1. CALL TO ORDER & WELCOME
   Dr. Michael Rao, President
   Mr. Keith Parker, Rector

2. PUBLIC COMMENT PERIOD
   Ms. Chelsea Gray, Assistant Secretary & Board Liaison

3. AUDIT & COMPLIANCE
   Karen Helderman, Executive Director, Audit and Compliance Services

4. OVERVIEW OF ACADEMIC AFFAIRS
   Dr. Gail Hackett, Provost and Senior Vice President for Academic Affairs
   Dr. Tomikia LeGrande, Vice President for Strategy, Enrollment Management and Student Success

5. RELATIONSHIP BETWEEN VCU & VCUHS
   Dr. Peter F. Buckley, Interim Senior Vice President for Health Sciences and CEO of the VCU Health System

6. BREAK

7. OVERVIEW OF 2021 BUDGET
   Ms. Karol Kain Gray, Senior Vice President and Chief Financial Officer

8. DIVERSITY AND INCLUSION
   Dr. Aashir Nasim, Vice President of the Office of Institutional Equity, Effectiveness and Success

9. ANNUAL GIVING & BOARD SCHOLARSHIP
   Mr. Jay Davenport, Vice President for Development and Alumni Relations
10. CLOSED SESSION – Freedom of Information
   Act Sections 2.2-3711 (A) (8), specifically:

   a. LEGAL DUTIES & RESPONSIBILITIES
      
      Mr. Mike Melis, University Counsel
      Mr. Jacob Belue, Associate University Counsel

11. RETURN TO OPEN SESSION AND CERTIFICATION

      Mr. Keith Parker, Rector

      Resolution and Certification

12. ADJOURNMENT

      Mr. Keith Parker, Rector

** The start time for the Board of Visitors meeting is approximate only. The meeting may begin either before or after the listed approximate start time as Board members are ready to proceed.
Audit and Compliance Services
August 26, 2020
Audit and Compliance Services

• University and Health System Responsibilities
• Reports to both Boards (BOV and BOD)
  ➢ Provides audit, integrity and compliance operations on behalf of the Boards
  ➢ Executive Director is accountable to the Boards through their respective audit and compliance committees

• University Functions
  ➢ University Audit and Management Services (Internal Audit)
  ➢ Integrity and Compliance Office
University Audit and Management Services (Internal Audit)

• Institute of Internal Auditor’s *International Standards for the Professional Practice of Internal Auditing*
• Risk-based audits of information systems, financial and compliance controls
• Investigative reviews
• Special requests
• Advisory services
• Audit reports provided in Audit, Integrity and Compliance Committee materials
Integrity and Compliance Office

• Oversees VCU’s Compliance and Ethics Program
• Utilizes compliance partners throughout the University
• Software provides visibility into areas of concern
• Compliance Program based on Chapter 8 of the US Department of Justice *Federal Sentencing Guidelines* – Seven Elements of an Effective Compliance Program
Integrity and Compliance Office

- **Standards & Procedures** – Code of Conduct, written policies and procedures
- **Oversight** – designated compliance officer and Board compliance committee
- **Education & Training** – education program on policies and expectations
- **Reporting** – methods to communicate concerns without fear of retaliation
- **Monitoring & Auditing** – track policy updates, analyze trends, staff surveys
- **Enforcement and Discipline** – enforce our compliance program by taking action
- **Response and Prevention** – analyze violations, refine or adopt policies, provide additional training
Michigan State's Untouchable Board of Trustees

Members of the board have been accused of covering up Larry Nassar's abuse, and yet they've somehow emerged from the scandal unscathed.

CAROLINE KITCHENER  SEP 26, 2018

The members of Enron Corp.'s board of directors contributed to the firm's collapse by failing to curb the Houston energy trader's risky accounting tactics, approving conflicts of interest, and rubber-stamping enormous cash payouts to executives, according to a heavily redacted Senate report to be released today.

"The board witnessed numerous indications of questionable practices by Enron management over several years, but chose to ignore them to the detriment of Enron shareholders, employees, and business associates," the report said.

U-Maryland Medical System CEO put on leave after board conflict scandal

The University of Maryland Medical System has put CEO Robert Chrencik on temporary leave of absence following reports that nine of the system's 30 board members, including elected public officials, have substantial business deals with the system.

Board Chairman Stephen Burch announced that the board, at an emergency meeting Thursday, also voted to hire an independent firm to review board members' contractual relationships with the system.

