

Six-Year Plans - Part I (2017): 2018-20 through 2022-24

Due: July 1, 2017

Institution:

Institution UNITID:

Individual responsible for plan

Name:

Email address:

Telephone number:

Six-Year Plans - Part I (2017): 2018-20 through 2022-24
Virginia Commonwealth University

ACADEMIC AND FINANCIAL PLAN

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2018-2024)," please provide titles to identify strategies (for the three biennia of this six-year period) associated with goals in the Virginia Plan. *Please use this title to identify a more detailed description of the strategy in the separate Word document (Part II - Narrative).*

Priority Ranking	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2018-2024)								Narrative	Narrative		
	Biennium 2018-2020 (7/1/18-6/30/20)				Biennium 2022-2024 (7/1/22-6/30/24)							
	Strategies (Short Title)	VP Goal	Cost: Incremental, Savings, Reallocation								Information for 2018-19 and/or for Biennium 2020-2022 (7/1/20-6/30/22)	Information for 2019-20 and/or for Biennium 2022-2024 (7/1/22-6/30/24)
			2018-2019			2019-2020						
Total Amount			Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue					
1	Continue Implementation and Expand iCubed	2,3,4	Incremental:	\$3,711,221	\$3,711,221	\$3,185,947	\$3,185,947	Support iCubed faculty recruitment and retention, visiting scholars program, postdoc fellows and research and outreach programs outlined in iCubed strategic plan	Support iCubed faculty recruitment and retention, visiting scholars program, postdoc fellows and research and outreach programs outlined in iCubed strategic plan			
			Savings:	\$0	\$0	\$0	\$0					
			Reallocation:	\$0	\$0	\$0	\$0					
2	Increase Student Financial Aid with Additional Need-based Aid, Availability of Scholarships and Expanded Graduate Student Assistantships & Stipends	1	Incremental:	\$5,610,719	\$5,610,719	\$9,641,615	\$9,641,615	Continue to increase funds available to UG need-based students, fund 4th cohort of Virginia Merit Award scholarship and increase GSA stipend amount and number of funded GSAs	Continue to increase funds available to UG need-based students, fund 4th cohort of Virginia Merit Award scholarship and increase GSA stipend amount and numbers of funded GSAs			
			Savings:	\$0	\$0	\$0	\$0					
			Reallocation:	\$0	\$0	\$0	\$0					
4	Implement REAL Activities and Measure Impact	1,2,4	Incremental:	\$0	\$0	\$0	\$0	Support implementation of Relevant Experiential and Applied Learning (REAL) activities and begin to measure impact on student progression and completion arising from their participation	Support implementation of Relevant Experiential and Applied Learning (REAL) activities and begin to measure impact on student progression and completion arising from their participation			
			Savings:	\$0	\$0	\$0	\$0					
			Reallocation:	\$250,000	\$0	\$500,000	\$0					
5	Strengthen Timely Degree Completion through Enhanced Student Advising and Student Support Technologies	2,3	Incremental:	\$1,886,105	\$1,886,105	\$1,939,363	\$1,939,363	Implement final phase of Academic Advising Initiative to expand # of professional advising staff, and continue to enhance student support technologies, including EAB Campus platform	Implement final phase of Academic Advising Initiative to expand # of professional advising staff, and continue to enhance student support technologies, including EAB Campus platform			
			Savings:	\$0	\$0	\$0	\$0					
			Reallocation:	\$0	\$0	\$0	\$0					
6	Increase Maintenance Reserve (note: new O&M appears as separate priority in spreadsheet below)	3	Incremental:	\$1,000,000	\$1,000,000	\$2,000,000	\$2,000,000	Continue strategy to steadily increase funds assigned to maintenance reserve to address backlog demands	Continue strategy to steadily increase funds assigned to maintenance reserve to address backlog demands			
			Savings:	\$0	\$0	\$0	\$0					
			Reallocation:	\$0	\$0	\$0	\$0					
7	Strengthen Support for Massey Cancer Center	3,4	Incremental:	\$1,950,000	\$0	\$1,950,000	\$0	Massey has received generous and continual support from the State General Assembly as Virginia's only NCI-designated cancer center. We assume a level of continuing State support.	Massey has received generous and continual support from the State General Assembly as Virginia's only NCI-designated cancer center. We assume a level of continuing State support.			
			Savings:	\$0	\$0	\$0	\$0					
			Reallocation:	\$0	\$0	\$0	\$0					
8	Expand Online@VCU	1,2	Incremental:	\$0	\$0	\$0	\$0	Develop and launch additional online courses and programs; expand enrollment in online activities and enhance faculty engagement in online course design and delivery	Develop and launch additional online courses and programs; expand enrollment in online activities and enhance faculty engagement in online course design and delivery			
			Savings:	\$0	\$0	\$0	\$0					
			Reallocation:	\$2,500,000	\$0	\$5,000,000	\$0					
9	Implement Health Equity Plan (focused on population health, community engagement)	3,4	Incremental:	\$100,000	\$0	\$200,000	\$0	Program addresses social determinants of health, with incremental funding directed from VCU Health System	Program addresses social determinants of health, with incremental funding directed from VCU Health System			
			Savings:	\$0	\$0	\$0	\$0					
			Reallocation:	\$0	\$0	\$0	\$0					
11	Advance Strategic Research Opportunities (VRIF)	3	Incremental:	\$350,000	\$0	\$350,000	\$0	Represents incremental funding from State General Funds assigned to VRIF awards in 2018 if VCU receives an award	Represents incremental funding from State General Funds assigned to VRIF awards in 2018 if VCU receives an award			
			Savings:	\$0	\$0	\$0	\$0					
			Reallocation:	\$400,000	\$0	\$400,000	\$0					
13	Expand, enhance and coordinate opioid abuse education, training and interventional programs	3	Incremental:	\$1,000,000	\$0	\$1,000,000	\$0	Opioid addiction and abuse was recognized by Governor McAuliffe as a public health emergency in 2016 for the Commonwealth. This program's success will be built upon a partnership with the State.	Opioid addiction and abuse was recognized by Governor McAuliffe as a public health emergency in 2016 for the Commonwealth. This program's success will be built upon a partnership with the State.			
			Savings:	\$0	\$0	\$0	\$0					
			Reallocation:	\$500,000	\$0	\$500,000	\$0					
Total 2018-2020 Costs												
Incremental (Included in Financial Plan line 61)				\$15,608,045	\$12,208,045	\$20,266,925	\$16,766,925					
Savings				\$0	\$0	\$0	\$0					
Reallocation				\$3,650,000	\$0	\$6,400,000	\$0					
Six-Year Financial Plan for Educational and General Programs, Incremental Operating Budget Need												
2018-2020 Biennium												
(Assuming No Additional General Fund)												
				2018-2019		2019-2020		2016-17		2017-18		
Items				Total Amount	Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue	Salary Increase Rate and Tuition Amount		Total Amount	Amount From Tuition Revenue	
Total Incremental Cost from Academic Plan¹				\$15,608,045	\$12,208,045	\$20,266,925	\$16,766,925					

Six-Year Plans - Part I (2017): 2018-20 through 2022-24
Virginia Commonwealth University

ACADEMIC AND FINANCIAL PLAN

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2018-2024)," please provide titles to identify strategies (for the three biennia of this six-year period) associated with goals in the Virginia Plan. *Please use this title to identify a more detailed description of the strategy in the separate Word document (Part II - Narrative).*

Priority Ranking	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2018-2024)							
	Biennium 2018-2020 (7/1/18-6/30/20)				Narrative		Narrative	
	Strategies (Short Title)	VP Goal	Cost: Incremental, Savings, Reallocation				Information for 2018-19 and/or for Biennium 2020-2022 (7/1/20-6/30/22)	Information for 2019-20 and/or for Biennium 2022-2024 (7/1/22-6/30/24)
			2018-2019		2019-2020			
Total Amount			Amount From Tuition Revenue	Total Amount	Amount From Tuition Revenue			
3	Increase T&R Faculty Salaries ^{2(a)}	\$5,316,109	\$2,171,296	\$9,658,702	\$5,507,732	\$0	\$4,093,310	\$2,554,387
	T&R Faculty Salary Increase Rate ^{3(a)}	3.0%	1.5%	3.0%	1.5%	0.0%	3.0%	1.0%
3	Increase Admin. Faculty Salaries ²	\$1,534,714	\$790,378	\$3,115,469	\$1,604,467	\$0	\$1,490,013	\$929,827
	Admin. Faculty Salary Increase Rate	3.0%	1.5%	3.0%	1.5%	0.0%	3.0%	1.0%
3	Increase Classified Staff Salaries ²	\$2,796,272	\$1,440,080	\$5,676,432	\$2,923,362	\$0	\$2,714,827	\$1,440,080
	Classified Salary Increase Rate	3.0%	1.5%	3.0%	1.5%	0.0%	3.0%	0.0%
	Increase University Staff Salaries ²	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	University Staff Salary Increase Rate	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
10	Increase Number of Full-Time T&R Faculty ^{4(\$)}	\$896,780	\$896,780	\$3,298,868	\$3,298,868			
	Increase Number of Full-Time T&R Faculty ^{4(FTE)}	7	0	25	0			
	Increase Number of Full-Time Admin. Faculty ^{4(\$)}	\$0	\$0	\$0	\$0			
	Increase Number of Full-Time Admin. Faculty ^{4(FTE)}	0	0	0	0			
3	Increase Number of Part-Time Faculty ^{4(\$)} ^(b)	\$1,019,726	\$0	\$1,512,153	\$1,512,153			
	Increase Number of Part-Time Faculty ^{4(FTE)} ^(b)	0	0	0	0			
	Increase Number of Classified Staff ^{4(\$)}	\$0	\$0	\$0	\$0			
	Increase Number of Classified Staff ^{4(FTE)}	0	0	0	0			
	Increase Number of University Staff ^{4(\$)}	\$0	\$0	\$0	\$0			
	Increase Number of University Staff ^{4(FTE)}	0	0	0	0			
	Library Enhancement ^{4(\$)}	\$0	\$0	\$0	\$0			
	Library Enhancement ^{4(FTE)}	0	0	0	0			
	Technology Enhancement ^{4(\$)}	\$0	\$0	\$0	\$0			
	Technology Enhancement ^{4(FTE)}	0	0	0	0			
12	O&M for New Facilities ^{4(\$)}	\$73,900	\$73,900	\$503,343	\$503,343			
	O&M for New Facilities ^{4(FTE)}	\$0	\$0	\$0	\$0			
	Utility Cost Increase	\$0	\$0	\$0	\$0			
	NGF share of state authorized salary increase/bonus	\$0	\$0	\$0	\$0			
	Fringe/health insurance benefits increase	\$0	\$0	\$0	\$0			
	VRS increase	\$0	\$0	\$0	\$0			
	Additional In-State Student Financial Aid From Tuition Revenue	\$0	\$0	\$0	\$0			
	Others (Specify, insert lines below)	\$0	\$0	\$0	\$0			
	Safety and Security Enhancement	\$0	\$0	\$0	\$0			
	Total Additional Funding Need	\$27,245,546	\$17,580,479	\$44,031,893	\$32,116,851			

SCHEV Notes:

- (1) Please ensure that these items are not double counted if they are already included in the incremental cost of the academic plan.
- (2) If planned, enter the cost of any institution-wide increase.
- (3) Enter planned annual faculty salary increase rate. Any salary increase entered here will be counted when calculating the gap to reach the 60th percentile in the future.
- (4) Enter number of FTE change over the FY2018 level in appropriate columns.

VCU Footnotes:

- (a) Includes funding to support not only annual merit-based increases for T&R faculty but also incremental dollars needed to cover 10% increase to base salary upon promotion. Percent of salary increase reflected on line 54 represents only the merit-based portion of these increases. Total amount also includes \$1.1M in FY2019 funded from reallocation.
- (b) Incremental funds to increase the average per credit hour salary for adjunct faculty to \$1,000 in FY 2019 (funded entirely from reallocation) and \$1,100 in FY 2020. No additional FTEs associated with these funds (funded from tuition revenue).

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Six-Year Financial Plan for Tuition and Fee Increases and Nongeneral Fund Revenue Estimates

