



VIRGINIA COMMONWEALTH UNIVERSITY

**BOARD OF VISITORS  
6:00 P.M.  
APRIL 7, 2020  
ELECTRONIC MEETING**

**MINUTES**

**DRAFT**

**BOARD MEMBERS PRESENT ELECTRONICALLY**

Mr. Keith T. Parker, Rector  
Mr. H. Benson Dendy III, Vice Rector  
Ms. Pamela K. El  
Ms. Carolina Espinal  
Mr. Peter F. Farrell  
Mr. Todd P. Haymore  
Dr. Robert Holsworth  
Dr. Gopinath R. Jadhav  
Mr. John A. Luke, Jr.  
Rev. Tyrone E. Nelson  
Ms. Coleen Santa Ana  
Mr. Stuart C. Siegel  
Ms. Alexis N. Swann  
Dr. Shantaram Talegaonkar  
Mr. G. Richard Wagoner, Jr.

**BOARD MEMBERS ABSENT**

Mr. Edward L. McCoy, Secretary

**OTHERS PRESENT ELECTRONICALLY**

President Michael Rao  
Ms. Chelsea Gray, Assistant Secretary and Board Liaison  
Ms. Melinda Hancock, Chief Administrative & Financial Officer of the VCU Health System  
Ms. Karen Helderman, Executive Director for Audit and Compliance Services  
Ms. Nancy Jallo, Faculty Representative  
Dr. Tomikia LeGrande, Vice Provost for Strategic Enrollment Management  
Mr. Mike Melis, University Counsel  
Ms. Saher Randhawa, Staff Representative  
Mr. Scott Street, Faculty Representative  
Presidential Cabinet of VCU  
VCU students, faculty and staff and members of the public via livestream

**CALL TO ORDER**

Mr. Keith T. Parker, Rector, called the meeting to order at 6:04 p.m. Ms. Chelsea Gray conducted a roll call to see who was present. The Rector stated that the meeting was being held in accordance with Va. Code § 2.2-3708.2 (A)(3) that provides “An emergency meeting by

electronic communication means without a quorum of the public body physically assembled at one location is permitted when the Governor has declared a state of emergency in accordance with Va. Code § 44-147.17, provided that (i) the catastrophic nature of the declared emergency makes it impracticable or unsafe to assemble a quorum in a single location and (ii) the purpose of the meeting is to address the emergency.” After consultation with the President of the University, it was determined that it would be both impracticable and unsafe to assemble a quorum in a single location for this meeting.

### **PRESIDENT’S REPORT**

President Michael Rao began his report by addressing that the purpose of the meeting was to discuss COVID-19 and how VCU is responding to and operating in the current emergency. He reminded the group in order to comply with emergency electronic meeting requirements, it is important that the discussion and agenda be limited to VCU's current response and operations, and that those present are conscious of directing the conversation accordingly.

The President addressed that the COVID-19 crisis presents unprecedented challenges in everyone’s lives. VCU Health System is prepared for a surge of COVID-19 patients and has taken a regional leadership role in the health care consortium to manage overflow capacity at the Richmond Convention Center. The President praised all of the faculty, staff, students, our health care team members and our alumni and donors.

President Rao reported that there are two important philanthropic efforts to support the health system and the university in this crisis. An anonymous \$1 million challenge gift to support the COVID-19 Response Fund, to assist the VCU Health System in meeting the community’s needs during this crisis. It provides patient support, research and medical staff and health sciences student support. Also, the VCU Student Life and Learning Fund provides unrestricted dollars dedicated to enriching the life and learning experiences of VCU students or student groups. Funds support the most pressing student needs during the COVID-19 crisis and beyond.

President Rao reported the university earlier that day announced credits and refunds for housing, dining and parking. He continued at this time the university has every intention of starting fall semester on campus as long as it is safe to do so, even if it means shifting the academic calendar to a later start.

He acknowledged that the fiscal situation for the coming fiscal year is challenging at best and reported that the university is monitoring the fiscal situation based on impacts from COVID-19, including a hiring freeze. The university has been in constant contact with state and federal leaders to advocate for funding. The state funding would include about \$12.6 million toward tuition and \$4.4 million for scholarships to maintain tuition at the FY20 level in the next academic year. The University is recommending another year of no tuition increase if the state is able to move forward with the Tuition Affordability Plan. Regardless of the COVID-19 budget impact, undergraduate and graduate tuition rates would not exceed the 0% to 6% range.

### **ACADEMIC AFFAIRS UPDATE**

Dr. Gail Hackett, Provost and Senior Vice President for Academic Affairs reported that the move

to remote instruction was a huge endeavor and faculty rose to the challenge and implementation was fast. It was noted that the faculty were provided access to [Keep on Teaching, which provides guidance for teaching remotely](#). She did provide a caveat that these zoom courses are not the same as what will typically be conducted for online courses. She continued that a temporary policy was put in place for pass/fail, and in recognition of the impact of COVID-19, all courses in summer sessions beginning before July 9 will move to remote instruction (online) to ensure the safety of the students. She concluded by informing the Board that VCU is committed to getting back to its regular course offerings as soon as possible and are making plans to return to on campus instruction for Fall 2020 provided it was safe to do so, even if it means shifting the academic calendar to a later start. She ensured the Board they will continue to be updated as the year progresses.

