

Six-Year Plans (2024): 2024-25 through 2029-30

Due: July 1, 2024

Institution:

Institution UNITID:

Individual responsible for plan

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Part 1: Undergraduate Tuition and Mandatory Fee Increase Plans in 2024-26 Biennium

Virginia Commonwealth

Instructions: Provide annual planned increases in undergraduate tuition and mandatory E&G fees and mandatory non-E&G fees for both in-state and out-of-state students in 2024-26 biennium. The tuition and fee charges for in-state undergraduate students should reflect the institution's estimate of reasonable and necessary charges to students based on the mission, market capacity and other factors with the assumption of no new state general fund support.

	Undergraduate Tuition and Mandatory Fees				
	2023-24 Charge (BOV approved)	2024-25		2025-26	
		Board Approved Charge	% Increase	Planned Charge	% Increase
In-State UG Tuition	\$12,850	\$13,200	2.7%	\$13,728	4.0%
In-State UG Mandatory E&G Fees	\$503	\$503	0.0%	\$523	4.0%
In-State UG Mandatory non-E&G Fees	\$2,880	\$3,017	4.8%	\$3,168	5.0%
In-State UG Total	\$16,233	\$16,720	3.0%	\$17,419	4.2%
Out-of-State UG Tuition	\$34,744	\$35,674	2.7%	\$37,101	4.0%
Out-of-State UG Mandatory E&G Fees	\$1,193	\$1,193	0.0%	\$1,241	4.0%
Out-of-State UG Mandatory non-E&G Fees	\$2,880	\$3,017	4.8%	\$3,168	5.0%
Out-of-State UG Total	\$38,817	\$39,884	2.7%	\$41,510	4.1%

**Part 2: Revenue: 2022-23 through 2029-30
Virginia Commonwealth University**

Instructions: Based on assumptions of no new general fund, enrollment changes and other institution-specific conditions, **provide total collected or projected to collect revenues (after discounts and waivers)** by student level and domicile (including tuition revenue used for financial aid), and other NGF revenue for educational and general (E&G) programs; and mandatory non-E&G fee revenues from in-state undergraduates and other students as well as the total auxiliary revenue.
In line 25, enter E&G GF revenues for the current biennium and 2024-26 biennium if there is the final budget. The formulas will automatically hold that constant for the remaining years of 2026 to 2030.

Instructions: Provide a pro forma analysis of total tuition revenue in years 2026-2030 by holding T&F constant at the planned 2025-26 rate while incorporating your institution's submitted enrollment projections for each year through 2030. These columns are NOT meant to be a projection and do NOT make any assumption about GF support. The calculations will be used to support the pro forma analysis in tab 5.

Items	2022-2023 (Actual)	2023-2024 (Actual)	Chg	2024-2025 (Estimate)	Chg	2025-2026 (Planned)	Chg	2026-2027 (Pro Forma)		2027-2028 (Pro Forma)		2028-2029 (Pro Forma)		2029-2030 (Pro Forma)		2022-2030 Chg	CAGR
	Total Collected Tuition Revenue	Total Collected Tuition Revenue		Total Projected Tuition Revenue		Total Projected Tuition Revenue		Total Calculated Tuition Revenue	Chg	Total Calculated Tuition Revenue	Chg	Total Calculated Tuition Revenue	Chg	Total Calculated Tuition Revenue	Chg		
E&G Programs																	
Undergraduate, In-State	\$202,090,529	\$213,870,193	5.8%	\$219,896,372	2.8%	\$230,577,675	4.9%	\$230,577,675	0.0%	\$230,577,675	0.0%	\$230,577,675	0.0%	\$230,577,675	0.0%	14%	1.9%
Undergraduate, Out-of-State	\$43,364,986	\$44,950,331	3.7%	\$46,774,942	4.1%	\$49,364,378	5.5%	\$49,364,378	0.0%	\$49,364,378	0.0%	\$49,364,378	0.0%	\$49,364,378	0.0%	14%	1.9%
Graduate, In-State	\$47,440,195	\$48,620,689	2.5%	\$48,846,739	0.5%	\$50,878,492	4.2%	\$50,878,492	0.0%	\$50,878,492	0.0%	\$50,878,492	0.0%	\$50,878,492	0.0%	7%	1.0%
Graduate, Out-of-State	\$30,474,747	\$33,041,334	8.4%	\$31,631,260	-4.3%	\$32,764,844	3.6%	\$32,764,844	0.0%	\$32,764,844	0.0%	\$32,764,844	0.0%	\$32,764,844	0.0%	8%	1.0%
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	\$12,651,433	\$12,693,980	0.3%	\$12,928,825	1.9%	\$13,402,096	3.7%	\$13,402,096	0.0%	\$13,402,096	0.0%	\$13,402,096	0.0%	\$13,402,096	0.0%	6%	0.8%
Medicine, Out-of-State	\$17,150,892	\$17,698,285	3.2%	\$18,038,080	1.9%	\$18,698,380	3.7%	\$18,698,380	0.0%	\$18,698,380	0.0%	\$18,698,380	0.0%	\$18,698,380	0.0%	9%	1.2%
Dentistry, In-State	\$9,947,424	\$10,347,604	4.0%	\$10,252,433	-0.9%	\$10,627,732	3.7%	\$10,627,732	0.0%	\$10,627,732	0.0%	\$10,627,732	0.0%	\$10,627,732	0.0%	7%	0.9%
Dentistry, Out-of-State	\$11,674,028	\$12,900,076	10.5%	\$13,780,767	6.8%	\$14,285,224	3.7%	\$14,285,224	0.0%	\$14,285,224	0.0%	\$14,285,224	0.0%	\$14,285,224	0.0%	22%	2.9%
PharmD, In-State	\$8,016,588	\$7,846,218	-2.1%	\$7,905,355	0.8%	\$8,194,737	3.7%	\$8,194,737	0.0%	\$8,194,737	0.0%	\$8,194,737	0.0%	\$8,194,737	0.0%	2%	0.3%
PharmD, Out-of-State	\$2,383,764	\$2,442,973	2.5%	\$2,521,261	3.2%	\$2,613,554	3.7%	\$2,613,554	0.0%	\$2,613,554	0.0%	\$2,613,554	0.0%	\$2,613,554	0.0%	10%	1.3%
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	%	%	%
First Professional, In-State (Total)	\$30,615,445	\$30,887,802	0.9%	\$31,086,613	0.6%	\$32,224,565	3.7%	\$32,224,565	0.0%	\$32,224,565	0.0%	\$32,224,565	0.0%	\$32,224,565	0.0%	5%	0.7%
First Professional, Out-of-State (Total)	\$31,208,684	\$33,041,334	5.9%	\$34,340,108	3.9%	\$35,597,158	3.7%	\$35,597,158	0.0%	\$35,597,158	0.0%	\$35,597,158	0.0%	\$35,597,158	0.0%	14%	1.9%
Other NGF	\$79,084,975	\$88,103,010	11.4%	\$94,004,204	6.7%	\$99,940,483	6.3%	\$105,913,600	6.0%	\$111,925,398	5.7%	\$117,977,810	5.4%	\$124,072,868	5.2%	57%	6.6%
Total E&G NGF Revenue	\$484,279,561	\$492,514,693	6.1%	\$506,570,238	2.9%	\$531,347,595	4.9%	\$537,320,712	1.1%	\$543,332,510	1.1%	\$549,384,922	1.1%	\$555,479,980	1.1%	20%	2.6%
E&G GF Revenue (assume flat after 2026)	\$252,492,426	\$278,323,725	10.2%	\$305,224,534	9.7%	\$310,211,709	1.6%	\$310,211,709	0.0%	\$310,211,709	0.0%	\$310,211,709	0.0%	\$310,211,709	0.0%	23%	3.0%
Total E&G Revenue	\$716,771,987	\$770,838,418	7.5%	\$811,794,772	5.3%	\$841,559,304	3.7%	\$847,532,421	0.7%	\$853,544,219	0.7%	\$859,596,631	0.7%	\$865,691,689	0.7%	21%	2.7%

Auxiliary Revenue	2022-2023 (Actual)	2023-2024 (Actual)	Chg	2024-2025 (Estimated)	Chg	2025-2026 (Planned)	Chg
	Total Revenue	Total Revenue		Total Revenue		Total Revenue	
In-State undergraduates	\$41,440,988	\$43,978,692	6.1%	\$46,845,200	6.5%	\$49,231,850	5.1%
All Other students	\$19,697,633	\$21,105,389	7.1%	\$21,400,636	1.4%	\$22,329,338	4.3%
Total non-E&G fee revenue	\$61,138,621	\$65,084,081	6.5%	\$68,245,836	4.9%	\$71,561,188	4.9%
Total Auxiliary Revenue	\$146,747,630	\$167,173,542	13.9%	\$170,335,297	1.9%	\$173,650,649	1.9%

Part 3: Financial Aid Plan: 2022-23 through 2029-30 Virginia Commonwealth University

Instructions: Provide a breakdown of the projected source and distribution of tuition and fee revenue redirected to financial aid for the revenue numbers in Tab 2. To ensure compliance with the state prohibition that in-state students not subsidize out-of-state students and to provide the review group with a scope of the strategy, projections must be made for each of the indicated categories. Please be aware that this data will be compared with similar data provided by other institutional offices in order to ensure overall consistency. (Please do not alter shaded cells that contain formulas.)

"Other Discounts and Waiver" means the totals of any unfunded full or partial tuition waiver reducing the students' charges, including Virginia Military Survivors and Dependent Education Program and the Senior Citizens Tuition Waiver. Do not include the tuition differential for the tuition exceptions.

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

*2022-23 (Actual) Please see footnote below									
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$202,090,529	\$43,130,147	21.3%	\$43,130,147	\$1,001,457	\$17,568,721	\$220,660,707	28.0%	\$0 Compliant
Undergraduate, Out-of-State	\$43,364,986	\$11,305,617	26.1%	\$11,305,617	\$2,368,204	\$2,377,871	\$48,111,061	33.4%	
Graduate, In-State	\$47,440,195	\$883,601	1.9%	\$883,601	\$3,616,916	\$1,095,445	\$52,152,556	10.7%	
Graduate, Out-of-State	\$30,474,747	\$715,651	2.3%	\$715,651	\$7,990,258	\$4,066,030	\$42,531,035	30.0%	
First Professional, In-State	\$30,615,445	\$490,020	1.6%	\$490,020	\$1,118,229	\$291,887	\$32,025,561	5.9%	
First Professional, Out-of-State	\$31,208,684	\$313,817	1.0%	\$313,817	\$1,154,006	\$0	\$32,362,690	4.5%	
Total	\$385,194,586	\$56,838,853	14.8%	\$56,838,853	\$17,249,070	\$25,399,954	\$427,843,610	23.3%	

2023-24 (Actual)									
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$213,870,193	\$39,866,319	18.6%	\$39,866,319	\$1,037,092	\$20,319,923	\$235,227,208	26.0%	\$0 Compliant
Undergraduate, Out-of-State	\$44,950,331	\$11,082,359	24.7%	\$11,082,359	\$366,925	\$2,775,676	\$48,092,932	29.6%	
Graduate, In-State	\$48,620,689	\$665,235	1.4%	\$665,235	\$2,559,788	\$1,744,686	\$52,925,163	9.4%	
Graduate, Out-of-State	\$33,041,334	\$539,161	1.6%	\$539,161	\$9,768,524	\$1,591,191	\$44,401,049	26.8%	
First Professional, In-State	\$30,887,802	\$417,565	1.4%	\$417,565	\$1,672,642	\$358,863	\$32,919,307	7.4%	
First Professional, Out-of-State	\$33,041,334	\$406,117	1.2%	\$406,117	\$1,508,242	\$0	\$34,549,576	5.5%	
Total	\$404,411,683	\$52,976,756	13.1%	\$52,976,756	\$16,913,213	\$26,790,339	\$448,115,235	21.6%	

2024-25 (Estimated)									
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$219,886,372	\$41,884,551	19.0%	\$41,884,551	\$1,254,882	\$21,557,406	\$242,698,660	26.7%	\$0 Compliant
Undergraduate, Out-of-State	\$46,774,942	\$12,218,301	26.1%	\$12,218,301	\$2,376,925	\$2,904,314	\$52,056,181	33.6%	
Graduate, In-State	\$48,846,739	\$729,537	1.5%	\$729,537	\$2,559,788	\$2,111,070	\$53,517,597	10.1%	
Graduate, Out-of-State	\$31,631,260	\$539,161	1.7%	\$539,161	\$9,768,524	\$1,591,191	\$42,990,975	27.7%	
First Professional, In-State	\$31,086,613	\$438,704	1.4%	\$438,704	\$1,699,705	\$516,763	\$33,303,081	8.0%	
First Professional, Out-of-State	\$34,340,108	\$447,744	1.3%	\$447,744	\$1,662,837	\$0	\$36,002,945	5.9%	
Total	\$412,566,034	\$56,257,998	13.6%	\$56,257,998	\$19,322,661	\$28,680,744	\$460,569,439	22.6%	

2025-26 (Planned)									
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$230,577,675	\$41,190,184	17.9%	\$41,190,184	\$1,252,079	\$21,170,482	\$253,000,236	25.1%	\$0 Compliant
Undergraduate, Out-of-State	\$49,364,378	\$12,172,255	24.7%	\$12,172,255	\$2,374,765	\$2,825,122	\$54,564,265	31.8%	
Graduate, In-State	\$50,878,492	\$689,730	1.4%	\$689,730	\$2,424,306	\$1,740,961	\$55,043,759	8.8%	
Graduate, Out-of-State	\$32,764,844	\$490,415	1.5%	\$490,415	\$9,134,356	\$1,495,317	\$43,394,517	25.6%	
First Professional, In-State	\$32,224,565	\$419,295	1.3%	\$419,295	\$1,644,611	\$516,763	\$34,385,939	7.5%	
First Professional, Out-of-State	\$35,597,158	\$445,293	1.3%	\$445,293	\$1,635,936	\$0	\$37,233,094	5.6%	
Total	\$431,407,112	\$55,407,172	12.8%	\$55,407,172	\$18,466,053	\$27,748,645	\$477,621,810	21.3%	

2026-27 (Pro Forma)									
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$230,577,675	\$42,931,665	18.6%	\$42,931,665	\$1,380,370	\$22,204,128	\$254,162,173	26.2%	\$0 Compliant
Undergraduate, Out-of-State	\$49,364,378	\$12,829,216	26.0%	\$12,829,216	\$2,376,925	\$2,970,852	\$54,712,155	33.2%	
Graduate, In-State	\$50,878,492	\$763,982	1.5%	\$763,982	\$2,559,788	\$2,322,177	\$55,760,457	10.1%	
Graduate, Out-of-State	\$32,764,844	\$539,161	1.6%	\$539,161	\$9,768,524	\$1,591,191	\$44,124,559	27.0%	
First Professional, In-State	\$32,224,565	\$449,672	1.4%	\$449,672	\$1,713,401	\$620,115	\$34,558,081	8.1%	
First Professional, Out-of-State	\$35,597,158	\$470,131	1.3%	\$470,131	\$1,745,979	\$0	\$37,343,137	5.9%	
Total	\$431,407,112	\$57,983,827	13.4%	\$57,983,827	\$19,544,987	\$29,708,463	\$480,660,562	22.3%	

2027-28 (Pro Forma)									
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	\$230,577,675	\$44,004,957	19.1%	\$44,004,957	\$1,518,407	\$22,870,252	\$254,966,334	26.8%	\$0 Compliant
Undergraduate, Out-of-State	\$49,364,378	\$13,470,677	27.3%	\$13,470,677	\$2,376,925	\$3,038,915	\$54,780,218	34.5%	
Graduate, In-State	\$50,878,492	\$800,054	1.6%	\$800,054	\$2,559,788	\$2,554,394	\$55,992,674	10.6%	
Graduate, Out-of-State	\$32,764,844	\$539,161	1.6%	\$539,161	\$9,768,524	\$1,591,191	\$44,124,559	27.0%	
First Professional, In-State	\$32,224,565	\$460,914	1.4%	\$460,914	\$1,727,206	\$744,138	\$34,695,909	8.5%	
First Professional, Out-of-State	\$35,597,158	\$493,638	1.4%	\$493,638	\$1,833,278	\$0	\$37,430,436	6.2%	
Total	\$431,407,112	\$59,769,401	13.9%	\$59,769,401	\$19,784,128	\$30,798,890	\$481,990,130	22.9%	

2028-29 (Pro Forma)								
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)
Undergraduate, In-State	\$230,577,675	\$45,105,080	19.6%	\$45,105,080	\$1,670,248	\$23,556,359	\$255,804,282	27.5%
Undergraduate, Out-of-State	\$49,364,378	\$14,144,211	28.7%	\$14,144,211	\$2,376,925	\$3,108,536	\$54,849,839	35.8%
Graduate, In-State	\$50,878,492	\$837,828	1.6%	\$837,828	\$2,559,788	\$2,809,834	\$56,248,114	11.0%
Graduate, Out-of-State	\$32,764,844	\$539,161	1.6%	\$539,161	\$9,768,524	\$1,591,191	\$44,124,559	27.0%
First Professional, In-State	\$32,224,565	\$472,436	1.5%	\$472,436	\$1,741,123	\$892,966	\$34,858,654	8.9%
First Professional, Out-of-State	\$35,597,158	\$518,320	1.5%	\$518,320	\$1,924,941	\$0	\$37,522,099	6.5%
Total	\$431,407,112	\$61,617,036	14.3%	\$61,617,036	\$20,041,549	\$31,958,886	\$483,407,547	23.5%

2029-30 (Pro Forma)								
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)
Undergraduate, In-State	\$230,577,675	\$43,977,453	19.1%	\$46,232,707	\$1,837,272	\$24,263,050	\$256,677,997	27.3%
Undergraduate, Out-of-State	\$49,364,378	\$14,144,211	28.7%	\$14,851,421	\$2,376,925	\$3,179,753	\$54,921,056	35.9%
Graduate, In-State	\$50,878,492	\$835,495	1.6%	\$877,386	\$2,559,788	\$3,090,817	\$56,529,097	11.5%
Graduate, Out-of-State	\$32,764,844	\$512,203	1.6%	\$539,161	\$9,768,524	\$1,591,191	\$44,124,559	26.9%
First Professional, In-State	\$32,224,565	\$460,626	1.4%	\$484,247	\$1,755,152	\$1,071,559	\$35,051,276	9.4%
First Professional, Out-of-State	\$35,597,158	\$518,320	1.5%	\$544,235	\$2,021,189	\$0	\$37,618,347	6.8%
Total	\$431,407,112	\$60,448,308	14.0%	\$63,529,157	\$20,318,850	\$33,196,370	\$484,922,332	23.5%

* 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.

Part 4: ACADEMIC-FINANCIAL PLAN: 2024-25 through 2029-30
Virginia Commonwealth University

Instructions: The Academic Plan should contain academic, finance, and support service strategies the institution intends to employ in meeting state needs/goals as found in the Virginia Plan. (Please see the main instructions sheet in this workbook for more detailed information about The Virginia Plan. Please provide short titles to identify institutional strategies and other expenditure increases. Provide a concise description in the "Notes" column (column O), including a % increase where relevant and a specific reference as to where more detailed information can be found in the Narrative document.

Complete the lines appropriate to your institution, adding lines within the relevant categories as needed. As completely as possible, the items should represent a complete picture of your anticipated use of projected tuition revenues and strategic focus areas. Categories are listed in bold; you may not change the categories but you may add lines where indicated. Please update total cost formulas if necessary. For every line, the total amount and the sum of the reallocation and tuition revenue should equal one another.

Funding amounts in the first year should be incremental. However, if the costs continue into the second year and beyond, they should be reflected cumulatively (i.e. cost increases vs. 2023-24). Please update total cost formulas if necessary. Institutions should assume no general fund (GF) support in 2024-26 in this worksheet. A separate worksheet (Part 6) is provided for institutions to request additional GF support for 2024-26. Strategies for student financial aid, other than those that are provided through tuition revenue, should not be included on this table; they should be included in Part 6, General Fund Request, of the plan.

