



**VIRGINIA COMMONWEALTH UNIVERSITY
BOARD OF VISITORS**

December 9, 2022

**James Branch Cabell Library
901 Park Avenue – Room 303
Richmond, Virginia**

MINUTES

BOARD MEMBERS PRESENT

Mr. H. Benson Dendy III, *Rector*
Ms. Carolina Espinal, *Vice Rector*
Mr. Anthony Bedell
Mr. Peter Farrell (exited at 2:40 p.m.)
Mr. Andrew Florance
Mr. Todd Haymore
Dr. V. Dale Jones
Ambassador Carmen Lomellin
Mr. Edward McCoy
Rev. Tyrone Nelson
Mr. Keith Parker (exited at 2:59 p.m.)
Dr. Tonya Parris-Wilkins
Dr. Clifton Peay
Ms. Alexis Swann
Dr. Shantaram Talegaonkar

BOARD MEMBERS ABSENT

Ms. Ellen Fitzsimmons

OTHERS PRESENT

President Michael Rao
Ms. Chelsea Gray, *Executive Director of Board and Executive Operations*
Ms. Stephanie Hamlett, *University Counsel*
Ms. Karen Helderman, *Executive Director, University Audit and Compliance Services*
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 11:04 a.m. in the James Cabell Library, 901 Park Avenue, Richmond, Virginia. The public was able to view the open session of the meeting via livestream at <https://mssvideo.vcu.edu/BOV>.

RECTOR'S REMARKS

The Rector began by acknowledging that the Fall 2022 commencement will take place the following day where nearly 2,500 students will receive professional, graduate and undergraduate degrees and certificates.

He continued with mentioning that earlier this month VCU was one of four finalists nationwide for the 2022 degree completion award. This is presented by the Association of Public and Land-grant Universities and recognizes public universities that are increasing degree completion rates while improving educational access, quality and equity.

Since 2011, VCU has increased its graduation rate more than 34 percent – an increase of more than 1,000 additional graduates per year. This has been done while also decreasing average student debt. This is important because so many of VCU students come from families with lower incomes. About a third of VCU students are Pell grant recipients.

VCU is focused on student success and academic excellence – and the statistics tell the story. VCU's four-and -six year graduation rates are above the national average. Just a short time ago, U.S. News and World Report named VCU one of the 30 most innovative public universities in the country – thanks to ambitious efforts to strengthen student success and pursue groundbreaking research.

VCU graduates are ready and enthusiastic about launching careers that will benefit the community and the Commonwealth. Sixty-five percent of VCU alumni stay in Virginia, contributing to the commonwealth's economy and quality of life. Many of them stay right here in the greater Richmond area.

He concluded by stating that the board and administration are working to further innovate and advance the ways in which VCU meets the needs of its students and greater community.

PRESIDENT'S REPORT

President Rao began with a moment of silence for Congressman Donald McEachin.

He welcomed Dr. Aaron Hart, new vice-president for student affairs, and Dr. Marlon Levy, interim senior vice president and CEO of VCU Health System.

President Rao acknowledged that at the Board Retreat in October there was a clear message about shared priorities of enrollment, retention and HQ online education. He reported that VCU is seeing increases in freshman interest and awareness, and applications, including freshman applications overall up 12 percent and out of state freshman applications up 14 percent. This is consistent with the national trend reported by the Common App in their Nov. 1 report.

At the strategic task force meeting, Provost Sotiropoulos dove into questions about whether VCU is meeting its own aspirations to attract and retain minority faculty. The data shows that VCU is actually a leader in Virginia. VCU has the highest percentage of full-time minority instructional staff among the 11 Virginia universities with graduate programs.

Last week VCU hosted state leaders for the OP 6 meeting - group of state finance/educational leaders who review state universities' six-year plans to align with the Virginia Plan for Higher Education. During this visit the VCU's distinctive mission and its \$10B impact on the economy of the state, not to mention the number of lives it lifts and saves. Administration has emphasized to the Governor's office the need for a new building for the School of Dentistry as well as the need for research space. In addition, support for VCU Massey remains a top priority.

He continued by sharing his excitement of VCU's presence nationally and internationally. He mentioned the opening of the CHOR Wonder Tower in the spring, the VCU Stravitz-Sanyal Institute for Liver Disease and Metabolic Health recent launch on the global stage, and the NCI visit earlier this fall. In addition, at the Association of Public and Land-grant Universities annual conference, VCU was one of just four finalists for the degree completion award. VCU also earned APLU's Innovation and Economic Prosperity University designation which is awarded to universities that are committed to significant and sustainable economic engagement. Vice Rector Espinal and vice president of enterprise marketing Grant Heston gave a well-received presentation at the American Marketing Association's national higher education conference about VCU's brand work. U.S. News and World Report's ranking of the Best Global Universities lists Virginia Commonwealth University among the top 20% in the world Tied at No. 439 out of 2,165 public and private institutions in the U.S. and more than 90 other countries.

He congratulated the graduates that will be recognized at commencement the following day and wished everyone happy holidays.

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

PUBLIC COMMENT PERIOD

Ms. Chelsea Gray reminded the Board that per board procedures a notice went out allowing for a public comment period in which no one signed up. In addition the notice allowed for written comments in which none were received.

ACTION ITEMS

Rector Dendy reminded the board that they were provided all action item materials in advance of the meeting and had a copy at their seats. The administration committee is recommending to approve the resolution to approve employee benefit program change for postdoctoral scholars and the finance and university resources committee is recommending to approve the committee dashboard and the revised investment and liquidity policy. The skilled trades contracts that was listed on the agenda was removed.

Rector Dendy moved that the Board of Visitors of Virginia Commonwealth University approve the following:

1. September 16, 2022 meeting minutes
2. October 21, 2022 Retreat minutes
3. Resolution to approve employee benefit program change for postdoctoral scholars
4. Finance and University Resources Committee dashboard
5. Revised investment and liquidity policy.

The motion was seconded and was approved unanimously.

A copy of the action items are attached hereto as ***Attachment B*** and is made a part hereof.

STATE OF THE RESEARCH

Dr. Sriram Rao began his report by recognizing that research and innovation at VCU is integral to One VCU's QUEST2028 vision, as it advances the overall mission and goals of both VCU and VCU Health. The overarching theme for One VCU is not only the strength of individual research disciplines, but advanced, transdisciplinary research that will lead to knowledge creation, transformative innovation and addressing of societal grand challenges. To accomplish this, silos will need to be broken, a culture of collaboration must be built, develop a research infrastructure (necessary systems, IT, requisite staff, and space).

He continued by sharing that research is growing rapidly at VCU. Since 2018, VCU's sponsored funding has grown by nearly 50% from \$271 million to currently \$405.6 million. The trends for next year are look very good so far, but further growth, especially in future years, will require significant investment. VCU grew by nearly 12% from last year, and this growth was across the enterprise, by almost every school or college with a funding increase from a variety of sources including federal, state, industry, foundations, and gifts. A high priority for Dr. Rao, the Provost and others is to focus on enhancing the undergraduate and graduate student research experience.

Among VCU's twenty-six of graduate programs that are ranking within the top fifty, nine of those are in the top five. Based on a Stanford survey, over two hundred of VCU faculty ranks within the top 2% of the world's most impactful scientists. In addition to being within the top 3 research universities in Virginia, VCU is ranked within the top 22% of all global universities in terms of research and scholarly activity. VCU is one of the top thirty innovative public universities in the U.S., and is in top sixty (#58) among all public research universities in the country. U.S. research rankings are based on expenditures, not awards.

There are four key initiatives of the strategic plan for research: (1) Enriching the Human Experience, (2) Achieving a Just and Equitable Society, (3) Optimizing Health and (4) Supporting Sustainable Energy and Environments.

VCU received APLU's impressive designation of *Innovation and Economic Prosperity* in November 2022. VCU is only one of two institutions in Virginia with this designation. Last year VCU created ten new startups and is supporting another thirty.

He concluded with discussing what is needed for VCU's research enterprise to grow. The four key strategic areas are institutional, operational, infrastructure, and impactful research. VCU needs to continue to invest in new creative ideas so it can compete when the big funding opportunities come its way. With focus on these key strategic areas, VCU will continue with this trajectory as the fastest growing research university in the Commonwealth and truly become the best.

A copy of Dr. Sriram Rao's report is attached hereto as *Attachment C* and is made a part hereof.

VCU THREAT ASSESSMENT

Mr. Dendy spoke on behalf of the board and senior leadership that their hearts go out to the UVA community following last month's fatal shootings. The President and Rector asked VCU Police Chief John Venuti and Student Affairs Associate Vice President Chuck Klink to discuss their efforts about safety and threat assessments at VCU. Chief Venuti addressed that the Code of Virginia addresses threat assessment requirements for public institutions and VCU has a violence prevention and threat assessment management policy.

The membership of the threat assessment team is student affairs, university police, human resources, counseling services, residential life and housing, university counsel in an advisory capacity, as well as any other VCU officials that are determined necessary by the co-chairs. The team meets weekly or as needed. Information and records are kept, but are exempt from disclosure under FOIA.

Dr. Klink addressed that team members get annual training. VCU is also a part of the association of threat assessment professionals that creates standards and best practices, which VCU uses. There are multiple groups that focus on different areas. One is focused on student organizations that looks at any kinds of behavioral or other kinds of concerns that we have with student organizations. Residence halls have couple of case managers who address roommate concerns, mental health concerns, and well-being concerns. There is an email address where reports can be submitted.

CONSTITUENT REPORTS

Mr. Jesse Simpson, graduate student BOV representative, and Mr. Oscar Kemp, undergraduate student BOV representative, addressed the board.

A copy of Mr. Kemp's report is attached hereto as *Attachment D* 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 E* and is made a part hereof.

Lastly, staff representative Ms. Brogan King addressed the board.

Rector Dendy thanked the constituents for their important reports.

CLOSED SESSION

Rector Dendy moved that the Board of Visitors of Virginia Commonwealth University convene a closed session under Section 2.2-3711(A)

The motion was seconded and was approved unanimously.

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.

<u>Vote</u>	<u>Ayes</u>	<u>Nays</u>
Mr. H. Benson Dendy III, <i>Rector</i>	X	
Ms. Carolina Espinal, <i>Vice Rector</i>	X	
Mr. Anthony Bedell	X	
Mr. Andrew Florance	X	
Mr. Todd P. Haymore	X	
Dr. V. Dale Jones	X	
Ambassador Carmen Lomellin	X	
Rev. Tyrone Nelson	X	
Mr. Keith Parker	X	
Dr. Tonya Parris-Wilkins	X	
Dr. Clifton Peay	X	
Ms. Alexis Swann	X	
Dr. Shantaram Talegaonkar	X	

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

CLOSED SESSION ACTION ITEMS

Mr. Dendy and President Rao recognized the loss of Adam Oakes and the work that his family is doing. Rector Dendy moved that the Adam Oakes Resolution be approved and adopted. The motion was seconded and was approved unanimously and the resolution was adopted. A copy of the resolution is attached hereto as ***Attachment F*** and is made a part hereof.