Items	2016-2017 (Estimated)		2017-2018 (Estimated)			2018-2019 (Planned)			2019-2020 (Planned)		
	Student Charge	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue
E&G Programs											
Undergraduate, In-State	\$10,989	\$202,352,924	\$11,483	4.5%	\$209,232,214	\$11,941	4.0%	\$220,596,091	\$12,417	4.0%	\$229,410,468
Undergraduate, Out-of-State	\$30,146	\$59,931,851	\$31,515	4.5%	\$59,667,330	\$32,768	4.0%	\$62,964,325	\$34,070	4.0%	\$65,463,995
Graduate, In-State	\$11,036	\$29,740,498	\$11,526	4.4%	\$29,098,755	\$11,986	4.0%	\$29,596,169	\$12,464	4.0%	\$30,604,364
Graduate, Out-of-State	\$23,164	\$28,741,168	\$24,207	4.5%	\$29,177,716	\$25,167	4.0%	\$30,105,101	\$26,166	4.0%	\$31,126,018
Law, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0
Law, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0
Medicine, In-State	\$29,936	\$13,575,526	\$30,442	1.7%	\$14,154,784	\$31,658	4.0%	\$14,002,237	\$32,923	4.0%	\$14,561,056
Medicine, Out-of-State	\$47,761	\$17,891,109	\$49,676	4.0%	\$16,771,639	\$51,655	4.0%	\$17,477,239	\$53,713	4.0%	\$16,671,942
Dentistry, In-State	\$35,098	\$8,539,593	\$37,544	7.0%	\$10,023,297	\$39,044	4.0%	\$10,500,469	\$40,605	4.0%	\$10,919,689
Dentistry, Out-of-State	\$62,362	\$8,552,442	\$66,708	7.0%	\$9,997,418	\$69,368	4.0%	\$10,259,145	\$72,135	4.0%	\$10,666,979
PharmD, In-State	\$25,975	\$11,447,422	\$26,621	2.5%	\$12,109,087	\$27,684	4.0%	\$12,783,242	\$28,790	4.0%	\$13,293,500
PharmD, Out-of-State	\$37,994	\$3,191,646	\$38,960	2.5%	\$3,464,879	\$40,510	4.0%	\$3,446,998	\$42,123	4.0%	\$3,583,933
Veterinary Medicine, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0
Veterinary Medicine, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0
Other NGF		\$43,109,888			\$43,756,000			\$44,412,000			\$45,078,000
Total E&G Revenue - Gross		\$427,074,068			\$437,453,119			\$456,143,016			\$471,379,943
Total E&G Revenue - Net of Financial Aid		\$406,921,488			\$414,305,536			\$430,120,433			\$442,007,360
E&G Revenue Used for Faculty Salary Increases		\$0			\$3,484,215			\$2,961,674			\$4,150,525
Average T&R Faculty Salary Increase Rate		0.00%			3.00%			3.00%			3.00%
Auxiliary Program											
Mandatory Non-E&G Fees											
Undergraduate	\$2,141		\$2,141	0.0%		\$2,239	4.6%		\$2,342	4.6%	
Graduate	\$2,107		\$2,107	0.0%		\$2,205	4.7%		\$2,308	4.7%	
Law	\$0		\$0	%		\$0	%		\$0	%	
Medicine	\$2,492		\$2,492	0.0%		\$2,590	3.9%		\$2,693	4.0%	
Dentistry	\$2,977		\$2,987	0.3%		\$3,075	2.9%		\$3,178	3.3%	
PharmD	\$2,137		\$2,137	0.0%		\$2,235	4.6%		\$2,338	4.6%	
Veterinary Medicine	\$0		\$0	%		\$0	%		\$0	%	
Total Auxiliary Revenue (ALL including room and board)		\$151,822,000			\$156,600,000			\$161,562,000			\$166,716,000
Total Tuition and Fees											
Undergraduate, In-State	\$13,130		\$13,624	3.8%		\$14,180	4.1%		\$14,759	4.1%	
Undergraduate, Out-of-State	\$32,287		\$33,656	4.2%		\$35,007	4.0%		\$36,412	4.0%	
Graduate, In-State	\$13,143		\$13,633	3.7%		\$14,191	4.1%		\$14,772	4.1%	
Graduate, Out-of-State	\$25,271		\$26,314	4.1%		\$27,372	4.0%		\$28,474	4.0%	
Law, In-State	\$0		\$0	%		\$0	%		\$0	%	
Law, Out-of-State	\$0		\$0	%		\$0	%		\$0	%	
Medicine, In-State	\$32,428		\$32,934	1.6%		\$34,248	4.0%		\$35,616	4.0%	
Medicine, Out-of-State	\$50,253		\$52,168	3.8%		\$54,245	4.0%		\$56,406	4.0%	
Dentistry, In-State	\$38,075		\$40,531	6.5%		\$42,119	3.9%		\$43,783	4.0%	
Dentistry, Out-of-State	\$65,339		\$69,695	6.7%		\$72,443	3.9%		\$75,313	4.0%	
PharmD, In-State	\$28,112		\$28,758	2.3%		\$29,919	4.0%		\$31,128	4.0%	
PharmD, Out-of-State	\$40,131		\$41,097	2.4%		\$42,745	4.0%		\$44,461	4.0%	
Veterinary Medicine, In-State	\$0		\$0	%		\$0	%		\$0	%	
Veterinary Medicine, Out-of-State	\$0		\$0	%		\$0	%		\$0	%	
Student Financial Aid (Program 108)		\$20,152,580			\$23,147,583			\$26,022,583			\$29,372,583
Sponsored Programs (Program 110)		\$273,000,000			\$276,000,000			\$279,000,000			\$282,000,000
Unique Military Activities		\$0			\$0			\$0			\$0
Workforce Development		\$0			\$0			\$0			\$0
State Health Service (Progeam 430)		\$26,575,000			\$27,327,000			\$28,147,000			\$28,991,410

Six-Year Plans - Part I (2017): 2018-20 through 2022-24
Virginia Commonwealth University

FINANCIAL AID PLAN ¹

Note: If you do not have actual amounts for Tuition Revenue for Financial Aid by student category, please provide an estimate. If values are not distributed for Tuition Revenue for Financial Aid, a distribution may be calculated for your institution.

Allocation of Tuition Revenue Used for Student Financial Aid

2015-16 (Actual)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108) ²	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$197,351,426	\$9,897,583	5.0%	\$9,897,583
Undergraduate, Out-of-State	\$48,530,427	\$4,104,997	8.5%	\$4,104,997
Graduate, In-State	\$29,004,463	\$1,435,928	5.0%	\$1,435,928
Graduate, Out-of-State	\$29,053,798	\$1,662,204	5.7%	\$1,662,204
First Professional, In-State	\$33,139,241	\$0	%	\$0
First Professional, Out-of-State	\$26,277,259	\$0	%	\$0
Total	\$363,356,614	\$17,100,712	4.7%	\$17,100,712
In-State Sub-Total	\$259,495,130	\$11,333,511	4.4%	\$11,333,511

***2016-17 (Estimated) Please see footnote below**

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$202,353,000	\$12,397,583	6.1%	\$12,397,583
Undergraduate, Out-of-State	\$59,932,000	\$4,604,997	7.7%	\$4,604,997
Graduate, In-State	\$29,740,000	\$1,500,000	5.0%	\$1,500,000
Graduate, Out-of-State	\$28,741,000	\$1,650,000	5.7%	\$1,650,000
First Professional, In-State	\$33,563,000	\$0	%	\$0
First Professional, Out-of-State	\$29,635,000	\$0	%	\$0
Total	\$383,964,000	\$20,152,580	5.2%	\$20,152,580
Total from Finance-T&F worksheet	\$383,964,000	\$0	%	\$0
In-State Sub-Total	\$265,656,000	\$13,897,583	5.2%	\$13,897,583

2017-18 (Planned)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$209,532,000	\$15,217,423	7.3%	\$15,217,423
Undergraduate, Out-of-State	\$59,752,000	\$4,780,160	8.0%	\$4,780,160
Graduate, In-State	\$29,099,000	\$1,500,000	5.2%	\$1,500,000
Graduate, Out-of-State	\$29,178,000	\$1,650,000	5.7%	\$1,650,000
First Professional, In-State	\$36,287,000	\$0	%	\$0
First Professional, Out-of-State	\$30,234,000	\$0	%	\$0
Total	\$394,082,000	\$23,147,583	5.9%	\$23,147,583
Total from Finance-T&F worksheet	\$394,082,000	\$0	%	\$0
In-State Sub-Total	\$274,918,000	\$16,717,423	6.1%	\$16,717,423
Additional In-State	\$9,262,000	\$2,819,840	30.4%	\$2,819,840

2018-19 (Planned)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$221,122,000	\$17,698,623	8.0%	\$17,698,623
Undergraduate, Out-of-State	\$63,112,000	\$5,048,960	8.0%	\$5,048,960
Graduate, In-State	\$29,596,000	\$1,550,000	5.2%	\$1,550,000
Graduate, Out-of-State	\$30,105,000	\$1,725,000	5.7%	\$1,725,000
First Professional, In-State	\$37,285,000	\$0	%	\$0
First Professional, Out-of-State	\$31,183,000	\$0	%	\$0
Total	\$412,403,000	\$26,022,583	6.3%	\$26,022,583
Total from Finance-T&F worksheet	\$412,403,000	\$0	%	\$0
In-State Sub-Total	\$288,003,000	\$19,248,623	6.7%	\$19,248,623
Additional In-State	\$13,085,000	\$2,531,200	19.3%	\$2,531,200
Additional In-State from Financial Plan		\$4,596,000	#DIV/0!	

2019-20 (Planned)

T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$231,421,000	\$20,714,783	9.0%	\$20,714,783
Undergraduate, Out-of-State	\$66,035,000	\$5,282,800	8.0%	\$5,282,800
Graduate, In-State	\$30,776,000	\$1,600,000	5.2%	\$1,600,000
Graduate, Out-of-State	\$31,301,000	\$1,775,000	5.7%	\$1,775,000
First Professional, In-State	\$38,775,000	\$0	%	\$0
First Professional, Out-of-State	\$32,422,000	\$0	%	\$0
Total	\$430,730,000	\$29,372,583	6.8%	\$29,372,583
Total from Finance-T&F worksheet	\$430,730,000	\$0	%	\$0
In-State Sub-Total	\$300,972,000	\$22,314,783	7.4%	\$22,314,783
Additional In-State	\$12,969,000	\$3,066,160	23.6%	\$3,066,160
Additional In-State from Financial Plan		\$7,596,000	#DIV/0!	

¹ Additional in-state aid identified in the Financial Plan is included in Strategy #2, and reflects a combination of \$3 million in additional need-based aid each year along with funding for the 4th cohort of the Virginia Merit Award for freshmen entering Fall 2018

² Data appearing for 2015-2016 actuals for UG and graduate Program 108 financial aid will not tie to S1/S2 report submitted by VCU for this same period. Our submission mistakenly showed tuition-funded financial aid in Section I. Unfunded Scholarships, as well as Section II. T&F Revenue Used for Financial Aid. We have clarified appropriate coding for these entries with SCHEV leadership (7/19/2017) and have been advised to leave 2015-2016 submission unchanged, but change methodology for future submissions.

* Please note that the totals reported here will be compared with those reported by the financial aid office on the institution's annual S1/S2 report. Since the six-year plan is estimated and the S1/S2 is "actual," the numbers do not have to match perfectly but these totals should reconcile to within a reasonable tolerance level. Please be sure that all institutional offices reporting tuition/fee revenue used for aid have the same understanding of what is to be reported for this category of aid.

Six-Year Plans - Part I (2017): FY2016-2017

Virginia Commonwealth University

INTELLECTUAL PROPERTY ASSIGNMENTS AND EXTERNALLY SPONSORED RESEARCH

Background

The intellectual property (IP) worksheet captures report information for the most recently ended fiscal year as required by § 23.1-102

Data Collection

Special Note: The information requested below pertains to the institution as well as any affiliated entity.

FY 2016-2017	Principal Place of Business in VA	Principal Place of Business outside VA
Number of assignments of intellectual property interests to persons or nongovernmental entities	0	0
Value of funds from persons or nongovernmental entities to support intellectual property research	\$0	\$222,453
Number of patents (by type) developed in whole or part from external projects funded by persons or nongovernmental entities:		
Patent Type - Design	0	0
Patent Type - Plant	0	0
Patent Type - Utility	0	2
Total	0	2

Definitions

Assignment: A transfer of ownership of Intellectual Property from one entity to another, including exclusive and royalty bearing

Design Patent: A patent that may be granted to anyone who invents a new, original, and ornamental design for an article of

Intellectual Property: Creations of the mind – creative works or ideas embodied in a form that can be shared or can enable others to

Nongovernmental Entities: An entity not associated with any federal, national or local government.

Patent: A property right granted by the Government of the United States of America to an inventor "to exclude others from making,

Plant Patent: A patent that may be granted to anyone who invents or discovers and asexually reproduces any distinct and new variety

Sponsored Research: Research that is supported and compensated by a sponsoring agency.

Utility Patent: A patent that may be granted to anyone who invents or discovers any new, useful, and nonobvious process, machine,

Value of Funds: Total value of all monetary and in-kind support provided by an external sponsor of Intellectual Property research.

Six-Year Plans - Part I (2017): FY2016-2017
Virginia Commonwealth University
ECONOMIC DEVELOPMENT: CONTRIBUTIONS (HB515)

Requirement: As per § 23.1-306 (A) of the Code of Virginia each such plan and amendment to or affirmation of such plan shall include a report of the institution's active contributions to efforts to stimulate the economic development of the Commonwealth, the area in which the institution is located, and, for those institutions subject to a management agreement set forth in Article 4 (§ 23.1-1004 et seq.) of Chapter 10, the areas that lag behind the Commonwealth in terms of income, employment, and other factors.

Special Note: After a thorough review of existing documents and surveys, a workgroup comprised of mostly institutional members recommended that the following metrics be used to satisfy this reporting requirement. The reporting period is FY17. The metrics serve as a menu of items that institutions should respond to as applicable and available to them. Please leave fields blank, if information is unavailable.

Section A: Provide information for research and development (R&D) expenditures by source of fund with a breakdown by Science and Engineering (S&E) specific and non-S&E.

VA PLAN Strategy Reference	Section A: Research and Development (R&D) Expenditures by Source of Fund			
	Source of Funds	*S&E	Non S&E	Total
4.3	Federal Government	\$115,830,875	\$18,232,407	\$134,063,282
	State and Local Government	\$6,178,792	\$1,102,922	\$7,281,714
	Institution Funds	\$30,575,101	\$1,118,743	\$31,693,844
	Business	\$13,755,452	\$115,332	\$13,870,784
	Nonprofit Organizations	\$25,826,186	\$1,670,794	\$27,496,980
	All Other Sources	\$0	\$0	\$0
	Total	\$192,166,406	\$22,240,198	\$214,406,604
	* S&E - Science and Engineering			

Section B: Provide number and dollar value of grants, contracts and sub-agreements by discipline. If your institution prefers to report by industry, please modify table accordingly.

VA PLAN Strategy Reference	Section B: Grants, Contracts and Sub-Agreements by Discipline						
	Discipline	Category					
		Grants		Contracts		Sub-agreements	
		No.	\$ Value	No.	\$ Value	No.	\$ Value
4.3	Engineering	74	\$ 8,790,885	10	\$ 410,686	33	\$ 1,880,330
	Physical Science	22	\$ 2,474,182	1	\$ -	3	\$ 454,364
	Environmental Science	8	\$ 477,480	1	\$ 40,229	9	\$ 478,255
	Computer Science	11	\$ 1,676,358	3	\$ 124,599	6	\$ 313,303
	Life Sciences	502	\$ 97,757,410	200	\$ 21,455,150	228	\$ 20,542,032
	Psych/Social	42	\$ 9,274,668	34	\$ 2,344,554	28	\$ 2,277,389
	Other Science	8	\$ 2,076,988	0	\$ -	3	\$ 81,336
	Non-Science and Engineering (non-S&E)	39	\$ 9,634,468	14	\$ 4,761,338	77	\$ 11,610,139
	Total	706	\$ 132,162,439	263	\$ 29,136,556	387	\$ 37,637,148

Section C: For the following items, provide responses in appropriate fields. Insert an X for yes/no responses. Use Number/Amount field for other information. A Comments field has been provided for any special information your institution may want to provide.