Also, given the long standing practice that agencies should not assume general fund support for operation and maintenance (O&M) of new facilities, O&M strategies should not be included in an institution's plan, unless they are completely supported by tuition revenue.

Lines 5 and 6 are newly added to collect the estimated E&G expenditures of 2022-23 and 2023-24 as baselines for Tab 5 Pro Forma.

For the 2026-28 biennium and 2028-2030 biennium, total amounts should be provided as estimates of future expenditures on these items but delineation of reallocation vs. tuition revenue vs. GF does not need to be provided by the institution.

Please estimate total E&G expenditures for 2022-23 and 2023-24	
Total Estimated 2022-23 E&G Expenditures	\$705,119,337
Total Estimated 2023-24 E&G Expenditures	\$765,675,349

Short Title	Incremental amounts relative to 2023-24 estimated baseline											Explanation Please be brief; reference specific narrative question for more detail.
	2024-2025			2025-2026			2026-2027	2027-2028	2028-2029	2029-2030		
	Total Amount	Reallocation	Amount from Tuition Revenue	Total Amount	Reallocation	Amount from Tuition Revenue	Total Amount (Pro Forma)	Total Amount (Pro Forma)	Total Amount (Pro Forma)	Total Amount (Pro Forma)		
Salary & benefit increases for existing employees												
Increase T&R Faculty Salaries	\$4,043,070	\$0	\$4,043,070	\$6,768,254	\$0	\$6,768,254	\$12,223,358	\$17,787,563	\$23,463,052	\$29,252,052	Support for Salary Increases Per Instructions	
Increase Admin. Faculty Salaries	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Support for Salary Increases Per Instructions	
Increase Classified Staff Salaries	\$358,765	\$0	\$358,765	\$597,397	\$0	\$597,397	\$1,075,074	\$1,562,306	\$2,059,281	\$2,566,197	Support for Salary Increases Per Instructions	
Increase University Staff Salaries	\$3,211,772	\$0	\$3,211,772	\$5,301,876	\$0	\$5,301,876	\$9,485,715	\$13,753,231	\$18,106,098	\$22,546,021	Support for Salary Increases Per Instructions	
Increase GTA Salaries	\$0	\$0	\$0	\$123,133	\$0	\$123,133	\$288,562	\$457,301	\$629,414	\$804,969	Support for Salary Increases Per Instructions	
Increase Adjunct Faculty Salaries	\$0	\$0	\$0	\$264,173	\$0	\$264,173	\$619,092	\$981,109	\$1,350,366	\$1,727,008	Support for Salary Increases Per Instructions	
3% annual state health insurance cost	\$0	\$0	\$0	\$2,685,120	\$0	\$2,685,120	\$7,705,799	\$12,877,098	\$18,203,535	\$23,689,766	Support for State Health Insurance Costs	
Additional 2% T&R Faculty Salary Equity Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000,000	\$10,000,000	\$15,000,000	\$20,000,000	Support for salary equity adjustment	
Inflationary non-personnel cost increases												
5.36% annual VITA charge increase	\$0	\$0	\$0	\$3,285	\$0	\$3,285	\$6,977	\$7,351	\$7,745	\$8,160	Support for annual 5.36% increase from VITA charge	
Support for Growth in Contractual Services	\$507,469	\$0	\$246,588	\$3,946,588	\$0	\$3,946,588	\$7,646,588	\$11,346,588	\$15,046,588	\$18,746,588	Support for the Growth of Technology, Maintenance, Custodial & Other Contractual Increases	
Growth in Utility Cost	\$507,469	\$0	\$768,350	\$1,568,350	\$0	\$1,568,350	\$2,368,350	\$3,168,350	\$3,968,350	\$4,768,350	Support for inflationary increases from utility costs changes as charged by providers.	
Increased Support for Library Journal Costs	\$0	\$0	\$0	\$464,726	\$0	\$464,726	\$964,726	\$1,464,726	\$1,964,726	\$2,464,726	Increased support for library journal cost subscriptions for technical and research journals	
Financial aid expansion												
Add'l In-State Student Financial Aid from Tuition Rev	\$0	\$0	\$0	\$3,000,000	\$0	\$3,000,000	\$6,000,000	\$9,000,000	\$12,000,000	\$15,000,000	Growth for in-state Financial Aid	
Add'l Out-of-State Student Financial Aid from Tuition Rev	\$0	\$0	\$0	\$510,000	\$0	\$510,000	\$637,500	\$637,500	\$637,500	\$637,500	Growth for out-of-state Financial Aid	
New/expanded academic programs												
Expansion and Reallocations for New School of Population Health	\$0	\$0	\$0	\$8,593,930	\$8,593,930	\$0	\$9,343,930	\$10,184,751	\$12,694,067	\$13,011,078	Funds related to internal reallocations of existing departments and programs and support for new and expanded academic offerings for the new School of Population Health.	
Other academic & student support strategies & initiatives												
Support for Faculty Promotion & Tenure	\$0	\$0	\$0	\$1,499,250	\$0	\$1,499,250	\$2,999,250	\$4,499,250	\$5,999,250	\$7,499,250	Provide funds to support the growth and development of faculty through promotion and tenure measures. This supports the recruitment and retention of faculty.	
Investment in academic innovation, experiential learning, AI learning, sustainability, and learning centers	\$11,627,000	\$6,200,000	\$5,427,000	\$24,200,000	\$12,400,000	\$11,800,000	\$36,200,000	\$48,200,000	\$60,200,000	\$72,200,000	Funds to support college for advancing academic innovation and experiential learning, launch of interdisciplinary minors in practical AI and mixed and immersive realities, launch of micro-credentials and certificates (AI and ethics) launch of School of Life Science and Sustainable Futures, launch of new Convergence Labs and beginning of cluster hires focusing on AI ethics and education as well as health innovation, implementation of National Institute for	
Other non-academic strategies & initiatives												
Support for Increased Marketing, Communication and Student Recruitment	\$0	\$0	\$0	\$2,000,000	\$1,699,250	\$300,750	\$4,000,000	\$6,000,000	\$8,000,000	\$10,000,000	Support needed to grow and maintain VCU's student recruitment, marketing, and brand awareness.	
Total Additional Funding Need	\$20,255,545	\$6,200,000	\$14,055,545	\$61,526,082	\$22,693,180	\$38,832,902	\$106,564,921	\$151,927,123	\$199,329,973	\$244,921,666		

Must not be greater than incremental Tuit Rev in Part 2		
2024-2025	2025-2026	
\$0	\$0	

Part 5: Six-year Pro Forma Calculations: 2022-23 through 2029-30
Virginia Commonwealth University

Instructions: No new data needs to be added on this tab; it is entirely comprised by formulas. The top section pulls in data from the previous tabs to calculate a pro forma budget surplus/deficit for the 6 years. The following section calculates what T&F (price) and GF increases would theoretically need to occur each year in order to cover the deficit and maintain the 2022-23 GF/NGF split. At the bottom is a blended scenario calculator that a user can leverage to calculate custom "shared" scenarios where deficits can be covered by a combination of expenditure reduction, T&F increases, and GF increases. Cells D28:30 should be set by the user (so long as they add up to 100%) and the results will flow into the rows below that automatically. This analysis is intended to be directional and pro forma; it is not intended to be interpreted as a projection or plan/budget of any kind.

Note: this pro forma does not include any of the additional GF requests in the following tab; those requests would require GF funding on top of what is calculated in this tab.

	From FY23-FY30														Total Chg	Avg Annual Chg	
Baseline Pro Forma Surplus/Deficit	2022-2023 (Actual)	2023-2024 (Actual)	Chg	2024-2025 (Est.)	Chg	2025-2026 (Plan)	Chg	2026-2027	Chg	2027-2028	Chg	2028-2029	Chg	2029-2030	Chg		
Total E&G GF Revenue from Tab2, flat after 2025-26	252,492,426	278,323,725	10%	305,224,534	10%	310,211,709	2%	310,211,709	0%	310,211,709	0%	310,211,709	0%	310,211,709	0%	23%	3%
Tuition discount rate	23.3%	21.6%	-1.678pt	22.6%	1.063pt	21.3%	-1.361pt	22.3%	1.034pt	22.9%	0.585pt	23.5%	0.608pt	23.5%	0.002pt	0.248pt	
Total E&G NGF Revenue	464,279,561	492,514,693	6%	506,570,238	3%	531,347,595	5%	537,320,712	1%	543,332,510	1%	549,384,922	1%	555,479,980	1%	20%	3%
Incremental E&G NGF Revenue vs. prior yr		28,235,132		14,955,545	-50%	24,777,357	76%	5,973,117	-76%	6,011,798	1%	6,052,412	1%	6,095,058	1%	-78%	
Total E&G Revenue	716,771,987	770,838,418	8%	811,794,772	5%	841,559,304	4%	847,532,421	1%	853,544,219	1%	859,596,631	1%	865,691,689	1%	12%	2%
Implied GF % of E&G	35.2%	36.1%	0.9pt	37.6%	1.5pt	36.9%	-0.7pt	36.6%	-0.3pt	36.3%	-0.3pt	36.1%	-0.3pt	35.8%	-0.3pt	0.6pt	
Total E&G Expenditures	705,119,337	765,675,349	9%	806,631,703	5%	836,396,235	4%	849,547,090	2%	894,909,292	5%	942,312,142	5%	987,903,835	5%	40%	6%
Incremental E&G Expenditures vs. 2023-24		47,156,354		93,414,066	98%	106,564,921	14%	151,927,123	43%	199,329,973	31%	244,921,666	23%	244,921,666	23%	419%	
Reallocation of existing dollars (flat after 2025-26)		6,200,000		22,693,180	266%	22,693,180		22,693,180		22,693,180		22,693,180		22,693,180			
Pro Forma Surplus/Deficit	11,652,650	5,163,069	-56%	5,163,069	0%	5,163,069	0%	(2,014,669)	-139%	(41,365,073)	1953%	(82,715,511)	100%	(122,212,146)	48%	-2467%	-352%
Incremental Surplus/Deficit	11,652,650	(6,489,581)	-156%	-	-100%	0		(7,177,738)	#####	(39,350,404)	448%	(41,350,438)	5%	(39,496,635)	-4%	%	%

What would a constant GF/NGF ratio at 2023-24 levels imply for T&F and GF increases?																	
	2022-2023 (Actual)	2023-2024 (Actual)	Chg	2024-2025	Chg	2025-2026	Chg	2026-2027	Chg	2027-2028	Chg	2028-2029	Chg	2029-2030	Chg	Total Chg	Avg Annual Chg
GF % of E&G	35.2%	36.1%	0.9pt	37.6%	1.5pt	37.6%	0pt	37.6%	0pt	37.6%	0pt	37.6%	0pt	37.6%	0pt	2.4pt	0.3pt
Implied incremental T&F increase (%)	-1.6%	0.8%	2.5pt	0.0%	-0.8pt	0.0%	%	0.8%	0.8pt	4.5%	3.7pt	4.7%	0.2pt	4.4%	-0.3pt	6.1pt	0.9pt
Implied incremental GF Increase (%)	-1.6%	0.8%	2.5pt	0.0%	-0.8pt	0.0%	%	0.9%	0.9pt	4.8%	3.9pt	5.0%	0.2pt	4.8%	-0.2pt	6.4pt	0.9pt

Blended Scenario Calculator - Share of Deficit Covered by Each Source (Must add up to 100%)		<< Input percentages here															
Expenditure reductions	0%																
T&F increases	0%																
GF increases	0%																
TOTAL	0%																
	2022-2023 (Actual)	2023-2024 (Actual)	Chg	2024-2025	Chg	2025-2026	Chg	2026-2027	Chg	2027-2028	Chg	2028-2029	Chg	2029-2030	Chg	Total Chg	Avg Annual Chg
Implied E&G Expenditure Reduction (%)	0.0%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	%	%
Implied incremental T&F increase (%)	0.0%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	%	%
Implied incremental GF Increase (%)	0.0%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	%	%
Implied GF % of E&G	35.2%	36.1%	0.9pt	37.6%	1.5pt	36.9%	-0.7pt	36.6%	-0.3pt	36.3%	-0.3pt	36.1%	-0.3pt	35.8%	-0.3pt	0.6pt	0.1pt

**Part 6: General Fund (GF) Request: 2024-2026 Biennium
Virginia Commonwealth University**

Instructions: Indicate items for which you anticipate making a request for state general fund in the 2024-26 biennium. The item can be a supplement to a strategy or item from the academic and financial plan or it can be a free-standing request for which no tuition revenue would be used. If it is a supplement to a strategy or item from the academic and financial plan, use the same title used in Part 4 and place it in bold print to draw attention to its connection to Part 6. Also, describe in the Notes column how additional general fund will enhance or expand the strategy. Requests for need-based financial aid appropriated in program 108 should be included here. If additional rows are added, please update the total costs formulas.

Priority Ranking	Initiatives Requiring General Fund Support						Notes/Explanation Please be brief; reference specific narrative question for more detail.
	Strategies (Match Academic-Financial Worksheet Short Title)	Category (Select best option from dropdown menu)	Biennium 2024-2026 (7/1/24-6/30/26)				
			2024-2025		2025-2026		
			Total Amount	GF Support	Total Amount	GF Support	
1	Academic Priorities: Grow Innovative Academic Programs	Education Innovation / Online Learning	\$0	\$0	\$6,400,000	\$6,400,000	VCU is seeking \$6.4M from the state to develop innovative programs in AI, immersive realities, and health innovation to enhance student engagement and enrollment to support the commonwealth's employment needs.
2	Academic Priorities: Bring Faculty Salaries to the Virginia R1 Average	General Operations Support	\$0	\$0	\$9,850,000	\$9,850,000	According to the 2022 AAUP annual report, VCU's average salary for full-time faculty is among the lowest of Virginia R1 peers, necessitating \$19.7M over two years to bring all faculty salaries up to the Virginia R1 peer level including \$7.3M to bring assistant professor salaries to the average, as the disparity impacts VCU's ability to recruit and retain faculty, particularly in high-demand disciplines.
3	Academic Priorities: Expand the Commonwealth's Healthcare Workforce	Education Innovation / Online Learning	\$0	\$0	\$9,750,000	\$9,750,000	VCU seeks \$9.75M to expand health sciences academic programming and meet Virginia's healthcare workforce demand, as highlighted by a 2023 study by the Virginia Health Workforce Development Authority which identified a significant shortage of healthcare workers and a lack of sufficient faculty in Virginia's baccalaureate nursing programs. This funding would also address the \$157M deficit in health sciences education costs, enable the hiring of needed faculty, and balance support across all programs.
4	Student Success: Graduate More Students	Financial Aid	\$0	\$0	\$4,000,000	\$4,000,000	VCU seeks \$4M to enhance financial aid support for students, many of whom face significant financial challenges, with aid recipients from the most recent graduating class being 11% more likely to graduate (69% vs. 58%) and 51% of 2023 aid recipients from low-income backgrounds and 34% from middle-income backgrounds, highlighting the critical role of financial aid in supporting academic success and closing achievement gaps.
5	Student Success: Support Our Military Students	Financial Aid	\$0	\$0	\$22,700,000	\$22,700,000	VCU, deeply committed to supporting the academic needs of our state's veterans and their families through the Virginia Military Survivors and Dependents Education Program (VMSDEP), seeks \$22.7M in funding to cover the projected FY2025 expenses for VMSDEP waivers, the highest in the state, highlighting our position as second in service and first in cost for VMSDEP-eligible students, and our commitment to partnering with the Commonwealth for the program's long-term sustainability.
6	Inflation Relief: Provide Safe, Well-Functioning Academic and Student Space	General Operations Support	\$0	\$0	\$4,000,000	\$4,000,000	VCU's deferred maintenance, significantly impacted by inflationary costs and budget cuts, now exceeds \$750M, and despite proactive efforts, additional funds are needed to prevent further growth; with 40% of VCU's 202 facilities being over 100 years old, increased state maintenance reserve funds to \$16M in 2025 are appreciated, but an additional \$4M is necessary to manage the growing backlog and reduce emergency repairs.
7	Inflation Relief: Alleviate Rising Costs of Operations	General Operations Support	\$0	\$0	\$4,500,000	\$4,500,000	Inflation is significantly impacting VCU's utilities, technology, library, security, maintenance, trades, and other service contracts, with anticipated cost increases for service contracts estimated at \$4.5M in 2026, including a significant \$925K increase in custodial services due to the unionization of custodial workers.
8	High-impact programming: Advance Cancer Research in the Commonwealth (Massey Comprehensive Cancer Center)	Research	\$0	\$0	\$5,000,000	\$5,000,000	To meet the growing need for advanced cancer research, VCU Massey Comprehensive Cancer Center requests a \$5M increase for the biennium, leveraging state investment to generate substantial research grants and philanthropy, attract top talent, and improve patient care, with a specific focus on addressing cancer disparities and enhancing Virginia's reputation as a center for innovation and economic growth.
9	High-impact programming: Advance Environmental and Sustainability Sciences Research (Rice Rivers Center)	Research	\$0	\$0	\$750,000	\$750,000	The Rice Rivers Center at VCU seeks \$750K in state support to expand its facilities and enhance research capabilities in environmental and sustainability sciences, leveraging its unique location along the James River to advance scholarship and student instruction across diverse disciplines and foster collaborations such as hosting NASA's SARP program.
			\$0	\$0	\$66,950,000	\$66,950,000	

Virginia Commonwealth University FY2025 Six Year Plan Affirmation and Update

Cover letter for FY24 update

Dear Op-Six and SCHEV,

Virginia Commonwealth University (VCU) is pleased to provide this update to our most recent Six-Year Plan, originally submitted in July 2023. The university's goals are tied to our strategic plan, Quest 2028: One VCU Together we Transform and our progress in achieving our goals includes constant process improvements and efficiencies.

To ensure clarity in this update, we have provided the following:

1. A fully updated **Part I**
2. An annotated **Part II** in which a "FY24 Update" has been added (**in blue**) to the bottom of Sections A3; B1; B2; B4; C1; C2; C3; C4; C5; C6; C8; D1; D2; D3; D4; D5; D6; E1; H1; J1; L1
3. **Detailed responses** to the five questions included in this year's instructions

1. **Part I Summary**

Undergraduate Tuition and Fees: While our projected tuition and mandatory fee rates remain unchanged, the FY25 figures are updated to reflect the VCU Board of Visitors-approved rates.

Revenue: We updated the FY24 final actuals and revenue projections for FY25.

Financial Aid: The financial aid figures are revised to include FY24 actuals and updated projections for FY25 and beyond.

Academic and Financial: We updated the funding needs for FY25 and beyond.

General Fund Requests: Per instructions, we did not include the additional state funding for FY25 salary increases or the new affordability funding from the state. This funding is allocated to support new needs, including salary increases, inflationary cost increases, and general university support. Finally, we updated the general fund requests for FY26. This is consistent with the Part II narrative as well.

2. Part II Summary

Since our report last summer, we have closely reviewed VCU's academic enterprise, leveraging our strengths to build a university that excels at launching its graduates into a lifetime of professional and personal success; strengthening the communities it serves; and creating broad, sustainable opportunities for the entire Commonwealth and its citizens.

Building upon the opportunities for improvement, as articulated in Section A2, VCU is focusing on three major areas: implementing innovations articulated by the Academic Repositioning initiative; improving student retention and graduation by implementing the recommendations of the National Institute for Student Success (NISS) to mitigate barriers within the university's processes and improve student retention and graduation; and growing enrollment by implementing the new Strategic Enrollment Management plan.