Mr. Dendy mentioned to the board that he planned to make one motion to approve all other matters discussed in closed session together unless anyone opposed. Rector Dendy moved that

the Board of Visitors of Virginia Commonwealth University approve the following actions as presented in closed session:

1. The faculty tenure appointments, changes in status and tenure recommendations.
2. The funds Named Funds and Spaces Report and the Approved Named Funds under \$50,000.
3. Adoption of the resolution for the disposition of real property
4. To execute a contract for construction services.

The motion was seconded and was approved unanimously.

HB1980

President Rao mentioned that with VCU's full support, in 2021 the Virginia General Assembly session passed legislation focused on Virginia's five oldest colleges and universities – including VCU – researching their historic involvement with the institution of slavery to identify enslaved people who did labor for those institutions, and to provide a tangible benefit for individuals or communities with connections to enslaved labor to break cycles of poverty. VCU must acknowledge and thoughtfully examine the role of enslavement and racism in the institution's past. More than a decade ago, he charged a representative group to address the East Marshall Street Well. The East Marshall Street Well project has worked to address critical issues and concerns regarding the remains of human beings that were discovered in a well near MCV – with a focus on emphasizing the dignity and respect that should be accorded to these human remains. The VCU Committee on Commemoration and Memorials has worked to remove from VCU buildings and grounds names and symbols that commemorate the Confederacy. That work is ongoing.

He announced that VCU will be creating a blue-ribbon commission to evaluate this report and its findings, and determine VCU's path forward. The goal is to report back to the Board by the end of the academic year.

A copy of a summary of the Slavery and the Medical College of Virginia report is attached hereto as ***Attachment G*** and is made a part hereof.

COMMITTEE OPEN SESSION REPORTS

Rector Dendy reminded all board members and those present that the committee open session reports were provided in the packets at their seats. A copy of the report are attached hereto as ***Attachment H*** and is made a part hereof.

ADJOURNMENT

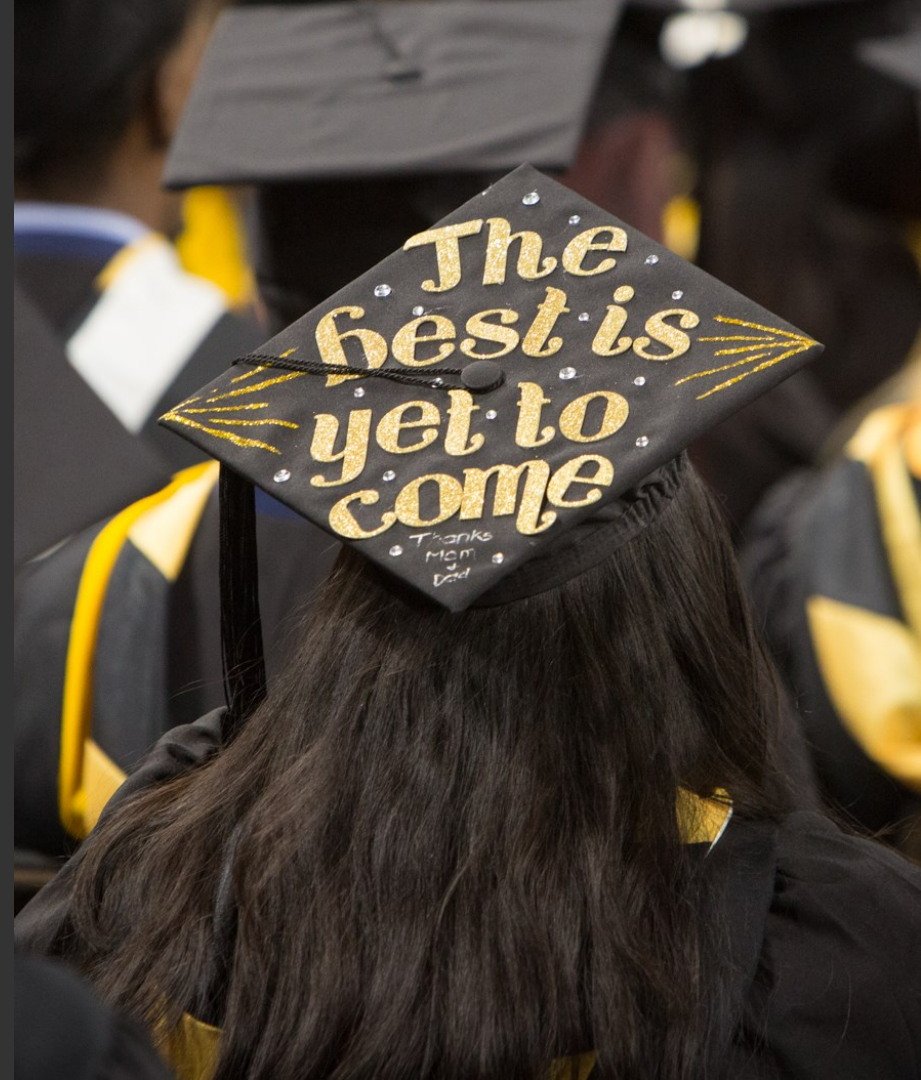
There being no further business, Rector Dendy adjourned the meeting at 3:20 p.m.

ATTACHMENT A

Virginia Commonwealth University Board of Visitors

December 9, 2022

President Michael Rao



Evan Hirsch

Graduating homeland security and emergency preparedness major in the L. Douglas Wilder School of Government and Public Affairs and political science major in the College of Humanities and Sciences



ATTACHMENT B

OPEN SESSION ACTION ITEMS

Approval of Employee Benefit Program Changes

Postdoctoral Scholar-fellows

Background

Consistent with Virginia peer institutions (VT, W&M, UVA, GMU), VCU seeks to provide equitable employment for postdoctoral scholar-fellows by granting them access to employment benefits provided to state employees, which are currently offered to VCU's full-time, salaried employees. These benefits include access to the state's health insurance and retirement plans.

The Office of the Vice President for Research and Innovation (OVPRI) oversees VCU's postdoctoral program. Postdoctoral scholars are essential to VCU's research mission and are on career paths to become next-generation scientists. Postdoctoral employment conditions are consistent with the definition of "state employee" in Code of Virginia 51.1-124.3 (used for state retirement and health benefits eligibility) in that they are regularly employed full-time on a salaried basis, their tenure is not temporary or provisional, and their compensation is payable no more often than biweekly, in whole or in part, by an agency of the Commonwealth.

Considerations

VCU employs approximately 160 postdoctoral scholar-fellows who are critical to VCU's research mission. Postdoctoral scholar-fellows not only conduct research at VCU, their professional development includes training graduate students, writing grants and teaching. Employment with full benefits is common for postdoctoral scholar-fellows at peer institutions and making this change will allow VCU to be competitive in recruiting and retaining talent.

Costs/funding

This change will result in a 31.6% increase in the fringe benefit rate for postdoctoral scholar fellows. OVPRI will provide a "hold harmless" period ending June 10, 2024, during which OVPRI will bear the costs of the increased fringe benefit rate (the gap between the current and new rates). After this date, VCU faculty who employ postdoctoral fellows will be responsible for the costs of these fringe benefits and will be included in future research funding proposals.

Recommendation

Approve the resolution to include Postdoctoral Scholar - Fellows in the employee benefits program.

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

**AUTHORIZATION AND APPROVAL OF EMPLOYEE BENEFIT PROGRAM
CHANGES FOR POSTDOCTORAL SCHOLARS**

WHEREAS, Chapter 6.1, Title 23 of the Code of Virginia of 1950, as amended (the "Virginia Code") establishes a public corporation under the name and style of Virginia Commonwealth University (the "University") which is governed by a Board of Visitors (the "Board") vested with the supervision, management and control of the University;

WHEREAS, Title 23 of the Virginia Code classifies the University as an educational institution of the Commonwealth of Virginia;

WHEREAS, by Chapter 4.10, Title 23 of the Virginia Code, the University entered into a management agreement with the Commonwealth of Virginia which was enacted as Chapter 594 of the Acts of Assembly of 2008 ("Management Agreement") which, as amended, classifies the University as a public institution of higher education with certain autonomous powers;

WHEREAS, the Management Agreement states that "any new plans, programs and material changes permitted under current law in University employee benefit plans, other than Classified Employee benefit plans, shall be approved by the Board of Visitors;"

WHEREAS, the category of Postdoctoral Scholar - Fellows, as defined in the university's Postdoctoral Scholars policy, is consistent with definition of "state employee" in Virginia Code Section 51.1-124.3, creating eligibility for retirement and health insurance benefits provided to state employees under applicable law;;

WHEREAS, VCU is authorized by Code of Virginia 51.1-126 to operate an optional retirement plan for employees engaged in the performance of teaching, administrative, or research duties; and

WHEREAS, the University wishes to provide eligibility to postdoctoral scholars to participate in state employee health insurance, Virginia Retirement System, the university's Optional Retirement Plan and Cash Match Plan, under the same conditions as term faculty who conduct research in support of the university's mission

WHEREAS, the University wishes to provide eligibility for paid annual leave, sick leave, personal leave, and community service leave to postdoctoral scholars as it is provided to term faculty who conduct research in support of the university's mission;

**NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF VISITORS OF
VIRGINIA COMMONWEALTH UNIVERSITY:**

1. The Board hereby authorizes the President or his designee to add Postdoctoral Scholar - Fellows to the list of employees eligible to participate in state employee health insurance, Virginia Retirement system benefits, and the university's Optional Retirement Plan and Cash Match Plan.

2. The Board hereby authorizes the President or his designee to add Postdoctoral Scholar - Fellows to the list of employees covered by the annual leave, sick leave, personal leave, and community service leave provisions applicable to term faculty.

3. The Board authorizes the President of the University, or his designee, on behalf of the University, to execute and deliver any documents required by and related to the addition of Postdoctoral Scholar - Fellows to the list of employees eligible to participate in the Optional Retirement Plan and Cash Match Plan.