HARRIS MEYER  MAR 21, 2019 04:03 PM
Typical Oversight Questions

• How does VCU’s compliance program compare to its peers?
• Are we satisfying the seven requirements of an effective compliance program?
• What are our most significant risks and how are we mitigating them?
• How are we monitoring and responding to misconduct?
• Are we effectively communicating our ethics and compliance commitment?
• How do senior leaders determine which risks to report to the Board?
• How is the Board assured that controls for key risks are working?
Integrity and Compliance Office

Code of Conduct

Real expectations.

ethical behavior
we are committed to creating an environment promoting integrity and ethical conduct

our culture
we are committed to a safe and professional working environment

expectations
we are committed to incorporating conduct consistent with our mission and values

further guidance & resources
we are committed to providing our employees with the tools for success

www.codeofconduct.vcu.edu
Board of Visitors Orientation
August 26, 2020

Gail Hackett, Ph.D.
Provost and Senior Vice President for Academic Affairs

Tomikia LeGrande, Ed.D.
Vice President for Strategy, Enrollment Management and Student Success
Mission
The Office of the Provost is dedicated to ensuring:

- A high-quality and engaged learning experience for all students.
- The recruitment and retention of a talented and diverse faculty.
- The availability of resources to ensure world-class teaching, scholarship, research and creative expression.
- A strong commitment to the global engagement of students, faculty and staff that transforms lives and communities.
Academic Affairs Priorities

**Students**
- 5-year strategic enrollment plan
- Creating a Student Financial Services Model
- Focus on Student Success
  - Central student success unit
  - 6-year graduation rate increased 37% in last decade
  - Enhanced/innovative advising
  - Early alert
  - Major maps
- REAL Initiative (Real, Experiential & Applied Learning)
- Residential Living Learning Programs
- Career services
- Closing the retention and graduation gap

**Programs**
- New program offerings to satisfy market demand
- Program review and accreditation
- Digital engagement and online learning
- Curricular/course transformation
  - Revising general education
  - Redesigning gateway courses
  - Revamping and increasing summer offerings

**Faculty**
- Targeting efforts to improve retention and satisfaction of faculty
  - Center for Teaching and Learning Excellence (CTLE)
  - Faculty mentoring program
  - Department chairs leadership development program
- Compensation plan to address short- and long-term concerns
- Implemented faculty cluster hiring process (iCubed) focused on under-represented groups; 15% increase in URM faculty last year
- Ongoing growth of research, particularly interdisciplinary
# Quest 2025: Outcomes Strategy

<table>
<thead>
<tr>
<th>Graduation and Retention Trends</th>
<th>Fall 2013 Cohort</th>
<th>Fall 2014 Cohort</th>
<th>Fall 2015 Cohort</th>
<th>Fall 2016 Cohort</th>
<th>Fall 2017 Cohort</th>
<th>Fall 2018 Cohort</th>
<th>Quest 2025 Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UG 1 year retention</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>URM</td>
<td>85.1%</td>
<td>85.1%</td>
<td>86.1%</td>
<td>81.4%</td>
<td>84.7%</td>
<td>82.8%</td>
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<tr>
<td>Men of Color (Black &amp; Hispanic)</td>
<td>82.4%</td>
<td>86.6%</td>
<td>84.2%</td>
<td>82.8%</td>
<td>83.8%</td>
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<tr>
<td>Pell-recipient</td>
<td>85.2%</td>
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<td>83.6%</td>
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<tr>
<td>First gen</td>
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<tr>
<td>URM</td>
<td>75.5%</td>
<td>74.7%</td>
<td>76.0%</td>
<td>71.8%</td>
<td>73.9%</td>
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<td>84% (2023 Cohort)</td>
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<td>Men of Color (Black &amp; Hispanic)</td>
<td>73.5%</td>
<td>77.4%</td>
<td>72.9%</td>
<td>70.0%</td>
<td>70.0%</td>
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<tr>
<td>Pell-recipient</td>
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<td>74.2%</td>
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<tr>
<td>First gen</td>
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<tr>
<td><strong>UG 6 year graduation</strong></td>
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<tr>
<td>URM</td>
<td>63.9%</td>
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<tr>
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<tr>
<td>Pell-recipient</td>
<td>63.2%</td>
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<td></td>
</tr>
</tbody>
</table>

VCU Office of the Provost
# Quest 2025: Enrollment Strategy

## Enrollment Trends

<table>
<thead>
<tr>
<th></th>
<th>Fall 2014</th>
<th>Fall 2015</th>
<th>Fall 2016</th>
<th>Fall 2017</th>
<th>Fall 2018</th>
<th>Fall 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Enrollment</td>
<td>31,163</td>
<td>31,242</td>
<td>31,230</td>
<td>31,034</td>
<td>31,076</td>
<td>30,103</td>
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<tr>
<td>Newly enrolled freshmen</td>
<td>3,586</td>
<td>4,090</td>
<td>4,234</td>
<td>4,201</td>
<td>4,600</td>
<td>4,461</td>
</tr>
<tr>
<td>Newly enrolled transfers</td>
<td>2,287</td>
<td>2,022</td>
<td>2,069</td>
<td>1,911</td>
<td>1,708</td>
<td>1,672</td>
</tr>
<tr>
<td>Graduate enrollment (Masters+Doctoral) as % of total enrollment</td>
<td>15.2%</td>
<td>15.2%</td>
<td>14.9%</td>
<td>15.0%</td>
<td>15.0%</td>
<td>15.4%</td>
</tr>
<tr>
<td>First Professional Enrollment</td>
<td>1,718</td>
<td>1,740</td>
<td>1,760</td>
<td>1,743</td>
<td>1,709</td>
<td>1,639</td>
</tr>
</tbody>
</table>

