VCU School of the Arts programs such as Graphic Design, Interior Design, Art History, Painting, and Fashion Design. VCU Arts' programs are highly ranked with a global reputation, which may explain these figures.

- Black student enrollment does not vary much from overall enrollment. The exceptions are that Black students enroll in Health Teacher Education and Fashion Design at higher rates than overall student enrollment.
- More than 1 in every 5 Asian students enrolled at VCU in fall 2019 studied Biology or the Biological Sciences (which may include biochemistry and biophysics). Asian student enrollment in STEM programs appears to outpace that of other groups, with the top four-year programs being Chemistry, Computer Sciences, Biomedical Engineering, and Information Science.
- Hispanic or Latino student enrollment largely follows the overall four-year program enrollment with the exception of Homeland Security and Mechanical Engineering. Those programs are among the top 10 for students who identify as Hispanic, but they fall outside the top 10 for students who do not identify as Hispanic.
- White student enrollment at VCU in fall 2019 also largely follows the overall four year enrollment pattern, but showed greater preference for both Mechanical Engineering and English Language and Literature outside the top three. STEM programs did not constitute a major focus of enrollment of White students.
- Students enrolled in some programs appeared to have a greater tendency to refrain from reporting their race or ethnicity. More than 1 in 4 students whose race or ethnicity was unknown was enrolled in the four-year Registered Nursing program in fall 2019.

VCU'S TOP 4-YEAR PROGRAMS BY TOTAL ENROLLMENT, FALL 2019

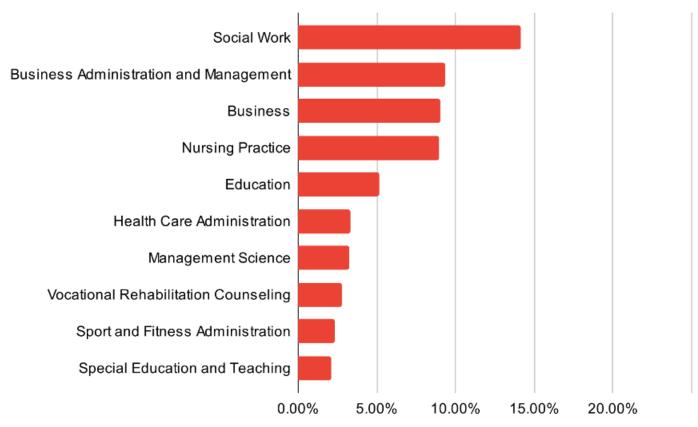


Source: State Council of Higher Education for Virginia, "E16: Enrollment by Race-Ethnicity, Gender, and Program Detail."

Graduate Enrollment by Race or Ethnicity and Program

While VCU has made significant strides in student success at the undergraduate level, that is but the first step. It is also necessary to see that success at the graduate level. The demographic breakdown of graduate students (master's degrees, doctorates, first-professional degrees, and post-graduate certificates) is: White (53%), Asian (12%), Black (11%), Hispanic or Latino (4%), International (7%), Two or more (3%) and unknown (10%).

TOP MASTERS PROGRAMS BY TOTAL ENROLLMENT, FALL 2019



Source: State Council of Higher Education for Virginia, "E16: Enrollment by Race-Ethnicity, Gender, and Program Detail.

The top three master's programs were Social Work, with nearly 15% of all master's students, Business Administration and Management and Business. Social Work represented the program with the greatest enrollment for Black, Hispanic or Latino, and White students. However, International and Asian students enrolled more heavily in Business and Business Administration graduate programs. International student enrollment also highlights some of the University's most competitive programs for admissions, including the fine arts. Black and Hispanic or Latino student enrollment features greater percentages of students in education-related programs, such as Counselor Education and Special Education. Black student enrollment also features strong representation in Public Administration.

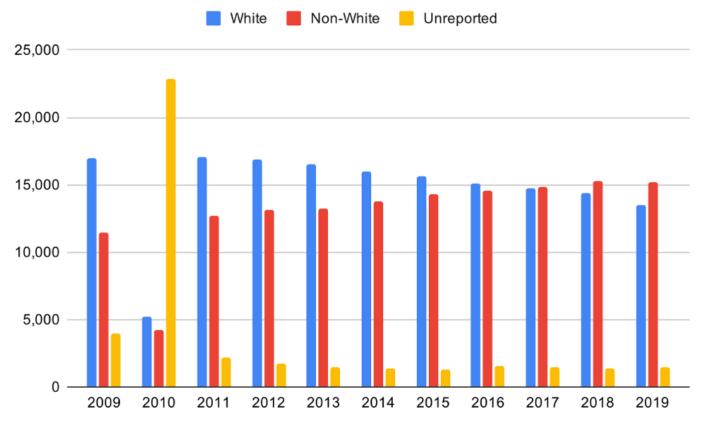
It is also important to look at differences across various types of graduate programs, as enrollment patterns are quite different. The demographics of first-professionals (Medicine, Dentistry, Pharmacy) showed a distinctly different pattern - Whites (37%), Asian (26%), Black (6%), Hispanic or Latino (4%), International (3%). In other words, about 50% of Asian graduate students are enrolled in a first- professionals' track.

Nationally, the diversity of first-professionals' career path is lagging. For example, according to Association of American Medical College, only 5% and 5.8% of physicians identify respectively as Black and Hispanic. Similarly, according to the American Association of Colleges of Pharmacy, 5% of pharmacists identify as Black. While the first-professionals' data reflects these national challenges and identifies areas for improvement, we see some promising change. In the School of Dentistry, 8% of dental students are Hispanic or Latino. In the School of Pharmacy, 11% of graduate student are Black.

Enrollment Trends

Finally, it is important to review trends, to get a clearer picture of changes over time. CURA's 2016 analysis of VCU's regional impact indicated enrollment of non-White populations rose from 30% of graduate and undergraduate students in 2005 to more than 43% in 2015. That upward trend has continued, and 2019 marks the first year in which non-White students comprise more than 50% of student enrollment. The shift has been led by declining enrollment of White students and increasing enrollment of most non-White populations. National trends between 2010 and 2018 show growth in the enrollment of Hispanic or Latino students, Asian students, and students of multiple races and

ENROLLMENT TREND BY WHITE, NON-WHITE, AND UNREPORTED STUDENTS (ALL LEVELS) (2009-2019)

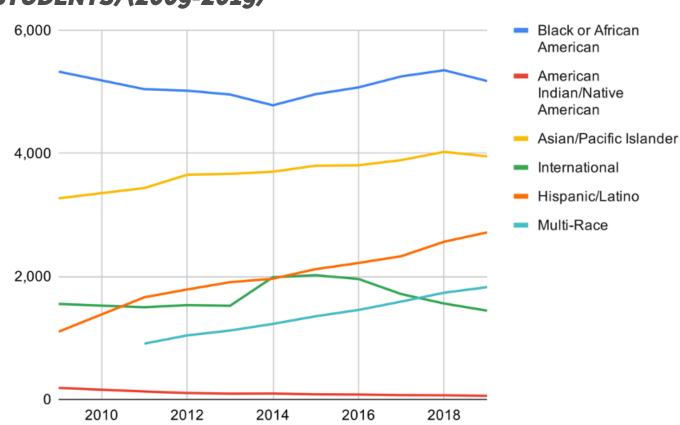


Source: State Council of Higher Education for Virginia, "E16: Enrollment by Race-Ethnicity, Gender, and Program Detail.

declines in White and Black student enrollment⁹.

Most of the growth in non-White populations stemmed from increases in multi-race, Latino, and Asian or Pacific Islander student enrollment; those groups also saw the largest growth as populations in Virginia between 2010 and 2019. Between 2009 and 2019, enrollment of students identifying as two or more races increased by more than 1,800. Enrollment of Latino students increased by more than 1,600—an increase of 146%. And enrollment of Asian or Pacific Islander students increased by nearly 700, or around 21%. Population estimates indicate the total population of Virginians identifying as two or more races increased by 78%, identifying as Hispanic or Latino by 38%, and identifying as Asian by 30% between 2010 and 2019¹⁰.

Black student enrollment at VCU has shown a flat trend, experiencing decline from 2009 to 2014 followed by growth through 2018. The 2019 enrollment of students identifying as American Indian or Native American represents a 69% decrease from 2009. A 31% decrease in the number of international students enrolled between 2015-2019 coincides with a decline in international students across U.S. institutions of higher education.



ENROLLMENT TREND BY RACE OR ETHNICITY (NON-WHITE STUDENTS) (2009-2019)*

* 2010 data removed from series due to irregularities

Source: State Council of Higher Education for Virginia, "E02: Fall Headcount Enrollment (1992 Thru Current Year)."

⁹ National Center for Educational Statistics, "The Condition of Education: Undergraduate Enrollment," May 1, 2020 https://nces. ed.gov/programs/coe/indicator_cha.asp

¹⁰ American Community Survey 5-year estimates, Hispanic or Latino Origin by Race (Table B03002).

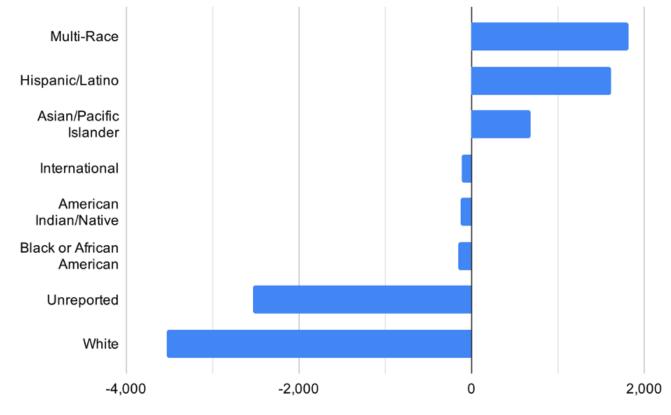
Women represented 61% of total enrollment at VCU in 2019, or slightly higher than the national average of 57% at Title IV institutions¹¹. Approximately 38% of students identified as men. Women constituted a larger proportion of graduate students with 64% of enrollment compared to men with 35% of enrollment. Enrollment by gender in first-professional programs was more evenly distributed, with 57% of students identifying as women and 43% men. In VCU's graduate post-master's certificate programs, women made up almost 80% of students enrolled.

Enrollment among women between 2009 and 2019 remained relatively stable, starting at 18,800 in 2009, falling to 17,800 in 2014 and 2015, and rising to 18,800 again by 2018. Enrollment among men has declined steadily since 2010, falling from 13,700 to 11,500. This is consistent with national trends showing fewer men opting for higher education. This trend has been attributed to the increased cost of education and perceived need to enter the workforce.

Retention and Graduation

As a result of dedicated efforts to nurture success among its students and provide opportunities to stay enrolled, VCU has made progress in guiding all students to graduation, steadily increasing its sixyear graduation rate from 59% for the 2008 cohort to 67% for the 2013 cohort. The increase in the six-year graduation rate means that the university has successfully increased the likelihood that more students will have upward mobility and be able to achieve economic stability.

NUMERIC CHANGE IN ENROLLMENT BETWEEN 2009 AND 2019 BY RACE OR ETHNICITY



Source: State Council of Higher Education for Virginia, "E02: Fall Headcount Enrollment (1992 Thru Current Year)."

As traditionally underrepresented students grew as a proportion of enrollment, graduation rates among all populations have also increased, demonstrating the universal impact of deliberate strategies. White students achieved six-year graduation rates that paralleled trends in the overall student body. The graduation rate of Black students increased from 57% to 67%, closing the gap between Black and White students. The graduation rate of Asian students increased from 66% to 75%. And Latino students increased their graduation rate from 58% to 64%.

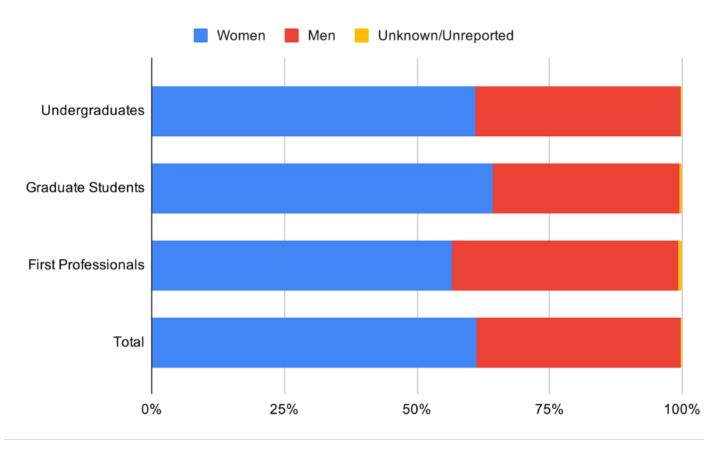
As indicated above, this is critical for a diverse workforce, but also for diversifying the pipeline to increase the number of graduated talent.

VCU's focus on retention and graduation is important for the Commonwealth. As a public university serving the residents of Virginia, VCU's fall 2019 student body is comprised of approximately 87% in-state students, a slight increase of one point from fall 2009. The ratio of in-state to out-of-state students at VCU has remained stable.

Academic Programs

When nurturing talent for the region and the Commonwealth, VCU's role as a developer and innovator of labor market-relevant academic programs is critical. Educating students for current and future jobs and employers is how the cultivation of talent impacts the vitality of the community.

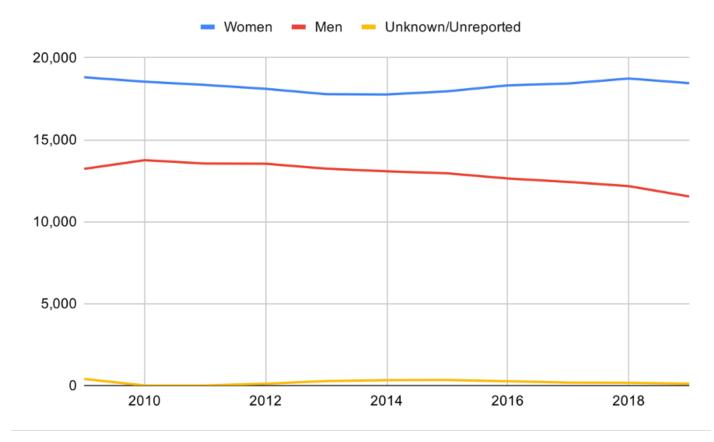
VCU's academic programs are offered across two campuses in the city of Richmond. The Monroe Park Campus houses most undergraduate students and most of the graduate and undergraduate



2019 ENROLLMENT BY GENDER

Source: State Council of Higher Education for Virginia, "E02: Fall Headcount Enrollment (1992 Thru Current Year)."

ENROLLMENT TREND BY GENDER (2009-2019)



Source: State Council of Higher Education for Virginia, "E02: Fall Headcount Enrollment (1992 Thru Current Year)."

programs outside of the health sciences. The MCV Campus is situated one mile east of the Monroe Park Campus and built around VCU Medical Center. The MCV Campus is home to the five health sciences schools, the region's only Level I trauma center, and the Virginia BioTechnology Research Park.

VCU students have choices and opportunities unavailable elsewhere in Virginia. The University offers 39 programs that are unique in Virginia.¹² Notably, this represents VCU's and central Virginia's strength in physical and mental health care, as well as VCU Arts programs that boast a global reputation. The university's ability to attract and develop talent emanates from its synthesis of discipline-based curricula and interdisciplinary study.

The formal structure of the university houses 11 schools and three colleges:

- College of Humanities and Sciences
- College of Health Professions
- College of Engineering
- School of Dentistry
- School of the Arts
- School of Business
- School of Education
- L. Douglas Wilder School of Government and Public Affairs

¹² Small, Leah, VCU News "'I can get a degree in that?' A look at some of the unique programs you can study at VCU." April 4th 2018. https://news.vcu.edu/article/I_can_get_a_degree_in_that_A_ look_at_some_of_the_unique_programs

- School of Medicine
- School of Nursing
- School of Pharmacy
- School of Social Work
- School of Nursing
- School of Social Work

Within the 11 schools and three colleges, the university offers more than 200 programs.

VCU offers programs that, by definition, require integration across different academic fields. For example, the da Vinci Center — a collaboration of VCU's schools of the Arts, Business, College of Engineering, and the College of Humanities and Sciences — focuses on innovation and entrepreneurship through a cross-disciplinary model. The program's Master of Product Innovation degree is the first of its kind in the nation.

VCU's reputation as an academic and innovative leader extends beyond the city of Richmond. VCU boasts 26 graduate and first-professional programs that ranked in the top 50 of their fields in U.S. News

VCU Programs Unique in Virginia					
B.S. in Clinical Radiation Sciences	M.S. in Gerontology	Graduate Certificate in Patient Counseling			
B.F.A. in Communication Arts	M.A. in Homeland Security and Emergency Prepared- ness	Graduate Certificate in Professional Counseling			
B.F.A. in Craft and Material Studies	M.S. in Human Genetics	Ph.D. in Chemical Biology			
B.A. and B.F.A. in Fashion	M.S. in Nurse Anesthesia	Doctor of Dental Surgery			
B.A. in Homeland Security and Emergency Prepared- ness	M.S. in Patient Counseling	Ph.D. in Human Genetics			
B.F.A. in Painting and Print- making	M.S. in Pharmaceutical Sciences	Ph.D. in Integrative Life Sciences			
B.F.A. in Sculpture	Master of Product Innova- tion	Ph.D. in Nanoscience and Nanotechnology			
Undergraduate Certificate in Product Innovation	M.S. in Rehabilitation and Mental Health Counseling	Doctor of Nurse Anesthesia Practice			
Undergraduate Certificate in Spanish/English Transla- tion and Interpretation	Graduate Certificate in Addiction Studies	Ph.D. in Oral Health Re- search			
M.S. in Addiction Studies	Graduate Certificate in Aging Studies	Ph.D. in Pharmaceutical Sciences			
M.S. in Anatomy and Neurobiology	Graduate Certificate in Health Behavior Coaching	Ph.D. in Rehabilitation and Movement Science			
M.S. in Dentistry	Graduate Certificate in Health Sciences	Ph.D. in Social and Behav- ioral Sciences			
M.S. in Genetic Counseling	Graduate Certificate in Homeland Security and Preparedness				

VCU Program Level Breakdown					
Degree Level	Programs at VCU	VCU Programs unique in Virginia	Degrees Conferred		
Baccalaureate	67	8	5,259		
Master's	72	11	1,400		
Doctorate	42	8	353		
First-Professional	3	2	435		
Certificate	49	10	326		

& World Report in March 2020. VCU School of the Arts is ranked 4th overall among all graduate public art programs. It ranks 1st in sculpture, 2nd in printmaking, 3rd in glass, and 4th in graphic design. VCU Brandcenter is the number one ranked advertising program in the country. In 2020, 26 Brandcenter alumni worked on 18 Super Bowl commercials.¹³

VCU has more than two-dozen graduate and first-professional programs from both the Monroe Park Campus and the MCV Campus ranked in the top 50, including nursing anesthesia (1st), rehabilitation consulting (4th), and healthcare management (5th).

VCU's development of talent in science, technology, engineering, and math (STEM) fields included around 23% of 2019 enrollment, almost 6,600 students.¹⁴ The 3% decline in total enrollment between 2018 and 2019 appears amplified in the STEM majors, as STEM enrollment fell by 8% in the same period. Between 2015 and 2018, enrollment in STEM majors remained between 24% and 25% of total enrollment. Given that U.S. Bureau of Labor statistics projects that STEM occupations will grow over two times faster than all other occupations (8% as compared to 3.7%), this decline challenges VCU's ability to meet labor market needs and to train students for both current and future career opportunities. The history of health care at VCU pre-dates the university itself with the founding of the Medical College of Virginia in 1854. The health care programs at VCU are an essential part of the university and the region. Between 2009 and 2019, the proportion of VCU students enrolled in health care programs has remained steady around 13%. The programs are highly selective, where students learn essential skills in the classroom and lab while providing care to patients from around the region at the VCU Medical Center.

In addition to increasing the numbers in STEM and health care, the need is to find ways to recruit and support more students across demographic categories. As the table shows, around 75% of American Indian/Native America, Black, Hispanic, and two or more races do not choose either STEM or health care fields, fields that offer employment opportunity, and desirable salaries.

¹³ Uginclus, Lella. "Bringing in the Celebrity Big Guns for Super Bowl LIV Ads." VCU Division of University Relations, February 3, 2020. https://news.vcu.edu//article/Bringing_in_the_celebrity_big_guns_for_Super_Bowl_LIV_ads.

¹⁴ Office of the Provost, IRDS. "Enrollment Trends by STEM - H (Fall)." VCU, 2020. https://irds.vcu.edu/eaar/interactive-reports/ enrollment/enrollment-trends-by-stem---h/.

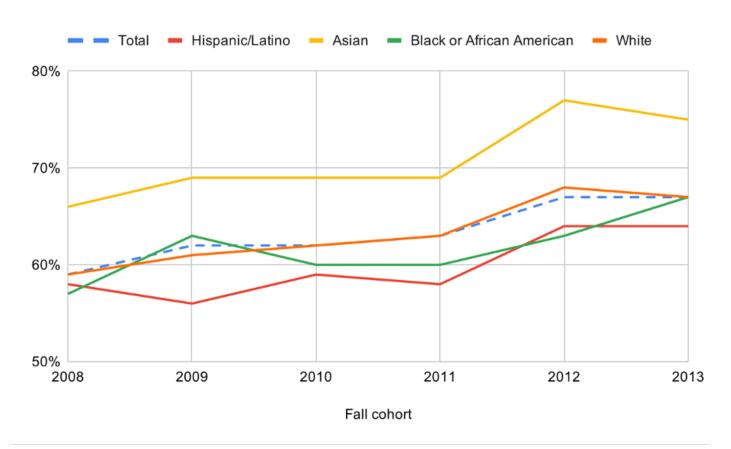
Admissions

VCU receives tens of thousands of applications from interested students each year. Recent years are no exception. The number of applications from first-time college students to VCU increased 12% from almost 15,000 in 2009 to 16,800 in 2019. During the same period, enrollment increased more than 20% from 3,900 to around 4,600. The acceptance rate also increased from 69% in 2009 to more than 85% in 20019, and the percentage of accepted students who enrolled (the yield rate) increased from 37% in 2009 to 41% in 2012 before falling to 32% in 2019.¹⁵

Graduate admissions for new graduate students yielded around 2,000 students every year between 2010 and 2019 after a decline from 2,400 in 2009. The university accepted 2,800 to 3,200 graduate students in 2010 and 2019, or 42% to 52% of applicants, respectively. The lower acceptance rate and higher yield rate of VCU's graduate programs compared to undergraduate programs suggests graduate students applying to VCU do so with specific programs in mind. Around two-thirds of graduate students accepted to VCU consistently choose to enroll at VCU.

Student SAT scores have also improved, with the average combined SAT score increasing 90 to 100 points between 2009 and 2019. Although many VCU schools continue to utilize standardized testing in admissions requirements, others, such as the School of Social Work, have ended the practice.

¹⁵ State Council of Higher Education for Virginia. "B8 Report: Applications, Acceptances, Enrolls - Total." SCHEV Higher Ed Data. https://research.schev.edu//enrollment/B08H_report.asp.



6-YEAR GRADUATION RATES BY RACE

Source: National Center for Educational Statistics. "IPEDS Data Center." IPEDS, 2019. https://nces.ed.gov/ipeds/datacenter/Facsimile. aspx?unitid=234030.

Top-50-ranked graduate and first-professional programs,

115	News 8	World	Report	March 2020
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Fine Arts – Sculpture	1st	Special Education (online)	15th		
Nursing Anesthesia	1st	Nuclear Engineering	18th		
Fine Arts – Printmaking	2nd	Educational Administration (online)	19th		
Fine Arts – Glass	3rd	Pharmacy	20th		
Fine Arts	4th	Physical Therapy	20th		
Fine Arts - Graphic Design	4th	Social Work	25th		
Rehabilitation Counseling	4th	Best Education Schools	26th		
Health Care Management	5th	Nursing (online)	32nd		
Time-based New Media	5th	Best Nursing Schools: Master's	33rd		
Education (online)	10th	Best Nursing Schools: Doctor of Nursing Practice	37th		
Fine Arts - Painting/Drawing	12th	Public Management and Leadership	39th		
Nursing Administration (online)	12th	Clinical Psychology	43rd		
Occupational Therapy	15th	Public Affairs	45th		

Percent headcount by STEM-H Identification by academic period					
	Fall 2019 STEM	Fall 2019 Healthcare	Fall 2019 Not STEM-H		
American Indian/Alaskan	9.1%	16.4%	74.5%		
Asian	37.2%	15.3%	47.5%		
Black/African American	19.4%	5.6%	75.0%		
Hawaiian/Pacific Islander	45.5%		54.5%		
Hispanic/Latino	21.4%	5.9%	72.7%		
International	37.2%	10.3%	52.5%		
Two or More Races	19.8%	5.6%	74.6%		
Unknown	5.3%	55.5%	39.2%		
White	19.3%	11.9%	68.8%		

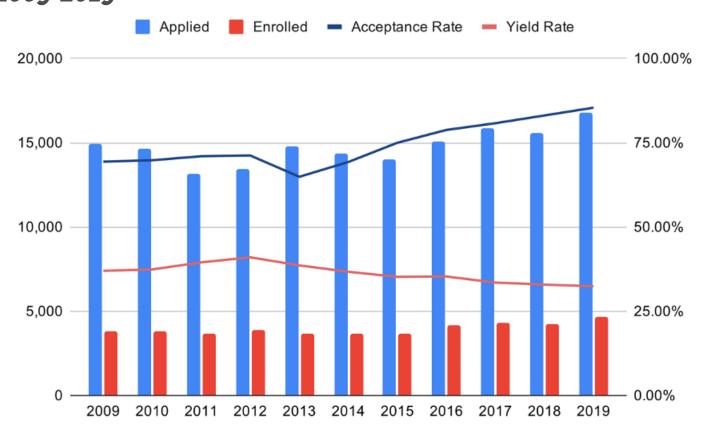
Source: VCU Institutional Research and Decision Support Databases https://irds.vcu.edu/

Student SAT scores have also improved, with the average combined SAT score increasing 90 to 100 points between 2009 and 2019. Although many VCU schools continue to utilize standardized testing in admissions requirements, others, such as the School of Social Work, have ended the practice.

Student Success

VCU has had a steady track record of helping undergraduate students progress through a university education. Retention rates between 2009 and 2018 for first-time, full-time¹⁶ students have wavered between 83% and 87%¹⁷, a trend comparable to peer institutions also experiencing relatively flat retention rates. Moreover, VCU's six year graduation rate has increased from 62.1% to 67.2% over the same years, which is higher than the 2019 national average of 62.2% VCU's vitality as a launching pad for success in society is demonstrated by its students' achievement rates after graduation. Survey results found that six months after graduating from VCU, 74% of graduates were employed or in graduate school. Around 86% of survey respondents reported finding jobs related to their major. Alumni survey results indicate that 93% of undergraduate alumni felt able to get along with a diverse workforce and to understand different perspectives. From the same survey, it was reported that 90% of undergraduate alumni felt ready to apply knowledge and diverse

VCU ADMISSIONS TRENDS (FIRST TIME COLLEGE STUDENTS), 2009-2019



Source: State Council of Higher Education for Virginia, "B8 Report: Applications, Acceptances, Enrolls - Total."