4. This Resolution shall take effect immediately upon its adoption.

Finance and University Resources Committee
Dashboard Metrics

Area	Target/Goal	Actual	Notes
FINANCE			
<i>Supply Chain Diversity</i>			
1. Increase procurement with minority-owned businesses	4.50%	5.30%	
2. Increase procurement with woman-owned businesses	4.50%	3.90%	
<i>Bond Ratings</i>			
Moody's		Aa3	VCU is at the minimum rating required to maintain Tier III Status
S&P		AA-	VCU is at the minimum rating required to maintain Tier III Status
<i>Debt Ratio</i>			
	Internal policy sets 4% limit	3% as of June 2021, providing a debt capacity of approx. \$103M	
<i>Investment Performance</i>			
			One year as of September 30, 2022
Short-term tier	3.03%	2.78%	
Long-term tier	18.71%	14.03%	
<i>Budget to Actual Performance</i>			
			As of September 30, 2022
Revenues	*Q1 - 36%, Q2 - 66%, Q3 - 84%, Q4 - 100%	Q1 - \$488.6M (32% of budget)	
Expenses	*Q1 - 28%, Q2 - 48%, Q3 - 77%, Q4 - 100% (*based on 10-year averages)	Q1 - \$413.7M (27% of budget)	
DEVELOPMENT & ALUMNI RELATIONS			
<i>Increase Annual Giving & Alumni Engagement</i>			
Progress to Campaign Goal	Preliminary campaign goal - \$1,000,000,000	\$501,405,319 (50.14% progress towards goal)	Current FY dollars raised: \$105,288,914 Same Time Last Year: \$68,156,738 Percentage Change: 54.48%
Annual Giving (Gifts < \$50,000)		\$4,474,763	Same Time Last Year: \$4,541,545 Percentage Change: -1.47%
Alumni Giving		\$3,978,386	Same Time Last Year: \$6,448,087 Percentage Change: -38.3%

Alumni Donors		2,093	Same Time Last Year: 1,960 Percentage Change: 6.79%
Alumni Engagement		8,977 (FY23Q1)**	11,581 (FY22Q1) Percentage Change: -22.49%
			(**Data only available for FY23Q1. Season ticket holders have not been entered for FY23 which is contributing to the decline in alumni engagement.)
GOVERNMENT RELATIONS PRIORITIES			
<i>Increase Undergraduate financial aid</i>			
<i>Increase funding for faculty salaries</i>			
<i>Address structural underfunding of \$60M</i>			
<i>Make permanent \$25M/year of Massey Cancer Center</i>			
<i>Secure authorization for School of Dentistry planning</i>			

Revised Investment and Liquidity Policy

Excerpted change from [the policy](#):

The Senior Vice President and Chief Financial Officer may appoint an independent manager to invest funds designated for a specific purpose or institute outside of the manner outlined in this policy, on the condition that any such investments, whether short term or long term, must still comply with relevant law (including the Uniform Prudent Management of Institutional Funds Act, as applicable). The independent manager will provide regular reporting to the Senior Vice President and Chief Financial Officer or designee. Notice of such exceptions shall be provided to the Board at the next meeting of the Board. Timely reporting of the nature of the investments will also be provided to the Board.

ATTACHMENT C **onevcu** | RESEARCH **UNLEASHED**

2022 State of the Research

P. Srirama Rao, Ph.D., Vice President for Research and Innovation



Alignment with One VCU Quest 2028

VCU goals:

- Diversity driven excellence
- Student success
- *Research and innovation*
- Thriving communities



VCUHealth System goals:

- Workforce wellness
- Patient-centered care
- *Innovative research and education*
- Advancement of health equity

One VCU Research and Innovation Goals

Transdisciplinary Approach:

leading to knowledge creation and transformative innovation

Culture of Collaboration:

built upon ethics, integrity and inclusive practices

Research Infrastructure:

that is scalable, nimble and ready for growth

Quest 2028 Targets:

10%↑
Faculty,
Students

3.5%↑
Federal
Funding

5%↑
Clinical
Research

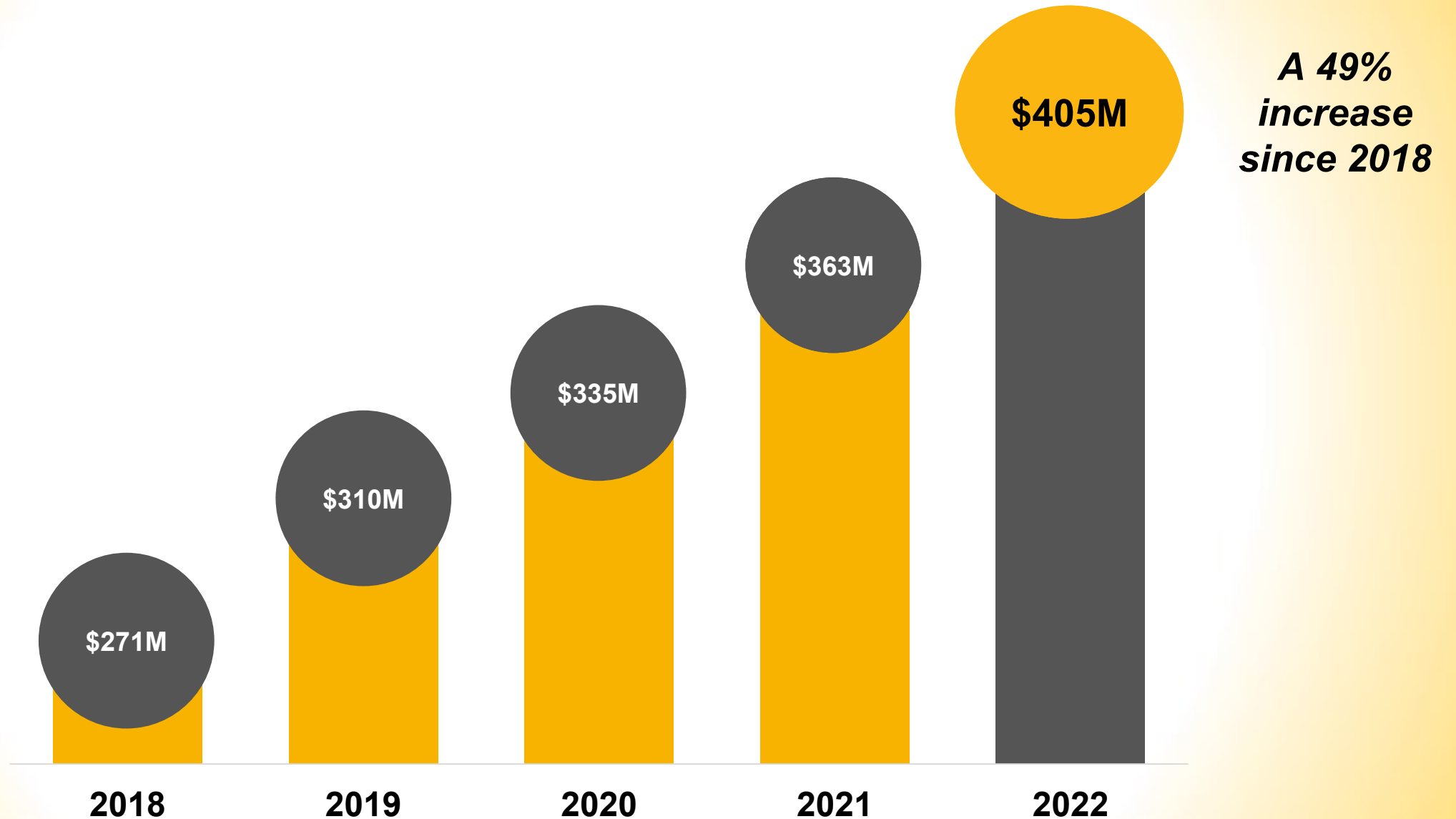
2X↑
Startups
& IP

\$500M
Sponsored
Research

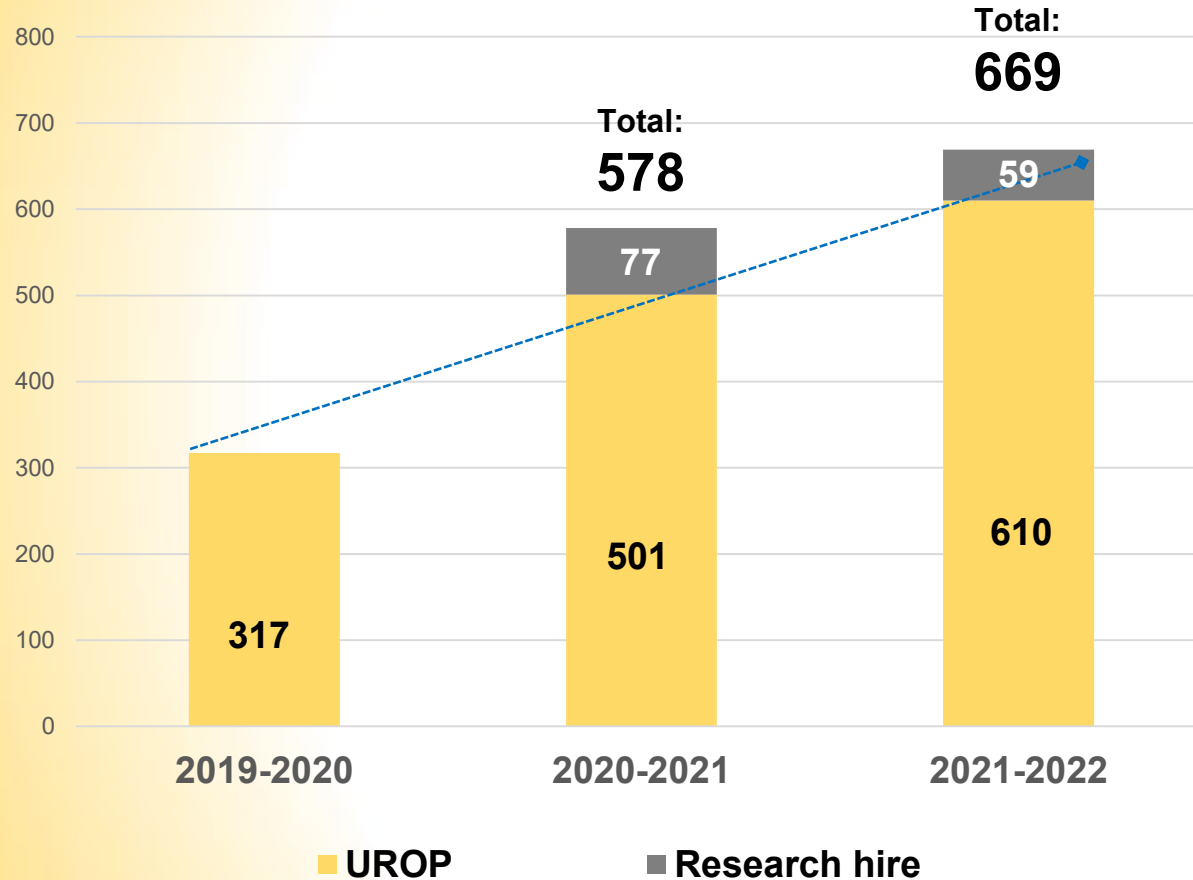
Top 50
Public R1
University

FY2022 Growth by the Numbers

Record Increase in External Sponsored Funding



Undergraduate Research and Innovation



- **300+** student presentations during Research Weeks
- **59** undergraduate student researchers hired
- **22%↑** in undergraduate engagement over FY2021
- Research opportunities are part of the Relevant Experiential Applied Learning (REAL) initiative

U.S. and Global Rankings for VCU

U.S. graduate schools and programs



2%

VCU has 212 faculty within the world's top 2% of scientists (*Source: Stanford survey*)

#3

Among Virginia's research universities (*Source: NSF HERD survey*)

22%

Global research university (*Source: U.S. News & World Report*)