VA PLAN Strategy Reference	Section C: General Questions				
	Yes	No	Number/Amount	Comments	

4.1	Does your institution offer an innovation/ entrepreneurship/career-themed student living-learning community?	X		<p>INNOVATE, which opened fall 2015, is one of four VCU living-learning communities. The program and community fall under the daVinci Center; INNOVATE engages students in a 2-year program that provides a minimum of 4 client experiences, internships and job placement focused on entrepreneurship and product development, and a 9-credit certificate in Innovation and Entrepreneurship upon completion</p>
4.1	Does your institution offer startup incubation/accelerator programs?	X		<p>Under the auspices of the Brand Center, VCU offers startup incubation / accelerator programs to both students and faculty. Venture Creation University is the source of student startup support. VCU Innovation Gateway (IG) provides a series of programs to support faculty start-up creation, including presentations of potential ventures for vetting to the VCU Commercialization Advisory Panel, I-Corps training, SBIR/STTR training and support, Entrepreneur-in-Residence, Technology-Entrepreneur matching, Alumni venture creation, building an extensive network of advisors and entrepreneurs, investors introductions, preparing investors pitches, one-to-one consultations.</p>
4.2	Does your institution offer maker-space?	X		<p>Student maker-space is provided in the basement of Cabell Library and within the daVinci Center. The maker space in the Cabell Library is available also to all VCU faculty and staff. The School of Engineering also has student maker-space in its West Hall which is open only to its students.</p>

4.2	Does your institution have an entrepreneurship center?	X			VCU Brand Center houses two such centers - the student entrepreneurship programs under the daVinci Center and faculty programs under Innovation Economy. The daVinci Center is a collaboration among VCU's College of Humanities & Sciences, and its Schools of the Arts, Business, and Engineering. It is designed to advance innovation and entrepreneurship through cross-disciplinary collaboration. VCU is an integral part of the regional innovation ecosystem and a major source of patentable inventions in the Greater Richmond region. It supports the innovation economy by licensing inventions to existing or start-up companies to facilitate commercialization and bring new products and services to the public. This FY, 2 new products/services became available to the public. With its functions, VCU IG supports job growth in both established companies and in new ventures. In addition, VCU IG provides a
4.2	Does your institution have Executive(s)-in-Residence?	X			VCU's daVinci Center has both an entrepreneur and an innovator in residence on 1 year appointments; these in-residence positions are embedded within the institution's will continue program. VCU Innovation Gateway has Entrepreneur-in-Residence program focused on commercialization of faculty inventions. 2 start-ups were spun-off in the last 2 years based on this program. One has started to generate revenues.
4.1	Number of students paid through externally funded grants or contracts.			617	Grad Assistants (314) & UG (303) get some portion of their salary paid by G&C
4.1	Number of entrepreneurship degrees/ courses/programs (credit and noncredit) offered?			2 degrees / 2 UG certificates / 57 courses / 1 living - learning program	BS in Business Administration & Management with Entrepreneurship concentration; Master's of Product Innovation; undergraduate certificates in Product Innovation and Venture Creation (2); VCU Innovate Living-Learning Program
4.1	Pertaining to question above, number of participants of these degrees/courses/programs? Include degree programs with concentrations in entrepreneurship separately as well as special trainings for students and faculty.			Student enrollment for fall 2015 and spring 2016 totaled 1,673	
4.1	Number of academic units that have courses/programs requiring a capstone project, experiential learning activities, or internships.			13	All VCU schools and colleges have programs and courses that have these requirements
4.2	Number of intellectual property licenses executed.			11	
4.2	Amount of licensing revenue resulting from intellectual property licenses executed.			\$1.8 million	
4.2	Number of university start-ups from faculty intellectual property.			3	New start-ups launched in FY 2017
4.5	Number of jobs created as a result of university start-ups during the last fiscal year.			10	Created by new start-ups this FY

4.5	Average wages of alumni living (in-state).			\$32,052	Data from SCHEV Research WG01: Wages of Graduates - used average for 2011-2012 18 months post-completion for 4-year Bachelor's degree
4.4	Number of outside organizations/businesses served, for example but not limited to companies working with your career center, companies sponsoring research, etc.	X		>2,600 unique businesses and organizations	Innovation Economy (72); Career Services (2,633); Continuing Professional Education (109); daVinci Center (38); Facilities (2); Office of Sustainability (21); Division of Community Engagement (50)
4.4	Number of units offering K-12 STEM outreach programs.			8	Education; Engineering; 5 health sciences; Humanities & Sciences
4.4	Count or estimate of K-12 STEM outreach program participants.			>820	Education (260); Engineering (DERI-18; Engineers2B -220); Health Sciences (317)
4.4	Number of units offering other outreach/extension/public service programs related to STEM-H.	X		8	Allied Health Professions; Dentistry; Education; Engineering; Humanities & Sciences; Medicine; Nursing; Pharmacy
4.4	Count or estimate of other outreach/extension/public service program participants.	X		>1,600	Education (1,000); Engineering (>100); Health Sciences-5 schools (513)
4.3	Number of Small Business Innovation Research Grants (SBIR and STTR).			2	PEG and WynnVision
4.3	Dollar value of Small Business Innovation Research Grants (SBIR and STTR).			\$1.2 million	\$234,068 for WynnVision \$973,994 for PEG
4.3	Number of Commonwealth Research and Commercialization Fund awards (CRCF).			2	1 additional grant to a VCU start-up, RTM Vaccines, total of 3
4.3	Dollar value of CRCF awards.			\$ 200,000	\$50,000 to RTM vaccines
4.1	Does your institution's tenure policy support commercialization? If yes, please provide brief explanation in comments section.	X			Patents, licensing and commercialization activities are included in consideration for tenure and promotion
4.2	Does your institution offer a seed fund and/or proof of concept fund? If yes, provide dollar amount available in FY17 in the number/amount field.	X		\$ 300,000	11 Proof of Concept awards from the Quest Commercialization Fund
4.1	Does your institution offer continuing education programs to industry? If yes, please provide dollar value or headcount for such programs in the number/amount field.	X		Unduplicated headcount through 6/15/2017 was 1,160. Related \$\$ total \$358,706	

Section D: These items are VCCS specific. Please provide responses in appropriate fields. A Comments field has been provided for any special information the VCCS may want to provide.

VA PLAN Strategy Reference	Section D: General Questions - VCCS Specific	Number	Value	Comments
4.1	Number and value of federal, state or private grant resources to support development of, or access to, training programs leading to workforce credentials, certifications and licensures.			
4.1	Number of training programs leading to workforce certifications and licensures.			
4.1	Number of students who earned industry recognized credentials stemming from training programs.			
4.1	Number of industry-recognized credentials obtained, including certifications and licenses.			
4.1	Number of Career/Technical Education certificates, diplomas and degrees awarded that meets regional workforce needs.			



VCU Six-Year Plan – Part II (2017): 2018-20 through 2022-24

A. Institutional Mission

VCU developed its current mission and vision statements as part of its last strategic planning process. The resulting plan, *VCU Quest for Distinction*, has provided guidance around strategic priorities for the fiscal years (FY) 2012 through 2018. In January 2017, VCU launched its next strategic planning effort, which will encompass FY 2019 through 2025. The institution's continued commitment to excellence and access will be at the heart of the new plan. VCU will submit details of this new plan to its Board of Visitors for final approval in May 2018. As such, VCU's 2017 Six-Year Plan spans the period between the end of the current strategic plan and the start of the next. There is a possibility that institutional priorities may change under the new plan, which could lead to material changes in enrollment projections and investment requirements. VCU's mid-term update to its Six-Year Plan (due July 1, 2018) will call out any material changes that occur because of the new strategic plan.

Mission statement

As the premier urban, public research university in Virginia, VCU's mission is to advance knowledge and student success through its commitments to:

- An engaged, learner-centered environment that fosters inquiry, discovery and innovation in a global setting;
- Research that expands the boundaries of new knowledge and creative expression and promotes translational applications to improve human health;
- Interdisciplinary collaborations that bring new perspectives to complex problems and mobilize creative energies that advance innovation and solve global challenges;
- Health care that strives to preserve and restore health for all people, to seek the cause and cure of diseases through groundbreaking research, and to educate those who serve humanity;
- Diversity that provides a climate of inclusion, a dedication to addressing disparities wherever they exist and an opportunity to explore and create in an environment of trust; and
- Sustainable, university-community partnerships that enhance the educational, economic and cultural vitality of the communities VCU serves in Virginia and around the world.

Quest for Distinction focuses around three strategic themes:



VCU

- Theme I: Become a leader among national research universities in providing all students with high-quality learning/living experiences focused on inquiry, discovery and innovation in a global environment;
- Theme II: Attain distinction as a fully integrated urban, public research university through contributions in human health, research, scholarship and creative expression that advance knowledge and enhance the quality of life; and
- Theme III: Become a national model for community engagement and regional impact.

Vision statement

VCU will be a premier urban, public research university distinguished by its commitment to:

- The intellectual and academic success of a diverse student body;
- Research and discovery that advances knowledge, inspires creativity and improves human health; and
- The global engagement of students, faculty and staff that transforms lives and communities.

B. Additional Description of Proposed Strategies

1. Continue implementation and expansion of iCubed

The summer 2015 launch of VCU's Institute for Inclusion, Inquiry and Innovation (iCubed or Institute) signaled the beginning of an aggressive quality faculty hiring effort to define and support transdisciplinary cores focused on the creative integration of multiple communities of knowledge to solve societally relevant challenges. iCubed reflects VCU's commitment to expanding a diverse and talented faculty while engaging urban communities in transformational change. The collective visioning and work to promote diversity and inclusion in research, scholarship and creative activity is unprecedented for VCU and unmatched by even our aspirational peers. The Institute formed five transdisciplinary teams to promote these goals and to catalyze recruitment of diverse and progressive faculty who endeavor to create inclusive education contexts for our students.

- Culture, Race and Health: addresses how culture and race/ethnicity impact health and overall well-being among individuals experiencing health disparities; engages in collaborative team science to understand the mechanisms underlying health disparities and also develop culturally informed interventions; develops interventions to prevent health disparities
- Health and Wellness in Aging Populations: addresses problems of older and disabled adults "aging in place" within low-income senior housing apartment buildings and



- surrounding neighborhoods in urban Richmond; focuses on development of interprofessional education and collaborative care practice model
- Oral Health in Childhood and Adolescence: seeks to identify and remove the educational, political, psychological, social and nutritional barriers to the prevention and treatment of dental caries (tooth decay) in the children and adolescents of Richmond; promotes teamwork toward innovative solutions for improving oral and overall health outcomes for children and adolescents
 - Racial Equity, Arts and Culture: fosters critical dialogue about and develops mechanisms for advancing the fair treatment of people of all races in and through arts and culture; engages faculty and students in efforts to help improve the local arts infrastructure from an equity lens; develop mechanisms for providing technical assistance to local artists and organizations advancing work aligned with the core's mission; and work to implement the cultural equity-oriented recommendations from the 2009 Greater Richmond Cultural Action Plan
 - Social Justice: addresses structural inequalities and racism and their collective impact on economic mobility, educational achievement and overall well-being; goal is to make significant and meaningful changes in equality around food security, education, well-being and economic status in Richmond

At the heart of iCubed is the targeted recruitment of talented and diverse faculty and postdocs. The Institute engaged in a robust and highly selective national search in FY 2017 for these positions, completing 90% of all actively searched positions, with 17 new faculty, visiting scholars and postdocs added to VCU's faculty complement. This includes 8 new tenure track and 1 term faculty, 5 visiting scholars, and 3 postdocs, the majority of whom come from underrepresented minorities. Five new searches will launch in FY 2018 for fall 2018 arrival. In addition, iCubed is committed to converting the 5 visiting scholar positions recruited in the initial round to tenure track positions in FY 2019. These efforts will contribute to VCU's goal of increasing the number of tenured and tenure track faculty.

Over the coming biennium, iCubed will not only complete recruitment for its initial transdisciplinary cores, it will expand discussions with involved stakeholders to plan the development of new transdisciplinary core teams in children's health, K-12 math and science improvement, and violence prevention. These discussions and final decisions will inform program expansion and recruitment plans along with funding requirements for the next biennium.

Note: VCU is funding this initiative through tuition revenue for permanent (faculty positions) and one-time (start-up) expenses; this is reflected in the reduction in costs for FY20.



2. Increase student financial aid

Postsecondary education plays an increasingly important role in ensuring one's ability to participate and be successful in a vital U.S. and global economy. The cost of public higher education continues to rise, driven by a combination of reduced state support, higher regulatory and infrastructure requirements, increased student demand, steady growth in the cost of living, and rising tuition rates. At the same time, the percentage of students entering higher education coming from the bottom two family income quartiles continues to grow. VCU has seen the number and percent of in-state students with need increase from 11,175 (56.2%) to 12,019 (59.5%) from 2011-2012 to 2014-2015. By fall 2016, VCU had over 6,200 in-state undergraduates whose annual family income was below \$50,000, a number that was 50% greater than students coming from the same family income levels at William & Mary, UVA and Virginia Tech combined.

During the 2018-20 biennium, VCU will pursue a three-pronged approach to increase financial assistance to its students, with particular emphasis on enhancing support provided to in state, undergraduate students with high need.

Provide additional need-based aid

VCU has a long-standing tradition of attracting, educating and graduating Virginia's neediest students. Using eligibility for federally funded Pell grants as a measure of financial need, resident Pell-eligible students made up more than 31% (6,709) of the undergraduate, in state student body in 2015-2016. This number increased to over 6,800 and 33% of in state undergraduate students in fall 2016. VCU has more Pell-eligible students than its three Tier III peers combined. One measure of the institution's success has been its effectiveness at graduating Pell-eligible students at nearly the same rate as non-Pell-eligible students. Despite our success in terms of access and progression, affordability continues to be a significant concern, not only to students and their families, but also among VCU's leadership and Board of Visitors. Since FY 2015, VCU has increased financial aid to in-state undergraduate students by nearly \$5 million from a combination of reallocation and an increased percent of tuition revenue directed towards student aid. During the new biennium, VCU will continue to increase its undergraduate financial aid fund by \$3 million each year.

Increase availability of scholarships

VCU will enroll the fourth cohort of approximately 750 new, incoming freshmen receiving the Virginia Merit Award in fall 2018. This award, coming from E&G funds, provides \$3,000 annually to academically competitive students for up to four years of



enrollment at VCU. While need is not a factor in awarding this renewable scholarship, approximately one-third of the students in previous cohorts have been Pell-eligible.

Student scholarships have always been an important component of student financial assistance at VCU, although historically, the total funds available have been significantly less than the institution's Tier III peers because of lesser endowment levels. With an overall goal of \$750 million, the Make It Real Campaign for VCU publically launched in fall 2016 with the institution's most aggressive fundraising effort in its history. The campaign spans a period that began with a quiet phase in July 2012 and will continue through June 2020. As of June 2017, VCU has reached two-thirds of its goal, having raised more than \$500 million. These funds have endowed 216 scholarships and other student support funds to date. While our Part I submission does not assign a financial target from development funds, we plan to add new scholarships and forms of support to our students as we continue to make progress with our fundraising efforts.