Dr. Tomikia LeGrande, Vice Provost for Strategic Enrollment Management, discussed enrollment challenges and responses for summer and fall enrollment. She reported the University anticipates the enrollment yield will be lower than previous years, and highlighted several steps to address same including: increasing the pool of qualified accepted students; extending deadlines; and in lieu of VCU Preview Day, the creation of School/College Preview videos. Dr. LeGrande reported that in addition to Keep on Teaching the university has launched a website [Keep on Learning](#) which provides resources to students and will also be launching a website Keep on Pursuing Your Goals.

### **HEALTH SCIENCES UPDATE**

Dr. Peter F. Buckley, Interim Senior Vice President for Health Sciences and CEO of the VCU Health System, provided an update on health sciences.

### **BUDGET UPDATE**

Ms. Karol Kain Gray, Senior Vice President and Chief Financial Officer, reported that the budget is still unclear. The university announced today a recommendation of another year of no tuition increase if the state is able to move forward with the Tuition Affordability Plan, but looking at 0%, 2%, 4%, and 6% undergraduate and graduate tuition rates. She will be presenting fiscal year 2020-2021 tuition, fees, and budget for the Board's approval at the May 8, 2020 Board meeting.

### **VCU HEALTH SYSTEM UPDATE**

Dr. Peter F. Buckley, Interim Senior Vice President for Health Sciences and CEO of the VCU Health System, presented a video that had been put together by VCU and VCU Health System. The video can be found at the following link: <https://youtu.be/Ncu-ksxhKM0>. The number of internal COVID-19 tests increases daily. VCU Health System continues its research and clinical trials on experimental drugs.

Ms. Melinda Hancock, Chief Administrative & Financial Officer of the VCU Health System, provided an update on the VCU Health System. Her presentation focused on the deployment framework. A copy of Ms. Hancock's presentation is attached hereto as *Attachment A* and is made a part hereof.

Virginia Commonwealth University  
Board of Visitors Meeting  
Draft April 7, 2020 Minutes

**ADJOURNMENT**

There being no further business, Mr. Parker, Rector, adjourned the meeting at 7:15 p.m.

The background features a large yellow triangle on the left side. To its right is a large orange triangle pointing downwards. Further right is a large blue triangle pointing upwards. The top and bottom corners of the right side are white.

**VCU Health System**  
**COVID -19**

# Deployment Framework

	<b>Conventional</b>	<b>Contingency</b>	<b>Crisis</b>
Space	<i>Manage within the current health system infrastructure which includes health system surge capacity planning</i>	<i>Manage within the regional health system infrastructure</i>	<i>Requiring assets and resources beyond the collective and individual health systems</i>
Supplies			
Staffing			
Systems			

# Deployment Framework: Conventional

## *Resources within our current health system*

	<b>VCU Health System</b>
Space	Expansion of 460 beds (onsite and offsite) and deployment of surge strategies.
Supplies	PPE to all patient facing health care workers and working to secure additional supplies including local manufacturing partnerships. Securing medications and other key supplies.
Staffing	Redeployment plans for surge planning and deemed all employees “essential”. Opted in to FFCRA and adjusted benefits and policies for team members.
Systems	Changing and reviewing all related systems to accommodate surge plans. Developed in house test and initiated clinical trials.

# Conventional: Systems

## VCU Health System

Incident Command: 24/7 to manage all operations related to COVID-19

Testing: Developed in house testing. Currently expanding capacity

Visitation: Moved to strict visitation policy to reduce risk in the environment.

Information Technology: enabled majority of support services to convert to remote as well as stand up offsite locations. Dedicated Intranet page for all Covid-10 related items for easy access and ongoing updates. Actively deployed telehealth and seeing over 800 visits/day

Clinical Research: 17 new clinical research studies/products in the pipeline with 3 currently active

Health Innovation Consortium: ongoing collaboration funded by VCUHS has produced 3 significant innovations: two of which have been filed with the FDA (3D printed emergency mechanical ventilator and a smart ventilator splitter) and the third is a way to reprocess N95 masks through use of UV light.

Communications: Daily briefings and town halls three times a week and all streamlined through the Command Center.





# Deployment Framework: **Contingency**

*Resources within the regional health systems*

	<b>VCU Health System, HCA, Bon Secours Mercy</b>
Space	VCU Health System convened the leadership of the three health systems 2 weeks ago with routine meetings underway. Commitment to meet frequently to address ability to coordinate key resources.
Supplies	
Staffing	
Systems	

# Deployment Framework: **Crisis**

## *Resources provided by the Commonwealth*

	<b>Commonwealth of Virginia</b>
Space	Site is Richmond Convention Center that will be led by the VCU Health System in full coordination with Virginia Department of Health and related partners. VCU Health System will be a convener to HCA and Bon Secours Mercy and is in active planning.
Supplies	
Staffing	
Systems	