¹⁶ First-Time Full-Time (FTFT) refers to full-time students who have not taken courses at any postsecondary institution prior to enrollment.

¹⁷ State Council of Higher Education for Virginia, "RT01: Retention Report (First-time, Full-time Students)"

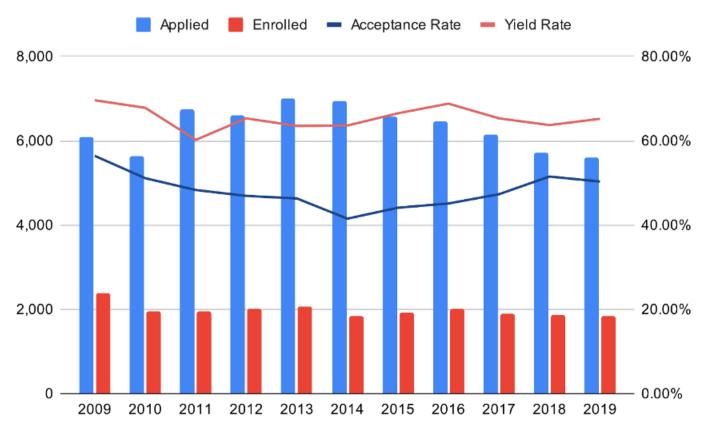
perspectives to work in their field. The May 2020 First Destination Survey also noted that 73% of students are employed in Virginia, 43% in health care, and the overall median salary is \$50,000. Notably, 83% of students had one or more co-curricular experiences, of which 25% led to an employment offer.

Encouraged by this data, VCU continues to innovate around curriculum and student learning. Since the last impact report, we've seen VCU launch the REAL (Relevant, Experiential and Applied Learning) initiative to provide hands-on learning and work-relevant skill building experience to every student. As of the Spring 2021 semester, REAL had a 66.8% participation rate.

WORKFORCE DEVELOPMENT: REACHING WIDER AND DEEPER INTO THE COMMUNITY

Workforce development looks at how VCU assets are delivered to all community learners to open up economic opportunities and support the economic mobility of area residents.

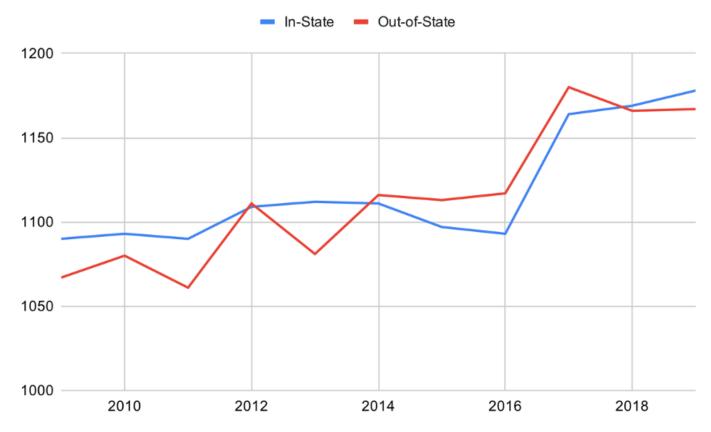
The Office of Professional and Continuing Education (OPCE) provides continuing education, professional development and skill building to the community. Recently, it implemented a badging strategy to recognize the attainment of skills and



VCU ADMISSIONS TRENDS (NEW GRADUATES), 2009-2019

Source: State Council of Higher Education for Virginia, "B8 Report: Applications, Acceptances, Enrolls - Total."

VCU ADMISSIONS AVERAGE SAT SCORES, 2009-2019



Source: State Council of Higher Education for Virginia, "BI2: SAT Scores by Residence Status."

competencies for VCU students and the communities within the city of Richmond. As of 2021, VCU has developed 94 badges, which have been allocated to 2,000 learners. Examples of OPCE community offerings include:

- A badge for Paralegal training which leads to local jobs;
- A program to support craft beer (a burgeoning local industry on hold due to the pandemic); and
- A partnership with the VCU Department of Rehabilitation Counseling to provide continuing education to the communities within Richmond for counseling and behavioral health.

VCU's School of Education (SOE) has also assumed an important role in workforce development. Recognizing that the well-being of families is paramount to the success of children, they have developed and implemented many workforce-related projects to support families in the region. SOE has been awarded \$12.46 million dollars to prepare adult learners for the workforce, which includes literacy training and English language learning.

As we have seen earlier in this report, the need to increase STEM skills is critical. The VCU College of Engineering is building digital technology skills as part of an effort by the Capital Region, which runs from the cities of Richmond to Baltimore, to increase the number of people ready for high-demand technology jobs. The Capital CoLab Digital Tech Credential is a free program for learners to gain digital skills in high demand fields such as cybersecurity, AI and machine learning, and data analysis, with either a generalist or specialist credential recognized by regional employers. Notably, Digital Tech credentials provide skills to STEM and non-STEM students alike. VCU was the first higher education institution in the capital region to offer the badge to students. Badges can be completed early in the student journey, allowing students to access jobs and internships. The courses are also cross-listed with the OPCE to offer community members access to the credential.

Another opportunity available to VCU students and local community members is the recent launch of the Entrepreneurship Academy, a partnership among VCU's da Vinci Center, its REAL initiative, Activation Capital, and the Jackson Ward Collective, a local area business hub that promotes black entrepreneurship. Learners will develop entrepreneurship skills such as how to pitch an idea, design thinking, and digital literacy.

VCU Health System runs the Pathways to Health Care Workforce Program, which provides workforce training to young adults (17-26) to enter careers in the health care industry. To date, the program has trained 176 young adults living in the Richmond region, of which 121 (69%) have been offered a position at the VCU Health System. The average turnover rate for program participants is 18.7%. In addition, VCU Health partnered with Caritas to support the Quick Start program, which provides job skills and workforce development programming in construction for individuals recently released from incarceration. Other workforce development efforts include Jump Rope to Stethoscope, Future Nurse Leaders and the Explorers partnership with the Boy Scouts of America to promote health careers in the region.

VCU AS A MAJOR EMPLOYER

Recognizing that faculty is usually hired nationally, this section focuses on VCU staff members. The first table looks at VCU's impact on diversity, equity, and inclusion. The percentage of staff by demographic sector between fall 2016 and fall 2020 has held steady. Notably, this mirrors the population demographics of the Commonwealth (White, 61%, Black, 19%, American Indian or Alaska Native, .5%, Asian, 7%, Native Hawaiian or Other Pacific Islander .1%, two or more races, 3%). The main area of difference is the Hispanic or Latino population, which is 10% in the Commonwealth but around 5% in VCU.

Equally important to having a job is having a job with a living wage.¹⁹ The table below indicates that 87% of VCU employees do earn a family sustaining wage, although there are some gaps, with 90% of White staff earning that level. In most other groups, the proportion is around 80%. Given VCU's commitment to advancing equity, VCU will be looking at how to improve this.

In conclusion, VCU has made significant steps prioritizing outcomes for the people it serves. Student success rates have improved for a more diverse student body, the university and health system have taken steps to provide workforce development paths to local residents, and nurturing and supporting a diverse staff - something VCU tracks publicly in this report. VCU continues to improve in the areas of expanding living wages, offering accessible workforce options, and recruiting and supporting a more diverse graduate population, especially as graduate and older student enrollment rates are on the decline.

As a major regional employer, VCU can help shape opportunities for the region's residents and provide regional leadership modeling best practices around salaries and diversity, equity, and inclusion.

VCU STAFF DEMGRAPHICS

	American	Asian	Black/	Hawaiian/	Hispanic/	Intl	Two or	Unknown	White
	Indian /		African	Pacific	Latino		More		
	Alaskan		American	Islander			Races		
Fall 2016	0.33%	8.37%	18.2%	0.05%	3.87%	5.15%	2.61%	0.86%	60.56%
Fall 2017	0.28%	8.26%	18.51%	0.05%	4.03%	5.02%	2.84%	0.68%	60.35%
Fall 2018	0.28%	8.48%	18.15%	0.05%	4.53%	4.79%	2.99%	0.69%	60.02%
Fall 2019	0.23%	8.76%	18.36%	0.04%	4.81%	4.97%	3.07%	0.48%	59.28%
Fall 2020	0.27%	8.97%	17.48%	0.11%	5.18%	5.03%	2.99%	0.48%	59.49%

VCU STAFF WAGES BY DEMOGRAPHIC BREAKDOWN

	Total	Percentage above	Percentage below
		living wage	living wage
#1 Total Number of Employees	100	87%	13%
Breakdowns			
#1.1 By Race/Ethnicity			
American Indian/Alaskan Native	0%	76%	24%
Asian	5%	79%	21%
Black or African American	23%	81%	19%
Hispanic or Latino	4%	81%	19%
Native Hawaiian or Pacific Islander	0%	100%	0%
White	63%	90%	10%
Other	4%	81%	19%
Total			13%
#1.2 By Gender Identification			
Male	38%	85%	15%
Female	62%	88%	12%
Other			
Total			13%

¹⁹ Living Wage is defined a wage that supports 2 adults working, I child in the city of Richmond by the MIT living wage calculator. That figure is \$16.81 per hour.

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Part 1: People at the Center (Talent): The Foundation of Healthy, Prosperous and Equitable Communities | 33

PART 2: A VIBRANT HEALTHY PLACE (PLACE) VCU and VCU Health shape the economic, social, and cultural vitality and health of the region in the following ways:

- 1. They are major economic entities; thus, it is important to analyze the size and scope of that impact by analyzing how VCU operations and spending patterns impact the economy of Richmond, the Richmond MSA, and the Commonwealth.
- 2. They are stewards of community well-being by advancing education, health, housing, environmental sustainability, and the arts to create a more beautiful, more vital, more just, and more equitable places.

ECONOMIC IMPACT

To estimate the impact of VCU's operations and associated spending on the state, regional, and local economies, VCU's Center for Urban and Regional Analysis (CURA) used IMPLAN modeling software to prepare and customize an economic model for each of the study regions. IMPLAN is a regional input-output modeling system used by economists to estimate the effects of spending and policy decisions. These customized models uses data on employment, student enrollment, visitations, and expenditures mostly provided by VCU.²⁰

With a combined payroll of more than 25,000²¹ workers in FY20, VCU and VCU Health System remain the largest employers in the city of Richmond and the Richmond MSA.^{22,23} In a typical year, VCU's direct and associated spending provides the region a powerful economic stimulus that can be estimated through statistical models such as IMPLAN. However, in a year characterized by the disruptive impacts of COVID-19, including the loss of more than 300,000 jobs²⁴ in Virginia between March and April of 2020, VCU's impact as a stable employer one that worked to avoid widespread layoffs and furloughs—in the city, the region, and the Commonwealth cannot be overstated.

Within the Commonwealth, the university's spending on operations, maintenance and capital investment combined with the spending of employees, students, and visitors (i.e., VCU-associated spending) in FY20:

- Generated an estimated total economic impact of \$9.5 billion.
- Created or supported 58,000 jobs.²⁵

²¹ Figures provided by VCU Human Resources (11,733 employees) and VCU Health System (13,477 employees).

²² Greater Richmond Partnership. "Largest Employers RVA Jan 2021," January 2021. https://www.grpva.com/wp-content/uploads/2021/01/GRP_LargestEmployers_Jan2021.pdf.

²³ Virginia Employment Commission. "Virginia Community Profile, Richmond MSA." Virginia LMI, November 21, 2020. https://virginiaworks.com/Portals/200/Local%20Area%20Profiles/5121040060.pdf.

²⁴ Virginia Employment Commission. "Local Area Unemployment Statistics (LAUS)." Current Local Area Unemployment Statistics (LAUS) - December 2020. Accessed January 30, 2021.

²⁵ Jobs figures include both new jobs created and existing jobs retained.

²⁰ To have an accurate estimate of the economic impact for each of the study areas, VCU operations and associated expenditures have been reduced to reflect only the money spent with businesses in the three regions, which have an impact on the local economy. Purchases made at establishments outside of the study areas, as well as the cost of goods sold that are not produced in the state, have no impact on the state, regional, and city economies; therefore, these dollars are not counted in the calculations of overall economic impact. This spending "leaks" to other geographic areas. In general, the smaller the geographic/economic area that is analyzed, the greater leakage in spending will occur and, lowering the impact of the activity being studied.

• Had a total Commonwealth of Virginia multiplier of 2.47—for every \$1.00 that VCU spends on operations, maintenance, and labor in the Commonwealth, Virginia experiences a total economic impact of \$2.47.

VCU's impact in the Richmond MSA is also substantial. In the 13 counties and four cities that comprise the region, VCU-associated spending in FY20:

- Generated a total economic impact of \$6.3 billion.
- Created or supported 44,000 jobs.
- Had a total regional multiplier of 2.78—for every \$1.00 that VCU spends on operations, maintenance, and labor in the Richmond MSA, the region experiences a total economic impact of \$2.78.

Finally, VCU-associated spending in the city of Richmond in FY20:

- Generated a total economic impact of \$3.9 billion.
- Created or supported 33,000 jobs.
- Had a total Richmond multiplier of 1.92—for every \$1.00 that VCU spends on operations, maintenance, and labor in the City of Richmond, the city experiences a total economic impact of \$1.92.

This section explores VCU's impact as summarized above at three geographic levels of detail. It concludes with a particular focus on the role of VCU as a stable employer throughout the pandemic, a time of unprecedented instability.

The economy of a place—the relationships of manufacturers, suppliers, wholesalers, retailers, service providers, and customers—is a network arranged in a specific pattern whereby changes at one end of the network will have effects on every other connected element. Industries buy products and services from other industries that make products or services that are sold to yet other industries or final consumers. An economic impact model uses information on how that network is structured and estimates the effect of an increase in production in one industry on the overall economy.

This spending includes materials, equipment, services (e.g., food service contractors), and labor. This initial spending causes ripple effects, also known as "multiplier effects," whereby the dollars flows to other industries. These additional effects are called indirect and induced impacts.

The details of how the model is customized to reflect the intermediate expenditures and value VCU adds are explained in the appendix.

This analysis of VCU's economic impact seeks to capture not just university operations and capital spending but also that of students and their guests, employees' visitors, and hospital patients and their families. The rationale for including these expenditures relies on the definition of true impact from Watson et al.: "The net change to the economic base of a region that would not otherwise be there without the industry or firm under analysis." Based on this definition, CURA has linked the presence of VCU in the region with the following types of spending:

- Operating expenses: this spending includes all spending related to the operations of VCU and VCU Health System and the maintenance of plants and sites apart from payroll. This totaled more than \$2.6 billion in FY20.
- 2. Labor expenses: payroll costs, including benefits and taxes, are modeled separately from operational spending to understand how the household spending of employees supports additional economic activity. Labor expenses are modeled by the location of the job (and where payroll taxes are incurred) rather than the home of the employee; however, the model accounts for commuting rates and where those commuters are likely to make different purchases.

- 3. Capital spending: money spent on new construction and infrastructure is modeled separately from operating expenses because capital investments and their impacts represent a one-time or temporary event rather than ongoing economic effects. The spending modeled in this analysis includes all capital projects completed and under construction during FY2020.
- 4. Student spending: VCU attracts thousands of students to the city of Richmond every year who would otherwise study elsewhere. The spending of those students—on food, lodging, entertainment, and necessities—creates a measurable economic impact. However, the spending of students who would be in the study region regardless of VCU's presence cannot be linked to VCU. Based on a survey of students conducted in December 2020, CURA estimated that 79% of student spending may reasonably be modeled in the city of Richmond, 74% in the Richmond MSA, and 17% in Virginia.
- 5. Visitor spending: VCU's students and employees attract visitors who stay in the area and spend money on hotels, food, and gifts. VCU Medical Center also treats patients whose family members and friends often travel with or visit them. CURA modeled the impacts of student, employee, and medical center visitor spending based on patient origin and medical center discharge information, survey data, the geographic distribution of students and employees, and estimates from the Virginia Tourism Corporation.

These expenditures may be considered "but for..." expenditures: money that would otherwise be spent outside of the region in question but for the presence of VCU. Some of the money spent by VCU or its associates happens outside of the three study areas and, therefore, has an impact outside of the study areas. This spending is considered leakage. On top of accounting for geographic location of spending, several additional assumptions and consequent adjustments have been made for each spending source. The purpose of these adjustments is twofold: avoiding double-counting of certain expenses (e.g., students spending for rent, which is partially paid to VCU and, therefore, considered in the VCU operational budget analysis), and reflecting more accurately their final industry targets.

Overall Economic Impact of VCU Operations and Associated Spending for Fiscal Year 2020

In FY20, VCU, VCU Health System, and their associated spending generated in the economy of the city of Richmond had a total economic impact of \$3.86 billion. That economic activity:

- Supported 32,782 jobs, including more than 14,000 outside of VCU.
- Contributed more than \$2.5 billion to the city GDP.
- Generated \$1.92 in the local economy for every \$1.00 spent in VCU and VCU Health operations and labor—the original \$1.00 and an additional \$0.92.
- Generated more than \$391 million in local, state, and federal tax dollars.

Within the Richmond MSA, VCU's spending on operations, maintenance and capital investment, and the spending of its employees, students, and visitors in FY20 generated a total economic impact of \$6.34 billion. That economic activity:

- Supported 43,886 jobs, including more than 25,000 outside of VCU.
- Contributed more than \$4.3 billion to the Richmond MSA GDP.
- Generated \$2.78 in the regional economy for every \$1.00 spent in VCU and VCU Health operations and labor—the original \$1.00 and an additional \$1.78.
- Generated more than \$854 million in local, state, and federal tax dollars.

VCU's impact on the economy of the Commonwealth of Virginia is also significant. VCU's spending within Virginia in FY20 generated a total economic impact of \$9.53 billion. That economic activity:

- Supported 58,149 jobs, including more than 36,000 outside of VCU.
- Contributed more than \$5.6 billion to the Virginia GDP.
- Generated \$2.47 in the state economy for every \$1.00 spent in VCU and VCU Health operations and labor—the original \$1.00 and an additional \$1.47.
- Generated more than \$1.1 billion in local, state, and federal tax dollars.

ESTIMATED IMPACTS OF VCU, VCU HEALTH, AND VCU-ASSOCIATED EXPENDITURES (FY20)

Impact Region	Economic Impact	Value Added	Labor Income	Employment
City of Richmond	\$3,862,928,435	\$2,584,804,633	\$1,988,754,146	32,782
Richmond MSA	\$6,342,925,179	\$4,312,379,484	\$3,058,593,155	43,886
Virginia	\$9,529,077,125	\$5,680,827,380	\$4,132,627,706	58,149

Note: All dollar values are in 2021 Dollars.

Sources: Estimates developed on VCU administrative data, Travel/Trak America (TNS), Virginia Tourism Corporation (VTC), the National Center for Education Statistics (NCES), and CURA survey data by the VCU Center for Urban and Regional Analysis using IMPLAN. Inflation adjustments made using the U.S. Bureau of Labor Statistics' Consumer Price Index for All Urban Consumers and IMPLAN.

ESTIMATED TAX IMPACTS OF VCU, VCU HEALTH, AND VCU-ASSOCIATED EXPENDITURES (FY20)

Impact Region	Local	State	Federal	Total
City of Richmond	\$42,389,511	\$41,261,154	\$307,896,607	\$391,547,271
Richmond MSA	\$91,736,870	\$132,194,482	\$630,130,891	\$854,062,244
Virginia	\$121,549,964	\$170,915,687	\$835,930,477	\$1,128,396,128

Sources: Estimates developed on VCU administrative data, TNS, VTC, NCES, and CURA survey data by the VCU Center for Urban and Regional Analysis using IMPLAN. Inflation adjustments made using the U.S. Bureau of Labor Statistics' Consumer Price Index for All Urban Consumers and IMPLAN.

Overall Impact: City of Richmond

In FY20, VCU and VCU Health System operations and associated spending—including operational expenditures, payroll, capital investments, student spending, and visitor spending—generated an impact of \$3.86 billion in Richmond, supporting more than 32,000 jobs and generating nearly \$1.99 billion in labor income. In addition, VCU activities and VCU-associated spending in the city have generated \$42 million of local taxes, \$41 million of state taxes, and \$307 million of federal taxes. For every \$1.00 spent by VCU and VCU Health System, the city economy gained another \$0.92.

ESTIMATED IMPACTS OF VCU, VCU HEALTH, AND VCU-ASSOCIATED EXPENDITURES IN RICHMOND

City of Richmond Summary	Direct	Indirect	Induced	Total
Labor Income	\$1,630,033,632	\$207,192,075	\$151,528,439	\$1,988,754,146
Value Added	\$1,984,153,746	\$311,071,648	\$289,579,239	\$2,584,804,633
Economic Impact	\$2,837,923,885	\$545,204,477	\$479,800,074	\$3,862,928,435
Employment Impact	26,916	3,050	2,816	32,782
Tax Impact (Local)				\$42,389,511
Tax Impact (State)				\$41,261,154
Tax Impact (Federal)				\$307,896,607

Sources: Estimates developed on VCU administrative data, TNS, VTC, NCES, and CURA survey data by the VCU Center for Urban and Regional Analysis using IMPLAN. Inflation adjustments made using the U.S. Bureau of Labor Statistics' Consumer Price Index for All Urban Consumers and IMPLAN.

More specifically, VCU and VCU-associated spending directly supported nearly 27,000 jobs and \$1.6 billion in labor income. University operations and capital spending in addition to student and visitor spending indirectly created or supported an additional 3,050 jobs and \$207 million in labor income for a total indirect impact of \$545 million. Finally, the spending of people employed directly by VCU and indirectly by VCU-associated spending generated an induced impact of \$480 million, including \$151 million of labor income and 2,816 jobs.

Spending also generates tax revenues through sales, property, and payroll taxes, among others. Modeling estimates VCU and VCU-associated spending in Richmond generated \$42 million in local tax revenues, \$41 million in state tax revenues, and \$308 million in federal tax revenues in FY20.

Overall Impact: Richmond MSA

The Richmond MSA represents a more complete economic geography than the city alone. Although a large majority of VCU and VCU Health System jobs are in the city, most employees live in the metropolitan area outside of the city. Analyzing the entire region captures the flows of money throughout all the places that people generally live, work, and play, as well as the intraregional business transactions. The economic impact of VCU and VCU-associated spending in the Richmond MSA is larger with additional spending captured and the economic multiplier of each dollar spent is larger as well.

In FY20, VCU and VCU-associated spending in the MSA generated a total economic impact of \$6.3 billion, including \$3 billion in labor income supporting 43,886 jobs. That activity generated \$92 million in local taxes, \$132 million in state taxes, and \$630 million in federal taxes. For every \$1.00 spent in the Richmond MSA by VCU and VCU Health System in operations and labor, the regional economy gained another \$1.78.

VCU and VCU-associated spending directly supported 27,000 jobs and \$2.1 billion in labor income. Indirectly, university operations and capital spending as well as student and visitor spending supported an additional 5,400 jobs and \$381 million in labor income. And the spending of people employed directly by VCU and indirectly by VCU-associated spending generated an induced impact of nearly \$2 billion, including \$616 million in labor income supporting 11,625 jobs.

ESTIMATED IMPACTS OF VCU, VCU HEALTH, AND VCU-ASSOCIATED EXPENDITURES IN VIRGINIA

Virginia Summary	Direct	Indirect	Induced	Total
Labor Income	\$2,336,684,718	\$1,062,347,323	\$733,595,665	\$4,132,627,706
Value Added	\$2,839,603,299	\$1,413,115,560	\$1,428,108,521	\$5,680,827,380
Economic Impact	\$4,778,266,839	\$2,348,066,583	\$2,402,743,703	\$9,529,077,125
Employment Impact	29,290	14,432	14,427	58,149
Tax Impact (Local)				\$121,549,964
Tax Impact (State)				\$170,915,687
Tax Impact (Federal)				\$835,930,477

Sources: Estimates developed on VCU administrative data, TNS, CRUSA, NCES, and CURA survey data by the VCU Center for Urban and Regional Analysis using IMPLAN. Inflation adjustments made using the U.S. Bureau of Labor Statistics' Consumer Price Index for All Urban Consumers and IMPLAN.

VCU and VCU-associated spending in the region generated an estimated \$92 million in local tax revenues, \$132 million in state tax revenues, and \$630 million in federal tax revenues.

Overall Impact: Virginia

Virginia represents a large economic geography that captures much of the economic activity of VCU and VCU Health System and associated spending, apart from student spending. In FY20, that activity in Virginia generated a total economic impact of \$9.5 billion, including \$4.1 billion in labor income that supported 58,000 jobs. For every \$1.00 spent in Virginia by VCU and VCU Health System in operations and labor during FY20, the state economy gained another \$1.47.

Within the Commonwealth, VCU and VCU-associated spending directly generated \$2.3 billion in labor income, supporting 29,290 jobs. University operations and capital spending as well as student and visitor spending indirectly supported an additional 14,000 jobs and \$1 billion in labor income. The household expenditures of people employed directly by VCU and indirectly by VCU-associated spending generated an induced impact of \$2.4 billion, including \$733 million in labor income supporting more than 14,000 jobs.

VCU and VCU-associated spending in Virginia in FY20 generated \$121 million in local tax revenues, \$171 million in state tax revenues, and \$836 million in federal tax revenues.

VCU and Regional Stability

VCU and VCU Health System provides employment to more people in the Richmond MSA than any other organization. The university employs more than 18,000 people in the region, including \$1.6 billion of payroll that translates into household spending. As described in Part 2 of this report, the economic impact of VCU's payroll includes 26,000 jobs: the 18,000 VCU jobs held by people living in the region and an additional 8,000 supported by the spending of VCU employees who live in the region.

Between March and April 2020, the regional unemployment rate rose from 3.4% to 11.2% . As the pandemic progressed and the continued operation of university functions remained unclear, VCU instituted a hiring and salary freeze and announced the possibility of furloughs. The economic impact of furloughs and staff reductions at the region's largest employer would be felt far beyond VCU's two campuses. However, no widespread furloughs occurred. On June 5th, 2020, the VCU Board of Visitors announced that employee furloughs were no longer being considered, stating, "We are committed to protecting jobs as much as possible."

VCU administration made clear that potential revenue shortfalls faced by the university would not fall to students. In a university update dated May 8, 2020, VCU President Michael Rao stated, "We learned during the great recession that we cannot ask our students to bear the brunt of a financial burden caused by economic conditions." The VCU Board of Visitors froze undergraduate and graduate tuition.

In maintaining the university workforce, VCU ensured that jobs supported by the spending of its employees—at grocery stores and doctors' offices—could continue for as long as those businesses could operate.