Expand graduate student assistantships and stipends

VCU continues to lag behind its peer institutions in both the number of graduate assistantships supported and the stipend level offered, a significant disadvantage when competing against these institutions for the most promising Ph.D. students. Research funding at VCU is closely correlated with doctoral student enrollment. There is a significant positive relationship between increases in external research funding and doctoral enrollment. Each \$1 invested in graduate assistantship support correlates with \$100 in research funding.

Recognizing the disadvantage lower stipends have created for VCU in attracting talented Ph.D. students, the Graduate School began increase the stipend amount by \$1,000 each year, reaching \$23,000 per funded GSA for the 2016-2017 academic year. Since the university was unable to provide additional funds to expand the stipend from incremental resources over the past three years, the School has reduced the number of stipend-supported graduate student assistantships (GSAs) to free up the necessary funds. The FY 2018 budget increased the \$24,000 stipend level, with 214 stipend-funded GSAs.

VCU's goal during the new biennium is to increase the number of new graduate student assistantships by 22 in FY 2019 and by an additional 21 new assistantships in FY 2020. This will bring the complement of stipend-funded GSAs to 357 by the end of the new biennium. In addition, we plan to continue to increase the stipend by \$1,000 each year, to reach \$26,000 by FY 2020.



As requested, a separate narrative regarding VCU's financial aid strategies for low- and middle-income students, reflecting both need- and merit-based aid, is included in Section C. As indicated in Part 1, funding for this very high priority item will come from tuition.

3. Provide annual salary increases to faculty and staff

A critical VCU priority is to provide equitable compensation for all of our employees – faculty and staff - and to recognize their contributions with periodic opportunities to receive increases to base salaries. Institutional climate surveys conducted in winter 2013 and again in winter 2016 identified compensation as employees' # 1 concern, regardless of rank, position or employee type. VCU is supportive of efforts by the state to provide funding for such increases annually. We greatly appreciated the support for increases averaging 2% in FY 2014 and again for FY 2016. Those gains, along with the additional 2.5% merit option granted to institutions for teaching and research (T&R) faculty in FY 2016, and the state-approved 3% increase for FY 2018, are helping VCU to address salary concerns. These increases, however, have not been sufficient to address compression issues caused by a long period without such base increases and the two-year gaps between state-supported increases. In light of state budgetary concerns, VCU did not opt to implement a salary increase in FY2017 and instead provided only a merit-based bonus to its full-time faculty. New faculty of promise in competitive fields continue to be hired at higher salaries than existing faculty who have more experience and hold higher ranks. As for university and classified staff, Richmond is proving to be an increasingly competitive labor market, stressing the university's ability to sustain market-based salaries for its labor force.

Faculty salaries at VCU are low and we continue to lose ground compared to other Virginia R-1 institutions and to national peers. For all ranks, the average VCU T&R faculty salary reported by AAUP for FY 2017 was \$81,300 compared to George Mason at \$95,600, the University of Virginia at \$125,600 and Virginia Tech at \$102,000. In the Joint Legislative Audit and Review Commission's (JLARC) December 2013 *Report of Academic Spending and Workload at Virginia's Higher Education Institutions*, staff analysis of SCHEV data on peer group percentiles reported average VCU faculty salary for FY 2012 (using AAUP average at \$78,500) was \$10,000 below the 60th percentile of its peers. Over the subsequent five years, VCU's average faculty salary has increased just 3.6% to \$81,300, while UVA and Tech have both been able to raise average faculty salaries by more than 14%. Only George Mason lagged VCU in terms of average gains over the period.

VCU's goal remains an increase to the 60th percentile of our national peers and/or faculty salaries comparable to the Commonwealth's research universities. To continue progress towards that goal, as well as to maintain market competitiveness for other types of employees, VCU has included the full cost of a 3%, merit-based increase for all eligible

employees each year as well as normal promotion and tenure funding. As reflected in Part 1, this priority assumes partial State support to realize the 3% annual increase. VCU is committed to funding lower increases (1.5%) if the State support is not able to continue its efforts to provide its employees annual increases.

Institutions of higher education have shifted their faculty complement away from majority tenured and tenure track and have increased their dependency upon adjunct (part-time) faculty to carry a growing portion of the undergraduate teaching load over the past several decades. Adjunct faculty are paid on a student credit hour (SCH) basis, with high variability in the rate paid, based on discipline taught and institutional capacity. In FY 2017, VCU employed approximately 650 teaching adjunct faculty, whose per SCH pay scale ranged widely across various academic disciplines. Academic leadership, represented by the Office of the Provost and Faculty Senate, identified adjunct salaries as a priority and committed to creating a minimum SCH rate of \$1,000 in FY 2019, with the goal of increasing this minimum amount to \$1,100 in FY 2020. [Note: funding for this priority appears on Line 65 of the Academic-Financial worksheet since there was no applicable reference to adjunct faculty salary increases elsewhere on the worksheet. The first year of this need will come from reallocation, to be followed by funding from tuition.]

4. Implement REAL activities and measure impact

In his State of the University address in January 2016, VCU President Michael Rao emphasized the essential role that VCU must play in the 21st century, outlining critical ways that VCU will assert its relevance in rapidly changing times. He announced the university's commitment to a new experiential learning curriculum that will ensure every student receives real world experience during his or her college education. Surveys of prospective and current VCU students revealed that 80 percent of respondents valued practical experience as a key element of their college education.

The Provost charged a small steering committee consisting of faculty, students and academic affairs administration to turn the president's commitment into action. The result of their work and the work of supporting task groups is a new university-wide initiative called REAL for Relevant Experiential and Applied Learning. Their charge encompassed the following goals:

- Create an inventory of current REAL practices and activities
- Provide criteria for defining REAL activities as part of the curricular experience of VCU undergraduates
- Recommend a process for defining REAL activities with necessary academic components



VCU

- Involve and engage the internal and external community in implementing recommendations for REAL activities to ensure buy-in, coordination and support for the effort
- Submit recommendations for consideration and adoption

VCU REAL will launch in fall 2017 with four themes:

- CAREER – designed to provide students with exposure to the work environment in a possible field of employment
- CREATE – students are provided the opportunity to innovatively implement and reflect on an application of their academic foundation to a real world setting or challenge
- DISCOVER – driven by the concepts of inquiry, exploration and investigation. Students who pursue this experience are compelled by a sense of inquiry to engage with new knowledge and to develop living/learning skills through an education abroad experience, undergraduate research activity, or both
- SERVE – a student’s knowledge and skills are applied, tested, developed, and even transformed during collaboration with community partners, while creating mutually beneficial and ethical relationships that address social issues and envision social justice

Over the course of the new biennium, VCU will continue to expand and enhance REAL opportunities, and will put the mechanisms in place to track student engagement and assess impact on both progression and real world skill development. (Note: pending this assessment, this initiative has been slotted for funding from reallocation.)

5. Strengthen timely degree completion

VCU has made significant gains in both its four and six-year graduation rates since the launch of its current strategic plan, Quest for Distinction. Between FY 2012 and FY 2017, our six-year graduation rate increased from 30% to 45% while our six-year graduation rate rose from 54% to over 62%. Given the high percentage of undergraduate students enrolled at VCU with significant financial aid needs, every small gain in improving our degree completion rate translates to lower cumulative education costs and, over time, a drop in student debt. While we are proud of the gains our students have made in this student success measure, we are committed to shortening average time to degree and strengthening our overall completion rates.

Key components of VCU’s success in strengthening timely degree completion have been through a combination of intensive advising and an expanded focus on student engagement



strengthened by targeted investments in new technologies. During the new biennium, VCU will continue to emphasize these two areas as important strategies to drive completion gains.

Enhance student advising

VCU's Office of Academic Advising launched a 3-year plan in FY 2016 to not only create centralized advising leadership in each college, but to also add a significant number of professional advisors across all colleges/schools to improve advisor : student ratios and to empower faculty to focus on enhanced mentoring. Funding shortfalls caused by unanticipated State reductions in early FY 2017 led to the cancellation of new hires originally planned for fall 2017. The university has shifted the timing of the plan forward by one year, including support for 12 new advisors in fall 2017 for the College of Humanities and Sciences. Academic Advising plans for an additional 13 positions in fall 2018.

Expand student support technology

VCU is heading into the second year of a 3-year contract with the Education Advisory Board (EAB) for its student success management system, SSC Campus, a comprehensive software platform that creates a care network around the student. Academic advisors can create individualized student success campaigns based on these analytics, as well as current performance indicators (repeated courses, high DFW rates, etc.). The platform also incorporates student services like tutoring, career services, study abroad, military student services, TRIO, and other units across campus – to interact and refer students through the platform. The platform will also be used in the 2017-2018 to serve as VCU's early alert system, where faculty can push alerts to advisors of students in their courses who are struggling in their performance (attendance, test scores, study skills, etc.). With discussions underway concerning contract renewal and extension, Academic Advising is planning to add expand the SSC portfolio of applications by adding their Guide platform in FY 2019. Guide is a student-facing mobile application that provides students with alerts and strategic planning from various units across campus that impact student retention (financial aid, registrar, student life, etc.) when and where they are most accessible – on their phones.

The Office of the Provost and Vice President for Academic Affairs is leading a new initiative focused on improving undergraduate course scheduling. The first phase of this initiative, beginning fall 2017, will be an assessment of current scheduling platforms, processes and gaps, and will engage the services of an external consultant. The university's goal is have each academic unit develop projected course schedules that allow students to map out



their degree progression free from barriers that commonly affect degree progression (seat availability, cancellations, and course conflicts with other mandated courses in the major). A campus-wide clock schedule will also be developed to further improve classroom utilization rates – thereby allowing the units to offer more classes at ideal times of the day. These systematic changes will allow students to use on-line mapping tools that merge degree requirements with semester planning guides – to ensure all courses can be completed in the 4-year timeframe. (Note: as reflected on Part 1, this need will be funded from tuition given its high priority nature.)

6. Increase maintenance reserve

At the May 2017 meeting of VCU’s Finance, Budget and Investment committee of its Board of Visitors, Vice President for Administration Meredith Weiss presented an update of the six-year capital plan and the accompanying ten-year capital needs. VCU has identified \$85 million in immediate capital investment needs (maintenance reserve to meet backlogs), \$330 million in total 10-year renewal needs (those coming due between 2016 and 2025) and remaining backlog of lower priority needs and modernization. VCU’s Board of Visitors began a multi-year strategy of investments into maintenance reserve with \$1 million down payments in both FY 2014 and FY 2015 and planned increases of \$1 million annually. Budget reductions in E&G funds in FY 2016 prevented continued incremental investment in the reserve account in that year, but the university renewed its investment in the maintenance reserve in FY 2017 with an additional \$1 million. We will continue to fund this incremental investment each year as we move forward with the next six-year plan.

7. Strengthen support for Massey Cancer Center

One of VCU’s most promising sponsored research areas is cancer research across many different disciplines. The cornerstone of these efforts is the Massey Cancer Center (Massey), one of only sixty-nine National Cancer Institute-designated cancer centers (NCI) in the United States. Massey is a vital resource for cancer research, prevention, treatment, education, and clinical trials. It has successfully maintained its NCI designation for forty years, despite an increasingly competitive grant renewal process. In January 2017, Massey received notice of its core grant renewal, maintaining its NCI designation for another six years.

Massey’s particular focus is on translating promising research from the laboratory directly to the patient’s bedside. These new discoveries are necessary for better treatments, and prevention and control of cancer that will be available first to Virginians. A lack of funding would restrict the ability of researchers to move the concepts from the laboratory to the clinic. Massey must continue to demonstrate its ability to continue to expand and enhance



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its basic, clinical and prevention and control research, and show trans-disciplinary collaboration. It will only be successful in reaching the goals set by NCI through funding that allows for growth of the center's research base through recruitments, expanding infrastructure and acquiring the latest technology to advance work in the laboratory, as well as providing state-of-the art clinical and research facilities.

Funding is included for both faculty lines and essential research infrastructure positions and for extending clinical trials.

8. Expand Online@VCU

VCU remains committed to adding new programs and course offerings for online education and increasing online enrollment. This expansion has a range of goals, including:

- Provide additional access to bottleneck, high DFW and general education courses to students as a means of improving timely degree completion
- Enhance the academic year and student experience with new summer and winter intersession online offerings
- Design new online undergraduate and graduate degree and certificate programs to meet local, regional and national demand for specific skills and education, such as cybersecurity, the health sciences, or the biosciences
- Work on developing Z-degree online courses (which do not require students to pay for college textbooks) and eventually a Z-degree program that articulates with a local community college
- Increase and strengthen the involvement of VCU faculty in online course development and online / distance instruction
- Target key market segments, such as military, teacher educators and other working adults with program offerings that encourage them to return to higher education or explore new learning opportunities
- Generate revenue sufficient to support and sustain online program and course offerings

A new executive director of online programs will begin July 1, 2017. Under her direction, the division will expand infrastructure, building off the foundation established by VCU's academic learning transformation lab (ALT Lab), conduct analyses to identify and prioritize programs and courses for the Online@VCU portfolio, and work with faculty to design and deliver the courses and programs. (Note: pending development of additional revenue sources associated with the initiative, funding is to come from one-time reallocated funds.)

9. Implement Health Equity Plan

Social determinants of health have a greater influence on the health of populations than health behaviors, genetics, or clinical care. Health inequities, high healthcare costs and poor quality of life for vulnerable populations are challenging issues encountered by various populations who reside in the Richmond region. VCU and VCU Health System are collaborating to address social determinants of health in a systematic way through their education, research and clinical care programs. This intentional collaboration, launched in FY 2017, embraces the philosophy that students, faculty and staff should have an increased understanding of the social challenges that many vulnerable populations face and be provided tools to address drivers of social determinants of health. Work conducted by the Health Equity Task Force and various work groups led to recommendations under a joint Health Equity Strategic Plan. Goals are as follows:

- Intentionally introduce health equity issues to the current and future health workforce through training and educational activities in VCU schools and in VCU Health System clinical programs
- Expand high quality, high impact research and scholarly activities that address health inequities such as the Center for Society and Health
- Integrate health equity strategies into the VCU Health System's patient care programs, such as the Youth Injury Violence Prevention Program
- Expand community engagement opportunities for faculty, students and staff through initiatives that directly address health inequities

Funding needs to support this initiative address infrastructure and communications requirements.