## Quest 2025 Goals

- Total Enrollment: 31,000 students
- Newly enrolled freshmen: 4,900 students
- Newly enrolled transfers: 2,000 students
- First Professional Enrollment: 1,750 students
## Quest 2025: Faculty Strategy

<table>
<thead>
<tr>
<th></th>
<th>Fall 2014</th>
<th>Fall 2015</th>
<th>Fall 2016</th>
<th>Fall 2017</th>
<th>Fall 2018</th>
<th>Fall 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>T&amp;R Faculty</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>T&amp;R Faculty</td>
<td>2,229</td>
<td>2,264</td>
<td>2,274</td>
<td>2,338</td>
<td>2,446</td>
<td>2,497</td>
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<tr>
<td><strong>Tenured/Tenure Track Faculty</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tenured/Tenure Track Faculty</td>
<td>969</td>
<td>958</td>
<td>959</td>
<td>972</td>
<td>1,027</td>
<td>1,040</td>
</tr>
<tr>
<td><strong>% URM T&amp;R Faculty</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% URM T&amp;R Faculty</td>
<td>8.3%</td>
<td>8.6%</td>
<td>9.0%</td>
<td>9.7%</td>
<td>10.1%</td>
<td>10.0%</td>
</tr>
</tbody>
</table>
**Quest 2025: National Research Prominence Strategy**

**Sponsored Research (in millions)**

FY19 Goal = $275.0m

- 2014-15: $270.3
- 2015-16: $271.2
- 2016-17: $275.4
- 2017-18: $271.0
- 2018-19: $310.2

**Federal Research Awards - NIH (in millions)**

FY19 Goal = $79.7m

- 2016-17: $77.9
- 2017-18: $78.9
- 2018-19: $89.9

**Federal Research Awards - All Other (in millions)**

FY19 Goal = $62.3m

- 2016-17: $75.1
- 2017-18: $62.0
- 2018-19: $69.9
Spring 2020 and Summer 2020
Switch to Online Instruction

Spring 2020
- 8,420 course sections
- 2,301 instructors
- 28,149 students

Summer 2020
- 2,942 course sections
- 1,014 instructors
- 10,277 students

Number of instructors and students are unduplicated counts.
Fall 2020 Course Sections by Modality

First Professional Sections
- In Person: 100%
- Online: 0%
- Hybrid: 0%
- Blended: 0%

Graduate Sections
- In Person: 26.3%
- Online: 65.3%
- Hybrid: 4.6%
- Blended: 3.8%

Undergraduate Sections
- In Person: 35.0%
- Online: 42.2%
- Hybrid: 16.7%
- Blended: 6.2%

Total Sections = 8,392
- In Person: 36.0% (n=3,022)
- Online: 46.7% (n=3,917)
- Hybrid: 12.1% (n=1,013)
- Blended: 5.2% (n=440)

Instructor Count for All Course Section Levels
- In Person: 972
- Online: 1,389
- Hybrid: 499
- Blended: 222
- Total Instructor Count (unduplicated): 2,234

Data as of August 14, 2020
Online@VCU Support to Faculty

694 Total number of faculty who received assistance in preparing for Fall 2020

(On-demand Courses, Teaching Online Course, Designing Online Course, Flexible Design Program)
Governance of VCU Health

Peter Buckley, MD
Interim Senior VP, VCU Health Sciences and CEO, VCU Health System
Dean, School of Medicine, VCU
What does “VCU Health” encompass?

* VCU Health System maintains a 20% investment in the Virginia Premier Health Plan with Sentara Healthcare owning the remaining 80%
VCU Health By The Numbers: FY2019*

1,081
Licensed Beds

200+
Clinical Specialties

1,020
Patients in research studies

668
Patients enrolled in clinical trials

306
Studies open to enrollment

252
Clinical trials open to enrollment

1,081
Licensed Beds

19
Clinical Departments

12,500+
Team Members

850+
Physicians

400+
Advanced Practice Professionals

$310.2M
Total Amount of Research Awards

4,078
Total Students

779
Total Residents*

2019 Enrollment by College or School

13% Pharmacy
21% Nursing
31% Medicine
12% Dentistry
23% Health Professions

* as of Fall 2019

* Official numbers for FY2020 will be available in September.
COVID-19

Patient Care & Team Members
• Led the community, Commonwealth, and nation with novel treatments, access to high acuity services, and expanded telehealth capabilities while supporting our team members

Research & Innovation
• Locally, regionally and nationally recognized as leaders in COVID-19 related research and innovation – expanded testing, clinical trials, and inventive N-95 mask decontamination

