



**VIRGINIA COMMONWEALTH UNIVERSITY
BOARD OF VISITORS
June 28, 2023
James Branch Cabell Library
901 Park Avenue – Room 303
Richmond, Virginia**

MINUTES

DRAFT

BOARD MEMBERS PRESENT

Mr. H. Benson Dendy III, *Rector*
Ms. Carolina Espinal, *Vice Rector*
Mr. Anthony Bedell
Hon. Peter Farrell
Ms. Ellen Fitzsimmons; *virtual pursuant to Code Section 2.2-3708.3(B)(3) where the member's principal residence is over 60 miles from the meeting location – Walland, TN*
Mr. Andrew Florance
Hon. Todd Haymore
Dr. V. Dale Jones
Ambassador Carmen Lomellin; *virtual pursuant to Code Section 2.2-3708.3(B)(3) where the member's principal residence is over 60 miles from the meeting location – Arlington, VA*
Rev. Tyrone Nelson
Mr. Keith Parker
Dr. Clifton Peay
Ms. Alexis Swann
Dr. Shantaram Talegaonkar

BOARD MEMBERS ABSENT

Mr. Edward McCoy
Dr. Tonya Parris-Wilkins

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 9:06 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>.

PUBLIC COMMENT PERIOD

Rector Dendy then proceeded to the public comment period. Ms. Chelsea Gray mentioned that the per the board procedures a notice went out allowing for written comments to be submitted and a public comment period during the meeting. No written comments were received and no one registered to speak.

CLOSED SESSION

Rector Dendy moved that the Board of Visitors of Virginia Commonwealth University convene a closed session under Section 2.2-3711(A)(1) of the Virginia Freedom of Information Act for the discussion of personnel matters, more specifically relating to the performance evaluation of various staff members and relating to the performance evaluation and compensation of the President; and under Section 2.2-3711(A)(8) to consult with legal counsel retained by VCU and VCU Health System Authority regarding specific legal matters requiring the provision of legal advice by such counsel; and under Section 2.23-3711(A)(23) to discuss operational strategies where disclosure of such strategies would adversely affect the competitive position of the Authority, including the findings and recommendations of the after action review.

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.

Vote

Mr. H. Benson Dendy III, *Rector*
Ms. Carolina Espinal, *Vice Rector*
Mr. Anthony Bedell
Hon. Peter Farrell
Ms. Ellen Fitzsimmons
Mr. Andrew Florance
Hon. Todd Haymore

Ayes

X
X
X
X
X
X
X

Nays

Dr. V. Dale Jones	X
Ambassador Carmen Lomellin	X
Rev. Tyrone Nelson	X
Mr. Keith Parker	X
Dr. Clifton Peay	X
Ms. Alexis Swann	X
Dr. Shantaram Talegaonkar	X

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

RECTOR'S REMARKS

Rector Dendy began by recognizing that it was his last meeting as Rector of the VCU Board of Visitors and highlighted some of the extraordinary things that have happened in just the past few months. The VCU Massey Cancer Center was designated as an NCI comprehensive cancer center. VCU opened the Children's Hospital of Richmond at VCU inpatient tower, soon to be followed by the US News rankings in which the children's hospital rose two spots in the regional ranking and placed seventh in the Mid-Atlantic. The new STEM building on the Monroe Park Campus was opened. Beginning in the fall, more than 10,000 students will be able to take up to 70 different innovative science and research courses each semester in this state-of-the-art facility. In each of the past two years, VCU reached historic levels of research and donor funding - recognizing the largest gift in VCU history – \$104 million for the Stravitz-Sanyal Institute for Liver Disease and Metabolic Health at VCU. VCU broke into the top 50 National Science Foundation-ranked research institutions in the nation, and U.S. News named the university among the 30 most innovative public universities in the country. Core to its mission, VCU achieved the status of Minority Serving Institution by the U.S. Department of Education, having met rigorous standards in the service of minority students, low-income students and student success.

The VCU Board of Visitors has received national and state recognition for its transparency and leadership. The Partners for College Affordability and Public Trust gave the VCU Board of Visitors the overall highest score among Virginia's public institutions of higher education in an assessment of board transparency, accessibility and receptivity to students and the public. The Association of Governing Boards of Universities and Colleges selected the VCU Board of Visitors for the 2022 John W. Nason award, recognizing the board's exceptional leadership and initiative.

Rector Dendy thanked the board, Past Rector Keith Parker, Vice Rector Carolina Espinal, Chelsea Gray, the president's cabinet and staff, and the president for his leadership and partnership with the Board of Visitors. He wished incoming Rector Todd Haymore the best.

Incoming Rector Todd Haymore re-emphasized that the board has been recognized for its transparency, engagement and leadership. With that in mind, many board members completed the board evaluation that was shared earlier this year. He mentioned he reviewed all of the responses and has also talked with many of them. He reminded the board that at the board Retreat in October 2021 the board recommended to the administration that they be more strategic

with their presentations to allow for more discussion. While this has significantly improved, many board members expressed in the evaluations interest in more time for discussion and open dialogue during meetings. As incoming Rector, he is committed to ensuring this happens. The evaluation also highlighted that this past year's Retreat was very impactful and those that completed the evaluation shared Retreat topics that he will be considering. Lastly, he thanked members for their willingness to serve on committees and having shared their interests in the board evaluation - he will be reaching out to each member about their committee assignments..

PRESIDENT'S REPORT

President Rao began by responding to Rector Dendy's request that the VCU Health System Board of Directors and he share a report on the initial actions being taken to implement the recommendations of the after action report shared two weeks ago. It is very important to everyone on the Board of Directors that this be taken seriously and implemented immediately.

Dr. Marlon Levy, Interim CEO of the VCU Health System, reported major projects requiring Health System Board approval include any real real estate sale or purchase, any lease with term of 3 years or greater or with annual rent of \$250k or more per year, all joint ventures between VCUHSA and other entities, any amendment to CERSA, OSA or COSA greater than \$1 million per annum, agreements for goods (including equipment or supplies) or services equal to or greater than \$15 million (excludes renewals of existing agreements where amount paid is reduced or amount of increased does not exceed greater of the CPI or 5%), and Capital construction projects with projected or budgeted costs equal to or greater than \$5 million or change orders to capital projects that are equal to or greater than 10% of or the projected or budgeted costs.

The Health System will formally specify: 1) the use of project management teams which will include, at a minimum, members from the strategy office, finance, legal, operations, and subject matter experts; 2) the use of independent 3rd party advisors; 3) review and disclosure of significant legal, financial, business, and reputational risks; 4) underlying assumptions for project need; 5) financial projections to include ROI, timeline to positive cash flow; 6) Conflict of interest issues, including internal/institutional; and 7) an explicit discussion around exit strategy. In addition, the Health System leadership will recommend that the Health System Board establish a Property subcommittee of Property and Finance Committee, to review and approve all property-related proposals. President Rao reassured the Board of Visitors that the actions implemented at the Health System are already in place or will be put in place on the VCU side.

President Rao then recognized that the Board is meeting in unusual circumstances, as the state government has not finalized amendments to the current budget. As a state university, VCU is dependent on state resources. The team has invested enormous hours with state officials advocating for resources, pointing to VCU's distinct needs. For now, this budget reflects necessary budget reductions to make up a \$24.5 million shortfall – about a 5% reduction. This is due to factors including inflationary costs and VCU's required portion of a state employee salary increase. Any there is a budget cut, it means making difficult decisions, and prioritizing some needs over others. The priority is to ensure resources go to where they can most effectively help students and their changing needs. That means shifting resources toward areas that have the

greatest impact on students. The goal is to make changes that leave VCU in a better position long-term to meet the changing needs of students and match resources with the needs. He thanked Ms. Karol Kain Gray and her team for navigating a lot of unknowns while doing this budget work.

He continued by sharing that the board will hear from Mr. Grant Heston about VCU's Uncommon brand and how it is really helping tell VCU's unique story – especially to prospective students and their parents. Lastly, Dr. Fotis Sotiropoulos and Dr. Garrett Westlake will be sharing with the board more about the VCU Da Vinci Center and how it is creating a new model for how to teach students innovation and entrepreneurial skills for the 21st century.

He concluded by thanking Rector Dendy and Vice Rector Espinal for their leadership and commitment to the board and to VCU and is looking forward to working with incoming Rector Todd Haymore and Vice Rector Andy Florance.

FY2024 BUDGET

Ms. Karol Kain Gray, Senior Vice President and CFO, began her report by reminding the Board that at the May Board meeting a 3% tuition increase was approved, which would generate about \$12.3 million of new revenue to the budget. Assuming at this time with the biennial budget there will be a 5% merit base salary increase that only 49% (\$13.9 million) is covered by the state. New expense needs are about \$50 million - 70% attributed to salaries, inflation, and debt, which puts VCU in a negative position of \$20.6 million. Budget cuts have already been implemented to all units, including administration of about \$24.5 million. The Board asked Ms. Gray how the 2.5% cut will impact VCU students. She explained that the Provost and interim Senior Vice President for Health Sciences will report in September where cuts have and will be taken. Students will be prioritized in all decisions. An example is increasing academic advisor salaries to positively impact student retention. Some resources will be directed to areas of need. The priority is to maintain/increase enrollment, and more so to retain the students at VCU. If the state approves a different budget later on budget cuts will be realigned based on performance, strategic initiatives, and academic growth areas.

