



**BOARD OF VISITORS  
STRATEGIC TASK FORCE  
3:00 P.M.  
JANUARY 31, 2020  
THE PRESIDENT'S CONFERENCE ROOM  
910 WEST FRANKLIN STREET  
RICHMOND, VIRGINIA**

**MINUTES**

**DRAFT**

**COMMITTEE MEMBERS PRESENT**

Mr. H. Benson Dendy, Chair  
Dr. Gopinath Jadhav, Vice Chair  
Mr. Keith Parker via conference phone  
Ms. Karol Kain Gray, Senior Vice President and Chief Financial Officer  
Dr. Gail Hackett, Provost and Senior Vice President for Academic Affairs  
Dr. Peter Buckley, Interim CEO of VUCHS, and Senior Vice President VCU Health Sciences  
Mr. Richard Wagoner via conference phone  
Dr. Meredith Weiss, Vice President of Administration  
Mr. Matthew Conrad, Executive Director of Government and Board Relations

**BOV MEMBERS ABSENT**

Ms. Carolina Espinal

**OTHERS PRESENT**

Ms. Pamela Lepley  
Dr. Tomikia LeGrande  
Staff from VCU

**CALL TO ORDER**

Mr. Benson Dendy called the meeting to order at 3:03 p.m.

**APPROVAL OF AGENDA**

Mr. Dendy asked for a motion to approve the agenda for the January 31, 2020 meeting of the Strategic Task Force Committee, as published. After motion duly made and seconded, the agenda for the Strategic Task Force Committee meeting was approved.

## **APPROVAL OF MINUTES**

Mr. Dendy asked for a motion to approve the minutes of the August 15, 2019 meeting of the Strategic Task Force Committee, as published. After motion duly made and seconded the minutes of the August 15, 2019 meeting were approved.

## **REPORTS**

Mr. Dendy opened the meeting by asking Dr. Hackett to provide an update on Enrollment and three specific areas: a. Out Of State, b. Undergraduate, and c. International.

Dr. Hackett asked Dr. Tomikia LeGrande, Vice Provost for Strategic Enrollment Management, to provide the detailed update. Dr. LeGrande distributed an Enrollment Update for January 31, 2020. The report covered the spring enrollment numbers for 2020 compared to the previous two springs.

Dr. LeGrande went on to explain the outlook for fall 2020 for out-of-state student recruitment:

### Out-of-State Recruitment

Fall 2020 Target: Increase out-of-state students in the freshman class from 10% in fall 2019 to 12%

Deployed strategies include:

- (1) Utilize digital marketing to increase VCU brand awareness in out-of-state markets (Maryland/DC, North Carolina, Pennsylvania, and New York).
- (2) Strategically purchase student names to communicate and recruit students in targeted out-of-state markets.
- (3) Reorganize VCU staffing to better support expanded out-of-state recruitment activity
- (4) Strengthen VCU's tuition discounting strategy. Guaranteed \$10,000 minimum scholarship to out-of-state applicants with a 3.3 or higher.
- (5) Implement yield strategies (academic program relationship building, stronger event management, program specific alumni and current student engagement).

During the February BOV meeting, the AHAC Committee will take a deep dive into the out-of-state recruitment target, strategy, work plan and resources

### Undergraduate Enrollment

Fall 2020 Target: (1) Increase new undergraduate enrollment from 6,133 in fall 2019 to 6,300 (freshman: 4600 and transfer: 1700). (2) Increase first year retention from 83% in fall 2019 to 85%. (3) Increase second year from 75% in fall 2019 to 77%.

I. New Students Recruitment Fall 2020 Preliminary Results: (1) fall 2020 applications are slightly decreased (-0.7%, n=129) compared to fall 2019, but acceptances have increased 14.3% and more substantial increases than two years ago

Deployed strategies include: a. increasing enrollment yield from 31% in fall 2019 to 34% is an important strategy this cycle to achieve new freshman enrollment goals. A primary initiative to achieve increased yield is redesigning the financial aid awarding philosophy to leverage institutional aid for low and middle-income families.

#### Continuing Undergraduate Students

Two new initiatives implemented to positively influence retention of the most vulnerable student populations (Pell grant recipients, out-of-state and first generation students): a. Implement continuing student retention and financial aid leveraging strategy utilizing predictive modeling. Implementation will begin in May 2020, when continuing students are awarded financial aid. b. Create a better student experience in student financial services. Assign every student a financial counselor to allow for a proactive case management approach. Utilize technology to nudge students through processes and decision points. Simplify the tuition and fees for better understanding and predictability.

#### International Enrollment

The current state of foreign policy suggests international enrollment is not an immediate solution to the VCU enrollment challenge. The Provost's Office is currently evaluating staffing models to build the necessary relationships and infrastructure to ensure international enrollment can be more of a strategic solution to VCU enrollment needs in FY 23 and beyond. The Navitas contract will be terminated and an in-house team handling international recruiting.

Several committee members commented on the need for a comprehensive strategic plan for international enrollment including clearly defined goals and measures to reach those goals including any contractual obligations.

#### Online Enrollment

Dr. Hackett provided an update on online enrollment. The original executive director for the program has taken permanent disability and will not be returning. A newly hired executive director starts April 1<sup>st</sup>. The new director will be able to hit the ground running with top priorities in hand to be resolved as quickly as possible. Dr. Hackett will provide a complete update at the May board meeting.

#### Community Engagement

Mr. Dendy asked for an update on community engagement as it relates to recruitment. Dr. Hackett spoke about the Relevant Experiential and Applied Learning (REAL) program. This program intentionally organizes types of career-building and civic-minded activities to support experiential education including research, study-abroad, service learning, practicum and internships.

The committee asked for a deeper review of community engagement activities at the next meeting.

**NEXT MEETING:**

Mr. Dendy polled the group to ask about the next meeting. In order to maintain momentum, the group decided to meet again this month. Friday, February 21, 202 at 3 pm in the President's Conference Room was set. Ms. Gray will provide an update on the university fees and the budget. Ms. Lepley offered to present the global consultant's report.

**ADJOURNMENT:**

There being no further business, the meeting adjourned at 4:26pm.