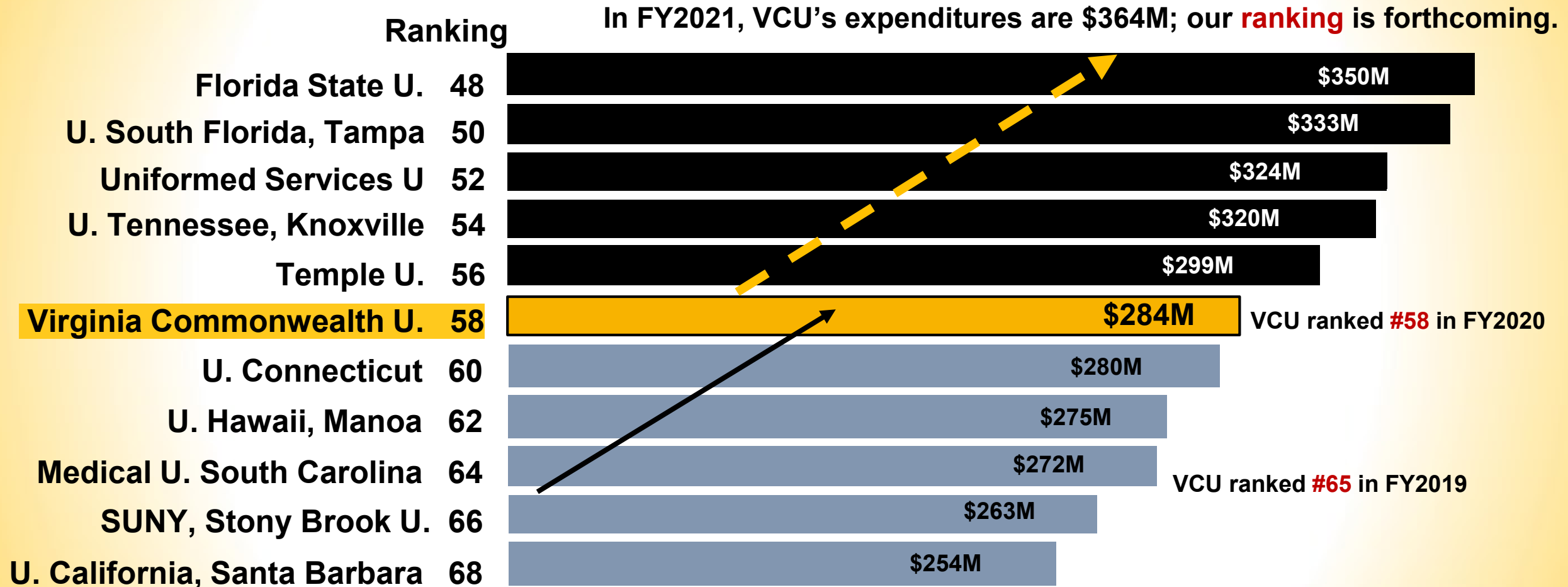
Top 30

U.S. most innovative public universities (*Source: U.S. News & World Report*)

Top 60

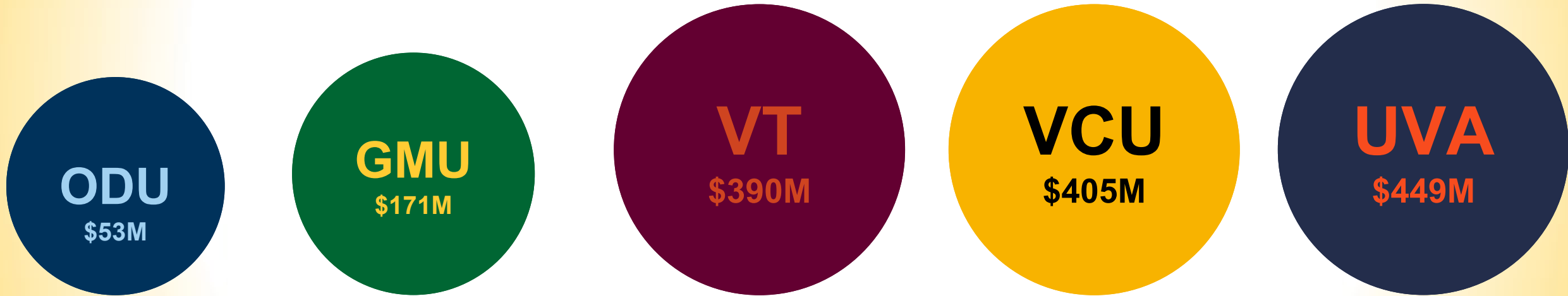
U.S. public research universities (*Source: 2020 NSF HERD survey*)

FY2020 U.S. Public Research University Ranking

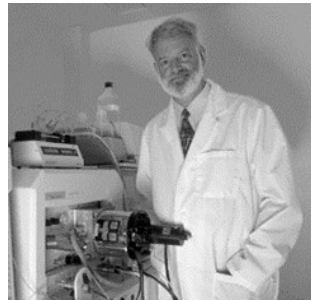


Virginia's R1 Public Research Universities

FY2022 Annual Sponsored Awards



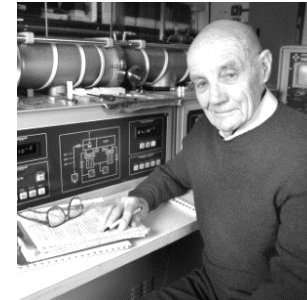
Transformative Innovation is in VCU's DNA



1970: R. Martin, Ph.D.
Addiction and drug abuse



1980: B. Benacerraf, M.D.
Nobel Prize in Medicine or Physiology



2002: J. Fenn, Ph.D.
Nobel Prize in Chemistry



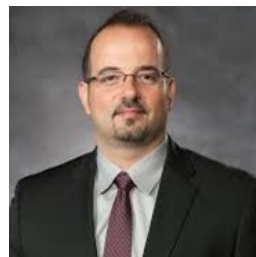
K. Sicchio, Ph.D.
Dance and Media Technology



A. Sanyal, M.D.
Hepatology



C. Hulshof, Ph.D.
Tropical biodiversity



F. Salloum, Ph.D.
Cardiac Physiology



P. Song, Ph.D.
Health Care Administration



P. Jena, Ph.D.
Theoretical physics



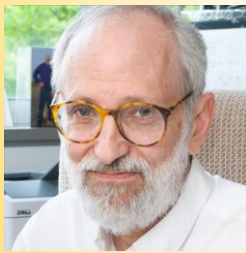
C. Bae, Ph.D.
K-12 STEM education



M. Safo, Ph.D.
Sickle cell disease



F. Gupton, Ph.D.
Pharmaceutical engineering



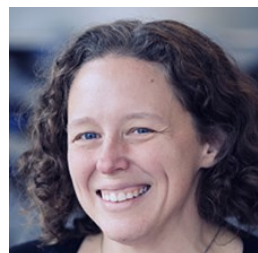
K. Kendler, M.D.
Genetics, addiction



S. Kornstein, M.D.
Women's Health



R. Winn, M.D.
Cancer biology, disparities research



B. Howell, Ph.D.
Housing, gentrification, eviction



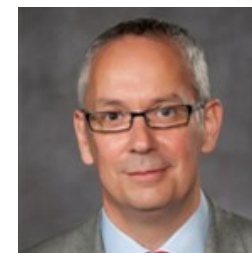
S. El-Shall, Ph.D.
Chemistry, nanoscience



K. Aberg, Ph.D.
Epigenetics, DNA methylation



M. Peace, Ph.D.
Forensic science/toxicology



I. Morgan, Ph.D.
HPV16



P. Hwang, Ph.D.
Cell mechanobiology

Impact of One VCU Research



Enriching the Human Experience

Designing protective fabric

Khaled Saoud, Ph.D.,
VCUarts, Qatar



Enhancing Cybersec

Milos Manic, Ph.D.,
College of Engineering



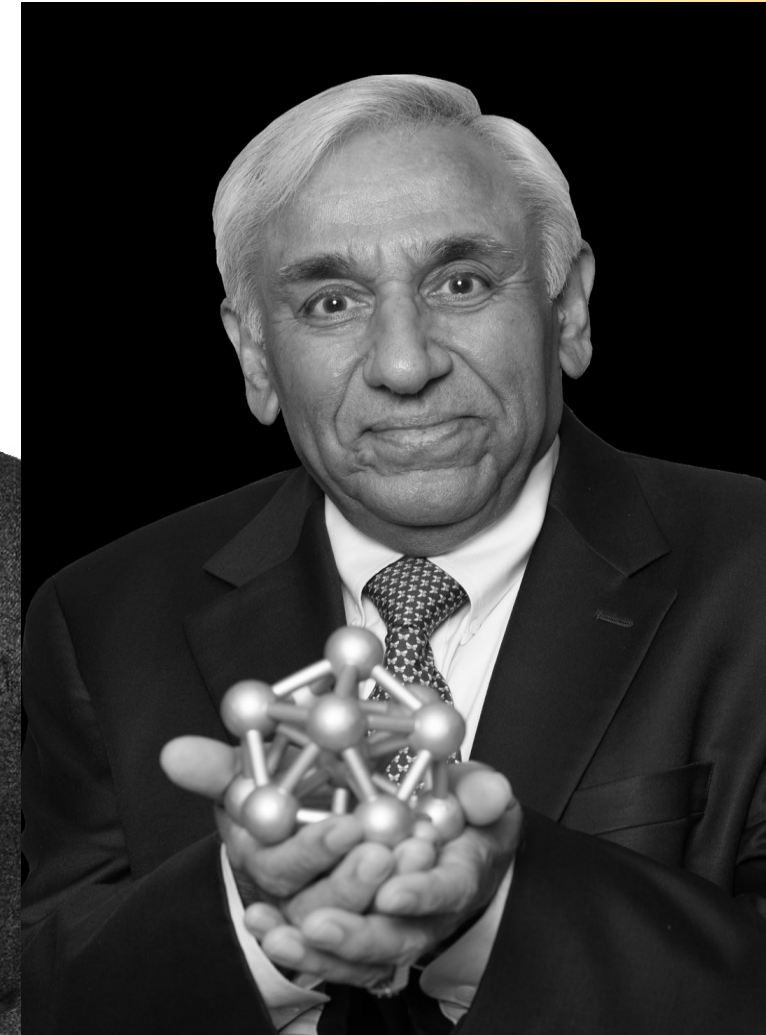
Designing speakers for connection

Jane Chung, Ph.D.,



Designing superatom properties

Shiv Khanna, Ph.D.,
if Humanities and Sciences



Achieving a Just and Equitable Society

'Code switching' Black emotions

Fantasy Lozada, Ph.D.,



Retaining minority Ph.D. students

Mychal D. Smith, Ph.D.,
College of Humanities and Sciences



Reducing backlog of rape kits

Tracey Dawson Green, Ph.D.,
College of Humanities and Sciences



Optimizing Health

Guiding treatment with 3D 'bra

Ravi Hadimani, Ph.D.,



Studvina Iona COVID in kids



Finding cancer clues in the mouth

Jose Trevino, M.D.,



Optimizing Health

***Clinical and applied research to address TBI,
spinal cord injuries, pain and rehabilitation***

A national leader in alcohol and addiction research

David Cifu, M.D.,
School of Medicine



Zina Trost, Ph.D.