CREATING VITAL PLACES WHERE ALL PEOPLE THRIVE

VCU serves many communities and constituencies and it remains committed to seeing them all thrive. That commitment is demonstrated in numerous ways. At the core, it means using all of its assets – research, students, staff, health services, physical locations, partnerships – to solve regional challenges and advance economic opportunities. In this period of the pandemic, social divisiveness and the national call for social justice, VCU has taken on the opportunity to make community well-being a core of its work. That requires delivering on all things that make for strong, vital places: equity, education, housing, environment, art, small business development, and health care.

Advancing equity and well-being begins with self. VCU's Office of Institutional Equity, Effectiveness and Success (IES) actualizes VCU's commitment to building an equitable, diverse and inclusive community. To meet that commitment, IES has implemented:

- VCU Universe to assess culture and social climate every 18 months and provides comprehensive reports to each unit to understand their challenges and recognize their strengths in creating an inclusive, equitable place for students and faculty.
- IExcel Education to provide a series of educational and training programs around diversity and inclusion, including the newly launched Diversity and Inclusion Leadership Certificate Program.
- VCU Institute for Inclusion, Inquiry and Innovation (iCubed) comprised of eight interdisciplinary faculty and community cores, focused on solving critical urban and regional problems. The cores focus on Oral Health; Sustainable Food Access; Intersections in Lives of LBGTQIA+ Communities; Urban Education and Family; Disrupting Criminalization in Education; Health and Wellness in Aging Populations; Racial Equity, Arts and Culture; and Culture, Race and Health.
- Centers such as El Centro Latinx/Chicanx and the Q Collective promote diversity inclusion through research, education, advocacy and community partnerships.
- The Center for Community Engagement and Impact (CEI) which merged with IES in 2021, recognizing the importance of community partnerships for advancing equity and inclusion on and off campus.

In recognition of its leadership, VCU has been awarded the Higher Education Excellence in Diversity (HEED) award from INSIGHT into Diversity Magazine every year from 2018 through 2021 with a Diversity Champion distincition since 2019.

Addressing equity also means addressing history. The East Marshall Street Well Project is a prime example. Although human bones and artifacts were discovered during the construction of the Kontos Building on East Marshall Street in 1994, it wasn't until VCU Professor Shawn Utsey made the documentary Until the Well Runs Dry: Medicine and the Exploitation of Black Bodies in 2011 that the discovery was addressed. In 2013, President Rao invited the creation of a planning community comprised of community and university representatives, to address the issue, emphasizing dignity and respect that should be accorded these human remains. The planning committee was supported by a Family Representative Council, which was chosen through a community process, to make recommendations around the memorialization and reburial of the remains. In 2019, an implementation committee was formed to implement the final recommendations on the Family Representative Council.

Other examples of how VCU is addressing history includes: 1) the introduction of the History and Health Program offered by VCU's Office of Health Equity; and 2) the renaming of several buildings to honor historic African American leaders, including Murry DePillars, the former dean of the School of the Arts.

Education

VCU's commitment to an equitable region where all are empowered to thrive must start with a commitment to children and advancing education. Richmond City Schools are marked by high poverty rates, high use of free lunches, ongoing de facto segregation, few math, science and prep courses, lower AP course enrollment, and higher retention, suspension and expulsion rates resulting in lower performances in reading and math. Approximately 14 percent of Richmond's population over the age of 25 have failed to graduate from high school. The VCU School of Education has made a commitment to serve students and their families in these urban and high-need communities. That commitment is seen in VCU's engagement with teacher training, research, community partnerships, and families.

The VCU School of Education trains teachers for city, regional and Virginia schools, especially in critical shortage areas and for placement in high-needs schools. They have received 9.53 million in external dollars to support educator training.

Between 2015 and 2019, 636 VCU graduates²⁹ were employed by Commonwealth of Virginia's public schools, comprising 67% of all program graduates. Of importance, 49% of all VCU-trained teachers employed in Virginia work in critical shortage areas – elementary education and special education which have been the first and second high-need areas for the past five years. Moreover, 45% of those working in Virginia public schools are working in a Title 1 school, which are schools where at least 40% of the student population come from low-income families and the schools are eligible to receive federal funds to support academic achievement.

Regional data show that between 2017 and 2019, 287 of those graduates worked in the region (Richmond and Petersburg City, Henrico, Chesterfield, and Hanover counties) of which 96 work for Richmond Public Schools. Similar to the data for the Commonwealth, the majority (52%) of the VCU trained teachers worked in critical shortage areas of elementary and special education.

In addition to training teachers, VCU School of Education is committed to advancing a diverse teaching workforce. Of the graduates, in 2019, 75% were White, 11% were Black or African American, and about 5% were Hispanic or Latino or two or more races, and 4% Asian. VCU's commitment to increasing the diversity of graduates is demonstrated through VCU School of Education's launch of the following programs:

• The Innovative Teacher Pipeline which trains pre-service teachers to support excellence and equity particularly for Black and Hispanic or Latino school children.

²⁹ Education Data is from the Virginia Department of Education, analyzed by the VCU School of Education.

- Substitute Teaching the VCU Way recruits and prepares VCU students to serve as substitute teachers in regional schools.
- Career Switcher Programs support second career professionals transition to teach in urban and high need schools.
- Alumni Induction Support Programs mentor VCU graduates with one to three years teaching experience.
- Becoming an Antiracist Educator develops skills to engage in practices to dismantle systems that maintain racial inequities.

RTR, formerly the Richmond Teacher Residency program that expanded into Chesterfield, Henrico, and Petersburg Public Schools, is a school-based teacher prep program that combines VCU research with real-life experience in high-needs classrooms. The first 10 cohorts (2011-2020) trained 280 teachers, of which 55% were White, 35% were Black or African American, 5% were Asian and Hispanic or Latino, 71% were female, 28% were male, and 1% nonbinary. The program has seen a steady increase in Black or African Americans. The current 2021-2022 cohort is 54% Black or African American. Preliminary findings of a 2017-2018 study suggest that the elementary students taught by RTR-trained teachers are making faster gains in math and reading compared to students taught by non-RTR teachers. A 2019 evaluation found that students taught by RTR teachers outperformed students of non-RTR teachers in english, math, and social studies.³⁰

VCU School of Education has a long-standing presence in the community. Other efforts include:

- In 1991, VCU partnered with Richmond area schools to establish the Metropolitan Educational Research Consortium or MERC, which researches the outcomes of students, schools and communities in the region.
- In addition to MERC, VCU School of Education has a research agenda focused on high-need areas. Of the \$35.46 million dollars of external

funding received in FY21, \$12.79 million, the largest percentage of that funding is to support research and projects in special education.

• The Center for Innovation in STEM is a community partnership with the Science Museum of Richmond that empowers students in STEM, particularly those from historically underrepresented and underserved populations.

The VCU Health System, as part of its commitment to addressing the social determinants of health, partners with the community to improve education outcomes. Examples include a partnership with RVA Basics, which is an early childhood education and development program for parents and babies 0 to 3 years of age, and working with Children's Hospital Foundation and Bon Secours Mercy to fund health equipment for the Richmond Public Schools system.

Housing

Housing is another component of vital places. VCU's L. Douglas Wilder School of Government and Public Affairs conducts research on regional housing and develops specific initiatives to redress challenges. Their recent study, *Understand the Jobs-Affordable Housing Balance in the Richmond Region*³¹, for example, revealed a gap between the location of affordable housing and the location of jobs, a problem exacerbated by regional transit, which only provides partial connectivity between them.

Richmond also has the second highest eviction rate in the country (11%), one of five in the Commonwealth of Virginia and in the national top ten, according to Princeton University Eviction Lab data. Eviction rates are disproportionately higher in minority communities, with over 60% of all Black or African American census tracts with eviction rates

³⁰ Driving Meaningful Change, the VCU School of Education 2019-2020 Annual Report, p. 15.

³¹ Understand the Jobs-Affordable Housing Balance in the Richmond Region, July 2017 https://cura.vcu.edu/meda/cura/pdfs/ cura-documents/EditedJobs-Housing_July12_FINALE.pdf

of 10% or more. The RVA Eviction Lab in the Wilder School, is a direct response to this. The lab collects eviction data, and its research and efforts are organized to support local government and community members to help address this challenge. All data is public.

Through partnerships, the VCU Health System has also has supported patients with housing challenges in order to improve social determinants of health in the community. Highlights include:

- Working with Central Virginia Aid Society to support an on-site attorney focused on housing and eviction prevention at the Health Hub at 25th through the Medical-Legal Partnership.
- Partnering with Virginia Supportive Housing to provide supportive and permanent housing for individuals with low incomes and specialty care needs. This effort has focused on extremely complex patients such as those with sickle cell disease.
- Supporting quarantine housing for COVID-positive patients experiencing homelessness;
- Providing seed funds for shelter and recovery for women with substance abuse disorder (SUD); and
- Support for project:Homes which provides funding for a pilot program for the purchase of air conditioning units and other supplies to ensure safe environments for low-income elderly people staying in their homes.

The Environment

How we steward our environment, ensure the quality of our land, water, air, food, flora, and fauna shapes how communities thrive. Supported by NSF grants, the VCU Center for Environmental Studies is a national leader in experiential freshwater. It is a model for combining experiential learning through field studies, diversity through its new project, Emerge, which supports training for underrepresented minority students and early career scientists in freshwater science, and leads a national network of 100 professors across 35 states providing experiential STEM education and field studies on the nation's rivers.

Clean water is also the link between the environment and public health. Informally known as VCU's River Campus, the VCU Rice Rivers Center is a field station that conducts environmental research, teaches learners, and serves the public. The Center shows us what a sustainable future should look like. Its structure is a green building that uses solar power and catches rainwater and its research looks at large river systems including wetlands restoration and public health issues concerning water borne diseases, as well as land management issues.

The Arts

The arts are also critical to creating an environment where all thrive. VCU has a top art school with a global reputation. More than that, the arts are a priority at VCU, and are woven throughout the institution. For example, the VCU School of Business has an artist in residence, and medical residents take sculpture classes to better understand the body.

It is also an important way that VCU the supports the community. Highlights include:

- Up all night, an annual Create-a-thon that brings together arts, advertising, business, and other students who provide free creative work to area non-profits over a 24-hour period.
- The Institute for Contemporary Art at VCU (ICA), a non-collecting institution, was created to showcase a continuously changing slate of exhibitions representing the art of our time, and advancing dialogue and collaboration. It is free to the public, anchors the Arts District, and is a LEED Gold Certified building, making it environmentally friendly.
- Virginia Public Media (VPM) and ICA launched a

Community Media Center which makes a recording studio and workspace free and open to the public to advance storytelling skills and get voices heard. It is located at ICA in the Murry DePillars Learning Lab.

Small Business Development

It is important to understand how VCU creates specific opportunities to support economic mobility. One strategy that VCU employs is through its procurement choices. VCU established an annual goal to procure necessary goods and services from small, women and minority owned companies (SWaM). VCU consistently transacts with SWaMowned companies more than the Commonwealth of Virginia's goal of 42%. In 2019, 43% of VCU's discretionary spent went to SWaM-owned companies, subdivided as follows: 31.6% went to small businesses, 5.8% to minority-owned and 5.7% to women-owned. VCU's goal for FY22 is 45%.

Contract commitments directly with VCU do not show the complete picture. Vendors who win large contracts are required to provide a SWaM utilization plan and construction projects require a minimum 50% SWaM subcontracting goal. VCU recognizes the importance of procurement to economic opportunity and equity, and works in collaboration with peer institutions, agencies, and community advocacy groups to promote and provide opportunities for building diverse suppliers.

Health

Even before the pandemic began, VCU and VCU Health have been central to the health of the Richmond region. VCU Health's Division of Community Health works closely with community-based organizations throughout the region every year, including FY20, to address the social and economic factors that affect the health status and well-being of community residents, and of course COVID-19.

VCU Health's Division of Community Health Division has provided grants through its Communi-

ty Health Partnership Fund of over \$1.5 million (through FY22, the figure is over \$1.9 million) to local initiatives to provide housing, care coordination, access to care, legal assistance, workforce development, SUD treatment, and COVID-19 prevention and vaccination services to underserved communities in the greater Richmond area. These grants included continued funding for other vital programs throughout the pandemic, including a partnership with the Daily Planet, a free clinic dedicated primarily to serving people experiencing homelessness, to provide convalescent beds for homeless individuals after being discharged from VCU Health System. VCU Health provided additional funding to enable Daily Planet to serve disabled homeless patients who need Certified Nursing Assistant Care.

As part of its direct support to the community, the Division also committed \$25,000 to the Richmond City Health District for supplies to support COVID-19 prevention, including masks, gloves, and hand sanitizer. In addition, it donated \$100,000 to the Community Memorial Health Foundation to help safety net healthcare providers (such as free clinics) address the constantly growing needs resulting from the pandemic.³² Other examples of funded initiatives include:

- CARITAS: funding to support the engagement of men with alcohol and substance abuse issues referred from the VCU Health System emergency department, and funding to support the development of a similar model for women.
- Senior Connections: care coordination for seniors to avoid hospital readmissions.
- Crossover Clinic: prenatal and postpartum care coordination services for low income and un-documented women.
- Support to provide quarantine housing and medical follow-up for COVID-positive patients experiencing homelessness.

³² VCU Health administrative data.

Beyond funding initiatives, VCU Health offers a Medical-Legal Partnership that operates in the hospital and clinics as well as partnering with other organizations to bring health-related legal services to patients and other residents. The Medical-Legal Partnership (MLP) program offers free legal advice and representation to those in need. These services help patients prevent evictions, secure government benefits, advocate for children's rights in school, help patients plan, provide employment advice, handle immigration matters, address family law and domestic violence issues, and ensure access to justice on almost every civil legal issue that affects patients' health and access to health care. The program helped over 200 patients in FY20.

As part of its effort to address social determinants of health (SDOH) at multiple levels, VCU Health screens patients in multiple clinics for food insecurity, providing food boxes for those in urgent need and connecting them to sustainable resources such as Supplemental Nutrition Assistance Program (SNAP) and food banks to alleviate their need over the longer term. As part of its enduring commitment, VCU Medical Center put in place in 2022 an automated universal screen for SDOH as part of the patient's electronic medical record to identify patients for whom addressing social need can help support better health.

In addition to funding and supporting specific initiatives, there are two significant health efforts that look to align a range of services to deliver comprehensive, coordinated care. The first is the VCU Health Hub at 25th: a joint VCU and VCU Health System community-based health education and wellness facility in Richmond's East End. The VCU Health Hub hosts various programs that address needs identified by community residents and stakeholders. The VCU Health Hub also includes a partnership with Richmond City Health District and the Jenkins Foundation to support a Community Health Worker and Registered Nurse Case Manager to assist community members with care coordination and health education. Prior to the pandemic, the Health Hub offered its neighborhood 30 health and prevention programs in which over 500 neighborhood residents participated. The Health Hub engaged 140 students and 161 faculty members in its programs. In addition, the Health Hub has hosted COVID-19 vaccination events to support residents of the East End.

The second effort is the Richmond Health and Wellness Program (RHWP), which is a collaborative care coordination model that aims to improve community health outcomes, enhance individual lives, decrease health care costs, and educate the workforce of the future. Launched in 2012, RHWP specifically targets older adults and disabled adults in low-income housing settings by bringing a continuum of care services to them. RHWP visits five houses weekly that collectively serve approximately 752 residents and deliver care plans developed by the individuals, students, and faculty customized to each individual. Each team includes faculty and students from VCU schools of Nursing, Pharmacy, Medicine and Social Work and the VCU departments of Occupational Therapy, Physical Therapy, Kinesiology, Health Science, and Psychology. A partnership with the University of Richmond, School of Law will bring in legal help. As of Fall, 2019, 1,400 students have participated in the program.

Health work is ongoing and evolving. VCU's Division of Community Health launched pilots to address key social determinants of health – housing instability, food insecurity, and transportation access. In one unit, patients were screened and referred for these needs, which resulted in reduced readmissions rates in that one General Internal Medicine Unit. It is being launched to additional units, and staff are working on identifying health metrics related to these activities. An initiative was recently launched in the VCU Emergency Department to screen for housing instability and refer patients to homeless service agencies and safety net primary care providers. The success metric for this effort is a reduction in non-emergent Emergency Department visits for the homeless population. A social determinants of health screening and referral effort (to community partners) has been launched in several primary care practices. Metrics for evaluating this effort are impact on outcomes, utilization and cost for the Medicare populations served.

In response to COVID-19, ONE VCU rallied to take its community care role to yet another level by addressing disparities in prevention and response, to ensure the availability of vaccines to underserved communities, to support quarantine housing for homeless people, and to partner with the Virginia Department of Health to expand access to resources.

In conclusion, VCU and VCU Health are stewards of place. Using their economic power, their research, expertise, and passion for the community, they are working to improve patient care and community outcomes. For the pandemic and beyond, VCU and VCU Health have found creative ways to work with the community in mind.

PART 3: BUILDING AN INCLUSIVE FUTURE (INNOVATION): PON RESEARCH TO THRUNG COMMUNITIES

Recent research indicates that the role of universities in their local communities goes beyond that of education, talent development, and even their role as a central community hub. When thoughtfully integrated through policies, investments, and structure, universities foster and support a robust innovation ecosystem, advance entrepreneurship, and translate research to community impact. Through these efforts, VCU navigates current challenges to build a new future for neighborhoods, the region, and the Commonwealth.

RESEARCH FOR COMMUNITY AND SOCIETY

Research is the first source of innovation in any dynamic infrastructure. VCU and VCU Health have three main research approaches: 1) discovery which includes basic and societally-focused research; 2) community-engaged research which partners with the community to collaboratively address local needs; and 3) an emerging hybrid approach which creates cross-sector, multi-disciplinary teams that address local issues that have a potential global impact.³³ COVID-19 hyper-charged this emerging research model, showing the power of collectively addressing a common challenge.

Discovery

VCU Office of the Vice President for Research and Innovation adopted a strategy focusing VCU's research into four societally-focused initiatives:

- 1. Enriching the human experience.
- 2. Achieving a just and equitable society.
- 3. Optimizing health.
- 4. Supporting sustainable energy and environments.

Its strategic plan—ONE VCU Research—took on particular importance throughout the year as the VCU community faced local, national, and global challenges. Within the ONE VCU framework, the university obtained \$335 million of sponsored awards in FY20—an increase of 8% over FY19 and 24% over FY18 (in nominal dollars, not adjusted for inflation).³⁴ Nearly half of those awards came from federal sources, including the National Institutes of Health (NIH), Department of Defense, other Department of Health and Human Services units, National Science Foundation, and Department of Education.

NIH awards totaling \$91.8 million allowed university researchers to investigate drug abuse, alcohol abuse, cancer, heart conditions, asthma, diabetes, and mental health, among other issues. Industry awards totaling \$37.4 million included \$25 million for clinical trials. The awards enabled the expansion of knowledge while allowing the city of Richmond and Commonwealth of Virginia patients access to new treatments. VCU School of Medicine received more than half of all sponsored awards in

³³ Lehmann et al., "The Role of Higher Education for the Development of Entrepreneurial Ecosystems."

³⁴ Office of the Vice President for Research and Innovation,"FY2020 Sponsored Awards Portfolio," VCU, October 14, 2020.

FY20, followed by VCU School of the Arts with 13% and VCU School of Education with 9%, indicating the breadth and range of research and its potential impacts.

Community-Engaged Research

Community-engaged research at VCU begins with a broadly shared goal of connecting research and the benefits of research with the larger Richmond community. Community-engaged research describes the collaborative process through which research and knowledge are both created by and distributed to the community and the university through community partnerships. In other words, it is the process by which the community's needs inform research and research can begin to address those needs. Community-engaged research has been adopted as central to the university's ONE VCU Research strategic plan. And VCU's innovation ecosystem offers pathways and support in each step of the community-engaged research process.

Building the Future of Impact Research

As the world evolves, research must evolve. To that end, in 2015, VCU launched the Institute for Inclusion, Inquiry and Innovation, known as iCubed. Housed in IES, iCubed is a partnership with VCU offices of the President, the Provost, the Vice President for Health Sciences, the Office of Research and Innovation, Human Resources, and the colleges, schools, institutes, and centers in ONE VCU. The purpose of iCubed is to connect faculty, staff, students, and community stakeholders in collaborative, community-engaged research that advances research, practice, teaching, and community impact. iCubed aims to: 1) broaden access to education for students of diverse backgrounds; 2) create an inclusive environment for diverse faculty, 3) catalyze connections across the university and Health System and with the community; and 4) foster innovative research and solutions that address societal needs. The work of iCubed is centered in eight program cores, which are multi-sector,

transdisciplinary teams of faculty, students and community stakeholders organized around specific societal and research needs. These eight cores are Oral Health; Sustainable Food Access; Intersections in the Lives of the LGBTQIA+ Communities; Urban Education and Family; Disrupting Criminalization in Education; Health and Wellness in Aging Populations; Racial Equity, Arts and Culture; and Culture, Race and Health.

The goal of iCubed is to seed this model of research across the university, opening up new opportunities through a re-envisioned way of doing research and connecting to the community. Although unplanned, the pandemic advanced our understanding of innovation and research and what we are capable, which demands a deeper look.

COVID Response: The future of innovation

The pandemic challenged us as individuals, VCU as an institution, our city, our region and the world, and demanded a level and speed of innovation in technology, organization, and human resilience never before seen. And we rallied. The radical innovation sparked by the pandemic offers a model of transformative innovation that saw speed, scale, the repurposing of resources, a common focus and greater willingness to collaborate³⁷ that can help us build a better future, to show us how we can do better. Also known as de-risking innovation funding, COVID-19 demonstrated what happens when significant amounts of non-contingent funding is provided by government, philanthropy, businesses, investors, and individuals, reducing the risk for researchers to reach for bolder, more radical

³⁵ Ibid.

³⁶ Ibid.

³⁷ Charles Leadbeater, Innovatio n and crisis: The six factors that spark radical innovation in turbulent times. Nesta Blog (December 17, 2020) nesta.org.uk/blog

ideas.³⁸ The discussion below shows the big and small steps, all moving us forward to change. How we maintain this model to address big challenges will remain a focus for VCU and the world.

Reorganization

The first step in addressing a challenge of this magnitude was reorganizing VCU operations and activities. VCU began issuing guidance on COVID-19 on March 11th, 2020. Many departments rapidly began testing their capacities to conduct operations remotely, and never returned to the office.

Engaging Research and Innovation

Alongside this rapid pivot in day-to-day operations for VCU and the VCU Health System and those it serves, in late March 2020, the Health Innovation Consortium (HIC), VCU Health and the VCU da Vinci Center for Innovation stood up an entirely virtual 3-week design sprint focused on solutions related to COVID-19. Teams focused on impactful innovations to address international shortages in personal protective equipment (PPE), testing, and access to information and resources to support our local community and our healthcare providers on the front lines. Among other projects, a key highlight was the N95 Decontamination project, where students worked with faculty across VCU and members of the HIC team to develop and execute on an ultraviolet decontamination method for N95 respirators that allowed for more than 200,000 N95 masks to be decontaminated over nearly 9 months of the pandemic, thus increasing healthcare provider confidence and safety during a time of extreme supply shortages. In addition to the design sprint's engagement between faculty, staff, students, and the VCU Health System, the Health Innovation Consortium stood up a COVID-19 Task Force to iteratively engage the community and university partners to support the VCU Health System's most critical innovation challenges during the height of the pandemic.

Another impact of national and global import emerged from VCU's Health engagement in clinical trials for Covid-19 treatments. In the early days of the pandemic, VCU was selected to lead clinical trials of remdesivir, then an investigational Covid-19 drug. VCU's Dr. Arun Sanyal lead a team of VCU experts in a first-of-its-kind partnership among hepatology, infectious disease, critical care pulmonology and cardiology. Today, remdesiver is an essential tool in saving lives and VCU played a vital role in thie globally transformative innovation.

Also globally transformative, the VCU-based partnership, the Medicines for All Institute³⁹, joined multiple pharmaceutical leaders in May 2020 to address the pharmaceutical supply chain shortages brought into stark focus by the global nature of the pandemic. The partnership, led by Richmond-based pharmaceutical research and development company Phlow Corp, secured a \$354 million, four-year contract with the U.S. Department of Health and Human Services to accelerate their efforts to reduce dependency on overseas drug manufacturers, specifically for the domestic production of chemicals used in the manufacture of COVID-19 treatments. Richmond-based Phlow was co-founded by VCU alumnus Eric Edwards, M.D., Ph.D.

VCU joined and continues to be part of a larger collective of universities sharing their research related to COVID-19, and the university has continued to make its expertise, findings, and other information related to the pandemic more readily available to outside researchers. VCU also created a data dashboard informing the community of case

³⁸ Institute for the Future, Live After Covid-19,: Get Ready for the Future, Coursera.

³⁹ The Medicines for All Institute was founded in 2017 in VCU's College of Engineering with the goal of increasing access to safe, effective, and affordable medications through advanced manufacturing technologies. The initiative has also partnered with VCU's School of Pharmacy and the Department of Chemistry in the College of Humanities and Sciences.

numbers, testing, and the number of individuals in isolation.⁴⁰ VCU and Virginia Department of Health (VDH) worked together to conduct contact tracing at the university. VCU provided multiple full-time employees to work in tandem with the contact tracing team at VDH to ensure that the university and VDH are able to identify students with symptoms early who need to be quarantined⁴¹. VCU's University Counseling Services continues to offer support groups to help students cope with the perils of the pandemic.

VCU Health and researchers at VCU have been at the forefront of COVID-19- related research. On April 3, 2020, VCU's COVID-19 Rapid Research Fund was announced. Originally, the funding was capped at \$200,000, but the initial submissions were so promising and important that the funding was increased twice to \$300,000 and \$350,000, with 31 researchers receiving funding⁴². Here are two examples of projects supported by this fund:

- A research member at VCU Massey Cancer Center finished working on a rapid COVID-19 test with a detection time of 3 minutes, 30 seconds from swab to results⁴³. At the time of completion, this test was the fastest molecular diagnostic test available.
- A biobank project to research why some people develop complications and why the virus affects people in different ways. The project compiles more data by asking socioeconomic questions so that researchers can factor in these variables as well⁴⁴.