She continued by sharing that \$16.7 million was used in FY2023 for the enrollment shortfall and and the increased use of financial aid for retention purposes in order to balance the budget. Ms. Gray showed the breakdown of the revenue and expenses summaries based on National Association of College and University Business Officers (NACUBO) classifications.

Ms. Gray explained that the \$22 million is part of the 5% reduction. This is the most conservative approach based on the biennial budget. A balanced budget has to be presented and approved therefore the biennial budget will be used -- \$732 million.

A motion was made to approve the Fiscal Year 2024 Budget as presented by Ms. Karol Kain Gray. The motion was seconded and was approved unanimously. Rector Dendy and the board thanked Ms. Gray for her and her team's work on navigating such a difficult time.

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

VCU BRAND

Mr. Grant Heston, Vice President for Enterprise Marketing and Communications, began his report with highlighting the work that VCU has done with the Uncommon brand and the future of it. The President and the board directed that Enterprise Marketing and Communications create a new and unifying brand for the VCU enterprise, both the university and the health system. In looking at Virginia residents awareness VCU ranks third behind Virginia Tech and University of Virginia, which is a good position to be in. However when looking at prospective students and their parents awareness VCU falls to sixth. VCU needs a brand that focuses on prospective students. In order to reach them VCU has to launch a modern, distinctive brand that appeals to those prospective student. VCU's competition spends more money on marketing and in order to compensate for that VCU has to focus on being distinctive, bold, breaking through the noise and forcing people to pay attention. VCU is unlike these kind of institutions, and that's because of the combination of access, inclusion, excellence, and location.

Mr. Heston continued with sharing that the brand was launched last fall with an on the ground series of events designed to feature students to get their stories. More than 2,000 photos were taken, 600 minutes of videos and testimonials were taken from students, faculty and staff, almost 15,000 T-shirts were handed out The VCU brand is unafraid, big and bold letters, crisp statements and photos that grab peoples attention. Mr. Heston shared ads, billboards, and social media posts. He emphasized that stories are important. The brand platform is very flexible and can be used in any number of formats to promote the successes of VCU's Schools and Colleges.

The outcomes of the investment in the brand have included growth in applications, favorable brand impressions, VCU considered a destination.

Mr. Heston continued by sharing that he and his team are working to create an enterprise brand for the health system that matches seamlessly with the university - bringing two historically separate branded entities together. He will have examples of the launch in September.

Quest goals continue to focus on awareness of Virginia school rankings, increasing the pool of students that apply to VCU, and shaping the students at VCU. A great opportunity VCU has is to market to local schools in the Richmond area.

Mr. Heston reminded the board that they are all influencers and asked that they continue to share what VCU is doing on social media and out in the community. The board recognized the tremendous work that Mr. Heston and his team have done since his arrival. The board requested that Mr. Heston provide a list/report of all of the accomplishments this year.

A copy of Mr. Heston's presentation is attached hereto as ***Attachment B*** and is made a part hereof.

VCU DA VINCI CENTER

Dr. Fotis Sotiropoulos, Provost and Senior Vice President for Academic Affairs, introduced Dr. Garret Westlake, Associate Vice Provost for Innovation. Dr. Westlake began by mentioning that the VCU da Vinci Center was started in 2007. VCU sits at the intersection of academic, experiential and experimental and is the only institution in the country that is willing to focus on these three things simultaneously. As an innovation unit, one of the center's strengths is agility. The center offers undergraduate certificates and product innovation venture creation and human center design and the first masters of product innovation program in the country. A joint degree program with the school of Nursing and health care innovation is also offered. Undergraduate credit hours in Da Vinci are up 61% from this time last year and graduate enrollment is up 27%. This was all done without any new funding from the institution. What drove a lot of this was looking at cross-disciplinary courses taught by multiple faculty members across departments ringing in individuals from industry. Dr. Westlake shared some student experiences and stories.

VCU attracts national attention for these graduates as well as really driving the local ecosystem. The work that Da Vinci does could not be done without corporate partnership. All of the things that are being done are heavily applied. They are driven in close connection with industry, and not only are these corporate partners contributing to best practices, they are providing insight on curriculum. They are providing projects for VCU students.

VCU was the first university in the country to design a space for students to practice entrepreneurship - the Shift Retail Lab. This has been one of the major drivers in enrollment growth. He shared exciting activities that have happened, none of which would have been possible without an incredibly supportive ecosystem. The da Vinci Center programs are free for students, faculty and staff and are sought after by corporations, which generate revenue for the university. VCU has the most unbelievable gritty students, which was seen through the pandemic - VCU students attended workshops, launched businesses while working other jobs throughout the pandemic.

The board emphasized that the VCU da Vinci Center is the future of education and applauded Dr. Westlake's incredible work.

A copy of the Dr. Westlake's presentation is attached hereto as ***Attachment C*** and is made a part hereof.

ADJOURNMENT

Mr. Parker recognized Mr. Jay Davenport and his team for . Rector Dendy recognized Eric Kolenich, reporter for the Richmond Times Dispatch. President Rao and incoming Rector Todd Hayore thanked Rector Dendy and Vice Rector Espinal for their tremendous work over the last two years.

There being no further business, Rector Dendy adjourned the meeting at 1:50 p.m.

ATTACHMENT A

VCU Board of Visitors

2024 Budget Review

KAROL KAIN GRAY

Senior Vice President & CFO

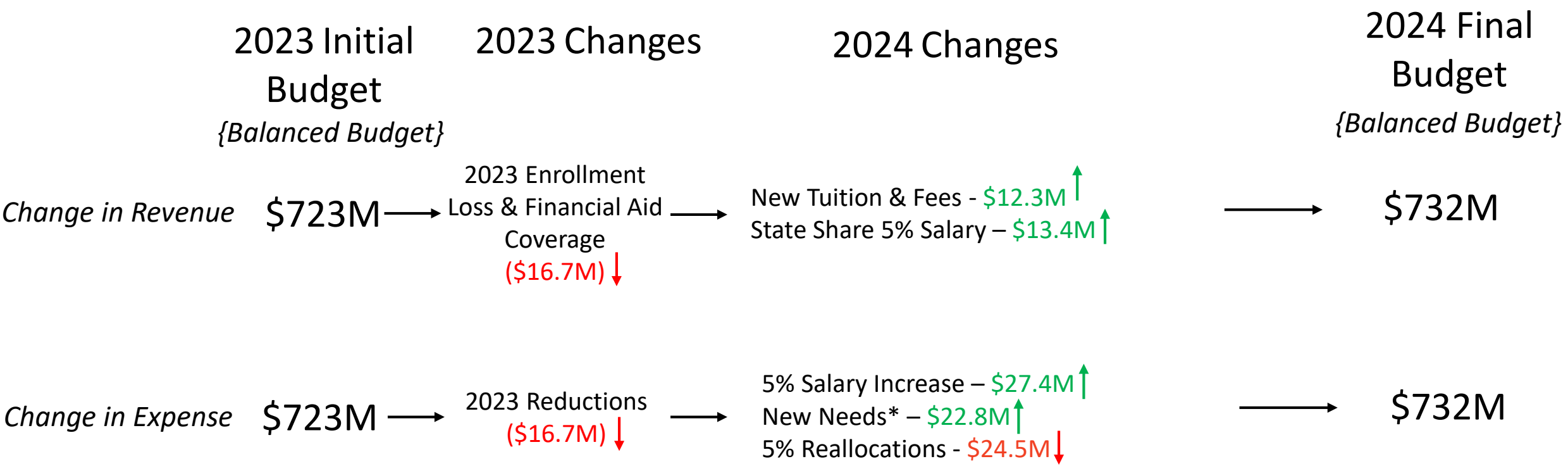
June 28, 2023

Updated 2024 Budget

Projected Tuition Increase		3%	3%
		5% Salary Plan	7% Salary Plan
New Tuition & Fees	\$	12,285	\$ 12,285
State 49% Salary Match		13,383	18,505
Tuition and Salary Revenue Growth		25,668	30,790
New Expense Needs		(50,216)	(60,460)
Net Position Before New State Funds		(24,548)	(29,670)
		Biennial	HouseSenate
		↓	↓↘
		-	10,63420,450
		↓	↓↓
Budget Reallocations		(24,548)	(19,036)(9,220)

Scenarios are in addition to FY23 3% Increase

2023 to 2024 Tuition, Fees & State Funds Change



*New needs include utilities (\$9M), Operational and compliance (\$3M), other aid/waivers (\$7M), Academic and student needs (\$2M) & other needs (\$1.8M)

FY23-24 Budget Plan – Revenue Summary *in thousands*

	Tuition, Fees & State Funds (E&G Programs)	Grants and Contracts (Sponsored Programs)	Auxiliary Enterprises (Housing & Dining)	Qatar Hospital Univ. Funds	Student Financial Assistance	Total University	Change from Updated 2022-23 Budget Plan	
							Amount	Percent
Direct Appropriations	\$ 264,531	\$ 21,513	\$ -	\$ -	\$ 53,032	\$ 339,076	\$ 3,290	1.0%
Student Tuition and Fees	444,804	-	65,053	-	-	509,857	(4,449)	-0.9%
Grants and Contracts	14,034	319,071	-	-	34,105	367,210	(51,086)	-12.2%
Gifts and Investment Earnings	100	-	5,551	62,000	-	67,651	7,006*	11.6%
Sales and Services	6,483	-	91,932	95,488	-	193,903	13,020	7.2%
Other Sources	2,446	-	150	10,267	-	12,863	(6,123)	-32.3%
Total University Sources	\$ 732,398	\$ 340,584	\$ 162,686	\$ 167,755	\$ 87,137	\$ 1,490,560	\$ (38,342)	-2.5%
<i>Total University Sources FY 2023</i>	\$ 723,098	\$ 398,862	\$ 160,890	\$ 154,480	\$ 91,572	\$ 1,528,902		