- The **One VCU Academic Repositioning Task Force**, beginning in the spring of 2023, worked for a year to create a series of future-focused recommendations to modernize VCU's academic enterprise, increase transdisciplinary research and discovery, and increase the university's responsiveness to fast-paced technological change, such as generative artificial intelligence (AI) and machine learning. Implementation of those ideas is underway. **(See A3. FY24 Update)**
- Leveraging **VCU's Rice Rivers Center** is among those innovations. VCU's most recent budget includes investment resources to elevate the center to a university-wide facility for environmental and sustainability sciences research. **(See E1. FY24 Update)**
- In pursuing VCU's strategic **student success** goals of increasing first- to second-year student retention to 90% and boosting its six-year graduation rate to 78%, the university is implementing multiple campus-wide student success initiatives identified by a recently completed study of our university by the NISS. This includes identifying and improving courses that demonstrate outsized student failure rates, confirming that no baccalaureate programs require more than 120 class hours, and providing consistent student-to-advisor ratios across university colleges and programs. **(See C2. FY24 Update)**
- Mindful of the pending national enrollment cliff, VCU is pursuing a multi-year **strategic enrollment plan** that focuses on boosting enrollment in strategic academic programs and diversifying the university's student body to include more out-of-state and international students. **(See B2. FY24 Update)**
- By examining a combination of both internal productivity data and market-based metrics, **VCU's Program Productivity analysis** is categorizing all university degree and certificate programs into four categories: invest, sunset, modify and maintain – ensuring that resources are invested efficiently in future-focused programs that best serve students and the Commonwealth of Virginia. **(See C8. FY24 Update)**

Each of these academic priorities have been chosen strategically to fortify and increase student enrollment and subsequent tuition dollars, and to support the university's financial stability and success. Increased enrollment, along with state support and internal

reallocations, balances VCU's budget, addresses inflation and mandates, and minimizes tuition and fee growth. Despite inflationary pressures, VCU's tuition has lagged the Consumer Price Index (CPI) and the Higher Education Price Index (HEPI) for the last five years and student borrowing has remained flat.

3. Detailed Responses:

Changes in admissions, enrollment and retention due to disruptions of the new FAFSA form and your plan to mitigate the impact.

Impacts on Admissions and Enrollment

- **Student Decision-Making Delays:** Students rely on their FAFSA results to make informed decisions about where they can afford to apply and enroll. These delays caused uncertainty, leading some students to postpone or change their enrollment plans.
- **Enrollment Declines:** Particularly for low-income students, delays in financial aid information resulted in a projected decreased new student enrollment for Fall 2024. Although the number of first-year students VCU admitted for Fall 2024 increased 9% compared to Fall 2023, our accepted/deposited students are running 3.9%(-) lower than last year, a ~200 student decrease and estimated ~\$4M shortfall in revenue for just year one alone. Worth noting, ~66% of these additional students would have graduated over six-years adding to additional loss of revenue over six years.
- **Institutional Challenges:** VCU uses FAFSA data to allocate institutional need-based aid and some non-merit aid scholarships. These delays exponentially delayed these processes, making it nearly impossible for VCU to forecast the impact these delays would have for the incoming class and our operational budget until May 15, 2024.
- **Reduced Access:** These delays disproportionately affected students from low-income and underrepresented backgrounds, who lack the resources or support systems to navigate these FAFSA challenges effectively.

Mitigation Strategies

- **Extended Deadlines:** VCU extended the deposit deadline to accommodate students affected by FAFSA delays.
- **Institutional Aid:** VCU allocated additional institutional funding (\$1M+) to Virginia students which impacted and strained our operational funds to help students who filed FAFSAs late or had a rejected FAFSA due to system glitches with the new FAFSA form.
- **Increased Communication:** VCU increased communication with students across multiple platforms to help manage expectations and provide guidance to students navigating these FAFSA delays.

- **Financial Aid Staff and Truncated Packing:** VCU's financial staff packaged students in a hyper truncated timeframe (over a matter of weeks).

How you have used the Fact Pack data provided last year with the public, your governing board, students, faculty, etc.

Over the past year, we effectively utilized the Fact Pack data in various discussions and presentations to different stakeholders including the public, governing board, students and faculty. Here is a detailed summary of how the data was used:

- **Student Debt and Net Price:** We highlighted the stability of student debt levels and demonstrated that the net price of education has remained relatively unchanged despite tuition increases. This was important in addressing concerns about affordability and the true cost of education for students.
- **Enrollment Trends:** We presented data showing an increase in enrollment over the past year. This was used to emphasize the success of our recruitment strategies and the growing interest in our programs.
- **Financial Operations:** At a high level, we discussed our operating expenses and the impact of inflation. We incorporated the HEPI and the CPI to provide context on how inflation is affecting our costs and budget planning.
- **Out-of-State Enrollment:** We specifically focused on the need to grow out-of-state enrollment. Using Fact Pack data, we made a case for further expanding our reach beyond the local region to attract a more diverse and geographically varied student population.
- **Environment Scanning:** We leveraged the Fact Pack to help develop VCU's new multi-year strategic enrollment plan. Specifically, we used the Fact Pack as part of our environment scanning process and SWOT analysis.
- **Reporting:** We referenced the Fact Pack in the summer of 2023 to adjust our State Council of Higher Education for Virginia (SCHEV) six-year enrollment projections in juxtaposition to demographic changes impacting Virginia high school graduation rates.
- **Benchmarking:** We have used the Fact Pack for benchmarking comparisons on net price and tuition and fees when setting next year's tuition.
- **Student Success and Outcomes:** We have referenced the Fact Pack to supplement our continuous monitoring of student success and outcomes data.

The Fact Pack data has been instrumental in these discussions, providing a solid evidence base to inform decision-making and strategic planning. It has allowed us to communicate transparently and effectively with all stakeholders about key issues and trends affecting our institution.

Explain any changes in the “Key Metrics at a Glance” and other changes to your Fact Pack that you feel are important to highlight.

- **Stabilize Enrollment:** VCU has worked hard to stabilize enrollment with more out-of-state and in-state competition and fewer students (demographic cliff). Subsequently, VCU increased undergraduate enrollment over the past 10 years by 0.2% and we increased undergraduate enrollment in Fall 2023 over Fall 2022 by 1.2%.
- **Access, Retention and Graduation:** As an access, non-selective and diverse institution, VCU attracts, retains and graduates students at high levels. As such, our six-year graduation rate of 65% is not only above the national average for public institutions, but it has also increased by two points over the past 11 years.
- **Gainful Employment:** As an access institution, VCU continues to make strides with Bachelor of Arts graduates earning \$52K and Master of Arts graduates earning \$65K as compared to \$32K for those with only a high school diploma three years after graduation. We are paying attention to the section in the Fact Pack addressing ‘Wages for the largest programs compared to other schools (Graph B)’ relative to assessing our academic portfolio, enrollment outcomes and wage performance of programs as part of our new academic productivity process leveraging a new technology platform (Lightcast).
- **College Affordability and Student Debt:** The longitudinal data within the Fact Pack titled ‘How much debt students take on relative to their future earnings’ indicates that our student debt since 2014 is relatively flat. As an access institution we are proud of our diligence of keeping student debt flat since 2014 (\$27K for undergraduate and \$41K for graduate).

Please include detailed updates on your cost control measures as noted in the Six- Year Plan follow up including new/ongoing initiatives and where your per student overall expenditure and institutional/administrative expenditures are trending as a result of your efforts.

Updates on Cost Control Measures in the Six-Year Plan Follow-Up (Additional detail is provided in section D5. FY24 Update).

Purchasing Initiatives

- **Reduction in Staff Labor Hours:** Increased utilization of catalog orders, simplified ordering processes, and electronic invoices have significantly reduced staff labor hours. This allowed for early payment discounts averaging \$24K per month and reduced check runs, saving \$300K per year.
- **VHEPC Membership Savings:** Participation in the Virginia Higher Education Procurement Collaborative resulted in \$2.9M savings in FY23 and \$17.5M since 2017.
- **New Banking Services Contract:** Awarding a new banking services contract reduced charges, improved security, and implemented advanced financial technology, achieving \$630K in one-time savings and \$250K annual savings.

Process Redesign

- **Unified Threat Management:** Transitioned to Palo Alto technologies for security and networking, implemented identity and access management, and centralized desktop management. Enhanced assurance and streamlined account management saved \$1.59M.
- **DocuSign and myVCU Portal:** Enterprise licensing for electronic signatures and e-forms, along with the portal migration, improved efficiency and security.

Structural Changes

- **Health Sciences Administration Restructuring:** Eliminated three positions, reduced one, and cut an ineffective student program, saving \$560K.
- **Administrative Restructuring:** Consolidated international student programs and two specialized living/learning programs, saving \$1.62M.
- **College of Humanities and Sciences (CHS) Restructuring:** Relocated the Department of Focused Inquiry and closed a standalone school, saving \$2.6M.
- **University College Creation:** Streamlined transformative learning across VCU, reducing duplication and fostering innovative, cost-effective programs, significantly reducing the annual operating deficit (savings analysis currently underway).
- **Renegotiated University of Virginia Satellite Campus:** Reduced program duration, eliminated positions, reduced leases, and cut non-personnel budgets, realizing \$4.96M in savings.

Revenue Enhancement

- **Health Sciences Pathways:** Created streamlined pathways resulting in increased enrollment and retention including over 200 new undergraduates in the College of Health Professions.
- **Degree Program Productivity Review:** Reviewed 100% of degree and certificate programs for maintenance, modification, investment or sunseting, reallocating resources to high-performing programs.
- **Bachelor of Sciences Health Services Program:** Enrolled 45 students in a new undergraduate program, increasing enrollment and retention.

Other Initiatives

- **Open Education Resources (OER):** Reduced student textbook costs by supporting faculty adoption of OER, leveraging funds from Virginia's Academic Library Consortium.
- **Business Services Enhancements:** Developed software to manage dining equipment maintenance, improving budget accuracy and saving staff time.
- **Division of Student Affairs Efficiencies:** Eliminated positions, created shared services, reduced operating hours, and cut redundant services, saving \$2.37M. Converted 166 single-occupancy housing rooms to double-occupancy, generating an additional \$1.4M in revenue.

Overall Financial Trends

Overall per student expenditures have grown, mainly due to high inflationary costs and significant salary increases as approved by the state. The jump in costs has also come with significant budget reductions.

VCU took \$21M in cuts in FY23, leading to significant changes, many of which are outlined above. We anticipate this cost to reflect the inflationary costs as well as the 7% state salary increases for FY24 but expect a flattening out for the FY25 fiscal year with inflation easing and lower salary increases (3%). When reviewing the category of expenditures, there has been no significant increase in the spread of costs by functional areas.

Operations and maintenance have increased by 1% due to inflationary pressures, and institutional and administrative costs have dropped 1% in the past three years as a result of the cost-saving measures as a percentage of total spending.

These comprehensive measures have enabled VCU to enhance financial stability, optimize resource allocation and improve operational efficiency, contributing to our overall fiscal sustainability.

Describe the anticipated impact of any new federal or state legislative or regulatory requirements on the institution's finances (e.g., Financial Value Transparency and Title IX regulations).

- VCU is hiring a consultant to assist with the implementation of the final Title IX regulations given our current staffing shortages and the tight deadline.
- The National Student Clearinghouse is providing a free solution that schools can use to report their data to the U.S. Department of Education. The free option is not available yet. The National Student Clearinghouse is taking a big administrative burden away from schools, although there is some cross checking of data between VCU's offices of Institutional Research and Decisions Support (IRDS), Registrar and Financial Aid once the National Student Clearinghouse sends us a data file in July. Although all students are monitored, only certificate, graduate and professional school programs not meeting the gainful employment metrics over two years could potentially lose federal financial aid eligibility. No undergraduate programs would lose eligibility. It is too early to estimate the potential impact, but we speculate our certificate programs could be affected.

FY2023 Six-Year Plan and FY2024 Updates

2023 SIX-YEAR PLAN NARRATIVE (Part II)

INSTITUTION: Virginia Commonwealth University

OVERVIEW

The six-year plan should describe the institution's goals as they relate to the Commonwealth's goals as articulated in the *Pathways to Opportunity: The Virginia Plan for Higher Education*; the Higher Education Opportunity Act of 2011 (TJ21); the Restructured Higher Education Financial and Administrative Operations Act of 2005; and the Governor's objectives to prepare every graduate for success in life. Please use this opportunity to outline your institution's plans and objectives, especially as they relate to the Commonwealth's goals.

The instructions within the institutional mission and priorities section below ask for specific strategies related to affordability and access to quality postsecondary education that prepare students for success in life. Other sections offer institutions the opportunity to describe additional strategies to advance institutional goals and Commonwealth needs.

Please be comprehensive but as concise as possible with responses; you are encouraged to use bullet points vs. prose. Consider this a starting point for the dialogue with OpSix; you will have the opportunity to further elaborate on the narrative in your review sessions later this summer.

Please save this narrative document with your institution's name added to the file name.

SECTION A: MISSION & PRIORITIES

Key question: What are your institution's unique strengths and how do those inform your strategic priorities?

A1. What is your institutional mission? Please share any plans you have to change your mission over the six-year period.

Virginia Commonwealth University and its academic health center serve as one national urban public research institution dedicated to the success and well-being of our students, patients, faculty, staff and community through:

- Real-world learning that furthers civic engagement, inquiry, discovery and innovation
- Research that expands the boundaries of new knowledge and creative expression and promotes translational applications to improve the quality of human life
- Interdisciplinary collaborations and community partnerships that advance innovation, enhance culture and economic vitality, and solve society's most complex problems
- Health sciences that preserve and restore health for all people, seek the cause and cure of diseases through groundbreaking research, and educate those who serve humanity
- Deeply ingrained core values of diversity, inclusion and equity that provide a safe, trusting and supportive environment to explore, create, learn and serve

VCU does not anticipate changes to its mission over the next six-year period.

A2. What are your institution's greatest strengths and areas of distinctiveness that it should continue to invest in? What are your institution's greatest opportunities for improvement?

VCU is distinguished by its mission focus on excellence, impact, and access. The university's demonstrated strengths in those areas recently attracted the Chronicle of Higher Education to begin a national higher education tour this year at VCU.

Excellence

- VCU prioritizes student success initiatives.
 - VCU is a leader in minimizing achievement gaps, and VCU's 6-year graduation rates for Pell-eligible students, Black students, Black men, and Hispanic men continue to outpace national averages.
 - VCU's first-year retention rate (84%) outpaces the national average (81%)
- The university excels at scaling innovative pilot programs for community impact while remaining resource-conscious, often attracting external grant funding to support these efforts.
- VCU's rapidly-growing research enterprise has reached historical heights and is gaining national and global recognition. Last year, VCU received more than \$400 million in sponsored funding, a 49% increase in just five years and the highest figure in the university's history.
- The 2021 NSF Higher Education Research and Development (HERD) survey ranked VCU in the top 50 public research institutions in America, VCU's highest ranking ever.

Impact

- VCU transforms lives by improving social mobility.
 - The percentage of VCU lower-income undergraduates who achieve upward mobility has increased by more than 10pp over four years.
- VCU's efforts are elevating lives in communities both nearby and across the world.
 - The recently opened inpatient tower for the Children's Hospital of Richmond at VCU is changing paradigms with its completely child- and family-focused approach to care.
 - VCU's Massey Cancer Center has earned the highest possible ranking from the National Cancer Institute.
 - Thanks to a Gates Foundation grant, VCU's Medicines for All Institute is working on 14 new global projects, using innovative manufacturing to improve affordable access to lifesaving drugs for people around the globe.
 - A partnership with NASA is attracting scholars from across America to VCU's Rice Rivers Center for innovative climate research opportunities.

Access

- Over the past decade, VCU saw an increase in student applications and admissions. VCU is accepting and enrolling those students faster than ever before and is experiencing larger classes of new first-year students as a result.
- VCU is the only institution in Virginia to be a part of the University Innovation Alliance, a prestigious coalition of public research universities committed to enhancing access and student success.
- National Science Foundation (NSF) director Dr. Sethuraman Panchanathan visited VCU recently to highlight NSF's vision aimed at engaging America's "missing millions" of traditionally underrepresented groups in STEM career opportunities. Dr.

Panchanathan said VCU's ability to advance science and innovation, and do so inclusively, makes it one of America's universities that "matter for the future."

Opportunities for Improvement

While VCU has made exceptional progress in many areas, the university has not been immune to challenges. Data especially points to the need for VCU to increase enrollment and improve fiscal sustainability through:

- Strategic student recruitment
- Stronger student retention and improved yield rates
- Recruitment and retention of a talented diverse faculty
- Honing of the academic enterprise

A3. What are the top 3-5 strategic priorities you are currently pursuing or planning to pursue in the next six years? Please explain how each strategy relates to the strengths and/or opportunities for improvement mentioned above and will ultimately drive better outcomes for students.

VCU seeks to leverage its unique strengths and achievements to increase student enrollment by:

Modernizing VCU's Academic Enterprise

The One VCU Academic Repositioning Task Force, which began work this summer, answers the call of VCU's strategic plan to "ignite student success through curricular innovation." Led by deans and faculty members, and using a student-centered approach, the task force will consider the number of, and structure of, VCU's academic units, offering recommendations designed to:

- Create a pipeline on new, engaging, and exciting degree programs in emerging fields;
- Maximize operational efficiencies and collaboration between programs;
- Facilitate more cross-unit engagement and transdisciplinary research opportunities for faculty; and
- Create new career pathways for preparing students to succeed in a rapidly-changing world.

The task force will focus on improving financial sustainability and recommend where strategic investments should be made to increase performance and make VCU more competitive. Their final recommendations are expected in November.

Running parallel to the task force, VCU academic affairs will be working with all schools and colleges to implement an academic program productivity analysis. The analysis will be tied, in part, to a SCHEV formula for assessing productivity, and the VCU Graduate School will play an important role for graduate programs. For the first time in VCU's history, the university will have a comprehensive snapshot of its nearly 200 academic degree programs for data-informed planning.

Optimizing Student Recruitment

In addition to implementing targeted and innovative recruitment efforts, creating efficiencies that result in stronger yield rates, and continuing successful aid practices with a proven ROI, VCU seeks to grow enrollment by:

- Pursuing more **non-traditional learners** through the continued growth of VCU Online offerings, especially courses and programs that respond to high-demand career fields.
- Attracting more **community college transfer students** by leveraging relationships with the biggest community colleges to serve more of their students and building collaborations with community colleges that lack engaged university partners.
- Doubling the number of **international students** – from the current enrollment of 1,000 students to at least 2,000 – by focusing on select Computer Science, Engineering, and Business degree programs, with an emphasis on the Master’s degrees they offer.

Elevating the VCU Student Experience

When it comes to VCU’s R1 research status, VCU believes the time is now for undergraduate students to be a bigger part of it, contribute more to it, and get more out of it.

- VCU is introducing **experiential learning projects** that engage teams of students through grand-challenge real-world problems. These projects are multi-year, multi-disciplinary, and vertically-integrated along the entire student journey. They are designed to promote hands-on learning, foster creativity and collaboration across disciplines and develop creative thinking, problem-solving skills, and career readiness.
- This fall VCU will introduce 10 such projects as pilot efforts. VCU’s vision is to scale this kind of learning across the entire academic enterprise as a key strategy for engaging 100% of undergraduate students in **Transformative Learning Experiences**, which are designed to blend traditional internships with university-centered problem-based learning.
- As VCU approaches its ten-year reaccreditation process, the university is leveraging the Quality Enhancement Plan (QEP) to increase the number of **undergraduate students participating in research and knowledge-creation**. The effort there will target second-year, undeclared students – helping that group of vulnerable students find their path forward into a meta-major.
- VCU will launch this fall a campus-wide **student success engagement plan**. VCU will bring together faculty, staff, students, and administrators to ensure that every facet of the student experience is truly student-centric.
- VCU is working to expand the student experience with the Rice River by engaging them in **environmental research** opportunities.

Ensuring VCU Graduates are Career-Ready

In addition to the work of the One VCU Repositioning Task Force to modernize its academic infrastructure, VCU pursues the following strategies to ensure that students are prepared to succeed after earning their degree, including:

- working with faculty to embed **computational, entrepreneurial, and cultural literacies** throughout the curriculum to prepare all students for living and working in an era of artificial intelligence and intelligent machines, and in increasingly diverse communities and workplaces.
- adding **certifications and microcredentials** inside academic programs. Beginning this fall, faculty will be able to develop flexible, stackable microcredentials for current and prospective VCU students, and alumni. New microcredentials can be created in a matter of weeks rather than months or years and do not require SCHEV approval.
- expanding a successful pilot that makes unpaid internship opportunities more accessible to students by financially supporting them. The **VCU Internship Funding**

Program supported 51 students its inaugural year – covering the living expenses that can prevent students from pursuing these opportunities. Those who received the funding worked in 18 different industries, five different countries and 13 different states and districts.