Community & Reactivation
• Worked collaboratively with local health systems to coordinate resources and educate our community about seeking care safely when needed
Diversity, Equity and Inclusion Actions

- Ratified our Diversity, Equity and Inclusion statement
- Held our inaugural Juneteenth celebration
- Establishing an Office of Diversity, Equity and Inclusion
  - In the final stages of hiring a Director!
- Ratified a Diversity, Equity and Inclusion plan
  - Establishing **governance** to invite all levels of the organization to be part of our journey
  - Reviewing our **HR policies**
  - Conducting **senior leadership assessments** around the present and future state of DEI
  - Established **learning opportunities** and **support services** for staff
What is the Authority?

Public body corporation, public instrumentality, and political subdivision of the Commonwealth of Virginia

General Purpose of the Authority

- Delivering medical care
- Conducting research
- Operation of a teaching hospital and related facilities
- Providing educational opportunities in medical and related fields
- Enhancing delivery of health to indigent population of the Commonwealth of Virginia
Specific Purpose of the VCU Health System Authority

- Serve as a general hospital and health care facility providing care for all
- Serve as a site for VCU Health Science School faculty’s medical and biomedical research
- Serve as the principal teaching and training hospital for VCU Health Science School students
- Support health education, research and public service activities for the VCU Health Science College and Schools
- Provide high quality patient care and specialized health services not widely available in the Commonwealth of Virginia
Separate Governance

VCU Health System
• Board of Directors
  - VCU Hospitals and Clinics
  - MCV Physician – the Practice Plan
  - Community Memorial Hospital
  - University Health Services, Inc.

VCU Health Sciences
• Board of Visitors
  - School of Medicine
  - School of Nursing
  - School of Pharmacy
  - School of Dentistry
  - College of Health Professions
  - Inter-professional Education Collaborative
Why Separate Governance?

Allows segregation of risk
  - allows risk resides in the appropriate entity

In addition to other benefits that accrue to a 501(c)(3)
VCU Health System Authority

Business units with boards that report up through the Board of Directors:

• Children’s Hospital of Richmond at VCU – Brook Road
• MCV Physicians
• Community Memorial Hospital
  o Community Memorial Hospital Foundation, through the CMH Board
• University Health Services, Inc.
  o VCU Health Continuing Education, through the University Health Services Board
Membership of Boards Overlap

- Five members of BOV on BOD
- Members of BOD and/or hospital administration on subsidiary boards

Balanced for:
- Communication
- Alignment
- Independence
21 Members of the Board of Directors

- 5 from VCU Board of Visitors appointed by VCU Rector
- 6 non-legislative citizens by Governor*
- 5 by Speaker of the House of Delegates*
- 3 by Senate Committee on Rules**
- President of VCU
- VP of Health Sciences of VCU

* 2 must be VCU Physician Faculty
** 1 must be VCU Physician Faculty

All appointments must be confirmed by the General Assembly
VCU Health System Board of Directors: terms and meetings

Terms
- 3 year term
- Can only serve 2 consecutive terms
- One year break required before reappointment

Meetings
- 4 meetings per year
  - One annual meeting
    - Report of Committees and Officers
    - Election of Officers
  - One meeting per year held jointly with the VCU Board of Visitors
  - Special meetings can be called by Chair, Vice Chair or 5 Board Members
Committees of the Board of Directors

**Finance and Property Committee**, Chair, **Ms. Marilyn Tavenner**
- Finances and investments including financial oversight, insurance coverage and financial monitoring

**Audit and Compliance Committee**, Chair, **TBD**
- Annual audit of finances and report of compliance

**Quality, Safety and Service Committee**, Chair, **TBD**
- Quality assurance, utilization review, medical staff credentialing (recommend appointments/reappointments to the medical staff), risk management and safety

**Evaluation and Compensation Committee**, Chair, **Mr. Steve DeLuca**
- Establish goals and evaluate performance of CEO and other executive officers and employees

**Governance Committee**, Chair, **Ms. Lisa Hicks-Thomas**
- Nominates membership to Board and Committees; oversees corporate governance
Office of the Senior Vice President for Health Sciences/CEO of VCU Health System provides leadership across VCU and VCU Health System

**Responsibilities:**
- Mission
- Vision
- Values
- Resource management
- Programmatic oversight

**Purpose:**
- Alignment
- Strength
- Sustainability
- Growth
- Impact
What we are building across VCU Health Sciences and Health System

- Service learning
- Workforce of the future
- Diversity, equity, and inclusion initiatives
- Community engagement
- Unique education offerings
- Collaborative research programs
- Innovation in education, research, patient care

3 accreditation site visits for 4 professional schools and 1 college in the past 2 years
  - All cited as a strength in the relationship to VCU Health and the opportunities this presents
Our world-class health sciences deans

David C. Sarrett, D.M.D.
Dean, School of Dentistry

Susan Parish, Ph.D.
Dean, College of Health Professions

Peter F. Buckley, M.D.
Dean, School of Medicine

Joseph T. Dipiro, Pharm.D.
Dean, School of Pharmacy

Jean Giddens, Ph.D., R.N., FAAN
Dean, School of Nursing
Mission:
We preserve and restore health for all people of Virginia and beyond through innovation in service, research and education.