Ronald Seel, Ph.D.
School of Medicine



James Bjork, Ph.D.,
School of Medicine



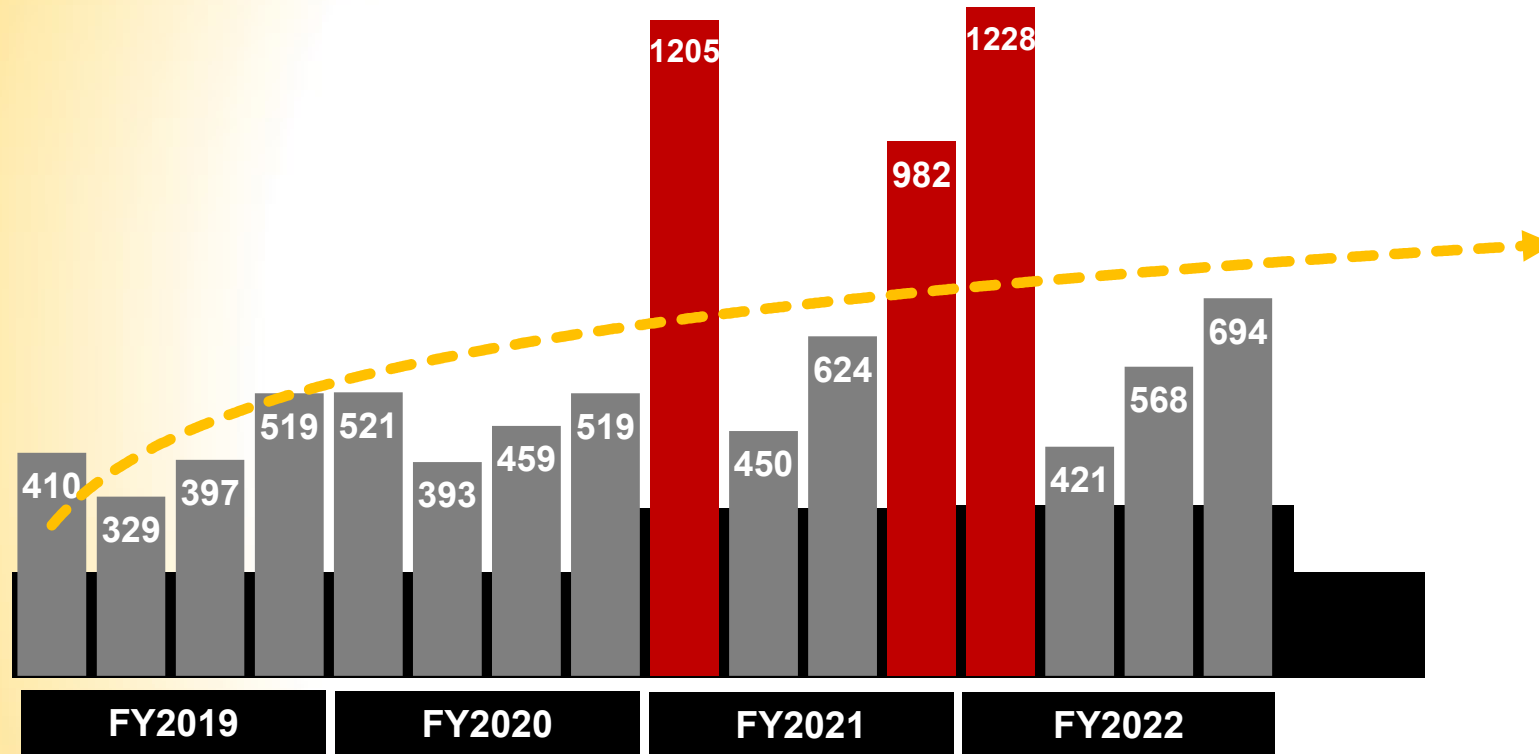
Jasmin Vassileva, Ph.D.,
School of Medicine



Michael Miles, M.D, Ph.D.,
School of Medicine



Patient needs inform clinical research and trials



COVID spikes depict how critical community needs are met through clinical research

FY2022 Results

~5,000 participants in research studies

672

active trials (1.2% ↑)

357

faculty led, VCU designed clinical trials

1,553

enrolled across all active clinical trials

1,200

clinical research studies (> 2.6% ↑)

Supporting Sustainable Energy and Environments

Collaborating for sustainable

Puru Jena, Ph.D.,
College of Humanities and Sciences



Developing safer reactors

Jessika Rojas, Ph.D.,
College of Engineering



Boosting security



Supporting forest carbon cycling

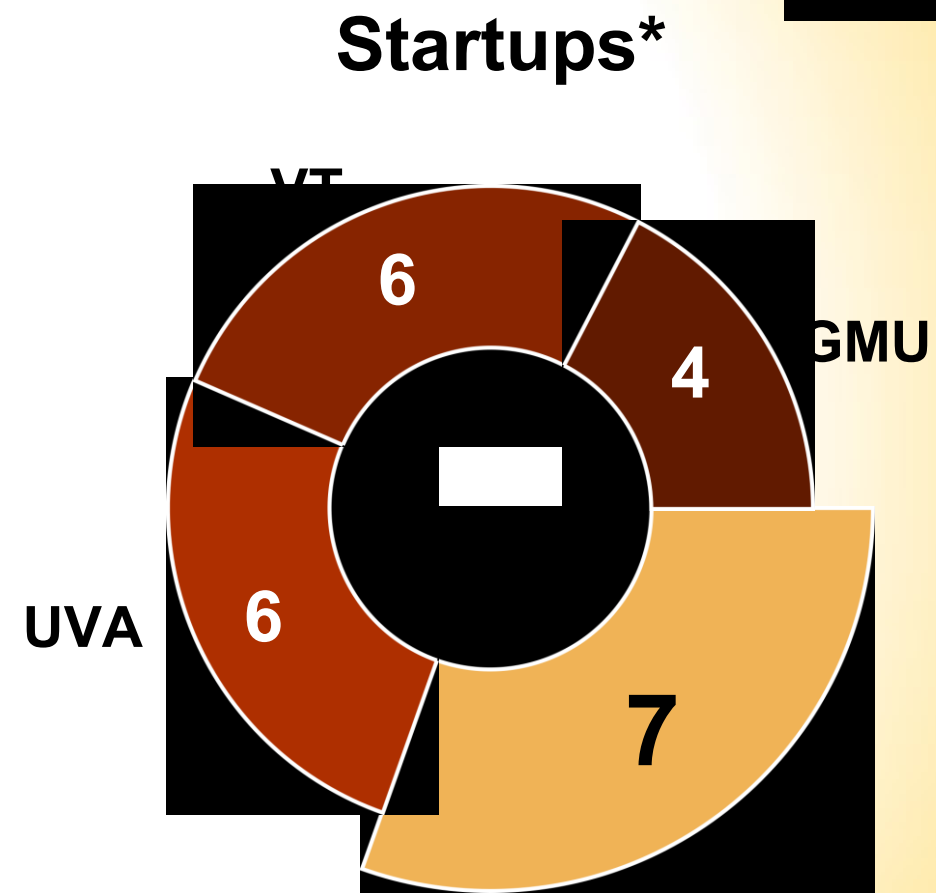
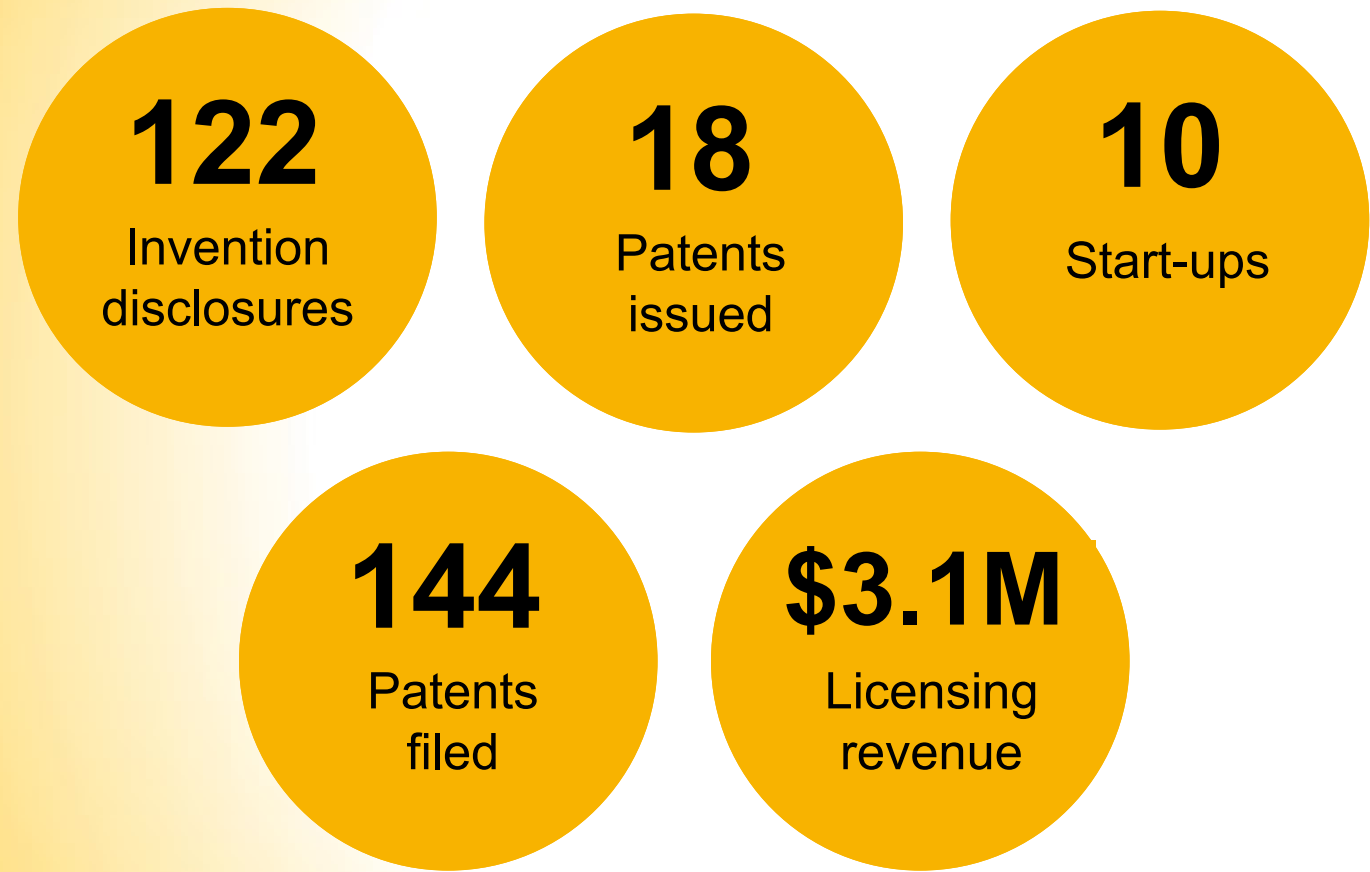
Chris Gough, Ph.D.,
College of Humanities and Sciences