VCU launched two other funds in late March 2020: the VCU COVID-19 Response Fund and the VCU Student Life and Learning Fund. The COVID-19 Response Fund provided support for caregivers and researchers working around the clock. The Student Life and Learning Fund helped students with pressing needs such as travel, internet access, and housing⁴⁵. In addition to the above efforts, VCU and VCU Health have also made the following contributions to fighting COVID-19 and supporting public health:

- In response to difficulties in tracking and allocating resources for COVID-19 cases in the region, VCU created a model to better identify the locations of cases. Broad data models for tracking the virus were seen as too general. The VCU model has been used to better allocate medical resources to where they are needed.⁴⁶
- A professor in VCU's Department of Chemical and Life Science used a NASA supercomputer to better understand the spike protein in the Coronavirus, which is the mechanism that works to infect the body.⁴⁷
- VCU Health was one of the first testing sites for the use of canakinumab, a drug used to fight a severe overreaction symptom from COVID-19 pneumonia complications.⁴⁸ As VCU Health's

⁴³ Melissa Mitchell, Massey researcher develops extremely rapid experimental COVID-19 test, VCU News (June 18,2020)

⁴⁴ Jackie Kruszewski, Building a biobank to fight COVID-19, VCU News (July 6, 2020)

⁴⁵ Tom Gresham, New funds will support students, researchers and caregivers facing COVID-19 challenges, VCU News (Match 27, 2020)

⁴⁶ Rebecca Jones, VCU experts create data model to track and predict the spread of COVID-19 across central Virginia, VCU News (June 4, 2020)

⁴⁷ Emi Endo, VCU experts create data model to track and predict the spread of COVID-19 across central Virginia, VCU News (June 1, 2020)

⁴⁸ Mary Kate Brogan, VCU becomes one of the first sites to test canakinumab against COVID-19, VCU News (May 6, 2020)

⁴⁰ A.J Hosteler, VCU initiatives share faculty expertise, inventions to spur fight against COVID-19, VCU News (May 12, 2020)

⁴¹ Joan Tupponce, 'Making a positive impact': An inside look at VCU's contact tracing efforts, VCU News (September 28, 2020)

⁴² A.J Hostetler, Final recipients of COVID-19 Rapid Research Funding Opportunity grants announced, VCU News (May 18, 2020)

COVID-19 response focused on finding treatment drugs, VCU and VCU Health have enrolled more than 150 patients in 11 clinical trials associated with drugs that either improve symptoms or shorten the duration of sickness from COVID-19.^{49,50}

 Innovation Gateway was one of the first university technology transfer offices to offer a pandemic licensing program, including non-exclusive royalty-free terms for hospitals and companies to use university technologies capable of assisting in the pandemic response. Innovation Gateway was also: 1) an early signatory of both the Stanford University led COVID-19 Technology Access Framework and the AUTM COVID-19 Licensing Guidelines; 2) created a COVID-19 Innovation Center to help external stakeholders to find university resources leading to a license for a COVID-19 therapeutic technology developed at VCU; and 3) advanced the date of its semi-annual proof of concept fund to solicit pandemic-related inventions in the summer of 2020. Two COVID-19 inventions were funded, one a possible therapeutic, and the second a virtual reality (telemedicine) technology to address substance use disorders.

VCU Health's contributions to addressing the effects of COVID-19 represent the tremendous efforts of employees in addition to their work beyond COVID-19. In FY20, VCU Health's Clinical Research unit counted:

- 330 different clinical research studies enrolling 1,276 participants.
- 256 different clinical trial studies enrolling 619 participants.
- 4,226 investigational drugs dispensed.
- 5,422 research labs processed.
- 2,316 nursing-facilitated infusions.
- \$2.2 million in research-specific charges.⁵¹

Caring for the Community

VCU and VCU Health System played a significant role in managing the pandemic locally in terms of both patient health and community well-being. VCU Health System took rapid action to prepare for a potential pandemic starting in January 2020, including surge and capacity planning. VCUHS reorganized through March and April to create additional inpatient capacity, and a system of surge response was created with six different levels ranging from transfer restrictions at the lowest level to conversion of operating rooms to intensive care units and outpatient clinics into hospitals.

The treatment of COVID-19 patients was only beginning to rise through the end of FY20, and the full story of VCU's efforts and innovation is ongoing. As of the second quarter, 2022, VCUHS has:

- Admitted over 8,394 patients with COVID-19.
- Performed over 212,424 PCR tests through VCUHS Lab.
- Administered more than 109,432 vaccine doses.⁵²

At its peak in January 2021, VCUHS was providing care to 160 patients diagnosed with or suspected of having COVID-19 at VCU Medical Center. VCUHS partnered with local health departments to provide COVID vaccines when they became available in December 2020.

Preparation for both COVID-19 treatment surges and vaccine distribution included changes in sup-

⁴⁹ Jackie Kruszewski, Clinical trials put potential COVID-19 treatments in front of patients, VCU News (June 11, 2020)

⁵⁰ Harmon and Garland, "Clinical Trials and Support," October 16, 2020.

⁵¹ McCray, Harmon, and VCU Health, "Clinical Research Operations Metrics FY20."

⁵² VCU Health Enterprise Analytics Data.

ply chain practices and partnerships with other area hospitals and hotels. Several Richmond hotels offered accommodations to VCUHS employees working with COVID-19 positive patients who did not want to expose family members. Through March 31, 2021, 220 team members stayed over 6,160 nights in local hotels.

The VCU Health Equity Initiative established a COVID-19 Health Disparities Task Force to address the impact of COVID-19 on Black, Latino, and senior populations. The task force created teams focused on engaging each population at the community-oriented sites: churches, food distribution sites, independent living communities, and Latino businesses. Each team focused on education, connecting individuals to resources, developing outreach strategies, and providing PPE and supplies.

At the time of initial COVID-19 vaccine shortage, VCU Health leadership convened a special Committee on Equitable Vaccine Distribution, facilitated by the Division of Community Health. Composed of the clinical and ethical leaders of the health system, the committee developed a vaccine distribution model to ensure that patients from low-income neighborhoods with increased COVID-19 infection rates in Richmond had equitable and prompt access to available vaccines.

Other examples of community care include:

- In March 2020, VCU Health hosted a blood drive due to COVID-19 related shortages.
- In April 2020, VCU Health began a pilot program in conjunction with EMS services in Virginia that connects medical physicians with first responders via telehealth technology. The program makes it possible for medical physicians to determine if a patient should stay home or be taken to the hospital.⁵⁴
- VCU School of Engineering offered a free program in coding to keep middle school kids learning outside of the classroom.⁵⁵

- VCU schools of Engineering, Nursing and the health sciences produced or donated protective gear while VCU medical students provided baby and pet sitting for essential workers.
- Many organizations offered virtual support including: Recreation and Well-Being provided online home workouts⁵⁶; VCU's student-led and student-produced newspaper The Commonwealth Times published throughout the pandemic; and VCU Theater adapted their semester production of "She Kills Monsters" to a virtual format.⁵⁷
- VCU's Institute for Contemporary Art reduced its operational hours, but the institute has also established new communal ways of accessing and creating art through the telephone (1-844-NOT-ZOOM). In the wake of social unrest in the Summer of 2020, the ICA worked with community members, organizers, and organizations to convert its empty parking lot into a "Resiliency Garden," a space exploring food insecurity and the disconnect between healthy food and Richmond's communities.

In sum, the impact of the work and innovations of VCU and the VCU Health System, throughout the pandemic cannot be fully calculated except in retrospect. The intensive care unit at VCU Medical Center has approached full capacity at different times in the pandemic, stretching the limits of what any institution can do to treat a global problem.

⁵³ Ibid.

⁵⁴ Alex Nowak, VCU Health, EMS providers using telehealth to respond to COVID-19 cases in rural Virginia, VCU News (April 7, 2020)

⁵⁵ Emi Endo, VCU Engineering is providing free programs and resources to keep kids learning at home, VCU News, (March 28, 2020)

⁵⁶ Joan Tupponce, VCU medical students provide babysitting and pet sitting to health care workers fighting COVID-19, VCU News (March 30, 2020)

⁵⁷ VCU, INSIDE VCU'S PRODUCTION OF 'SHE KILLS MONSTERS', VCU News (October 22, 2020)

VCU's employees have worked tirelessly to treat patients, reach communities at the greatest risk for contracting Covid 19, vaccinate hundreds of thousands of people, create new treatments, save lives, and generate new innovations that address today and tomorrow's health needs. To address COVID-19, we witnessed what level of success and innovation could be possible if we worked together.

THE INNOVATION ECOSYSTEM: BRINGING RESEARCH AND KNOWLEDGE TO THE COMMUNITY AND THE MARKET

Research only one element of a robust innovation ecosystem. Other activities that encourage entrepreneurship and translate research and innovation into new technology, products, and services that meet market and community needs are another integral element of advancing transformative innovation.

Activities to foster a robust entrepreneurial ecosystem have been ongoing for a number of years at VCU through the efforts of strategically integrated collaborative groups like Activation Capital, the VCU da Vinci Center for Innovation, Lighthouse Labs, the Health Innovation Consortium, Startup Virginia, VCU Health and the university itself, principally through the VCU Office of the Vice President of Research and Innovation. As we saw above, the impactful work of these groups was further accelerated in the response to the pandemic, which necessitated innovation in every aspect of life—work, home, school, social, and community.

In what follows, we focus on the infrastructure that brings VCU ideas and expertise to directly benefit the community and marketplace. That happens in three ways: 1) centers that accelerate research into products and services that meet community needs; 2) how innovation moves from the classroom into the community; and 3) the organizational infrastructure that underpins all of this work.

From the Lab to the Community

Medicines for All (M4ALL) exemplifies what it means when we move from research to impact. Based at VCU College of Engineering, M4ALL focuses on decreasing the production costs of high quality medicines to improve global access to those medications. It does this work by optimizing pharmaceutical ingredient production and provides manufacturers worldwide access to this process, which also serves to enhance the security of the supply chains.

The C. Kenneth and Dianne Wright Center for Clinical and Translational Research is another VCU asset that serves to accelerate the transition of lab discoveries to patient treatments, engage communities in clinical research, and train clinical and translational scholars. The Wright Center, launched in 2015 with a \$16 million gift from benefactor C. Kenneth Wright is part of a national consortium of institutions working together, which have all received the Clinical & Translational Science Award (CTSA), and made VCU the first academic health center in Virginia to receive that initial \$41.5 million award.

The Wright Center's focus on translating research from clinical trials to therapies available to the public is essential for health and medical innovation in Virginia. In 2020, a clinical trial for a COVID-19 treatment run by a Wright Center leader allowed patients access to experimental drugs that, in at least one case, may have saved their life.

⁵⁸ C. Kenneth and Dianne Wright Center for Clinical and Translational Research, "Clinical Trial May Have Helped COVID Patient Beat Life-Threatening Pneumonia."

From Classroom to Community

Innovation that helps communities thrive does not only come from research, but also flows from innovations in curriculum development and delivery. The VCU da Vinci Center emphasizes innovation and entrepreneurship as skills that that were developed through collaborations between VCU School of the Arts, School of Business, VCU College of Engineering, College of Humanities and Sciences, and VCU Health. The center offers a graduate degree in product innovation as well as graduate and undergraduate certificates in health care innovation, product innovation, venture creation, and human-centered design. In partnership with the Jackson Ward Collective and Activation Capital, the VCU da Vinci Center and VCU REAL, VCU's experiential learning hub, have formed the VCU Entrepreneurship Academy. The academy delivers innovation and entrepreneurship skills through a blended learning environment with students and community members working, learning, and networking together, earning micro-credentials for skill attainment.

Complementing this is the launch of Shift Retail Lab, a space where VCU students and Jackson Ward entrepreneurs can showcase and test their products and services directly with customers.

The da Vinci Center also hosts design sprints where students engage in workshops to rapidly take ideas through a three-stage process: ideate, test, and prototype. Following the disruption in 2020 brought on by the pandemic, VCU da Vinci Center partnered with VCU's Health Innovation Consortium to host a design sprint focused on the challenges and opportunities created by COVID-19. The partnership between VCU da Vinci Center and the Health Innovation Consortium is a natural fit.

VCU daVinci Center also nurtures student entrepreneurs. Its pre-accelerator program, VCU Pre-X, helps students learn how to pitch their ideas to potential investors and sponsors, culminating in Demo Day, where the students have the opportunity to make their pitches to potential funders and employers. In 2020, 140 students from 11 schools and colleges and five countries participated. Of these students, 37% identified as people of color, 36% identified as female and the average age was 23 years old.

Innovation Infrastructure

Innovation infrastructure must generate ideas, attract investment, provide a variety of support to entrepreneurs, and provide the organizational backbone for navigating all these pieces.

To help generate ideas, in 2019, VCU launched the Health Innovation Consortium as an effort to support and generate innovations in health care by connecting faculty research, student talent, Richmond's entrepreneur community, and the VCU Health infrastructure. The consortium acts as a hub for students and faculty with innovative health care ideas to convert those ideas into commercially viable products and business startups. The consortium's focus since 2020 has been identifying COVID-related problems and solutions.

To help attract investment, Activation Capital provides that connection. Activation Capital is a regional nonprofit whose board of directors consists of public officials, economic development professionals, workforce development program leaders, and research and innovation leaders, including VCU president Michael Rao. Activation Capital seeks to connect all of the elements of the region's innovation ecosystem: the VA Bio+Tech Park, seed funds and grant makers, and business acceleration, among other groups.

VCU supports student, faculty, and community partners wanting to be entrepreneurs through connections to mentors in its programs and also supports business incubator Startup Virginia and

⁵⁹ McNeill, "VCU Launches New Initiative to Bring Health Innovations to Market."

startup accelerator Lighthouse Labs. These elements of Richmond's entrepreneurial ecosystem are essential to translate innovation into products that may be brought to market.

The organizational backbone of this work at VCU is Innovation Gateway, a full-service technology transfer office serving VCU faculty, staff, and students. The mission of VCU Innovation Gateway is to facilitate commercialization of university inventions for the benefit of the public, to foster a culture of innovation at the university, and to promote industry collaborations and regional economic development. In carrying out its mission, VCU Innovation Gateway becomes common ground for university innovators and external parties to meet, share discoveries, and develop new collaborations. Programs and resources include:

- The Commercialization Advisory Panel comprised of investors, entrepreneurs and industry experts.
- Securing Proof of Concept (PoC) funding to include 60 PoC grants totaling \$4 million dollars, \$18.5 million follow-up funding, eight licenses, and five start-ups.
- Strategic industry engagement resulting in over \$8 million in industry-sponsored research, licensing revenues over \$26 million, and over 55 new ventures.
- Entrepreneur-in-residence, counseling and couching, creating investment pitches, technol-ogy-entrepreneur matching programs, relationships with venture capitalists, and the National Academy of Investors VCU chapter.

In FY20, VCU Innovation Gateway helped file 166 patent applications, resulting in 19 patent approvals. The university also licensed 22 products, adding to existing licenses that generated \$2.5 million for the year. In its support of entrepreneurship, VCU Innovation Gateway supported 14 business start-ups, including 9 that were just formed. VCU Innovation Gateway's successes over the last decade include more than \$26 million in licensing revenues, 172 patents issued (of more than 1,500 filed), and 42 new products brought to market.

VCU INNOVATION AND COMMERCIALIZATION METRICS FY2020

Invention disclosures	133
Patents filed	166
Patents issued	19
Licenses (incl. options)	22
Licenses to start-ups	6
Copyrights	7
Industry engagements	145
Proof of concept grants	10
Licensing revenue	2.5 million USD
Technologies reviewed for start-up opportunity	51
Teams/technologies supported for venture creation	34
Total start-ups supported	14
Start-ups formed FY2020	9
Start-ups active FY2020	29
Small Business Innovation Research grants submitted	3
New products to market	42
Licensing revenue	>26 million USD
Invention disclosures	>1,200
Patents filed	>1,500
Licenses (incl. options)	158
Patents issued	172
Start-ups formed licensing VCU inventions	55+
Industry engagements	421

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PART 4: CONCLUSION - THE PROMISE OF INNOVATIVE TRANSFORMATION AND VCU'S COMMITMENTS TO THE FUTURE We live in challenging times, marked by continuous and often unpredictable change, times that are often referred to as VUCA – volatile, uncertain, complex and ambiguous. The last few years have been of fear and sorrow, and we will be navigating the trauma of it for some time to come. However, these years have also primed us with promise and potential. We have seen that we are capable of responding – of moving the world online, of developing and delivering a vaccine in a pandemic with unprecedented speed.

We see people rising up and organizing to address inequities which have too long marked the world we live in. These times are disorienting but we stand on the precipice of possibility and have demonstrated that we are capable of innovative transformation.

In this report, we've shown how we are working to that future – focusing on equity, improved patient and student experience, economic development, community engagement, health, and education. We've answered President Rao's question - How are we doing?

Together we are making a difference. By putting people at the center, building vibrant healthy places and building an inclusive future, VCU and the VCU Health System are advancing the assets and possibilities of our talent, our place, and our innovation.

Even with significant progress, there remains much to do as we have also tried to answer President Rao's second question: How can we do better? We conclude this report by reaffirming our commitment to continuous improvement to meet the goals we have set for ourselves and our community.

We recommit to our core values of accountability, achievement, collaboration, freedom, innovation, service, diversity and inclusion, and integrity.

We recommit to our strategic research priorities that prioritize enriching the human experience, achieving a just and equitable society, optimizing health, and supporting sustainable energy and environment.

In light of what we have learned over the past few years, we have re-examined the four strategic goals we set forth in Quest 2025, our Strategic plan, and have recalibrated to recognize that current realities.

We invite you to keep us accountable. Always let us know - How are we doing? How can we do better?"

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APPENDIX

Economic Impact of VCU Operations and Associated Spending by Source

To model the many ways in which VCU and VCU associates' spending influence the local, regional, and state economies, CURA utilized an Analysis By Parts (ABP) approach. A typical economic impact analysis estimates impact by measuring a change in the output of a particular industry or sector, calculating direct effects in the industry, indirect effects in suppliers, and induced effects in household income changes. An ABP instead begins with the goods and services the target industry purchases to satisfy demand or a certain production level. The overall impact described earlier represents a combination of models based on an understanding of what purchases an institution makes, the institution's payroll, and other associated spending (capital spending, student spending, and visitor spending).

In this analysis, the operations of VCU and VCU Health represent separate governmental institutions modeled as State/Local Government Education and State/Local Government Hospital and Health with some customization to spending patterns based on data from VCU's Office of Procurement, VCU financial statements, and VCU Health. These results provided direct and indirect impacts. The payrolls of both VCU and VCU Health System were modeled as employee compensation in the appropriate institutional categories, providing an understanding of induced impacts. Capital spending was modeled as a combination of construction of new educational structures, new health care structures, and new commercial structures based on the specific capital projects in FY20.

These separate models allow customized inputs that more closely match reality—modeling the specific impact of VCU's presence in the region rather than basing it on typical university spending. They also allow the results to be disaggregated to discuss each individual element:

- 1. VCU Operations and VCU Health System Operations
- 2. VCU and VCU Health Payroll
- 3. VCU Capital Spending
- 4. VCU Student Spending
- 5. VCU Visitor Spending

With each model, we will discuss the inputs and assumptions that go into estimating the economic impact.

Impact of VCU Operations and VCU Health Operations

University operations and plant maintenance expenses refer to the money spent by VCU and VCU Health System in the operation of each institution's major functions. Those functions include instruction, research, operations and maintenance of plant, and hospital services, but they also include elements modeled separately, such as payroll, or not modeled at all, such depreciation expenses.

VCU operations and VCU Health System operations totaled more than \$4.8 billion in FY20. However, as the two institutions have different spending patterns, their operations spending was modeled separately and the results combined. After removing payroll and depreciation expenses, VCU operations totaled \$349 million and VCU Health System operations totaled \$2.1 billion. Prior to the sale of majority ownership in Virginia Premier in April 2020, VCU Health System made an estimated \$1.4 billion in claims payments. Those dollars represent a unique spending pattern, and CURA customized the model to reflect that. Based on procurement data and input on claims payments, CURA estimated the in-region spending of VCU and VCU Health System operations for the City of Richmond, Richmond MSA, and Virginia as follows:

After calculating the amount spent for each regional model, CURA estimated the economic impact by using the Institutional Spending Pattern for State/

Operations Spending Considered	VCU (University)	VCU Health System Authority	Total	Employment
City of Richmond	\$102,190,258	\$324,024,777	\$426,215,036	32,782
Richmond MSA	\$144,022,234	\$553,458,726	\$697,480,960	43,886
Virginia	\$171,364,224	\$1,782,329,814	\$1,953,694,038	58,149

Sources: VCU administrative data; Virginia Commonwealth University, "2019-2020 Financial Report."

Local Government Education and State/Local Government Hospital and Health provided by IMPLAN. The spending patterns were further customized to better reflect VCU and VCU Health System activities and spending.

The economic impact of VCU and VCU Health System's daily operations was \$768 million in Richmond, \$1.6 billion in the Richmond MSA, and almost \$4.8 billion in Virginia. In Richmond, almost \$140 million in labor income generated by operations spending supported 2,103 jobs. Regionally, \$359 million in labor income supported 5,455 jobs. And statewide, \$1.6 billion in labor income supported 17,669 jobs.

Modeling operations spending differs from modeling the output of an industry, as it models the intermediate purchases of the institution—only one part of the output equation. The other portion, value added, represents primarily labor income. CURA captures these effects by modeling the payrolls of VCU and VCU Health System as Industry Employee Compensation events in the relevant IMPLAN sectors: Employment and payroll of state government education, and employment and payroll of state government hospitals and health services.

Impact of VCU and VCU Health Payroll

Modeling operations spending differs from modeling the output of an industry, as it models the intermediate purchases of the institution—only one part of the output equation. The other portion, value added, represents primarily labor income. CURA captures these effects by modeling the payrolls of VCU and VCU Health System as Industry Employee Compensation events in the relevant

ESTIMATED IMPACTS OF VCU AND VCU HEALTH OPERATIONS SPENDING

Impact Region	Economic Impact	Value Added	Labor Income	Employment
City of Richmond	\$768,353,693	\$201,654,727	\$139,586,890	2,103
Richmond MSA	\$1,626,245,780	\$541,356,213	\$359,231,083	5,455
Virginia	\$4,781,305,266	\$1,708,460,078	\$1,203,705,411	17,669

⁶⁰ Virginia Commonwealth University. "Financial Statements for the Year Ended June 30, 2020," 2020.

IMPLAN sectors: Employment and payroll of state government education, and employment and payroll of state government hospitals and health services.

In FY20, VCU employed a total of 25,250 people with a total payroll (salaries and wages plus benefits and taxes) of nearly \$2.2 billion. However, not all employee spending impacts the economy. Only jobs within each region may be considered, and in places with significant in-commuting (such as Richmond), some household spending is less likely to happen within the region. Payroll was modeled around patterns of in-commuting and employee home jurisdictions, resulting in the following total labor income for each geography:

Payroll Spending Considered	VCU	VCU Health System Authority	Total
City of Richmond*	\$425,616,611	\$816,856,515	\$1,242,473,126
Richmond MSA	\$542,993,946	\$1,042,130,713	\$1,585,124,659
Virginia	\$651,172,747	\$1,249,750,801	\$1,900,923,548

Sources: VCU administrative data; Virginia Commonwealth University, "2019-2020 Financial Report."

*The City of Richmond amounts modeled are less than MSA amounts to adjust for a greater degree of in-commuting than accounted for in IMPLAN models. Although this impacts the induced effects, the difference is added back into direct effects, as that labor income is still considered a direct effect within the City of Richmond.

Modeling the impacts of payroll results in two effects: the direct effect, which is the direct employment of VCU and VCU Health Systems Authority, and the induced effect, which is the economic activity generated by the household spending of those employees. The total impact includes both types of effects. The payrolls of VCU and VCU Health Systems—and consequently the household spending of employees—generated \$1.3 billion in labor income and 19,733 jobs in the City of Richmond, \$2 billion in labor income and 26,271 jobs in the Richmond MSA, and \$2.3 billion in labor income and 30,183 jobs in Virginia.

ESTIMATED IMPACTS OF VCU AND VCU HEALTH PAYROLL

Impact Region	Economic Impact	Value Added	Labor Income	Employment
City of Richmond	\$1,722,344,435	\$1,626,165,338	\$1,320,450,850	19,733
Richmond MSA	\$3,246,533,516	\$2,689,963,386	\$2,008,728,141	26,271
Virginia	\$3,629,876,371	\$3,074,215,637	\$2,318,069,703	30,183

Impact of VCU Capital Spending

The physical presence of VCU in the City of Richmond has two primary kinds of impact. The first, maintenance and operation of existing buildings, is part of the operations spending modeled earlier. The second, capital spending, refers to new construction. This type of capital spending differs from predictable maintenance costs in both the spending patterns and the duration of impact. While operations spending occurs continuously and has ongoing impacts, new construction spending ends after the structure is built. Capital spending generates significant temporary impacts. This section describes the impacts VCU and VCU Health System capital spending on projects completed or under construction in FY20.

Data from VCU Construction Management indicates VCU made almost \$282 million in payments to contractors in FY20. All projects occurred within Virginia and the Richmond MSA. All projects except for the Rice Center Research Facility occurred within the City of Richmond. Finally, \$15 million in furniture, fixtures, and equipment (FFE) expenses represent non-construction spending and are modeled as purchases like operations spending.

Capital Spending Considered	Health care construction	Educational construction	Other new commercial construction	FFE	Total
City of Richmond	\$134,573,865	\$142,609,282	\$3,108,033	\$4,484,830	\$284,776,008
Richmond MSA	\$134,573,865	\$144,241,647	\$3,108,033	\$6,320,712	\$288,244,256
Virginia	\$134,573,865	\$144,241,647	\$3,108,033	\$7,520,672	\$289,444,215

Sources: VCU administrative data; Virginia Commonwealth University, "2019-2020 Financial Report."

Impact Region	Labor Income	Value Added	Economic Impact	Employment Impact
City of Richmond	\$372,953,136	\$518,244,290	\$856,674,830	6,073
Richmond MSA	\$574,845,608	\$821,204,944	\$1,351,620,531	9,419
Virginia	\$574,953,011	\$821,414,429	\$1,352,078,360	9,421

Major capital projects identified as completed in FY20 include:

- The Institute for Contemporary Art
- The Virginia Treatment Center for Children
- The School of Allied Health Professions
- Renovations to Sanger Hall

Major capital projects identified as ongoing in FY20 include:

- Parking deck repairs and corrosion protection
- A surgery innovation suite for Sanger Hall
- Renovations to Scott House
- The Rice Center Research Facility (Charles City County, Virginia)
- Expansion of the Engineering Research Building
- A teaching laboratory in the STEM building
- Emergency Center at New Kent (New Kent County, Virginia)
- Children's Hospital of Richmond at VCU: Children's Pavilion (CHoRP) Dental Care Pediatric Clinic
- Sheltering Arms Institute (Goochland County, Virginia)

As in most other cases, modeling capital spending in larger economic areas captures more economic impact. Although the bulk of capital spending happens in the City of Richmond, the economic impact outside of the city remains significant. VCU's capital spending in Richmond in FY20 generated a total impact of almost \$857 million, including \$373 million in labor income that supported 6,073 jobs. In the Richmond MSA, the total impact of more than \$1.3 billion included \$575 million in labor income supporting 9,419 jobs. The statewide impact of VCU capital spending differs little from the MSA impact. All capital spending happened within the MSA, and any leakage outside the MSA was minimal. The total Virginia impact of more than \$1.3 billion included \$575 million in labor income supporting 9,421 jobs.