*Decrease in total university sources due to reduction of sponsored programs related to the end of federal stimulus funding

FY23-24 Budget Plan – Expense Summary *in thousands*

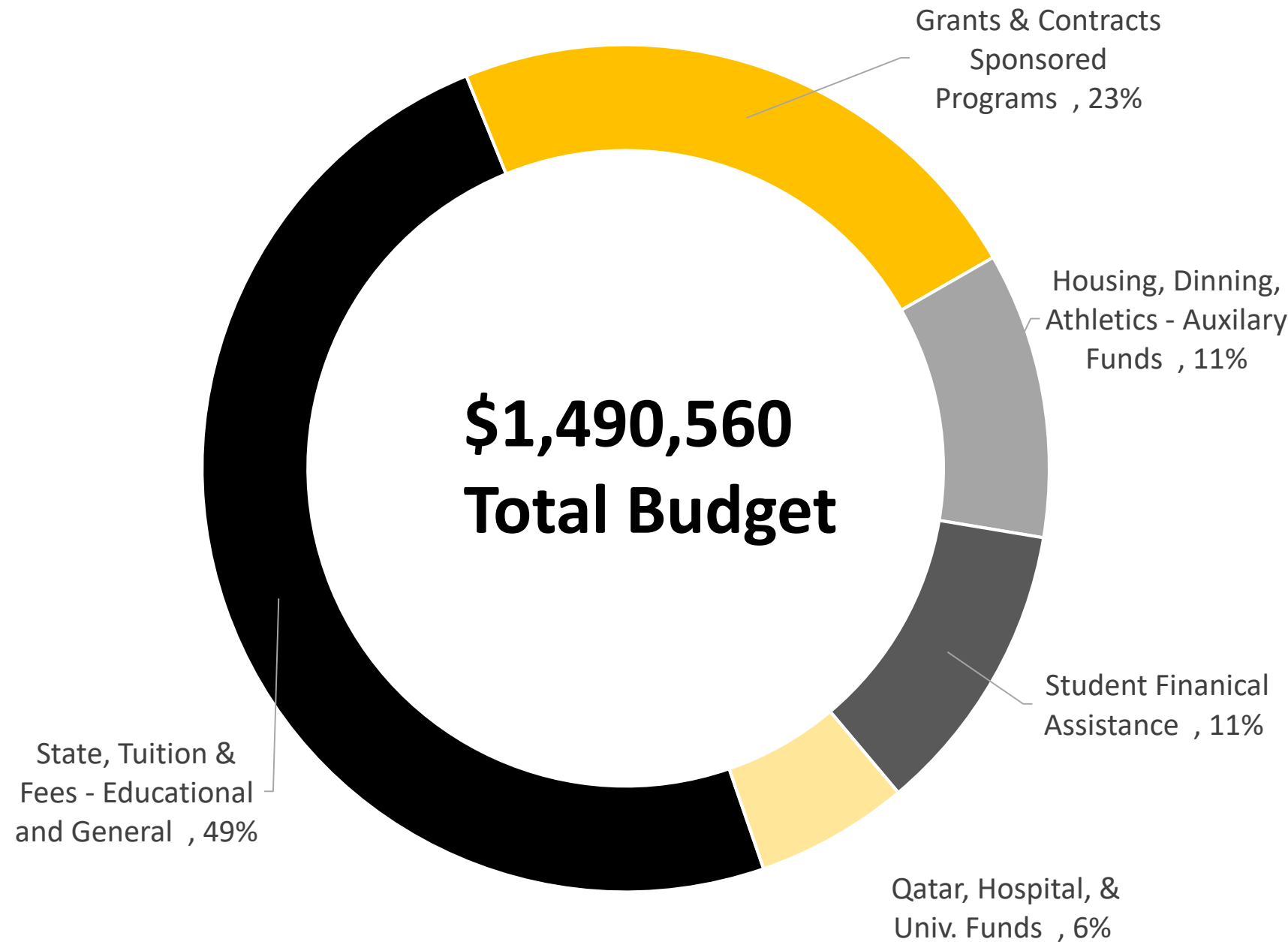
	Tuition, Fee, & State Funds (E&G Programs)	Grants and Contracts (Sponsored Programs)	Auxiliary Enterprises (Housing & Dining)	Qatar Hospital Univ. Funds	Student Financial Assistance	Total University	Change from Updated 2022-23 Budget Plan	
							Amount	Percent
Instruction	\$ 293,267	\$ -	\$ -	\$ 49,572	\$ -	\$ 342,839	\$19,922	6.17%
Research	24,568	330,805	-	32,538	-	387,911	(\$38,168)	-8.96%
Public Service	3,919	-	-	3,395	-	7,314	\$654	9.82%
Academic Support	168,632	489	-	15,151	-	184,272	(\$13,417)	-6.48%
Student Services	17,101	-	-	971	-	18,072	\$1,129	6.66%
Institutional Support	118,154	4,373	-	1,563	-	124,090	\$6,034	5.55%
Operation and Maintenance of Plant	75,305	3,201	-	1,801	-	80,307	\$9,933	14.11%
Scholarships and Fellowships	56,000	1,716	-	11,864	87,137	156,717	\$11,414	7.86%
Auxiliary Enterprises	-	-	162,686	-	-	162,686	(\$6,175)	-3.66%
Hospital Services	-	-	-	50,900	-	50,900	\$3,742	7.94%
Reallocations (5%)	(\$24,548)							
Total University Uses FY 2024	\$ 732,398	\$ 340,584	\$ 162,686	\$ 167,755	\$ 87,137	\$ 1,490,560	\$ (38,342)*	-2.5%
Total University Uses FY 2023	\$ 723,098	\$ 398,862	\$ 160,890	\$ 154,480	\$ 91,572	\$ 1,528,902		

*Decrease in total university sources due to reduction of sponsored programs related to the end of federal stimulus funding

FY2024 All Funds Budget



VCU FY2023 All Funds Budget



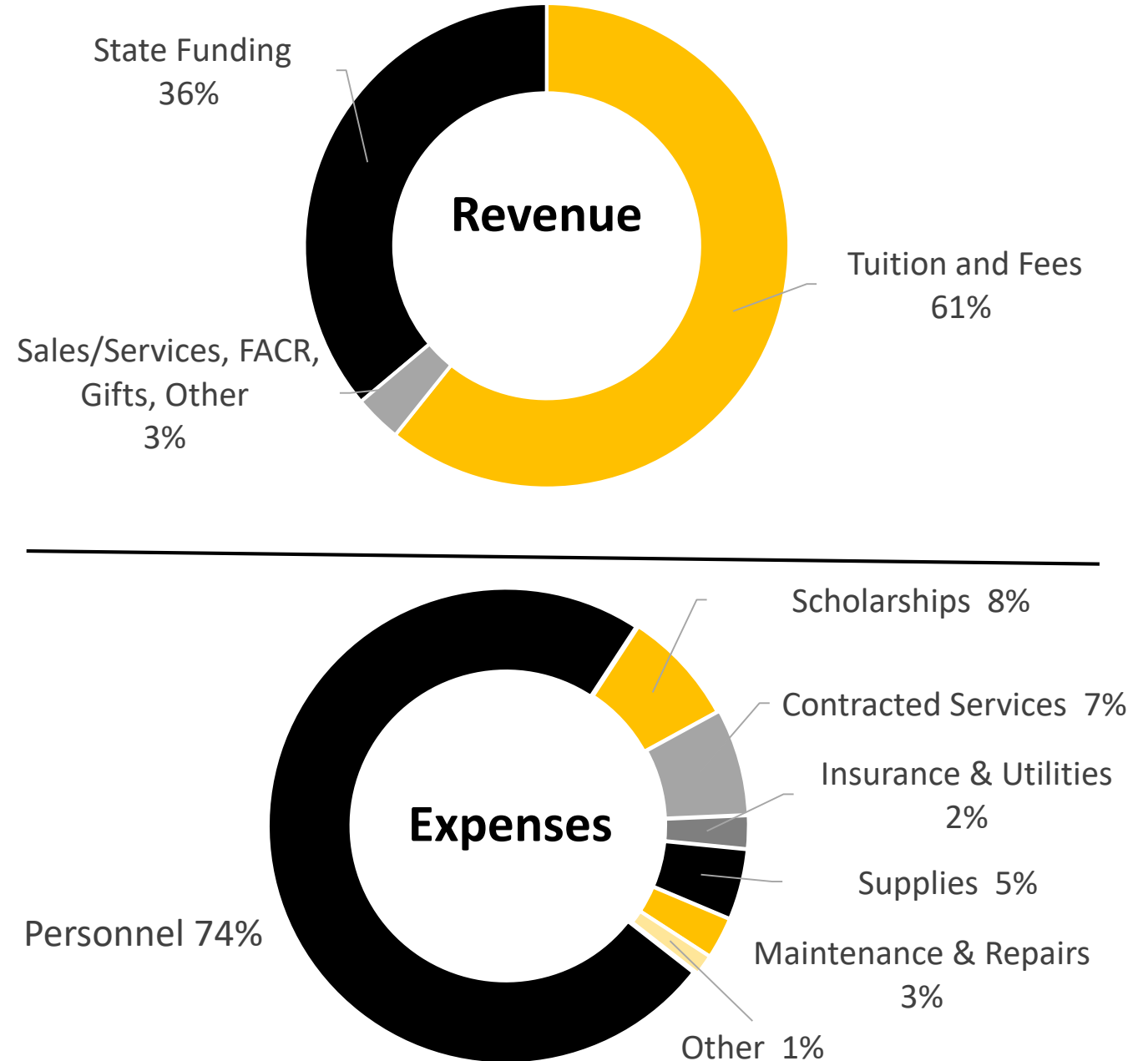
State, Tuition & Fees (Educational & General)