Elevating VCU’s Prestige

VCU’s national and international rankings are rising. Those improving rankings will give the university a great story to tell prospective students and their parents. The recently launched VCU uncommon brand is already showing results in making those connections.

A3. FY24 Update

Modernizing VCU’s Academic Enterprise: Academic Repositioning

VCU’s Academic Repositioning Task Force launched in July 2023. Over a four-month period the 52-member task force of faculty, staff and academic deans produced 100 recommendations aimed at leveraging existing strengths or creating new strengths; igniting student success through curricular innovation; and advancing a transdisciplinary research culture that leads to societally impactful outcomes. The 100 recommendations were made available to VCU faculty, staff and students through an online portal, which garnered more than 27,000 online engagements. The provost and senior vice president for academic affairs held 18 in-person listening sessions as part of the recommendations review process that attracted 1,300 attendees. Final recommendations (initiatives) were announced in April 2024 and are currently being implemented. The recommendations and goals for each are:

Academic Repositioning Recommendations/ Initiatives	Goals
<p>Restructuring Includes:</p> <ul style="list-style-type: none"> Relocating the Department of Focused Inquiry to CHS from University College Combining Life Sciences and the Department of Biology to create a new unit/school focused on Life Sciences and Sustainability 	<p>Maximizing CHS potential for research leadership, curricular innovation and student success</p>
<p>Renaming University College to form a college for advancing academic interdisciplinary innovation Includes:</p> <ul style="list-style-type: none"> Merging the Department of Interdisciplinary Studies, the 	<p>Advance and scale VCU’s vision for transformative, experiential, real-world and entrepreneurial learning; support the bold goals set by VCU’s QEP, “Every Ram’s a Researcher”; respond to emerging job market trends and address rapidly evolving student needs; and speedy creation and incubation of new credit and non-credit credentials including new concentrations, minors, majors and</p>

da Vinci Center for Innovation and VCU Transformative Learning	microcredentials.
Convergence Labs at VCU: Expanding Virtual Consortia	Bringing people together virtually to advance transdisciplinary research, curricular innovation and community impact at scale to promote transdisciplinary research; identify faculty cluster hire priorities; develop innovative courses, programs and OERs; respond to requests for proposal, create synergy around topics, and organize efforts around strategic research priorities; and enhance community relationships to broaden VCU's local and state impact
Forging VCU Health Sciences Pathways	Strategic engagement between the campuses featuring more intuitive and marketable program connections to create greater opportunities for undergraduate students who aspire to earn advanced degrees on the VCU Health campus and pursue a career in healthcare; create a greater and more diverse healthcare workforce; address gaps in healthcare equity and affordable access; and increase experiential learning opportunities
Building on VCU's Community Engagement Work	Increasing the awareness, coordination and impact of VCU's vast collection of community-engaged efforts to enhance VCU's community impact; attract students and faculty members to projects that deliver impact beyond our campuses; and re-earning the Carnegie Community Engagement Classification

VCU's Academic Repositioning will be mentioned throughout the updates in this document.

Ensuring VCU Graduates are Career-Ready - Universal AI Literacy

VCU has reimagined its curriculum for the digital age by moving swiftly to incorporate AI literacies into academic programs for all majors in three strategic ways:

1. **Introductory AI in General Education:** Three new courses will launch in Fall 2024 that are available to all undergraduate students as part of the general education requirements:
 - PHIL 202 Ethics of Artificial Intelligence: An exploration of the nature of artificial intelligence and the ethical questions raised by its use and creation.

Possible topics include the moral status of AI, the nature of consciousness, whether AI is capable of thought and reason, the value alignment problem, algorithmic bias, responsibility for actions chosen by AI, transparency in AI decision-making, data privacy, and existential risks to humanity posed by AI.

- CMSC 225 Essentials of Artificial Intelligence: An introduction and comprehensive overview of artificial intelligence, including its history, how it works, a survey of algorithms that underlie the technology and current and future uses of AI. This course is designed for students from all backgrounds and knowledge in computing.
 - ENGR 125 Practical Artificial Intelligence: An introduction to the world of AI through a nontechnical lens, focusing on its applications in various sectors such as medicine, gaming, business, art, literature and smart engineering systems. Students will learn about AI tools and techniques and engage in hands-on activities to understand how AI is integrated into real-world applications.
2. **Practical AI for all students:** VCU has launched minors in Practical AI and in Mixed and Immersive Reality Studies that are applicable and accessible to all majors. Also recently launched is a microcredential in the Ethics and Philosophy of AI; additional microcredentials are being developed. A Master of Interdisciplinary Studies, Practical AI focus is currently in development as well.
 3. **AI for Specialists:** While incorporating AI into existing degree programs in Computer Science and Data Science, VCU is creating additional minors and Master of Sciences degrees in AI that will be beneficial to students majoring in engineering, computer science and data science.

A4. What support can OpSix provide to help you achieve those strategies? Please include both budget and policy requests and reference Part I of your submission where appropriate.

As VCU is just beginning the extensive process of reexamining its academic enterprise, details of the financial implications remain forthcoming. As VCU determines the costs associated with these planned strategies and pending task force recommendations, it will remain focused on minimizing impacts to students while also communicating relevant policy and budget requests, as well as budget revisions, to SCHEV.

Fiscal Support

Fiscal support for critical needs is one of the key ways in which the OpSix and the state can support VCU. These needs are:

- \$18M in support for VMSDEP Military Waivers
- \$20M in support of faculty salary disparities and new cluster hires
- \$8M in support of undergraduate student financial aid
- \$4M in support of inflationary costs (utility, custodial, IT and other contractual cost increases)
- \$750K in support of the Rice River Center
- \$2M support for Massey Cancer Center-
- \$9M in support of the Pauley Heart Center

SECTION B: STRATEGIC DEEP DIVE – ENROLLMENT VOLUME & COMPOSITION

Key question: How is your institution managing enrollment in light of state and national trends, and what are the financial implications?

B1. What do you see as the primary drivers of recent enrollment trends for your institution? Please reference any specific academic programs that have had a significant (positive or negative) effect on enrollment, if relevant.

Factors impacting VCU's enrollment trends

- There is more competition, and the average number of applications, admissions, and deposits per student have increased from 2015 to 2021 (source: EAB's New College Freshman Survey, EAB research and analytics).
- To address increased summer melt, VCU has developed a more robust and engaging summer orientation program and implemented more streamlined and organized summer student communications, including a new checklist.
- Virginia's community colleges, which feed into VCU's enrollment, have experienced significant decreases, which is the main contributor to the decrease in transfer enrollment at VCU.
- Nationally there is declining enrollment for men, with particularly strong hits for institutions who attract high rates of Black and Latino men.
- As an urban institution with limited on-campus residential options, VCU is particularly impacted by housing marketing shifts. Increasing rent costs coupled with low housing inventory create significant barriers for students' continued enrollment as both finding and affording housing near campus has become increasingly difficult.
- VCU and the City of Richmond are collaborating to improve public safety and the perception of safety across their intertwined communities. Shared police jurisdiction is partnering the city and university police forces on a number of community policing initiatives designed to establish trust and foster dialogue. Together, the police agencies patrol neighborhoods, organize community events, and conduct educational programs to prevent crime and promote safety.

The above factors make **VCU enrollment success** in several areas even more striking and reveal the effectiveness of implementing innovative and research-based approaches carefully designed to address specific student barriers to higher education opportunities and access:

- As of June 2023, VCU is approximating pre-COVID enrollment rates, with noted increases in out-of-state students and male-identified students.
- URM enrollment is increasing. In Fall 2018, 29.7% of all students were URM, and in Fall 2022, that percentage had increased to 32.9%.
- One-year retention rates for male undergraduate students reached a five-year high of 84% with the Fall 2021 cohort, up from a low of 80.5% with the Fall 2019 cohort. One-year retention rates for Black/African American and Hispanic men, in particular, have experienced significant improvement since hitting a five year low of 78.2% with the Fall 2019 cohort. The one-year retention rate for Black/African American and Hispanic men in the Fall 2021 cohort was 82.6%, a 4.4 pp increase. VCU's First and Second

Year Men of Color Initiative is just one premier resource that illustrates how building networks create student success.

- Through multiple community college partnership pathway programs like the Howard Hughes Medical Institute program and the Mellon Pathways program, VCU is strengthening the readiness and transition success of incoming transfer students.
- 92.5% of VCU's undergraduate students are in good academic standing, up by almost 1.3 pp over the five-year average (excluding COVID impacted semesters when standing was not calculated or influenced by new pass/fail policy).
- Similarly, for the last three years, the percentage of students successfully completing Satisfactory Academic Progress (SAP) contracts has steadily improved from a low of 54.3% in Fall 2020 to a success rate now of 70.2%.
- VCU has invested more in academic support programs & technologies (TRIO, AANAPISI, First Year Experience, Peer/Academic Coaching, early alert systems/LMS), lowered academic advising/student ratios, and expanded Inclusive Learning & Teaching initiatives around faculty/student success, all to assist students in making effective progress toward their degrees.

B1. FY24 Update

- VCU enrolled 4,600 first-time in college (FTIC) students, which was tied for the largest class in the history of the institution, surpassing pre-COVID new student enrollment rates.
- As of June 2024, VCU is reaching pre-COVID enrollment rates, with noted increases in out-of-state students and underrepresented students.
- Underrepresented minority (URM) enrollment is increasing. In Fall 2018, 29.7% of all students were URM, and in Fall 2023, that percentage increased to 34%.
- The FTIC Fall 2023 cohort persisted at 86.5%, which surpassed pre-COVID enrollment rates and is an eight year high.
- First-to-second-year retention of transfer students reached a 15-year high of 87.9%, surpassing pre-COVID levels.

B2. Please summarize your enrollment management strategy moving forward and the specific actions (if any) you are taking to implement that strategy.

Strategies

To grow enrollment through increased yield rates, improved transfer rates, and stronger retention, VCU is focused on several short- and long-term strategies.

In the short-term, VCU plans to:

- Increase the new student pipeline
- Improve the enrollment yield
- Grow VCU's presence in target markets
- Launch a campus-wide student success engagement plan
- Stabilize programs with decreasing enrollment and grow high-demand programs
- Expand support for advisors
- Improve outcomes in courses that are barriers

Long-term strategies align directly with VCU's top priority strategies outlined in section A3:

- Modernize VCU's academic enterprise

- Optimize student recruitment
- Elevate the student experience
- Ensure VCU graduates are career-ready
- Elevate VCU's prestige

Current and Ongoing Initiatives:

- Student retention awards: reserved financial aid funding to award in the spring as retention awards to enable continued enrollment.
 - VCU expects to continue to utilize a portion of any similar funding opportunities to target students in good standing who appear able to benefit from full or partial balance payoff and continue their enrollment.
- Summer Scholars: is an academically-focused five-week program providing students with a head start on their path to VCU, graduation, and beyond. Begun in 2022, VCU has partnered with SCHEV in funding financial aid for the program.
 - Initial results indicate positive retention for two semesters.
 - The program is ongoing for 2023 and plays an integral part of VCU's strategy to increase its student pipeline.
- The Office of Financial Aid and Scholarships need-driven packaging strategy: VCU follows SCHEV and revised code guidance when making Virginia Guaranteed Assistance Program (VGAP) and Virginia Commonwealth Award Program (CAP) awards. In order to best support students with the highest need, VCU offers the largest VGAP and CAP awards to students with the highest remaining financial need as determined by cost of attendance and the Free Application for Federal Student Aid (FAFSA) data. Smaller awards are offered to students on a reduced scale for those students demonstrating reduced financial need.
 - A need-driven approach enhances the continued improvement of diversity of the student body and supports the assurance that the VCU experience lives up to its promise of reflecting the diversity of the world graduates will work in after graduation.
 - This strategy, as currently funded by the Commonwealth, falls short of making each student "whole" from a cost of attendance perspective. However, it does provide for each "needy" student to receive some level of support based on their available resources, broadens receipt to many more students, and supports the strategies of improving enrollment yield and retention.
 - There are students with remaining financial need who are unable to benefit from Virginia need-based aid programs. Annual commonwealth fund allocations are not adequate to help all students or provide VCU the ability to increase grant awards substantially to students with higher remaining needs.
- Merit-based scholarship strategy: Recognizing the importance rewarding academic excellence has in the creation of a diverse student body, VCU offers an academic merit-driven scholarship program that seeks to encourage the enrollment and retention of academically superior students.
 - Comprised entirely of institutional funds, the scholarships range from a single term non-renewable award to a limited number of full tuition/fees and room and board award renewable for four years. Other awards included in the merit-driven scholarship program include one-time and renewable partial tuition awards.
 - Even though the pool of available merit-driven scholarships is significantly less than the need-driven pool, it complements the overall financial aid strategy of

the institution by providing an alternative method of reducing the net enrollment costs.

- This strategy supports increasing the pipeline and improving the enrollment yield for academically advanced students and strengthens VCU's focus on the student experience and success by contributing to the diversity of the student body.

New Implementation Tactics

To achieve these goals, VCU is focused on the following action items:

- Recruit international students for growth in undergraduate and graduate programs.
- Recruit more transfer students from Virginia's Community Colleges.
- Recruit non-traditional age learners with select graduate level programs and flexible certification programs.
- Charge the ONE VCU Academic Repositioning Task Force to review market relevant academics and operational efficiencies.
- Engage in an academic program productivity review, using SCHEV program productivity metrics, to inform decisions regarding programmatic investment, modification, or closure.
- Innovate within the undergraduate curriculum to meet current and future employer demands by emphasizing computational, cultural, and entrepreneurial literacy and requiring work-based and problem-based transformational learning as part of every undergraduate degree program and concentration.
- Deploy digital marketing to increase brand awareness and grow VCU's presence in targeted markets.
- Accelerate process timing so VCU offers admissions, scholarships, and financial aid much earlier in the enrollment cycle.
- Increase support to recruit and retain academic advisors to ensure continuity of care/support.
- Partner with colleges and schools within VCU to expand faculty engagement during new student orientation, develop learning communities where senior faculty serve as mentors to cohorts of incoming majors, and engage faculty/staff in summer outreach campaigns.

B2. FY24 Update: In addition to the strategies listed above, VCU plans to:

- Launch a new campus-wide strategic enrollment management plan, which will work in tandem with new program development (see C8. FY24 Update) and targeted growth in recruitment and enrollment in masters level, international, first-year, transfer and fully online.
- Remove barriers to gateway courses with high DFW (drop-fail-withdraw) rates and invest in key student success initiatives to boost retention and graduation rates (specifically the NISS recommendations and commensurate playbook, details of which are in Section C2. FY24 Update).
- Centralize key graduate-level enrollment management functions and develop systems to improve conversion and yield of masters programs.

B3. How ambitious/realistic/conservative are the enrollment projections you most recently submitted to SCHEV? What are the greatest unknowns or risks that could lead enrollment to differ significantly from your projections? Please reference national and statewide enrollment trends/projections and cite any other data (e.g. regional trends, performance of prior enrollment strategies) that informed your projections.

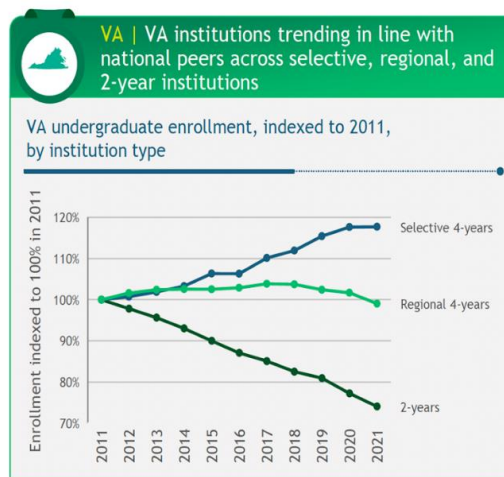
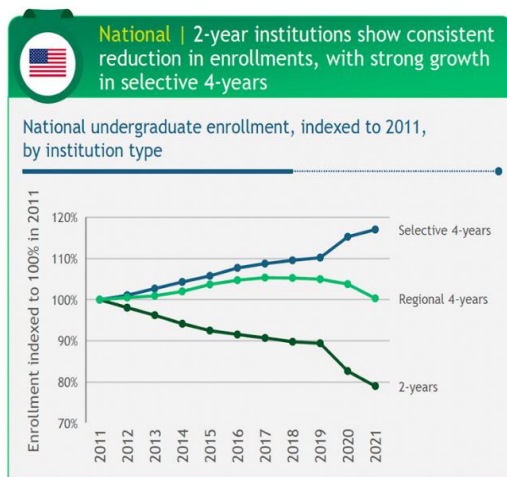
VCU is concerned about the impact the potential risks and following unknowns may have on enrollment:

- First, forecasted demographic shifts starting in 2026 will have an impact on high school graduation rates and college-going rate changes within the Commonwealth unless actively mitigated, which pose a risk to future enrollment growth projections.
- Second, based on information known so far, the future of VCCS enrollments (VCU's primary transfer student feeder) is unclear. Should enrollments not rebound, or rebound slower than needed, VCU is at risk of declining or only maintaining current transfer student levels.

To counter these risks and unknowns, the university has recalibrated the six-year enrollment forecast, taking into consideration future high school demographic trends in Virginia and the Mid-Atlantic states, economic factors, and state and federal government student financial assistance.

In addition, enrollment at two-year community colleges in Virginia where VCU enrolls, on average, 68% of transfer students continues to decline. These Virginia Community College declines have a direct correlation to VCU's lower community transfer student enrollment. In fact, since 2011, community college enrollment has decreased exponentially as referenced in the chart below. As these trends indicate, there will be fewer Virginia Community College students from which to draw, which will have a direct impact on VCU's transfer enrollment numbers. Therefore, the adjustments made to the six-year enrollment projections reflect a more conservative approach to VCU's forecasting model based on demographic changes and environmental factors.

Undergraduate Overview | 2-year institutions are most affected by the decline in enrollments, nationally and in VA; selective 4-years are most resilient



Note: "Selective 4-Year" refers to collection of institutions including each state flagship university and all other public 4-year institutions in USNWR rankings of top 100 national universities (n=71); in VA, this includes UVA, VT, and W&JM. "Regional 4-Year" includes all other public 4-year institutions (n=494); in VA, this includes 12 institutions; "2-years" includes public institutions categorized as "degree-granting, not primarily baccalaureate or above" and "degree-granting, associate's and certificates" (n=996); in VA, this includes 23 VCCS institutions and Richard Bland College
 Source: IPEDS; BCG Analysis

Although VCU's recalibrated enrollment forecasting approach is more conservative, the university remains committed to meet aspirational 2028 Quest Strategic Plan enrollment growth targets. As a result, VCU's focus will be to overperform and beat the recalibrated six-year enrollment forecast by implementing the following initiatives:

- Retool multi-year enrollment management plan aligned with our Quest 2028 Strategic Plan goals both at the university and school/college levels
- Launch university wide student success engagement plan to improve retention and persistence rates
- Work towards improving college affordability and reducing student debt to boost enrollment access and improved retention rates
- Diversify enrollment streams
 - Add new fully online programs at the undergraduate level to boost enrollment and expand VCU's market share of traditional age undergraduate students
 - Continue to invest in and grow enrollment in online graduate and adult degree seeking programs
 - Develop a transfer strategy targeting 4-year institutions
 - Enhance VA Community College partnerships and collaborations in developing stronger pipeline enrollment initiatives to increase a large market share of in-state transfer students as well as prepare for a rebound in VCCS enrollments should one occur.
 - Invest in international recruitment targeting geo markets with the most opportunity for enrollment growth and retooling admissions processing at the school/college level to improve yield and increase international student recruitment
- Increase VCU's freshmen market share with increased in-state marketing and recruitment while identifying targeted out-of-state markets with the potential for highest enrollment growth
- Develop new academic programs with market demand and curricular innovation
- Focus recruitment efforts for master's programs in key disciplines with market demand
- Improve retention as detailed in QA3 and C2 with innovative, student-centered initiatives

B4. Explain the implications of your enrollment strategy on your institution's financials. Please consider impacts on both revenues (e.g., discounting, financial aid, net tuition revenue) and expenditures (e.g., costs to implement enrollment management strategies, costs of enrolling more students or students with different needs, cost-per-student impact of flat/decreased enrollment).