Impact of Student Spending

VCU students have a clear link to the university, and their spending has impacts on the economy. However, student spending can only be considered linked to VCU if the student would be spending money outside of the area in question but for the existence of VCU. Survey data collected by CURA in December 2020 suggests that approximately 17% of students would have likely attended a college outside of Virginia had they been unable to attend VCU. Another 62% of respondents indicated they would have attended another four-year public college in Virginia. Of the 14 other four-year public colleges and universities in Virginia, only Virginia State University is in the Richmond MSA and none are in the City of Richmond.

Using those figures, CURA estimated that approximately 79% of VCU student spending in the City of Richmond, 74% of student spending in the Richmond MSA, and 17% of student spending in Virginia may be attributed to VCU's presence.

In FY20, approximately 30,101 students were enrolled at VCU. CURA used the average cost of attending college (minus tuition and fees) obtained from the National Center for Education Statistics to estimate total student spending of \$459 million—\$15,243.80 per student—in FY20. However, some students have already paid a portion of those costs to the university in the form of room and board. Student spending was adjusted to account for those expenses paid to VCU and avoid double counting economic activity. The final student spending total of \$430 million was applied to the percentage of student spending in each region attributable to VCU:

Student Spending Considered	Total spending
City of Richmond	\$340,633,872
Richmond MSA	\$296,729,951
Virginia	\$72,906,358

Sources: VCU administrative data; NCES, and CURA survey data.

Based on VCU spending statistics and other studies that analyzed student spending at other universities, these expenditures were modeled into appropriate IMPLAN categories to estimate total student spending impact in each economic region for FY20.

Student spending linked to VCU generated a total impact of \$392 million in Richmond, including \$149 million in labor income supporting 4,691 jobs. The impact of student spending in Richmond exceeds impacts in the MSA and Virginia because more spending may be attributed to the presence of VCU. VCU student spending generated an impact of \$384 million in the MSA, including \$104 million in labor income supporting 2,468 jobs. Finally, as far fewer students' spending in Virginia may be attributed to VCU, CURA estimates the total impact of student spending in the state in FY20 at \$89 million, including \$24 million in labor income supporting 586 jobs.

Impact of Visitor Spending

Estimates of visitor spending in FY20 cannot ignore the impacts of COVID-19 in the latter half of the year. In a typical year, VCU and VCU Health attract hundreds of thousands of people to the region through sporting events, conferences, or hundreds of other VCU activities throughout the school year. Many of those events did not happen in FY20. And the visitor spending that CURA has estimated for FY20 almost certainly does not reflect that of a year in which people could gather normally for the entire 12-month period. Visitor spending remains an important source of economic activity in the region.

CURA gathered data from students and employees from a survey on their visitors and lengths of stays. The average student hosted 2.71 visitors with an average stay of 2.4 days in FY20. The average employee hosted 2.18 visitors with an average stay of 2.9 days in FY20. CURA estimates students hosted 81,574 visitors and employees hosted 54,186 visitors. However, not all students and employees live in Richmond, the Richmond MSA, or Virginia. Using inflation-adjusted figures for average visitor expenditures from the Virginia Tourism Corporation, employee home localities identified through administrative data, and student home localities estimated through survey data, CURA estimated visitor expenditure totals for the personal visitors of students and employees.

ESTIMATED IMPACTS OF VCU STUDENT SPENDING

Impact Region	Economic Impact	Value Added	Labor Income	Employment
City of Richmond	\$392,015,073	\$229,650,282	\$149,080,645	4,691
Richmond MSA	\$384,108,531	\$240,284,097	\$104,379,675	2,468
Commonwealth of Virginia	\$89,475,543	\$55,944,662	\$23,791,581	586

VCU Health System is also responsible for visitor spending. The VCU Medical Center is among the few Level I trauma centers in Virginia, and its units offer some of the most advanced treatments in the country. The VCU Medical Center attracts patients from all over Virginia and beyond. Based on data provided by VCU Health, CURA estimates that the medical center discharged approximately 35,000 patients (excluding outpatient and emergency visits) from Virginia or elsewhere. Of those patients, 25,000 were from the Richmond MSA. Within the MSA, 11,000 patients were from the City of Richmond.

For this study, CURA assumed the visitors of patients who lived in Richmond did not spend additional money in the region. For the remaining patients' visitors, CURA assumed average daily spending was \$61 for patients from outside the MSA and \$35 for patients inside the MSA. Finally, based on data on tourism spending in the MSA, CURA assumed 25% of MSA spending would happen within the City of Richmond. Using data from VCU Health about average visitors per patient and average days in the hospital, the total spending of VCU Medical Center patient visitors was broken into the same expenditure categories as the visitors of employees and students. CURA estimated visitor spending totals in FY20 as follows:

Visitor Spending	Employees' personal visitors	Students' personal visitors	VCU Medical Center visitors	Employment Impact
City of Richmond	\$2,746,113	\$8,310,660	\$2,377,959	6,073
Richmond MSA	\$6,959,485	\$10,611,135	\$6,940,230	9,419
Virginia	\$8,345,999	\$11,819,392	\$6,940,230	9,421

Sources: VCU administrative data; VTC and CURA survey data.

VCU-linked visitor spending in the City of Richmond had a total economic impact of \$15.6 million in FY20, including \$6.7 million in labor income supporting 183 jobs. In the Richmond MSA, VCU visitor spending generated an impact of \$33.9 million, including \$11.4 million in labor income supporting 273 jobs. Statewide, VCU visitor spending generated a total impact of \$35.5 million, including \$12.1 million in labor income supporting 288 jobs.

ESTIMATED IMPACTS OF VCU-LINKED VISITOR SPENDING

Impact Region	Economic Impact	Value Added	Labor Income	Employment
City of Richmond	\$15,612,470	\$9,089,996	\$6,682,625	183
Richmond MSA	\$33,872,929	\$19,570,845	\$11,408,649	273
Commonwealth of Virginia	\$35,457,293	\$20,792,573	\$12,108,001	288



ATTACHMENT D Virginia Commonwealth University Board of Visitors

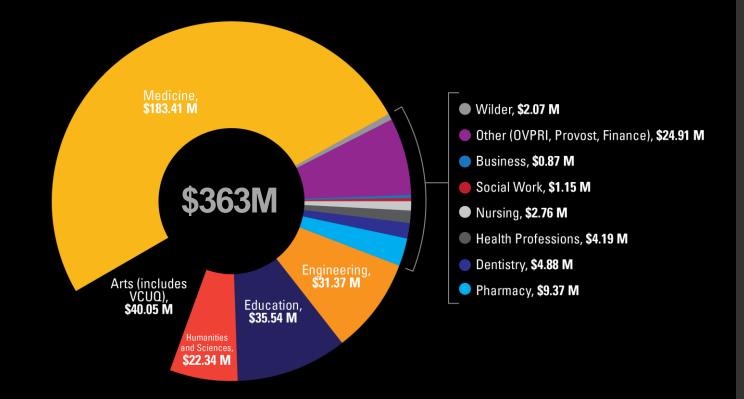
May 13, 2022

President Michael Rao





2021 Research Awards by School







Improved Graduation Rates

- Four-year rate increased from 26.3% (2010) to 48.2% (2019-20 cohort)
- Six-year rate increased from 50.1% (2010) to 67.8% (2019-20 cohort)
- Four- and six-year graduation rates are above the national average for public universities







Quest 2028: One VCU Together We Transform We are One VCU, an inclusive public research university and healthcare system where accessibility combines with excellence to produce exceptional educational and healing results.

Together, we are dedicated to serving the needs of students and patients.

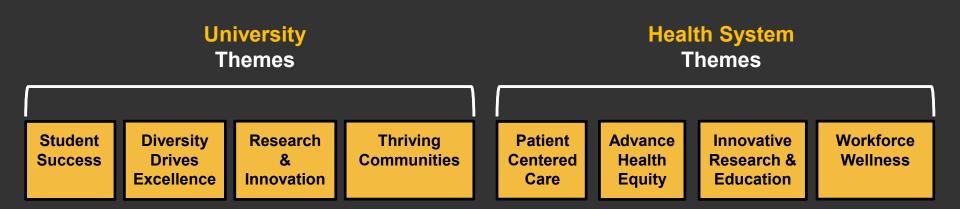
We impact lives through focused global partnerships and commitment to our communities. We research solutions to societal challenges and ignite transformative innovation that matters to the people who need us most.

We prove every day that different works.

As One VCU, we are united by purpose, devoted to inclusion and driven by impact.



Quest 2028: One VCU Together We Transform







Trevohn Robinson

Graduating this month with a B.S. in Chemistry in the professional chemist track and a minor in Mathematics at VCU's College of Humanities and Sciences.







Virginia Commonwealth University Board of Visitors

May 13, 2022

President Michael Rao









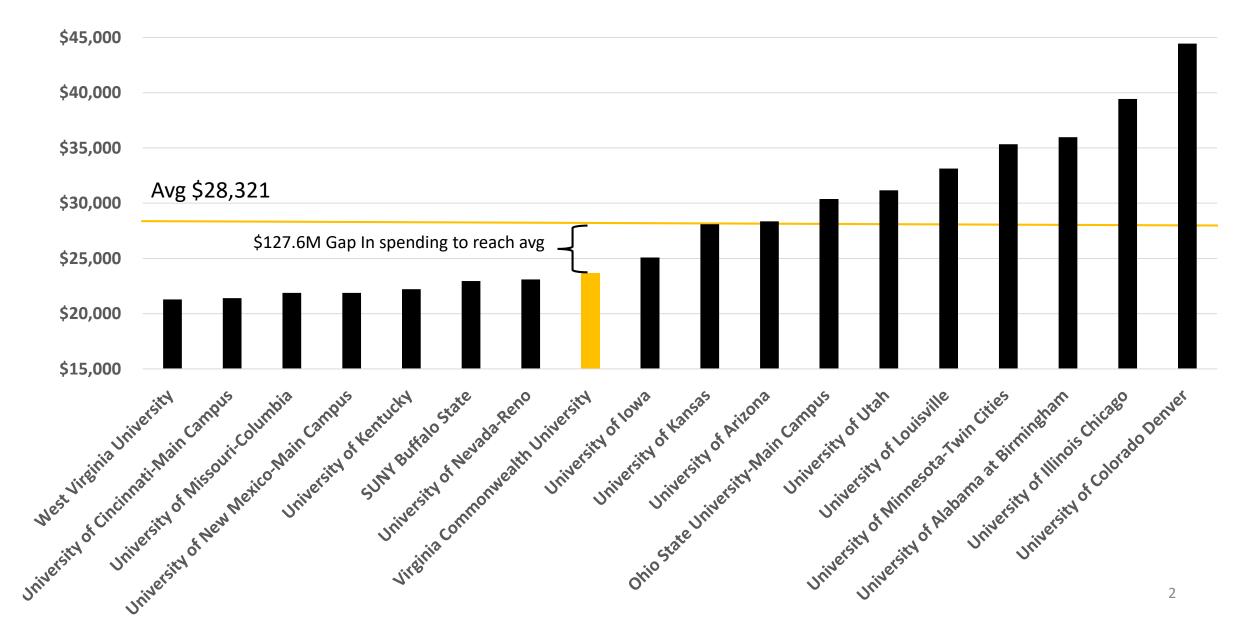
VCU Board of Visitors

ATTACHMENT E

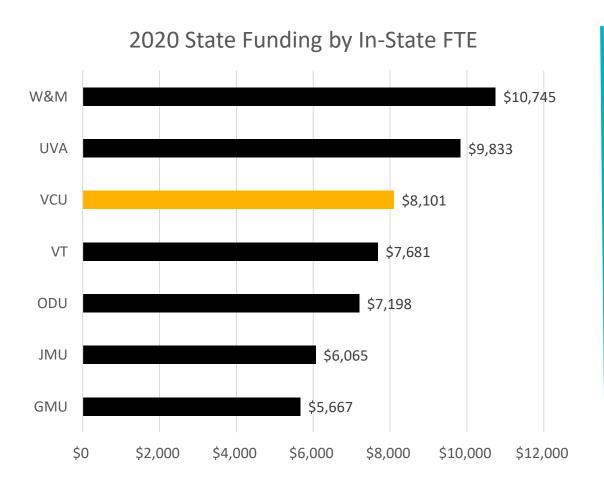
KAROL KAIN GRAY Senior Vice President & CFO

May 13, 2022

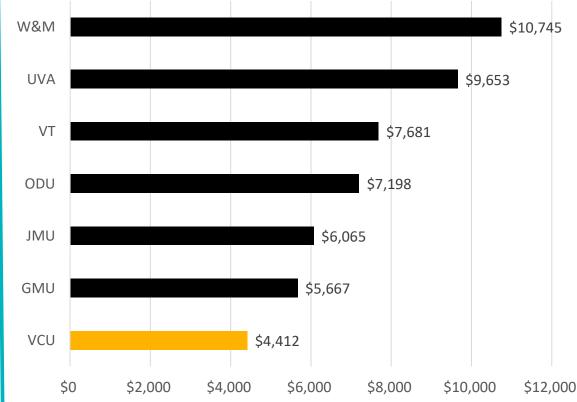
Select SCHEV Public Peers - IPEDS Expense Data for FY2020 Instruction, Academic, Student, & Institution Support Spending Per Student FTE



Health Science Structural Equity Challenge



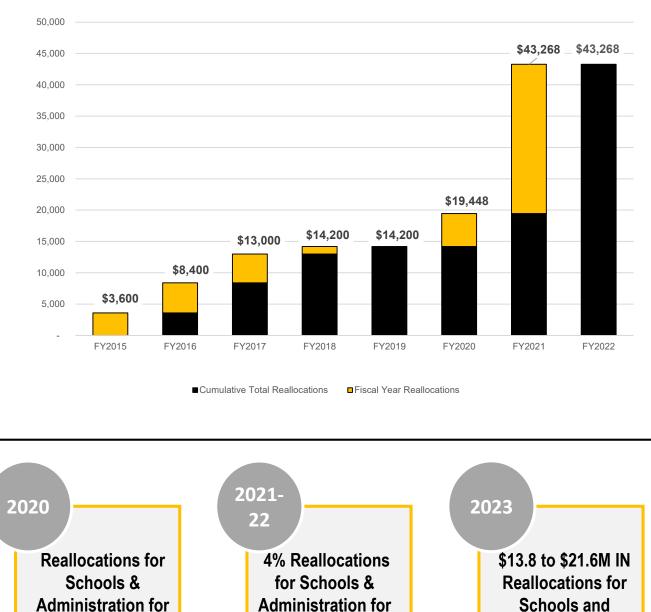
2020 State Funding by In-State FTE adjusted for First Professionals



Reallocations and Efficiencies

- Travel Spending is \$20M since 2019
- Bond refinancing savings of \$37M in the first 5 years
- Participation in VIVA (subscription costs) saves
 \$2.7M annually
- Restructuring of international student programs
 \$1.6M cumulative savings
- Development of Open Education Resource (OER) materials impacting 30,252 students provides \$5.5M in student cost avoidance
- Centralization of material purchases facilities saves
 \$150k Annually
- Virginia Higher Education Procurement
 Collaborative (VHEPC) saves \$7M Annually

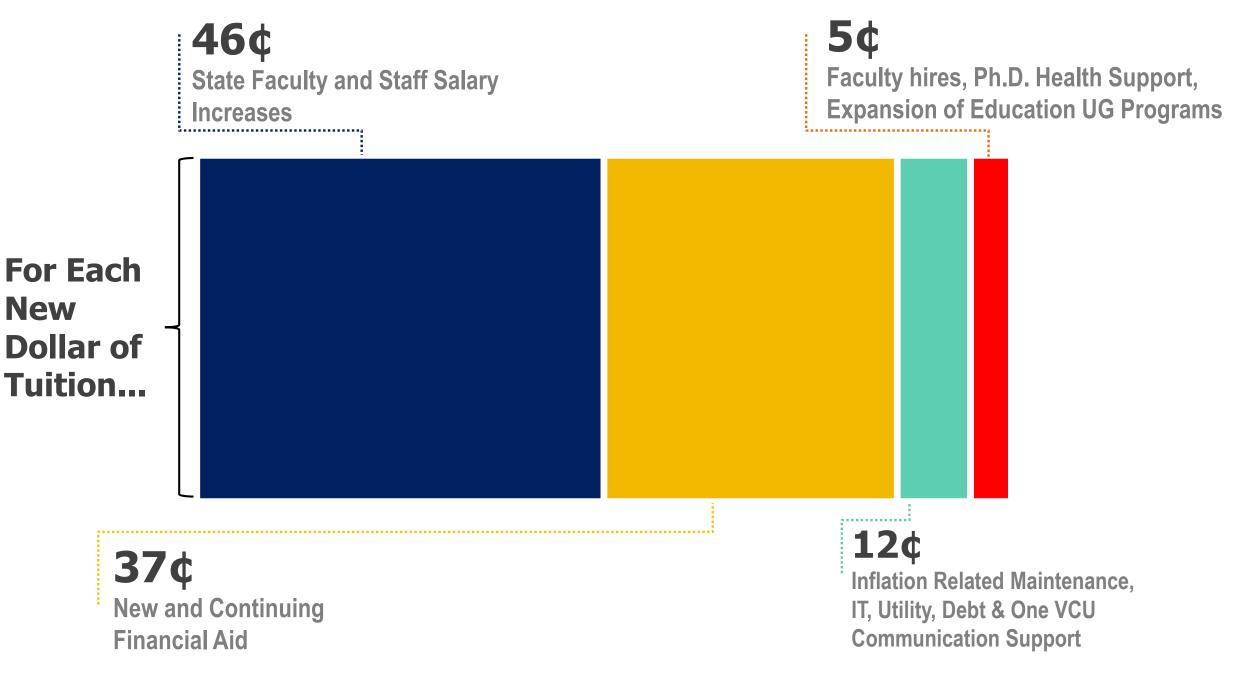
Fiscal Year 2015 to 2022 Cumulative Budget Reallocations



\$23.8M

Administration

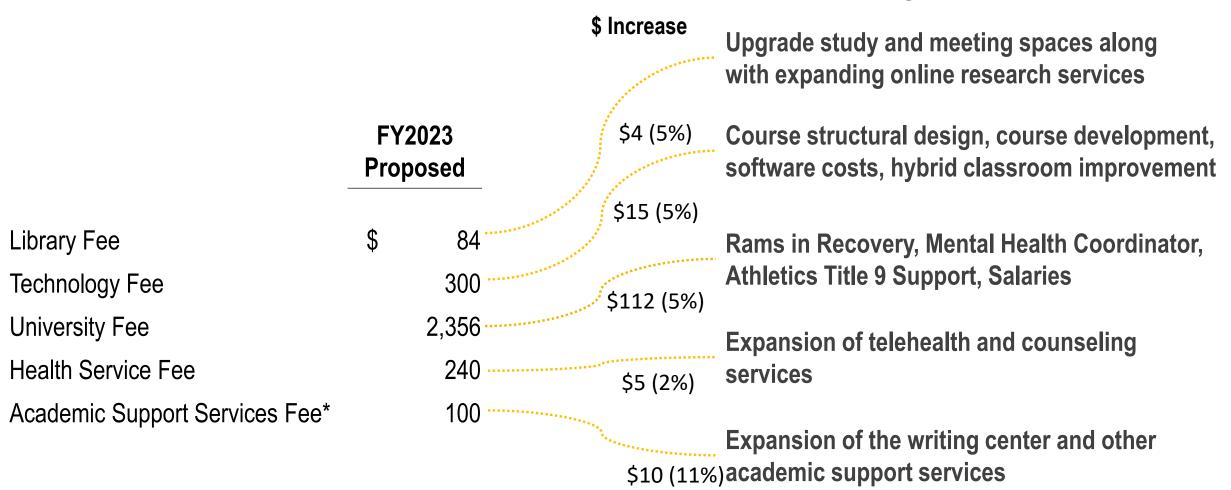
\$14.2M



FY2023 E&G Overview

	Proposed Tuition Increase			rease
Proposed FY2023 Tuition Rate Increase	3.0%		3.0%	
State Budget Range	Hi	gh	I	Low
FY2023 Projected Revenue Growth				
Tuition & Enrollment Change	\$	11,960	\$	11,960
Growth in Unallocated State Support (\$4.8M from 2021)		17,521		9,721
State Salary Support (50%)		11,494		11,494
Total Revenue Growth		40,975		33,175
Proposed FY2023 Projected Needs				
5% Salary Increases & Promotion		(25,357)		(25,357)
Strategic Incentives & Inflationary Costs		(29,458)		(29,458)
Proposed New Expense Needs (W/ 5% Salary)		(54,815)		(54,815)
University Net Position	\$	(13,840)	\$	(21,640)
Reallocations (1.6% with High & 3.4% with Low)		13,840		21,640

Proposed Increase for Mandatory Fees



*Expanded to include Seniors and Graduate Students, no change to student activity fee (\$90)

Changes noted for tuition and fees will vary for VCUarts Qatar

Annual Undergraduate Resident Inclusive of Room and Board

	F `	Y2022	F	Y2023
Tuition Increase %				3%
Fee Increase %				4.7%
Room and Board Increase %				5.0%
Annual Tuition - 15 Credit Hours	\$	12,094	\$	12,472
Mandatory Fees		3,024		3,170
Total Tuition and Fees	\$	15,118	\$	15,642
Room		6,953		7,301
Board		4,662		4,938
Total Tuition, Fees, Room & Board	\$	26,733		\$27,881
Tuition and Fee Change			\$	524
Tuition, Fees, Room & Board Change			\$	1,148
Overall Increase %				4.1%

Room and Board rates are projected using 200 swipes w/ \$225 per semester Changes noted for tuition and fees will vary for VCUarts Qatar

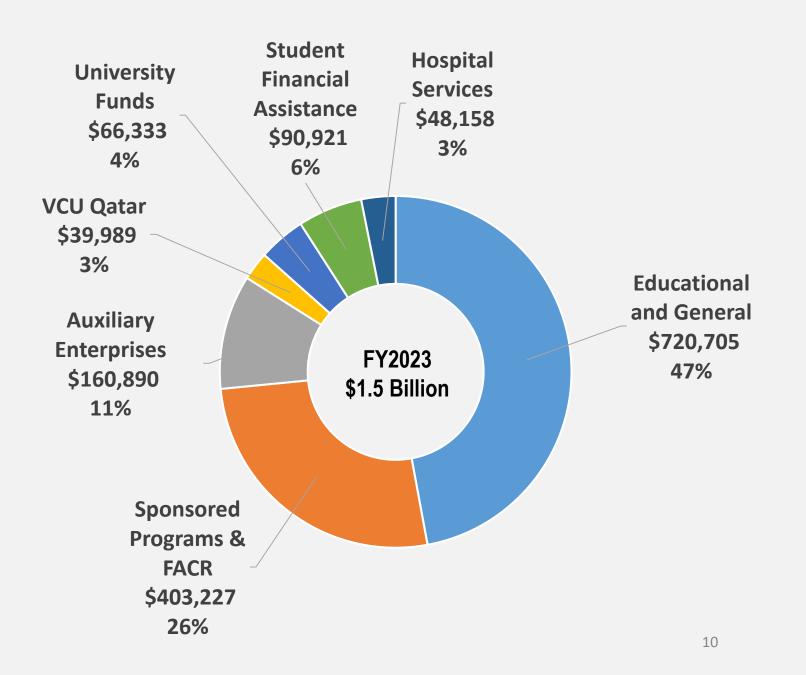
Summary of FY2023 Proposed Rates - Annual

Student Classification	ition \$ crease	Tuition % Increase	Fee \$ Increase	Fee % Increase	Total \$ Increase	
Resident Undergraduate	\$ 378	3.0%	\$ 146	4.8%	\$ 524	
Non-Resident Undergraduate	986	3.0%	146	3.9%	1,132	
Resident Masters	396	3.0%	146	4.8%	541	
Non-Resident Masters	792	3.0%	146	3.9%	937	
Resident Doctoral	324	3.0%	146	4.8%	469	
Non-Resident Doctoral	684	3.0%	146	3.9%	829	
Resident Medicine	675	2.0%	135	4.0%	810	
Non-Resident Medicine	1,133	2.0%	135	3.3%	1,267	
Resident Pharmacy	573	2.0%	121	3.6%	694	
Non-Resident Pharmacy	826	2.0%	121	3.0%	947	
Resident Dentistry	-	0.0%	913	5.2%	913	
Non-Resident Dentistry	-	0.0%	913	5.0%	913	

Tuition \$ Increase is annual increase for full time enrollment Changes noted for tuition and fees will vary for VCUarts Qatar

VCU FY2023 All Funds Budget

(in thousands)



Virginia Commonwealth University FY2022-2023 University Budget Plan Sources Summary

(in thousands)

	Educational					S	student		Qatar				Change	e from
	& General	S	ponsored	А	Auxiliary	F	inancial	ŀ	Iospital		Total	21	021-22 Bud	dget Plan
FY 2022-2023 Sources	Programs	Ρ	rograms	En	terprises	As	sistance	Un	iv. Funds	U	niversity	Α	mount	Percent
State General Fund														
Direct Appropriations	\$ 251,121	\$	29,013	\$		\$	57,474	\$	-	\$	337,608	\$	60,455	22%
State General Fund	251,121	\$	29,013	\$	-	\$	57,474	\$	-	\$	337,608	\$	60,455	22%
Nongeneral Funds														
Student Tuition and Fees	448,691		-		65,116		-		-		513,807		12,590	3%
Grants and Contracts	- 1	F	374,214		-		33,447		-		407,661		(23,072)	-5%
Gifts and Investment Earnings	100		-		5,545		-		55,000		60,645		10,133	20%
Sales and Services	6,390		-		86,346		-		88,147		180,883		7,577	4%
Other Sources	14,403		-		3,883		-		11,333		29,619		2,612	10%
Total Nongeneral Funds	469,584		374,214		160,890		33,447		154,480	1	,192,615		9,840	1%
Total University Sources	\$ 720,705	\$	403,227	\$	160,890	\$	90,921	\$	154,480	\$1	,530,223	\$	70,295	5%

Virginia Commonwealth University FY2022-2023 University Budget Plan Expenditure Summary

	Educational			Student	Qatar		Change from	
	& General	Sponsored	Auxiliary	Financial	Hospital	Total	2021-22 Bu	dget Plan
FY 2022-2023 Uses	Programs	Programs	Enterprises	Assistance	Univ. Funds	University	Amount	Percent
Instruction	\$ 348,402	\$-	\$-	\$-	\$ 45,864	\$ 394,266	\$ 25,211	7%
Research	22,593	393,754	-	-	19,953	436,300	26,023	6%
Public Service	4,106	-	-	-	2,316	6,422	(52)	-1%
Academic Support	122,405	489	-	-	17,060	139,954	5,711	4%
Student Services	18,091	-	-	-	1,034	19,125	1,013	6%
Institutional Support	89,246	4,067	901	-	8,730	102,944	(10,631)	-9%
Operation and Maint. of Plant	66,092	3,201	-	-	1,634	70,927	1,969	3%
Scholarships and Fellowships	49,770	1,716	-	90,921	10,731	153,138	11,551	8%
Auxiliary Enterprises	-	-	159,989	-	-	159,989	3,203	2%
Hospital Services	-	-	-	-	47,158	47,158	6,297	15%
Total University Uses	\$ 720,705	\$ 403,227	\$ 160,890	\$ 90,921	\$ 154,480	\$1,530,223	\$ 70,295	5%

ATTACHMENT F



BOARD OF VISITORS

RESOLUTION FOR 2022-2023 TUITION AND FEES

THEREFORE, BE IT RESOLVED, that the Board of Visitors of Virginia Commonwealth University approves a three percent increase for undergraduate, graduate, doctoral and first professional tuition for the 2022-2023 Academic Year; and approves mandatory fee increases for health service fee, university fee, and technology fee; and approves increases to dinning, parking, and housing fees.