Vision:
We lead the nation in quality, affordability, and impact as a trusted and preferred academic health system.
### VCU Health System Strategies: updated June 2020

<table>
<thead>
<tr>
<th>Safety, Quality, Service</th>
<th>Support for our Great People</th>
<th>Growth</th>
<th>Resiliency</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Assure community confidence in our Safety First culture</td>
<td>• All team members are essential and continue to support this commitment</td>
<td>• Focus on strategic relationships that promote new structure</td>
<td>• Return to &gt;3% margin in 12 months</td>
</tr>
<tr>
<td>• Promote STAR service through change in delivery of services</td>
<td>• Re-examine pay and benefit practices</td>
<td>• Increased appointments and optimization of structure</td>
<td>• Optimize cost structure through productivity and clinical variation and continued focused V&amp;E efforts</td>
</tr>
<tr>
<td>• Reduce health disparities and assure access to ramp up services</td>
<td>• Implementation of ERP and EHR</td>
<td>• Future Telehealth infrastructure</td>
<td>• Focus on affordability for our community</td>
</tr>
<tr>
<td>• Continue to build on relationships with state</td>
<td>• Support for ongoing teleworking</td>
<td>• New experience for learners</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Develop environment for continued innovation and research</td>
<td></td>
</tr>
</tbody>
</table>
Delivering on our mission: Patient Centered, Safety First

Aspiration:
To be America’s safest & most caring health system

Goal:
ZERO events of preventable harm to patients, team members, and visitors
VCUHS Safety, Quality, Service Priorities FY2021

- Reduce Mortality
- Reduce Preventable Harm
- Improve Access & Care Continuum
- Deliver Exceptional Patient Experience that also Reinforces Safety Culture

Safety and High Reliability
Questions?
VCU Board of Visitors

New Member Orientation

Karol Kain Gray, SVP and CFO
August 26, 2020
Overview of FY 2021 Budget
Virginia Commonwealth University – 2020-2021 University Budget Plan

**Sources Summary** (in thousands)

<table>
<thead>
<tr>
<th>FY 2020-2021 Sources</th>
<th>Educational &amp; General Programs</th>
<th>Sponsored Programs</th>
<th>Student Financial Assistance</th>
<th>Hospital Services</th>
<th>Total University</th>
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<tr>
<td></td>
<td>Direct Costs</td>
<td>Facilities &amp; Admin. Costs</td>
<td>Auxiliary Enterprises</td>
<td>Qatar Funds</td>
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<td>State General Fund</td>
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<td>Nongeneral Funds</td>
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<td>46,162</td>
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<tr>
<td>Sales and Services</td>
<td>9,199</td>
<td>-</td>
<td>82,683</td>
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<td>35,540</td>
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<td>Other Sources</td>
<td>2,367</td>
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<td>1,798</td>
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<td>Total Nongeneral Funds</td>
<td>413,685</td>
<td>274,416</td>
<td>43,000</td>
<td>145,479</td>
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<tr>
<td>Transfers (in) out</td>
<td>10,026</td>
<td>-</td>
<td>(10,026)</td>
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<td>-</td>
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<tr>
<td>Total University Sources</td>
<td>$618,936</td>
<td>$288,429</td>
<td>$32,974</td>
<td>$145,479</td>
<td>$39,990</td>
</tr>
</tbody>
</table>

Total: $1,290,988
## Virginia Commonwealth University - 2020-2021 University Budget Plan
### Expenditure Summary (in thousands)

