VCU

VIRGINIA COMMONWEALTH UNIVERSITY

VIRGINIA COMMONWEALTH UNIVERSITY
BOARD OF VISITORS
December 8, 2023
James Branch Cabell Library
901 Park Avenue – Room 303
Richmond, VA

MINUTES

DRAFT

BOARD MEMBERS PRESENT
Mr. Todd Haymore, *Rector*
Mr. Andy Florance, *Vice Rector,* entered at 12:10 p.m.
Mr. Anthony Bedell
Mr. Steven DeLuca
Mr. H. Benson Dendy III
Hon. Peter Farrell
Ms. Ellen Fitzsimmons, departed at 2:30 p.m.
Dr. Dale Jones
Ambassador Carmen Lomellin
Mr. Edward McCoy
Rev. Tyrone Nelson, entered at 12:43 p.m. and departed at 3:54 p.m.
Mr. Keith Parker, departed at 3:35
Dr. Tonya Parris-Wilkins
Dr. Clifton Peay
Mr. P2 Sandhu

BOARD MEMBERS ABSENT
Ms. Rooz Dadabhoy

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, Audit and Compliance Services*
Presidential Cabinet of VCU
VCU students, faculty and staff
Members of the Media

CALL TO ORDER
Rector Todd Haymore called the meeting to order at 12:06 p.m. 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 recognizing the 2,500 students receiving degrees the following day. Commencement ceremonies celebrate what the board is here for - to provide a meaningful educational experience that leads to future success of students. He spoke about Dr. Sethuraman Panchanathan, director of the U.S. National Science Foundation (NSF) as commencement speaker and recipient of an Honorary Doctor of Humane Letters degree and Ms. Kathleen Luke and Mr. John Luke as recipients of the Edward A. Wayne medal.

He identified board events that took place this semester including the Project Gabriel reception, basketball games, the board alumni reception, the board retreat, and the joint VCU Board of Visitors and VCUHS Board of Directors meeting to review the Joint Task Force work with the Chartis consultants. He mentioned that he attended the Higher Education Summit on Free Speech and Intellectual Diversity in Charlottesville with the President, Provost, and others.

He reminded the board that the university is undergoing its every ten years accreditation review (reaffirmation) with Southern Association of Colleges and Schools ("SACSCOC") - an institutional accreditor recognized by the U.S. Department of Education. The accreditation is critical to VCU's operations and reputation as a premier university and ensures VCU's access to federal funding and affirms VCU's commitment to excellence in education, research, and service. The board is a critical element in the success and evidence of its sound governance is an important component of a successful accreditation process. The Rector let everyone know that he and one other board member will be participating in the visit.

Rector Haymore continued by recognizing the staff that works tirelessly on the logistics of the board meetings and supporting board members to ensure meetings are efficient and effective.

Lasty, Rector Haymore reminded the board that they take great pride in being recognized by the Partners for College Affordability and Public Trust as having the highest scoring among Virginia's public institutions of higher education for board transparency, accessibility and receptivity to students and the public. The board works intentionally to improve board transparency, especially access to meetings and information. With strong support from the president and his staff, the board has been able to become a model governing board for higher education in Virginia.

PUBLIC COMMENT PERIOD

Ms. Chelsea Gray reminded the board and public that the meeting was noticed and per board procedures it allowed for a public comment period at this meeting as well as for submitting written comments. She stated that as of that morning there had been no requests to speak nor were any written comments provided. She asked if anyone present wanted to speak and hearing none she concluded the public comment period.

PRESIDENT'S REPORT

President Rao began by sharing the many fronts of which 2023 was VCU's best year. VCU had a record freshman class this fall with 4,600 students, was designated one of the top 20 most innovative public universities, VCU Massey Comprehensive Cancer Center won comprehensive

status (one of just 56 in the nation and two in Virginia), opened the new STEM building and the Children's Tower, and the continued growth of the Stravitz-Sanyal Liver Institute. VCU has received great recognitions including the APLU's Innovation and Economic Prosperity Talent national awards and VCU Career Services won the inaugural Handshake Career Spark Award. President Rao thanked the VCU Health System team for the turnaround in VCU Health's financial balance - a positive operating margin of $36 million between July and September.

He shared his excitement for VCU rising to number 47 of the National Science Foundation HERD rankings and thanked Dr. Sriram Rao, Provost Sotiropoulos, Dr. Levy and faculty and students.

Looking to the future applications for Fall 2024 are up over this record-breaking fall and initial numbers for the "Guaranteed University Admissions Program" indicate that it is performing well all thanks to Dr. Hernan Bucheli and the admissions team, and Mr. Grant Heston and the marketing team.

He thanked Provost Sotiropoulos and faculty for proposing the innovative new degree programs that are on the meeting agenda. Just this week it was announced that there has been great progress for the One VCU Academic Repositioning Task Force. The Provost and his team have led this project as a shared governance process with faculty. This is an exciting step forward to ensure VCU's ability to meet the changing needs of students in a time of real transition for higher education.

He welcomed Dr. Faye Belgrave, vice president and chief diversity officer to her first meeting. He asked the board to consider Ms. Amanda Simmons as the BOV staff representative and Ms. Hannah Steighner as the alternate BOV staff representative. He thanked Ms. Brogan King for her service as Staff Senate President and staff representative this last year.

President Rao ended his remarks by recognizing Ms. Karol Kain Gray, Senior Vice President and CFO, upon her announcement to retire. He thanked her for her commitment to VCU including mentoring hundreds of people, a focus on communicating with students, faculty and staff to understand the budget, and most of all being a friend to countless people including legislators and donors. He thanked Dr. Meredith Weiss for her agreeing to serve as interim Chief Financial Officer and welcomed Ms. Karen Helderman as chief of staff. Lastly, he proposed appointing Mr. David Litton as interim executive director for Audit and Compliance Services. Rector Haymore made a motion to approve this appointment. The motion was seconded and was approved unanimously.

ACTION ITEMS

Rector Haymore reminded the board that they were provided all action item materials in advance of the meeting. Rector Haymore moved that the Board of Visitors of Virginia Commonwealth University approve the following: September 15, 2023 meeting minutes
1. October 27, 2023 retreat minutes
2. November 20, 2023 VCU BOV/VCUHS BOD joint meeting minutes

3. Proposal to to create a Bachelor of Science degree program in Supply Chain Management in the School of Business
4. Proposal to create a Bachelor of Science degree program in Digital Forensics and Incident Response in the College of Humanities and Sciences
5. Proposal to create a Master of Science degree program in Data Science in the College of Humanities and Sciences
6. Proposal to create a Master of Science degree program in Digital Forensics & Incident Response in the College of Humanities and Sciences
7. Proposal to create a Bachelor of Arts degree program in Computer Science in the College of Engineering
8. Finance and University Resources Committee Dashboard
9. Actalent PO Renewal
10. The appointment of the board of visitors non-voting members:
    a. Ms. Amanda Simmons, staff BOV representative
    b. Ms. Hannah Steighner, alternate staff BOV representative

The motion was seconded and was approved unanimously.

The minutes are posted at https://bov.vcu.edu/meetings/minutes/. A copy of the other action items are attached hereto as *Attachment A* and is made a part hereof.

VCU STATE OF RESEARCH
Dr. Sriram Rao began by sharing that VCU Research continues to do very well. In the last year there has been a 71.4% increase of $194 million in external sponsored funding. VCU has celebrated many new milestones in FY23 including $464.6 million in sponsored funding. Compared to Virginia R1 peers VCU has had the greatest percentage increase in overall growth from FY19 to FY23. Of the $464.6 million in external sponsored funding almost half is in the School of Medicine.

Dr. Rao recognized Dr. Gerald Moeller (Wright Center for Clinical and Translational Research), Dr. Hundley (Pauley Heart Center), Dr. Sanyal (Stravitz-Sanyal Institute for Liver Disease and Metabolic Health), Dr. Winn (Massey NCI Comprehensive Cancer Center), and Dr. Gupton (VCU Medicines for All Institute) for their research institutes and centers with landmark funding. The board emphasized how transformative VCU research is and stressed the importance of getting the story out.

There are four initiatives under the strategic plan for research: 1) achieving a just and equitable society 2) supporting sustainable energy and environments 3) enriching the human experience and 4) optimizing health. There have been 60+ startups, $80 million in funding for startups such as private investment and grants, and 8 products to market.

The future of VCU research looks promising; however, that future is predicated on continued future investment in these four areas. To do so VCU has to invest in key strategic areas including institutional, operational, infrastructure, and impactful research. The board shared its

commitment to improving the infrastructure. He noted that there is a need to increase the investment in VCU's research infrastructure to support future research growth as well as support in the form of grant writers, statisticians, and informatics. VCU is nimble and has exceptional researchers and staff. Dr. Rao shared he is confident that VCU will find innovative ways to succeed, with the investments that VCU has started with and he hopes will grow from here.

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

VCIMCO UPDATE

Mr. Bruce McDonald, Chief Investment Officer for VCU Investment Management Company (VCIMCO), shared that VCIMCO is the capital investment management company for VCU that has been around for 8 years and has had some impressive accomplishments during that time. It has a staff of 10 and manages almost $2 billion in assets, of which $600 million is under the direct purview of VCU Finance. The other partners are at VCU Health System and the affiliated foundations. 80% of the assets under management are endowment (donor gifts for specific purposes) and quasi-endowment assets (board designated assets) and the other 20% is other short-term assets. VCIMCO is modeled after UVA, UNC, and Duke's investment management companies. The benefit of pooling these assets include getting economies of scale because there is only one manager and benefits of scale as with attracting and retaining talent for that manager, and can access top tier investment managers.

There is an approved spending rate of the endowments that is usually around 5%, but more than that percentage needs to be earned because the concept of good endowment management is fiduciaries and intergenerational equity for students and faculty. It is also beneficial to keep the money because of rating agencies that look at financial stability.

He provided an investment update showing that VCIMCO's FY23 performance has done very well since beginning in 2015. VCIMCO is very well positioned. VCIMCO's private equity is at 15.4% in comparison to its peers which are at 40 or 50%.

Board members commended the work that VCIMCO is doing. The board recommended that VCIMCO improve its diversity and provide internship opportunities with VCIMCO. The board was reminded by counsel that VCIMCO is a separate legal entity, but the recommendation can be shared with the VCIMCO board.

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

VCU HEALTH SYSTEM UPDATE

Dr. Marlon Levy, Interim Senior Vice President for Health Sciences and Interim CEO of the VCU Health System provided an update on VCU Health System. There has been a lot to celebrate this year including: financial recovery plan success, opening the new Children's Hospital inpatient tower, Massey Comprehensive Cancer Center designation, inaugural contract for Virginia Children's Care Network beginning January 1, 2024, Community Memorial Hospital

receiving CMS Birthday Friendly Designation, Tappahannock Hospital receiving a Grade A from LeapFrog, and a continuous and more intentional approach for opportunities as a health system. In addition, it was a record year for inpatient discharges, retention has improved, record number of outpatient clinic visits in FY23, record number of transplants, providers produced a record number of work relative value units, and increased volumes at Short Pump Ambulatory Surgery Center. He concluded his report by sharing goals for the future of VCU Health System.

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

CONSTITUENT REPORTS

Rector Haymore welcomed Ms. Leila Griffin and Ms. Margot Sell, the BOV undergraduate and graduate student representatives. They shared concerns they received from communicating with students. The concerns included cost of tuition, availability of housing, graduation timelines, budget cuts, safety, curriculum, accessibility to resources, diversity/inclusion, and mental health. With each concern they shared possible solutions. A copy of Ms. Griffin and Ms. Sell's reports are attached hereto as **Attachment E** and is made a part hereof.

He then welcomed Dr. Valerie Robnolt, faculty senate representative. She reported that one critical way that faculty support student success is through the completion of early alerts and mid-term grades. The Academic Success Council brings a dedicated group of people from across the university who focus on the strategies that will best support students to retain them and meet their ultimate goal to graduate. The faculty are also committed to the other important responsibilities of their positions, research and scholarship and service. Many faculty served on the Repositioning Task Force and on the Promotion and Tenure Task Force. A main focus of the Faculty Senate this semester has been to learn more about the university budget and she thanked Karol Kain Gray and her team for taking the time to share budget information with transparency. A copy of Dr. Robnolt's report is attached hereto as **Attachment F** and is made a part hereof.

Lastly, staff representative Ms. Amanda Simmons and Ms. Hannah Steighner addressed the board. They reported concerns over inconsistencies in how leaders operate and communicate messages. They shared that there is stress about budget cuts and care should be taken to lower the stress at all levels of the organization. A copy of their report is attached hereto as **Attachment G** and is made a part hereof.

CLOSED SESSION

Rector Haymore 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; faculty tenure appointments and changes in status; and Section 2.2-3711 (A)(3) for the discussion of the acquisition of certain real property for the University's strategic purposes, where discussion in open session would adversely affect the University's bargaining position and negotiating strategy; and for the discussion or consideration of the acquisition of real property for a public purpose, or of the disposition of publicly held real property, where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the public body, specifically related to real property to be used for

Intercollegiate Athletics; and Section 2.2-3711 (A)(7) for discussion of matters requiring the provision of legal advice by counsel, relating to an update on potential and current litigation in state and federal courts and other legal matters relating to pending investigations; and Section 2.2-3711(A)(8) for the provision of legal advice related to specific matters; and Section 2.2-3711 (A)(9) for the discussion of gifts, bequests, and fund-raising activities of the University, namely the Named Funds Report, the Approved Named Funds under $50,000 Report, and other notable and significant gifts; and Section 2.2-3711 (A)(19) for discussion of specific cybersecurity vulnerabilities and briefing by staff concerning actions taken to respond to such matters, specifically relating to data security and certain IT processes; and Section 2.2-3711(A)(23) to discuss operational strategies where disclosure of such strategies would adversely affect the competitive position of the Authority.

The motion was seconded and was approved unanimously.

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

Resolution of Certification

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

Vote	Ayes	Nays
Mr. Todd Haymore, *Rector*	X	
Mr. Andy Florance, *Vice Rector*	X	
Mr. Anthony Bedell	X	
Mr. Steven DeLuca	X	
Mr. H. Benson Dendy III	X	
Hon. Peter Farrell	X	
Ambassador Carmen Lomellin	X	
Mr. Edward McCoy	X	
Dr. Tonya Parris-Wilkins	X	
Dr. Clifton Peay	X	
Mr. P2 Sandhu	X	

Ms. Fitzsimmons, Dr. Jones, Rev. Nelson, and Mr. Parker were not present for the roll call. All members present responding affirmatively, the resolution of certification was adopted.