The initiatives described above and below are crucial given the projected limited growth expected from traditional in-state students who have historically formed the foundation for covering costs and addressing inflationary increases. The proposed plan will enable VCU to provide the necessary resources for expanding and innovating its programs while maintaining a steadfast focus on minimizing student debt and fostering a financially sustainable educational environment.

The main area of projected enrollment increase at VCU over the next six years centers around the following targeted enhancements:

Improving affordability and reducing student debt

VCU remains committed to keeping costs low, implementing measures to reduce the financial burden on students. VCU plans to target affordability by:

- Increasing rates of financial aid to assist high-performing undergraduates in managing their expenses and mitigate the need for excessive borrowing
- Providing discounted tuition rates for select master's programs

Focused recruitment efforts for master's programs in key disciplines

VCU's enrollment growth strategy includes targeted recruitment efforts for master's programs in business and engineering, which historically have witnessed lower levels of out-of-state enrollment. To address this disparity, VCU will introduce discounted tuition rates for these programs, starting in 2024 and 2025, with the following goals:

- Make these programs more financially attractive to out-of-state students
- Enhance accessibility and affordability of graduate education
- Reduce the burden of student debt while fostering academic excellence and diversity

Improve out-of-state undergraduate enrollment

VCU's recruitment approach for out-of-state undergraduates involves:

- The provision of tuition waivers for students who demonstrate exceptional academic performance (as measured by GPA). This initiative:
 - Helps to alleviate financial burden for high-achieving students
 - Reduces cost of attendance for out-of-state students
 - Has resulted in a growing number of out-of-state students enrolling at VCU (and projections indicate this growth trend will continue)
- Actively evaluating out-of-state tuition rates in order to appear as a viable option for students in a competitive out-of-state recruitment market. By reassessing these rates, VCU hopes to:
 - Expedite enrollment growth
 - Strike a balance between attracting a diverse pool of students and provide accessible and financially reasonable education

Increase market share of in-state undergraduate enrollment

VCU's recruitment approach for in-state undergraduates involves:

- Placing additional emphasis on in-state digital marketing to generate increased volume of inquiries and applications
- Leveraging the Richmond Pathway program to enroll more students from targeted underserved Richmond High Schools
- Purchasing a critical mass of in-state student search names working with Capture (vendor) to expand our lead and application generation efforts

Improve Student Retention and Persistence

VCU's student success approach involves:

- Developing a university wide student success engagement plan
- Investing in the academic advising infrastructure to support staff retention in order to provide high touch services to students influencing student success
- Actively participate in the University Innovative Alliance to model and pilot best practices in student success initiatives

- Innovation and student success redesign and investments at the school and college level experiencing retention and student success challenges

Develop New Innovative Academic Programs

- Develop new academic programs that are mission aligned, with curricular innovation and had market demand
- Launch Academic Repositioning Taskforce (Summer 2023). The task force will consider the number of, and structure of, VCU's academic units, offering recommendations designed to maximize operational efficiencies and collaboration between programs; facilitate more cross-unit engagement and transdisciplinary research opportunities for our faculty; and **propose new transdisciplinary degree programs** to support the success of our students in the emerging future of work.

Support for Faculty Salary Equities and Investment in Cluster Hires

- A recurring challenge at VCU has been to ensure equitable compensation for faculty members and funds to recruit new faculty cluster hires. To address faculty salary equity and new recruits, VCU is requesting \$10 million of new state support in FY25 and FY26.
- According to the 2022 AAUP annual report, VCU's average salary for all full-time faculty is the lowest among all Virginia R1 peers.
- The difference between the highest average annual salary of a Virginia R1 institution and VCU is approximately \$21k.
- Funding has also been included to further support VCU's faculty cluster hire practice. Utilizing a 21st century cluster hire model allows VCU to prioritize the development of transdisciplinary cores working across departments and campuses while enhancing faculty diversity and inclusion. Since 2015, faculty hired under this model have acted as catalysts for engaging fellow faculty as well as staff, students, and other stakeholder groups in collaborative activities that connect science, pedagogy, and practice within urban communities.

B4. FY24 Update

VCU will also improve its fully online undergraduate enrollment and continue to develop new innovative academic programs as mentioned in the Academic Repositioning initiatives (see section A3. FY24 Update). As of July 2024, VCU increased the percentage of newly enrolled fully online students by 57% from AY 23-24 to AY 24-25.

SECTION C: STRATEGIC DEEP DIVE – PROGRAM ALIGNMENT & PERFORMANCE

COMPLETION OUTCOMES

Key question: How is your institution supporting all students to succeed in completing their degree in a timely manner?

C1. What are your highest-priority completion outcomes targets, both overall and for particular student segments? Please include aspirational targets, realistic expectations, and qualitative targets and specify when you are aiming to meet those targets (e.g., X% 6-year graduation rate for Pell students by 2030).

By 2028 VCU aspires to:

- Retain first-year students at a 90% one-year retention rate (+ 5 pts over Fall 2022) and 80% two-year retention rate (+ 6 pts over Fall 2022)
- Minimize retention gaps for underrepresented and Pell students with only +/- 1 pt differentials (- 4 pts over Fall 22)
- Achieve a 78% six-year graduation rate by 2028. A tempered goal would be closer to 75%, with +/- 1 pt differential for first-generation, Pell, and underrepresented students (+10.1 pts over Fall 2016 cohort).

C1. FY24 Update

By 2028, VCU aspires to be positioned as a premier R1 institution with an access mission:

- Retain first-year students at a 90% one-year retention rate (+ 4.4 pts over Fall 2023) and 80% two-year retention rate (+ 6 pts over Fall 2022).
- Achieve a 78% six-year graduation rate by 2028. A tempered goal would be closer to 73%, with +/- 1 pt differential for first-generation, Pell and underrepresented students (+10.1 pts over Fall 2016 cohort).

C2. What specific strategies/actions are you planning to take to achieve those goals? How will you draw on successes/challenges from your prior completion outcome improvement strategies?

Curricular Innovation

VCU will leverage curricular innovation to advance progress toward student success goals:

- Develop innovative teaching approaches and academic support models to improve student achievement in courses with high DFW rates. Expand pilots in areas such as Calculus Virtual Reality, Structured Learning Assistance, and peer academic coaching.
- Launch a revitalized general education program with engaging and career-relevant courses that enrich and challenge undergraduate students.
- Expand departmental/college/school engagement with “credit for prior learning” for adult and transfer students.
- Strengthen academic program redesign, research, and faculty hires in areas that will be strategically defined by the One VCU Academic Repositioning Task Force.
- Decrease barriers to co-curricular and credit-bearing transformative learning experiences (internships, undergraduate research, global education, service-learning) as part of VCU’s REAL graduation requirement.

- Increase resources for Internship Funding Program, which provides gap funding for students seeking to pursue unpaid/underpaid internships
- Invest in undergraduate resources and project based learning
- Expand federal work study learning and research opportunities
- Lower career advisor / student ratios

Innovation in Student Success

VCU has demonstrated success in piloting and assessing student success initiatives, and over the next biennium, the university will continue to grow and assess proven successful initiatives by:

Meeting students where they are:

- Expanding the First-Generation Student Success and Faculty Research Center to systematize faculty development in learning about the needs of first-generation students and effective inclusive teaching practices. The Center hosts informational, community-building, and engagement opportunities to support students throughout their college journey and in preparation for post-graduation success. VCU successfully secured several grants to fund many of these efforts, and lessons learned will provide further opportunity to scale them to benefit additional student populations.
- Leveraging early-alert surveys and faculty notifications to identify at-risk students, focus advisors on key concerns, and link students to resources. Build on first-term interventions using expanded mid-year student assessment tools to adjust interventions to meet students' current needs and receptivity to assistance
- Providing critical support services through VCU's TRIO programs to increase the retention and graduation of first-generation and low-income students, efforts that have also been supported by grant funds and pilot projects.
- Scaling community building for Black and Latino males through academic-adjacent programming

Partnering with national leaders:

- Collaborating with national public research institutional leaders as Virginia's sole member of the University Innovation Alliance to increase access and success, especially for traditionally underserved student populations. Two grant-funded initiatives are launching in the fall, including:
 - The Academic Recovery Project, a pilot project that will begin in PSYC 101, will focus on identifying and intervening with students at risk of failing
 - The Black Student Support Initiative will support student input relative to the Career Audit Project
- Utilizing STEM and Arts/Humanities Transfer Pathways with VCCS to engage transfer students in high-impact practices while at the community colleges. VCU's innovative Transfer Major Maps will lead to higher retention and graduation rates.
- Continuing as an Amazon Career Choice partner school (began January 2022). VCU is the only four-year school in Virginia selected to partner with Amazon to enable employees to use their educational benefits to pay for school

Optimizing resources:

- Enhancing connections between academic departments and career exploration via expanded second year experience programming, use of major maps and the new career audit platform, and career advisors

- Continuing to optimize completion grants to promote timely graduation
- Maximizing donor scholarships and grants to support retention and basic needs by increasing student awareness and access to available funding
- Strengthening VCU's academic advising infrastructure by enhancing compensation and investing in additional professional advising lines

This successful track record will be complemented by new initiatives to be piloted and tested to support student success strategies include:

- Increasing the use of artificial intelligence (chatbots) to enhance retention.
- Launching by AY25 an innovative "career audit" technology platform that engages students in building and completing individualized strategic career plans, outlined by major maps, that lead to highly competitive graduates with minimal debt
- Developing interactive training and onboarding for military affiliated students that is available 24/7 through Military Student Services

C2. FY24 Update

VCU has also expanded pilots to address academic recovery, peer academic coaching and a faculty fellows curriculum redesign program to address high DFW gateway courses.

VCU will implement recommendations made this year by the NISS to boost retention and graduation rates by systematically using data to deliver timely, coordinated and personalized support to students at scale. The recommendations being implemented are:

- Systematically leverage academic outcome data as part of an institutional strategy to identify and remedy courses with high DFW rates, assess course sequencing and program design, and improve strategic course scheduling.
- Strengthen the financial support of students through the better use of financial data, collaboration across units, and proactive and timely outreach to students.
- Coordinate student communications to prioritize and direct information to students in a timely and personalized manner.
- Strengthen academic advising systems and protocols and normalize caseloads to deliver a consistent and high standard of advising care to students across all academic units and majors.

C3. How will you use existing/recently provided resources to execute those strategies? Will you be requesting incremental state resources? Please state the request and rationale and explicitly tie to Part I of your planning template.

Undergraduate Aid: \$8M FY25; \$16M FY26

VCU's investment in undergraduate aid has proven outcomes underscoring the pivotal role played by financial aid in promoting academic success:

- Those who received financial aid exhibited a six-year graduation rate of 71%, significantly surpassing the rate of 56.7% for students without financial aid.
- Notably, among undergraduate financial aid recipients in the 21-22 aid year, an estimated 55% are classified as low-income students, while 31% fall within the middle-income bracket, as defined by the 2021 poverty guidelines established by the Department of Health and Human Services (HHS).

VMSDEP Waivers: \$18M

As an unfunded mandate, VMSDEP waivers have experienced an increase in program costs due to heightened utilization and expanded eligibility. The success of VCU's Office of Military Services in advancing student progress for military affiliated students is a point of pride for VCU, however, VCU's projected expenses for the VMSDEP waivers have escalated from \$1 million in 2015 to an estimated \$18 million in 2024, which represents the highest cost incurred by any institution within the state. The rapid expansion and soaring costs associated with the VMSDEP waivers have exerted significant pressure on the university's financial resources requiring budget reductions and reallocations.

C3. FY24 Update

VCU's VMSDEP expenses for 2024 are estimated at \$16.4M and projected to grow to \$22.7M in FY25. VCU is supportive of the proposed and enacted changes for VMSDEP; additional support will help make the program accessible and sustainable.

POST-COMPLETION OUTCOMES

Key question: How is your institution preparing all students for success beyond completion (e.g., career preparation)?

C4. Please explain how you monitor post-completion outcomes (e.g., employment rates, wage attainment, debt load, upward mobility). What data do you collect? What metrics are you monitoring most closely? What do the data reveal about your institution's greatest strengths and areas for improvement with respect to post-completion outcomes? Please include any relevant data/reports in the appendix or as a separate attachment, including any data that captures outcomes by school/department/program.

First Destination Outcomes

The VCU First Destination Survey (FDS) collects graduating students' self-reported outcomes data (e.g., employment or continuing education plans, salary, satisfaction rates, employment industry, experiential learning engagement, etc.)

- Results are available via a self-service dashboard, which provides VCU faculty and staff the ability to filter data by school/college, degree program, and degree level.
- The response rate to the survey has steadily increased from 30% in 2018 to 63% in 2022.
- VCU most closely monitors the percentage of students who report being employed full-time after graduation or continuing their education. Though there was some COVID impact on student employment in 2020-2021, VCU is seeing positive trends:

VCU UNDERGRADUATE ALUMNI	May-22	May-21	May-20
Positive Outcomes (Non-Seeking)	72%	65%	62%
Working Full-Time + Continuing Ed	63%	55%	50%
Working Full-Time	41%	39%	38%

Continuing Education	22%	16%	12%
ALL Working (Full-Time, Part-Time, Seasonal)	48%	48%	44%
Other (Military, Volunteer, Not Seeking)	1%	1%	1%
Still Seeking Employment or Ed	27%	35%	38%

Data from other institutions via the National Association of Colleges and Employers' (NACE) annual report on first destination outcomes show that VCU has room to grow in all categories, including increasing full-time employment and decreasing the number of "still seeking" graduates.

Student Debt

The Office of Financial Aid and Scholarships monitors and provides proactive access to actual and expected debt loads to students and staff through the use of a third-party contractor, use of data provided by National Student Loan Data System (NSLDS), and encouraging students to utilize a net price calculator tool that incorporates national data on indebtedness disaggregated by curricula and other criteria that are relevant to the individual student.

The third-party vendor collects data on student debt and allows the Office of Financial Aid and Scholarships to address concerns with students in real-time to prepare them for success beyond graduation. In summary, the data collected is used for:

- working with VCU student borrowers to help prevent loan defaults by encouraging borrowers to make payments, providing assistance in communications with loan servicers, assisting borrowers through the complex process of student loan programs and assisting borrowers with deferments, forbearance or loan forgiveness programs.
- communicating with students by telephone in addition to email with consistent proactive outreach.
- performing regular address audits on all students to maintain accurate contact information
- engaging in monthly meetings with the director for the Office of Financial Aid and Scholarships and the associate vice president for Student Financial Services to discuss federal regulatory changes, volume of communication outreach to students, how many students went into default, how many students came out of default, volume of students switching payment plans to better fit their financial situation, information graphics or videos embedded within key areas of the financial aid website.
- providing up to 12 workshops throughout the academic year that covering the following topics: The importance of completing a degree within the shortest time possible with the least amount of debt, consequences of delinquency and default, keeping track of loan history, responsible borrowing behavior, living on a budget,

managing money and saving for the future, benefits of repaying loans while in school, how to manage any private and federal loan repayments.

The Office of Financial Aid and Scholarships also provides a yearly communication to students describing their total student loan indebtedness and estimated monthly payment as required by the Code of Virginia.

- Based upon information from the National Student Loan Data System, the Office of Financial Aid and Scholarships informs students that are at or near their lifetime aggregate federal student loan limits within the student information system. Students are asked to reach out to their assigned financial counselor if they need assistance paying for their educational expenses.
- Financial counselors within the Student Financial Management Center reach out to students who have not utilized their federal student loan eligibility with outstanding current semester balances. In-person or video counseling sessions are set up with interested students to discuss money management and responsible borrowing behaviors.

Finally, April has been designated as Financial Literacy Month annually. During this time, responsible student loan borrowing is proactively highlighted to students using a variety of communications methods.

C4. FY24 Update

The VCU First Destination Survey (FDS) response rate has risen from 63% in 2022 to 68% in 2023. Positive trends continue as seen below.

VCU UNDERGRADUATE ALUMNI	May-23	May-22	May-21	May-20
Positive Outcomes (Non-Seeking)	78%	72%	65%	62%
Working Full-Time + Continuing Ed	64%	63%	55%	50%
Working Full-Time	43%	41%	39%	38%
Continuing Education	21%	22%	16%	12%
ALL Working (Full-Time, Part-Time, Seasonal)	55%	48%	48%	44%
Other (Military, Volunteer, Not Seeking)	2%	1%	1%	1%
Still Seeking Employment or Ed	22%	27%	35%	38%

VCU also tracks SCHEV's Median Graduate Debt dashboard for our baccalaureate graduates. Our 10-year summary indicates:

- The median education debt of graduates at this level of VCU has increased \$100 or 0% over the 10-year time period between 2012-13 and 2021-22. The number of graduates with student debt has increased by only 65 (2%) and the average debt has increased by only \$1,923 (7%).

C5. What specific strategies/actions, including potential changes to your program portfolio or curriculum, are you planning to take to maximize the career readiness and job attainment of all students across programs of study, including increasing early career exposure for students (e.g., internships) during their time at your institution? How will you draw on successes/challenges from prior initiatives?

Transformative Learning Experiences

VCU has been particularly focused on increasing and enhancing transformative learning opportunities as a driver of career readiness and positive post-graduation outcomes. In the next six years, VCU will continue to build upon its existing experiential learning foundation.

- VCU's Relevant, Experiential, and Applied Learning (REAL) initiative has been in place since 2018 and oversees experiential learning through curricular or co-curricular engagement. Beginning in Fall 2021, all VCU undergraduate students are required to complete at least one approved experiential learning activity as part of a graduation requirement.
- In Fall 2022, VCU instituted a Transformative Learning mandate requiring that by Fall 2025 100% of VCU undergraduate degree programs and concentrations embed Level 3 or 4 work-based or problem-based REAL experiences (e.g., internships, undergraduate research, project-based learning) as degree requirements.
- In Spring 2023, VCU established a university-level Transformative Learning Fund to provide innovation grants to incentivize faculty engagement in a Vertically Integrated Project (VIP) initiative.
- VCU launched the VCU Internship Funding Program (IFP) ahead of Summer 2022, providing funding to undergraduate students engaging in unpaid or underpaid summer internships who need support covering their expenses. In its first year, the program funded 51 students, and in Summer 2023, increased support enabled it to fund 79 students.
- VCU Career Services, VCU REAL, and the College of Humanities and Sciences collaborated to design, launch, and scale a College-to-Career (C2C) Blueprint focused on supporting academic units that are increasing their emphasis on career readiness and internship engagement. In addition to the Department of Psychology, which piloted the project, eight additional departments have committed to engaging in Blueprint project work over the next year.
- Career Development for-credit courses are offered across VCU.
- VCU was selected as one of eight institutions to participate in national scaling efforts for the Work+ initiative at ASU, focused on improving the experience of student employees on campus, making those opportunities as focused on career readiness as possible. VCU launched this project in Spring 2023 and will be piloting new efforts starting in Fall 2023 with support of counterparts across the U.S.
- A career audit tool currently in development will integrate with other systems and build off of the VCU Major Maps, a resource designed to provide direction and information to students in their major selection and career development.

Program Portfolio and Curricular Innovation

- VCU will consider potential changes to the university's program portfolio by engaging in a yearlong academic program productivity review during AY 2023-24. VCU will use the SCHEV program productivity metrics to inform this review, which will further support discussions around VCU's mix of academic programs.
- VCU will revitalize general education requirements to ensure relevance to students' career aspirations
- Offerings through the College of Humanities and Sciences will be revamped to more strongly connect with career pathways
- VCU will integrate computational and entrepreneurial literacy into the curriculum, equipping students with the real-world skills employers are seeking and that set

students up for success after graduation

C5. FY24 Update

- VCU's mandate to require that all undergraduate degree programs have a work-based or problem-based course in the degree requirements is moving forward on schedule. By Fall 2025, we anticipate 94% of the undergraduate programs and concentrations will meet the requirement. By Fall 2026, we anticipate to reach 100%.
- VCU's five-year program productivity review will continue through calendar year 2024 regarding continued programmatic investments and closures, as well as the mix of academic programs.
- In addition, VCU's Academic Repositioning initiative outlines new strategies for the implementation of academic innovation. (See section A3. FY24 Update).