<table>
<thead>
<tr>
<th>FY 2020-2021 Uses</th>
<th>Educational &amp; General Programs</th>
<th>Sponsored Programs</th>
<th>Direct Costs</th>
<th>Facilities &amp; Admin. Costs</th>
<th>Auxiliary Enterprises</th>
<th>Qatar</th>
<th>University Financial Assistance</th>
<th>Hospital Services</th>
<th>Total University Uses</th>
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<td>Instruction</td>
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<td>$288,429</td>
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<td>$-</td>
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<td>Research</td>
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<td>10,860</td>
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<td>342,758</td>
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<td>Public Service</td>
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<td>-</td>
<td>1,966</td>
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<td>Academic Support</td>
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<td>729</td>
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<td>-</td>
<td>12,671</td>
<td>-</td>
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<td>Student Services</td>
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<td>725</td>
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<td>10,130</td>
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<td>96,685</td>
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<tr>
<td>Operation and Maintenance of Plant</td>
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<td>3,870</td>
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<td>-</td>
<td>1,216</td>
<td>76,056</td>
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<td>66,023</td>
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<tr>
<td>Scholarships and Fellowships</td>
<td>20,199</td>
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<td>1,716</td>
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<td>-</td>
<td>10,904</td>
<td>76,056</td>
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<td>108,875</td>
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<td>Auxiliary Enterprises</td>
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<td>-</td>
<td>152,919</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>152,919</td>
</tr>
<tr>
<td>Hospital Services</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td>34,540</td>
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<td>Subtotal Uses</td>
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<td>$152,919</td>
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<td>Transfers (in) out (1)</td>
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<td>(4,628)</td>
<td>-</td>
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<tr>
<td>Addition to Reserves</td>
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<td>-</td>
<td>(5,463)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(14,171)</td>
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<td>Anticipated COVID-19 &amp; Enrollment Adjustments</td>
<td>(67,136)</td>
<td>-</td>
<td>-</td>
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<td>-</td>
<td>-</td>
<td>-</td>
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<td>(67,136)</td>
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<tr>
<td>Contingencies</td>
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<td>-</td>
<td>1,760</td>
<td>2,651</td>
<td>-</td>
<td>-</td>
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<td>-</td>
<td>11,760</td>
</tr>
<tr>
<td>Subtotal Contingencies and Transfers</td>
<td>(63,867)</td>
<td>-</td>
<td>1,760</td>
<td>(7,440)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(69,547)</td>
</tr>
<tr>
<td><strong>Total University Uses</strong></td>
<td><strong>$618,936</strong></td>
<td><strong>$288,429</strong></td>
<td><strong>$32,974</strong></td>
<td><strong>$145,479</strong></td>
<td><strong>$39,990</strong></td>
<td><strong>$53,584</strong></td>
<td><strong>$76,056</strong></td>
<td><strong>$35,540</strong></td>
<td><strong>$1,290,988</strong></td>
</tr>
</tbody>
</table>

(1) Per the state budget, nongeneral fund appropriation from E&G programs and from Auxiliary Services was required to be transferred to Student Financial Assistance to more accurately reflect aid to students.
Total University Budget FY20-21: $1.3B

in thousands

- State Appropriations: $195,225 (15%)
- Student Tuition and Fees: $401,979 (31%)
- Sponsored Research: $321,403 (25%)
- Student Financial Assistance: $76,056 (6%)
- Gifts: $53,584 (4%)
- Auxiliary: $145,479 (11%)
- Sales & Services, Other: $21,592 (2%)
- Other: $75,530 (6%)

E&G Budget: $618,796
Key Facts

• VCU Tier III Institution, along with UVA, VT, JMU and W&M

• 91 % resident undergraduates

• Cost of attendance for 20-21 academic year is $31,697 for undergraduate residents and $53,761 for undergraduate non-residents

• Bond ratings - Moody’s Aa3; S&P AA-

• Debt burden ratio – FY19 was 3.82%; internal benchmark is 5%; state benchmark is 6%

• Total budget, including the VCUHS, is $5.2B
2020-2021 Resident Undergraduate Tuition and Fees

Data source: SCHEV Student Loan Data
Fall 2019 Resident vs Non-Resident Undergraduates

*Source: SCHEV E03 Report*
Avg. Indebtedness of Resident Undergraduates Among Virginia Tier III Institutions

**VCU**, $21,633

**VT**, $17,763

**W&M**, $15,016

**JMU**, $15,542

**UVA**, $16,785

*Source: SCHEV EOM02 Report*
Resident Pell Recipients

*Source: SCHEV EOM02 Report*
Challenges/Opportunities

• Flat tuition increase for last two fiscal years

• Maintain bond ratings

• Budgetary challenges during pandemic; ability to grow enrollment

• Aging Infrastructure/Master Plan - $524M of capital needs identified over next ten years; $298M (57%) are priority needs (backlog or coming due in the next three years)
Questions
Overview of our university’s diversity and inclusion strategies
Quest 2025: Together We Transform

- **Theme I: Student Success**
  - Transform the lives of our distinctive and diverse students
- **Theme II: National Prominence**
  - Achieve preeminence as a 21st century public research university
- **Theme III: Collective Urban and Regional Transformation**
  - Create collective community change
- **Theme IV: Diversity Driving Excellence**
  - Commit to inclusive excellence
Theme IV: Diversity Driving Excellence

- **Advance institutional excellence** through a commitment to diversity, inclusion and equity fostered through a culture of appreciation and respect.
- **Build and sustain the infrastructure** to enhance diversity, inclusion and equity at all levels of the university to support teaching, research, scholarship, creative expression and service.
- **Establish diversity as an imperative** in the development and implementation of strategies and policies in decisions regarding resource allocation.
I. Advance Institutional Excellence

• Basic Assumptions (Culture and Climate)
  – Diversity through inclusion and engagement drive an organization’s performance
  – Diversity’s impact is realized when environments are fair, open, collaborative and empowering.
  – Inclusive environments lead to greater diversity, as well as intrinsic work experiences and organizational confidence and trust that positively influence performance.
I. Advance Institutional Excellence

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VCU Students’ Stories of Struggle, Strength and Solidarity During COVID-19
I. Advance Institutional Excellence

Remote Instruction

The March 31, 2020 Climate Advisory (CA-2020-02) is based on 2020 data collected on a representative sample of VCU students. VCU student satisfaction with remote instruction was compared to pre-pandemic levels. The survey was conducted from April 5 to April 15, 2020, and included 3,831 respondents.