Budgeted revenue gains:

- 3% tuition increase - \$12.3M
- State support increase (5% salary) - \$13.4M

Expenditure growth includes:

- 5% Salary Increases - \$27.4M
- State-mandated waivers & other aid - \$7M
- New facilities, maintenance, and utility rate increases - \$9M
- Academic, operational & compliance needs - \$6.8M
- 5% Budget Reallocations – \$24.5M



Grants & Contracts

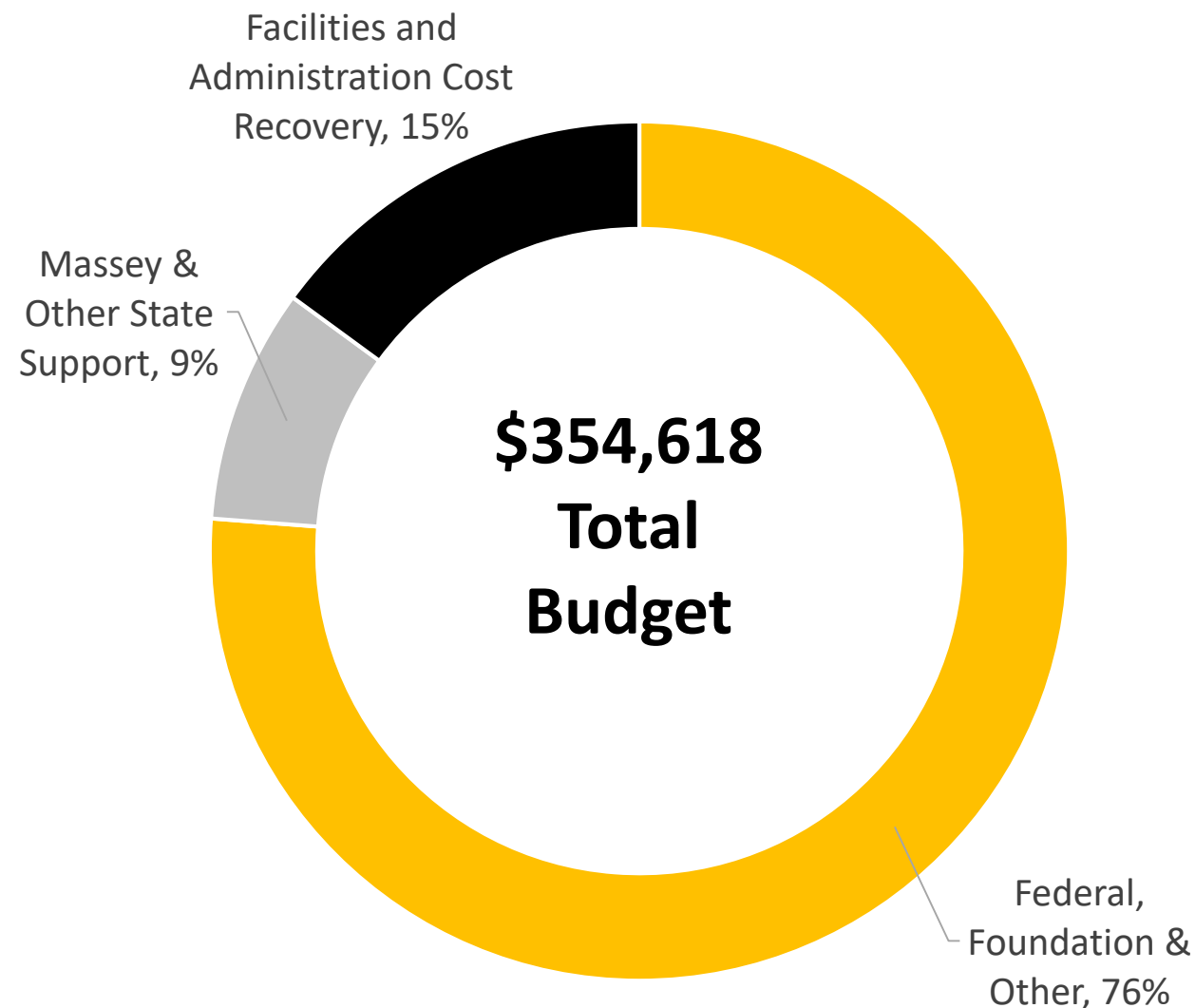
(Sponsored Programs)

Budgeted research expenditures

- FY18 \$225M to FY24 \$354M
- 57% increase in budget over the past 5 years

Significant grants awarded or expected include:

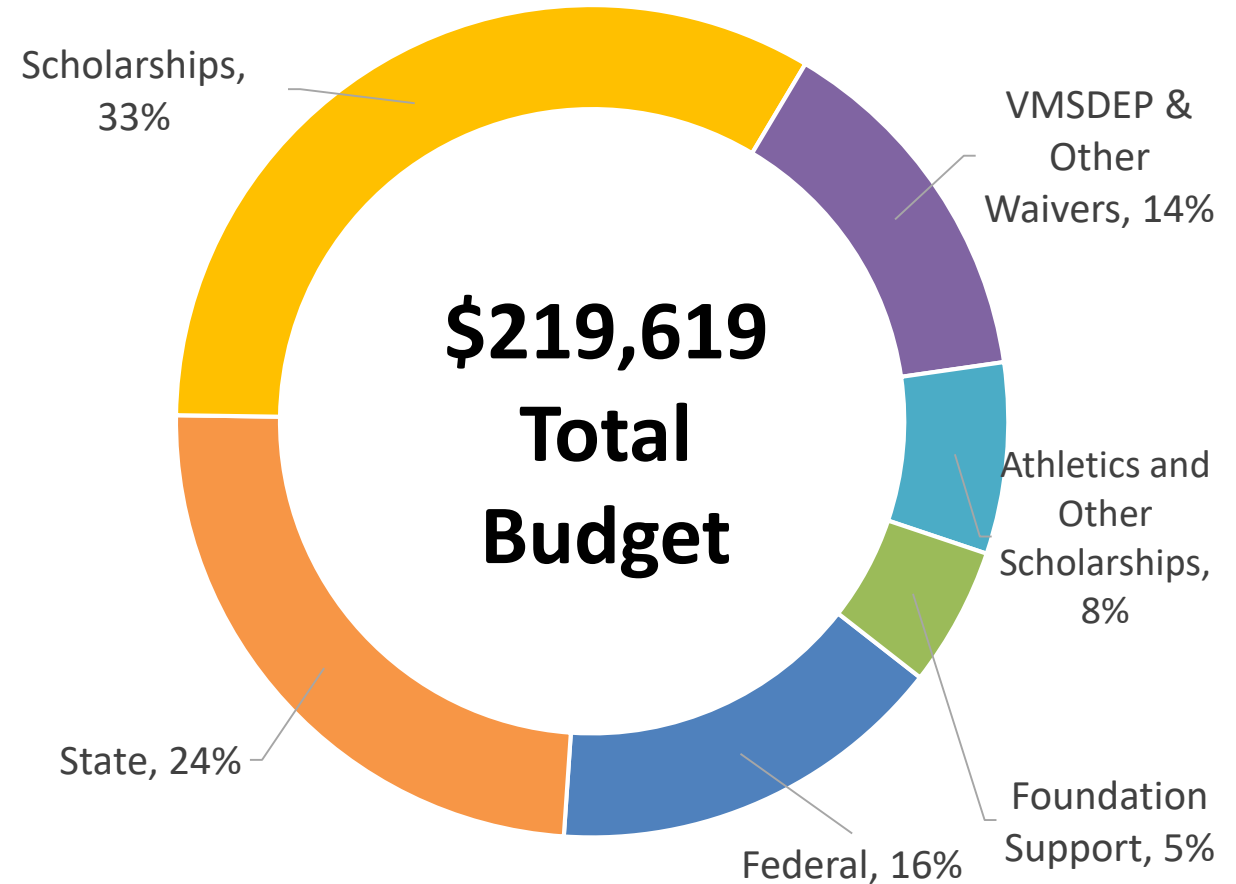
- CTSA (Translational Sciences) renewal (\$4M Per Year)
- M4All Gates renewal (\$4M Per Year)
- Massey Cancer Center renewal and Comprehensive Status designation(\$2.4M Per Year)



Financial Aid Total Sources

- \$87.1M in Federal and State support
- Other federal funds support Pell and work-study with an \$11.3M increase in State funding
- \$73.2M institutional funding
- \$31.1M in institutional funding for undergraduates, non-residents and military waivers
- \$16.4M athletics & Other
- \$11.8M university support

Note: Summary of all funds only reflects Federal & State support



Auxiliary Funds

Total Uses

Student Services & Athletics

- Support 5% salary increases
- Support new NCAA requirements
- Support expansion in telehealth and counseling services
- Return to pre-pandemic levels for operations in athletics, student activities, recreational sports, counseling, etc.