10. Increase the number of tenured and tenure track faculty

A key priority for the institution remains strategic additions to the number of tenured and tenure track faculty. The university has made significant strides toward its goal of becoming a leader among national research universities in providing all students with high quality educational experiences focused on inquiry, discovery, and innovation in a global environment. Sufficient numbers of tenured and tenure track (T/TT) faculty are necessary to realize that goal and to advance research, scholarship and creative expression commensurate with a public, very high research university. In an analysis prepared as part of its 2013 *Report on Academic Spending*, JLARC reported VCU with just 36% of its instructional faculty (inclusive of adjuncts and teaching assistants) as tenured or tenure track for the FY 2012 period versus 60% for UVA and 66% for Virginia Tech. While the number of T/TT faculty at VCU has grown slightly since the JLARC report, from 951 in 2012



to 959 in 2016, VCU has had far more success at growing its ranks of full-time term (non-tenure track) faculty.

Strategic faculty growth, with particular emphasis on strengthening our numbers of tenured and tenure track faculty, is important for improving retention and graduation, building translational research in targeted areas and enhancing instruction in STEM-H disciplines and other high need areas. This commitment to selective faculty growth enhances VCU's goal to graduate more students who are ready to contribute to the workforce of tomorrow. We plan to recruit 15 new (over and above replacement positions) T/TT faculty each year for the next two years, increasing this number to 25 new T/TT hires for FY 2020. Hires already made for FY 2018 and planned for FY 2019 as part of iCubed are included in the T/TT goal. As such, our plan for the biennium calls for 7 new T/TT faculty in FY 2019 and 25 in FY 2020.

11. Advance strategic research opportunities (VRIF)

The Virginia General Assembly created the Virginia Research Investment Fund (VRIF or Fund) in 2016 to foster economic development and job creation through innovative and collaborative research, development, and commercialization efforts and the recruitment and retention of eminent researchers. The Fund encourages cooperation and collaboration among public institutions of higher education and with the private sector. Its grants are intended to position the Commonwealth as a national leader in science-based and technology-based research, development, and commercialization.

The call for proposals for the initial round of grant funding went out to institutions in late May 2017. Each institution could submit up to two binding Letters of Intent (LOI) by June 23, with full proposals due on August 11.

VCU has a formal procedure and automated system in place for the announcement, submission and review of internal applications for limited submission opportunities such as this. A university-wide listserv and communications by the Associate Deans for Research in each college or school announce each opportunity. Interested applicants then submit their applications for review to the Office of Research and Innovation via VCU's secure internal proposal submission system.

A four-member committee comprised of two Deans, the Associate VP for Research Development and the VP for Research and Innovation reviewed the VRIF internal applications. The committee ranked each application on the merits of the project, its fit with the call for proposals and the experience of the faculty principal investigator and collaborators. It then met, discussed the rankings and chose two faculty to submit on behalf of VCU. The university submitted the two selected LOIs to the Fund for consideration on



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June 22. If the Fund awards VCU one or more grants, the university will, as stated under the terms of the award requirements, be prepared to provide 1:1 match for dollars awarded.

12. O&M for new facilities

O&M for new facilities includes, particularly, the anticipated opening in fall 2017 of the Institute for Contemporary Art and openings in 2019 and 2020 of the new School of Allied Health Professions and the expansion to the School of Engineering. (Note: as per SCHEV instructions, we have included only the tuition-supported share of O&M costs (50%) in the Part I workbook. The balance, while not appearing on this spreadsheet, is included on the SCHEV Survey of Operation and Maintenance Costs for New E&G and Research Facilities (FY2018-20) to be submitted in July.)

13. Expand, enhance and coordinate opioid abuse education, training and interventional programs

The U.S. Department of Health and Human Services reports that the nation is in the midst of an unprecedented opioid epidemic, with drug overdose deaths now the leading cause of injury death in the nation. In 2015 alone, more than 33,000 people died from opioid overdoses and nearly half of those deaths were attributed to overdosing on commonly prescribed opioids. The New York Times reported drug overdose deaths most likely exceeded 59,000 in 2016, as the rate of addiction usage and deaths from overdoses continues to surge. Closer to home, data from the Virginia Department of Health for 2013 identified more than 40,000 adults in the state's Medicaid program have a substance abuse disorder and more than half of Medicaid enrollees with a serious mental illness also have a substance abuse disorder. In 2016, Governor Terry McAuliffe and Virginia Health Commissioner Marissa Levine declared the opioid addiction crisis a public health emergency in Virginia.

VCU and VCU Health have established a solid foundation of research, education and educational training, and interventional programs that have made advances in addressing the rising opioid abuse challenge. Examples include:

- Research – NIH funding for a 5-year \$1.9 million grant to develop new chemical entities to treat substance abuse disorders; independent analyses conducted by researchers within the Department of Health Behavior and Policy within the School of Medicine around opioid addiction as a national policy issue
- Public education – seminar on evidence-based addiction prevention strategies (winter 2016); town halls (spring 2017) with researchers, practitioners and members

- of the public discussing the latest research on substance abuse, treatment and mental health among young people
- Training – VCU offers an MS in Addiction Studies through the International Program in Addiction Studies it developed and leads in partnership with the University of Adelaide and King’s College London. In addition, specialized courses are offered by Rehabilitation Counseling (School of Allied Health Professions), Pharmacology and Toxicology (School of Medicine) and the School of Social Work. Third-year students in the School of Dentistry receive education on forms of addiction and treating patients who have addictions. The professor providing these lessons also teaches an oral surgery course on post-operative pain management to second-year dental students and oral surgery residents. He lectures to psychiatric and mental health nurse practitioner students in the School of Nursing on the opioid epidemic and addiction
 - Interventional programs – VCU and VCU Health launched a multidisciplinary pilot project in 2016 aimed at helping pregnant women with substance abuse disorders overcome their addictions and prepare for motherhood

For the next biennium, VCU will focus on closer integration of opioid abuse-related activities that span the education, research, service, and clinical missions of the university and its affiliated health system, and on expanding the range of offerings and reach of these services.

C. Plans for Providing Financial Aid to Help Mitigate the Impact of Tuition and Fee Increases (on low-income and middle-income students and their families as described in § 23-38.87:15, including the projected mix of grants and loans)

VCU’s Financial Aid packaging philosophy is to award institutional aid and state aid prior to awarding federal loans to undergraduate students. Each of the need-based grants described below are in addition to any federal and state aid a student is qualified to receive, unless otherwise indicated.

The VCU Poverty Access Grant is an award designed for students who meet the Federal Poverty Level guidelines established by the U.S. Department of Health and Human Services (as shown in the table below). VCU budgeted \$1,125,000 for FY 2017 and \$2,000,000 for FY 2018 for this grant and plans to continue that level of support in the next six-year period.

The VCU Academic Achievement Grant targets first-year students who demonstrate financial need but also had a high level of academic success during high school. This award would be in addition to other institutional, federal and state aid they would qualify to receive. VCU allocated \$750,000 for FY 2017 and \$1,000,000 for FY 2018 for this grant.



The VCU Achievement Grant is an award designed for continuing students who demonstrate financial need but also had a high level of academic success at VCU. This award would be in addition to other institutional and state aid they would qualify to receive. VCU allocated \$2,500,000 for FY 2017 and \$3,000,000 for FY 2018 for this grant.

The VCU Transfer Student Grant is available to students who demonstrate financial need and who transferred from one of the twenty-three Virginia Community Colleges (VCCS). VCU allocated \$750,000 for FY 2017 and \$1,000,000 for FY 2018 for this grant.

The VCU Tuition Assistance Grant provides an award to students who demonstrate Pell Grant eligibility but also have remaining unmet financial need. VCU allocated \$2,250,000 for FY 2017 and \$3,000,000 for FY 2018 for this grant.

The VCU Residence Hall Grant is an award designed for students who demonstrate financial need but also have incurred campus-housing charges. This award would be in addition to other institutional, federal and state aid they would qualify to receive. VCU allocated \$750,000 for FY 2017 and \$1,000,000 for FY 2018 for this grant.

The VCU Junior/Senior Grant is awarded to students who demonstrate financial need but also are in their last two years of completing a bachelor degree with VCU. This award would be in addition to other institutional, federal and state aid they would qualify to receive. VCU allocated \$750,000 for FY 2017 and \$1,000,000 for FY 2018 for this grant.

The VCU Gateway Grant assists continuing middle-income students who fall into the income range of \$44,701 to \$119,960 for FY 2017 and FY 2018 who are in good academic standing. This award would be in addition to other institutional, federal and state aid they would qualify to receive. VCU allocated \$1,250,000 for FY 2017 and \$1,500,000 for FY 2018 for this grant.

To maintain these grants and continue to make progress on increasing the amount of institutional aid available to VCU students, the proposed six-year plan would provide for additional funding allocations each year for financial aid from tuition revenue. VCU lags behind other research institutions in terms of total institutional aid available for students, yet has greater unmet financial need.



2017 POVERTY GUIDELINES FOR THE 48 CONTIGUOUS STATES AND THE DISTRICT OF COLUMBIA	
Persons in family/household	Poverty guideline
For families/households with more than 8 persons, add \$4,180 for each additional person.	
1	\$12,060
2	\$16,240
3	\$20,420
4	\$24,600
5	\$28,780
6	\$32,960
7	\$37,140
8	40,890

D. Evaluation of Previous Six-Year Plan

Summarize progress made in strategies identified in the 2015-16 Six Year Plan. Note how additional General Fund support, savings, and reallocations were used to further the strategies.

Virginia Commonwealth University has made steady progress on its 2015-16 Six Year Plan. Reflecting priorities described in VCU’s strategic plan, *Quest for Distinction*, adopted in FY 2012, VCU is steadfast in its pursuit of the plan’s primary strategies – which align well with the Statewide Strategic Plan.

VCU did not depend solely on new funding to source the 2015-2016 six-year plan. Reallocation of base resources is an on-going process for VCU’s University Budget Advisory Committee that has resulted in many efficiencies. VCU staff report quarterly to the Board of Visitors on our progress in terms of identifying and implementing new efficiencies and redirecting savings to strategic priorities. Reallocations are routinely included in the budget plan and were used to fund much of the progress we have made against our priorities over the past biennium, described in further detail below. The new six-year plan continues to use reallocations as a major source of funding strategic priorities.



The State provided additional funding in FY 2017 with a \$4.3 million appropriation to sustain and enhance VCU's ongoing investments in access, affordability, quality, and degree production. This increased to \$6.4 million for FY 2018. These additional appropriations supplement and align with the following strategies:

- #5 – Improve 4- and 6-year graduation rates through continuing intensive advising and student engagement
- #7 – Improve retention through living-learning environments
- #9 – Reduce time to degree through online and summer programs
- #12 – Strengthen career counseling

1.A. Increase financial aid

VCU launched a 4-year cohort-based financial aid plan in FY 2014, embedding longer-range financial aid planning in our annual budgeting process. Over and above this planned growth in aid, VCU assessed an internal 1% reallocation as part of the FY 2017 and FY 2018 budget processes to provide an additional \$3.0 million each year in financial aid funding.

As part of state-authorized appropriations for FY 2017, VCU received an additional \$4.4 million to provide need-based aid to in-state undergraduate students. The combination of an increase in General Fund appropriations dedicated to financial aid and VCU's success at reallocating internal funds to target steady growth in financial aid resources has significantly enhanced the university's ongoing efforts to improve financial accessibility.

1.B. Provide faculty salary increases

The State approved a 2% merit-based salary increase for T&R faculty in FY 2016 and authorized institutions to allow for an additional 2.5% increase for this employee category. VCU's Board of Visitors approved this incremental merit award in May 2015. In its initial FY 2017 budget, the State had called for a 3% merit-based salary increase for T&R faculty, yet had to retract this when revenue shortfalls had a significant impact on State budget. Given the priority of this initiative, VCU felt it was critical to reallocate one-time funds to provide T&R faculty with a merit-based bonus in April 2017, with awards ranging from \$1,000 to \$4,000 based on the employee's most recent performance rating and base salary.

2. Add full-time T&R faculty lines

Between FY 2015 and FY 2017, VCU has added 46 full-time lines to its T&R faculty complement through the reallocation of resources and tuition revenue. All of these hires were for term (full-time, non-tenure-eligible) positions, with our complement of tenured



and tenure track faculty falling by a count of 10. Budget constraints have limited the university's ability to make material gains over the past biennium, yet the success of our newest faculty initiative, the Institute for Inclusion, Inquiry and Innovation (iCubed) in recruiting diverse and inclusive faculty will begin to have an impact on both term and tenured/tenure track faculty complement beginning with the fall 2017 term. [See #13 below for a more detailed description and progress around this initiative.]

3. Administrative/professional faculty and classified staff salaries

The State approved a 3% salary increase for classified staff and a 2% merit-based increase for administrative and professional (A&P) faculty in FY 2016 and had included a similar increase in its initial FY 2017 budget, but had to retract this when revenue shortfalls affected the State's budget. Anticipating it would be funding the institutional portion of this mandatory increase, VCU had included salary increases in its FY 2017 budget and subsequently shifted these funds to support the State's newly approved salary increase effective July 2018. Given the importance of this institutional initiative, VCU identified one-time reallocations to fund a merit-based bonus in April 2017 to A&P faculty and classified staff who held employee positions as of June 30, 2016. For those in faculty positions, these were fixed bonus awards, ranging from \$1,000 to \$4,000, based on the employee's most recent performance rating and base salary. Classified staff bonuses (for those with a satisfactory rating or better) were limited by state regulations around compensation and salary changes for this employee category.

4. Massey Cancer Center and research

Massey underwent a competitive process with the National Cancer Institute (NCI) in FY 2017 to seek renewal of its core grant. It received notice of a successful renewal for this critical infrastructure grant in January 2017, making it one of just 69 cancer centers among more than 1,500 nationwide designated by the National Cancer Institute to help lead and shape our nation's fight against cancer. The renewal was dependent upon Massey demonstrating the following:

- Depth and breadth of science in three major areas of basic laboratory, clinical, and prevention, control and population sciences
- Evidence for strong trans-disciplinary research bridging these areas of research
- That the center has defined the cancer problems relevant to its catchment area and serves its catchment area, as well as the broader population of its region; and
- That the cancer center promotes and leverages the training and education of biomedical scientists and health care professionals in support of its research mission

The State appropriated \$3 million in both FY 2016 and 2017 to provide additional support to Massey and its ongoing mission.