VCU students responded to the prompt: “With remote instruction, what is your overall perception of the quality of the instruction?” of which 3,831 respondents completed the survey, of which 9,624 students (41.3% response rate) have completed at least one course.

STUDENTS’ BELONGINGNESS

The April 13, 2020 Climate Advisory (CA-2020-03) is based on data collected on April 1 from a representative sample of VCU students. VCU students responded to the prompt: “With remote instruction at VCU, how is your overall experience?”

REOPENING CAMPUS, STUDENT SURVEY

About the May 21, 2020 survey administration, Institutional Equity, in collaboration with Institutional Research and Decision Support (IRDS), administered the VCU Fall 2020 Planning Student Survey to continuing undergraduate, graduate and first professional students. The brief eight-item survey presented a range of fall 2020 campus reopening scenarios to students and assessed (a) students’ ability to adapt to fall calendar and instruction scenarios, course delivery modes, and mid-semester transitions; (b) their perceived ability to adhere to campus safety and risk mitigation measures enacted by the university; and (c) students’ confidence in community and residential housing scenarios. A total of 23,770 students were invited to complete the survey, of which 9,624 students (41.3% response rate) have completed at least one course.

RETURN TO CAMPUS, FALL 2020

About the April 23, 2020 survey administration, Climatext was administered on April 23, 2020 to a representative sample of 602 VCU students. VCU students responded to the prompt: “What are you feeling about returning to campus this fall semester?” A total of 281 students, or 46.7% of the total sampling population, responded within 24 hours. The observed sample consisted of 74.3% women, 47.1% minority, 29.9% Full-time, and 24.3% first-generation students across 54 degree programs and majors. Student sentiment scores ranged between: -1.00 (negative) to +1.00 (positive). Both actual and adjusted (re-coded) scores are presented. Below, we provide a summary of the findings.
Theme IV: Diversity Driving Excellence

• **Advance institutional excellence** through a commitment to diversity, inclusion and equity fostered through a culture of appreciation and respect

• **Build and sustain the infrastructure** to enhance diversity, inclusion and equity at all levels of the university to support teaching, research, scholarship, creative expression and service.

• **Establish diversity as an imperative** in the development and implementation of strategies and policies in decisions regarding resource allocation
II. Build and Sustain Infrastructure

- Basic Assumptions
  - Audit fiscal and operations and adjusted workflow processes to increase efficiency and effectiveness
  - Reorganization bringing Equity and Access Services (EAS) under IES for continuity between compliance, education and transformation
  - Formalize organizational relationships and strategic communication platforms to facilitate scaling of initiatives and programs
  - Develop and implement low cost – high impact programs for employees and students to cultivate and promote success
- Basic Assumptions
  - Audit fiscal and operations and adjusted workflow processes to increase efficiency and effectiveness
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Psychological Readiness and Return to Campus

Virginia Commonwealth University’s highest commitments are focused on employee well-being, equity and inclusion. We make our commitments real by weaving them into everything we do — including this online course, Lessons of equity and inclusion are especially important as we address psychological readiness to return to campus because the experiences of inequality, bias and discrimination negatively impact psychological well-being and safety. We have a shared responsibility to create a campus where we are included, cared for, safe and engaged.

This course is designed for all VCU faculty and staff, individual contributors and managers. It complements the reboarding courses you have already completed. The focus of those courses was our joint commitments and responsibilities to create a physically safe and
Theme IV: Diversity Driving Excellence

- Advance institutional excellence through a commitment to diversity, inclusion and equity fostered through a culture of appreciation and respect
- Build and sustain the infrastructure to enhance diversity, inclusion and equity at all levels of the university to support teaching, research, scholarship, creative expression and service.
- Establish diversity as an imperative in the development and implementation of strategies and policies in decisions regarding resource allocation
III. Establish Diversity As Imperative

• Basic Assumptions
  – Committees, task forces and workgroups on diversity and inclusion must result in actions that build and sustain community trust and leadership integrity
  – Heart and mind leadership must coincide with policy implementation and resource allocation to move forward organizations
  – Training and education must be complementary modules throughout employee and student lifecycles to promote personal and professional growth and development... thriving organizations
III. Establish Diversity As Imperative

Taskforce on Individual, Institutional and Systemic Bias

- Basic Assumptions
  - Committees, task forces and workgroups on diversity and inclusion must result in actions that build and sustain community trust and leadership integrity
  - Heart and mind leadership must coincide with policy implementation and resource allocation to move forward organizations
  - Training and education must be complementary modules throughout employee and student lifecycles to promote personal and professional growth and development... thriving organizations

Call Me By My Name
Recognizing the right to use names other than your legal name, to identify with the gender you know yourself to be and to utilize the pronouns that best fit you.