CLOSED SESSION ACTION ITEMS
Rector Haymore moved that the Board of Visitors of Virginia Commonwealth University approve the faculty tenure appointments, changes in status and tenure recommendations as presented in closed session. All members present responding affirmatively, the closed session action item was approved.

Rector Haymore moved that the Board of Visitors of Virginia Commonwealth University approve the named funds and spaces report and named funds under $50,000 as presented in closed session. Mr. Andy Florance abstained from the vote. All other members present responding affirmatively, the closed session action item was approved.

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

ADJOURNMENT
There being no further business, Rector Haymore adjourned the meeting at 4:16 p.m.

ATTACHMENT A

Virginia Commonwealth University Proposed Program Brief
Proposal to create a Bachelor of Science degree program in Supply Chain Management

Overview

Virginia Commonwealth University seeks approval for a Bachelor of Science (B.S.) degree program in Supply Chain Management at the Monroe Park Campus in Richmond, VA. The proposed program will be administered by the Department of Supply Chain Management and Analytics in the School of Business.

The purpose of the proposed program is to equip students with the necessary skills to assume roles as supply chain managers within both public and private sector organizations. The proposed degree program will provide students with a comprehensive understanding of the managerial principles and quantitative methods necessary for improving the efficiency and responsiveness of an organization's supply chain. Students will learn to effectively analyze information and data in order to address the complex challenges presented by modern, global supply chains. Through experiential learning opportunities, students will be exposed to techniques that support sound decision making in areas such as sourcing, logistics and distribution, sustainability, process management, quality management, forecasting, and inventory management. Students of the proposed program will gain an ability to work across diverse populations, navigate cultural differences, and incorporate people from different socioeconomic backgrounds in their roles as supply chain managers. Graduates of the proposed degree program will be well-prepared for a wide range of supply chain vocations, including procurement, logistics and distribution planning, sustainability, vendor management, and quality management.

Delivery Format

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

Target Implementation Date

Fall 2024

Demand and Workforce Development

The Bureau of Labor Statistics (BLS) and the Virginia Economic Commission (VEC) do not currently report employment projections under the title of "supply chain manager". Instead, they report projections for various career paths that fall under the broader domain of supply chain management. Projected growth rate for occupation such as logisticians, which falls under the broader supply chain management domain, is 29% over the next 10 years.

External Competition

Virginia Commonwealth University would be the first public institution in Virginia to offer a dedicated B.S. degree program in Supply Chain Management. No other public institution in the Commonwealth offers such a program.

Target Population

All interested undergraduate students will be encouraged to consider the major. Of particular interest are students enrolled in a supply chain management concentration currently offered at

VCU and in-state students interested in supply chain management but who would need to attend out-of-state schools due to lack of available in-state options.

Impact on Existing Programs

The proposed B.S. in Supply Chain Management will not compromise any existing degree programs at Virginia Commonwealth University. No degree programs will close as a result of the initiation and operation of the proposed degree program.

Impact on Faculty

The Supply Chain Management and Analytics (SCMA) department has 10 full-time faculty, six tenured and four non-tenure (term) faculty, all of which will teach coursework throughout the proposed program. As part of the School of Business core requirement, the Department of Economics, the Department of Information Systems, the Department of Accounting, the Department of Finance, the Department of Marketing, and the Department of Management will be impacted.

Funding

The proposed program will require 5.75 FTE faculty instructional effort in the initiation year, rising to 7.25 FTEs by the target year 2028-29. The Department of Supply Chain Management and Analytics in the School of Business will be the primary funding source to initiate and sustain the proposed degree program. The program will be supported by resources already in place to sustain existing academic programs, including student support services (enrollment services, library support, and career services) and faculty support services.

Alignment with the VCU Mission

The proposed program aligns with the institution's mission. The curriculum emphasizes "real-world learning" where actual industry problems related to supply chain management are integrated throughout the coursework. Because supply chain management involves integrating the supply and demand sides of an organization, the proposed program will train students on effectively managing "interdisciplinary collaborations" with other fields such as marketing, finance, and operations management. The proposed program will emphasize the global nature of modern supply chains, teaching students how to incorporate the "diversity, inclusion and equity" of the many cultural, socioeconomic, and ethnic backgrounds found across the globe. Finally, the proposed program will train students on solutions to one of "society's most complex challenges": global supply chain management.

Next Steps
- October 26 – University Committee on Academic Affairs (UC-AA) Meeting
- November 2 - University Council (UC) Meeting
- November 6 - President's Cabinet
- December 8 - Board of Visitor's Meeting (BOV)

Virginia Commonwealth University Proposed Program Brief
Proposal to create a Bachelor of Science degree program in
Digital Forensics and Incident Response

Overview

Virginia Commonwealth University seeks approval for a Bachelor of Science (B.S.) degree program in Digital Forensics and Incident Response at the Monroe Park Campus in Richmond, VA. The proposed program will be administered by the Department of Forensic Science in the College of Humanities and Sciences.

The purpose of the proposed B.S. degree program is to equip students with the necessary knowledge and skills to effectively collect, analyze, and preserve a variety of digital evidence for forensic purposes, as well as identify, combat, and respond to threats and/or attacks. The degree program will prepare students for a wide range of positions, such as digital forensic examiners, computer forensic analysts, cyber forensic investigators, cyber incident responders, and security and threat assessment analysts. Through experiential learning, the program will expose students to a variety of operating systems, platforms, devices, and malware. The proposed program will address other professional responsibilities of a forensic examiner, including ethical concerns, report writing, and expert testimony. Graduates will be prepared to work in law enforcement agencies, federal government agencies (e.g., Federal Bureau of Investigation, Drug Enforcement Agency, Homeland Security, etc.), private cyber forensic companies, and counterintelligence or counterterrorism incident response that involves any digital media. Graduates will be capable of: securing forensic digital evidence and responding to live attacks; analyzing a variety of evidence; and troubleshooting challenging situations based on the needs of the client.

Delivery Format

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

Target Implementation Date

Fall 2024

Demand and Workforce Development

The Bureau of Labor Statistics (BLS) does not have data or a job category for "Digital Forensics" or "Incident Response" fields. The closest occupations to "Digital Forensics and Incident Response" with data and listed in the BLS are "forensic science technician" and "information security analyst". The occupational fields closely related to digital forensics and incident response are expected to grow at a rate of 11-35% over the next 10 years.

External Competition

Virginia Commonwealth University would be the first public institution in Virginia to offer a B.S. degree in Digital Forensics and Incident Response. No similar degree program exists.

Target Population

All interested undergraduate students will be encouraged to consider the major. The intended target audience for the program includes individuals interested in careers as digital forensic

examiners, computer forensic analysts, cyber forensic investigators, cyber incident responders, and security and threat assessment analysts.

Impact on Existing Programs

The proposed B.S. in Digital Forensics and Incident Response will not compromise any existing degree program at Virginia Commonwealth University. No degree programs will close as a result of the initiation and operation of the proposed degree program.

Impact on Faculty

The Department of Forensic Science has 11 full-time faculty (11 FTEs). Five (5) of these faculty will teach core courses for the proposed B.S. in Digital Forensics and Incident Response. Five (5) faculty members in the Department of Computer Science will teach core computer science courses for the proposed degree program.

Funding

The proposed degree program will require approximately 1.25 FTE of instructional effort to initiate, rising to approximately 4 FTE by the target year 2028-2029. Two (2.0) FTE new faculty members will be hired for the proposed program, one in 2025-26 and one in 2028-29. The Department of Forensic Science in the College of Humanities and Sciences will be the primary funding source to initiate and sustain the proposed degree program. The program will be supported by resources already in place to sustain existing academic programs, including student support services (enrollment services, library support, and career services) and faculty support services.

Alignment with the VCU Mission

The proposed B.S. in Digital Forensics and Incident Response aligns with the institution's mission. The proposed degree is "interdisciplinary", with emphasis on core coursework in computer and forensic science. Through hands-on, laboratory-based specialized courses, the curriculum emphasizes "real-world learning," equipping students with the skills to effectively employ innovative technology and software in delivering investigative information to the criminal and social justice systems. The degree program will advance VCU's mission of helping "solve society's most complex challenges" and will assist in bringing an objective and scientific eye to a system that is often wrought with social, cultural, and economic biases.

Next Steps

- October 26 – University Committee on Academic Affairs (UC-AA) Meeting
- November 2 - University Council (UC) Meeting
- November 6 - President's Cabinet
- December 8 - Board of Visitor's Meeting (BOV)

Virginia Commonwealth University Proposed Program Brief
Proposal to create a Master of Science degree program in
Digital Forensics & Incident Response

Overview

Virginia Commonwealth University seeks approval for a Master of Science (M.S.) degree program in Digital Forensics and Incident Response at the Monroe Park Campus in Richmond, VA. The proposed program will be administered by the Department of Forensic Science in the College of Humanities and Sciences.

The purpose of the proposed M.S. in Digital Forensics & Incident Response degree program is to equip students with the necessary knowledge and skill set to effectively collect, analyze, and preserve a variety of digital evidence for forensic purposes, as well as identify, combat, and respond to network and cloud-based threats and/or attacks. The degree program will prepare students for a wide range of jobs, such as digital forensic examiners/analysts, computer forensic examiners/analysts, cyber forensic analysts/investigators, incident responders, security and threat assessment analysts, etc. Graduates will be prepared to work in law enforcement agencies, federal government agencies (e.g., Federal Bureau of Investigation, Drug Enforcement Agency, Homeland Security, etc.), private digital/computer/cyber forensic companies, additional counterintelligence / counterterrorism agencies, etc. Through experiential learning, the degree program will expose students to accessing and preserving evidence from a variety of operating systems, platforms, mobile devices, and malware. They will perform independent research in the field of Digital Forensics and/or Incident Response, extract data from and build case files from complex mock evidence, and be able to evaluate the use, potential and limitations of digital forensic laboratory techniques. Graduates of the proposed program will graduate with industry-relevant certifications specific to digital forensics data recovery.

Delivery Format

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

Target Implementation Date

Fall 2024

Demand and Workforce Development

The Bureau of Labor Statistics (BLS) does not have data or a job category for "Digital Forensics" or "Incident Response" fields. The closest occupations to "Digital Forensics and Incident Response" with data and listed in the BLS are "forensic science technician" and "information security analyst". The occupational fields closely related to digital forensics and incident response are expected to grow at a rate of 11-35% over the next 10 years.

External Competition

One public institution in Virginia offers a degree program similar or related to the proposed M.S. in Digital Forensics and Incident Response: George Mason University.

Target Population
The intended target audience for the program is individuals interested in a broad range of careers such as digital forensic examiners/analysts, computer forensic examiners/analysts, cyber forensic analysts/investigators, incident responders, security and threat assessment analysts.

Impact on Existing Programs
The proposed M.S. in Digital Forensics and Incident Response will not compromise any existing degree program at Virginia Commonwealth University. No degree programs will close as a result of the initiation and operation of the proposed degree program.

Impact on Faculty
The Department of Forensic Science at VCU has 11 existing full-time faculty positions (11 FTEs). These faculty will be involved with teaching core and other required forensic science courses in the proposed M.S. degree program.

Funding
The proposed degree program will therefore require approximately 0.67 FTE of instructional effort to initiate, rising to approximately 1.84 FTE by the target year 2028-2029. The dean of the College of Humanities and Sciences has committed resources for two (2) additional faculty members (2.0 FTE); one will be available to teach in the proposed B.S. in Digital Forensics and Incident Response degree program beginning in fall 2025 and the other fall of 2028 after enrollment targets are met. The program will be supported by resources already in place to sustain existing academic programs, including student support services (enrollment services, library support, and career services) and faculty support services.

Alignment with the VCU Mission
The proposed M.S. in Digital Forensics & Incident Response aligns well with VCU's mission. With a significant number of hands-on, laboratory-based specialized courses, the curriculum will focus on "real-world learning", teaching students how to use innovative technology and software to provide investigative information to the criminal and social justice systems. The program will advance VCU's mission of helping "solve society's most complex challenges" and will assist in bringing an objective and scientific eye to a system that is often wrought with social, cultural, and economic biases. Our curriculum features full-time faculty experts as well as part-time faculty with digital forensics expertise from across the state to provide our students with unique transdisciplinary and "interdisciplinary collaborations and community partnerships".

Next Steps
- October 26 – University Committee on Academic Affairs (UC-AA) Meeting
- November 2 - University Council (UC) Meeting
- November 6 - President's Cabinet
- December 8 - Board of Visitor's Meeting (BOV)

Virginia Commonwealth University Proposed Program Brief
Proposal to create a Master of Science degree program in Data Science

Overview

Virginia Commonwealth University seeks approval for a Master of Science (M.S.) degree program in Data Science at the Monroe Park Campus in Richmond, VA. The proposed degree program will be jointly administered by the Department of Computer Science in the College of Engineering and the Department of Statistical Sciences & Operations Research in the College of Humanities & Sciences.

The purpose of the proposed MS in Data Science degree program is to educate students with the advanced knowledge, skills, and tools necessary to analyze and interpret complex data and help solve real-world problems. Data science is an interdisciplinary field that combines expertise in statistics, computer science, and domain-specific knowledge to extract valuable insights and knowledge from data. The proposed degree program will prepare students to excel in using data to drive data-driven decision-making in various industries and domains. An MS in Data Science prepares students to work as data analysts, data scientists, machine learning engineers, data engineers, business analysts, research scientists, data consultants, etc. They may also specialize in specific domains like healthcare or biomedical data analysis and can find opportunities in government, startups, academia, and industry research. The program will address various specific needs and issues in today's data-driven world. It tackles a growing demand for data experts and by combining interdisciplinary education, the proposed program will create well-rounded professionals capable of solving real-world data challenges.

Delivery Format

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

Target Implementation Date

Fall 2024

Demand and Workforce Development

Employment projections in the U.S. Bureau of Labor Statistics' (BLS) Occupational Outlook Handbook show the viability of employment for graduates of the proposed M.S. in Data Science. According to the BLS, employment of data scientists is expected to grow 36%, or "much faster than the average for all occupations."[1]

External Competition

Four (4) public universities offer a similar or related degree program. The following universities offer graduate degree programs in the area of data science: George Mason University, Old Dominion University, Radford University, and the University of Virginia.