BE IT FURTHER RESOLVED, that the Board of Visitors approves the undergraduate fees as set forth in Exhibit A attached hereto; and

BE IT FURTHER RESOLVED, that the Board of Visitors approves the graduate tuition and fees as set forth in Exhibit B attached hereto.

RESOLUTION FOR 2022-2023 OPERATING BUDGET

THEREFORE, BE IT RESOLVED, that the Board of Visitors of Virginia Commonwealth University approves the 2022-2023 \$1.5 billion operating budget for the university as recommended by the President and the Chief Financial Officer.

BE IT FURTHER RESOLVED, \$47.8 million in critical and strategic investments for faculty and academic support, systems and operational improvements are approved as recommended by the President and the Chief Operating Officer.

ATTACHMENT G Medicines for All Update VCU Board of Visitors May 13, 2022





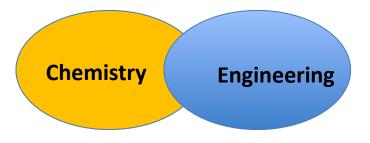




Improving access to high-quality medications across the globe.

- Focus on Active Ingredients (API's)
- Highly Efficient Chemistry
- Automated Manufacturing Platforms
- Commodity-based Starting Materials
- Low Carbon Footprint









M4All Collaboration with the Bill and Melinda Gates Foundation

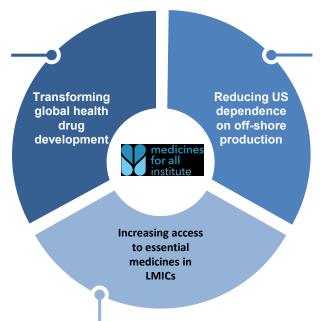
We accelerate by years the timing of drug introductions in low- and middle-income countries.

BILL& MELINDA GATES foundation

2014: First 18 month grant \$4.9 million 2015: Second 18 month grant \$4.9 million 2016: Third 18 month grant \$4.9 million 2017: 5 year \$25 million grant to establish

Year to Date BMGF Investment = \$39.7 million





We facilitate the emergence of local manufacturing infrastructure and expertise in low- and middle-income countries. We work with US-based partners to secure essential medicine supply chains in the US.

HIV, Tuburculosis, Malaria Estimated Annual savings to Global Health = \$65-70 million

> Currently in final negotiations with BMGF for 5 years/\$16-20 million

M4All COVID-19 Drug Targets for Process Development



https://pubs.acs.org/doi/10.1021/acs.orglett.0c02848

https://pubs.acs.org/doi/10.1021/acs.oprd.1c00219

https://pubs.rsc.org/en/content/articlelanding/2020/cc/d0cc05944 g



Building a Pharma Hub in Central Virginia





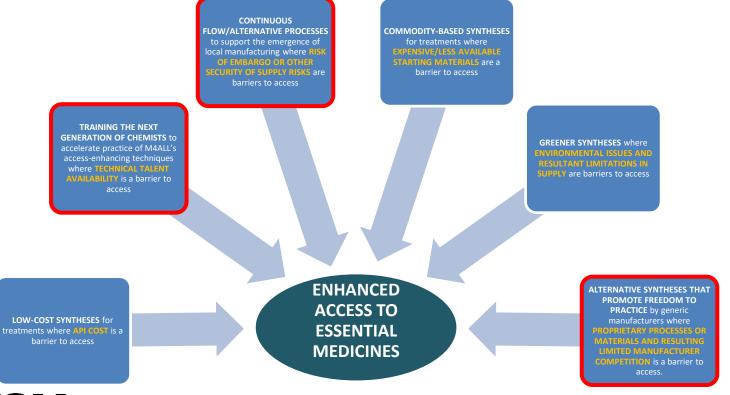
Walmart Pharma Lighthouse in Central Virginia

Walmart's vision and role in the development of American Lighthouses is to foster a stakeholder involved environment for long term investments in American Manufacturing, to develop manufacturing ecosystems that will create high-quality and innovative products, and to regenerate regional economies and our environment and support American jobs.





M4All: Our Core Mission





Thank You





ATTACHMENT H

Jordan Matamoro-Mejias

Undergraduate Report for the Board of Visitors May 13th, 2022



Driving Forces to My Success



How many classes have I had where students were encouraged to pick each others brains via dialogue?



Quest 2025

- Interprofessional Learning
 - Incorporates all four themes



Closing a Chapter

- Reflecting on my time with you
 - Advisor and student panels
- How my colleagues feel



Thank You





Virginia Commonwealth University Board of Visitors May 13, 2022 Faculty Senate Report

ATTACHMENT

Greetings from the Faculty

Faculty have been busy with the end of the semester grading, finishing courses and other commitments, as well as participating in graduation and other celebrations for our students. Our incredible faculty continue to meet the challenges of teaching, research/scholarship and service that exemplify the spirit of QUEST recalibration.

In keeping with the spirit of recalibrating QUEST 2025, faculty senate is investing our time and effort to make the University, students, and faculty even stronger and re-address key questions. We have representation on many university-level committees, such as the Online Strategy Steering Committee and Task Force, the One VCU Sustainability Committee, Course Syllabus Policy Committee, COVID Advisory Committee, and serving as chairs, co-chairs and members of work groups, as well as search committees, such as the Senior Vice Provost for Faculty Affairs, and the School of Medicine Dean Search Committees. In addition, we have provided feedback on the Quest Recalibration. Our commitment to university committee work engages the faculty in the design and implementation of transformative curricula and supports the redesign of the undergraduate curriculum and students' achievement at every level. With regard to the Online Strategy Task Force, we appreciate the administration supporting the work to continue into the summer and providing funding for faculty and students to serve. Finally, a number of faculty senators will be working on the Online Strategy Task Force this summer and we appreciate the opportunity to do the work in the summer. Such strategies support VCU mission as an institution dedicated to the success and well-being of the faculty.

In addition, Faculty Senate continues to work to advocate for faculty and the shared governance process. In response to the December 2021 AAUP report on the administration structure at VCU, the Faculty Senate leadership has been working with the Provost office to clarify the reporting mechanism and to advocate for more faculty, including increasing the ratio of tenure-track to contingent faculty, and a comprehensive review of the administrative structure at VCU. We advocated for an external consultant to analyze the administrative structure at VCU and this work has started. We appreciate the collaboration with the Provost office to address this issue and the recruitment of and retention of more faculty. This collaboration supports several metrics when measuring the Quest 2025 goal of enhancing the university culture supporting student success. The Faculty Senate supports the formation of a Land Acknowledgement Task Force and are appreciative that President Rao is supportive of this effort.

This report would also like to highlight some of the work of the twelve Faculty Senate Committees which are chaired or co-chaired by faculty senators. For example, the Diversity and Inclusive Excellence Committee, chaired by Sarah Jane Brubaker, Professor, Criminal Justice and Public Policy and Liz Canfield, Associate Professor, Gender, Sexuality, and Women's Studies, developed the resolution

"Defending Academic Freedom to Lead Discussions about Racial, Class and Gender Justice" which was supported by the Faculty Senate, University Council, and is part of the Board of Visitors information. Linking diversity and inclusion to how students are taught promotes the real-world learning that furthers civic engagement and inquiry. This supports the Quest 2025 theme of student success. We appreciate the support of this resolution for defending academic freedom that now comes to the Board of Visitors. In addition, the Faculty Senate Governance Committee chaired by Kristine Artello, Associate Professor of Criminal Justice and Oliver Karma, MD, PhD, Division Chief, Division of Pediatric Critical Care Medicine conducted a project to interview several faculty leaders from around Virginia about how shared governance is working at their institutions. They analyzed the data and wrote a report that was presented to Faculty Senate on May 3 with recommendations for VCU that will be shared with the administration in the next months.

On a final note, we would like to congratulate the diverse elected slate of Faculty Senate Officers for 2022-2023 academic year.

President: Valerie Robnolt, School of Education – Teaching and Learning Vice President: Maria C. Rivera, Humanities and Sciences – Biology Corresponding Secretary: Everett Carpenter, Humanities and Sciences – Chemistry Recording Secretary: Elgie (Gaynell) Sherrod, School Of The Arts – Department of Dance and Choreography

Monroe Campus Representative(s):

- Liz Canfield, Humanities and Sciences - Gender, Sexuality, and Women's Studies MCV Campus Representatives Co-Chairs:

- Andrew Barnes, School of Medicine Health Behavior and Policy
- L. Harold Barnwell, College of Health Professions Nurse Anesthesia

We look forward to continue our journey to support Quest 2025.

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

This ends the faculty report.

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Presented to the VCU Board of Visitors on May 13, 2022

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

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

ATTACHMENT J

Proposed Two Year Audit Workplan

FY23	FY24	
Financial Aid SCHEV Reporting	Foreign Influence	
Export Controls - Research	Student Organizations	
ERM RMM Plan Evaluation Federal Work Study Spending		
Data Integrity - VCU Website	Course Substitution Process	
Grade Change Process	Faculties and Administrative Cost Recoveries	
Student-athlete name, image & likeness; Compliance Review	Faculty Workload	
Budget Process - part 2	HR - Compensation and Classification	
Record Destruction	VCU Card Office	
Parking and Billing Analysis	Online Distance Learning Controls	
Various Fiscal & Administrative Reviews	Various Fiscal & Administrative Reviews	
IT Audits:	IT Audits:	
Software Asset Inventory	Massey Cancer Center	
Research Computing/High Performance Computing Security Review	Centers and Institutes Technical Review	
Google G-Suite	Business Continuity Planning	
School of Pharmacy	College of Humanities and Sciences	
Tableau Security	Pyramed System Review	
Axium System Review	Sunapsis System Review	
Blackbaud CRM	Web Services and Applications Security Review	

THREE YEAR WORKPLAN, ETHICS AND COMPLIANCE, AUDIT AND COMPLIANCE SERVICES April 18, 2022

FY 2023 FY 2024	FY 2025
ernal learning for team g al member, ECI ation (Jones) Continue internal, external learn O Continue internal, external learn Partner with ECI to create higher assessment O Continue internal, external learn O Continue internal, external O Continue internal, external, external, external, external O Continue internal, external, external, external, external, external, external, external, external, external, ext	
Compliance AdvisorySnapshot of VCU compliance pro• Snapshot of VCU compliance pro• CAC Steering Committee• Include compliance partners sectsupportw utility of accountability• Environment, Social, Governance• Enhance accountability matrix	 BOV dashboard includes key compliance partner metrics ESG issues in annual report
or action plan into 3-year plan • Complete ECI High Quality Progra	eram Assessment 2 • Complete ECI HQP 3 for Higher Education
Year 2	Year 3
cussionsDeliver Integrity Index in 2023 Superiorcorical dataimprovement vs 2021consultationsDisseminate best practices in lea consultationsor 2023 surveyPartner with Grace Harris Leader contentShare benchmarking data with B	ader • Continue best practice dissemination • Recognize successful leaders and teams rship on EC
 Consider actions with HR to support consideration of integrity in PM Consider actions with leaders, HI discipline inconsistencies 	Deploy improved discipline practices
Consider actions with leaders, Hi	R to a

Policies			
Theme: Upgrade, Expand scope			
System upgrade to DocTract	DocTract implementation begins	Complete DocTract implementation	
Expand, update scope of policies	 Evaluate attestation process, design enhancements Assess policy gaps (e.g., FCPA, Supplier Code, ESG, Code of Conduct update) 	 Deliver attestation enhancements Deliver new or updated policies as assessed from 2023 and ERM (Code of Conduct?) Create directory of compliance expertise/monitoring by subject area 	 Deliver comprehensive annual attestation reminders, data, and documentation Create system to share/update monitoring data
Develop and implement new policy and system for disclosing and tracking individual and institutional conflicts of interest	 Develop new interim policy and shepherd it through approval process Pilot test disclosure system and policy in several schools, including manager training Based on results, plan final policy and full disclosure system rollout in calendar 2023 	 Implement new COI policy Roll out new disclosure system university-wide with employee and manager training Develop aggregate reporting on COIs 	 Ensure smooth functioning of disclosure system and resolution process Standardize aggregate reporting on COIs
Investigations/Accountability Theme: Standards, Quality assurance, Training			
Guidelines	 Update and disseminate investigative process guidelines to all university compliance partners 	 Measure/monitor investigative quality based on guidelines, provide feedback Create/adopt an Investigator Code of Professional Conduct 	Standardize investigative quality metrics
Quality assurance/Analytics	 Continue quality assurance work in all aspects of Convercent system, resolve any issues Consider future enhancements to monitor possible retaliation against reporters by system and individual follow-up. Begin root cause analysis on significant substantiated matters 	 Deliver Convercent user training Deliver analytics on prevention/improvement by issue type (YOY) Deliver analytics on retaliation (YOY) Implement pilot of retaliation monitoring process Continue expanding root cause analysis to all substantiated matters 	 Standardize prevention/improvement analytics Standardize retaliation analytics Standardize retaliation monitoring process Standardize root cause analytics and reporting
Partner training	 Deliver investigations training to all personnel who conduct investigations at VCU 	Continue investigations training annually	Continue investigations training annually

Add shared resource	 Develop justification and memo of understanding for shared resource investigator for Monroe Park/Health Sciences/ICO Recruit for investigator to report into ICO as a shared resource for Monroe Park and Health Sciences campus matters Deploy new resource for casework and training 		
Training and Communications Theme: Refocus, Reengage, Innovate			
Refocus and reengage with employees on ethics and compliance	 Create comprehensive internal EC training and communication calendar to hone messaging Create and deliver monthly blog including key messages and case summaries Make EC a presence at university events as appropriate (Technology Fair, Benefits Fair, field visits, etc.) 	Continue comprehensive messaging	
Support compliance partners in training and communication needs	 Provide support to compliance partners as requested on training and communication needs including feedback, design, upgrade of materials, strategies. 	Continue comprehensive partner support in training, communications	
Begin planning for future training enhancements	 Develop plans for 2023 and beyond to make training more targeted, engaging, effective, involving leaders Consider partnering with SOTA or other university resource for creative work 	 Deliver enhanced 2024 EC training with scenario- based element and quiz/test or other assessment, involve/feature leaders Continue various methods to deliver risk-based, targeted messages, guidance Begin to build comprehensive compliance training plan by job category Develop SOTA or other partnerships 	 Deliver 2025 EC training in new format with quiz/test/assessment, feature leaders Deliver comprehensive compliance training plan by job category Develop in-house library of training and other best practice tools for use by leaders, others Continue, enhance SOTA or other partnerships

Risk Assessment Theme: Restart, Integrate			
Complete ICO Risk Assessment, Action Plan	 Summarize CAC reported risks Assess other missing EC risks Share with Audit for 3-year plan Action plan for any immediate compliance gaps 	 Complete any 2023 gap action plans, identify new Standardize collection of risk data from CAC/Steering Committee Integrate any risk assessment with ERM process Share with Audit for plan 	 Standardize risk assessment process/output for EC risks, aligned with ERM Share with Audit for plan Complete any 2024 gap action plans, identify new
Participate, support ERM restart	Participate actively in ERM restart	 ERM baseline completion Align EC program with top risks 	 ERM standardized, EC participates and program aligns/changes with top risks



<u>Proposal</u>

The Virginia Commonwealth University seeks approval to move the Post-Baccalaureate (Graduate) Certificate in Care Coordination from the Office of the Senior Vice President for Health Sciences to the School of Nursing Dean's Office.

Overview

The Post-Baccalaureate (Graduate) Certificate in Care Coordination was approved by the State Council of Higher Education for Virginia in February 2017. The purpose of the certificate program is to educate healthcare professionals in concepts and best practices of care coordination. Upon successful completion of the program, graduates are equipped to help patients and their families who are at risk for excess use of health care to navigate the complex interface among providers, insurers, governmental programs, and community based organizations.

While the certificate is an innovative academic program that provides important training for the future of healthcare. Enrollment has been low despite multiple efforts to attract and retain more students. Moving the certificate to the School of Nursing will allow that academic unit to align recruitment efforts with other ongoing recruitment efforts and provide more support services to the students. In addition, there may be opportunities to align other nursing offerings with certificate offerings, for example a track in care coordination for masters level students.

This proposed change was presented at the November 4, 2021 IPE Advisory Committee meeting which included leaders from College of Health Professions, Dentistry, Medicine, Nursing, Pharmacy, and Social Work. No concerns were indicated.

The Center for Interprofessional Education and Collaborative Care notified the Office of the Senior Vice President for Health Sciences, including Arthur Kellermann on October 21, 2021, and noted no concerns.

Method of Delivery

All courses required for the Post-Baccalaureate (Graduate) Certificate in Care Coordination are delivered in an online delivery format. This organizational change will have no impact on the method of delivery.

Target Implementation Date

July 1, 2022

Demand and Workforce Development

In large part due to the changing healthcare climate from the Affordable Care Act's (ACA) goal to reduce 30day preventable hospital readmissions, care coordination has been recognized as a clear societal need in which healthcare professionals need to be better trained in best practices. The Agency for Healthcare Research and Quality (AHRQ) responded by proposing a set of care coordination measures to guide best recommended practices. To say care coordination is a challenging job is an understatement as care coordinators must solve a multitude of intensely complex barriers to patient care every day. Further proving the national support of the care coordination role, the Centers for Medicare and Medicaid Services (CMS) have recognized that care coordination is a critical component of primary care that will contribute to better health of patients and reduced spending. In a policy brief by the American Academy of Nursing's Care Coordination Task Force, the need for workforce development is clearly delineated as a specific recommendation to help improve sustainability of care coordination. This certificate program is structured to meet not only the recommendations of the AHRQ's Mechanisms for Achieving Care Coordination in the Care Coordination Measures Atlas, but also to provide the successful graduate with practical exposure to how to facilitate safe and effective care transitions. Typically healthcare professionals are prepared for their role in care coordination by direct immersion with very little to no formal training, so this curriculum will allow students to have a measurable level of knowledge necessary to utilize effective care coordination strategies. Therefore, participants and employers will find certification appealing because it helps to identify them as experts in their field.

Impact on Existing Programs

No impact on existing programs. To date, all the certificate students have not been enrolled in other VCU degree programs. Since offering Post-Baccalaureate (Graduate) Certificate in Care Coordination courses independent of the program, a small but growing group of Master of Social Work students have enrolled.

This organizational change will have no impact on these courses nor the participating programs. The Center for Interprofessional Education and Collaborative Care offers non-certificate IPEC courses in which the following programs participate: BSN, PharmD, MD, DDS, DH, MHA, PT, OT, MPH.

The Council on Education for Public Health (CEPH) <u>competency 21</u> requires an interprofessional course for all Master of Public Health (MPH) students. Currently, IPEC 501: Foundations in Interprofessional Practice is the required course. Due to its more advanced healthcare focus, IPEC 510 is used as an option for physicians enrolled in the MPH program to satisfy accreditation standards. Since 2018, 1-2 Doctor of Medicine (MD) students in the MPH program have enrolled into IPEC 510. Transferring this program to the School of Nursing has no impact on course content.

Master of Science (MS) degree program in Gerontology with a concentration in geriatric care management requires IPEC 516. Again, transferring this program to the School of Nursing has no impact on course content.

Impact on Faculty

The move will have no impact on faculty currently teaching in the program. The program director is full-time faculty in the School of Nursing and 0.2 FTE is currently paid by The Center for Interprofessional Education and Collaborative Care to oversee the certificate and teach two courses. The remainder of the faculty are adjuncts who were identified by the course director and hired and also paid by The Center for Interprofessional Education Education and Collaborative Care.

- Kimberly Davis (program director): IPEC 510 and 515: Interprofessional Communication and the Care Coordinator I and II
- Ross Airington: IPEC 511: US Healthcare and Care Coordination
- Bonita Hogue: IPEC 512: Healthcare Payment Models and Care Coordination
- Mark Robinson: IPEC 513: Ethical and Legal Consideration in Care Coordination
- Patricia Baker: IPEC 514: Hospital Based Care Coordination
- Angel Daniels: IPEC 516: Community-Based Care Coordination

Funding

The School of Nursing has the resources needed to sustain the certificate program. FY22 funding for five adjunct faculty and 0.2 FTE of the program director was \$49,351, inclusive of respective FY22 fringe rates. The Center for Interprofessional Education and Collaborative Care established competitive adjunct faculty rates that meet current compensation requirements for adjunct faculty engaged in credit instruction (credit hour minimum for J00001 instructors). The Center for Interprofessional Education and Collaborative Care receives no tuition revenue from any of its offerings. Going forward, the tuition revenue for the certificate will be folded into the model for the School of Nursing and other Schools and Colleges. The School of Nursing has the resources to support faculty, administration, and recruitment/marketing.

Benefit to University

The Care Coordination Certificate meets the mission and goals set forth in VCU's *Quest 2025: Together We Transform*, such as support for real-world learning (e.g. Capstone Projects), interdisciplinary collaborations, and workforce development that seeks to solve complex needs in healthcare.

State Council of Higher Education for Virginia (SCHEV) approval is not required

<u>Next Steps</u>

•

March 1:	Program and Courses Deadline
March 22:	Programs and Courses Meeting
April 5:	University Graduate Council Meeting
April 28:	University Council Subcommittee on Academic Affairs and University Policies Meeting
*May 5:	University Council Meeting
*May 2:	President's Cabinet Meeting
May 13:	Board of Visitors

*Proposals may be presented at the President's Cabinet meeting prior to the University Council to facilitate Board of Visitors review and approval.

Virginia Commonwealth University Proposed Program Brief

Proposal to create a Bachelor of Fine Arts in Emerging Media and Technology

Overview

Virginia Commonwealth University seeks approval to establish a Bachelor of Fine Arts (BFA) degree program in Emerging Media and Technology at the School of the Arts campus in Doha, Qatar (VCUArts Qatar). The program will be administered by the Dean's Office in the School of the Arts in Qatar. The purpose of the program is to prepare students to work as designers and artists within a spectrum of correlated emerging media and technology fields. The program will provide students with a foundation in the theory and history of digital media art and design, enabling graduates to engage in critical dialogue and contribute meaningfully to the evolving discourse of their field.

Delivery Format

The program will be offered in a face-to-face delivery format.

Target Implementation Date

Fall 2023

Target Population

The intended target audience for the program is individuals interested in enter into a broad range of professions such as game designer, application designer, creative video editing and directing, 2D and 3D modelers and animators, motion graphics artists, sound designers and performers, interactive media designers, and immersive media consultants, particularly in the Middle East and North Africa Region.

Impact on Existing Programs

The BFA in Emerging Media and Technology is not similar or related to an existing degree program at Virginia Commonwealth University. The BFA in Emerging Media and Technology will not compromise any existing degree programs. No programs will close as a result of the initiation and operation of the program.

Impact on Faculty

Ten full-time faculty will teach in the program. The faculty members teaching program have a combined 70 years of teaching experience in art and design, computerized digital imaging, new media, graphic design, digital animation, and other related disciplines. Each faculty member holds a terminal degree in their respective field.

Funding

Virginia Commonwealth University and the VCU School of the Arts in Doha, Qatar have all of the faculty, classified support, equipment, space, library, and other resources necessary to launch the program. All new hires will be supported by tuition and fees generated through student enrollment. The program will be supported by resources already in place to sustain existing academic programs, including student support services (enrollment services, library support, and career services) and faculty support services (advising, ALTLab, and CTLE).

Next Steps

April 28 - University Council subcommittee on Academic Affairs and University Policies (UC-AAUP) May 5 - University Council Meeting Electronic vote - President's Cabinet Meeting May 13 - Board of Visitor's Meeting

Virginia Commonwealth University Proposed Program Brief

Proposal to create a Bachelor of Science in Pharmaceutical Studies

Overview

Virginia Commonwealth University (VCU) seeks approval to create a Bachelor of Science degree program in Pharmaceutical Sciences (BSPS). The purpose of the degree program is to train students to work in entry-level positions, and to serve as a pipeline into advanced programs of study (e.g., M.S. or Ph.D. in Pharmaceutical or Biomedical Sciences; Pharm.D.). Students will develop the appropriate knowledge, skills and abilities to address problems in pharmaceutical sciences.

Delivery Format

The degree program will be offered in a face-to-face delivery format.

Target Implementation Date

Fall 2023

Target Population

The intended target audience for the degree program is individuals interested in working in a variety of settings, including but not limited to, pharmaceutical and biotechnology companies, research facilities, regulatory agencies, and laboratories such as the National Institutes of Health, as well as those interested in pursuing advanced programs of study (e.g., M.S. or Ph.D.; Pharm.D.).

Impact on Existing Programs

Virginia Commonwealth University would be the first public institution in Virginia to offer a standalone BS degree program in Pharmaceutical Sciences. No public institution in the state offers a similar or related degree program. No degree programs will close because of the initiation and operation of the degree program. The degree program will be distinctly different from existing bachelor's degrees in chemistry and biology because of the emphasis on pharmaceutical science courses.

Impact on Faculty

The School of Pharmacy Dean's Office will hire one faculty member to serve as program director and advisor and one academic advisor to support the program in its initiation year. Faculty from existing programs will teach courses to support the BSPS degree. These faculty will come from the School of Pharmacy with additional faculty resources from the College of Humanities and Sciences. Adjunct faculty will not be required to initiate or sustain the program. Two graduate assistants are required to initiate or sustain the core courses of the degree program beginning fall 2025. Additional faculty and academic advisors will be hired based on enrollment.

Funding

The program will be supported by resources already in place to sustain existing academic programs, including student support services (enrollment services, library support, and career services) and faculty support services (advising, ALTLab, and CTLE). All funding will come from school resources and tuition and fees generated through student enrollment.

Next Steps

April 28 - University Council subcommittee on Academic Affairs and University Policies (UC-AAUP) May 5 - University Council Meeting Electronic vote - President's Cabinet Meeting May 13 - Board of Visitor's Meeting



ARTICLE I LEGAL STATUS

SECTION 1. NAME

The Board of Visitors of Virginia Commonwealth University is a corporation under the name and style of "Virginia Commonwealth University". The institution shall be known as Virginia Commonwealth University ("VCU").

SECTION 2. PRINCIPAL OFFICE OF THE BOARD.

The principal office of the Board shall be located, and all meetings held, as far as practical, in the City of Richmond.

ARTICLE II BOARD OF VISITORS

SECTION 1. GOVERNING BODY.

The University shall be governed by the Board of Visitors ("Board") and shall at all times be under the control of the General Assembly of the Commonwealth of Virginia.