Title IX Not Anymore Training
Preventing and Responding to Discrimination
Overview of our university’s diversity and inclusion strategies
BOV Orientation

Jay Davenport, Vice President, Development & Alumni Relations

August 26, 2020
Five Priorities

1. Maintain Fundraising Momentum
2. Expand Alumni Engagement
3. Continue Advancement Sophistication
4. Plan Next Campaign
5. Continue to Build Culture of Philanthropy
DAR Functions

- Advancement Services
- Budget & Finance
- Strategic Marketing & Engagement
- Talent Management
- Alumni Programs
- Outreach & Engagement
- Board Management
- MCV Campus Schools/Units
- Collaborative Fundraising
- MP Campus Schools/Units

DAR

Fundraising

Alumni

Operations
Fundraising

MCV Campus
- Dentistry
- Health Professions
- Massey
- Medicine
- Nursing
- Pharmacy
- VCU Health

Collaborative
- Presidential Engagement
- Principal Giving
- Corporate Relations
- Foundation Relations
- Planned Giving
- University Development

MP Campus
- Arts
- Athletics
- Business
- Education
- Engineering
- Honors

- H&S
- ICA
- Libraries
- Life Sciences
- Social Work
- Wilder
Alumni

- Alumni Career & Professional Development
- Reunion & Recognition Events
- Service & Philanthropy

Alumni Programs

- Alumni Affinity Programs
- Student & Recent Graduate Programs
- Regional Programs
- School Based Alumni Officers

Outreach & Engagement

- MCVAA Board of Trustees
- VCUA Board of Governors
- Regional Chapters

Board Management
Operations

- Advancement Services
  - Gifts & Records Management
  - Information Systems
  - Prospect Development
  - Liaison with Foundations

- Budget & Finance
  - DAR Consolidated Budget
  - Alumni Budget

- Strategic Marketing & Engagement
  - Annual Giving
  - DAR Communications
  - Donor Relations & Events

- Talent Management
  - Recruitment & Retention
  - Professional Development
  - Human Resources & Training
# VCU Campaign History

<table>
<thead>
<tr>
<th>Name of Campaign</th>
<th>Dates of Campaign</th>
<th>Dollar Goal</th>
<th>Amount Raised</th>
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<tbody>
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<td>Making a Difference</td>
<td>1984 - 1990</td>
<td>$52 Million</td>
<td>$62 Million</td>
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<tr>
<td>Partners for Progress</td>
<td>1992 - 1999</td>
<td>$125 Million</td>
<td>$168 Million</td>
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<tr>
<td>The Campaign for VCU</td>
<td>2000 - 2007</td>
<td>$330 Million</td>
<td>$410 Million</td>
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<tr>
<td>Make It Real Campaign for VCU</td>
<td>2013 - 2020</td>
<td>$750 Million</td>
<td>Final Report in December</td>
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Previous Campaigns Build the Foundation for the Future

- **Make It Real Campaign** (FY13-FY20)
- **Campaign for VCU** (FY00-FY07)
- **Partners for Progress** (FY92-FY99)
- **Making a Difference** (FY84-FY90)

Legend:
- Gray: Largest Gift
- Yellow: Other Gifts & Pledges


Millions
Make It Real Campaign Pillars

**People**
Attract, support and retain the finest students and faculty through scholarships, professorships and endowed chairs. Provide students with purposeful, hands-on learning and living experiences and faculty with support for start-up research ideas.

**Innovations**
Create new interdisciplinary partnerships and centers of excellence to offer students and faculty the right environments for meaningful research and learning experiences that will expand the university's ability to solve complex local and global challenges through inquiry and discovery.

**Environments**
Provide world-class facilities, equipment and materials to expand the university's research capacity. Increase the impact and sustainability of VCU's community partnerships and its resources in education, health and workforce development.
# BOV Giving History

<table>
<thead>
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<th>Fiscal Year</th>
<th>BOV Giving Participation</th>
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<tr>
<td>FY 2018</td>
<td>100%</td>
</tr>
<tr>
<td>FY 2019</td>
<td>100%</td>
</tr>
<tr>
<td>FY 2020</td>
<td>100%</td>
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</table>
The Board of Visitors Scholarship Award recognizes the achievements of a student who has outstanding academic achievement, leadership, and has provided service to the university and to the community at large. The recipient receives a scholarship equal to one year tuition and fees.

The Board intends that this scholarship be a fully endowed scholarship and expects full Board participation via donations each year.