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[1] The U.S. Bureau of Labor Statistics. https://www.bls.gov/ooh/math/data-scientists.htm#tab-6

Target Population

The intended target audience for the program is individuals interested in a broad range of careers such as data analysts, data scientists, machine learning engineers, data engineers, business analysts, research scientists, data consultants.

Impact on Existing Programs

The proposed M.S. in Data Science will not compromise any existing degree programs at Virginia Commonwealth University. No degree programs will close as a result of the initiation and operation of the proposed degree program.

Impact on Faculty

The Department of Computer Science has 18 full-time tenure-track or tenured faculty members, of which seven (7) are involved in developing and teaching core and required courses for the proposed MS in Data Science. The Department of Statistical Sciences and Operations Research has 13 full-time tenure-track or tenured faculty members of which 10 are involved in developing and teaching core and required courses for the proposed MS in Data Science.

Funding

The proposed degree program will require approximately 1.875 FTE of instructional effort to initiate, rising to approximately 4 FTE by the target year of 2029-2030. The colleges and departments have the faculty, classified support, equipment, space, library, and other resources necessary to initiate the proposed program. The program will be supported by resources already in place to sustain existing academic programs, including student support services (enrollment services, library support, and career services) and faculty support services.

Alignment with the VCU Mission

The proposed MS in Data Science program directly serves to fulfill the mission of Virginia Commonwealth University. The program's emphasis on "real-world learning" ensures that students actively engage with practical applications, fostering civic engagement, inquiry, discovery, and innovation. The "interdisciplinary" nature of data science enables students to collaborate with diverse fields, forging community partnerships that drive innovation, cultural and economic vitality, and solutions to "society's most complex challenges". The underrepresentation of minority populations in the field of Data Science is notable, but VCU's status as a minority-serving institution offers a pathway to enhance diversity among Data Science professionals and cultivate an inclusive environment.

Next Steps

- October 26 – University Committee on Academic Affairs (UC-AA) Meeting
- November 2 - University Council (UC) Meeting
- November 6 - President's Cabinet
- December 8 - Board of Visitor's Meeting (BOV)

Virginia Commonwealth University Proposed Program Brief
Proposal to create a Bachelor of Arts degree program in Computer Science

Overview
Virginia Commonwealth University seeks approval for a Bachelor of Arts (B.A.) degree program in Computer Science at the Monroe Park Campus in Richmond, VA. The proposed program will be administered by the Department of Computer Science in the College of Engineering.

The purpose of the proposed B.A. degree program in Computer Science is to educate a broader population of students to identify, build, and support computer systems in all industries within Virginia by proposing a multidisciplinary approach to computer science. The proposed program will provide students with the knowledge and skills in client computing needs assessment, computing system design and prototyping, coding, code testing, and system documentation generation. The proposed degree program will provide students specific coursework to become proficient in contemporary software development methodologies, including agile programming, and enhance their teamwork and problem-solving skills through collaborative projects. Graduates will possess the fundamental knowledge and skills in programming and software development to work as entry-level software designers, software developers, software engineers, and systems engineers. Graduates of the proposed degree program will be prepared to work in all industries in the public and private sectors that seek candidates who can seamlessly integrate computing skills to address business needs.

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

Target Implementation Date
Fall 2024

Demand and Workforce Development
According to the U.S. Bureau of Labor Statistics (BLS), between 2021 and 2031, employment for many computer professionals will grow at 15%, "much faster than other occupations"[1]. The BLS goes on to say, "[T]his increase is expected to result in about 682,800 new jobs over the decade.

External Competition
Three (3) public institutions in Virginia offer a degree program similar or related to the proposed B.A. in Computer Science: Longwood University, the College of William and Mary, and the University of Virginia.

Target Population
All interested undergraduate students will be encouraged to consider the major. Of particular interest are students minoring in computer science, students with plans to double major and/or pursue interests in other subject areas.

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[1] The U.S. Bureau of Labor Statistics. Occupational Outlook Handbook. https://www.bls.gov/ooh/computer-and-information-technology/home.htm

Impact on Existing Programs
No degree programs will close as a result of the initiation and operation of the proposed degree program. We anticipate minimal impact on the current B.S. in Computer Science.

Impact on Faculty
All existing full-time faculty (20) in the Department of Computer Science will teach in courses in the program. Five (5) faculty from the Department Mathematics and Statistics will teach other required courses.

Funding
The proposed program will require a total of 0.7 FTE of instructional effort in 2024-25, rising to 2.9 FTE by the target year 2028-29. The Department of Computer Science within the College of Engineering will be the primary funding source to initiate and sustain the proposed degree program. The dean of the College of Engineering has committed resources for another faculty member (1.0 FTE) who will be available to teach in the proposed B.A. in Computer Science degree program beginning in Fall 2025. The program will be supported by resources already in place to sustain existing academic programs, including student support services (enrollment services, library support, and career services) and faculty support services.

Alignment with the VCU Mission
The proposed degree program directly serves to fulfill the mission of Virginia Commonwealth University. The proposed degree program will educate students with "real-world learning that furthers inquiry, discovery and innovation" in computer systems and programming. Students will form "interdisciplinary collaborations" to "solve society's most complex problems" by applying their computing skills in all areas of society. The proposed program will allow for "diversity, inclusion, and equity" by providing additional pathways faor students to attain a degree in computer science.

Next Steps
- October 26 – University Committee on Academic Affairs (UC-AA) Meeting
- November 2 - University Council (UC) Meeting
- November 6 - President's Cabinet
- December 8 - Board of Visitor's Meeting (BOV)

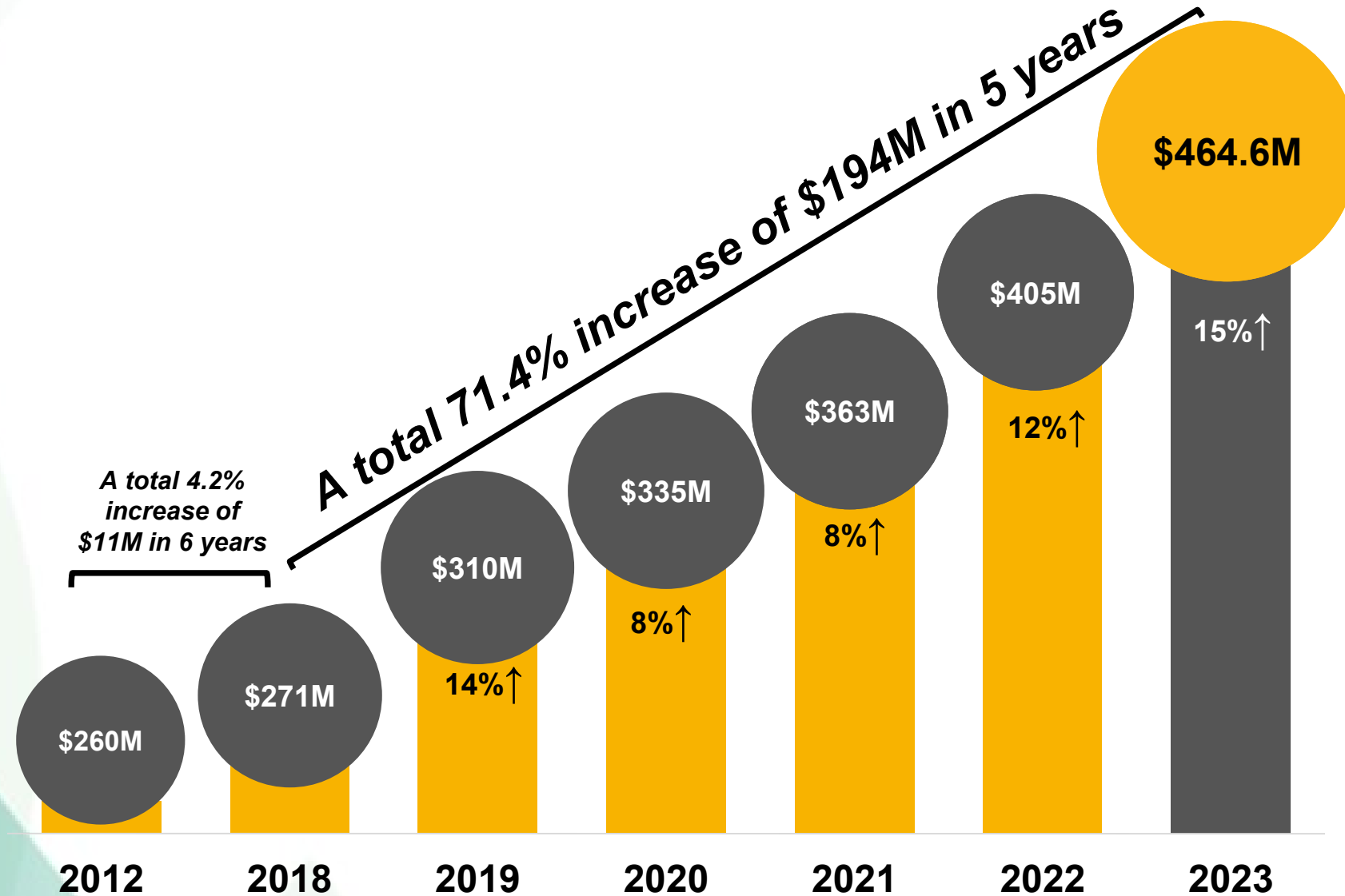# A record increase in external sponsored funding