SECTION 2. PURPOSE OF THE BOARD.

As set forth by the General Assembly, the Board is formed for the purpose of establishing and maintaining a university consisting of colleges, schools, and divisions offering undergraduate and graduate programs in the liberal arts and sciences and courses of study for the professions and such other courses of study, as may be appropriate, and in connection with the purpose, the board may maintain and conduct hospitals, infirmaries, dispensaries, laboratories, research centers, power plants, and such other facilities as it deems proper.

SECTION 3. COMPOSITION, APPOINTMENT, MEMBER TERMS, REMOVAL AND RESIGNATION OF MEMBERS.

- A. **Composition and Appointment.** The Board shall consist of 16 members appointed by the Governor of the Commonwealth of Virginia, subject to confirmation by the General Assembly, and shall serve until their successors have been appointed and confirmed.
- B. **Member Term Limits.** Members shall be eligible to serve for two four-year terms, which may be served consecutively. However, a member appointed by the Governor to serve an unexpired term is eligible to serve two additional four-year terms.

C. **Removal of Members.** If any member of the Board fails to attend (i) the meetings of the Board for one year without sufficient cause, as determined by a majority vote of the Board, or (ii) the educational programs for governing boards presented by the State Council of Higher Education for Virginia, as required by the Code of Virginia, in the member's first two years of membership without sufficient cause, as determined by a majority vote of the Board, the remaining members of the Board shall record such failure in the minutes at the Board's next meeting and notify the Governor, and the office of such member shall be vacated.

Additionally, the Governor has the authority to remove from office for malfeasance, misfeasance, incompetence, or gross neglect of duty any member of the Board and fill the vacancy resulting from the removal. Each appointment to fill a vacancy shall be subject to confirmation by the General Assembly.

D. **Member Resignation.** Any Board member may resign at any time by providing notice of the date of resignation to the Governor, with a copy of said notice being provided to the Rector and a copy to the Assistant Secretary of the Board, so that the Board can take measures to accommodate said resignation. Such resignation shall take effect at the time specified in such notice and, unless otherwise specified therein, the acceptance of the resignation shall not be necessary for it to take effect.

SECTION 4. TRANSPARENCY.

The Board shall have the following responsibilities as set forth in the Code of Virginia related to transparency and open government:

- 1. Comply in all respects with the Commonwealth of Virginia's Freedom of Information Act ("FOIA").
- 2. Comply with the additional open meeting requirements for Institutions of Higher Education, including but not limited to:
 - a. Adopt and post conspicuously on the VCU website these Bylaws;
 - b. Describe on the VCU website the Board's obligations under FOIA;
 - c. Conduct all discussions and actions on any topic not specifically exempted by FOIA in open meeting;
 - d. Give public notice of all meetings in accordance with FOIA; and
 - e. Approve in open meeting any action taken in closed session as required by FOIA.
- 3. Notify and invite the Attorney General's appointee or representative (the legal counsel of the institution) to all meetings of the Board, Executive Committee, and other Board committees.
- 4. Provide to the General Assembly and the Governor an annual executive summary of its interim activity and work no later than the first day of each regular session of the General Assembly. This report shall be submitted in accordance with procedures stipulated by law.

SECTION 5. MEETINGS.

A. **Regular Meetings.** The Board shall meet at least four times a year on dates and in places (within Richmond as far as it is practical) set by the Rector. The annual meeting will be the last regular meeting of the fiscal year.

- B. **Special Meetings.** Special meetings of the Board may be called by the Rector, or in the absence or disability of the Rector, by the Vice-Rector, or by any three members. The requests shall be submitted to the Assistant Secretary to the Board, who has the ministerial responsibility for making arrangements for the special meeting. The purpose, date, time, and place will be specified in the call for the special meeting.
- C. **Notice.** At least three days' notice in writing (which may be by email) shall be provided and shall include the purpose, date, time, and place except that notice of an emergency meeting shall be reasonable under the circumstances and notice to the public shall be given contemporaneously with notice provided to members.

D. Quorum and Votes.

- 1. **Board of Visitors Meeting**. A simple majority of the members of the full Board constitutes a quorum. Unless otherwise required by statute, actions of the Board are taken by simple majority of those present and voting. The Board may meet without a quorum present, however no official action may be taken at said meeting. Notice of such meeting shall be required if required by the Virginia Freedom of Information Act (FOIA)
- 2. **Standing Committee Meetings**. For meetings of a Standing Committee a quorum shall be three (3) members of the Standing Committee. The Rector and/or Vice-Rector shall be counted as a member in determining the quorum for a meeting of one of the Standing Committees. A Standing Committee may meet without a quorum present, however no official action may be taken at said meeting. Notice of such meeting shall be required if required by the Virginia Freedom of Information Act (FOIA)
- E. Order of Business. The order of business at meetings shall be determined by the Rector.
- F. **Electronic Meetings.** The Board may adopt a policy on electronic meetings or participation in an electronic meeting as permitted by FOIA.

SECTION 6. OFFICERS OF THE BOARD.

- A. **Officers.** The officers of the Board shall be the Rector, Vice-Rector and Secretary, and shall be appointed from the Board membership. Either the Rector or Vice-Rector **shall** be a resident of the Commonwealth of Virginia.
- B. Election of Officers. The Nominating Committee shall make its recommendation for Rector at the first regular Board meeting of the calendar year and the Board shall at that time elect a Rector. The Nominating Committee shall make a recommendation to the Board for the Vice-Rector and Secretary at the annual meeting and the Board shall at that time elect a Vice-Rector and Secretary. The Board may decide in its discretion to postpone the election for the Vice-Rector and Secretary until after July 1, and if so postponed the election shall occur at the next scheduled Board meeting.

C. Rector.

- 1. **Election and Term.** The Board shall elect a Rector-Elect at the first meeting of the calendar year; the Rector-Elect will take the office of Rector on July 1 for a one-year term. The Rector may be re-elected for one additional term. However, there shall be no limitation on the number of non-consecutive terms an individual may serve as Rector.
- 2. Powers and Duties. The Rector shall have the following duties and responsibilities:

- a. preside at all Board meetings;
- b. in consultation with the Vice-Rector appoint the members of each committee (both standing and ad hoc), including the Chair and Vice Chair;
- c. act as spokesperson or representative of the Board; and
- d. perform such other duties as are generally expected of the presiding officer or that are imposed by statute, these Bylaws, or action of the Board.

The Rector shall be a member, ex officio, with full voting rights, of all committees of the Board and shall be counted as a member in determining the quorum.

The Rector and the President shall work closely to develop the agenda for Board meetings and to submit reports and other communications to the Board. The Rector facilitates communication between the Board and the Administration. The Rector is normally anticipated to be one of the members of the Board to serve on the Board of Directors of the Virginia Commonwealth University Health System Authority.

D. Vice-Rector.

- 1. Election and Term. The Board, at its Annual meeting, or such other time as the Rector and Rector-Elect shall determine but in no event later than the first regular meeting of the fiscal year, elects a Vice-Rector who shall serve for a one-year term commencing on July 1, or on such date as a successor has been elected, whichever is later. The Vice-Rector may be reelected for one additional term. However, there shall be no limitation on the number of non-consecutive terms an individual may serve as Vice-Rector.
- 2. Powers and Duties. The Vice-Rector shall assume the duties and have the powers of the Rector in the absence or disability of the Rector.

In the event of the death, permanent disability or resignation of the Rector, or should the Rector become otherwise permanently unable to perform the duties and functions of the office, the Vice-Rector will become Rector for the remainder of the term, and a new Vice-Rector will be elected. This partial term shall not prohibit an individual from being elected to two one-year terms as set forth herein.

The Vice-Rector shall perform other duties as requested by the Rector or the Board.

The Vice-Rector shall be a member, ex-officio, with full voting rights, of all committees of the Board and shall be counted as a member in determining the quorum.

E. Secretary and Assistant Secretary

- 1. Election and Term. The Board, at its Annual meeting, or such other time as the Rector and Rector-Elect shall determine but in no event later than the first regular meeting of the fiscal year, elects a Secretary, who shall serve for a one-year term or until a successor has been elected. The Secretary may be re-elected for one additional term. However, there shall be no limitation on the number of non-consecutive terms an individual may serve as Secretary.
- 2. Powers and Duties. The Secretary shall preside at the meetings of the Board and its Executive Committee in the absence of the Rector and Vice-Rector, and shall perform such other duties as are incident to the office or as may from time to time be assigned by the

Rector that may include reviewing the minutes. Any of the enumerated duties of the Secretary may be delegated to an Assistant Secretary as set forth in Article II, Section 6, subsection (E)(3) below.

3. Assistant Secretary. The Board may appoint, in consultation with the President, an Assistant Secretary to the Board, who shall perform any or all of the duties of the Secretary, except for the duty to preside at the meetings of the Board and its Executive Committee. Specifically, the Assistant Secretary shall attend all meetings of the Board of Visitors and the Executive Committee and prepare minutes of such meetings and after approval by the Board, shall sign the minutes and record same in the permanent records of the Board, and shall authenticate and certify true and exact copies of documents that have been approved by the Board to comply with both internal and external requests. The Assistant Secretary shall provide proper notice of all meetings of the Board in the discharge of its official duties, and shall under the immediate direction of the President, perform such other duties as may be assigned to him or her by the Board, the Vice-Rector, the Rector, or the President.

The Assistant Secretary's term shall continue until such time as a successor is appointed, or the individual is no longer employed as Board Liaison by the University, whichever first occurs.

F. Inability or Incapacity of an Officer to Serve.

- 1. **Replacement**. Except as set forth in Section D. 2. Of this article, if an elected Officer of the Board is, or will be, unable to serve for a period in excess of thirty (30) days of their elected term, the Rector shall timely call a special meeting of the Nominating Committee to recommend another member of the Board to serve instead.
- **2.** Election. The Board shall vote at its next regulatory scheduled meeting to act on the recommendation of the Nominating Committee.
- **3.** Terms of office. Officers elected through these provisions shall serve the remainder of (or the entirety as the case might be) of the replaced Officer's term.

SECTION 7. COMMITTEES

A. Executive Committee.

- The Executive Committee shall be comprised of the Rector, Vice-Rector, Secretary, the Chairs of the standing committees, and two members-at-large who shall be elected by the Board at the first regular meeting of the year. The Rector shall serve as the Chair, and the Vice-Rector shall serve as the Vice Chair.
- 2. The Executive Committee shall be authorized to convene and exercise the full power and authority of the Board between meetings of the Board whenever circumstances require immediate action to address matters of an urgent nature, or as the Board may otherwise direct. All Board members shall be notified of meetings and provided the agenda and any

documents distributed for such meetings. Any Board Member who wishes to do so may attend an Executive Committee meeting.

- 3. Consistent with the provisions of Virginia law, the Executive Committee shall assure that the following activities are conducted and completed as necessary:
 - Development of a statement of governance setting forth the Board's role for recommendation to and adoption by the Board;
 - Periodic review of the Board's Bylaws and recommendation of amendments as deemed necessary and appropriate;
 - Provide advice to the Board on committee structure, appointments, and meetings, as deemed necessary and appropriate;
 - Develop an orientation and continuing education process for Board members that includes training on the FOIA;
 - Creation, monitoring, oversight and review of compliance by Board members with a code of ethics for Board members; and
 - Development of a set of qualifications and competencies for membership on the Board for approval by the Board and recommendation to the Governor.
- 4. A quorum shall be three (3) members of the Executive Committee. In the event a quorum is not present, other members of the Board may be appointed by the Rector to serve in the place of absent members on an *ad hoc* and temporary basis in order that a quorum be attained.
- 5. The Assistant Secretary to the Board shall promptly inform all members of the Board of any action taken by the Executive Committee. The Rector shall report actions taken by the Executive Committee at the next regularly scheduled meeting of the Board.
- B. **Standing Committees.** The Rector-Elect in consultation with the Rector shall appoint the members of each standing committee. The Rector-Elect shall designate the chair and Vice Chair of each committee, except that the Chair of the Governance and Compensation Committee shall be the Vice-Rector.

The Rector, the full Board, the President, or the President's designee may refer matters to a standing committee. In addition to the specific responsibilities provided by these Bylaws, the standing committees shall have any other duties and responsibilities assigned by the Board or the Rector.

A quorum at a meeting of one of the standing committees shall be three (3) members. In the event that a quorum is not present, other members of the Board may be appointed by the Rector to serve in the place of absent members on an ad hoc and temporary basis in order that a quorum may be attained. The Rector and/or Vice-Rector shall be counted as a member in determining the quorum for a meeting of a standing committee.

Each standing committee shall adopt and have approved by the Board a charter outlining its roles and responsibilities. Each standing committee shall also prepare an annual work plan to be shared

with the Board.

Each standing committee shall report to the Board at the next regularly scheduled Board meeting.

Each standing committee has the authority to approve the minutes of its meetings without further Board approval. Unless otherwise specifically provided by the Board, the decisions and recommendations of standing committees are advisory and shall be approved and ratified by the Board of Visitors.

The Board shall have the following standing committees:

- 1. Academic and Health Affairs Committee. The primary purpose of the Academic and Health Affairs Committee shall be to assist the Board in fulfilling its fiduciary responsibilities by providing oversight and making recommendations to the Board on all policies and plans consistent with the stated goals and objectives of the University and with its academic health center, including its affiliation with the Virginia Commonwealth University Health System Authority, regarding the following areas:
 - Strategic enrollment management
 - Academic quality
 - Student issues
 - Faculty issues
 - Research
- 2. Intercollegiate Athletics Committee. The primary purpose of the Intercollegiate Athletics Committee shall be to assist the Board in fulfilling its fiduciary responsibilities for oversight of the University's intercollegiate athletics program including but not limited to the following areas of athletics policy:
 - Student-athlete health and safety
 - Admissions and academic policies for student-athletes including academic progress and integrity
 - Institutional compliance with applicable rules and regulations, including those of the National Collegiate Athletic Association (NCAA) and the Conference
 - Ethical behavior
 - Athletics personnel
 - Finances of the athletics programs, including budgeting, expenditures, and fund balances
 - Athletic facilities, including capital expenditures and debt
- 3. Audit, Integrity and Compliance Committee. The primary purpose of the Audit, Integrity, and Compliance Committee shall be to assist the Board in fulfilling its fiduciary responsibilities related to oversight of:
 - Soundness of the University's system of internal controls Page 7 of 13

- Integrity of the University's financial accounting and reporting practices
- Independence and performance of the internal and external audit functions
- Integrity of information technology infrastructure and data governance
- Effectiveness of the University's ethics and compliance program
- Institutional conflict of interest issues
- University's enterprise risk management program
- Legal matters
- 4. **Finance and University Resources Committee**. The primary purpose of the Finance and University Resources Committee shall be to assist the Board in fulfilling its objectives and fiduciary responsibilities related to specific policy/policies and oversight of:
 - University finances and investments
 - University policies on debt management
 - •
 - Generating resources and stakeholder support of the University's strategic goals, particularly in the areas of government relations
 - Development and alumni relations
 - Public relations and marketing communications.

In addition, the Finance and University Resources Committee shall recommend to the Board the naming of any physical facility or part thereof or any programmatic element of the University as outlines in the Bard approved "Policy Guidelines on Recognition of Donors and Friends."

- 5. **Governance and Compensation Committee.** The primary purpose of the Governance and Compensation Committee shall be to assist the Board in fulfilling its objectives and responsibilities related to applicable policies and oversight of:
 - Board and University Governance Issues
 - Relationship with affiliated VCU Entities
 - Board Nominations to Governor
 - Presidential Evaluation and Compensation Process
 - Board Self-Evaluation
 - Review of Board Bylaws
- 6. Administration Committee. The primary purpose of the Administration Committee shall be to assist the Board in fulfilling its fiduciary responsibilities by monitoring and overseeing activities related to:
 - Facilities planning, design, construction and renovation
 - Purchase and divesture of land, including any easements
 - Staff affairs

- C. **Subcommittees.** Each standing committee may establish and appoint subcommittees as necessary, subject to Board approval. Subcommittees are subject to the same procedural rules as the primary committee.
- D. Nominating Committee. The Rector shall appoint a Nominating Committee which shall have as its purpose the nomination of candidates for Rector, Vice-Rector and Secretary of the Board for the succeeding year pursuant to Article II, Section 6(B) above, and shall periodically review board leadership succession. Upon election of the Rector for the succeeding year, the Rector and Rector-Elect shall become members of the Nominating Committee.
- E. Ad Hoc Committees. The Rector may, from time to time appoint ad hoc committees of the Board, as the Rector deems necessary for the good conduct of Board and University affairs. Each such committee shall have a chair and at a minimum two additional members, all of whom shall be appointed by the Rector. The duties of all ad hoc committees shall be specified and reported to the Board by the Rector at the time of the appointment. Ad hoc committees are not required to have written charters.

ARTICLE III ADMINISTRATIVE OFFICERS AND OTHER EMPLOYEES OF THE UNIVERSITY

SECTION 1. THE PRESIDENT OF THE UNIVERSITY

- A. **Chief Executive Officer.** The President of the University ("President") shall be the chief executive officer of the University.
- B. Appointment. The President shall be appointed by the Board and serves at its pleasure.
- C. **Powers and Duties.** The President in addition to serving as the chief executive officer of the University, shall also serve as President of the Virginia Commonwealth University Health System Authority, and shall also sit on the Virginia Commonwealth University Health System Authority Board of Directors (VCUHS Board) and by statute shall be the Chair of the VCUHS Board. In addition, the President shall also serve on the Virginia Biotechnology Research Partnership Authority Board of Directors and the Virginia Biotechnology Research Partnership Directors. The President is a member of the faculty of the University.

As chief executive officer of the University, the President shall have the following powers and duties:

• The President shall have the responsibility for the operation of the University in conformity with the purposes and polices determined by the Board;

- In addition to the positions of other officers identified and established in Article III, Section 2 below, the President shall have the power to establish and modify as he or she deems necessary the internal administrative structure of the University and shall appoint or provide for the appointment of all administrative officers, making a report of his or her actions thereon to the Board at the next regular meeting;
- The President shall act as an advisor to the Board and shall have responsibility for recommending to the Board for consideration those policies and programs which in the opinion of the President will best promote the interests of the University;
- The President shall have the authority to oversee and to administer the policies of the Board;
- The President shall be the primary contact between the Board and the University;
- The President shall provide oversight and shall be accountable for the management of the University;
- The President shall have responsibility for the oversight of strategic planning and implementation as established by the Board;
- The President shall promote the development of both public and private resources to support the mission of the University;
- The President shall recommend an annual budget;
- The President shall serve as the primary spokesperson for the University;
- The President shall manage all matters delegated by the Board, including personnel matters;
- The President shall fulfill all statutory duties; and
- The President shall perform such other duties as may be required by the Board.
- D. **Evaluation of the President.** The Board shall be responsible for oversight of the President's performance, and is required by statute to meet with the President annually to deliver an evaluation of the President's performance. The Governance and Compensation Committee of the Board shall be the committee to oversee such evaluation. Changes to the President's employment contract shall be made only by a vote of the majority of the Board's members.

SECTION 2. OTHER OFFICERS

A. Provost & Senior Vice President for Academic Affairs

- 1. Appointment. The Provost & Senior Vice President for Academic Affairs is the Chief Academic Officer and reports to, and serves at the pleasure of the President. The President, subject to Board ratification, shall select the Provost & Senior Vice President for Academic Affairs.
- 2. Powers and Duties. The Provost & Senior Vice President for Academic Affairs shall have all the powers and duties regarding academic matters that the President delegates to that office. The Provost & Senior Vice President for Academic Affairs shall be the President's deputy and is empowered to act on behalf of the President in all respects in the event of the absence, unavailability or disability of the President.

B. Senior Vice President & Chief Financial Officer

1. Appointment. The Senior Vice President & Chief Financial Officer of the University reports to and serves at the pleasure of the President. The President, subject to Board ratification,

shall select the Senior Vice President & Chief Financial Officer.

2. Powers and Duties. The Senior Vice President & Chief Financial Officer shall have all the powers and duties related to financial management and such other duties that the President delegates to that office.

C. Senior Vice President for Health Sciences of Virginia Commonwealth University

- 1. Appointment. The Senior Vice President for Health Sciences of Virginia Commonwealth University is the Chief Academic Officer for the Health Sciences Schools of the University. By statute, this officer also serves as chief executive officer of the Virginia Commonwealth University Health System Authority. The initial appointment and initial compensation and any reappointment of this position shall be made jointly by the Board of Visitors and the VCU Health System Authority Board of Directors at a joint meeting of said Boards. After such appointment or reappointment, the base compensation for this position shall be approved by the VCU Board of Visitors and the VCUHS Authority Board of Directors, respectively. Each board shall take into account the recommendations from the President.
- 2. Powers and Duties. The Senior Vice President for Health Sciences shall have all the powers and duties for those responsibilities that the President delegates to that office and as set forth by statute.
- **D. Delegation of Authority.** Upon consultation with the Rector, the President shall have interim authority to conclude any appointment or action otherwise requiring Board approval, subject to ratification by the Board. The President also shall report to the Board in advance any extraordinary appointment or compensation action that, in the judgment of the President, warrants such reporting to the Board.

SECTION 3. EXECUTIVE DIRECTOR OF AUDIT AND COMPLIANCE SERVICES

- A. **Appointment.** The Board, in consultation with the President, appoints, evaluates, and sets the compensation for the Executive Director of Audit and Compliance Services.
- B. **Powers and Duties.** The Executive Director of Audit and Compliance Services shall have the powers and duties that are assigned by the Audit, Integrity and Compliance committee, in consultation with the President.

SECTION 4. FACULTY

- A. Faculty. The general faculty consists of the President, Provost & Senior Vice President for Academic Affairs, deans, directors, professors, associate professors, assistant professors, research professors, associate research professors, assistant research professors, assistant, associate and full professors of clinical subjects, instructors and other ranks or titles as approved by the President.
- B. **Tenure of Faculty.** The Board, on recommendations from the President, shall approve all faculty tenure decisions.
- C. **Delegation of Authority**. The Board hereby delegates to the President the authority to establish faculty positions, appoint and/or reappoint faculty, approve faculty promotions and faculty emeritus status, and to determine leaves of absence for and termination of faculty members. The

President shall also have the authority to hire, set the compensation for and implement increases, state decreed or otherwise, for all university employees in accordance with VCU's human resources policies.

Academic dean appointments shall require Board approval. Upon consultation with the Rector, the President shall have interim authority to make any academic dean appointment or take any action in connection with the academic dean appointment, subject to ratification by the Board.

ARTICLE IV CONFLICT OF INTEREST COMPLIANCE

Each member of the Board shall comply with state statutes regulating conflict of interest which may include filing an annual financial disclosure statement and completion of required conflict of interest training.

ARTICLE V LIABILITY

To the extent they are acting in their capacity as members of the Board and within the scope of their authority, all members of the Board are considered to be officials of Virginia Commonwealth University and the Commonwealth of Virginia. Each member of the Board who is engaged in carrying out the duties and responsibilities of a Board member is covered as set forth in the Risk Management Plan, which is established by the Commonwealth's Department of the Treasury, Division of Risk Management, with the approval of the Governor. Coverage is subject to the terms and exclusions set forth in the Plan. The Commonwealth's Division of Risk Management has final responsibility for interpretation and determination of coverage under the Plan. A copy of the plan can be obtained from VCU's Director of Insurance and Risk Management in VCU's Safety and Risk Management office.

ARTICLE VI MISCELLANEOUS PROVISIONS

SECTION 1. SEAL.

The corporate seal of the University is the seal displayed in and/or appended to these Bylaws, as appendix A.

SECTION 2. ASSESSMENT OF BOARD PERFORMANCE.

At least every two years, the Board shall assess its performance. The Rector shall determine the method of assessment, subject to Board approval. The Governance and Compensation Committee shall thereafter conduct said board self-assessment.

SECTION 3. CONDUCT OF BUSINESS.

Unless otherwise specified by these Bylaws, all Board and committee meetings, actions, and rulings shall be guided by the most current edition of *Robert's Rules of Order*.

SECTION 4. SUSPENSION OR AMENDMENT OF BYLAWS.

- A. **Procedure.** These Bylaws may be amended in whole or in part at any meeting of the Board of Visitors by a majority vote of all members present at said meeting, provided the Governance and Compensation Committee has submitted its views on the amendment to the Board and that notice of the amendment was included in the regular notice of the meeting.
- B. **Suspension.** Any provision of the Bylaws may be suspended at any regular or special meeting of the Board by a majority of the members present at said meeting.
- C. **Ratification.** No action taken in violation of the Bylaws shall be effective unless ratified in accordance with the Bylaws.

Effective Date. The foregoing Bylaws shall go into effect immediately upon approval; revised September 17, 1992; revised November 17, 1994; revised May 19, 1995; revised May 16, 1997; revised September 17, 1998, effective January 1, 1999; revised February 11, 1999; revised November 14, 2002; revised August 24, 2006; revised August 9, 2007; revised February 11, 2010; revised April 15, 2013; revised May 9, 2014; revised December 12, 2014; revised February 12, 2015; revised May 8, 2015; revised March 23, 2016; revised and restated October 31, 2017; revised March 22, 2019; revised December 13, 2019; revised May 13, 2022.

VIRGINIA COMMONWEALTH UNIVERSITY



BOV Member Remote Participation in Meetings by Electronic Communication Means

Policy Type: Local – Board of Visitors Responsible Office: Office of the President Initial Policy Approved: 09/18/2015 Current Revision Approved: 05/13/2022

Policy Statement and Purpose

In accordance with the Virginia Freedom of Information Act (FOIA), Virginia Code § 2.2-3700, et. seq., the Board of Visitors ("the Board") has established a written policy allowing for and governing participation of its members in meetings by electronic communication means in the event of (a) a personal matter, or (b) a temporary or permanent disability or other medical condition that prevents the member's physical attendance or (c) a family member's medical condition that requires the member to provide care for such family member, thereby preventing the member's physical attendance.

This policy shall apply, strictly and uniformly, to the entire membership and without regard to the identity of the individual member requesting remote participation or to the matters slated for consideration or vote at the meeting.

Participation by an individual member from a remote location is authorized only when a quorum of the Board or committee is physically assembled at the primary meeting location and the voice of the remote participant is able to be heard by all persons at the primary meeting location. The fact of the disability or other medical condition that prevented physical attendance, or the fact of a family member's medical condition requires the member to provide care for such family member prevented physical attendance, or the specific nature of the personal matter and the remote location from which the member participates will be recorded in the meeting minutes.

Individual participation from a remote location shall be approved unless such participation would violate this policy or FOIA. If such participation from a remote location would violate this policy or FOIA, such disapproval will be recorded in the Board minutes with specificity.

When individual remote participation is due to a personal matter, such participation is

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limited each calendar year to two meetings or 25 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater.

For public transparency real-time electronic access to such meetings will be posted on the Board website with the agenda.

This policy applies to all committees and subcommittees of the Board.