Technology, Commercialization and Economic Impact



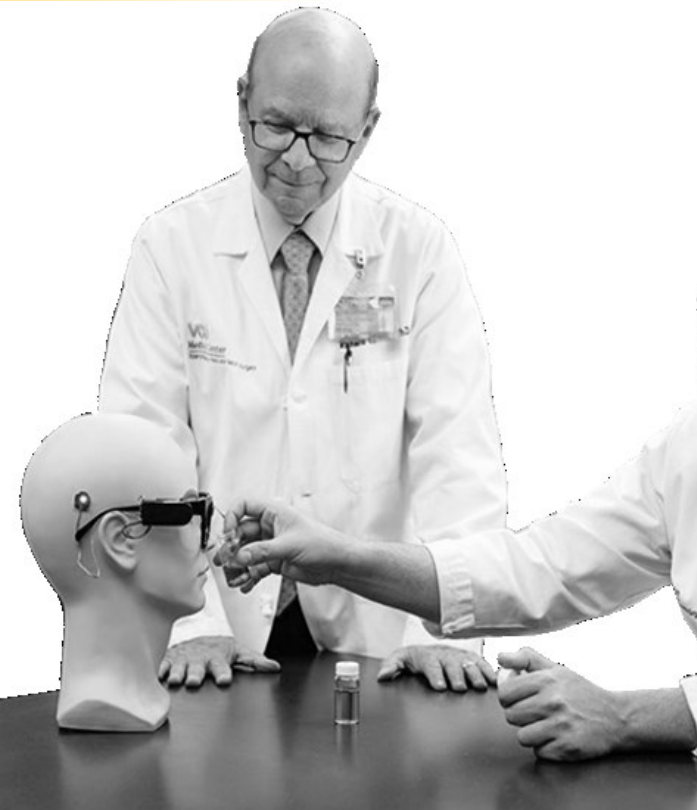
FY2022 Technology Commercialization Impact



Technology Commercialization and Entrepreneurship

Olfactory Implant

Richard Costanzo, Ph.D. (left), Daniel
Coelho, M.D., (right)
School of Medicine



Anti-Cancer Stem Cell Agents

Umesh Desai, Ph.D.,
School of Pharmacy

'coursFACTS'

Jean Giddens, Ph.D.,
School of Nursing



'Nerve Tape'

Jonathan Isaacs, M.D.,
School of Medicine



The Future of One VCU Research

Landmark Funding with Renewals on the Horizon

Wright Center for Clinical and Translational Research

(NIH, NCATS)
F. Gerard Moeller, M.D.

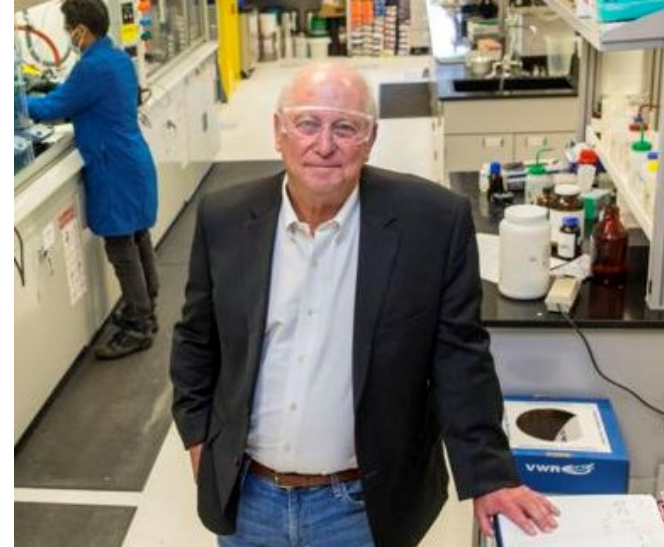


Stravitz-Sanyal Institute for Liver Disease & Metabolic Health

Arun Sanyal, M.D.
Pictured with R. Todd Stravitz, M.D. (left)

Massey Cancer Center

(NIH, NCI)
Robert A. Winn, M.D.



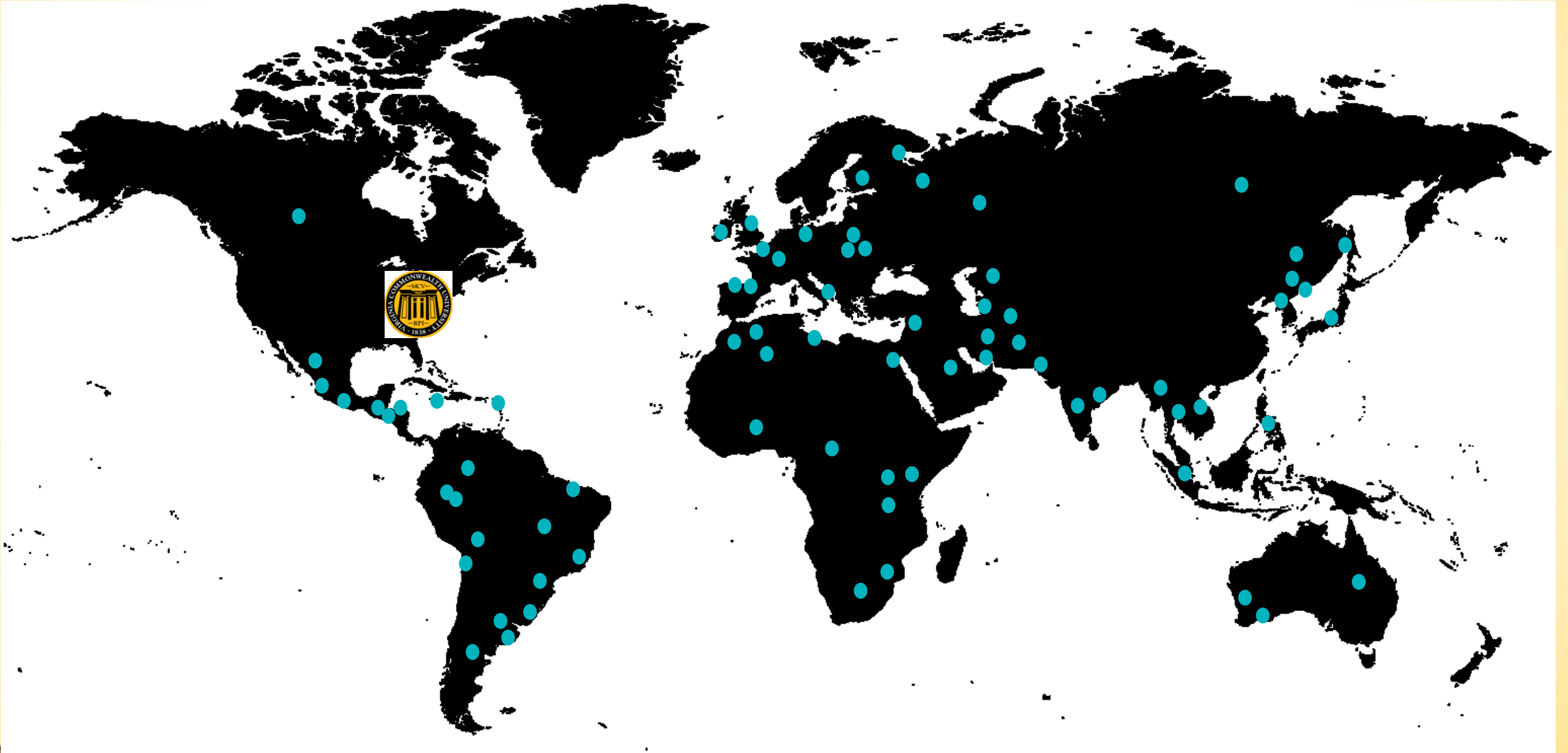
VCU Medicines for All

(Gates Foundation, BARDA)
B. Frank Gupton, Ph.D.



VCU designated **12** additional university-wide research institutes and centers in FY2021 / 22.

Global Academic and Research Engagement



An inclusive, research strategic plan

Developed Plan:

- ✓ Engaged 300+ partners
- ✓ Established research strengths, needs, opportunities

2019

Created Implementation Strategy:

- ✓ Mapped KPI, ROI
- ✓ Created budget
- ✓ Gained BOV approval

2020

Launched Plan:

- ✓ VCU-wide engagement
- ✓ Impact and inclusion
- ✓ Launched 1st round of funds

2021

Alignment with QUEST + Implement and Invest:

- ✓ Defined early KPI's
- ✓ Launched 2nd round of funds

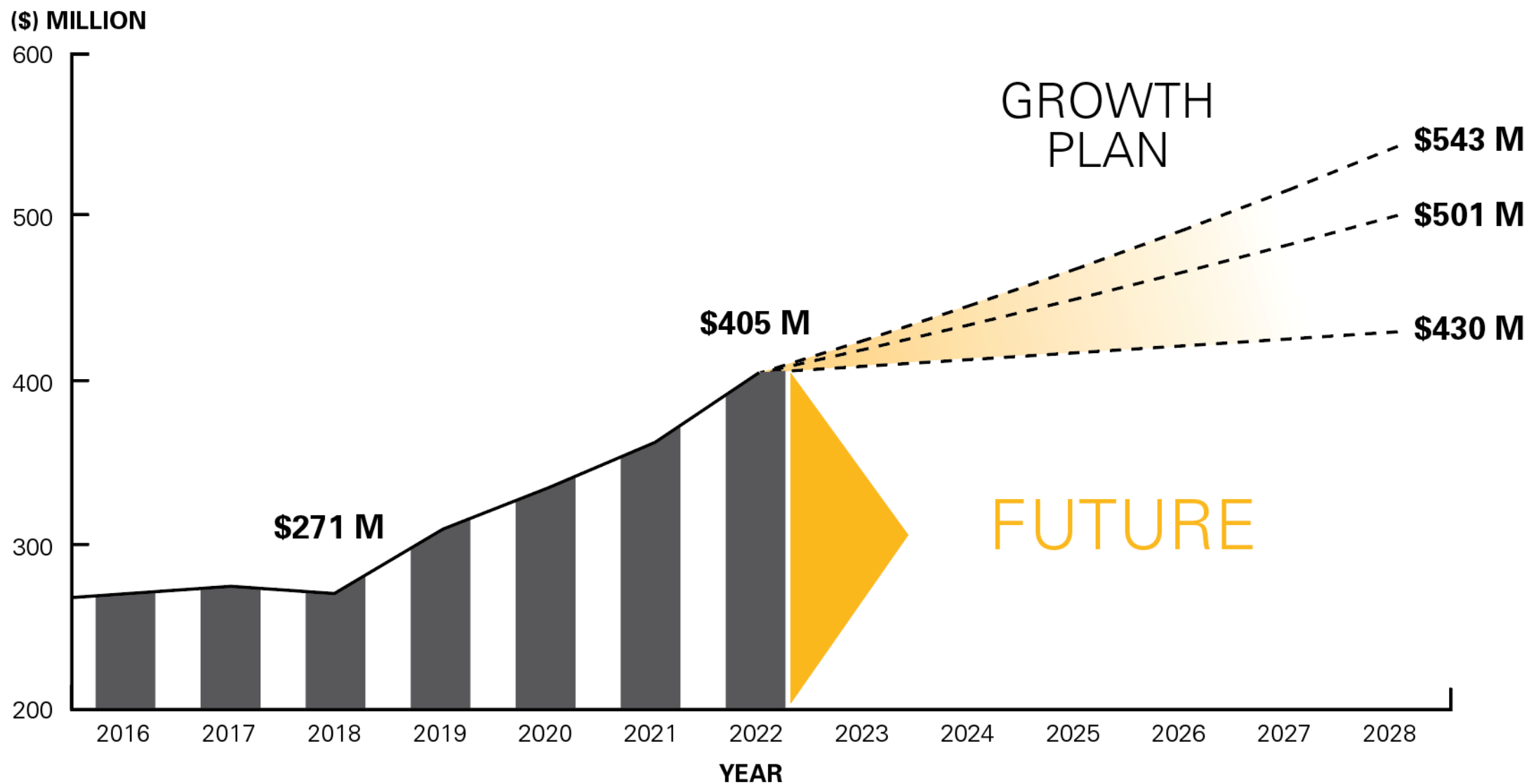
2022

The Future of One VCU Research:

- ☐ Track ROI
- ☐ Communicate impact
- ☐ Continue investment in research initiatives and enterprise

2023

Projected funding growth predicated upon strategic investments



The Future of One VCU Research: Strategic Investments

Institutional

- **Critical: Faculty cluster hires (+ URM)**
- National and global research priorities
- Student pipeline
- Community engagement

Operational

- **Critical: Workforce development**
- Streamline activation across all disciplines
- Mentorship for faculty/students
- Efficient systems

Infrastructure

- **Critical: Laboratory space and facilities; replace aging research building**
- Core laboratories, research institutes and centers
- State of the art research equipment

Impactful Research

- **Critical: Release of BOV approved \$77M in strategic initiatives**
- High-performing teams
- Societally relevant projects

onevcu | RESEARCH

UNLIMITED



OSCAR KEMP

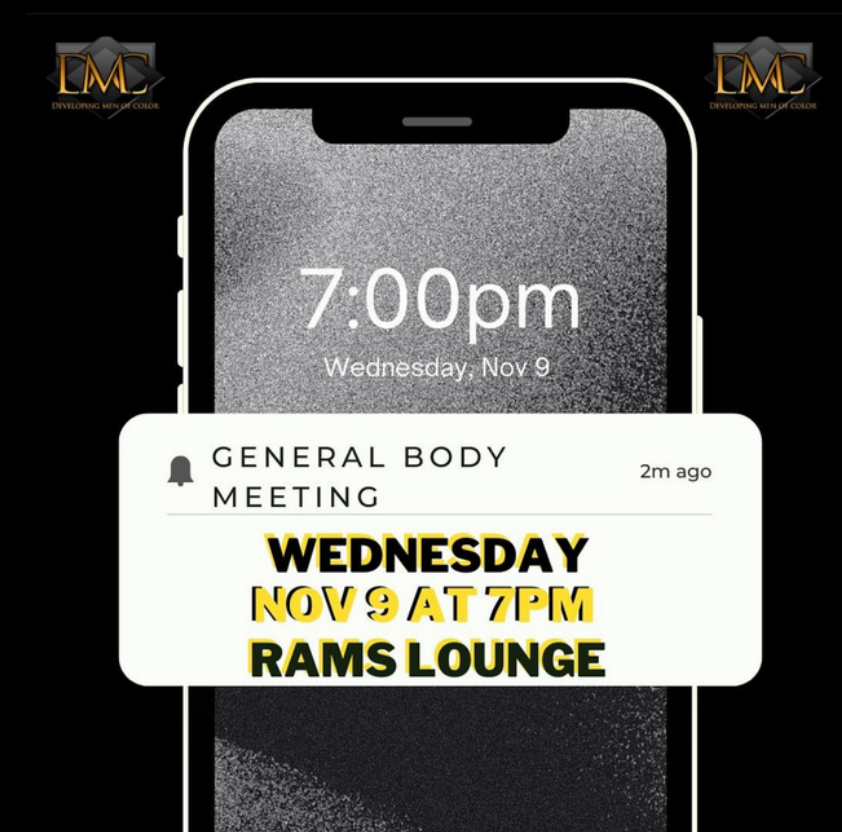
**UNDERGRADUATE
STUDENT
REPRESENTATIVE**



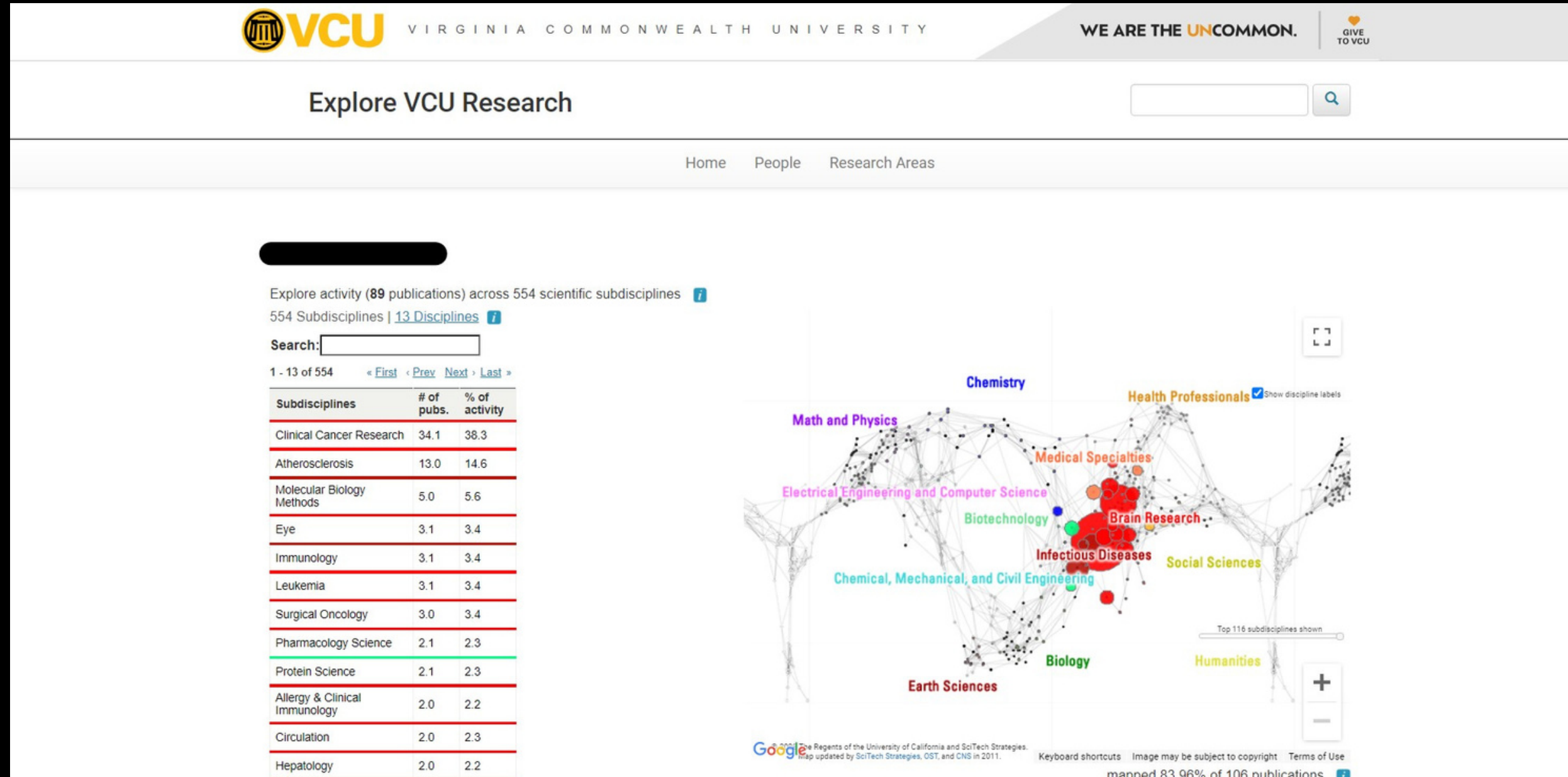
Fall Semester Recap



STUDENT AND CAMPUS LIFE



(UN)Common Student Research and Resources



Student Impact of VCU's Research Resources

Presidential Student Ambassadors Visit Rice Rivers Research Center



Thank you!
Questions?



Oscar Kemp,
Undergraduate Student
Representative



VCU

Faculty Senate

ATTACHMENT E

Virginia Commonwealth University
Board of Visitors
December 9, 2022
Faculty Senate Report

Greetings from the Faculty

Faculty have been busy with the end of the semester grading, finishing courses, submitting grants, conducting research and scholarly activities, serving as dissertations chairs and committee members, as well as participating in graduation and other celebrations of our students. Our incredible faculty continue to meet the challenges of teaching, research/scholarship and service that exemplify the spirit of improving lives and addressing societal changes.

We have faculty representation on many university-level committees, such as the General Education Curriculum Committee, Quality Enhancement Plan Review Committee, Academic Success Council, and ONE VCU Sustainability Development Committee. In addition, faculty serve as chairs, co-chairs and members of work groups, as well as members of search committees, such as the Senior Vice Provost for Faculty Affairs, and the School of Medicine Dean Search Committees.

Faculty are investing their time and effort to make the university, students, and faculty even stronger and re-address key questions. Faculty Senate, who represents the faculty, identifies, articulates, and advocates for areas of interest to faculty. How do we do this? Through the spirit of scientific inquiry. Faculty identify a concern; data are collected from faculty, staff and administration as well as our peer institutions and professional organizations; the data are analyzed, and recommendations are made to our administrator colleagues for collaboration. Much of this work is done through the twelve Faculty Senate Committees which are chaired or co-chaired by faculty representatives. I would like to share with you just a few examples.

Recognizing the importance of shared governance, the Faculty Senate Governance Committee co-chaired by Chris Cynn, associate professor of Gender, Sexuality and Women's Studies, and Jessie Goldstein, associate professor of Sociology, are working on clearly defining how the faculty view shared governance and its critical role at the university. The goal is to have a robust definition to clarify the concept and operationalize shared governance at not only the university level but also at the school/college level where many of the decisions on matters of importance to the faculty occur. This committee will develop a shared governance resolution based on their scientific inquiry of this issue to guide this important issue throughout the university.

I would like to highlight an example of shared governance that can serve as a model of this process. In response to last December's AAUP report on the administrative structure at VCU, Faculty Senate leadership worked with the Provost office to clarify the reporting mechanism and to advocate for more faculty. We appreciate the collaboration of the Provost Office and President Rao to address this issue. President Rao agreed to hire an outside consultant to do a thorough analysis of the data. Valerie Robnolt, Faculty Senate President, was the faculty member who was on the committee. This committee met with

the Segal consulting team from late spring and through the summer to provide input on decisions about the data analysis and who our comparison peer institutions should be. This was a great example of shared governance. We hope to continue in the same vein as strategies are developed and implemented to address this issue of tenure/tenure tract faculty. Faculty Senate supports including metrics such as the number of T&R faculty and tenured/tenure track faculty as a percent of total full-time faculty in the recalibrated Quest plan. Such metrics will add to the measurement of the culture supporting student and faculty success and we look forward to working with the Provost and President Rao to accomplish this.

The curriculum is another area of major concern for the faculty. Faculty are passionate about their critical role in curriculum development, teaching, and evaluation. The Academic Programs and Research Committee chaired by Ryan Cales, professor in the English department, has been instrumental in ensuring faculty is involved in the General Education Curriculum Committee and in scholarly decisions as ConnectED develops with ongoing proposals for the entrepreneurial and computational literacies.