A total 71.4% increase of $194M in 5 years

A total 4.2% increase of $11M in 6 years

$464.6M

$405M 15%↑

$363M 12%↑

$335M 8%↑

$310M 8%↑

$271M 14%↑

$260M

2012   2018   2019   2020   2021   2022   2023

Virginia research universities (R1) sponsored awards comparison
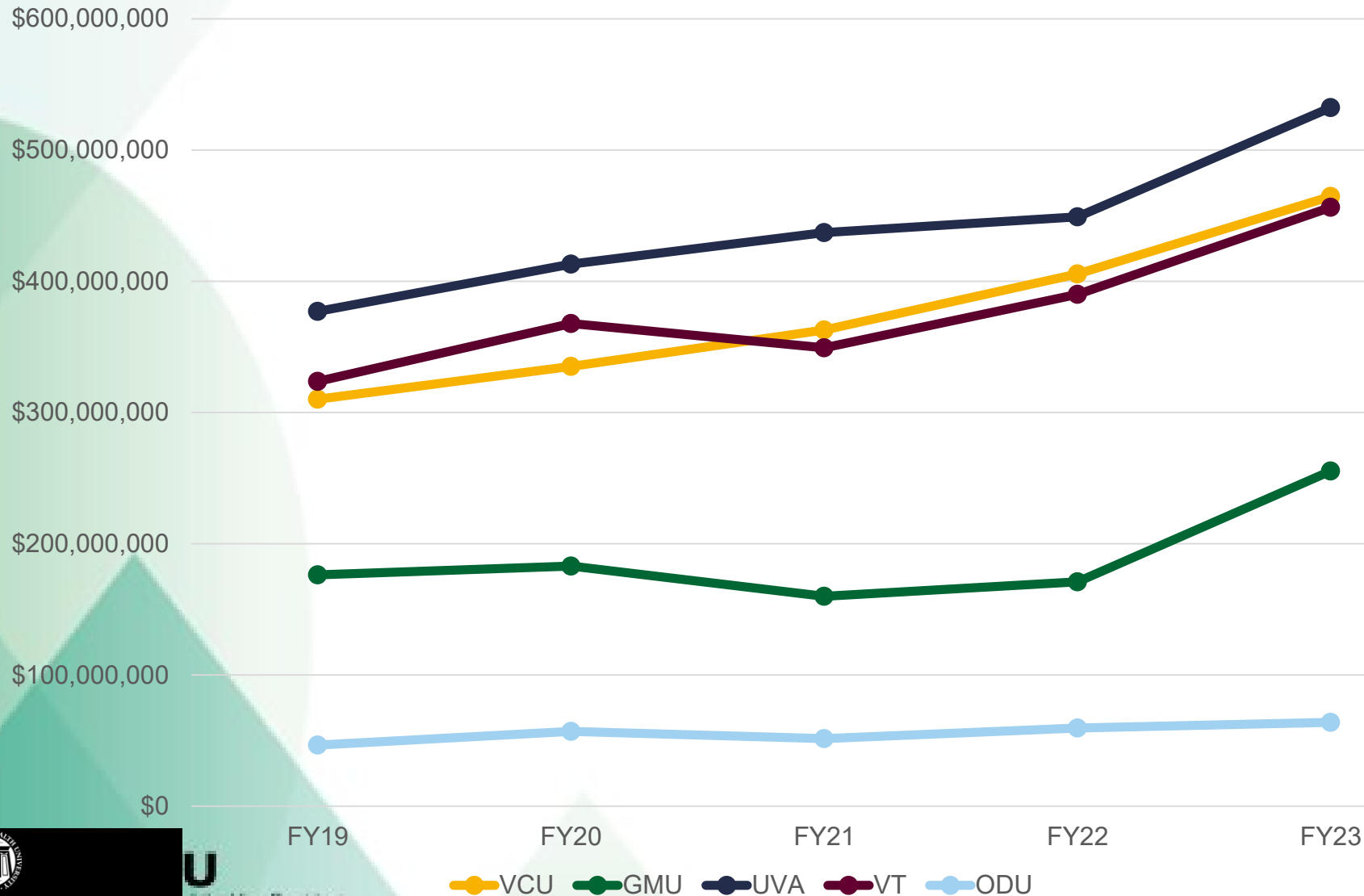
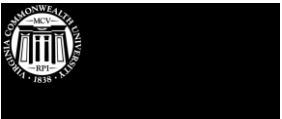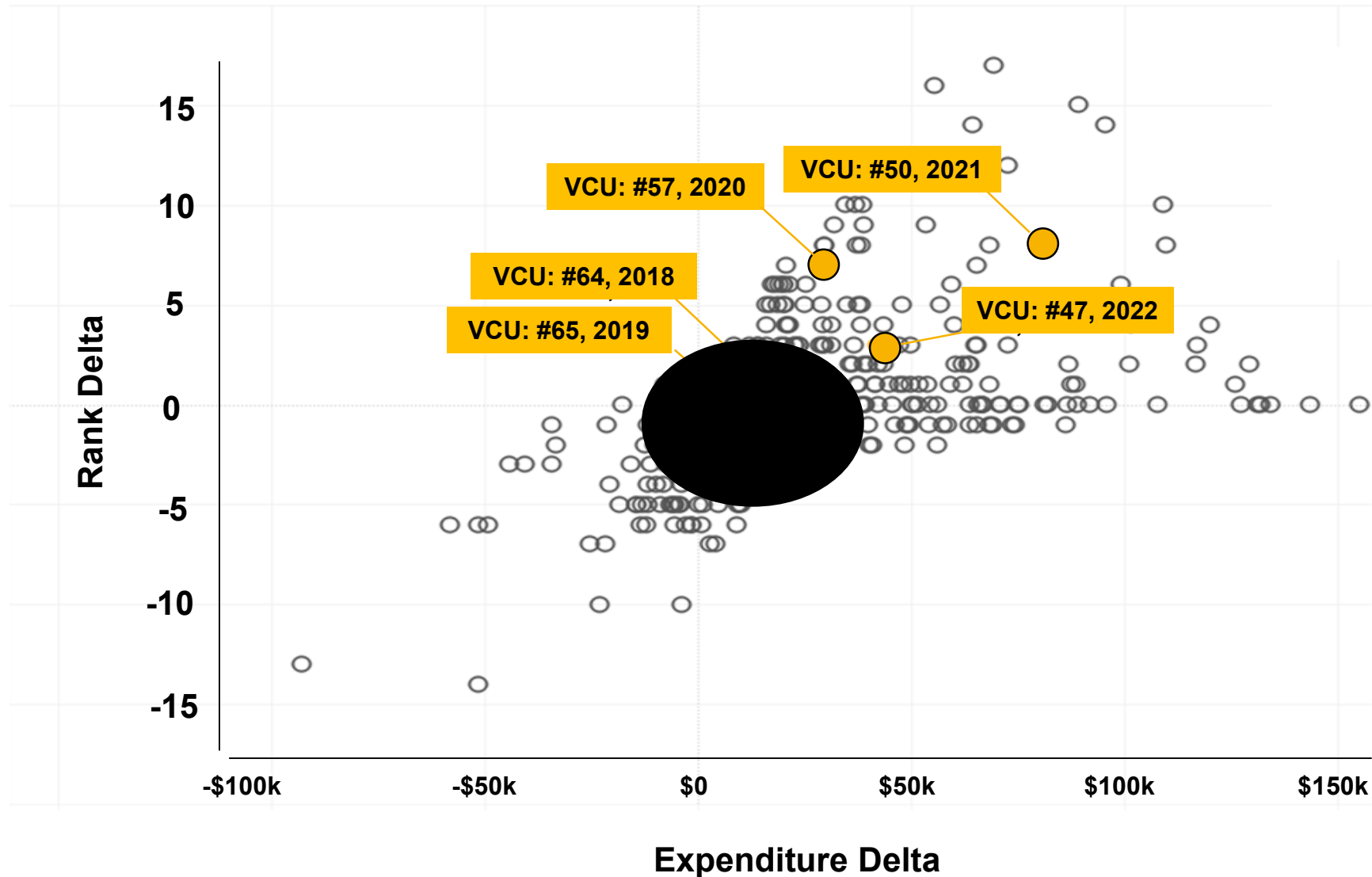Percentage increase in overall growth from FY19-23
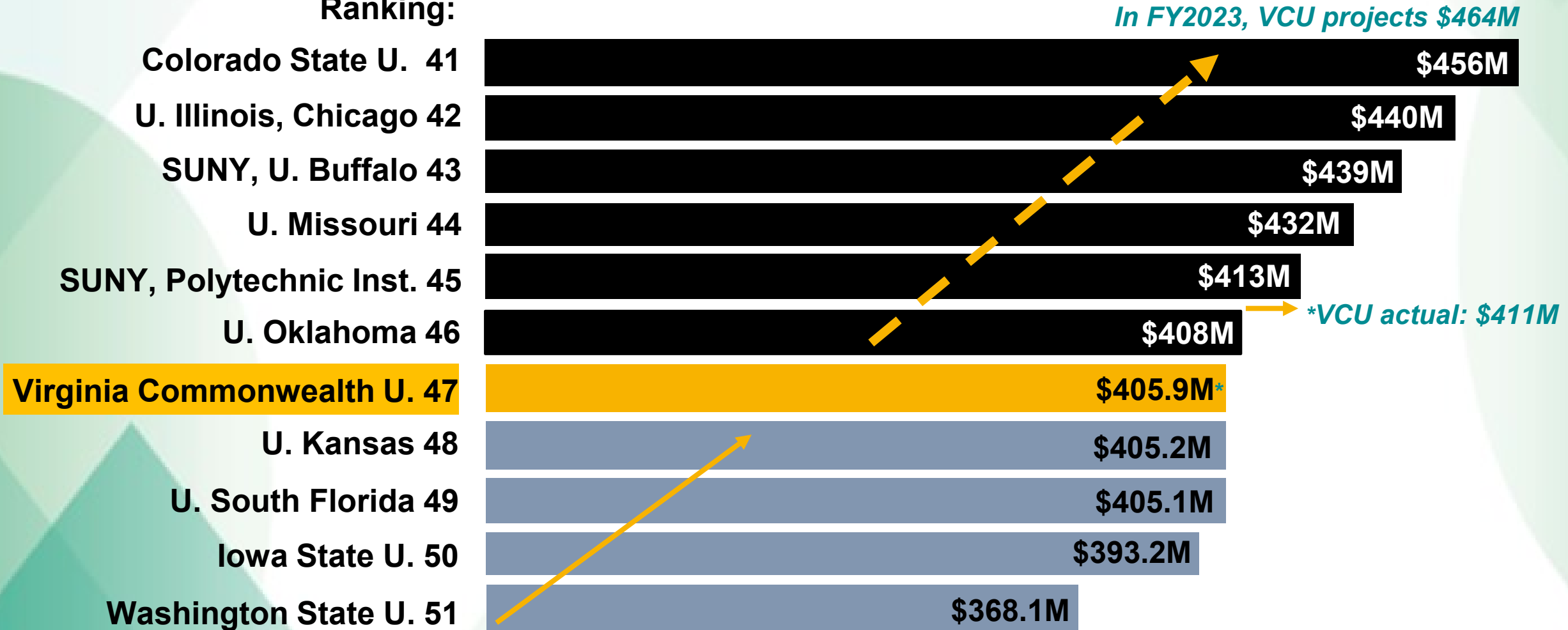
VCU 50%↑
UVA 41%↑
VT 41%↑
GMU 45%↑
ODU 31%↑

Expenditure and Rank Changes Among Top 100 Public Universities over 5 years

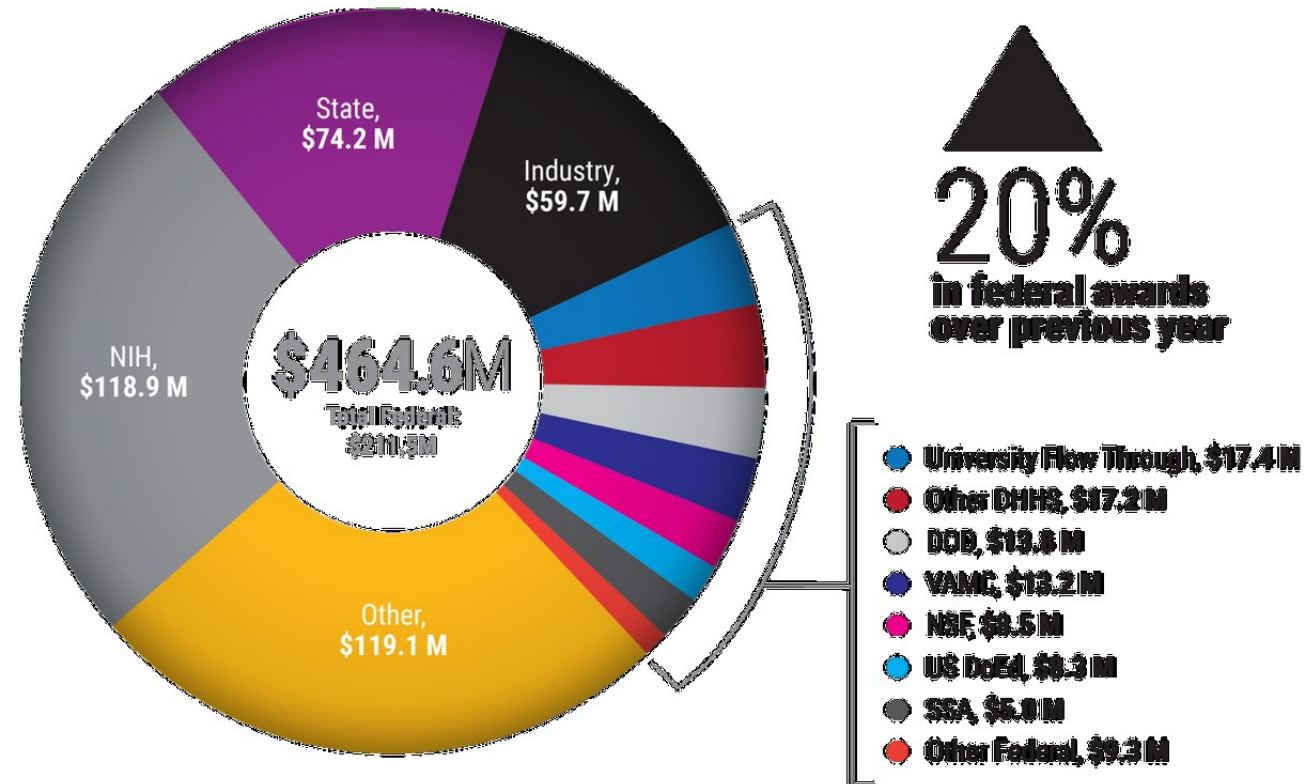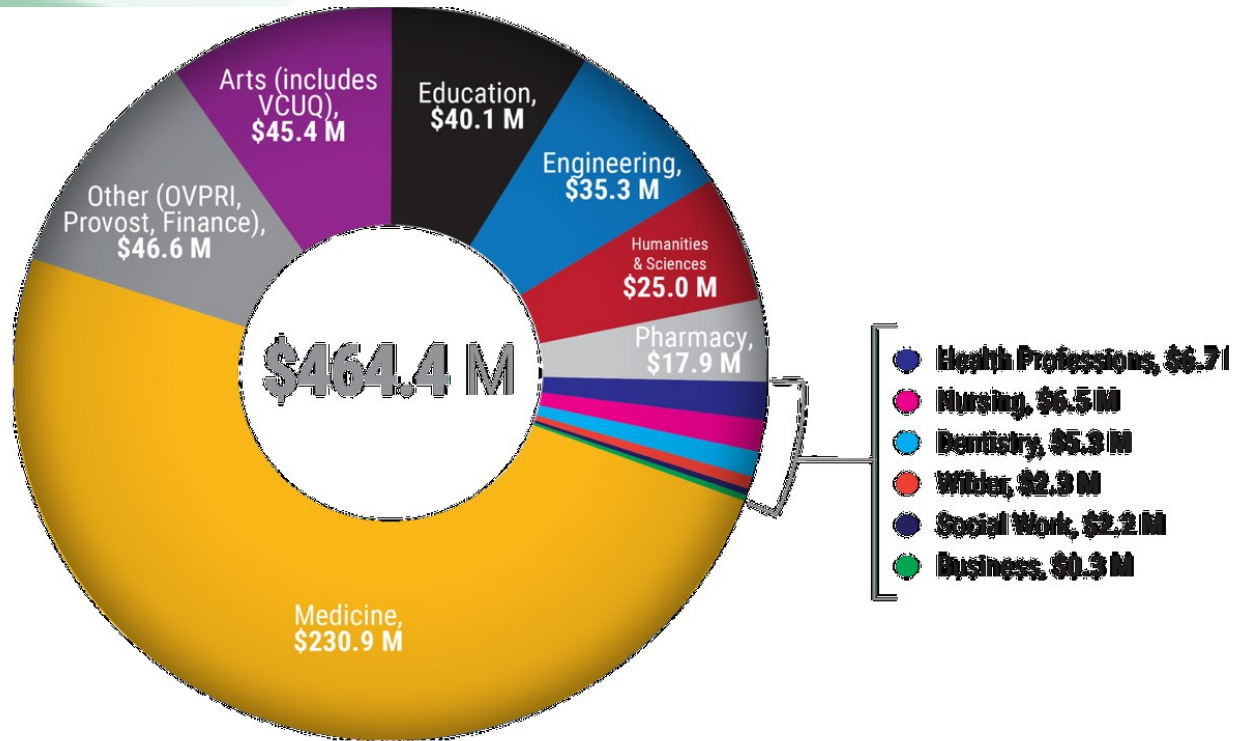# FY2022 U.S. Public Research University Ranking

Ranking:

In FY2023, VCU projects $464M

Colorado State U. 41	$456M
U. Illinois, Chicago 42	$440M
SUNY, U. Buffalo 43	$439M
U. Missouri 44	$432M
SUNY, Polytechnic Inst. 45	$413M
U. Oklahoma 46	$408M
Virginia Commonwealth U. 47	$405.9M*
U. Kansas 48	$405.2M
U. South Florida 49	$405.1M
Iowa State U. 50	$393.2M
Washington State U. 51	$368.1M

*VCU actual: $411M

In FY2021, VCU ranked #50
In FY2020, VCU ranked #57
In FY2019, VCU ranked #65

FY2023 external sponsored awards
By unit and by source

Left chart (by unit) — Total: $464.4 M
- Arts (includes VCUQ), $45.4 M
- Education, $40.1 M
- Engineering, $35.3 M
- Humanities & Sciences, $25.0 M
- Pharmacy, $17.9 M
- Other (OVPRI, Provost, Finance), $46.6 M
- Medicine, $230.9 M
- Health Professions, $6.7 M
- Nursing, $6.5 M
- Dentistry, $5.3 M
- Wilder, $2.3 M
- Social Work, $2.2 M
- Business, $0.3 M

Right chart (by source) — Total: $464.6 M (Total Federal $311.5M)
- State, $74.2 M
- Industry, $59.7 M
- NIH, $118.9 M
- Other, $119.1 M
- University Flow Through, $17.4 M
- Other DHHS, $17.2 M
- DOD, $13.8 M
- VAMC, $13.2 M
- NSF, $8.5 M
- US DoEd, $8.3 M
- SSA, $5.0 M
- Other Federal, $9.3 M

20% in federal awards over previous year

Research institutes and centers with landmark funding

Wright Center for Clinical and Translational Research
($32M in CTSA grants)
F. Gerard Moeller, M.D.