5. Improve 4 and 6-year graduation rates through continuing intensive advising and student engagement

Since launching its current strategic plan, Quest for Distinction, which places student success at the heart of our mission, VCU has continuously improved its 4- and 6-year graduation rates. From FY 2012 through FY 2016, the six-year graduation rate has increased from 53% to 62%, while four-year rates have grown from 30% to nearly 45%. These gains apply equally across different student populations, demonstrating VCU’s success at minimizing the gap between under-represented minorities and the overall graduation rate for white students and the entire undergraduate first-time, full-time population.

Population	Fall 2005 Cohort <i>6-year Graduation Rate</i>	Fall 2010 Cohort <i>6-year Graduation Rate</i>
All VCU	53%	62%
White	54%	62%
African-American	53%	60%
Hispanic	44%	59%

VCU launched a new Academic Advising initiative in fall 2017, which focused on centralizing advising functions within each college/school, and to increase the number of professional advisors available to meet 1:1 with students. The initiative will add over 37 new advisors over the course of three years to lower student advising ratios across campus. The first phase of this plan added 12 new advisors in FY 2017, using a combination of new and reallocated funds. Funding limitations reduced the number of new positions for FY 2018 to 12, all of which are dedicated to expanding advising services to students within the College of Humanities and Sciences – VCU’s largest academic unit. Plans now are to extend expansion of advising staff through FY 2020.

In addition to expanding the number and professional quality of student advising staff, VCU has implemented a number of initiatives and web-based tools over the past few years designed to enhance the student experience and help decrease time to degree. A new initiative that will get underway in FY 2018 is Major Maps. Each academic major at VCU will have a major map that becomes a strategic planning tool for each student. The maps will guide students on how to explore, gain experience and become marketable in their chosen career paths. The maps outline annual guideposts for degree planning, community involvement, building cultural competence, gaining relevant experience, and preparing for life after college.

A description of other initiatives and impact experienced to date appears below.

Tool	Description and Impact
Beyond Orientation	Online live and archived course for parents of new students, providing access to resources and explaining student life cycle
Course Scheduler	Identifies every combination of schedule, aligned with student degree map; students who utilized the tool increased credit load, decreasing time to degree
DegreeWorks	Degree mapping, graduation certification and NCAA compliance features have provided increased integrity to previously manual processes, and have helped decrease student's time-to-degree by providing clear view regarding their progress and outstanding degree requirements
"Do the Math" 15 and 4 Initiative	This initiative focuses on increasing graduation rates and decreasing student debt. This is the university's umbrella initiative for developing awareness among students about the benefits of enrolling in 15 credits per semester
First-Year Student Success Modules	One credit first-semester courses which focus on barriers and motivators encountered by first year students (how to pay for college, career planning and management, professional development for men of color, how to get involved on campus, LGBTQ pride, study skills and procrastination, study abroad, etc.). First year advisors and student service professionals teach these modules across campus. The philosophy is – if a student can tackle barriers with support or find motivation in their aspirations/dreams, they can overcome hurdles and persist
One Call	Call blast product provided for mass communication to address high priority issues
SALT	Web-based financial literacy and budgeting product for students and staff
Student Success Campus	Predictive modeling platform assisting advisors to best provide direction on majors in which students have demonstrated aptitude to succeed, identified gateway courses and necessary grades predicting success in majors, all allowing for more personalized advisement
Summer Scholars	Five-week program hosted in the summer that provides approximately 75 new, incoming students a head start on their path to graduation. Students earn six college credits, receive individualized learning support, experience life in the residence halls and become familiar with VCU's campus.
TRIO Student Support Services (SSS)	This federally funded program supports undergraduate students by providing them with resources and tools for academic success. First generation, low income and students with disabilities are qualified to



	apply to participate in TRIO SSS. This grant funded initiative began in 2015 and currently enrolls 200 students
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During FY 2017, VCU renovated approximately 7,500 GSF of space formerly occupied by VCU Police for use by the Department of Mathematics and Applied Mathematics in the College of Humanities and Sciences to develop programmatic space needed to improve student performance and reduce the frequency with which students drop, withdraw from, or fail math classes. The resulting program, Math Exchange, opened in spring 2017. It involves an innovative teaching pedagogy, with a focus on self-paced and digitally based learning, supported by tutoring staff. Hours for Math Exchange will continue to expand over coming terms, with a goal of 24x7 access.

6. Add full-time staff lines to support safety and compliance

The previous 6-year plan identified new staff to meet increased mandatory compliance requirements associated with Title IX, employment equity, and discrimination regulations, and to enhance student and campus safety. Over this biennium, VCU expanded its office of Equity and Access Services from four to 11 positions, including the addition of four civil rights investigators. Headcount of sworn personnel within VCU Police increased from 92 to 99 during this same period. Within Technology Services, the division was able to forego adding staff, shifting resources to add new security software tools.

7. Improve retention through living-learning environments

Since the opening of its first living-learning program (ASPiRE) in fall 2012, VCU has expanded its offering to include four living-learning communities located on its Monroe Park campus. Two of these programs opened over the past biennium:

- ASPiRE – focusing on community engagement and service (171 enrolled)
- GLOBE – emphasizing international engagement (opened May 2013; 235 enrolled students)
- LEAD – providing opportunities to learn about and apply leadership skills (opened fall 2015; 6 enrolled students)
- INNOVATE – pairing innovation and entrepreneurship with instruction from the daVinci Center (opened fall 2015; 85 enrolled students)

VCU has conducted retention analyses comparing ASPiRE students from the 2012, 2013 and 2014 cohorts to a comparison group for each cohort. Retention rates for these three cohort comparisons show equivalent or higher retention for ASPiRE students. This analysis will be expanded in fall 2017 to add GLOBE students.



8. Increase maintenance reserve

The needed on-going annual increase in maintenance reserves could not be realized in FY 2017 due to budget constraints, with needed funding for initiatives such as increased financial aid to need-based undergraduate students given priority for limited financial resources. VCU did identify approximately \$400,000 through internal savings to address critical maintenance needs. The annual \$1,000,000 increase to this reserve fund was included as part of the FY 2018 budget.

9. Reduce time to degree through online and summer programs

The division of Online Academic Programs (Online@VCU) represents our institutional commitment to hybrid and fully online learning, guided by three principles: distinctiveness, deeper learning and high student engagement.

Undergraduate and graduate online courses and enrollments have continued to grow during this past biennium. Our complement of unique online courses has grown from 241 in FY 2015 to 299 in FY 2017, while total enrollment has increased from about 21,500 to 24,700 over this same period, a 15% growth. Online@VCU has also continued to design and implement highly innovative hybrid and online learning opportunities, including a new online certificate program in cybersecurity for undergraduates seeking a B.S. in Computer Science or a post-baccalaureate certificate. The majority of new online course offerings were developed to expand availability for high-demand programs, particularly those courses that have proven to be “bottlenecks” for student progress in the past.

VCU continues to build a robust infrastructure of enrollment data, learner support, faculty development, and innovative production capabilities to generate distinctive, high engagement opportunities for both undergraduate and graduate students. Some measure of our success in continuing to pursue this strategy may be seen in the steady improvement in both four- and six-year graduation rates.

10. Increase graduate assistantships and stipend levels

VCU continues to lag behind its research-intensive peer institutions in both the number of graduate assistantships supported and the stipend level offered. This creates a significant disadvantage when competing for the most promising Ph.D. students. We have increased the stipend level by \$1,000 each year, reaching \$23,000 for FY 2017, yet had to fund this increase by decreasing the number of stipend-supported assistantships sponsored by the Graduate School. Since FY 2016, the number of supported assistantships has fallen from 238 to 214 (as budgeted for FY 2018).



The State appropriated an additional \$300K in FY 2017 to support graduate student financial aid, which enabled VCU to increase its level of aid to this student population.

11. Reduce tuition for doctoral students at candidacy

VCU's Graduate School administers a tuition waiver to doctoral students at candidacy that reduces their annual tuition by one-third.

12. Strengthen career counseling

The University Career Center (UCC) continues to expand programs and services, working closely with Academic Advising to leverage and align efforts to enhance student success during and post-graduation. The office provides service to all students and post-doctoral fellows across both VCU campuses. Over the past 3 years, UCC has achieved significant progress, described by the following highlights:

- Employer engagement levels grew 134% between FY 2014 and FY 2017, with over 2,300 employers engaged at some level
- Student engagement with UCC has increased by 59% over the same period, reaching nearly 15,000 student contacts during FY 2017
- Launched new web site identifying key resources and content for on-demand career and professional development
- Launched and integrated web platform (HireVCURams) to track employer engagement through career services functions across the university; internship postings alone have increased >107% since the launch
- Expanded HireVCURams (HVR) to reflect "experienced hire postings" and extend database to include VCU alumni users at no cost for life
- Developed an industry-specific career fair model, including part-time job fairs, which brought 27 fairs with 1,086 employers and 8,946 student participants from Fall 2013 through Spring 2017
- In 2017, UCC hosted its inaugural Bench & Beyond career symposium for graduate and post-doctoral scientists and researchers to explore career paths in industry, government, nonprofit, and education. Attendance included 63 students and 28 industry representatives

13. Institute for Inclusion, Inquiry and Innovation (iCubed or Institute)

VCU launched iCubed in summer 2015 as part of our commitment to serving as a national model for diversity and inclusive excellence among urban public research universities in the U.S. We determined that we could leverage our position at the nexus of access and



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opportunity and culture and race in Richmond to create pathways to include underrepresented minority faculty and students in the development of innovative approaches, practices and programs that enhance the vitality of urban communities. The Institute was formed to lead this effort and to serve as an organizing principle that bridges diversity, inclusion and excellence across the university community. It is responsible for the administration of five programs to promote diversity and inclusion:

- Cluster Hiring Initiative and Program (CHIP): to support transdisciplinary core development [note: 5 cores underway to date – Culture, Race and Health; Oral Health Research; Health and Wellness; Social Justice; and Racial Equity in Arts and Culture];
- Pathways to the Professoriate (PATH): to support graduate student and postdoctoral Fellowship pipeline programs with HBCUs and MSIs;
- Commonwealth Scholars Program (CSP): to support the education and training of diverse undergraduate and graduate students affiliated with the transdisciplinary cores;
- Visiting Scholars Program: to support prominent faculty who contribute to the aims of the transdisciplinary cores and expand the inclusive teaching and research contexts of colleges and schools; and
- Commonwealth Citizen Award Program (CCAP): to promote collaborative science and consensus-building among diverse populations of faculty, staff and students

Since July 2015, iCubed has grown from one faculty member, serving as Executive Director, to more than 50 affiliated faculty and partners expected in summer 2017. Emphasis during the first two years of this initiative has been 3-fold:

- iCubed faculty and postdoc recruitment – as of fall 2017, iCubed will have added 9 new T&R faculty, 5 visiting scholars and 3 postdocs to faculty roles. These recruitments represent diversity in discipline, ethnicity/race and gender. Ten of 13 schools and the College of Humanities & Sciences hired at least one iCubed faculty or postdoc; 94% are from a racial/ethnic minority background; 76% are female. Five searches that were closed as a result of budget cuts or failed will recommence this fall. In addition, iCubed will begin recruiting for T&R faculty positions in two cores that are currently staffed by visiting scholars
- iCubed faculty support – the Institute begins enrolling faculty for the NCFDD Faculty Success Program in summer 2018, with a goal of supporting 10 iCubed faculty, scholars and postdocs during this initial effort. Professional coaching and mentoring will be offered to all incoming iCubed faculty, scholars and postdocs, and monthly seminars will begin in September 2017 as part of a year-long series promoting

collaboration, cultures of inclusion, engagement, and social innovation among core faculty and community partners

- iCubed student support – the Institute has established a working agreement with Strategic Enrollment Management to provide supplemental funding for 15 work-study students to provide research support to all iCubed affiliated faculty and partners, beginning January 2018. In addition, an agreement is in place with the Graduate School to support two graduate students with in-state tuition and stipend

14. Library enhancement

This initiative addressed contractual cost increases for access to scholarly journals. Access to this content is imperative to maintaining the university's Carnegie classification as a very high research institution. Annual budgets provided funding for the priority during this biennium.

15. Enhance technology

Unfortunately, higher priority needs in FY 2017 and 2018 have prevented funding of this initiative. Current budget conditions have not allowed VCU to invest in infrastructure upgrades that maximize leverage of the Mid-Atlantic Research Infrastructure Alliance Network (MariaNet) as an economical way to provide high-speed connectivity paths to support research and instruction. We continue to make reasonable enhancements at lower cost that have partially advanced our connectivity speed and range, but we cannot achieve the full network functionality facilitated by MariaNet without further investment.

16. O&M for new facilities

VCU opened two new living-learning communities (LEAD and INNOVATE) and a six-story office building, all located on W. Grace St.), in summer/fall 2016. Cabell Library, having undergone a major expansion and considerable renovations, welcomed students, faculty and staff in fall 2016. These four new or expanded facilities added nearly 455,000 square feet of E&G space. O&M expenses to support this new instructional facility have been part of our annual budget plan.

17. Utility cost increases

VCU included funding to meet contractual increases in utility costs as an unavoidable expense reflected in each of its approved annual budgets from FY 2016 through FY 2018. The university continues to implement energy saving initiatives to lower costs within its own control. These efforts, in combination with lower fuel costs, were able to realize savings as a funding source for FY 2018 academic needs. Going forward, the university is



VCU

pursuing significant energy cost control measures and therefore, has not included this expense in the plan for the upcoming biennium.

18. Fringe/health benefits cost increase

VCU implemented fringe/health insurance increases in line with State requirements for each of the previous two fiscal years.

19. Attorneys in General Counsel's office

The workload in VCU's Office of University Counsel warranted additional staffing and the Office of the Attorney General approved a new staff line. FY 2017 funding enabled the conversion of an existing Law Fellow faculty position to Associate General Counsel.

20. Contract escalation and lease costs

Contract cost increases are related to VCU's central rent, contract with Groome Transportation for the shuttle service between the Monroe Park and Health Sciences campuses and mail services. Funding to support these increases has been part of our annual budget plan.

E. Tuition Rate Increases

The Governor and General Assembly addressed on-going state revenue shortfalls by implementing across-the-board reductions for all agencies including public colleges and universities; reductions for VCU in FY 2018 totaled \$8.0 million. In recognition of VCU's emphasis on access and service to Virginia students, this reduction, while significant, was slightly lower than that experienced by our higher education peers. This funding cut, along with unavoidable increases in VCU's operating budget and costs associated with critical academic needs resulted in VCU's Board of Visitors approving a limited tuition and fee increase for in-state resident undergraduate students of 3.8% (inclusive of mandated fees). The budget, as adopted, also requires internal budget reductions of \$3.8 million.