C6. How do you intend to use existing/provided resources to execute those strategies? Will you be requesting incremental state resources? Please explicitly tie to Part I of your planning template.

Funding for much of this work is anticipated to come from reallocations internal to the university:

- Over the next year schools and colleges will go through a comprehensive review where existing programs will be evaluated for investment or closure and new programs considered.
- As outlined in E1, the best way the university can be supported is through financially supporting faculty through equitable pay, students through aid, and support of growing inflationary needs. Support in these areas helps VCU recruit and retain students and invest funding growth in programs.

C6. FY24 Update

Funding for much of this work will come from internal reallocations; details regarding outcomes of the One VCU Academic Repositioning initiative are in section A3. These strategies leverage existing resources to optimize operations and drive cost savings. However, incremental state resources will be requested to support strategic investments that grow innovative academic programs in emerging industries, support the need for healthcare workers in the Commonwealth, and enhance student success. Section E1 outlines specific budget requests that support these initiatives.

WORKFORCE ALIGNMENT

Key question: How are your institution's programs of study and degree conferrals aligned with the evolving talent needs of the Commonwealth?

C7. For which specific workforce needs is your institution best positioned to supply talent, based on regional, industry, or occupation alignment?

Below are a selection of VCU's 61 degree programs that map to the high growth occupation CIP codes listed on slides 28-31 in the fact pack. VCU's intentional integration of

transformative work-based and problem-based learning opportunities positions these programs to supply workforce talent in critical areas of need. In order to achieve and maintain program excellence, each degree program at VCU undergoes a full academic program review every eight years.

School of Business

The VCU School of Business houses AACSB-accredited programs and is launching a new strategic plan in Fall 2023 as a part of a larger repositioning effort. This will support further growth of its high demand programs that produce business operations specialists and financial specialists with degrees such as:

- BS, Accounting (CIP 52.0301)
 - AACSB-accredited
 - new fully online modality, with the first cohort starting in Fall 2024
- MBA, Business Administration (CIP 52.0201)
 - available online
 - has doubled Black student enrollment and graduates since 2017

College of Health Professions

The VCU College of Health Professions houses highly ranked programs to support the healthcare diagnosing or treating practitioners workforce including:

- Doctor of Nurse Anesthesia Practice (CIP 51.3804).
 - accredited by the Council on Accreditation of Nurse Anesthesia Educational Programs
- BS, Clinical Radiation Sciences (CIP 51.0911)
 - Of the May 2022 graduates who responded to VCU's First Destination Survey and reported full-time employment within six months of graduation, 100% reported their job was very related to their major and career goals and that they were very satisfied with their outcome.
- MS, Rehabilitation and Mental Health Counseling (CIP 51.2310).
 - CACREP accredited

School of Social Work

The VCU School of Social Work continues to supply well-trained BSW, Social Work (CIP 47.0701) and MSW, Social Work (CIP 44.0701) graduates to meet the need for counselors, social workers and other community and social service specialists.

- These Council on Social Work Education-accredited programs are available face-to-face and fully online
- VCU has over 500 partnerships for student field education placements

School of Education

The VCU School of Education maintains accredited programs by the Council for Accreditation of Educator Preparation (CAEP) and Council on Accreditation of Counseling and Related Educational Programs (CACREP). It has doubled its enrollment since 2019 and has highly productive faculty researchers as demonstrated by its record \$37.4M in external research awards in FY22. Programs meeting critical demand include:

- MED, Counselor Education (CIP 13.1101)
- MED, Special Education (CIP 13.1001)
- PhD, Counseling Psychology (CIP 42.2803)
- PhD, Education (13.0101)
- EdD, Leadership (CIP 13.0401)
- BSEd, Elementary Education and Teaching (CIP 13.1202)

School of Nursing

The VCU School of Nursing programs are accredited by the Commission on Collegiate Nursing Education (CCNE), with multiple programs in fully online and face-to-face modalities. VCU's relationship to VCU Health is an added value in producing capable healthcare diagnosing and treating practitioners.

- BS, Nursing (CIP 51.3801)
- MS, Nursing (CIP 51.3818)
- PhD, Nursing (CIP 51.3808)
- DNP, Nursing Practice (CIP 51.3818)

College of Engineering

The VCU College of Engineering emphasizes hands-on learning across eight engineering disciplines, including three degree programs that deliver graduates for the growing number of computer occupations.

- BS, Computer Science (CIP 11.0101)
- MS, Computer Science (CIP 11.0101)
- MS, Computer Engineering (CIP 14.0901)

School of Medicine

The VCU School of Medicine is the largest and oldest continuously operating medical school in Virginia. The following programs are critical for producing capable healthcare diagnosing and treating practitioners and counselors in substance abuse/addiction counseling and genetic counseling.

- MD, Medicine (CIP 51.1201)
 - LCME-accredited
 - important supplier of physicians to the state
- MS, Genetic Counseling (CIP 51.1509). T
 - accredited by the Accreditation Council for Genetic Counseling (ACGC)
 - has more than doubled in size over recent years
- MS, Addiction Studies (CIP 51.1501)
 - unique international joint degree program offered with King's College London and University of Adelaide fully online.

School of Dentistry

The VCU School of Dentistry is an important supplier of dental hygienists through its BS, Dental Hygiene program (CIP 51.0602).

C8. What specific strategies/actions is your institution planning to take to better align your program offerings or degree conferrals to current and projected workforce needs? Please provide a list of specific programs you intend to sunset or grow in the next 6 years to increase alignment, partnerships/initiatives you intend to launch or deepen, etc. If you intend to launch any new programs, please explain why your institution is particularly well-suited to succeed in that area.

VCU is focused on aligning its program offerings to meet workforce and student demands. Known investments include:

- support for enrollment growth in engineering and business
- support for growth in costs in first professional programs
- expansion and program development for online education

- enhancement of and expansion of programs in VCU's newly launched School of Population Health
- support for growing academic programs

The university has already begun an internal process analysis to create more nimble, proactive, and reactive pathways for course and program assessments responsive to shifting student and employer demands. In addition to these known investments, as noted earlier, the One VCU Academic Repositioning Task Force will provide further recommendations in early 2024.

Academic program productivity and curricular review

- VCU last completed a SCHEV five-year program productivity review in 2021, resulting in two degree program closures (PhD, Art History and MM, Music).
- VCU will go through the process again in Fall 2023 to inform discussions about continued programmatic investments and closures.
- Two curriculum committees at the undergraduate and graduate levels will be tasked to focus on more strategic planning and implementation.
- Ongoing academic program review - Every eight years, each degree program goes through a two-year program review consisting of a self-study, external review, and action plan. Program reviews result in modifications to curricula. The goal is degree program excellence, measurably benchmarked against peer and aspirational programs nationally.

Partnerships

VCU has over 300 domestic and international academic agreements with external entities for the purpose of creating educational opportunities for students.

New degree programs

VCU is planning a number of new degree programs, including but not exclusively in the areas below. The institution is well-suited to succeed in these areas due to faculty expertise across current and emerging fields, geographic location, and commitment to access and excellence.

- Data Science (cross-disciplinary)
- Modeling and Simulation (cross-disciplinary)
- Computer Science (adding a new BA; already offer a BS)
- Digital Forensics (emerging field)
- Finance (high demand)
- Supply Chain Management (high demand)
- Pharmaceutical Science (fill critical gap)

In the context of these plans, while all VCU schools/colleges are expected to contribute to VCU's program growth, the School of the Arts, School of Business, and College of Engineering are anticipated to lead the way in innovation and transdisciplinary educational offerings.

C8. FY24 Update

VCU's five-year program productivity review will continue through calendar year 2024 regarding continued programmatic investments and closures, as well as the mix of academic programs.

New Degree Programs

VCU is planning a number of new degree programs, including but not exclusively in the areas below. The institution is well-suited to succeed in these areas due to faculty expertise across current and emerging fields, geographic location, and commitment to access and excellence.

Included in the original plan and approved by SCHEV:

- Data Science (cross-disciplinary)
- Computer Science (adding a new BA; already offer a BS)
- Supply Chain Management (high demand)
- Pharmaceutical Sciences (fill critical gap)

Included in the original plan, approved by VCU Board of Visitors and submitted to SCHEV:

- Digital Forensics (emerging field)
- Finance (high demand)

Included in the original plan but tabled by VCU:

- Modeling and Simulation (cross-disciplinary)

Added to the updated plan:

- Exercise Physiology
- Cardiovascular Perfusion
- Chaplaincy
- Graduate Certificate, Learning Sciences [approved]
- Graduate Certificate, Child Welfare [approved]
- Graduate Certificate, Sustainability, Health, and Health Care [approved]
- Graduate Certificate, English literature
- Graduate Certificate, Preparing Future Faculty
- Master of Science in Nursing (direct entry licensure program)
- Programs in Sustainability
- Programs in Medical or Health Humanities

In the context of these plans, while all VCU schools/colleges are expected to contribute to VCU's program growth, the School of the Arts, School of Business and College of Engineering are anticipated to lead the way in innovation and transdisciplinary educational offerings.

Additional work in this area

VCU has partnered with LightCast to conduct a Program Demand Gap Analysis (PDGA). The goal of the study is to provide direction for programmatic decisions over the next ~five years

with the ultimate goal of optimizing alignment with the region's labor market. To accomplish this, the PDGA will provide an occupation mapping for all of VCU's academic programs with job opening projections, median wages, and regional completions data, all of which the university can leverage to ensure each program offering is training students for the occupations that have the best potential employment outcomes in the region. Furthermore, the study will highlight programs with poor overall employment outcomes that may call for special attention, and it will highlight occupations the university may not be training for with its current program portfolio that may call for a new program offering at VCU. The PDGA provides 10-year projections including an annualized 10-year projection of job openings for all occupations, mapping them to academic program offerings.

SECTION D: STRATEGIC DEEP DIVE – FINANCIAL EFFECTIVENESS & SUSTAINABILITY

AFFORDABILITY FOR STUDENTS & FAMILIES

Key question: How is your institution accounting for and improving affordability for students and families?

D1. What specific strategies/actions do you plan to take to improve affordability moving forward across your overall student body and priority subpopulations, and what is the expected impact? Please account for a broad range of factors including the full cost of attendance, net price, time to degree, debt load, etc.

VCU is committed to enhancing affordability for all students, including priority subpopulations, and has a comprehensive set of strategies to achieve this goal.

Four-year zero percent tuition increase for undergraduate Virginia residents

VCU maintained an effective zero percent tuition increase for undergraduate Virginia residents between 2019-2020 and 2022-2023. There is an institutional commitment to increase more scholarship and grant opportunities for students. Scholarship and grant funding significantly increased between 2018-2019 and 2021-2022 to help defray educational costs. The Office of Financial Aid and Scholarships disbursed to all students:

- 33.5% more scholarships
- 20.1% more grants
- 9.6% fewer loans

According to [EducationData.org](https://educationdata.org), total national student loan debt increased 1.27% over a 10 year period through the third quarter of 2022. Students at VCU are considering student loans at a lower rate compared to peers. Generous contributions from donors and dedicating additional grants are helping students achieve educational aspirations with reductions in overall student loan borrowing.

Key aid metrics:

- Scholarship awards to students in 2018-2019 totaled \$30,444,677 to 5,351 students. In 2021-2022, scholarship awards totaled \$40,634,399 to 6,624 students.
- The Office of Development and Alumni Relations announced in August 2022 record-setting fund raising of \$78.6 million from a recently concluded Invest in Me scholarship campaign.

- Institutional grant contributions to students increased 36.8% between 2018-2019 and 2021-2022. In 2018-2019, VCU disbursed \$17,404,597 to 5,831 students with an average award of \$2,985. In 2021-2022, VCU disbursed \$23,806,303 to 6,427 students with an average award of \$3,704.
- In 2018-2019, 10,145 students received \$34,975,336 from the federal unsubsidized loan program. In 2021-2022, 7,987 students received \$27,173,798 from the federal unsubsidized loan program.
- In 2018-2019, 10,132 students received \$42,226,692 from the federal subsidized loan program. In 2021-2022, 8,009 students received \$32,917,958 from the federal subsidized loan program.

Interactive net price calculator for students

The Office of Financial Aid and Scholarships works to proactively inform and empower students and their families through an enhanced net price calculator. (The VCU net price [calculator](#) tool exceeds the statute requirements specified within the Net Price Calculator Improvement [Act](#).) Students have the ability to determine:

- Average loan indebtedness by major or length of overall enrollment.
- Median income and salary per month based upon major.
- How increasing the number of credit hours completed each year could reduce overall student loan indebtedness.
- Average monthly student loan payment in relation to expected monthly salary based upon the major selected.
- Average student loan VCU debt compared to the national average.

Need-based aid support for the VCU Summer Scholars program

As noted above, annual scholarships are combined with funds from SCHEV to support the VCU Summer Scholars [program](#).

Enhanced student services with the VCU Money Spot

- Affiliation with the [VCU Money Spot](#) launched in Fall 2023
- Services include personal counseling about budgeting, saving, effective uses of credit and student loan repayment.
- Student Financial Management is providing a more centralized satellite office for the Money Spot to extend convenient services for VCU students.
- Collaborative efforts of both offices have common goals to reduce debt, build savings and increase financial confidence.
- More than 400 students use the services of the Money Spot each semester
- The Virginia Credit Union [partners](#) with VCU to provide financial instruction, research and programming to students.

Fee and bill simplification

- VCU overhauled the course and program fee structure in 2021 to clarify costs and add predictability for students and families. This work continues with ongoing assessments of possible communication and billing improvements to ensure timely and accurate information is available to students.

Two-Year Virginia Transfer Grant program increases

The Office of Financial Aid and Scholarships actively promotes the Two-Year College Transfer Grant (CTG) and is dedicated to increasing the visibility and access of this award for students transferring from the Virginia Community College System and Richard Bland College. The university has exceeded its goal as outlined in Appropriation Act - [Item 141 G.4.d. \(Regular Session, 2019\)](#). Program recipients grew by 6% between FY22 to FY23 (now totalling over 400) with almost 90% eligible for the incentive award and almost 200 eligible for the STEM-N major bonus award.

Earlier undergraduate scholarship dispersal for undergraduate students

Institutional financial aid is a priority at VCU with a demonstrated positive impact on graduation rates (a 71.0% six-year graduation rate compared to 56.7% of students without financial aid). To optimize the available resources, VCU is also prioritizing best practices to alert students and their families sooner about awards and to help families identify all possible resources:

- Early scholarship awarding for new freshmen, transfer and enrolled students
- Coordinating awards of institutional aid with foundation and restricted dollars
- Technology enhancements improved automation within scholarship awarding

Affordability focus for out-of-state students

To attract more out-of-state students, particularly in targeted programs like business and engineering, we have implemented strategic affordability measures by:

- Conducting thorough market analyses.
- Implementing pricing strategies that make VCU more competitive with out-of-state
- Exploring innovative financial aid packages for out-of-state students.

This focus on affordability will not only enhance the diversity of VCU's student body but also contribute to a more vibrant and dynamic learning environment.

FAFSA Simplification Act changes

The US Department of Education has announced that changes as a part of the FAFSA Simplification Act may delay availability of needed information for students. VCU is actively working to ensure minimal impact on students.

Capital campaign for student scholarships

This new campaign will seek philanthropic contributions from alumni, community partners, and other stakeholders who recognize the importance of providing financial assistance to students. Funds raised will be used to establish endowed scholarships and expand existing scholarship programs.

D1. FY24 Update

VCU Libraries participates and initiates multiple strategies and actions to improve affordability for our overall student body and priority subpopulations. These included creating an institutional repository called Scholar's Compass where faculty-created curriculum zero cost course materials are globally accessible, an award program encouraging faculty creation of open educational resources, a state academic library consortium (VIVA) supported ebook purchasing program with unlimited usage and perpetual access, and open public access to physical and virtual materials in the library buildings. The documented impact as of July 2024

of these initiatives, which commenced in 2016, has been \$10,044,653.55 in student savings through cost avoidance with 96,080 students impacted.

REVENUE

Key question: How is your institution approaching pricing and revenue management? What are the implications on long-term top-line financial health?

D2. Please explain the rationale behind your full pricing (i.e. published tuition & fees, including mandatory non-E&G fees) and financial aid award strategy (i.e. net tuition revenue projections). What data informed your assessment of T&F increase feasibility (e.g., market comparisons, student capacity to pay) and estimates of discounts/waivers/unfunded scholarships? What informed your strategy around financial aid awards, merit and need-based, particularly for various student segments by income level and academic preparation?

VCU's goal is to ensure a fair and viable financial model that minimizes tuition and fee growth while meeting critical funding needs. Historically, this has been achieved through a combination of tuition and state revenue growth, budget reallocations, and over the past several years, use of one-time funds.

Key considerations include:

- Addressing mandated needs and inflationary costs.
 - Inflationary impacts have reduced the purchasing power of VCU's tuition by \$11.2M over the past 5 years.
 - E&G fee services have been impacted by the growth in costs (particularly related to utilities, salary increases, and facility maintenance) and VMSDEP, as these waivers, now totaling \$3M, are applied to non-E&G fees as well. Despite this, VCU continues to have one of the lowest mandatory fee rates compared to all state institutions.
- Maximizing reallocations and cost controls. In FY24 VCU will implement a 5% budget reduction, bringing total reductions/reallocations to over \$89M in the last 10 years.
- Proactively investing in financial aid programs to alleviate tuition burden on students. (A more detailed explanation of financial aid strategies is described in Q.B2, D1, D3).
- National and regional market comparisons to ensure tuition remains within a marketable range.
- Using a mixture of need, merit, and one-time funds to support the development and support of a highly diverse student body, including the removal of short-term financial debt as a barrier to retention and graduation.

D2. FY24 Update

VCU's goal is to sustain a fair and viable financial model that minimizes tuition and fee growth while meeting critical funding needs. Historically, this has been achieved through a combination of tuition and state revenue growth, budget reallocations, and over the past several years, use of one-time funds.

Key considerations include:

1. Addressing inflation and mandated needs: Over the past five years, inflation has reduced the purchasing power of VCU's tuition revenue. Costs continued to rise particularly for utilities, salaries and facility maintenance. See section D4 for additional details.
2. Non-E&G fee services: Housing, dining and University Fee supported areas have significantly been impacted by the growth in costs (particularly related to utilities, salary increases and facility maintenance). VMSDEP mandatory non-E&G fees are waived as well, now totaling \$3M. Despite this, VCU continues to have one of the lowest mandatory fee rates compared to all state institutions.
3. Reallocations and cost controls: VCU has implemented significant budget reductions, achieving more than \$89M in savings and reallocations over the past decade. In FY24, a 5% budget reduction was implemented to balance the budget. In FY25, VCU was able to balance the budget and invest in new initiatives with a 1% commitment to reallocations.
4. Financial aid programs: VCU proactively invests in financial aid to alleviate tuition burdens, employing a mix of need-based, merit-based and one-time funds to support a diverse student body and remove financial barriers to retention and graduation. This includes targeted support for low-income students and those with high academic potential. VCU's student debt has remained flat since 2014 (\$27K for undergraduate and \$41K for graduate).
5. Market comparisons: VCU conducts national and regional market comparisons to keep tuition competitive.
6. Net tuition revenue projections: Our projections are based on a detailed analysis of student capacity to pay, market comparisons and historical data on discounts, waivers and unfunded scholarships. This supports a balanced approach to tuition increases and financial aid awards.

D3. What do you expect to be the impact of your pricing/discounting approach on enrollment numbers/mix (if any) and net tuition revenue moving forward and why?