Stravitz-Sanyal Institute for Liver Disease & Metabolic Health
($104M gift)
Arun Sanyal, M.D.
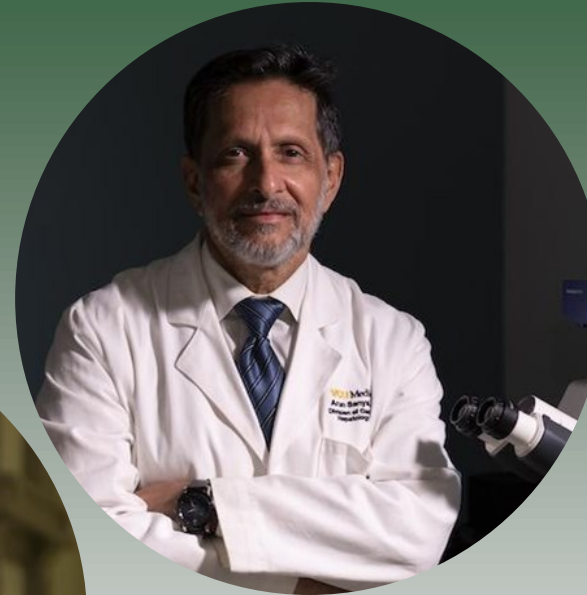
Massey NCI Comprehensive Cancer Center
($12.5M CCSG award + $100M for the Robert A. Winn Diversity in Clinical Trials Award Program Fellowship)
Robert A. Winn, M.D.

Pauley Heart Center
($4.4M American Heart Association grant)
Greg Hundley, M.D.

VCU Medicines for All Institute
($21.5M Gates Foundation grant and renewal)
B. Frank Gupton, Ph.D.

One VCU Strategic Plan for Research
Four initiatives come together to improve the human condition
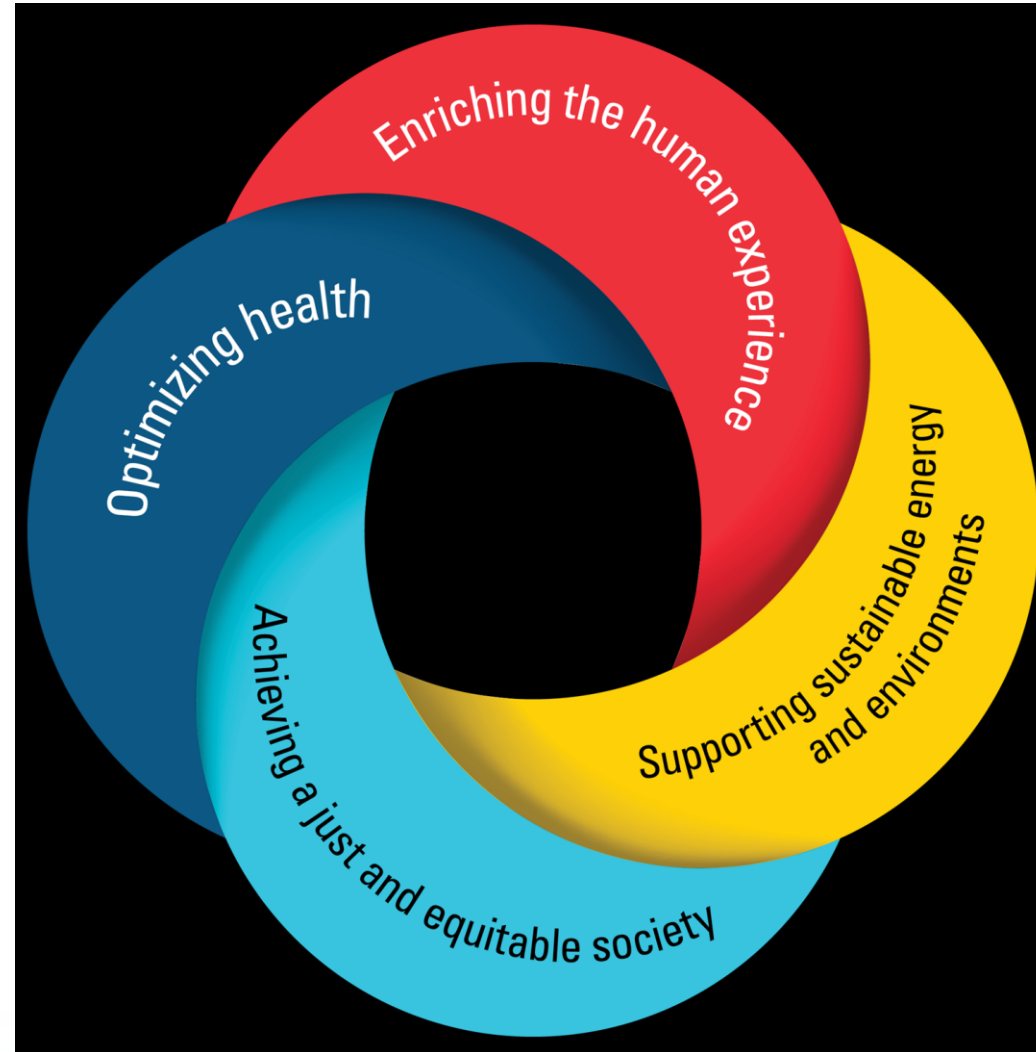
Achieving a just and equitable society

Training counselors to assist disability beneficiaries with economic self-sufficiency

John Kregel, Ed.D.
School of Education

Advancing community-based disability research

Parthenia Dinora, Ph.D.
School of Education

Elsie Harper-Anderson, Ph.D.
Wilder School

Examining social equity and the local entrepreneurship ecosystem

Applying improv techniques to aid unhoused veterans

Elizabeth Byland
School of the Arts

Supporting sustainable energy and environments

Predicting satellite resilience to weapons of mass destruction in space

Gennady Miloshevsky, Ph.D.
College of Engineering

Developing energy efficient control of robust, spin ensemble quantum bits

Jayasimha Atulasimha, Ph.D.
College of Humanities and Science

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

Carbon sequestration

Ram Gupta, Ph.D.
College of Engineering

Piloting safer, longer lasting battery storage

Nastassja Lewinski, Ph.D.
College of Engineering

Enhancing wound repair in coral reefs

Enriching the human experience

Exploring the relationship between robotics and dance

Kate Sicchio, Ph.D.
School of the Arts

Fighting cybercrime with new digital tools

Irfan Ahmed, Ph.D.
College of Engineering

Treating substance abuse disorders with VR

Jarrod Reisweber, Psy.D.
College of Health Professions

Hayley Cleary, Ph.D.
Wilder School

Using virtual reality to demonstrate coercion in police interrogations

Treating neurological disorders with models

Ravi Hadimani, Ph.D.
College of Engineering

Optimizing health

Qingguo Xu, Ph.D.
School of Medicine

Using nanoparticles for medication delivery in corneal transplants

Virginia Chu, Ph.D.
College of Health Professions

Standardizing assessment in somatosensory research

Gary Cuddeback, Ph.D.
School of Social Work

Examining racial disparities in fatal overdoses and instances of self-harm

Amy Salisbury, Ph.D.
School of Nursing

Studying long COVID in children

Bernard Fuemmeler, Ph.D.
Massey Comprehensive Cancer Center

Creating a Virginia firefighters cancer registry and support network

Shijun Zhang, Ph.D.
School of Pharmacy

Studying neuroinflammation biomarkers in Alzheimer's

Arun Sanyal, M.D.
School of Medicine

Using noninvasive biomarkers to test for Liver disease

Jennifer Jordan, Ph.D.
College of Engineering

Studying heart vessel damage in young breast cancer survivors

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

Training graduate and postdoctoral researchers in alcohol-related studies

Karen Chartier
School of Social Work

Developing a child welfare and addiction specialist fellowship program

Clinical research and trials driven by patient needs

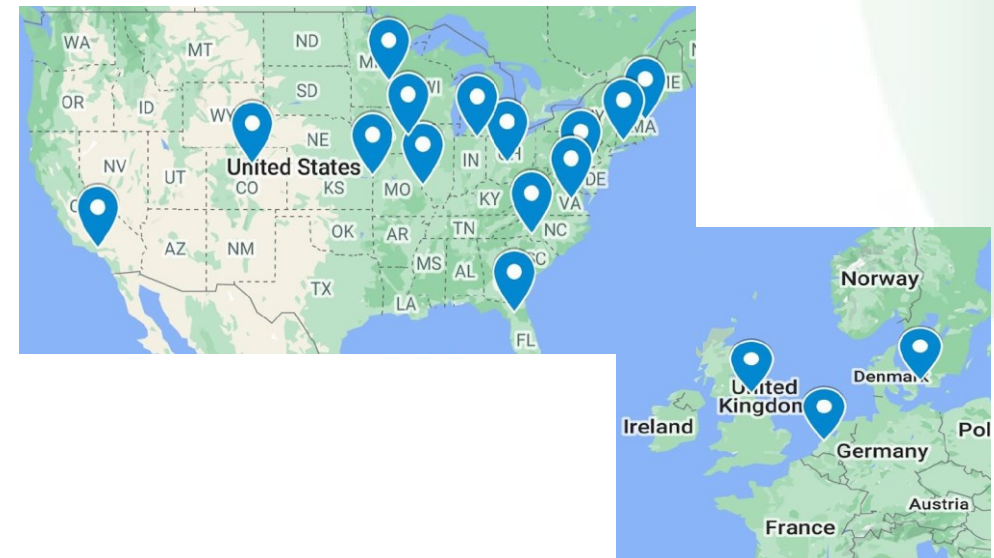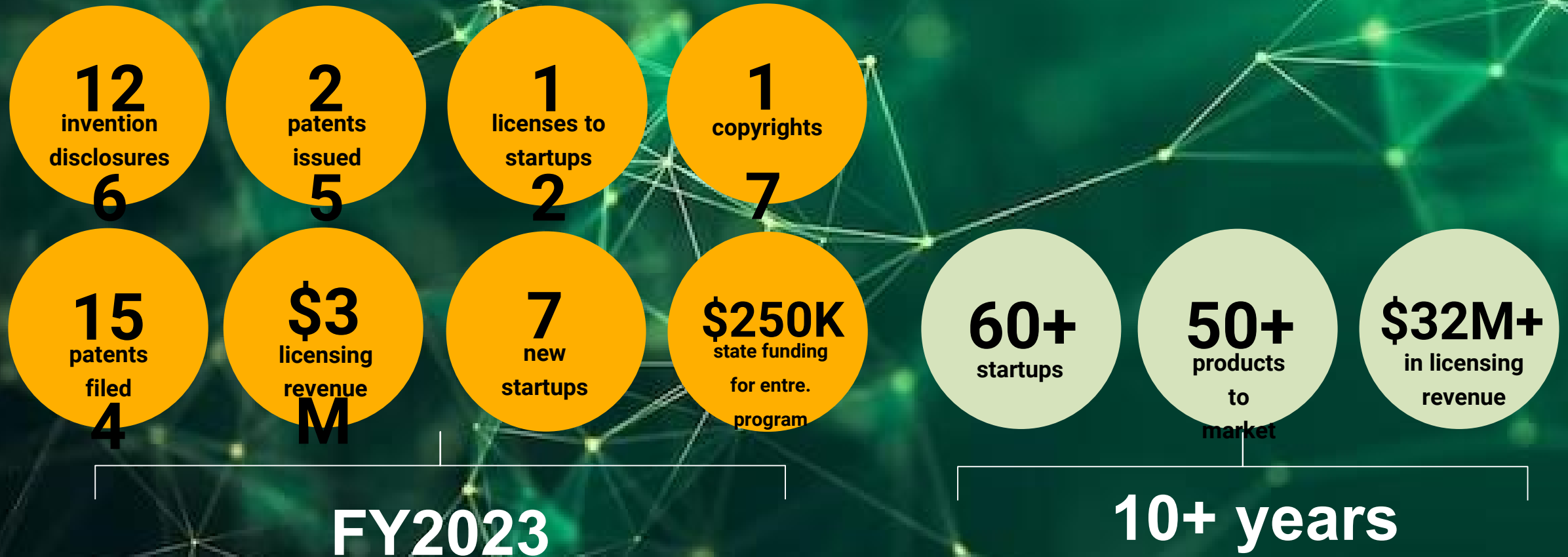|	
$92.6M in sponsored funding	**32** VCU held active drug / device registrations
5,500+ Total active participants enrolled in clinical research	**718** Active clinical trials at VCU / VCUHS
1,929 Enrolled across all active clinical trials	**1,073** Clinical research studies
364 Faculty-led, VCU designed clinical studies	**129** Faculty-led VCU designed clinical trials

The Impact of VCU Innovation

12 invention disclosures

2 patents issued

1 licenses to startups

1 copyrights

6

5

2

7

15 patents filed

$3 licensing revenue

7 new startups

$250K state funding for entre. program

4

M

FY2023

60+ startups

50+ products to market

$32M+ in licensing revenue

10+ years

VCU licenses its technologies to:

Major corporations

SIGMA-ALDRICH · Merck Millipore · centaur ANIMAL HEALTH · SANOFI PASTEUR

Z-MEDICA · Baxalta · ThermoFisher

Enzo · COOK MEDICAL · zoetis

DURECT · SANTA CRUZ BIOTECHNOLOGY · abcam · Genentech A Member of the Roche Group