A review of 2015 IPEDS Institutional Profiles highlights VCU's efficiency in comparison to our Tier III peers. This level of efficiency, in combination with expectations of limited State support moving forward, increases VCU's dependency upon tuition revenue to fund the academic mission, particularly when it comes to strategic priorities targeting student success. These include:

1. Expanding need-based financial aid to the large number of resident undergraduates who enroll at VCU – a larger combined number than our Tier III peers

2. Continuing to improve timely degree progression and completion by expanding professional advisors and providing new and enhanced technology support that advances support and engagement to our students
3. Increasing our complement of tenured and tenure track (T/TT) faculty, critical to our ongoing success as a very high research institution, to begin to narrow the wide disparity of T/TT faculty as a percent of total teaching and research faculty against our Tier III peers

As such, we have reflected a 4% increase in our tuition rate for both FY 2019 and FY 2020.

F. Contributions to Economic Development

Enacted by the State General Assembly during its 2017 session, House Bill 515 called for each institution of higher education to describe its contributions to stimulate the economic development of the Commonwealth and the region where it is located as a component of its institutional six-year plan.

In January 2017, President Michael Rao announced the results of the university's most recent economic impact study, conducted by VCU's Center for Urban and Regional Analysis (CURA). The final report, *VCU's Impact on the Region: Talent, Innovation and Collaboration*, highlighted the following:

- Total economic impact of \$4 billion within the metropolitan statistical area (Richmond MSA) and \$5.9 billion within the Commonwealth
- 47,000 jobs within the MSA and 63,000 across the Commonwealth
- A total Richmond regional multiplier of 3.7 – for every dollar that VCU spends in the metropolitan area, the region experiences a total economic impact of \$3.70, while the Commonwealth at large experiences a 3.2 multiplier effect

The report further identified VCU's contributions in a number of key areas that shape economic impact and the overall quality of life.

- Talent: VCU produces graduates whose skills meet the needs of area businesses and other organizations. 67,000 VCU alumni live and work within the MSA, while regional businesses, nonprofits and government agencies alike seek the cutting-edge solutions that VCU faculty research creates
- Innovation and the entrepreneurial ecosystem: VCU is a leader in innovation and creativity, with a profound impact on the economy that reverberates across the region, the state, the nation, and the globe. Examples of this impact include:



VCU

- Venture Creation University – a university-wide initiative focused on nurturing and guiding the entrepreneurial and innovative mindset of students. The result of its various programs is that 51 percent of VCU students are interested in entrepreneurship and 30 percent of our students want to start a company
- VCU Innovation Gateway facilitates the commercialization of both faculty and student research, supports university research through collaborative agreements and supports the creation of new business ventures
- VCU engages in numerous partnerships that increase the impact of its entrepreneurship work and strengthen the regional entrepreneurial ecosystem in general through relationships such as those with the Virginia Biotechnology Park, Dominion Resources innovation Center and Lighthouse Labs
- Regional stewardship: VCU shows that it cares about the Richmond region by exercising leadership to address challenges and move forward. Its stewardship takes many forms, including that of:
 - Community developer: as a major property developer, VCU has helped to revitalize the neighborhoods surrounding its Monroe Park campus in addition to downtown Richmond, in general
 - Convener: VCU uses its regional footprint to help break down boundaries between local governments and other organizations to advance important regional goals
 - Thought leader: VCU attracts more than \$200 million each year in sponsored research that powers innovative thinking on society’s toughest challenges
 - Moral leader: the university takes principled stands and follows up with actions. For example, the VCU Office of Multicultural Student Affairs plays an integral role in reducing cultural barriers through various events and projects. VCU also recently allocated \$28 million to help develop the Children’s Hospital Foundation Heart Center. In 2015, U.S. News & World Report named VCU’s children’s hospital one of the best in the nation for the third year in a row
 - Local culture: VCU influences the local culture, the milieu of Richmond, creating both businesses that supply products and services, and a market that purchases distinctive products and services

A full range of details are provided in VCU’s 2017 Part I submission (under the Economic Development tab) describing a broad array of initiatives and impact levels. Selected contributions to economic development stimulation appear below:

- a. University-led or public-private partnerships – examples include:



VCU

VCU has been a major driver of real estate development and community transformation around both of its campuses – Monroe Park and Health Sciences – as well as along the downtown corridor. In the past biennium alone, VCU has built and opened two new living-learning programs/residence halls along with a new 6-story administration and academic program building along West Grace Street. Construction for VCU’s Institute for Contemporary Art, dedicated to contemporary visual art, design music, performance and film is underway at the intersection of Belvidere and Broad. In May 2017, VCU broke ground at 600 N. 10th St. on a new 154,000 GSF building for its renowned School of Allied Health Professions. The VCU Board of Visitors approved the institution’s first public-private partnership in spring 2016 for a \$96 million project to replace the Gladding Residence Center on its Monroe Park campus.

b. State industries to which VCU’s research efforts have direct relevance – some highlights include:

Research conducted by VCU faculty under State-funded grants from numerous agencies totaled \$25.6 million for FY 2016. The university’s greatest impact from its research efforts on state industries likely comes from health-related research. One of VCU’s crown jewels in this arena is the Massey Cancer Center, the only NCI-designated cancer center within Virginia. Massey’s top-caliber physician-scientists continue to discover many exciting cancer breakthroughs, and its innovative clinical trials are advancing promising discoveries found in its laboratories and bringing them bedside to patients.

One of VCU’s long-standing and collaborative efforts on the regional impact front comes from the Center on Society and Health (Center). Chartered by the VCU Board of Visitors in 2007, its mission is to raise awareness about the factors outside of health care that shape health outcomes and to explore ways to improve population health and wellbeing. The Center is a unique, talent-rich, and highly visible resource for the translation of science to inform policy and programs affecting health at the national, state, and local levels. It combines user-oriented research with policy outreach, stakeholder and community engagement, and strategic communication. It maintains vibrant relationships with partners throughout the state, from local residents to policymakers, government agencies, private organizations, service providers, the business community, and other researchers who share an interest in community health and wellbeing. Its products are geared to a wide, non-technical audience of decision-makers and practitioners in health, government, non-profits, and the sectors outside health that shape it. More about the Center is available at <http://societyhealth.vcu.edu/>.

The Center’s work aligns closely with the mission of SCHEV, to support institutions that “lead state-level strategic planning and policy development and implementation based



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on research and analysis” and that “facilitate collaboration among institutions of higher education.” Its partnerships with colleges and schools at VCU and with other academic institutions throughout the Commonwealth provide policy-relevant data and research findings to support decisions made on matters of health care, education, the economy, housing, transportation, and other health-related sectors. The Center also helps recruit expert faculty and researchers, facilitates collaborations across Virginia government institutions and institutions of higher education, mentors and supports future health equity leaders through internships and assistantships, disseminates community-engaged scholarship, and assesses community-identified assets and needs. It is uniquely positioned to expand the research enterprise of Virginia universities and to positively affect the health and wellbeing of the Commonwealth.

c. High-impact programs designed to meet the needs of local families, community partners and businesses – examples include:

VCU’s Division of Community Engagement (DCE) undertook a project to identify and categorize university-community partnerships. This effort identified over 1,000 such partnerships, 46% of which are focused on the Richmond MSA, 56% tied to education – predominantly K-12 - and 34% geared towards health access. Subsequently, DCE has launched The Community Network, VCU’s community-engaged partnership map. The map provides a visual database of activities that occur through university-community partnerships via research, teaching, service/outreach, and patient care.

Key areas of engagement include initiatives geared towards early childhood development, economic and workforce development, K-12 education, criminal justice and public safety, and health and wellness. Highlights of a few particularly innovative programs include the following:

- Under a Center for Translational Science Award from the National Institutes for Health, the Center on Society and Health convened Engaging Richmond, a community-academic partnership based in Richmond’s East End to assist with the Richmond community needs assessment. This partnership has continued, with Engaging Richmond members using mixed methods research to explore the social and environmental factors that influence health. Based on community-identified priorities, the team develops targeted dissemination strategies to bring evidence to policy makers and change agents
- Quick Start Construction Training program teaches the basics of construction work to Richmond residents who have struggled with homelessness and incarceration. Conceived by VCU’s AVP of Facilities, the program is a partnership among VCU, the VCU Health System, construction industry associations, the



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Richmond City Sheriff's Office, and the nonprofit organization CARITAS. The inaugural program launched spring 2017 had 14 participants

- VCU AmeriCorps is one of the largest and longest-running AmeriCorps programs in Virginia. Established in 1995, the program has an educational focus with the goal of helping improve the academic skills and engagement levels of grades K-8 children living in low-income Richmond city communities. In addition to providing quality academic intervention, VCU AmeriCorps members serve as role models and mentors to K-8 students. In FY 2017, VCU had 30 students serving in its AmeriCorps program

A full list of these and other programs is at <http://communitynetwork.vcu.edu/>

d. Business management / consulting assistance

Faculty and students throughout VCU provide a wide range of consulting and management to Richmond businesses. Examples of some of these services include:

- School of Business – faculty have participated in externship programs with placements at local corporations in the financial and energy sectors. Business students have learned to prepare income tax returns and subsequently volunteered to assist low-income families in the Richmond area
- daVinci Center – an average of five teams of 5-6 students, under the guidance of a faculty advisor and a project manager, design and conduct undergraduate product innovation projects each academic year as part of their curriculum. These projects engage with regional and national businesses and organizations to provide insights, identify needs and build solutions
- L. Douglas Wilder School of Government and Public Affairs – the school offers a range of consulting services under various institutes and laboratories. These include the Performance Management Group, the Center for Urban and Regional Analysis, the Commonwealth Educational Policy Institute, the Grace E. Harris Leadership Institute, the Office of Public Policy Outreach, and the Survey and Evaluation Research Laboratory
- Innovation Gateway (IG) began in 1994 to protect and commercialize valuable VCU inventions and creations. IG broadened its mission and activities in 2014 to add a commitment to enhancing the overall culture of entrepreneurship at VCU and contributing to the growth of the region's innovation ecosystem to its mission. In FY 2017 alone, IG helped launch three new start-ups

G. Capital Outlay

Note: pursuant to the instructions, VCU has NOT listed every project in its Six-Year Capital Plan. We have only listed the highest priorities that are on the most immediate horizon (that could have a significant impact on strategies, funding or student charges).

1. School of Allied Health Professions Building Equipment

Construction is underway for VCU's new School of Allied Health Professions Building, with completion expected in 2019. This new 154,000 GSF building, located on the Health Sciences Campus north of Leigh Street, will consolidate the 11 departments that comprise the School and are currently located in five buildings spread between two campuses.

The allied health professions comprise over 60% of the healthcare workforce and involves the delivery of health or related services pertaining to the identification, evaluation, prevention and treatment of diseases and disorders. Despite the inefficiencies associated with inadequate, outdated and dispersed space, the School includes four top rated programs in US News and World Report. The new facility will allow the increase in capacity (enrollment) in existing high demand programs.

Our request for the next biennium is for \$7.4 million from the State General Fund for furnishings and equipment.

2. School of Engineering Research Building Equipment

VCU's School of Engineering is a pioneer in innovation and early application of skills learned in its instructional methods. It attracts outstanding students, faculty and researchers and is poised for future growth. Construction of a new facility to accommodate expansion of research activities in the School represented the university's second priority for major capital in the 2016 Session. The General Fund is financing 50% of the cost for this \$86 million facility with the remaining \$43 million from University-backed debt (with debt serviced, primarily, with indirect cost recoveries). The project is adding 120,000 gross square feet of research space and will provide laboratories, laboratory support space, offices for researchers and graduate students and post-doctoral students arranged to encourage cross-disciplinary collaboration.

For the coming biennium, VCU is requesting \$3.9 million from the State General Fund for furnishings and equipment, with an additional \$3.9 million balance coming from university debt.



3. Humanities & Sciences Phase I: STEM Class Laboratories

VCU had 6,214 undergraduate students seeking STEM-related degrees during FY 2017, with more than 3,800 of them enrolled in STEM programs within the College of Humanities and Sciences. In fall 2016 alone, VCU had over 5,100 undergraduates enrolled in biology courses with required lab hours and nearly 3,900 enrolled in chemistry lab courses. Laboratory facilities within the College are not only outdated, but also at capacity. These capacity constraints have hindered current students from taking required courses in a timely manner and prevented course and program expansion despite growing demand.

VCU is requesting \$80.5 million from the State General Fund for new construction of class laboratories for the basic sciences to reduce overcrowding and provide high quality undergraduate teaching facilities.

4. Humanities & Sciences Phase II: Administration & Classroom Building

The College of Humanities & Sciences is VCU's largest school, with 14,300 students during FY 2017, nearly 94% of which were undergraduates. The College has more than 400 full-time Teaching and Research faculty, 92 full-time classified staff and nearly 40 Administrative and Professional faculty, along with student, hourly and part-time workers numbering in the high hundreds.

VCU is requesting \$35 million from the State General Fund for new construction to consolidate administrative office space and provide additional instructional space for the College.

5. Oliver Hall Physical Science Wing Renovation

The Physical Science wing of Oliver Hall houses classrooms and faculty offices for the Department of Chemistry as well as classrooms for the Department of Mathematics and Applied Mathematics. In fall 2016, these two departments had a combined total of 86 T&R faculty and 838 undergraduate students pursuing majors in one of these areas.

VCU is requesting \$41 million from the State General Fund for renovation of the physical sciences wing of Oliver Hall to reduce the university's deferred maintenance burden and to upgrade instructional and research space for the College of Humanities & Sciences.

6. Sanger Hall Renovations, Phase III

Sanger Hall (Sanger), located on VCU's Health Sciences campus, opened in 1963. It houses research facilities and administration offices for the School of Medicine, and has at least one classroom/auditorium on each of its ten floors. Flood damage in November 2013



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caused by a broken city water main caused significant damage, particularly to research laboratories. Sanger has been undergoing extensive renovations since that time. In 2015, the university completed Phase I renovations to the first and seventh floors. Phase II renovations are in progress.

VCU is requesting \$24 million from the State General Fund to support the third phase of Sanger Hall renovations to upgrade research and instructional space for the School of Medicine. University will use debt to fund the balance of the \$32 million project.