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Who Should Know This Policy _____

All Board of Visitor members ("Board members") as a matter of normal course are responsible for knowing this policy and familiarizing themselves with its contents and provisions.

Definitions —

Electronic communication

The use of technology having electrical, digital, magnetic, wireless, optical, electromagnetic, or similar capabilities to transmit or receive information.

Quorum

A term used to describe the minimum number of members of the Board that must be present at any of its meetings to make the proceedings of that meeting valid. For a committee meeting a quorum is three (3) members of the committee. The Rector and Vice-Rector are counted as members in determining the quorum for a meeting of a committee. For Board meetings, a quorum is a majority of the Board members

Primary meeting location

Published location of the meeting of the Board, committee, or subcommittee.

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Remote location

Refers to an alternative location for a Board member other than the main location where the physical quorum is present. The remote location need not be open to the public and must have a physical address that is recorded in the Board minutes.

Contacts _____

The Office of the President officially interprets this policy. Please direct policy questions to the Board liaison in the Office of the President.

Procedures —

The Board member needing to participate from a remote location must notify either the Rector or Committee Chair as the case may be, without unreasonable delay on or before the day of a meeting, that such member is unable to attend the meeting at the primary meeting location due to (i) a temporary or permanent disability or other medical condition that prevents the member's physical attendance; (ii) a family member's medical condition that requires the member to provide care for such family member, thereby preventing the member's physical attendance or (iii) a personal matter, identifying with specificity the nature of the personal matter.

The Board shall approve participation from a remote location unless such participation would violate this policy or FOIA. Board disapproval of participation from a remote location shall be recorded in the Board minutes with the specific rationale for such disapproval. The Board minutes shall include the address of the remote location from which the Board member participated along with the fact that the Board member participated remotely due to (i) a temporary or permanent disability or other medical condition that prevents the member's physical attendance; (ii) a family member's medical condition that requires the member to provide care for such family member, thereby preventing the member's physical attendance, or (iii) due to a personal matter along with the specific nature of the personal matter cited by the Board member.

The Board will arrange for the voice of the remote participant to be heard by all persons at the primary meeting location.

Forms —

There are no forms associated with this policy.

Related Documents —

- 1. Virginia Code §2.2-3700, et. seq.
- 2. Board of Visitors Bylaws
- 3. http://www.president.vcu.edu/board/index.html

Page **3** of **4**

Revision History _____

Originally adopted: 09/18/2015 Amended: 03/22/2019

FAQs _____

There are no FAQs associated with this policy and procedures.

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ATTACHMENT M

Amendment to the 2020-2026 Six-Year Capital Plan Office of the Provost, 901 West Franklin Street

Background

The building at 901 West Franklin Street is located within the Historic Franklin Street District and houses various units and programs of the Office of the Provost. The building is experiencing significant water intrusion issues and requires repairs to include repointing of mortar joints, repairs to head flashing at windows, repair/replacement of downspouts, gutters and site drainage systems, and repair/replacement of portions of the multi-roof system. The project also includes restoration, painting and sealing of windows.

Considerations

The repairs needed in 901 West Franklin Street meet the criteria for use of maintenance reserve funds. The Commonwealth of Virginia limits the use of state-appropriated maintenance reserve funds to \$2M or less for a single project, but provides an exception to the \$2M limit on a case-by-case basis. The university received approval of an exception for this project based on the \$2.3M estimated cost of work. Projects exceeding \$2M also require approval from VCU's Board of Visitors.

Cost and funding source

The estimated cost of the project is \$2.3M. Maintenance reserve funds will be used.

Recommendation

Approve amendment of the university's 2020-2026 Six-Year Capital Plan to undertake major repairs to 901 West Franklin Street using maintenance reserve funds at a cost not to exceed \$2.3M.

Amendment to the 2020-2026 Six-Year Capital Plan

Hibbs Hall, 900 Park Avenue

Background

Hibbs Hall, located at 900 Park Avenue on the Monroe Park Campus, houses the Transfer Center, the Campus Learning Center and the Testing Center as well as large lecture halls and offices of the Department of English. Replacement of major components of the chilled water system serving this building is needed. The existing system is at the end of life and replacement of these components will improve energy efficiency and reliability.

Considerations

Replacement of the chilled water system equipment at Hibbs Hall meets the criteria for use of maintenance reserve funds. The Commonwealth of Virginia limits the use of state-appropriated maintenance reserve funds to \$2M or less for a single project, but provides an exception to the \$2M limit on a case-by-case basis. The university received approval of an exception for this project based on the \$2.025M estimated cost of work. Projects exceeding \$2M also require approval from VCU's Board of Visitors.

Cost and Funding

The estimated cost of the project is \$2.025M. Maintenance reserve funds will be used.

Recommendation

Approve amendment of the university's 2020-2026 Six-Year Capital Plan to replace the chilled water system equipment at Hibbs Hall using maintenance reserve funds at a cost not to exceed \$2.025M.

Technology Operations Center, 707 West Broad Street

Background

The Technology Operations Center is a new six story facility being constructed at 705-707 West Broad Street. The 27,000 gross square foot facility will house VCU's computing center which is being relocated from its existing location in the Department of General Services' (DGS) Pocahontas Building. This site operates as the primary data center and network operations hub for VCU on both campuses, as well as serves as the telecommunications hub for VCU Health. As such, this facility directly or indirectly supports all of VCU's and much of VCU Health's critical operations. The upper floors of the facility will provide administrative space to support the services within the facility.

The VCU Board of Visitors approved funding for this project in October 2021 as part of the 2020-2026 Six-Year Capital Plan and, in March 2022, approved the architect selection for the project.

Considerations

Costs rose significantly since October, from an estimated cost of \$580 per square foot to an estimated \$970 per square foot. Contributing factors include an increase in scope identified during schematic design, material and labor increases, constricted site challenges, and expedited schedule escalation. The increase in project cost is consistent with market trends.

Cost and funding source

The total capital cost of the replacement facility is now estimated to be \$31,375,000, an increase of \$8.8M. The total capital cost – both the original amount and the increase – will be funded with university debt.

Recommendation

Authorize an amendment of the university's 2020-2026 Six-Year Capital Plan to increase the total project cost of the Technology Operations Center from \$22,575,000 to \$31,375,000.

Approval of Project Plans

Technology Operations Center

Background

The Technology Operations Center is a new six story facility being constructed at 705-707 West Broad Street. The 27,000 gross square foot facility will house VCU's computing center which is being relocated from its existing location in the Department of General Services' (DGS) Pocahontas Building. This site operates as the primary data center and network operations hub for VCU on both campuses, as well as serves as the telecommunications hub for VCU Health. As such, this facility directly or indirectly supports all of VCU's and much of VCU Health's critical operations. The upper floors of the facility will provide administrative space to support the services within the facility.

The VCU Board of Visitors approved funding for this project in October 2021 as part of the 2020-2026 Six-Year Capital Plan and, in March 2022, approved the architect selection for the project. VCU now seeks board approval for project plans, which illustrate the functional layout and adjacencies of the building. The project plans were developed collaboratively with the design architect, Technology Services and Facilities Management.

Cost and Funding

The total project cost for the Technology Operations Center is \$31,375,000 and is funded by university-supported debt.

Recommendation

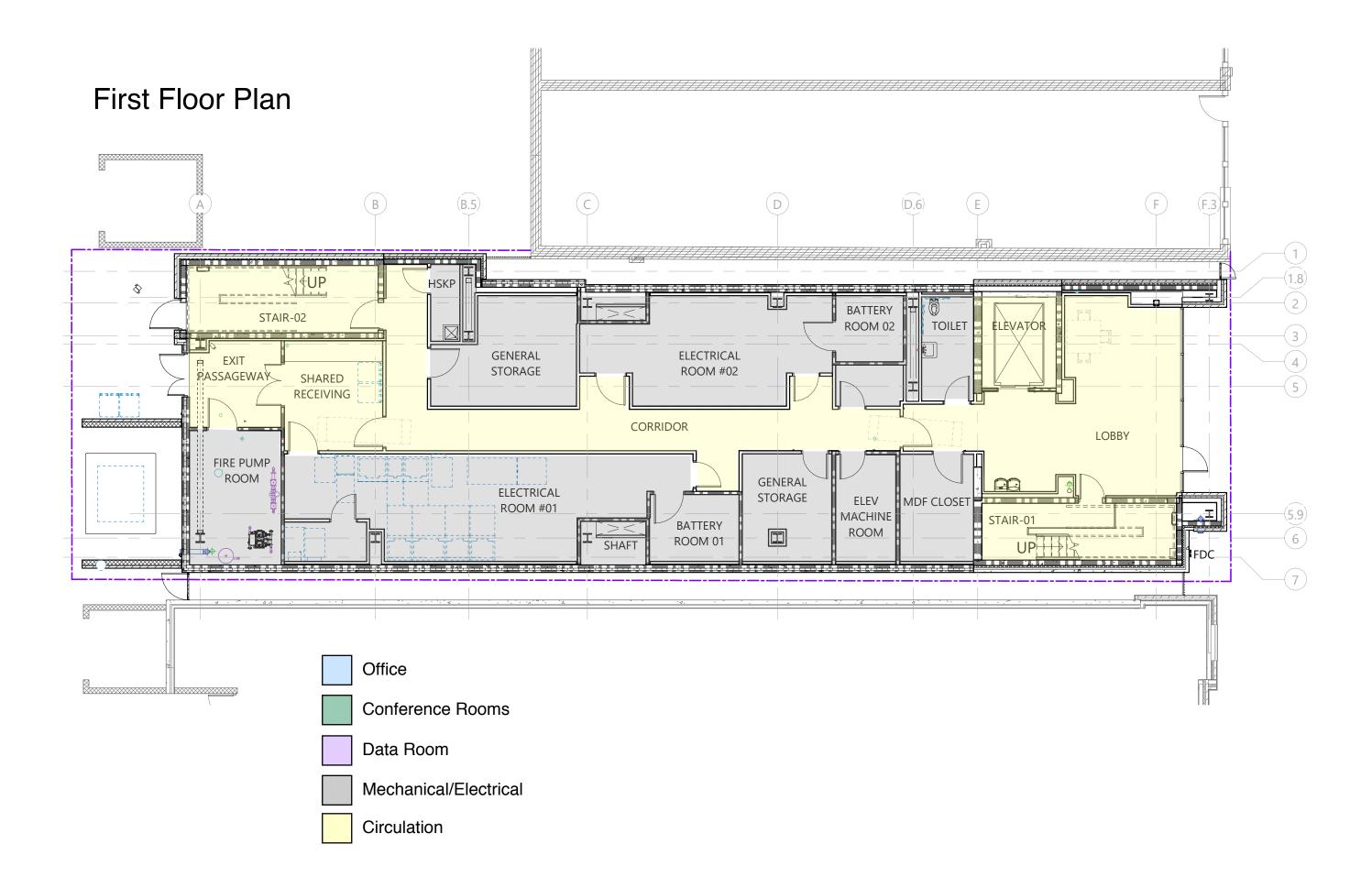
Approve project plans for the Technology Operations Center.

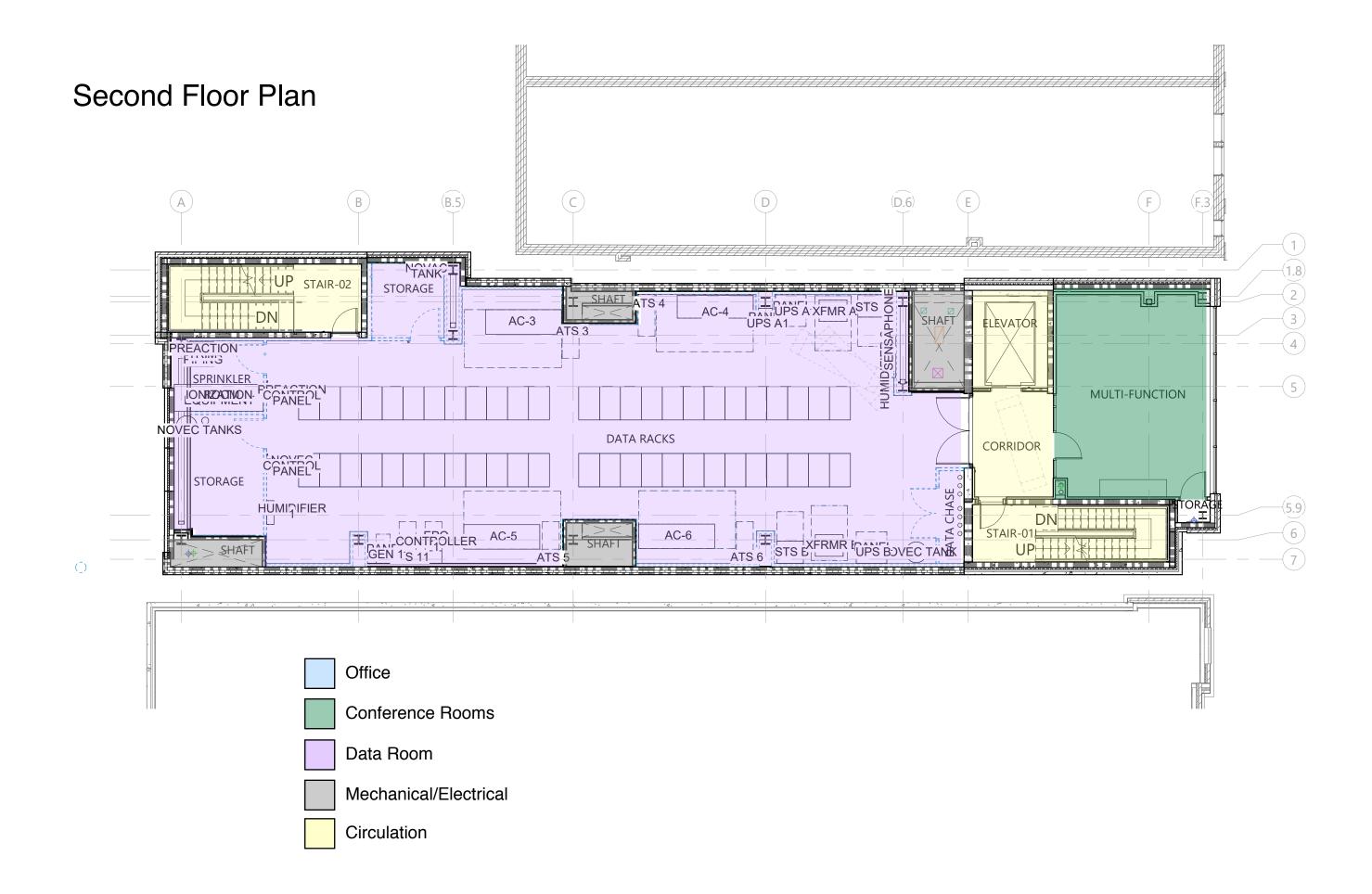


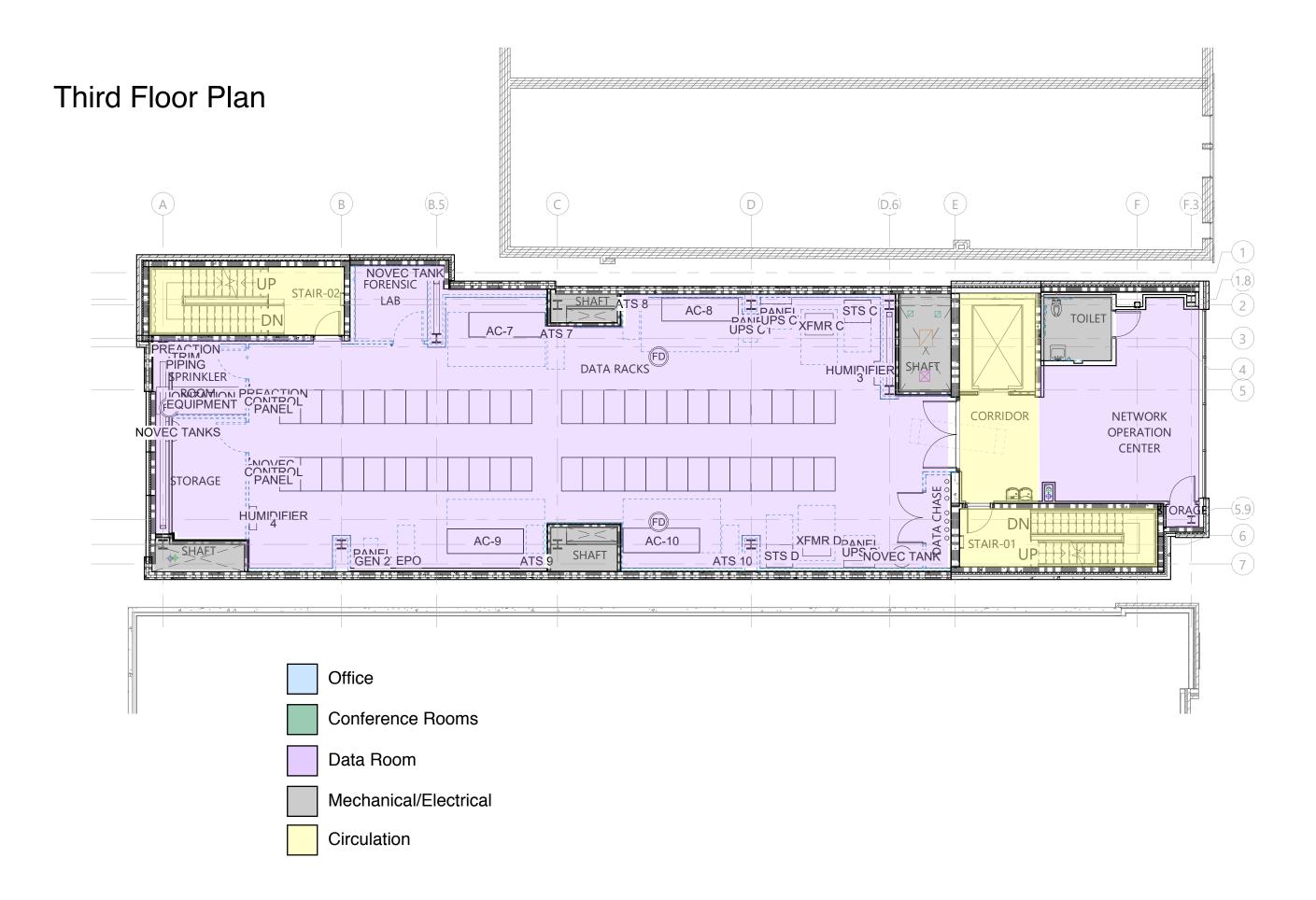


Virginia Commonwealth University (236-B1236-022) Technology Operations Center - AARB Submittal Northwest Aerial View

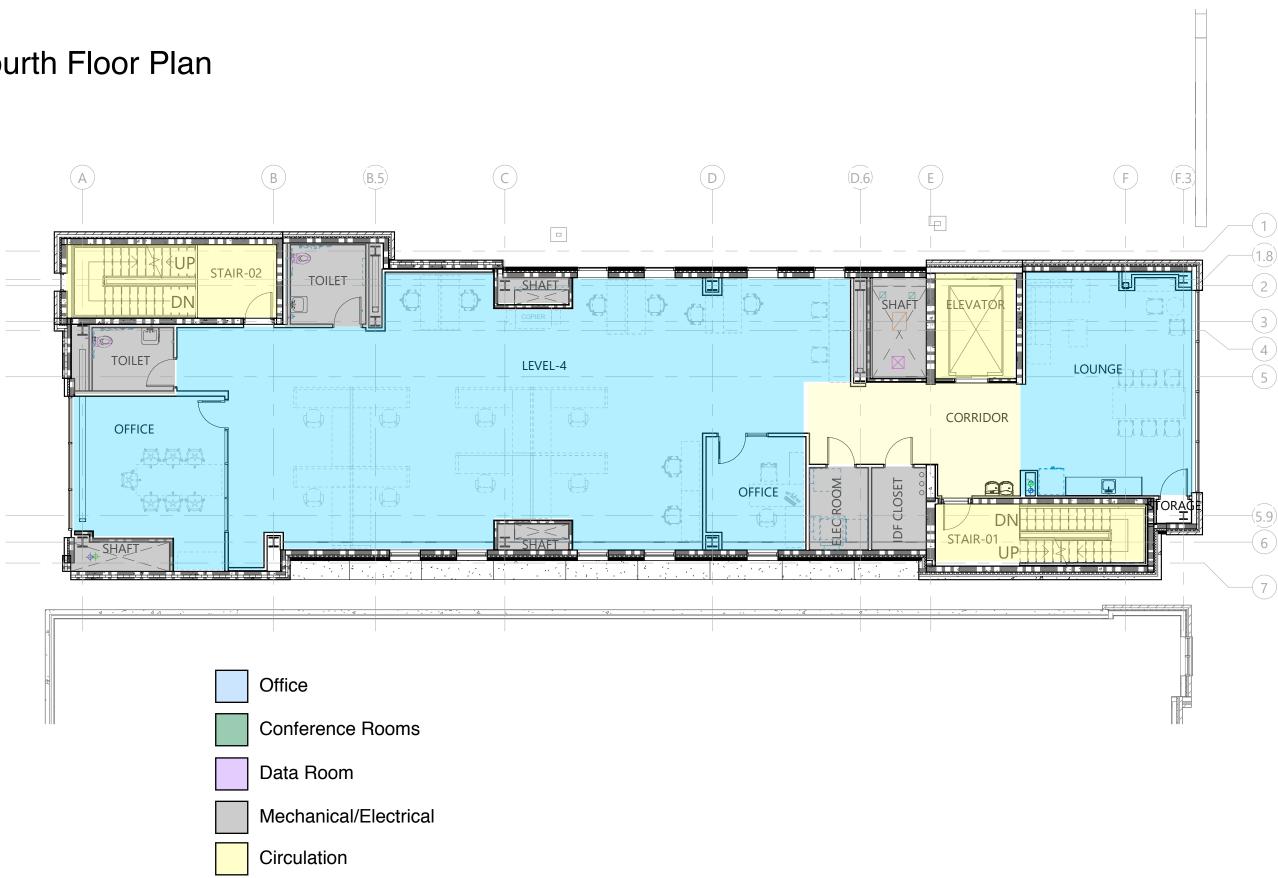




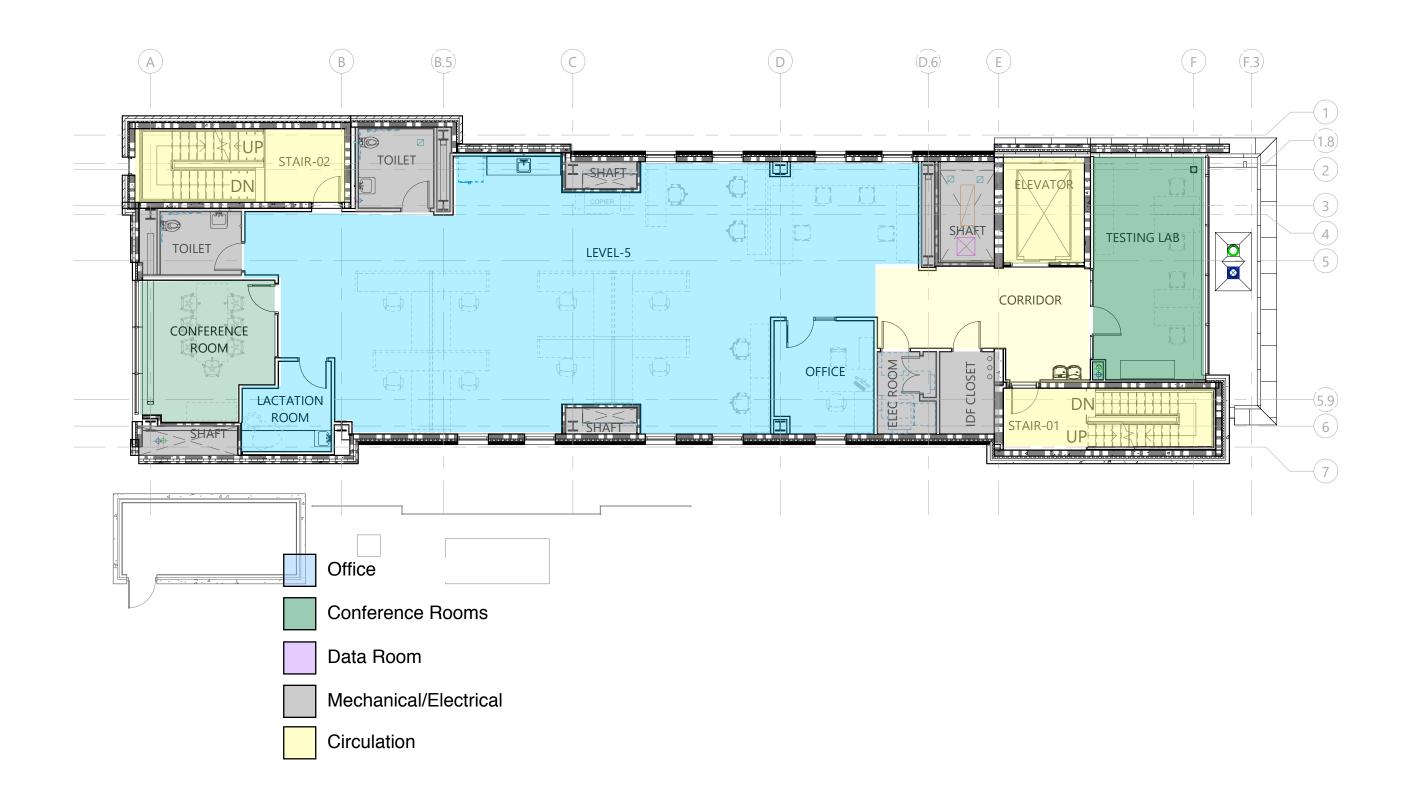




Fourth Floor Plan



Fifth Floor Plan



Sixth Floor Plan



RESOLUTION OF THE BOARD OF VISITORS OF VIRGINIA COMMONWEALTH UNIVERSITY ADOPTED MAY 13, 2022

The Board of Visitors, consistent with the full and ultimate authority and accountability provided for in its Management Agreement with the Commonwealth of Virginia acting through the Governor and the General Assembly pursuant to the Restructured Higher Education Financial and Administrative Operations Act (Chapter 4.10 of Title 23.1 of the Code of Virginia), does hereby revise the threshold for defining a "Capital Project" as a 'Major Capital Project' to projects costing \$3 million or more. Therefore, more specifically, the term 'Major Capital Project' is hereby defined in Section II (Definitions) of Exhibit A of the Management Agreement (Policy Governing Capital Projects) as follows: 'Major Capital project means the acquisition of any interest in land, including improvements on the acquired land at the time of acquisition, new construction of 5,000 square feet or greater or costing \$3 million or more, improvements or renovations of \$3 million or more, and Capital Leases.' The Board hereby directs that the FBI Charter and all other relevant University policies and processes be revised accordingly.

NOW, THEREFORE, BE IT RESOLVED that, upon approval, this action shall take effect immediately.