VCU is investing in three main approaches to boost enrollment with a focus on affordability for in-state students, and discounting for out-of-state and international students in both undergraduate and graduate programs. The goal of these initiatives is to boost high-achieving in-state students and to achieve 20% out-of-state enrollment. This approach is especially crucial for addressing the underrepresentation of certain populations, such as low-income, first-generation, and African American male students, among out-of-state students.

Continued Investment in In-State Undergraduate Financial Aid

- Modest growth to sustain enrollment is planned for the next biennium. These funds, as noted above, have a proven ROI in improving student success.

Out-of-State Undergraduate Recruitment Initiative

- Virginia residents account for at least nine out of every 10 VCU students today. VCU is proud to serve those in-state students and it sees an opportunity to add greater

geographic diversity to its student body and enhance its financial stability by attracting more students from outside Virginia without taking enrollment places away from Virginia students. Starting in 2019 VCU initiated several enrollment strategies to enhance non-resident enrollment:

- a tiered tuition discounting approach with scholarships ranging from \$10,000 to \$12,000 based on students' GPA levels.
- The impact of the tuition discounting strategy has been positive, particularly in terms of enrollment yield and the number of domestic out-of-state students. The approach has proven effective in retaining meritorious students with limited to no financial need, as they benefit from institutional aid. By providing adequate financial support to students with financial need, VCU can ensure their continued enrollment and academic success.

Out-of-State and International Enrollment in Targeted Masters Programs

The pricing/discounting approach being implemented by VCU is expected to have a notable impact on enrollment numbers/mix and net tuition revenue, particularly concerning out-of-state masters' recruitment efforts in engineering and business programs. Historically, these programs have experienced low out-of-state enrollment rates. The initiative is designed to attract out-of-state students by offering a combination of a one-year program of study while encouraging full-time enrollment that ensures a swift graduation. Offering discounted tuition rates, the programs will still maintain a premium over the in-state rate. The objective is to entice out-of-state students, and potentially international students, with this below market discount in order to stimulate new interest, engagement, and awareness of select VCU masters programs in engineering and business.

The hope is that this initiative will generate increased awareness and engagement with out-of-state students, thereby enhancing both enrollment numbers and the overall diversity of the student body. If successful, this approach may serve as a model for expanding similar discounted offerings to other high-demand masters and graduate programs, and potentially undergraduate programs as well.

D3. FY24 Update

- VCU is investing \$3M in new financial aid and \$3.2M for VMSDEP growth, as well as anticipating a growth of \$3.3M from endowment support for student scholarships and fellowships. This is in addition to the increase in state funds of \$2.5M in FY25 as well as anticipated growth from federal aid as a result of Pell grant restructuring.
- VCU anticipates the impact of its targeted out-of-state and international student enrollment in master's programs to be in Fall 2024. While actual fall enrollment numbers will be the true indicator of success, initial enrollment projections are promising.

COST EFFECTIVENESS

Key question: How has your institution maintained bottom-line financial health and focused investment on the levers that will drive improvements in student outcomes?

D4. Reflect on the categories/subcategories of cost that have recently experienced the most significant increases on an absolute or per-student basis. What have been the primary drivers of those increases? Please be specific and include supporting data.

Despite some of the extraordinary cost pressures described below, VCU has been successful in maintaining a very moderate annual cost rate growth rate. At 2.2%, VCU cost growth falls below the Higher Education Price Index (HEPI) rate of 2.7% and the Consumer Price Index (CPI) rate of 2.5% over the same time period.

- People and related labor costs are a primary driver at VCU like most universities, with over 75% of costs directed toward personnel. The state-mandated salary increases are a significant contributor to cost growth with only 49% offset by additional state funding and while critical to VCU's success in recruiting and retaining top notch teaching and administrative staff, three consecutive years of 5% salary increases have had a widespread impact across all funds.. In addition, VCU has experienced rising costs in employee benefits, particularly related to health insurance and other emerging expenses.
- Utility expenses, contracts, custodial, IT costs, and other contract-related items have been impacted by inflationary factors. Universities mimic small cities requiring a wide variety of cost investments ranging from building operations to security to extensive IT services. VCU's urban setting adds complexity to this challenge as the campus is spread across Richmond in multiple buildings. Notably, utility costs alone have experienced million-dollar increases in recent years, with projections indicating over \$5.5 million in new expenses for 2024. Additionally, recently unionized custodial workers have increased the cost of custodial support by \$4M in FY24. Operations and maintenance costs have also exhibited substantial growth due to our aging infrastructure and facilities, coupled with rising expenses attributed to inflationary pressures and pipeline delays.
- VCU has worked diligently to offset unavoidable cost growth by implementing required budget cuts and reallocations. This can be seen in programmatic, non-personnel costs which had to grow, despite inflationary pressures, at a slower pace.

VCU's deliberate investment in student success has also contributed to cost growth. Among the more significant financial factors:

- Rising and unfunded costs associated with VMSDEP (Virginia Military Survivors and Dependents Education Program) waivers. This particular financial burden has compelled VCU to reallocate resources from academic and administrative support to fulfill the mandated waivers that are estimated to total \$18M for FY24.
- Increasing investment in institutional aid and state supported aid. This increase is the result of a strategic initiative focused on recruiting high-achieving students with impressive GPAs, who are often in high demand.

Several areas of shifting expenditure allocation are noted in the related Fact Pack. Details as to the drivers behind these apparent changes include:

- Growth in institutional/administrative expenses as well as reductions in instructional expenses reflect VCU's investment in such student success initiatives as professional advising. The recent external study of VCU's administrative management costs highlighted that VCU's administrative costs continue to remain at or below peers and that additional investments in tenure/tenure track faculty are needed to reach peer levels.

- More careful alignment of research support expenses. Starting in 2019, VCU committed to a thorough review of expenditures to identify where they might be more accurately identified as research support. As a cautionary note about this type of expenditure data, as VCU continues to grow research and integrate it into the student experience, it will also continue to be challenging to separate each expenditure into one simple category.

Looking ahead to the next six years, personnel costs, encompassing salary levels and benefits, will represent the most significant cost increase. Following this, inflationary costs stemming from contracts, utilities, custodial, and library expenses are expected to be significant major cost drivers.

D4. FY24 Update

At 2.3% from FY19 to FY23, VCU's cost growth falls below the HEPI rate of 3.5% and the CPI rate of 4.4% over the same time period. Twenty percent in salary increases since FY22 continues to have an impact across all funds. Inflation is significantly impacting VCU's utilities, technology, library, security, maintenance and other service contracts. Rising and unfunded costs associated with VMSDEP (estimated at \$16.4M in FY24 and projected to grow to \$22.7M in FY25) have also driven reallocation of resources from academic and administrative support to fulfill needs to accommodate the mandated waivers. See section E1. FY24 Update for more information on inflationary impacts.

D5. What specific strategies/actions do you plan to take to contain/reduce key costs and improve fiscal health going forward while improving student outcomes? What are your objectives and what have been your results to date of any already-launched initiatives? What is the expected impact and timeframe of these strategies? Include any short-term costs that would need to be incurred to implement the strategies.

VCU recognized the need to contain and reduce key costs while simultaneously improving student outcomes and enhancing fiscal health. To address this challenge, the university has already embarked on several strategies and initiatives, aiming to achieve these objectives.

- VCU conducted a thorough examination of budget cost reports, with a particular focus on the procurement system and utility costs. The goal was to identify areas where reductions could be made and assess whether there were opportunities to minimize space needs. The strategic procurement measures aimed to generate approximately \$32 million in savings over five years through improved sourcing, contracting, early payment discounts, and electronic payments. VCU also entered into an energy conservation contract, guaranteeing annual savings of \$1 million (\$17.9 million in total) by reducing energy consumption in existing buildings.
- Under the guidance of the Provost, the VCU Academic Repositioning Task Force was formed, comprising deans and faculty members. This task force began its work in the summer and was tasked with delivering final recommendations in October. As noted above, the key objectives of this task force are to
 - maximize operational efficiencies and foster collaboration between programs,
 - facilitate cross-unit engagement, and create new career pathways to equip students for success in a rapidly changing world.

- identify challenges and opportunities for unit and program financial sustainability and strategic investments to enhance performance and competitiveness.
- Reassessment of faculty hires. Despite clear evidence that growth in faculty headcount is needed to meet peer levels (and impact national rankings), VCU is proceeding only with strategic hires. Filling these positions must meet the high bar of demonstrating cross-departmental, collaborative research and teaching responsibilities. Such positions are limited to those units where demonstrable need is anticipated.
- Ongoing budget reductions and reallocations totaling \$64M through FY23. FY24's budget includes a 5% reduction to meet mandated cost increases while minimizing tuition rate growth:
 - reallocation and freezing of 62 full-time equivalent (FTE) positions,
 - restructuring of international student programs to better focus enrollment and reduce costs resulting in cumulative savings of \$1.6 million,
 - streamlining processes through executive search and technology implementation, and strategic procurement efforts.

The expected impact of these strategies is multi-fold. By containing and reducing key costs, VCU aims to improve its fiscal health and resource allocation, ensuring long-term sustainability. These efforts will enable the university to invest in academic programs, enhance student outcomes, and support faculty success. The timeframe for achieving the desired impact varies depending on the specific strategy and initiative. Short-term costs may be incurred to implement these strategies, but they are viewed as necessary investments to achieve long-term benefits and financial stability.

D5. FY24 Update

The One VCU Academic Repositioning Task Force will result in cost savings as a result of operational efficiencies. (See A3. FY24 Update)

Ongoing budget reductions and reallocations also include:

- Participation in the Virginia Higher Education Procurement Collaborative resulted in \$2.9M savings in FY23 and \$17.5M since 2017.
- Restructuring of international student programs to focus enrollment and reduce costs, resulting in cumulative savings of \$1.6M.
- Consolidated international student programs and two specialized living/learning programs, saving \$1.62M.
- Division of Student Affairs Efficiencies: Eliminated positions, created shared services, reduced operating hours, and cut redundant services, saving \$2.37M. Converted 166 single-occupancy housing rooms to double-occupancy, generating an additional \$1.4M in revenue.
- Streamlining processes through the creation of an internal Human Resources executive search team, and strategic procurement effort through the implementation of a new procurement system.
- Restrictions and reductions in travel.
- Maximization of class sizes and minimum class size requirements for courses not required by curriculum.

- Awarding a new banking services contract reduced charges, improved security, and implemented advanced financial technology, achieving \$630K in one-time savings and \$250K annual savings.
- Eliminated three positions, reduced one, and cut an ineffective student program, saving \$560K.
- Reduced student textbook costs by supporting faculty adoption of OER, leveraging funds from Virginia's Academic Library Consortium.
- Business Services Enhancements: Developed software to manage dining equipment maintenance, improving budget accuracy and saving staff time.

Technology update

The changes and improvements below have resulted in \$1.6M in savings to date:

VCU transitioned to a Unified Threat Management architecture using Palo Alto technologies; consolidated security and networking technologies under the same umbrella; implemented an Identity and Access Management System; provided a streamlined account management system and enhanced assurance of identity management; centralized desktop imaging, management and patching service; provided a standardized desktop management and security model; enhanced assurance of controls; implemented DocuSign enterprise licensing for electronic signatures and e-forms workflow; migrated the myVCU portal from Liferay to Modo Campus; centralized source code management and application security service; and added "ECO-monitoring" capability to all technology-enabled classrooms, automating powering off of classroom media equipment based on scheduled use and inactivity.

D6. Provide information about your institution's highest-priority E&G capital projects and requests (including new construction as well as renovations) over the six-year plan period and how they align to your enrollment trajectory, student outcomes improvement plans, or other strategic priorities. Please also reflect on your current E&G facilities utilization (especially classrooms, labs and student service areas), particularly in light of any recent trends that might impact space needs (e.g., enrollment trends, shifting learning modalities). How has square footage per student changed over time and why? What efforts have you made to reassess and further optimize the use of your existing facilities, and what has been the impact of those efforts to date? What do you intend to do in the next six years to increase utilization?

Arts and Innovation Academic Building

- GA approved In its 2022 session at the cost of \$253 million
- Scheduled for completion in Fall 2026
- Will consolidate arts and innovation programs in order to provide 212,652 gross square feet for:
 - Hybrid classroom/laboratories
 - Interdisciplinary performance and maker spaces
 - Creative incubators for cross-discipline partnerships (arts, business, medicine, and engineering)
 - Flexible and rapid reconfiguration as needs emerge

- Activities in this building will range from opera to quantum computing; integrating the disciplines of engineering, cinema, theater, immersive media technology, gaming and the creation of new knowledge

Upcoming request: Dentistry Center

- To be proposed in the 2024 session at the cost of \$415.3 million
- The Dentistry Center will:
 - House general and specialty clinics
 - Advance academic (non-sponsored) research mission
 - Align modern practices in dental care and improve the patient experience
 - Increase faculty and student recruitment
 - Increase interdisciplinary and interdepartmental collaboration and maximize the use of shared resources
 - Serve more than 500 students in state-of-the-art classrooms and labs
 - Include a variety of classroom environments, including:
 - Small group meeting spaces
 - Large lecture rooms
 - Simulation and practice laboratories
 - 160 manikin stations
 - Academic laboratories
 - General and specialty practice clinics with 330 operatories
 - Support spaces

Upcoming request: Interdisciplinary Classroom & Laboratory

- To be proposed in the 2024 session at the cost of \$201.2 million
- Will provide additional instructional and class laboratory space consistent with three of the six guiding principles in the ONE VCU Master Plan (student success, program synergies, and placemaking)
- Adds interdisciplinary classrooms and class laboratory space
- Accommodates growth in science and math programs, which will:
 - Enable students to take the classes and labs in the appropriate sequence
 - Improve student success and time to degree

Future requests

- The renovation of Oliver Hall at an estimated cost of \$100.3 million
- Construction of a new School of Pharmacy at \$264.1 million
- Construction of a new Interdisciplinary Health Sciences Academic Building at \$325 million
 - Will include library and innovation center

D6. FY24 Update

Capital projects

- The **CoStar Center for Arts and Innovation** (formerly the Arts and Innovation Academic Building) is scheduled for completion in Fall 2027.
- A new **Dentistry Center** was approved for planning during the 2024 session. The General Assembly provided \$5.2M to initiate detailed planning for the Dentistry Center; a subsequent request for full construction funding will be submitted to the Commonwealth.

Upcoming requests

- **Research Building:** A research building is needed to accommodate the growth in VCU's sponsored research and address VCU's Quest 2028 strategic plan goal to implement a research infrastructure that is scalable, nimble and ready for growth. VCU is ranked among the top 50 public research universities in the U.S. with more than \$464M in combined awards for sponsored programs for research in FY23, a 71% increase from 2018 and a 14% increase from 2022. This new facility will provide wet and dry research space – including a much needed vivarium for Massey Comprehensive Cancer Center and other research programs – to accommodate growth and replace space in VCU's Sanger Hall, which has reached capacity and is at the end of its useful life.
- **Transformative Learning Space and Laboratory Building** (also known as the Interdisciplinary Classroom and Laboratory Building) is authorized and detailed planning monies will be requested.
- **School of Pharmacy:** VCU's School of Pharmacy is consistently ranked among the top 20 pharmacy schools in the United States by U.S. News & World Report and is at the scientific forefront in pharmacy, pharmaceuticals and medicinal chemistry education and research. The school's research expenditures exceed \$10.3M/year. Currently, the school is located in multiple campus locations, some of which are in facilities beyond their useful life, that are unable to accommodate its research or expanding academic degree offerings for undergraduates.

Space Utilization, Assessment and Optimization

In 2024, VCU completed an update to the One VCU Master Plan that focused specifically on health sciences programming needs and research space at the university, as well as the needs of VCU Medical Center, all of which operate on VCU's academic medical center campus. Completed in 2019, the ONE VCU Master Plan aligns VCU's physical environment with the VCU and VCU Health strategic plan, Quest 2028: One VCU Together We Transform. The master plan identifies common goals and provides a shared, evidence-based vision for development to guide physical campus investments. The goal of the 2023-24 academic medical center site plan update is to optimize capital planning and space utilization moving forward, working together with VCU Health to accomplish each entity's unique mission and shared goals.

VCU also implemented a research space allocation policy, requiring each college and school to implement a consistent and transparent process to allocate research space and inform how space is allocated. Alongside the policy implementation, VCU updated its space data infrastructure to better identify space and align research needs enterprise-wide.

SECTION E: BUDGET REQUESTS

E1. Provide additional information for any budget requests in Part I of your planning template that are not described elsewhere in your narrative.

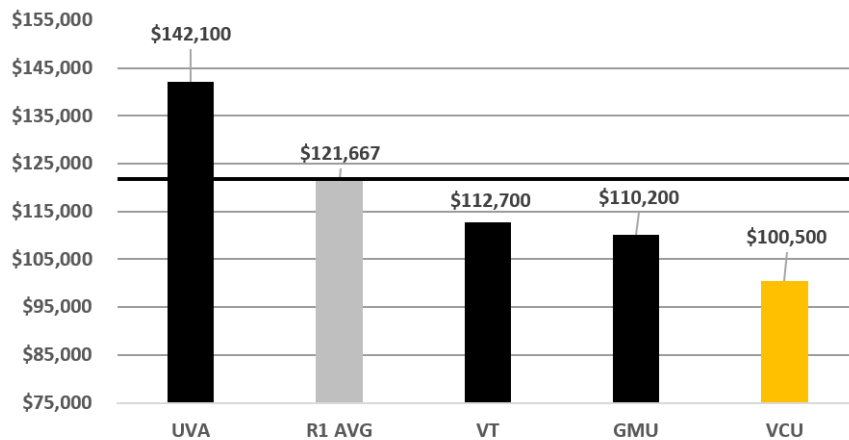
Faculty Recruitment and Retention

A recurring challenge at VCU has been to ensure equitable compensation for faculty members and funds to recruit new faculty cluster hires. To address faculty salary equity and cluster hires, VCU is requesting \$10 million of new state support in FY25 and FY26.

- While the university appreciates the support provided by the state in terms of merit salary increases over the past few years, there remains a persistent salary gap.
- According to the 2022 AAUP annual report, VCU's average salary for all full-time faculty is the lowest among all Virginia R1 peers.
- The difference between the highest average annual salary of a Virginia R1 institution and VCU is approximately \$21k.

Average Faculty Salaries at VA R-1 Institutions

Based on 2022 AAUP data all ranks



Massey Cancer Center

Massey is one of only two cancer centers in the state that the National Cancer Institute has designated and is among the top 4% of cancer centers nationwide. In June 2023, Massey was designated a Comprehensive Cancer Center. Support from the Commonwealth was crucial for meeting comprehensive criteria, and Massey leveraged the state's investment to produce a strong return, generating \$37.3 million in research grants and \$19.4 million in philanthropy in FY22.

VCU Massey Cancer Center requests a \$2M increase for the biennium. Increased state funds will:

- improve the lives of Virginians
 - states with comprehensive cancer centers have better health outcomes than states without them
 - funding supports researchers translating their discoveries into clinical trials that improve patient care
 - Massey's clinical trials network brings the latest therapies to the entire state and addresses cancer disparities in Virginia's minority and vulnerable populations.
- further build Virginia's reputation as a center for innovation and national collaboration, catalyzing economic growth

- Massey attracts some of the best and brightest minds to our communities
- funds add critical personnel to support clinical and prevention research infrastructure and creates more jobs for Virginians
- comprehensive status brings the potential for pharmaceutical and independent research companies and related industries to initiate operations in Richmond
- result in and demonstrate growth in funding, fundraising, and research, which is required to maintain Comprehensive status

Inflationary Costs

In light of mounting financial challenges posed by inflationary costs, utility rates, technology expenses, and the need for enhanced campus security, VCU seeks assistance from the state to support the university's efforts in containing costs and minimizing the financial burden on students. By providing funding to cover the inflationary costs incurred by universities, the state can play a crucial role in ensuring that higher education remains accessible and affordable for Commonwealth students and supporting the overall mission of institutions like VCU.