Dining

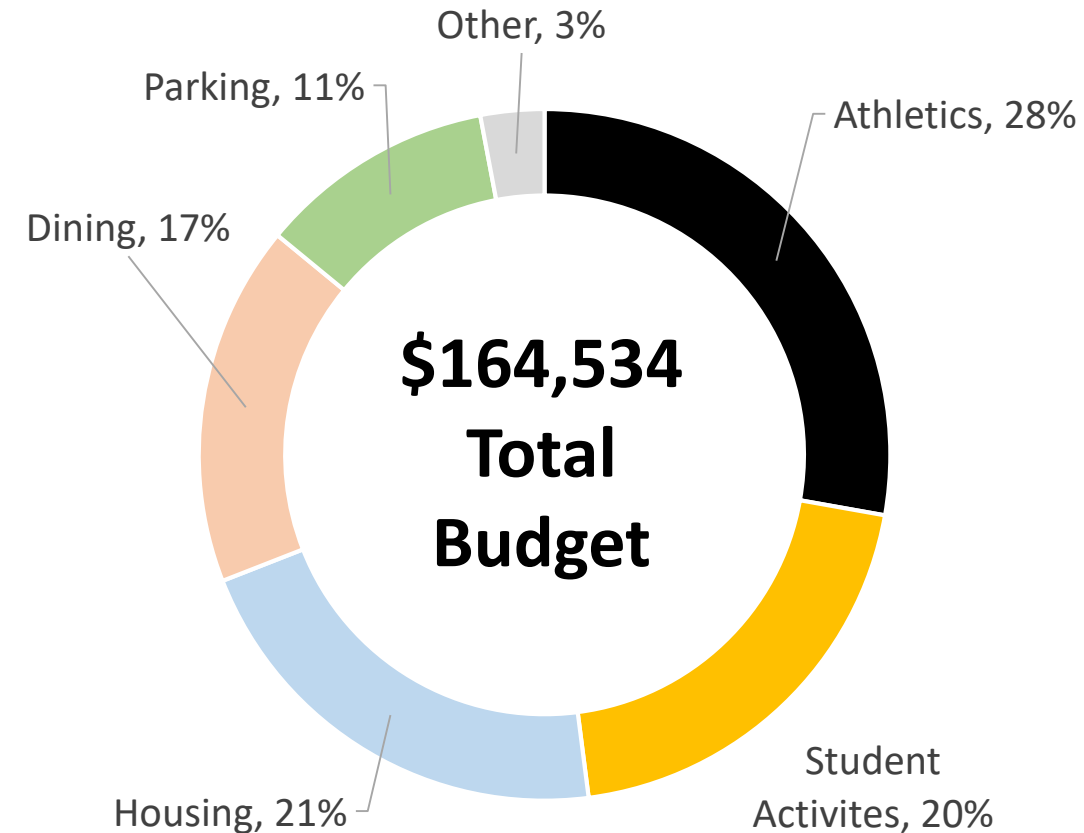
- Provide base salary increases to front-line staff
- Support facilities & utility increases
- 10% increase in average plan rates of which 7.4% is contracted CPI increase to dining service provider

Housing

- Salary increases, large utility rate increases and contractual services
- 7.5% increase in most typical plan
- Revenue generation has reached pre-pandemic levels

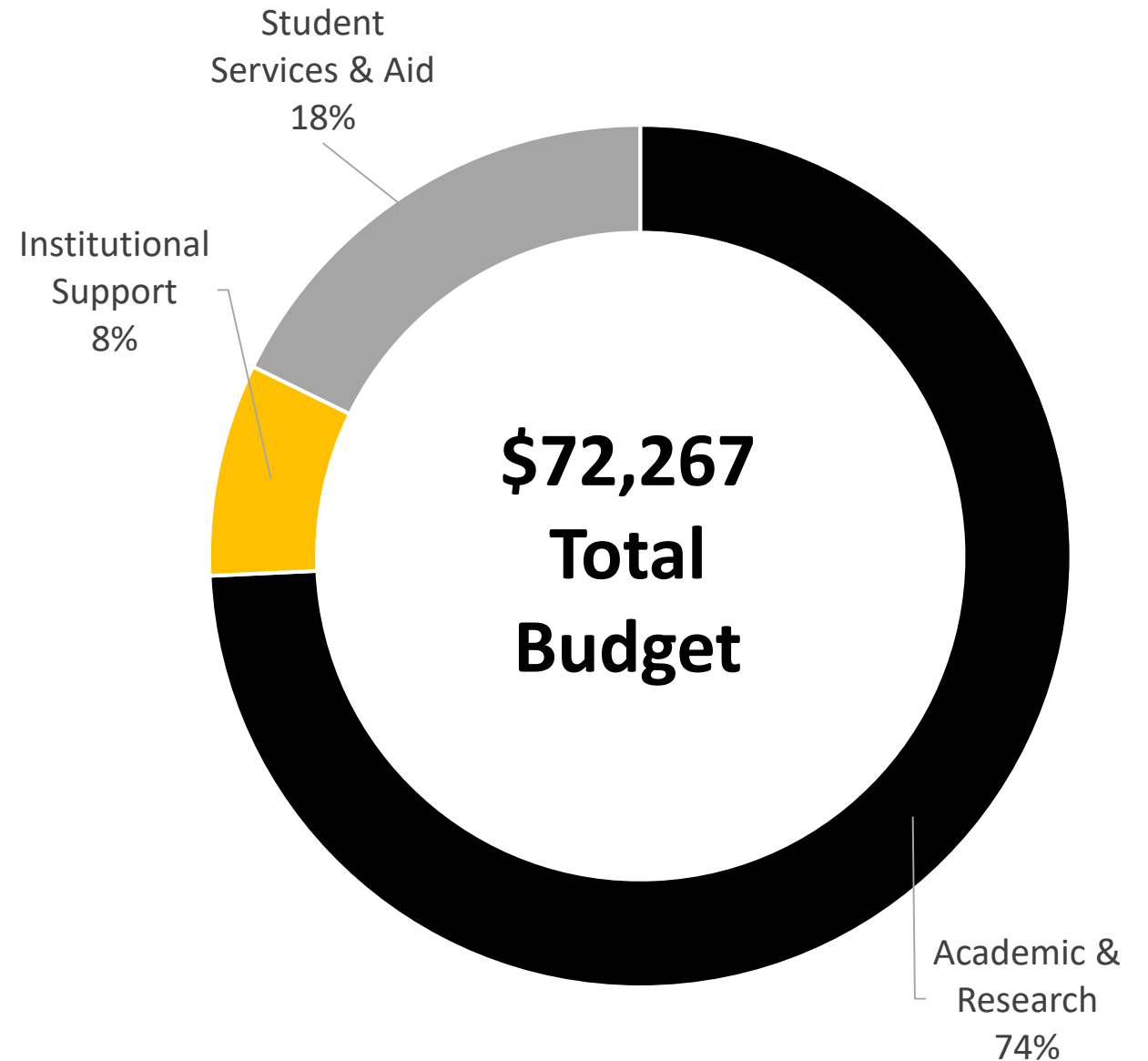
Parking

- 1% increase in student plan
- Support facility renovations and increased maintenance costs