Shire

New ventures and startups

ST. TERESA MEDICAL INC. VIRTUS RESPECTUS · PERFUSION MEDICAL · WINGSPAN · PEG LLC

Teclison · Weave · CTS · Light Switch Bio

data blueprint · InterLeukin COMBINATORIAL THERAPIES, INC · CLINICAL MEDIA LLC

QUENCH MEDICAL · GLOBAL LYME DIAGNOSTICS · Sanyal BIOTECHNOLOGY

60+ startups $80M in funding   8 products to market
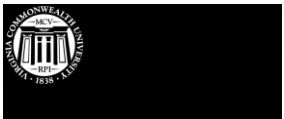
Phase 1: Strategic Research Investments (FY2021-23)

$5M — Faculty-led projects

$16.5M — State of the art equipment (state support - HEETF)

$5.2M — Institutes and centers

$4.5M — Core labs

$1.5M — Tech commercialization

$32.7M total
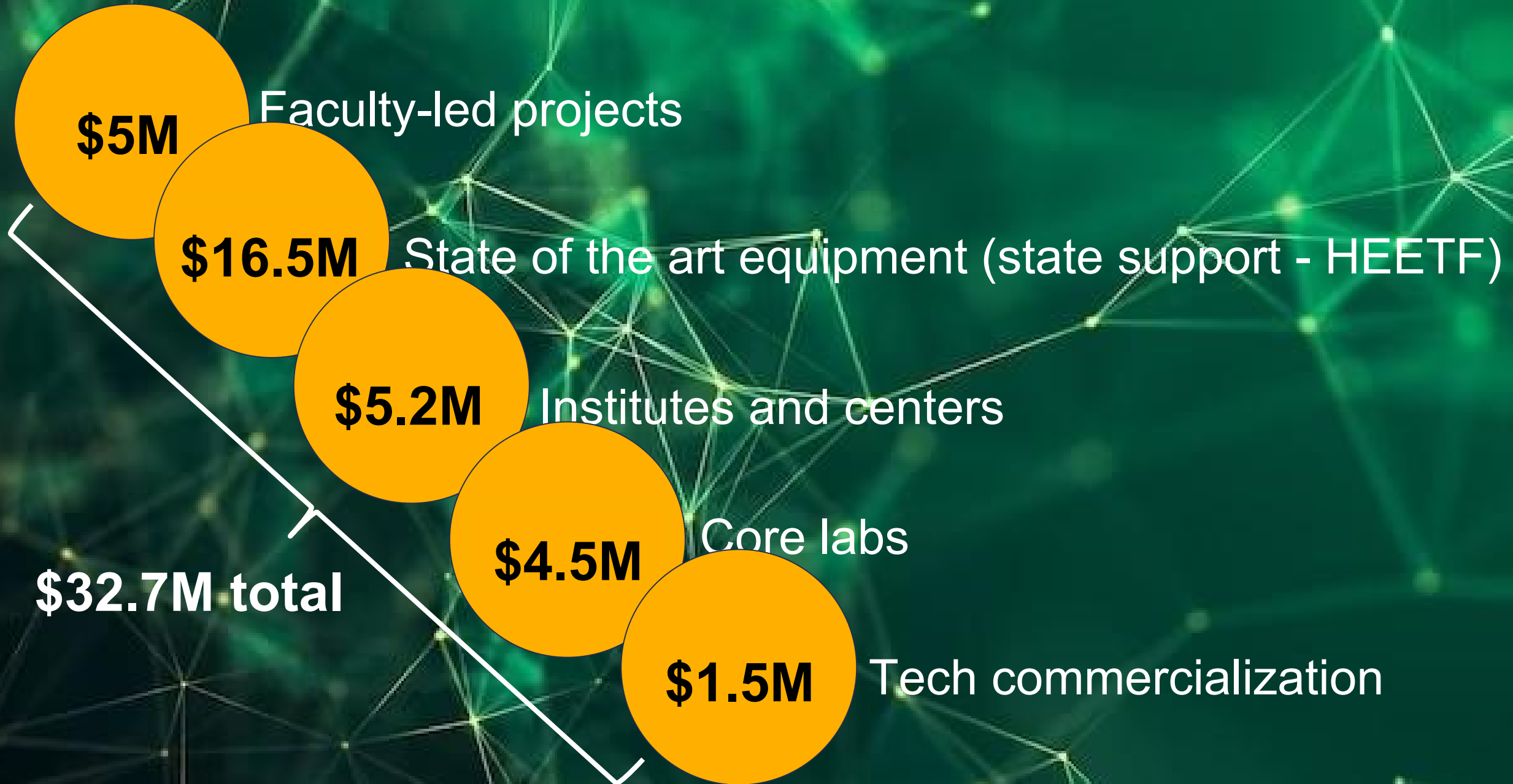
QUEST 2028 Research Goal Milestones

Top 50 public R1 university

>5% increase in federal and clinical research

10% increase in faculty, students & postdocs

2x increase in start-ups and IP

AAU member

$500M in sponsored research / expenditures

The Future of One VCU Research: strategic investments

Institutional

Operational

Infrastructure

Impactful research
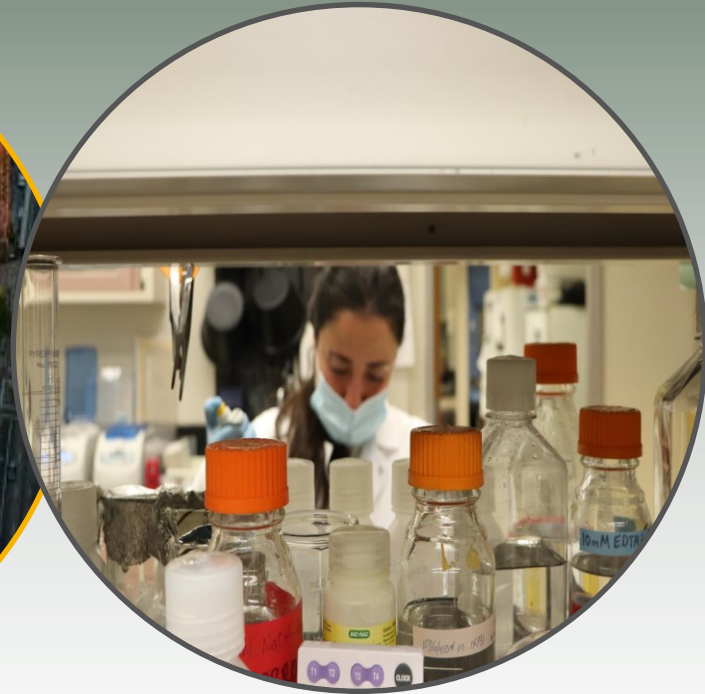
One VCU Research is transformative and impactful

Credit: Oscar Keyes, MA, Multimedia Teaching & Learning Librarian, VCU

ATTACHMENT C

VCU Board of Visitors

December 8, 2023

I.   VCIMCO Update

II.   Investment Holdings

III.   Investment Update

VCIMCO AUM Update

VCIMCO AUM as of September 30, 2023

$ in Millions	AUM	% of VCIMCO
Total VCIMCO AUM	**$1,924.4**	**100.0%**
Endowment and Quasi-Endowment Assets		
VCU Health System	1,061.7	55.2%
VCU Quasi	118.6	6.2%
VCU Foundation	118.3	6.1%
VCU College of Engineering Foundation	73.3	3.8%
VCU School of Business Foundation	57.1	3.0%
VCU Glasgow	51.0	2.7%
VCU Central Bank Capital Reserve	36.7	1.9%
VCU Central Bank Unrestricted	11.2	0.6%
Community Memorial Hospital Foundation	0.2	0.0%
The Gear Endowment	0.1	0.0%
Other Short-Term Assets		
VCU Short-Term	396.0	20.6%
VCU Health System	0.2	0.0%

% of VCIMCO AUM

Endowment and Quasi-Endowment $1,528.3

Other Short-Term $396.2

100%
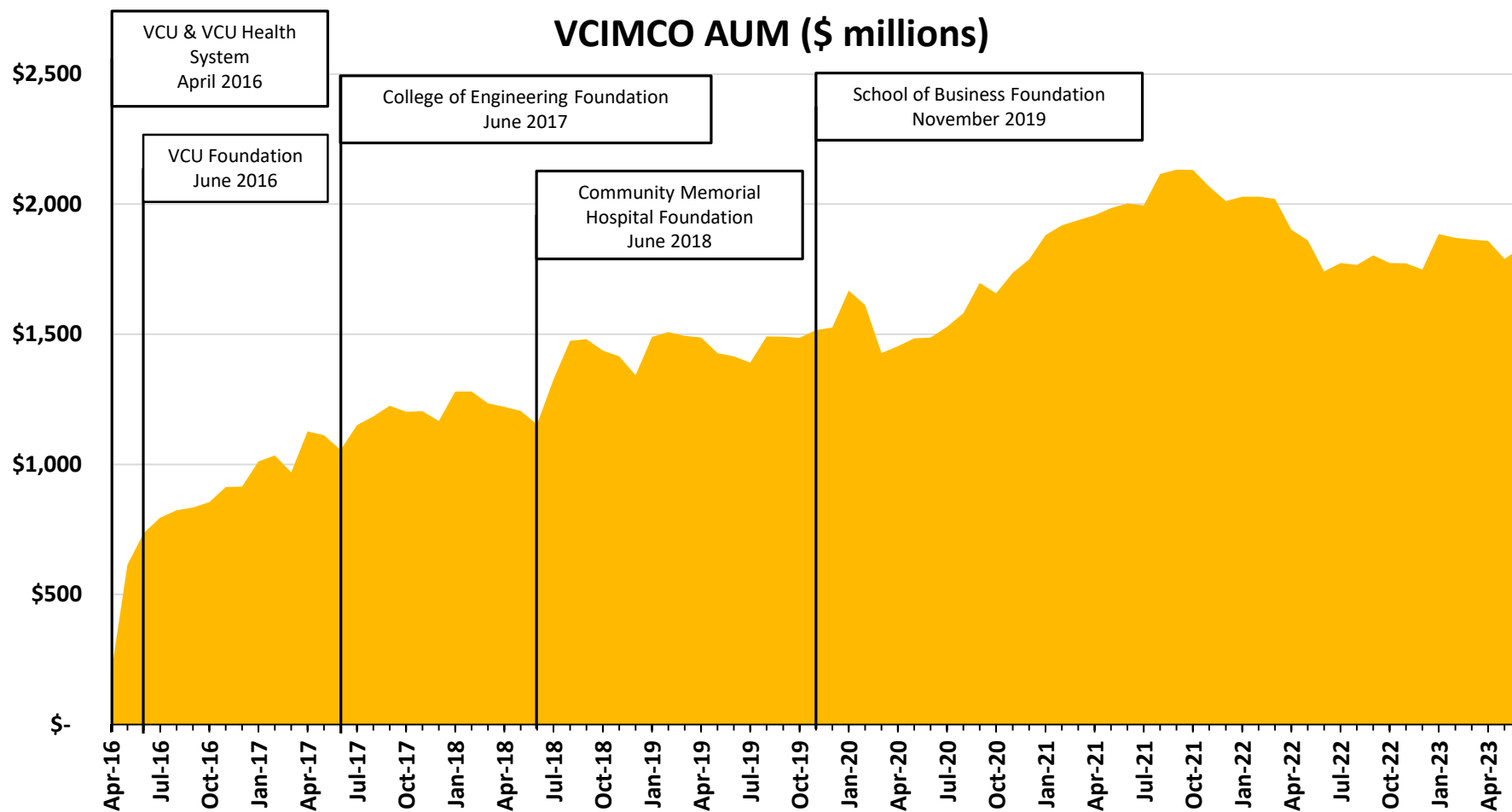90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
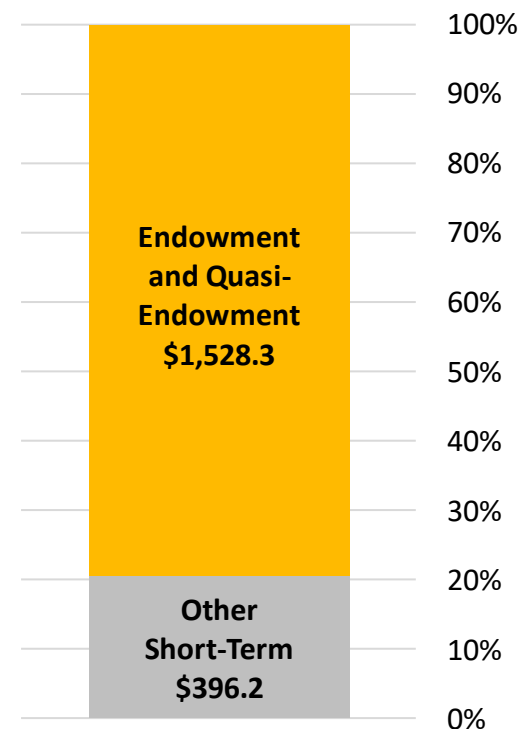
VCIMCO Overview – Peer Institutions

- **University of Virginia Investment Management Company**
  - Manages assets of:
    - University of Virginia endowment and cash reserve
    - UVA Health System
    - Affiliated foundations of the University

- **UNC Management Company**
  - Manages assets of:
    - University of North Carolina endowment and cash reserve
    - UNC Health System
    - Affiliated foundations of the University

- **DUMAC Inc. (formerly Duke Management Company)**
  - Manages assets of:
    - Duke University cash reserve
    - Duke University Health System
    - Duke University's defined benefit pension
    - Affiliated foundations of the University