H. Restructuring

Provide a list of any items that you feel need clarification under your existing authority. Please list any additional concerns or issues.

Thank you for the opportunity to provide concerns/issues or to request clarification on items within our existing Tier III authorities. VCU would be very pleased to reopen a dialogue with state stakeholders from both the executive and legislative branches and our fellow Tier III institutions to discuss the following opportunities:

1. Stabilize State support for VCU to implement a multi-year planning and budgeting process;
2. Allow VCU the flexibility to pursue purchasing a robust procure-to-pay system to maximize Procurement's internal operational efficiencies and to leverage purchasing opportunities;
3. Allow VCU to implement a University-managed small purchase credit card program and retain rebates;
4. Provide VCU more flexibility in setting tuition rates and enrollment targets without adverse effects on State support; and
5. Allow VCU to preserve E&G operating and capital reserves to retain bond ratings and provide operating flexibility.

Under Tier III authority, VCU is currently redesigning its HR plan to better recruit and retain diverse and highly skilled employees in Richmond's competitive employment market.

Comments from 2017 Op Six Meetings (VCU)

Response for Virginia Commonwealth University

1. Please provide more information on efforts to control costs.

VCU will have reallocated more than \$27 million in fiscal years 15 through 18 to address state cuts and support strategic priorities. This includes:

- \$10.4 million in one-time funds and \$10.3 million in permanent funds to address loss of state funding
- \$6.6 million in reallocations to support a compensation increase for T & R faculty and to provide additional funding for need-based financial aid

We have identified – conservatively -- more than \$9 million over three years in efficiencies and cost savings. Examples:

- Utility savings
- Technology improvements
- Shared services
- Negotiating more favorable contract terms

2. When making comparisons to other institutions regarding graduation rates, etc., it would be good to use Old Dominion University and George Mason University for in-state institutions. It would also be useful to make comparisons with peer group institutions.

See attachment [Appendix A] for comparisons of various student success performance measures comparing VCU and Virginia peers, ODU and GMU, as well as six Quest for Distinction (strategic) peers. The strategic peers were selected using the following criteria:

- Carnegie R1 doctoral (highest research)
- Public
- Urban (mid-size or large cities only)
- Medical school on campus as well as at least one other health professions school
- Total enrollment > 20,000
- Minimum 20% Pell eligible undergraduate student population

3. Please provide an overview of the focus areas of VCU's research efforts.

VCU has seen its research portfolio grow continually year over year, reaching an all-time high of \$275 million for FY 2017. VCU leads the Commonwealth in neurosciences research and is recognized among the top 10 institutions nationally for addiction research. Its primary research areas are as follows:

Substance Abuse and Addiction: basic science to regulatory, clinical neurobiology, and therapeutics development in addictions

Cancer: cancer cell signaling and molecular genetics, developmental therapeutics, prevention and control, and radiation biology, clinical trials

Neuroscience: traumatic brain injury and neurodegeneration, glial cell biology, genetics of behavioral and psychiatric disorders, and rehabilitation science

Human Microbiome: role of indigenous microorganisms in health and disease including reproductive and digestive health

Pharmaceutical Engineering: streamlining pharmaceutical processes to produce therapeutic drugs inexpensively and efficiently; Gates Foundation Medicines for All initiative; drug design and development

Nanoscience, Nanomedicine and Nanotechnology: nanoscale materials, electronic systems, and robotics

4. The Op Six would be interested in a report that analyzes the impact of the new tuition model on retention rates, number of credit hours taken by students, and other outcomes. Perhaps this would be a good project for a graduate student.

VCU implemented a new tuition model based on credit hours with the entering fall 2013 student cohort. Under this model, undergraduate students pay a fee for credits 1-14; credit hours of 15 and over are charged at 50% of the standard fee. Continuing students who enrolled before fall 2013 remain on the original tuition model, with fall 2017 representing the final year for students “grandfathered in” under the original model.

The university launched aggressive communication, marketing and financial literacy campaigns to inform students and their families of the new tuition model and of the significant financial benefits of shortening their time-to-degree. The advertising campaign, “Do the Math”, emphasizes the various advantages accruing to a student by graduating on time, i.e., in four years. “In-state students who take 15 hours a semester **will save an estimated \$50,000** (based on a 120-credit hour program with standard tuition and fees, books/supplies, room, board, miscellaneous, and transportation expenses over a four-year period) by graduating in four years instead of six. In addition, graduating on time means you reduce the amount of student-loan debt you’ll have down the road. Plus, you’ll make your parents happy. So do the math — and graduate on time.”

Credit hour behavior has changed significantly since the per credit tuition model was implemented. The biggest impact has been seen among incoming freshmen, with one-third more students taking 15 or more credits per term than was seen under the original model.

Student Type	Credit Hours	2012	2013	2014	2015	2016	2017
Freshmen	< 15 Hours	40%	27%	16%	16%	18%	19%
	≥ 15 Hours	60%	73%	84%	84%	82%	81%
Transfers	< 15 Hours	56%	47%	45%	53%	53%	59%
	≥ 15 Hours	44%	53%	55%	47%	47%	41%

Both 4 and 6-year graduation rates have seen steady improvement since the launch of the new tuition model. The 6-year rate has grown from 57% for the fall 2007 cohort graduating in 2013 to 63% for the fall 2011 graduating in 2017. During this same period, the 4-year graduation rate has increased from 37% to just over 45%. The improvement in the 4-year graduation rate is equivalent to graduating 504 additional students.

5. Please provide an update on research space that has already been funded.

Between fiscal 2012 and 2017, the University invested \$73 million in its research infrastructure. Of the total, \$18 million came through State appropriations and \$55 million was provided through University-backed debt and University cash balances. University cash balances include indirect cost recoveries, grants, private gifts and other University funds. The investment was spread across 16 University buildings spanning both campuses.

Two significant projects will enhance the University's research facilities infrastructure by 2020. The Phase II Renovation of Sanger Hall is currently under construction and approximately half of the \$27 million cost relates directly to research. University-backed debt and cash balances are supporting \$8 million of the \$27 million cost. The \$86 million Engineering Research Expansion project approved by the 2016 General Assembly, and currently being planned, is slated for completion in 2020. University-backed debt is providing 50% of the cost of this facility.

6. Describe any changes taking place with the medical center. Is there any impact from these with the university proper?

VCU Health System has launched Vision by Design, which speaks to a shared vision between the health system and VCU Health Sciences schools and a more intentional and strategic collaboration and alignment of priorities and initiatives. A recent post by Dr. Marsha Rappley, CEO of VCU Health and Vice President for Health Sciences at VCU describes this shared vision as follows:

We are the VCU Health System and the VCU Health Sciences Schools, a powerful melding of faculty, staff, students and residents engaged in academic excellence and service.

Our power lies in our deep commitment to the safety net mission combined with an equally strong passion for quality, safety, education and research, while providing the most advanced medical care for the region. Our engagement in improving the health of our community brings a relevance to our work that is at the heart of all learning and discovery.

The heart of our mission does not change.

To preserve and restore health for all people, to seek the cause and cure of diseases through innovative research, and to educate those who serve humanity.

Vision by Design is how we will achieve our vision. It has no defined end.

Vision by Design focuses on continuing to strive for operational excellence and strategically aligning our programs, financial performance, and people to achieve our goals.

Two major initiatives identified as university priorities in VCU's 2017 Six-Year Plan are embedded within the scope of Vision by Design:

- Health Equity Plan – describes the intentional collaboration, launched in FY 2017, between VCU and VCU Health System to address social determinants of health in a systematic way through education, research and clinical care programs.

- Opioid Abuse Education – describes the development of a hub for opiate use disorders to develop the workforce needed to overcome the opiate epidemic.
7. There are differences between your institution’s reported numbers within Chapter 836 Program 108 for non-general fund (Higher Education Operating) and those reported within the institutional six-year plan (Financial Aid tab). Please review the comparison information in the attachment. This suggests that different definitions of Tuition/Fee Revenue Used for Aid might have been used in the two reports. Please respond as to whether the numbers are correct as is (and that you will work with your DPB analysts, as appropriate) or if a correction is required on the six-year plan. If there are questions about how to identify and report on Tuition/Fee Revenue Used for Aid, please contact Lee Andes at SCHEV.

Based on extensive conversations this past summer with SCHEV staff, in particular Lee Andes, VCU revised the assigned program code for all Education and General (E&G) fund aid. Previously, based on our understanding of SCHEV reporting requirements, Program 108 included E&G aid that was exclusively need-based. We are revising this to include all E&G funded aid and consequently, have both revised our Six Year Plan forms from the original submission and submitted a technical adjustment as part of the current budget development process. It was for \$10,869,021 of existing financial aid support in E&G, and an additional \$3,000,000 that was approved by the Board in May.

APPENDIX A: VCU 2017 Response to Op Six Comments
Virginia Commonwealth University
Key Measures of Student Success: Comparison to Peers
2007-2008 through 2015-2016 in 4-year Increments

Institution	6-Year Graduation Rate				6-Year Graduation Rate: African-American				6-Year Graduation Rate: Latinx			
	2007-2008 (cohort fall 2002)	2011-2012 (cohort fall 2006)	2015-2016 (cohort fall 2010)	8-Year Change	2007-2008 (cohort fall 2002)	2011-2012 (cohort fall 2006)	2015-2016 (cohort fall 2010)	8-Year Change	2007-2008 (cohort fall 2002)	2011-2012 (cohort fall 2006)	2015-2016 (cohort fall 2010)	8-Year Change
VCU	48.9%	57.0%	62.3%	13.4%	49.0%	54.4%	59.5%	10.5%	46.0%	51.3%	58.6%	12.6%
George Mason University	60.4%	62.6%	68.4%	8.1%	63.9%	65.4%	73.7%	9.8%	65.6%	66.0%	69.0%	3.4%
Old Dominion University	47.8%	48.9%	50.9%	3.1%								
University of Alabama-Birmingham		48.2%	53.0%									
University of Cincinnati		62.1%	66.8%				53.8%				71.3%	
University of Illinois-Chicago		57.7%	57.8%			39.0%	44.0%			51.0%	55.0%	
University of Louisville	45.7%	52.1%	52.8%	7.1%								
University of South Carolina-Columbia	66.8%	72.3%	71.1%	4.3%								
University of South Florida		56.6%	67.5%									

Source: SCHEV Research, GRS04: Cohort Graduation Rates, Four-Year Institutions (First-time, Full-time Freshmen Cohorts); university websites for Common Data Set.

Institution	1 st Year Retention Rate				2 nd Year Retention Rate			
	2007-2008	2011-2012	2015-2016	8-Year Change	2007-2008	2011-2012	2015-2016	8-Year Change
VCU	84.6%	85.4%	86.4%	1.8%	72.0%	75.3%	75.8%	3.8%
George Mason University	85.2%	86.3%	87.5%	2.3%	77.9%	79.4%	81.3%	3.4%
Old Dominion University		80.0%	78.0%					
University of Alabama-Birmingham	80.0%	80.2%	81.8%	1.8%	69.0%	67.0%	73.0%	4.0%
University of Cincinnati		84.6%	87.9%					
University of Illinois-Chicago	77.7%	77.8%	80.0%	2.3%	66.5%	67.4%	72.2%	5.7%
University of Louisville	77.7%	77.1%	79.7%	2.0%	66.8%	69.7%		
University of South Carolina-Columbia	86.9%	87.2%	88.4%	1.5%				
University of South Florida		89.5%	90.0%					

Source: NCES IPEDS 1st Year Retention Rate; university websites.

APPENDIX A: VCU 2017 Response to Op Six Comments
Virginia Commonwealth University
Key Measures of Student Success: Comparison to Peers
2007-2008 through 2015-2016 in 4-year Increments

Institution	% URM Enrollment ¹			8-Year Change
	2007-2008	2011-2012	2015-2016	
VCU	20.7%	24.4%	26.4%	5.7%
George Mason University	13.1%	16.7%	17.8%	4.7%
Old Dominion University	24.3%	27.2%	32.1%	7.8%
University of Alabama-Birmingham		24.0%	24.7%	
University of Cincinnati		10.6%	10.2%	
University of Illinois-Chicago				
University of Louisville				
University of South Carolina-Columbia	14.9%	14.7%	14.2%	-0.7%
University of South Florida	13.2%	16.6%	20.7%	7.5%

¹ Includes African American, Hispanic/Latino and American/Alaskan Indian only.

Institution	% UG In-State Residency			8-Year Change
	2007-2008	2011-2012	2015-2016	
VCU	90.4%	89.7%	87.8%	-2.6%
George Mason University	87.2%	86.0%	85.2%	-2.0%
Old Dominion University	89.1%	91.5%	91.6%	2.5%
University of Alabama-Birmingham	89.6%	91.7%	88.3%	-1.3%
University of Cincinnati			75.5%	
University of Illinois-Chicago				
University of Louisville				
University of South Carolina-Columbia				
University of South Florida				

APPENDIX A: VCU 2017 Response to Op Six Comments
Virginia Commonwealth University
Key Measures of Student Success: Comparison to Peers
2007-2008 through 2015-2016 in 4-year Increments

Institution	Degrees Conferred: Baccalaureate				Degrees Conferred: Master's				Degrees Conferred: Doctoral (includes 1st professional)			
	2007-2008	2011-2012	2015-2016	8-Year Change	2007-2008	2011-2012	2015-2016	8-Year Change	2007-2008	2011-2012	2015-2016	8-Year Change
VCU	3,568	4,658	5,207	45.9%	1,541	1,740	1,557	1.0%	649	748	718	10.6%
George Mason University	3,809	4,718	5,127	34.6%	2,549	2,899	2,804	10.0%	405	428	452	11.6%
Old Dominion University	2,858	3,715	4,003	40.1%	1,274	1,143	994	-22.0%	106	208	240	126.4%
University of Alabama-Birmingham	1,907	1,986	2,294	20.3%	1,098	1,483	1,618	47.4%	442	565	519	17.4%
University of Cincinnati	3,607	4,701	5,596	55.1%	2,035	2,413	3,092	51.9%	689	703	760	10.3%
University of Illinois-Chicago												
University of Louisville	2,298	2,702	2,705	17.7%	1,207	1,439	1,396	15.7%	494	549	541	9.5%
University of South Carolina-Columbia	3,823	4,556	5,416	41.7%	1,574	1,812	1,628	3.4%	549	674	748	36.2%
University of South Florida		7,473	8,031			2,469	2,950			417	704	

Source: SCHEV Research, C9: Five-Year Degrees Awarded by Level; NCES IPEDS Common Data Set from institutional websites.