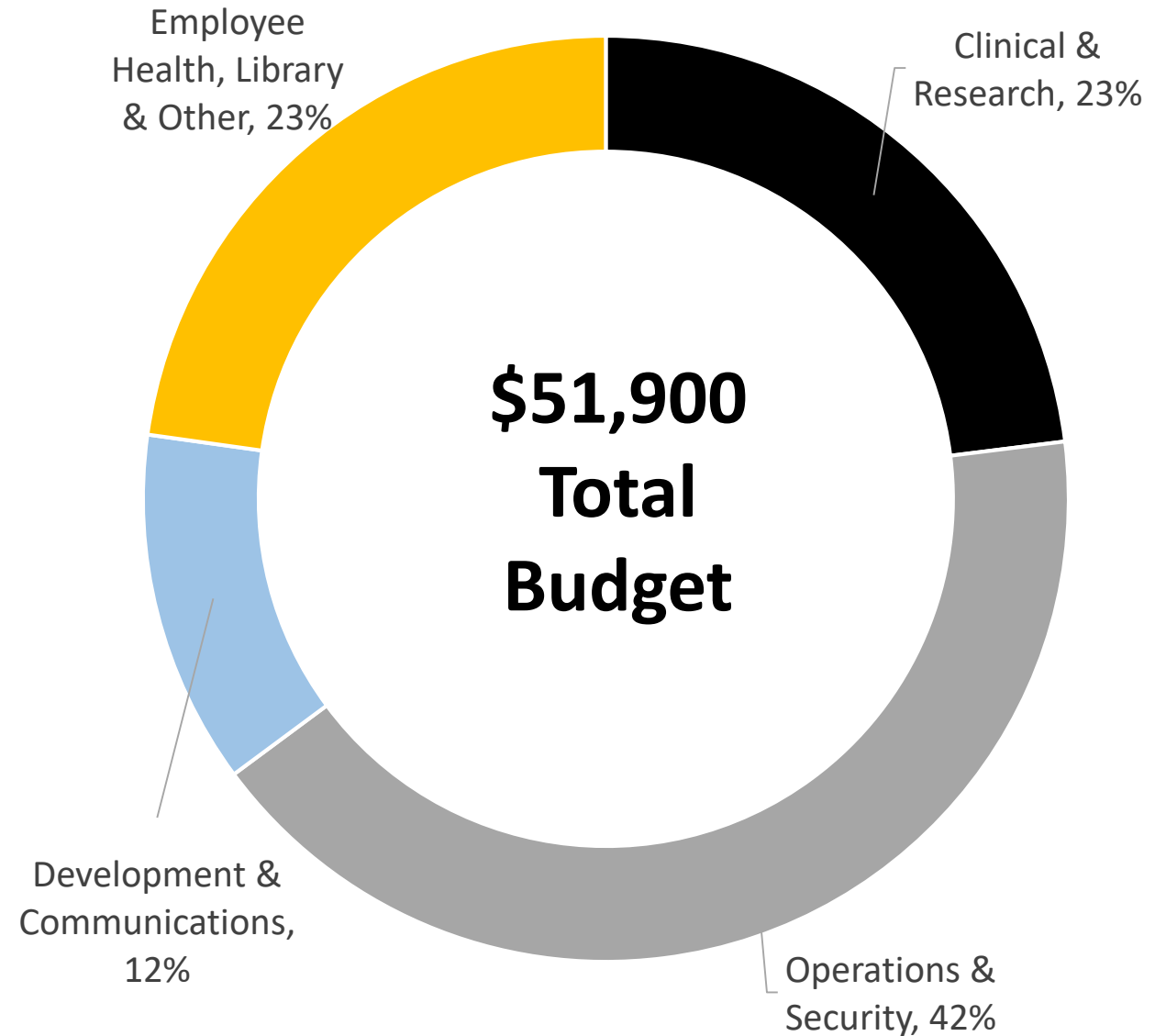
University Funds Total Uses

- Gift and investment income support comes from foundations and focuses on academics and research
- Approximately \$13M is budgeted for student support
- Growth in funds from new Stravitz-Sanyal Institute for Liver Disease and Metabolic Health



Hospital Services Total Uses

- Research and clinical services include all health sciences schools plus Massey
- Operation and security includes utilities, telecom and police services
- Development and communications are coordinated across VCU Health and university



ATTACHMENT B

UNCOMMON

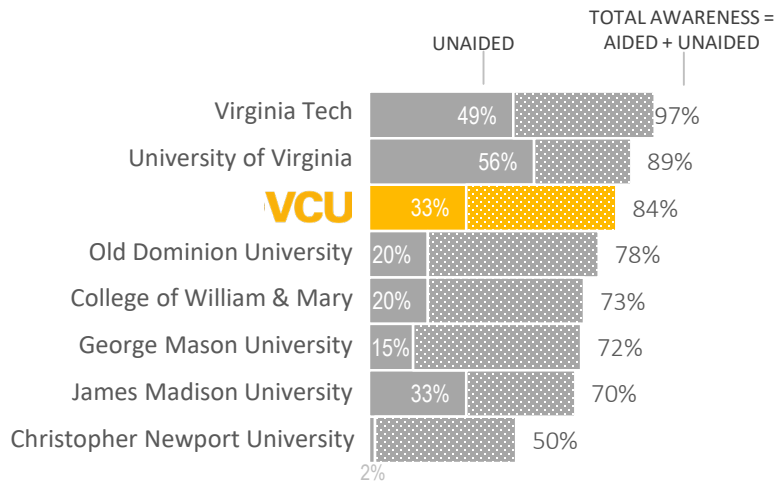
BRAND UPDATES

June 28, 2023

Among all Virginia residents, VCU ranks third for total awareness

VA resident

AWARENESS OF VA SCHOOLS



Base: VA Resident (100).

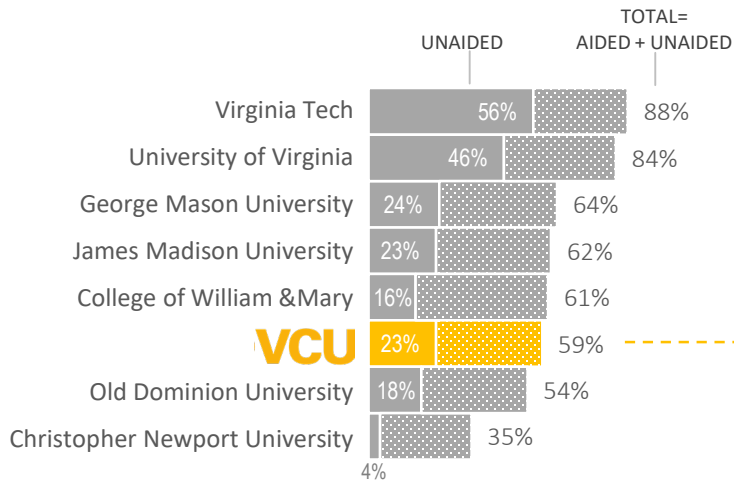
Q. When you think of colleges and universities that are located in Virginia, which institutions come to mind?

Q. Which of the following colleges and universities, if any, were you aware of before taking this survey?

Among Virginia parents and students only, VCU ranks sixth for total awareness

Prospective
parents &
students

AWARENESS OF VA SCHOOLS



Students are driving VCU's drop in awareness in Virginia:

Total awareness:

Parents = 72% | Students = 45%

Base: VA prospective parents & students (200).

Q. When you think of colleges and universities that are located in Virginia, which institutions come to mind?

Q. Which of the following colleges and universities, if any, were you aware of before taking this survey?





UNCOMMON





UNAFRAID UNSTOPPABLE UNDERSTANDING
UNCOMMON
UNLIMITED PERSONAL
UNEXPECTED UN
UNEQUALLED



UNCOMMON

2,000+ PHOTOS



600

MINUTES OF VIDEO

A man in a white shirt and glasses is handing out yellow t-shirts at an outdoor event. He is holding a yellow t-shirt up, showing it to a young man in a grey shirt. In the background, there are other people, trees, and a large building with columns. The text "14,803 SHIRTS GIVEN AWAY*" is overlaid on the image.

**14,803 SHIRTS
GIVEN AWAY***

***NOT ALL BY GRANT**



300+

UNIQUE PIECES OF CREATIVE

Why More Deans



Janeen Hill, Ph.D.
Dean, Crean College of Health and
Behavioral Sciences.

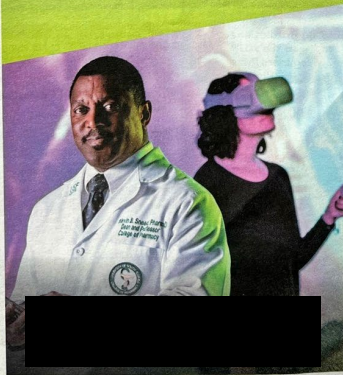
HERE TO LEAD THE FUTURE.

Founding Dean Janeen Hill, Ph.D., is committed to new models of care, with leading-edge technology and community partnerships. The college is educating our students today to become the healthcare professionals of tomorrow.

A Future Without Limits.

At the [redacted] we hire the best in every field so our students can learn from those who are shaping the future and pushing the limits of research. Those who aren't afraid to question norms to pioneer new ones. That's why our world-class team of more than 2,000 faculty is a collective power advancing communities and shaping higher education for the future. Located in [redacted] for innovation and economic opportunity.

See what could be at [redacted]



POWERING DISCOVERY

There is a disconnect between our growing demand for energy and the unsustainable supply available. It will take bold, imaginative solutions to power our future. [redacted] are building on the Toledo region's 30-year legacy in commercializing solar energy to develop more efficient renewable technologies.



Randall Ellingson, Ph.D., is developing new solar technology for the U.S. Air Force that is lightweight, flexible, highly efficient and durable to power space vehicles using sunlight.

Yanfa Yan, Ph.D., is developing solar cells that are accelerating at record levels the conversion of the sun's energy into electricity with support from the U.S. Department of Energy.

Dr. Yan is part of an international team of researchers who discovered a single material that produces white light that could replace the phosphors used in LED lights.

Toledo was chosen to host a National Lab Day 2019, connecting academic experts with leading scientists from the U.S. Department of Energy.

FUELING TOMORROWS

WE ARE UNAFRAID

Sometimes the most important research happens in places you least expect. With a school record \$400 million in research funding, we're not afraid to get our hands, or everything else, dirty.

Welcome to VCU. A world **unlike** any other.

VIRGINIA COMMONWEALTH UNIVERSITY



VCU

YOU ARE UNSTOPPABLE.

As a VCU student, you choose to challenge traditional thinking. Ignited by the energy of the city, you're preparing to lead industries. Or disrupt them. To undo the status quo. That's what makes you unstoppable.

You are a RAM — from a world **unlike** any other.



VCU

VIRGINIA COMMONWEALTH UNIVERSITY

VCU is an equal opportunity/affirmative action institution.