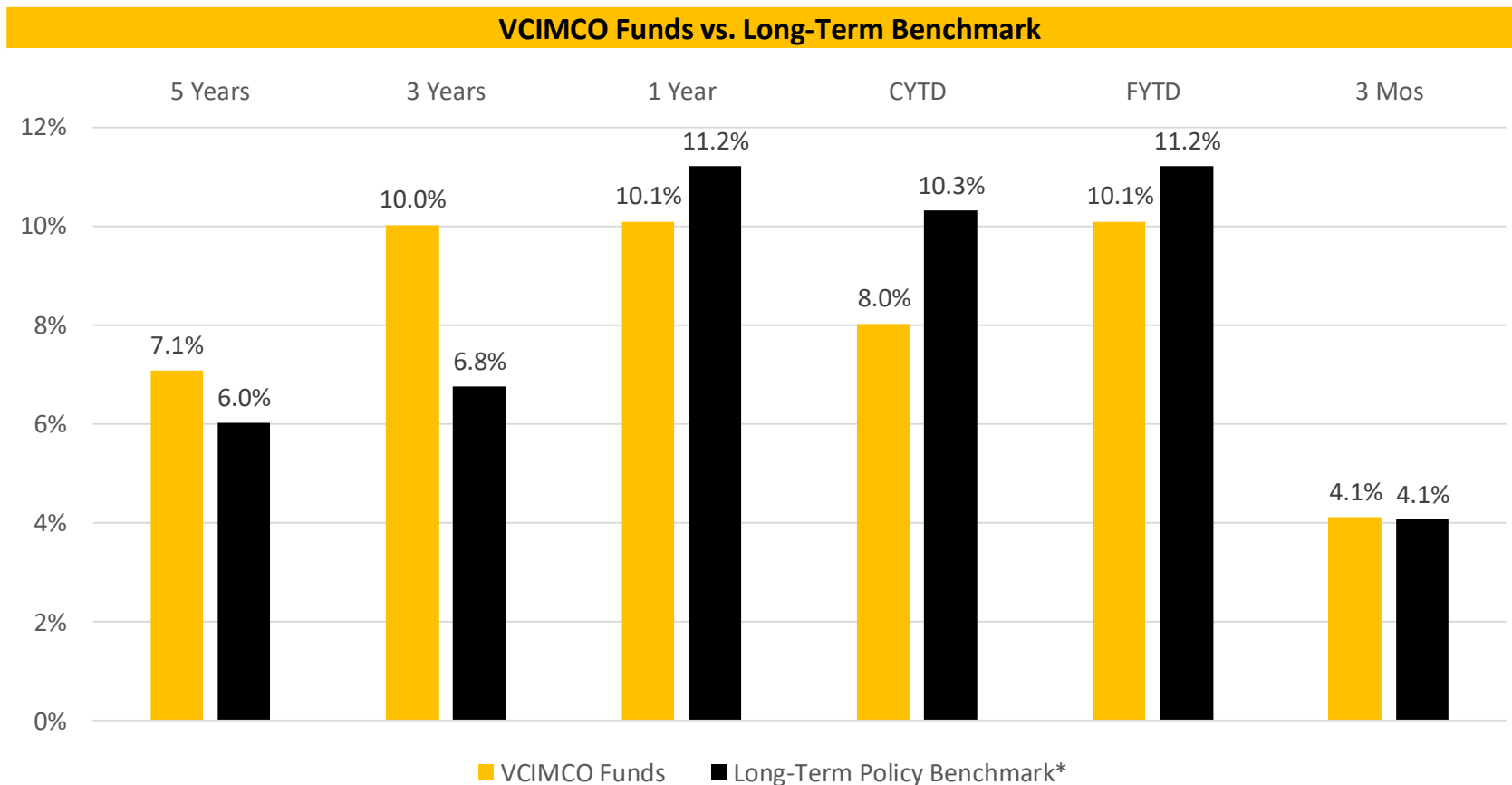VCIMCO AUM ($ millions)

VCU & VCU Health System
April 2016

VCU Foundation
June 2016

College of Engineering Foundation
June 2017

Community Memorial Hospital Foundation
June 2018

School of Business Foundation
November 2019

I.   **VCIMCO Update**

II.   **Investment Update**

Performance Review – June 30, 2023 Final

VCIMCO Funds vs. Long-Term Benchmark

Legend: ■ VCIMCO Funds   ■ Long-Term Policy Benchmark*

	5 Years	3 Years	1 Year	CYTD	FYTD	3 Mos
VCIMCO Funds	7.1%	10.0%	10.1%	8.0%	10.1%	4.1%
Long-Term Policy Benchmark*	6.0%	6.8%	11.2%	10.3%	11.2%	4.1%

Note: As of June 30, 2023.
Totals may not sum due to rounding. Past performance is not predictive of future results.
Returns for periods greater than one year are annualized. Performance is final.
* As of 7/1/2021, the Long-Term Policy Benchmark is composed of 70% MSCI All Country World, 30% Bloomberg US Aggregate; prior to 7/1/2021, 65% MSCI All Country World, 25% Bloomberg US Aggregate, 10% MSCI All Country World Real Estate.
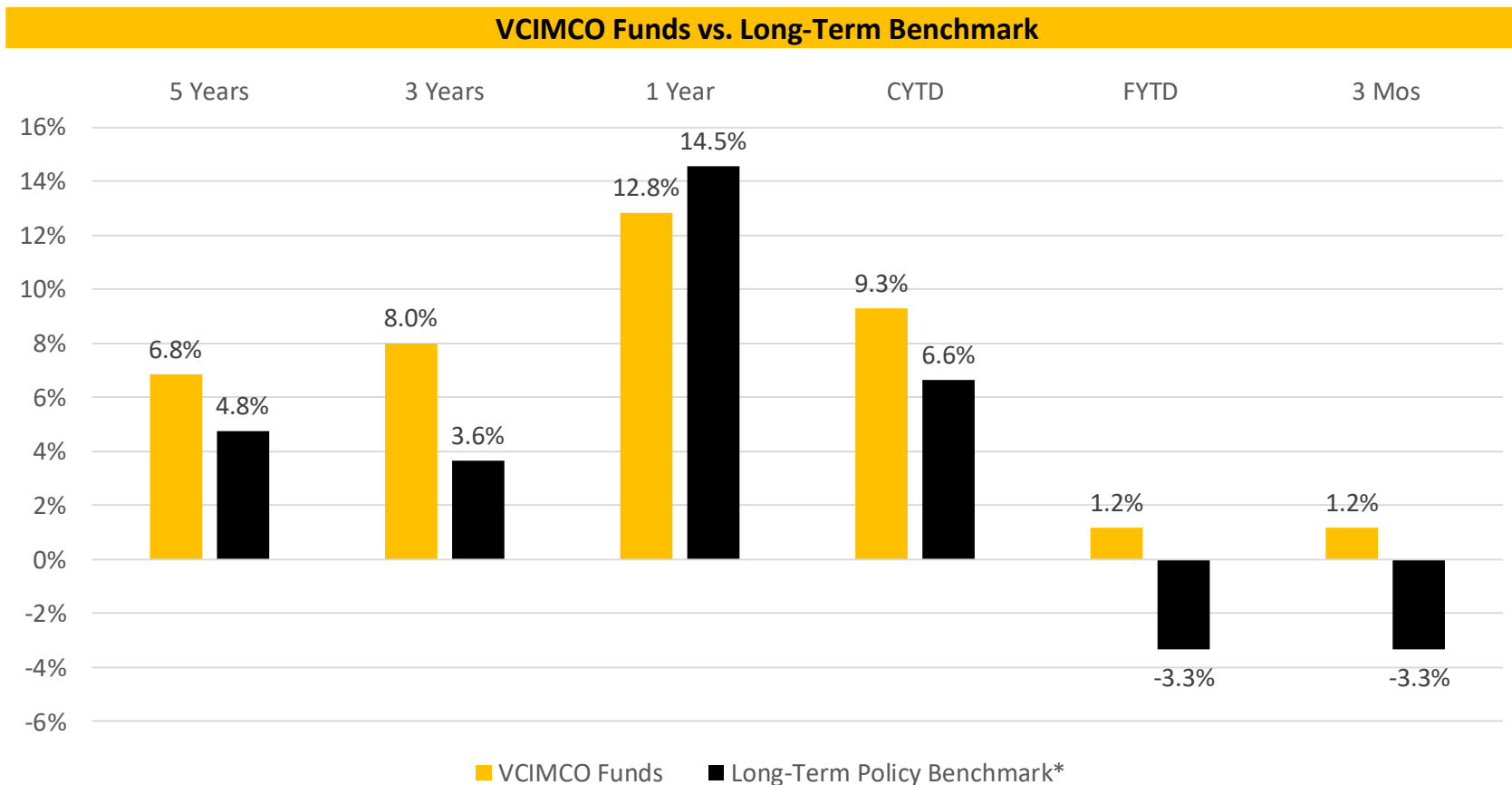
Fiscal Year 2023 Top 50+ Peer Returns

Fiscal Year 2023 Endowment Returns
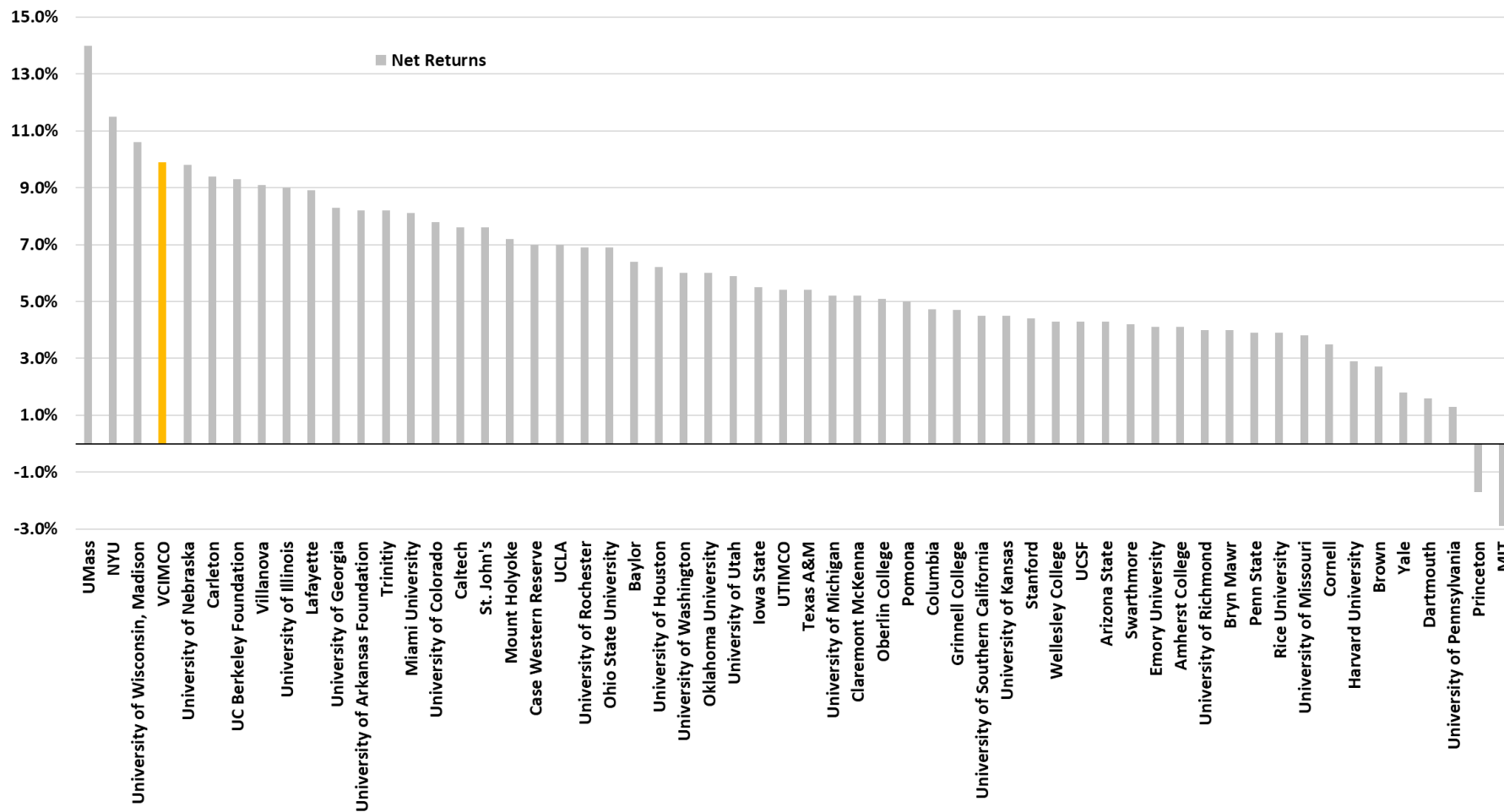
Note: Returns are as of June 30, 2023, based on VCIMCO's knowledge of self-reported return figures.

Performance Review – September 30, 2023

VCIMCO Funds vs. Long-Term Benchmark

Chart: VCIMCO Funds vs. Long-Term Policy Benchmark*

Period	VCIMCO Funds	Long-Term Policy Benchmark*
5 Years	6.8%	4.8%
3 Years	8.0%	3.6%
1 Year	12.8%	14.5%
CYTD	9.3%	6.6%
FYTD	1.2%	-3.3%
3 Mos	1.2%	-3.3%

■ VCIMCO Funds   ■ Long-Term Policy Benchmark*

Note: Estimated as of September 30, 2023.

Totals may not sum due to rounding. Past performance is not predictive of future results.

Returns for periods greater than one year are annualized. Performance is estimated based on best available data as of October5, 2023.

* As of 7/1/2021, the Long-Term Policy Benchmark is composed of 70% MSCI All Country World, 30% Bloomberg US Aggregate; prior to 7/1/2021, 65% MSCI All Country World, 25% Bloomberg US Aggregate, 10% MSCI All Country World Real Estate.