These are just two examples of faculty involvement and having a voice in the decisions that are significant to the faculty and the students they support. There is one other example of scientific inquiry I would like to share with you during our meeting.

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

This ends the faculty report

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 F

RESOLUTION OF THE BOARD OF VISITORS OF VIRGINIA COMMONWEALTH UNIVERSITY

WHEREAS, Virginia Commonwealth University's core values are achievement (distinction in learning, research and scholarly pursuits and service), diversity, equity and inclusion (all people are valued and differences are recognized as assets), and service (the application of learning and discovery to improve the human condition and support the public good at home and abroad);

WHEREAS, the VCU Board of Visitors' policy on Memorials and Commemorations creates the Committee on Commemorations and Memorials (the "Committee") and states that all requests for memorials, commemoration and/or de-commemoration be submitted in writing to the Committee. The Committee shall make a recommendation to approve memorials, commemorations and de-commemorations to the President, who in turn shall make a recommendation to the Board of Visitors.

WHEREAS, on February 27, 2021, VCU freshman Adam Oakes died of alcohol poisoning after a party at a former fraternity. He hoped to find a place with the fraternity where he could make friends.

WHEREAS, Adam Oakes was a beloved son, grandson, nephew, cousin, student and friend who had a tremendous future ahead of him and his senseless death brought unspeakable pain and loss to all who knew him.

WHEREAS, as a result of his death, VCU has taken a number of steps to limit alcohol use by student organizations and to strive to reduce the likelihood of students experiencing hazing.

WHEREAS, VCU has partnered with the Oakes family to foster a safer and healthier community for students who are part of fraternities and sororities and to create a climate of respect and inclusion that is needed for academic and personal success.

WHEREAS, these efforts include, but are not limited to:

- Requiring students to have successfully completed 12 credit hours at VCU and to meet all other eligibility requirements before joining a fraternity or sorority
- Prohibiting alcohol at any activity of any fraternity or sorority that is attended by new members.
- Incorporating bystander intervention instruction in the hazing prevention training required by Va. Code §23.1-820 (Adam's Law) that focuses on assisting individuals who are being subjected to hazing, intoxicated, at risk of sexual violence, bodily injury or otherwise in need of help.

- Designating February 27 as an annual hazing prevention day and a day of remembrance of Adam Oakes and the causes and circumstances of his tragic death.
- Posting on the VCU website a report that provides summary information for all matters in which a student organization was found responsible for a violation of the Student Code of Conduct.

NOW, THEREFORE, BE IT RESOLVED, Virginia Commonwealth University Board of Visitors authorizes the commissioning of a plaque -- to be funded by VCU Student Affairs -- to honor Adam Oakes that will be placed in a location of honor in the VCU University Student Commons adjacent to the entrance to the Office of Fraternity & Sorority Life.

ATTACHMENT G

EXECUTIVE SUMMARY

The Medical College of Virginia (MCV) remained completely embedded within the institution of slavery from its founding in 1838. Tax lists and census data confirm that MCV routinely owned and/or rented at least between four and eight enslaved laborers each year. They cooked, cleaned, laundered, maintained buildings and grounds, nursed patients, and aided physicians. One enslaved person assisted in the anatomy department and helped to procure cadavers primarily from African-American burial grounds. MCV actively cultivated enslavers. The college offered them favorable terms to care for their enslaved laborers in the infirmary. Official institutional rhetoric took increasingly aggressive proslavery positions in the late antebellum period. During the Civil War, the college routinely hired out and sold enslaved people to generate income. MCV profited in both concrete and indirect ways from slavery.

This culture permeated both the institution and the individuals connected with it. The board of visitors overwhelmingly consisted of wealthy enslavers. Forced labor contributed to their substantial fortunes. The faculty grew up in privileged circumstances. Enslaved persons managed their households and supported their private medical practices. Professors often conducted clinical research and experimental procedures on African-Americans without their consent, writing up the results in medical journals. Students hailed overwhelmingly from rural Virginia households headed by enslavers. They relied on the institution to finance their medical educations.

MCV exhibited both differences and similarities with other Virginia educational institutions. The medical college proved unique in some respects. MCV did not possess the wealth and resources that characterized some other schools. It maintained a minimal administrative and physical infrastructure. The college required less maintenance than those institutions with a more extensive campus, though its medical facilities had special needs. As was the case at other schools, enslaved laborers lived in a culture

of perpetual insecurity. Personnel changes often affected their working conditions as their lives depended on the whims and decisions made by stewards, professors, and deans. Enslaved people performed critical institutional functions but appeared hidden in plain sight. Only war and emancipation ultimately ended the relationship. The story remains a sad and troubling chapter in the history of the medical college.

ATTACHMENT H

OPEN SESSION COMMITTEE REPORTS

Strategic Task Force Report

The Strategic Task Force meeting held on November 28 provided an update by university senior leaders to previous reports on enrollment, internships, vendor-contractor diversity, last year's legislative initiatives and faculty demographic diversity. Overall, progress is being made on all fronts.

Of particular interest was an update on faculty diversity by Provost Fotis Sotiropoulos.

- There has been significant growth among Black/African American, Hispanic and Asian faculty over the past five years. The number of Black faculty members has increased from 6.5% to 7.9%. Underrepresented minority faculty members have increased from 10.7% to 12.9 percent. Minority faculty have increased from 24% to 27.9%.
- VCU's percentage of minority full-time faculty and Black full-time faculty is the highest among all Virginia R-1 research universities.
- Faculty turnover rates for minority and tenure track faculty are lower than the overall faculty turnover rate. The overall turnover rate is steady rather than declining.

The task force discussed its priorities moving forward. There is agreement among members that student success, especially graduation rates, remain a top priority of the committee. It also was agreed that the upcoming university budget is critical, given challenges with limited resources and important priorities to support. Therefore, the budget will be the strategic focus of the next Strategic Task Force meeting.

Audit, Integrity and Compliance Committee Report

The Audit, Integrity and Compliance Committee met on Thursday, December 8 and heard from Mr. Mike Reinholtz, Audit Director with the Auditor of Public Accounts, on the university's financial statement audit results for the year ended June 30, 2022. The university is receiving an unmodified or clean opinion meaning the financial statements are presented fairly in accordance with the required accounting principles. Mr. Reinholtz will be emailing each board member the final audited financial statements and the report on internal control and compliance soon.

Ms. Karen Helderman, Executive Director for Audit and Compliance Services, shared the results of a recent audits to include:

- Faculty initiated grade changes
- Banner user access controls
- Third-party financial services management
- Government Relations internal controls and compliance
- Massey Cancer Center internal controls and compliance

Finally, Mr. Tom Briggs, Assistant Vice-President of Safety and Risk Management provided an update on the university's enterprise risk management program and discussed the university's risk appetite.

All materials can be found in BoardEffect and in the agendas posted online.

Intercollegiate Athletics Committee Report

The Intercollegiate Athletics Committee met on Thursday, December 8 and heard from Ed McLaughlin, Vice President and Director of Athletics. He recognized a student-athlete for her competitive success. He shared academic success for Fall 2022 Women's sports programs including Track & Field / Cross Country Women's cumulative GPA was 3.18, Basketball 3.11, Field Hockey 3.67, Volleyball 3.39, Soccer 3.64, and Lacrosse 3.52. Men's sports programs academic successes included Track & Field / Cross Country cumulative GPA 2.91, Baseball 3.12, Basketball 2.81, and soccer 3.26.

Mr. McLaughlin also shared an update on the Athletics Village in which the planning process has begun and shared a rendering.

Student-athlete conduct cases included 17 for the previous calendar year and Mr. McLaughlin presented the penalties that were given including education, community service, and continued drug testing (for marijuana offenders only).

Mr. McLaughlin previewed some of the potential changes to the national landscape of collegiate athletics, including changes to countable coaching staff members, removal of grant-in-aid limits and a new NCAA president.

Lastly, Mr. McLaughlin provided updated numbers on name, image and likeness numbers.

All materials can be found in BoardEffect and in the agendas posted online.

Academic and Health Affairs Committee Report

The Academic and Health Affairs Committee met on Thursday, December 8 and heard two reports.

Provost and Senior Vice President for Academic Affairs Fotis Sotiropoulos provided a report on university rankings and how VCU can improve our overall rankings by focusing on the things about which we care deeply - faculty resources, student support and success, peer perception, and clean data.

Dr. Sotiropoulos also provided a brief update on the 2022 Administrative Costs Review summary relative to faculty positions.

Dr. Marlon Levy, interim senior vice president for health sciences and CEO VCU Health, provided his first report to this committee on activities within the health sciences schools.

All materials can be found in BoardEffect and in the agendas posted online.

Administration Committee Report

The committee heard several reports:

- Chief John Venuti, Associate Vice President of Public Safety, VCU and VCU Health and Chief of Police, discussed policing with a purpose, VCU's expanded jurisdiction, and federal and state requirements. He also shared current metrics and safety initiatives.
- Mr. Tom Briggs, Assistant Vice President of Safety and Risk Management, gave a brief organizational overview, shared relevant metrics and discussed current initiatives being led by Safety and Risk Management.
- Mr. Rich Sliwoski, Associate Vice President of Facilities Management, presented a building and grounds report and current buildings and grounds initiatives.
- The committee also received two information items, a Capital Projects Update and the Administration Dashboard.
- Dr. Weiss provided an update on the 2022 Administrative Costs Review summary relative to management positions.

Dr. Weiss, Vice President for Administration, presented action items that the committee approved to recommend to the full board: The items include:

- A recommendation to approve September 15, 2022 Meeting Minutes
- A recommendation to authorize and approve the resolution for employee benefit program changes for postdoctoral scholars-fellows

All materials can be found in BoardEffect and in the agendas posted online.

Finance and University Resources Committee

The Finance and University Resources Committee met and approved the following action items to recommend to the full board:

- Minutes of September 16, 2022 meeting
- Finance and University Resources Committee Dashboard (annual review)
- Revised Investment and Liquidity Policy

The Vice Presidents shared updates from their respective areas which included:

- A state budget preview and update of the congressional Lame Duck session from Vice Presidents Matt Conrad and Karah Gunther from Government Relations;
- A campaign update and report from Vice President Jay Davenport from Development and Alumni Relations, that VCU's development team has raised \$105.3M in new gifts and pledges from July 1, 2022 to November 18, 2022, with 6,755 donors. Information was also presented on the Office of Alumni Relations Strategic Plan and how the priorities support student recruitment, mentorships and internships. In addition, an update on the VCU Alumni Council's committee structure was shared;
- Reports on the university's cash position, the university's and related entity financial statements, and a budget update were provided by the Senior Vice President and CFO Karol Gray. An overview of the university's credit rating and an update on the university's continued progress with increasing supplier diversity (SWaM) specifically in the Richmond region was also highlighted.

Lastly, Ms. Gray presented items for the board's awareness that did not require action - overviews of the quarterly Sources and Uses Funding/Revenue and Expense Summary and Treasurer's Report. In addition, the committee was provided with a VCU Health System and Financial Operations update.

All materials can be found in BoardEffect and in the agendas posted online.