UNLOCKING THE FUTURE

We're prototyping the future through unexpected collaboration. Groundbreaking initiatives like the **da Vinci Center for Innovation**, the **SHIFT Retail Lab** and the **Entrepreneurship Academy** use academic, experiential and experimental tools to promote digital literacy, complex problem-solving and creative communication.

Connecting technology and the human experience in unconventional ways prepares our students for tomorrow's needs.

Welcome to VCU. A world **unlike** any other.



VIRGINIA COMMONWEALTH UNIVERSITY



VCU

VCU is an equal opportunity/pollination of race institution.

WE ARE
MOVED BY THE
UNEXPECTED.



VCU

**BEST
COLLEGES**

U.S. News

MOST INNOVATIVE
2022-2023

THE BADGE HAS SPOKEN.

*One of America's most
innovative universities*



VCU

KEY OUTCOMES

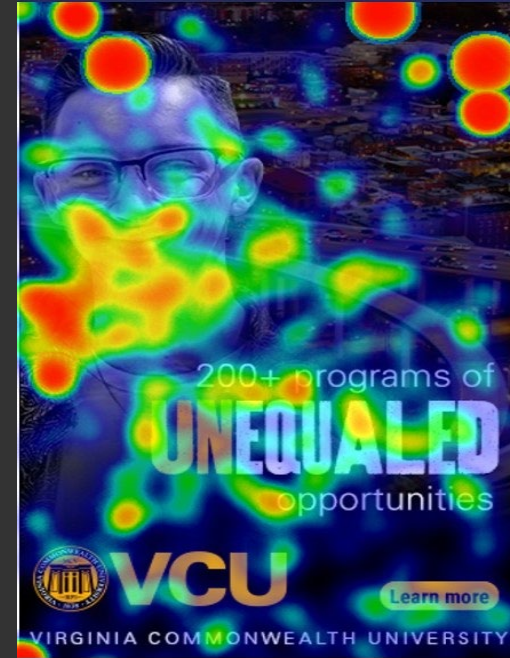
HELPED DRIVE

20,311

APPLICATIONS



Creative Testing Heat Maps



The darker colors indicate higher intensity of eye gaze on a particular area.
(Red > Yellow > Green > Blue)



169,000,000+

IMPRESSIONS

Collegiate Advertising Awards



BOSTON
COLLEGE





332

NATIONAL
MEDIA STORIES

THE CHRONICLE
OF HIGHER EDUCATION



VCU

NATIONAL
SPOTLIGHT ON VCU



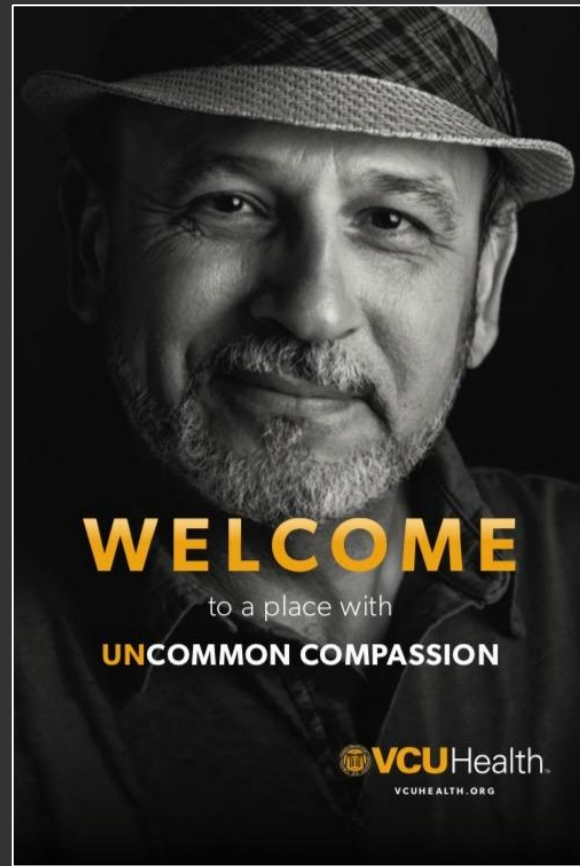
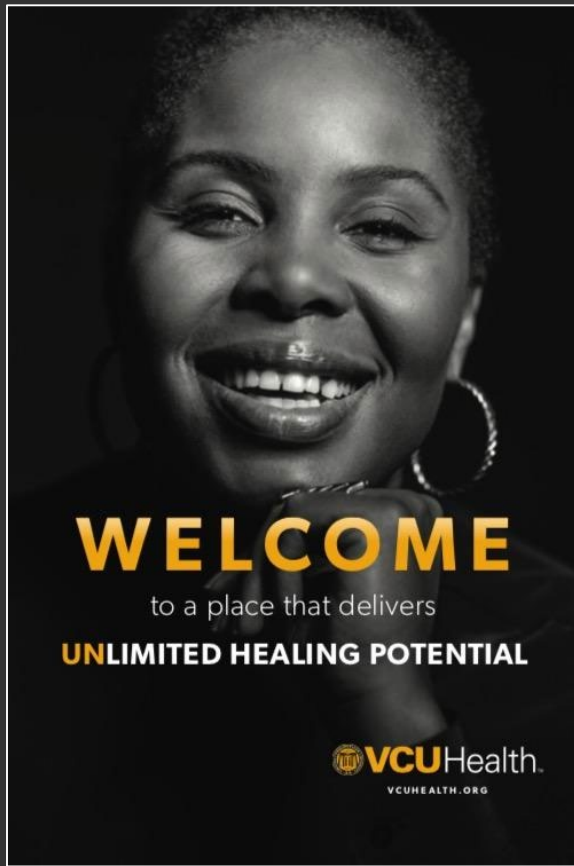
WHAT'S NEXT



VCUHealth™

BRAND LAUNCH





YOU ARE
UNSTOPPABLE



VCUHealth™

Proud to be this year's medical sponsor.
See you on race day!



**NOTHING
SLOWS ME DOWN.**

 Children's
Hospital
of Richmond at **VCU** I'm **Unstoppable.**



**CANCER IS
FIGHTING ME.**

I'm **Unstoppable.**  Children's
Hospital
of Richmond at **VCU**



**POWERED
BY BREAKTHROUGH
GENE
THERAPY AND **KNOCKOUT
BRAVERY.****

I'm **Unstoppable.**  Children's
Hospital
of Richmond at **VCU**

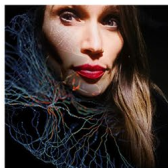


**SURGERY
IS TOUGH.
GIRLS ARE
TOUGHER.**

I'm **Unstoppable.**  Children's
Hospital
of Richmond at **VCU**



You're not like any other student. VCU isn't like any other university.



"I thought it would be helpful to use film to tell stories with scientific undertones. I'm able to teach people even though they don't know they are learning. I feel we need to share our knowledge and science with the world so everybody can understand it."

Charlotte Wincott worked for 10 years as a musician and performer. She majored in psychology and took pre-med classes at VCU. And earned a Ph.D. in neuroscience and a postdoc in addiction studies. As a filmmaker and neuroscientist, she's now weaving together stories about people, science, and mental health in a way that few others can.

UNTOLD POSSIBILITIES.

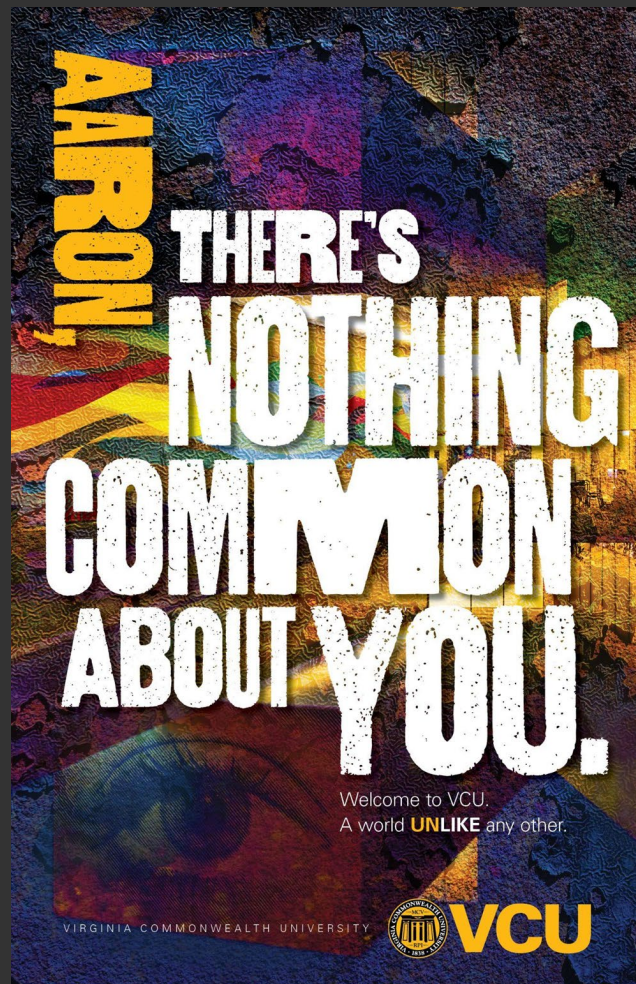
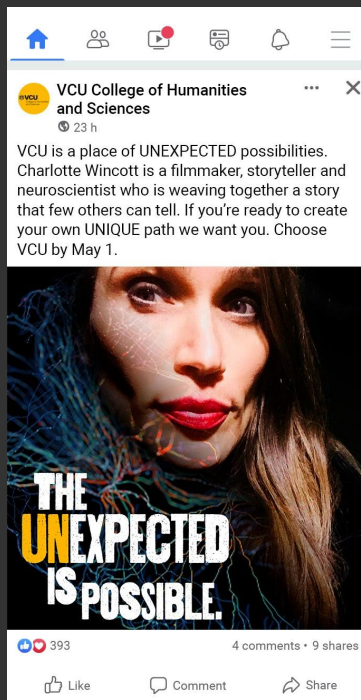
Home to more than 50% of VCU's undergraduates, the College of Humanities and Sciences is THE place for interdisciplinary collaboration and unexpected innovation. We take a creative mindset – combining art, science, entrepreneurship and more – to help you uncover ideas that others can't. And we're here to help you find your way.