Strategy Allocations
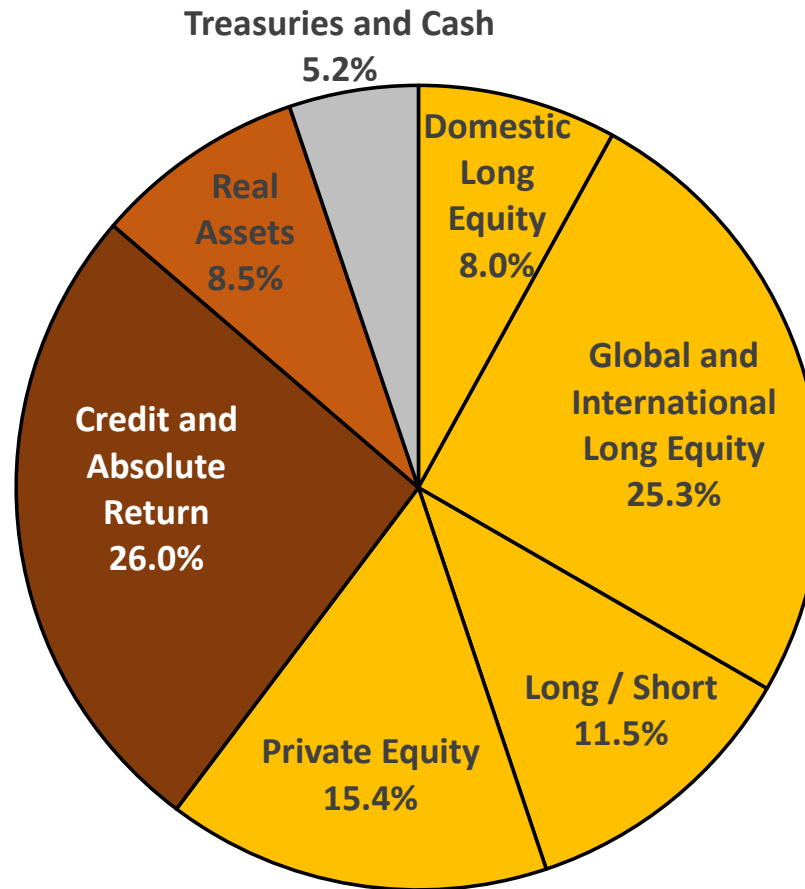
Note: As of September 30, 2023. Strategy Allocations aggregate each manager's and direct investment's style.

page 10

CEO Remarks
VCU Board of Visitors

Marlon Levy, M.D., MBA

Interim Senior Vice President, VCU Health Sciences

Interim Chief Executive Officer, VCU Health System

December 7, 2023

CEO Topics
Open Session

1. One Year Reflection

2. Looking Ahead

3. Mission Moment

December 7, 2023

"Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results."
- **Andrew Carnegie**

December 7, 2023

One Year Reflection
A lot to Celebrate (just a few of many)

Financial recovery plan success

Opening of new CHoR inpatient tower

Massey Comprehensive Cancer Center Designation

Signed inaugural contract for Virginia Children's Care Network; begins January 1, 2024

CMH received CMS Birthing Friendly Designation; births are **up 40%** from prior year

Tappahannock Hospital received a **Grade A** from LeapFrog

More intentional systemness

VCUHealth.
VCU Health System Authority

One Year Reflection

Record year for inpatient discharges – **up 4%** from previous year first four months of FY24

Improved retention – decreased turnover from **27% to 22%** (better than national average)

Record number of outpatient clinic visits in FY23 and are on pace to set another record this fiscal year

Record number of transplants in FY23

Providers produced a **record number** of wRVUs

Increased volumes at Short Pump ASC

VCUHealth.
VCU Health System Authority

Looking Ahead

VCU Health.
VCU Health System Authority

December 7, 2023

Mission Moment

" eel really fortunate to be part of
e Home Hospital program. I'm
ateful for what they did. It's a
wonderful program.

Martha Schulman, Ho
Hospital Patient
"

Leila Griffin

Undergraduate Student Representative

Surveys/polls

Speak with students one on one

↑Student engagement

The Plan

Be involved & hear from student organizations

Undergraduate Student Concerns

➔ Cost of tuition

➔ Housing

➔ Graduation timelines

➔ Budget cuts

Possible Solutions

➔ **Cost of tuition**: Increasing VCU scholarship and program opportunities.

➔ **Housing:** Developing a Comprehensive List of Accredited Off-Campus Housing Choices, Increasing Dormitory Capacities, and Elevating On-Campus Living Opportunities.

➔ **Graduation timelines:** Expanding Class Time Options, Elevating Advisor Training Standards, and Introducing Mandatory Modules for a Clearer Understanding of Degree Works.

Possible Solutions

➔ **Budget cuts**: Establishing an Interactive Platform for Student Engagement: Creating Polls and Idea Pages for Inclusive Decision-Making, Alongside Transparent Explanations of Budget Cuts for Student Review.

Margot Sell

Graduate Student Representative

Dr. Hernan Bucheli
Interim Vice President for Strategic Enrollment Management & Student Success

Introduction of Proposal

1. Examination of Current Communication Methods

1. Gap Analysis

1. Shared Governance

1. Increased Transparency with University Decisions

Timeline

December 8, 2023

- Introduction of Proposal

March 22, 2024

- Student Leadership Reports
- Progress Update on University & Student Data

May 10, 2024

- Presentation of Proposal

VCU Board of Visitors
Faculty Senate Report
December 8, 2023

Greetings from the faculty, Rector Haymore, Vice Rector Florance, President Rao and all members of the Board of Visitors. I'm Valerie Robnolt and honored to represent the faculty. Thank you for the opportunity to share an update about what is happening with the Faculty Senate and faculty in general. As the semester comes to an end and faculty, staff and students look forward to the winter break, faculty have been very busy teaching their classes, including the support we give students to be successful in their classes and programs, and this time of year, we are furiously grading papers to turn in final grades after final exams end next week. One critical way that faculty support student success is through the completion of early alerts and mid-term grades. These provide students and their advisors with information about how they are progressing during the semester and if there are any concerns that need to be addressed. As chairs of the Faculty Senate Student Affairs committee and Academic Support Services committee, Chris Saladino, faculty in the College of Humanities and Sciences, and I, respectively, serve on the Academic Success Council and work closely with Maggie Tolan, Senior Associate Vice President for Student Success. The Academic Success Council brings a dedicated group of people from across the university who focus on the strategies that will best support students to retain them and meet their ultimate goal to graduate.

The faculty are also committed to the other important responsibilities of their positions, research and scholarship and service. Many faculty are involved in planning their research studies that they must submit through the Institutional Review Board before they can collect data for their studies. Other faculty are involved in creative expression or writing books as their scholarship. Some faculty also write and submit grant proposals to receive external funding for research projects; once they receive the funding, then the hard work begins to implement the projects that receive funding. Faculty represent VCU on the national and international stage as they attend and present their research and scholarship at their annual professional conferences or share their scholarship in other visible ways.

Serving on the Faculty Senate is only one way that faculty serve VCU. Many faculty served on the Repositioning Task Force and worked tirelessly to do research and write the recommendations that are now available for review and comment. Faculty are currently serving on the Promotion and Tenure Task Force and once the task force has recommendations to share, the University Promotion and Tenure Policy will need to be revised; after that revision happens, then each school and college will need to revise their policies, so this will be a two-year process. This process is one of the most critical aspects of faculty success. Faculty also serve on other university, school/college and department committees. I could share many more activities in which faculty are involved and responsibilities that we have, but this provides a snapshot of the demands of our work.

In the Faculty Senate, our committees have met several times during our monthly meetings. Members of the Governance committee, chaired by Nora Alder, faculty in the School of Education, are working to

make revisions to the VCU Shared Governance procedure, so that it more clearly outlines the process of shared governance to give faculty voice about important issues that have a direct impact on us. The members of the Academic Programs and Research committee, chaired by Ryan Cales, faculty in the Department of Focused Inquiry in the University College, are writing a resolution about the curriculum approval process to ensure faculty voice happens through shared governance. Finally, Carmen Rodriguez and Pat Cummins, both faculty in the College of Humanities and Sciences and co-chairs of the State Legislative and Statewide committee, are planning Higher Education Advocacy Day at the General Assembly on Thursday, January 11 when VCU hosts faculty from across Virginia to visit state legislators to advocate for legislation that supports higher education.

A main focus of the Faculty Senate this semester has been to learn more about the intricacies of the university budget. First, we want to thank Karol Gray for her tremendous work as the university's CFO and to congratulate her on her retirement. We have enjoyed working with Karol and truly appreciate the time she has taken to come to Faculty Senate, with David Allen, on multiple occasions to share important information about the budget with transparency and explain how it works at the granular level. Second, the Faculty Senate advocated for the creation of a website that explains the budget and I'm pleased to say that this website is almost ready to be unveiled for the university community. Just yesterday, Scott Street, faculty in the College of Humanities and Sciences, Roxanne Spindle, faculty in the School of Business and I met with members of Karol's team to provide feedback on the website that is under construction. Dr. Spindle, who chairs the Faculty Senate Economic Status, Budget, and Planning committee, was able to share the website with members of her committee earlier this week and share their feedback with the group. Dr. Street and Dr. Spindle also serve as faculty representatives to the University Budget Advisory Committee. All of these initiatives are integral to our ultimate goal of having true shared governance at VCU and supports the success of VCU.

Thank you for your support of faculty, staff and students. I wish you a joyful and restful holiday season and look forward to our work in the spring semester.

This concludes the Faculty Senate report.

Respectfully submitted,
Valerie Robnolt, Ph.D.
Faculty Representative to the Board of Visitors
Maria Rivera, Ph.D., FLS
Faculty Senate President and Alternate Faculty Representative

UPDATE: MISSION, VISION, VALUES

<u>Mission</u>

Staff Senate advocates for, communicates with, empowers, and supports VCU and VCU Health staff.

<u>Vision</u>

VCU Staff Senate helps VCU become an exceptional place to work for everyone.

<u>Core Values</u>

Advocacy, Integrity, Accountability, Support & Education

VCU

STAFF CONCERNS

BOV FEEDBACK

ATTACHMENT H

DECEMBER BOV OPEN SESSION COMMITTEE REPORTS

Audit, Integrity and Compliance Committee

The Audit, Integrity and Compliance Committee met this morning and heard from Mike Reinholtz, audit director with the Auditor of Public Accounts, on the university's financial statement audit results for the year ended June 30, 2023. The university is receiving an unmodified or clean opinion meaning the financial statements are presented fairly in accordance with the required accounting principles.

Richard Tarr shared the results of his External Quality Assurance Review over the VCU internal audit function. The Institute of Internal Auditors' standards require this external review every five years. Mr. Tarr reported that the unit received the highest possible rating of "generally conforms".

The Executive Director shared the results of a recent audits to include:

- Records Management
- Service Contract Management
- President's Office Internal Control Compliance Review

Finally, Tom Briggs, assistant vice-president of safety and risk management provided an update on the university's enterprise risk management program and discussed plans for calendar year 2024.

<u>Action Items:</u>
The committee approved the September 14, 2023 committee minutes.

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

Intercollegiate Athletics Committee Report

Mr. Ed McLaughlin, Vice President and Director of Athletics presented to the committee. Two student-athletes share with the committee their experiences and challenges at VCU, with special focus on daily schedules and travel, NIL, the transfer portal, mental health and post-pandemic college environment.

<u>Action Items:</u>
The committee approved the September 14, 2023 committee meeting minutes.

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

Academic and Health Affairs Committee Report

The committee heard three reports:

- Dr. Fotis Sotiropoulos provided a report on the university's progress toward its 10-year reaccreditation by the Southern Association of Colleges and Schools Commission on Colleges, which is more commonly called SACSCOC. The university will host a site visit in February. The SACSCOC Board of Trustees will make the final accreditation decision in June 2024.

- Dr. Marlon Levy provided updates for each of the six health sciences schools. He also noted a recent, outstanding accomplishment of a School of Medicine faculty member; Dr. Ken Kendler, professor of clinical psychiatry, achieved the No. 1 lifetime ranking from ScholarGPS, which analyzes researchers and their publications based on productivity, impact and quality. The ScholarGPS database covers more than 30 million scholars in more than 200 counties.

- Dr. Srirama Rao provided an update on technology commercialization and economic development at VCU, including an overview of the significant impact of VCU innovation over the past decade including the current fiscal year. Dr. S. Rao reported that as VCU innovations are brought to the marketplace, they are contributing to the prosperity of the Commonwealth and improving lives. VCU has licensed its technologies to major corporations, new ventures and startups including those led by VCU faculty, and those licensed technologies are generating significant revenue. The TechTransfer and Ventures team in the Office of Vice President for Research and Innovation provides multifaceted startup and new venture support including an entrepreneur in residence program. VCU works with several entrepreneur support organizations in this process, including Activation Capital. The committee was pleased to hear from their president and CEO, Chandra Briggman. Ms. Briggman reviewed the pillars of Activation Capital's mission in growing the regional innovation economy: ecosystem development, space making and entrepreneur development.

Action Items:
The committee approved the September 14, 2023 committee meeting minutes. The committee reviewed and approved to recommend the following five academic program proposals:

- In the School of Business:
    - a Bachelor of Science degree program in Supply Chain Management
- In the College of Humanities and Sciences:
    - both a Bachelor of Science and a Master of Science degree program in Digital Forensics and Incident Response
    - a Master of Science degree program in Data Science
- In the College of Engineering
    - a Bachelor of Arts degree program in Computer Science

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

Governance and Compensation Committee

The committee reviewed action items as listed below and then went immediately into closed session.

<u>Action Items:</u>
The committee approved the September 15, 2023 committee meeting minutes.

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

Facilities, Real Estate, and Administration Committee Report

Dr. Weiss, Vice President for Administration, introduced reports from the Division of Administration.

Mr. Tom Briggs, Assistant Vice President of Safety and Risk Management, gave a brief organizational overview, discussed the evolution of VCU's Enterprise Risk Management process, shared metrics related to research support and reviewed health and well-being initiatives being led by his team.

Chief John Venuti, Associate Vice President of Public Safety, VCU and VCU Health and Chief of Police, discussed policing with a purpose, safety initiatives and federal and state requirements. He also shared current metrics.

Mr. Rich Sliwoski, Associate Vice President of Facilities Management, presented a building and grounds report highlighting deferred maintenance, renovations and the maintenance reserve program.

The committee also received one information item, a Capital Projects Update.

Action Items:
The committee approved the September 15, 2023 committee meeting minutes.

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

Finance and University Resources Committee

The Vice Presidents shared updates from their respective areas which included:
- an update on the university's cash position, VCU and related entity financial statements, the quasi-endowment, as well as the budget and enrollment from the Senior Vice President and CFO Karol Gray,
- a government relations update from the Vice President for Government and External Relations Matt Conrad and the Vice President for External Affairs and Health Policy for VCU and VCU Health Karah Gunther, and
- an update from the Vice President for Development and Alumni Relations Jay Davenport, who shared fundraising totals for the current fiscal year and campaign progress to date. He outlined the fundraising plan for this campaign, provided an update on new stewardship plans, and highlighted growth opportunities identified by the campaign team.

Miscellaneous Reports were noted as pre-reads for the board's awareness that did not require action - Sources and Uses Funding/Revenue and Expense Summaries for FY23 Q4 and FY24 Q1, the Treasurer's Report, and a VCU Health System and Financial Operations update.

<u>Action Items:</u>
The committee approved the September 15, 2023 committee minutes. The committee approved and are recommending the following action items to the full board for approval:

- Finance and University Resources committee dashboard
- Actalent PO Renewal

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