The College of Humanities and Sciences enrolled **62,016** students in **803** different courses last fall.

VCU is a university **UNLIKE** any other – and we're ready for you to join us.

[Choose VCU](#)

[Attend an Open House](#)



UNEQUALED
in excellence.



TOP 30
for
INNOVATION



**DIVERSITY
CHAMPION**



TOP 50
**RESEARCH
UNIVERSITY**



UNCOMMON
by design.





THANK YOU!

UNCOMMON

BRAND UPDATES

June 28, 2023

VCU dA VINCI CENTER FOR INNOVATION

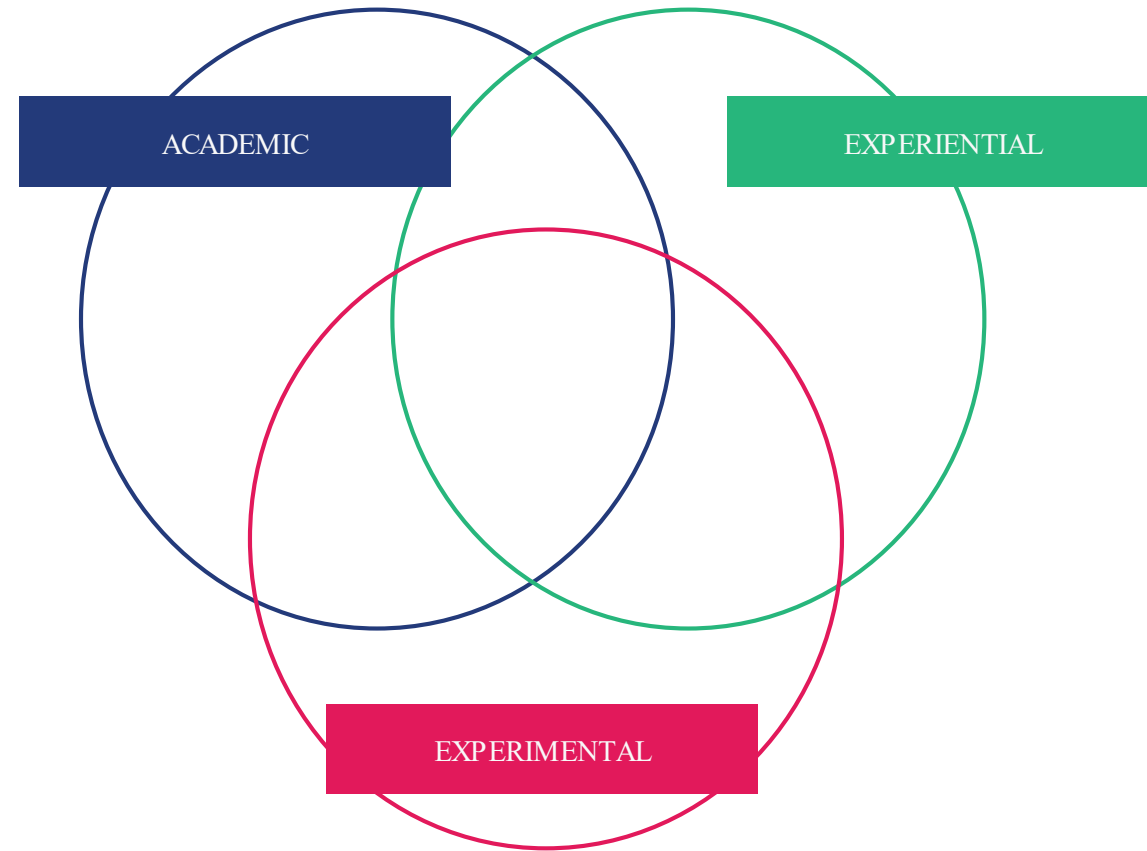
Dr. Garret Westlake
Associate Vice Provost for Innovation
Executive Director, da Vinci Center for Innovation

ATTACHMENT C

Charter

The da Vinci Center for Innovation is prototyping the future of higher education through cross-disciplinary academic, experiential, and experimental learning opportunities.

Measured by advancements in the human condition and the application of real-world knowledge and skills.



1. Be Student Focused

Create opportunities for all students to learn and apply new knowledge.

2. Enable Cross-Disciplinary Collaboration

Value and promote a cross-disciplinary approach to innovation and problem-solving.

3. Empower Innovative Ideas

Encourage new ideas that transform the way people think.

4. Bridge Classroom and Community

Enable practice and mastery that generates real world value with our partners.

5. Lead With Empathy

Be human centered and advance empathy as a critical component of innovation and design.

6. Foster Inclusive Communities

Remove barriers and connect diverse innovators and leaders in an effort to expand and strengthen ecosystems.

7. Value Entrepreneurship

Advance new ideas and lasting change through sustainable and equitable enterprises.

8. Embrace Failure

Encourage and celebrate risks that are human centered and contribute to new insights and knowledge.

9. Leverage Data

Support data driven decisions and experiments that are equitable and inclusive.

10. Transform Education

Advance teaching and learning that is grounded in curiosity and is expressed through real world applications and impact.

Aspirations

The students, faculty, and staff that make up the da Vinci Center community aim to create a culture of curiosity in everything they do. We believe that learning happens at the intersection of curiosity and collaboration. Our charter and design aspirations guide us in the work that we do.

A solid dark blue vertical bar on the left side of the page.

A c a d e m i c

ACADEMIC PROGRAMS

UNDERGRADUATE

- Undergraduate Certificate in Product Innovation
- Undergraduate Certificate in Venture Creation
- Human-Centered Design Courses

GRADUATE

- Master of Product Innovation (MPI)
- Graduate Certificate in Health Care Innovation



GRADUATE STUDENTS



Alana Wiljanen '23, **Jameira Saylor** '23, and **Perry Lee** '23 work on a dental shroud as part of a product innovation project in collaboration with the VCU School of Dentistry. The dental shroud they developed will alleviate a national shortage of dental shrouds and improve clinical instruction and dental education by offering a more realistic and durable training environment.

ALUMNUS

ISAIAH HARVIN

- BS in Marketing '18
- Certificate in Product Innovation '18
- Master of Product Innovation '20
- Senior Product Manager for Disney Streaming
- Co-Organizer of ProductTank RVA
- Chair, da Vinci Alumni Board



Our Corporate Partners



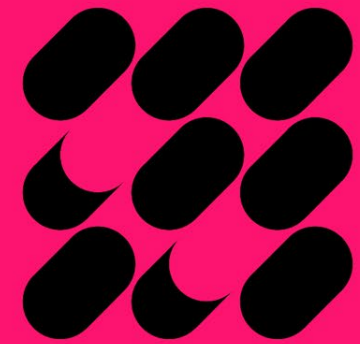


Experiential

FAST COMPANY'S 2022 WORLD CHANGING IDEAS AWARD

- Shift Retail Lab
- Honorable Mention:
Urban Design Category

FASTCOMPANY



**World
Changing
Ideas**
2022

► HONORABLE
MENTION

URBAN DESIGN

**SHIFT RETAIL
LAB AT VCU**



SHIFT RETAIL LAB

2022 -2023

External Events + Mtgs	121
da Vinci Events	83
Shelfie Events	17
Shelfies	145+
*Interns	13
~People in the door	9,000+



Experimental

APLU Grant



VCU Entrepreneurship Academy

The VCU da Vinci Center for Innovation is pioneering a new model of delivering 21st-century innovation and entrepreneurship skills. Through an APLU Grant in 2021, the VCU da Vinci Center partnered with the Jackson Ward Collective, VCU REAL, and Activation Capital to form the 'VCU Entrepreneurship Academy,' consisting of a blended learning environment where students and entrepreneurs from the local community will learn and work together.

Micro-
Credentials

Art of
the Pitch

Introduction to
Business
Model Canvas

Introduction
to Design
Thinking

Introduction
to Change
Management

Digital
Literacy for
Entrepreneurship

Over
1600
Completed

Scaling the da Vinci Experience

- Academic Pilots
 - LEGO® SERIOUS PLAY®
 - Podium Education
- Public Private Partnerships
 - Corporate Innovation Grants
 - Resilience Education
 - Academic Impressions





2nd Annual ProductFest at the Dominion Energy Center



STAY IN TOUCH!



Garret Westlake, PhD

Associate Vice Provost for Innovation

Executive Director of the da Vinci Center for
Innovation

Professor of Management and Entrepreneurship