VCU, as an urban R1 institution with a campus in downtown Richmond, maintains a 24/7 year-round operation that serves:

- 29,000 students 13,000 employees
- has 11M square feet of space ranging from theaters to health research labs to flexible classrooms

Inflationary Impacts:

- Utility expenses have been significantly affected by soaring energy costs, particularly electrical costs and the price of natural gas required for steam production in VCU buildings. VCU estimates utility costs will rise by \$1M per year in FY25 and FY26.
- Technology costs encompass contractual increases for the maintenance of operations management systems (banner) and the administrative software applications employed for student information, human resources, financial aid, and finance. Estimated increases in technology costs total \$0.5 million. The replacement and maintenance of the backup storage system, along with the implementation of new technology over the next five years, is projected to cost \$0.5 million.
- Custodial costs have seen a significant increase related to unionized custodial staff. These costs are projected to increase custodial support by \$4M in FY24 and beyond.
- VCU has observed a rise in incidents of crime and vandalism in the City of Richmond, which not only necessitates expenditures for repair and increased security measures but also impacts student retention and enrollment. Campus safety is a shared responsibility among the city, the university, and the state, and increased funding is required to address these concerns and ensure the safety of students, residents, and staff. It is imperative that the state continues to allocate sufficient resources for public safety, including local funding, during this budget cycle.

Pauley Heart Center

Cardiovascular disease (CVD) is the number one cause of death nationwide, and Virginia consistently ranks 13th highest in the nation in numbers of cardiovascular-related deaths according to the CDC. Within Virginia, there is a shortage of a trained workforce to perform procedures to diagnose cardiovascular disease and to conduct meaningful research to develop therapies which prevent cardiovascular disease-related deaths due to heart attacks, stroke, and heart failure. To respond, we must create greater access to clinical care and establish

meaningful clinical trial research in Virginia through workforce development and decrease the number of individuals affected by CVD through prevention programs. Since 2019, the VCU Pauley Heart Center has conducted several pilot training programs across the following domains:

- Undergraduate CV Research Training,
- Sonographer Training,
- Medical Assistant Training,
- Acute critical care/shock/HF management Training,
- Community Engagement
- Family Practice/Nurse practitioner/Physician Assistant Medical Training with additional Training for Physician Assistants involved in surgical procedures.

With four years of data, the efforts are yielding results. For the 2024-25 budget, VCU Pauley Heart Center is requesting \$9M in permanent funds (\$9M in FY24-25 and FY25-26) for a total of \$18M across the biennium to fund program support and expansion to maximize VCU Pauley Heart Center's impact for statewide workforce development and reduction of cardiovascular morbidity and mortality.

This initiative will optimize workforce development, expand critical cardiovascular research, prevent unnecessary emergency room visits and lower state Medicaid expenditures, and build a more informed, engaged patient population.

Funding is apportioned \$9,048,000 for each year of the biennium spread over seven major categories: Undergraduate CV Research Training, Sonographer Training, Medical Assistant Training, Family Practice/Advanced Practice Provider Training, Cardiovascular Research Recruitment support for clinical trial research, Training in Critical Care and HF, and Community Engagement & Advisory Boards.

Rice Rivers Center

The VCU Rice Rivers Center, part of VCU Life Sciences, is VCU's River Campus, supporting scholarship and student instruction across diverse disciplines, including water resources, climate science, wildlife conservation and wetlands restoration. In 2000, the property was donated to VCU by Inger M. Rice A.M., to benefit students and advance environmental research.

Located midway between Richmond and Williamsburg, VA, along the historic James River, America's founding river, the 360 acres of riparian marshes, tidal creeks and mature forests represent a unique outdoor laboratory for important applied research and innovative, experiential classes.

The center's modern facilities offer offices, classrooms, laboratories, and overnight lodging for students, faculty, visiting scholars, and community groups. Ongoing partnerships with state and federal natural resource and earth science agencies provide significant training opportunities for student scholars. Faculty associated with the Rice Center are supported by over \$5M in sponsored awards from local, state, federal, and private sponsors. The Rice Center continues to advance VCU and Virginia's research mission in substantial and unique ways as exemplified by the recent collaboration with NASA in the hosting of its national SARP program for exemplary students.

VCU's Rice Rivers Center requests \$750,000 in state support for the biennium. These state funds would be the first specifically allocated by the Commonwealth to the Rice Center, and will:

- Improve the lives of Virginians by:
 - Deepening our scientific knowledge of our Commonwealth's watersheds and their impact on our communities and natural resources
 - Expanding healthy and educational outdoor opportunities for communities and groups of all kinds to appreciate the splendor of Virginia's natural beauty
 - Maintaining and expanding training opportunities for student scholars provided by the Rice Center's partnerships with state and federal natural resource and earth science agencies
- Measurably expand Virginia's reputation as a research and innovation leader by:
 - Assisting Rice in attracting new and impactful scholars and researchers to the Center, thereby expanding VCU and Virginia's impact on biological and environmental knowledge
 - Expanding programs that support a wide range of externally funded research in fields ranging from environmental technology to ecological restoration by assisting in the acquisition and deployment of state-of-the-art instruments and equipment in emerging environmental science disciplines

E1. FY24 Update

I. Academic priorities

Grow innovative academic programs (\$6.4M) and bring faculty salaries to the Virginia R1 average (\$19.7M over two years)

Virginia Commonwealth University (VCU) is investing \$18M to develop and launch groundbreaking programs designed to prepare our students for the emerging careers of the future, particularly in the rapidly evolving field of artificial intelligence (AI). This investment will support the creation of new curricular offerings in practical AI applications, mixed and immersive realities, and specialized minors and certificate programs. VCU will also establish faculty convergence labs dedicated to pioneering transdisciplinary research and educational innovation, focusing on the ethical use of AI, AI in education, and AI-driven health advancements. These initiatives aim to position VCU as a leader in AI education and research, equipping our students with the skills needed to excel in a technologically advanced Commonwealth. VCU seeks \$6.4M from the state; the university reallocated \$6.2M internally and used \$5.4M of the FY25 student tuition increase. Funding will launch new programs and enhance faculty recruitment and retention in support of the One VCU Repositioning Task Force recommendations (see section A3. FY24 Update for details).

According to the American Association of University Professors (AAUP) 2022 annual report, VCU's average salary for all full-time faculty is among the lowest among all Virginia R1 peers. VCU needs \$9.85M in FY25 and \$9.85M in FY26, for a total of \$19.7M, to bring all VCU faculty salaries to the average of Virginia R1 institutions. Lower average salaries impact all ranks of

VCU tenure and tenure-track faculty. The disparity in salaries impacts VCU's ability to recruit and retain faculty, particularly in high-demand job growth disciplines.

Expand the Commonwealth's healthcare workforce (\$19.5M over two years)

VCU seeks \$9.75M in FY25 and \$9.75M in FY26, for a total of \$19.5M, to support and expand academic programming in the health sciences, increase enrollment by more than 400 undergraduate and graduate students, and meet Virginia's demand for healthcare workers. The Virginia Health Workforce Development Authority study (2023) concluded that the Commonwealth faces a significant shortage of healthcare workers and half of the Virginia baccalaureate nursing programs are unable to offer admission to all qualified applicants with the primary barrier being an inability to recruit and retain sufficient faculty.

VCU is home to highly ranked health sciences colleges and schools, including Dentistry (the only program in the state), Pharmacy, Medicine (one of only four in the state), Nursing, Health Professions and the newly-formed School of Public Health – all of which are critical to meeting the need for healthcare workers in the Commonwealth.

Health sciences academic programs cost more to operate due to the need for specialized equipment, clinical placements and unique faculty qualifications. Costs for health sciences far exceed what students pay in tuition and are offset with revenue from other, less costly undergraduate academic programming. Additional funding would allow VCU to concurrently expand the Commonwealth's healthcare workforce through launching new programs, increasing enrollment by more than 400 undergraduate and graduate students, hiring needed faculty, and realigning support back to the non-health sciences undergraduate programs – creating a balanced and equitable allocation of funds and investments across all programs.

Funding and expenditure breakdown from FY24:

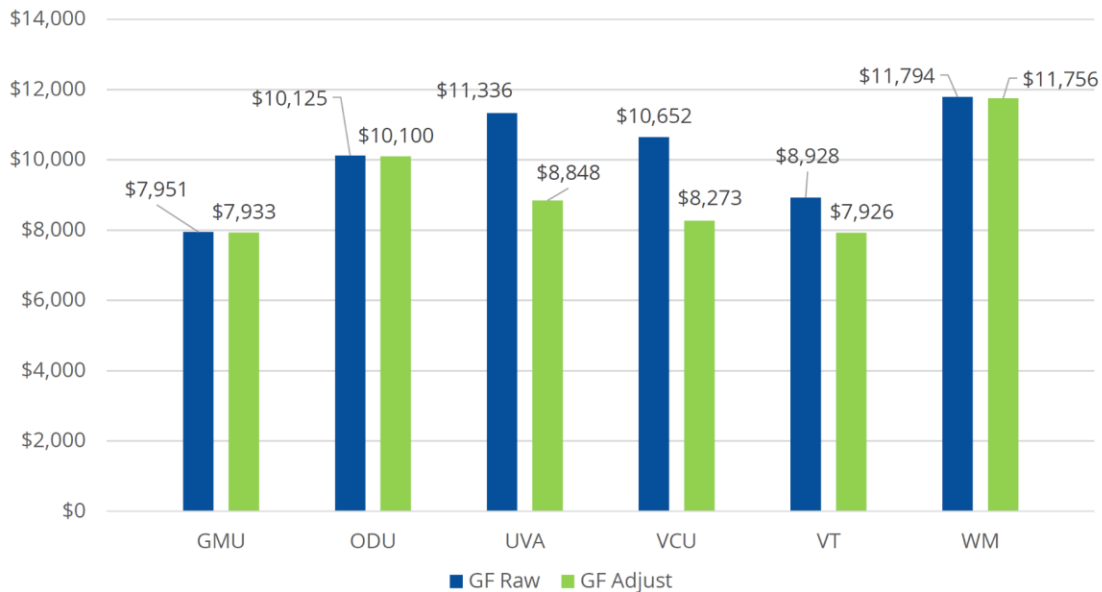
- Total cost to educate health sciences students: \$268M
- Total tuition paid by health sciences students: \$111M
- Health sciences deficit: \$(157)M

Allocation per student (state funding):

The FY23 data below adjusts for first professional programs (Dentistry, Medicine and Veterinary Medicine) along with specific general fund allocations for research and public service, and illustrates a significant funding per student gap at VCU compared to other Virginia institutions. It is worth noting that, at VCU, the burden of this difference is made up largely by in-state undergraduate students (VCU's student population is 91% in-state).

Based on the data provided by the House Appropriation Committee for FY23, VCU's current GF-adjusted funding level is \$8,273 per student. To bring our state funding per student up to the average full GF raw figure of \$10,131 per student, VCU would need an additional \$39M in new state funding.

GENERAL FUND SUPPORT



HOUSE APPROPRIATIONS COMMITTEE

11

Source: Virginia House Appropriations Committee, 2.17.24; *'Higher Education Issues'*

II. Student success

Graduate more students (\$4M)

VCU seeks \$4M to enhance financial aid support for VCU students, many of whom face significant financial challenges. Students from the most recent graduating class who received financial aid were 11% more likely to persist and graduate than those who did not (Fall 2017 six-year graduation rates: 69% for students who received aid compared to 58% for students who did not receive aid).

The need for increased financial aid is further highlighted by the demographics of our undergraduate financial aid recipients. In the 2023 aid year, an estimated 51% of these students were from low-income backgrounds and 34% were from middle-income backgrounds, according to the 2022 HHS poverty guidelines. These students depend on financial aid to pursue their educational goals and achieve academic success. Financial aid is critical to supporting our students' academic success, increasing graduation rates, and closing achievement gaps.

Support our military students (\$22.7M)

VCU is deeply committed to supporting the academic needs of our state's veterans and their families through the Virginia Military Survivors and Dependents Education Program (VMSDEP) and seeks \$22.7M in funding to support the program.

Currently, VCU ranks second in the state for service to VMSDEP-eligible students and first in cost. VCU's projected expenses for VMSDEP waivers is an estimated \$22.7M in FY25 – representing the highest cost incurred by any institution within the state.

Note: This amount has not been adjusted for any base or one-time state support resulting from the 2024 Special Session(s) pending final action and allocations by the State Council of Higher Education for Virginia. The university is committed to partnering with the Commonwealth to bolster the long-term sustainability of this important program.

III. Infrastructure & operations

Provide safe, well-functioning academic and student space (\$4M)

VCU's deferred maintenance needs have been significantly impacted by rising costs and previous years' budget cuts. Despite proactive preventative maintenance, new construction and renovations (whenever cost-effective), VCU's deferred maintenance has grown to exceed \$750M. Maintenance reserve funds are prioritized based on safety and student needs.

We are grateful that state maintenance reserve funds increased to \$16M in FY25. An additional \$4M in funds is required to keep VCU's deferred maintenance from growing each year. More than 80 of VCU's 202 facilities (40%) are over 100 years old; the further we defer maintenance, the more our backlog grows and the more emergency repairs and failures we experience.

Address rising costs of operations (\$4.5M)

Rising costs significantly impact VCU's utilities, technology, library, security, maintenance, trades and other service contracts. Contractual cost increases as well as rising new contract costs are impacting facilities operations, utilities, safety and security, and technology.

For example, service contracts address a variety of issues including maintenance of systems (e.g., HVAC, generators), safety and risk management (increased vendor cost for inspection and testing of fire suppression systems throughout the campus), operating and maintenance services, custodial services and increased expenses related to technology, including growth in online services and increased cyber security risks.

The total anticipated cost increase for service contracts is estimated at \$4.0M for FY25 and \$4.5M in FY26, annually. The FY25 amount includes a significant increase in custodial services of \$925K in FY25 due to the unionization of custodial workers from \$13 an hour to \$16 an hour.

IV. High-impact research

Advance cancer research in the Commonwealth - Massey Comprehensive Cancer Center (FY26 additional \$5M)

To meet the growing need for advanced cancer research in the Commonwealth, VCU Massey Comprehensive Cancer Center requests a \$5M increase for the biennium. The cancer center leverages the state's investment to produce a strong return, generating \$37.7M in research grants awarded to Massey researchers in FY23 and \$17.7M in philanthropy received in FY23.

Increased state funds will improve the lives of Virginians and attract some of the best and brightest minds to our communities, further building Virginia's reputation as a center for innovation and national collaboration and catalyzing economic growth.

Massey is one of only two cancer centers in the state with a National Cancer Institute designation and is among the top 4% of cancer centers nationwide. In June 2023, Massey was designated a Comprehensive Cancer Center. Support from the Commonwealth was crucial for meeting the comprehensive status criteria.

However, the comprehensive status of the center will be reviewed every five years, with the next review scheduled for 2028. States with comprehensive cancer centers demonstrate superior health outcomes compared to states without them.

By 2028, Massey must show growth in funding, fundraising and research in order to maintain its comprehensive status. The \$5M increase in biennium dollars will help Massey demonstrate that growth. Funding supports researchers translating their discoveries into clinical trials that improve patient care for all Virginians; adds critical personnel to support clinical and prevention research infrastructure; creates more jobs for Virginians; and expands Massey's clinical trials network to bring the latest therapies to the entire state and address cancer disparities in Virginia's minority and vulnerable populations.

State funding also supports Massey's efforts to address cancer disparities, an equity imperative driven by Massey's unique catchment (service) area, which includes 66 localities, with 41% of residents identifying as racial/ethnic minorities and 52% identifying as living in rural areas.

Massey is leading the nation in establishing a 21st-century model of equity for cancer research and care, in which the community is informing and partnering with Massey on its research to best address the cancer burden and disparities in the communities the cancer center serves.

Prevention programs will focus on the intersection of place and space with cancer. Our Community Outreach and Engagement team will take more resources directly to communities, including mobile vans.

Advance Environmental Sciences Research - Rice Rivers Center (\$750K)

In addition to increased university investment, VCU seeks \$750K in state support to launch the next phase of the Rice Rivers Center. The Rice Rivers Center Phase II effort focuses on four key goals:

1. **Increase sponsored research**
Significantly grow the current \$5M in externally sponsored awards supporting Rice Rivers Center faculty to enable the center to reach its full potential and impact.
2. **Establish research leadership**
The center is uniquely positioned to emerge as a global leader in, among others, biodiversity, aquatic habitat restoration, public health, and environmental sustainability research. Its unique location at the northern edge of the most diverse terrestrial system in North America, along with its facilities and VCU's exceptional faculty, position the center to compete for hundreds of millions of dollars in federal, state and non-profit research priorities.
3. **Stronger campus integration**
As the center becomes a university-wide resource, the potential exists for nearly unlimited transdisciplinary research and learning opportunities engaging faculty and students across the entire institution, including the health sciences campus.
4. **Serve more undergraduate and graduate students**
The existing and growing opportunities at the center are tailor-made for the university's Quality Enhancement Plan (QEP), "Every Ram's a Researcher" to help more undergraduate students, regardless of major, gain research experience.

VCU intends to use the additional \$750K in state funding to support the following initiatives:

- **Support personnel**
In order to increase the programming and grant-earning potential of the center's current faculty, support positions will be identified and hired to manage the center and the integrity of the many data streams the center generates.
- **Symposium series**
Launch a center symposium series to showcase center research to the national and worldwide scientific communities to build community, establish global research partnerships, and empower students. Such symposium series will be structured to include external speakers and integrate into existing VCU events such as the annual Research Weeks.
- **Paid student internships**
As VCU works to help more students experience research in their baccalaureate journey and diversify fields like environmental science, paid internships put center research opportunities within reach of more individuals who would otherwise work part-time jobs unrelated to their studies or career aspirations. VCU would create approximately 50 paid internships.
- **Equipment**
New and updated (1) data center infrastructure and (2) water, wildlife and atmospheric sample collection equipment will allow the center to be an international leader in programs like [Ameriflux](#), which creates complex and robust data sets (at a rate of 10 times per second) about how ecosystems respond to climate change and makes them publicly available to researchers and educators across the globe.

The Rice Rivers Center Phase II is a critical resource for the Commonwealth and VCU. It will enable the institution to meet the goals of its strategic plan, Quest 2028, and to continue to grow its sponsored research enterprise, which has more than doubled in the last five years. The

Rice Rivers Center will also benefit Virginia, helping to address vexing environmental challenges and educate the future workforce.

Advance heart health in the Commonwealth - Pauley Heart Center (Retain \$2.75M in FY26)

VCU is grateful for the Commonwealth's inclusion of \$5.5M (\$2.75M in FY25 and FY26) in biennium funds for VCU's Pauley Heart Center, ranked the top place to receive cardiovascular care in Virginia by Becker's Hospital Review. This funding will be used to optimize workforce development, expand critical cardiovascular research, prevent unnecessary emergency room visits and lower state Medicaid expenditures, and build a more informed, engaged patient population – ultimately reducing cardiovascular morbidity and mortality.

Cardiovascular disease (CVD) is the number one cause of death nationwide, and Virginia consistently ranks 13th highest in the nation in numbers of cardiovascular-related deaths according to the Centers for Disease Control and Prevention. Within Virginia, there is a shortage of a trained workforce to perform procedures to diagnose CVD and to conduct meaningful research to develop therapies that prevent CVD-related deaths due to heart attacks, stroke and heart failure.

SECTION F: ECONOMIC DEVELOPMENT ANNUAL REPORT

F1. Provide a link to any report your institution has produced about its economic development contributions. You may also share it in the appendix or as an attachment

Impact 2022

Highlights:

- VCU generates nearly \$9.5 billion economic impact to the Virginia economy
- VCU achieved Innovation and Economic Prosperity (IEP) university designation from APLU, which allows VCU to join an elite group of selected universities recognized for their successes in innovation and economic engagement

VCU's Impact on the Region: Talent, Innovation and Collaboration (2017)

Highlights:

- VCU generates \$6 billion in economic activity
- VCU supports 63,000 jobs in Virginia
- Detailed program and policy impact reports are also available

SECTION G: FREEDOM OF EXPRESSION AND INQUIRY, FREE SPEECH, ACADEMIC FREEDOM AND DIVERSITY OF THOUGHT

G1. Provide a copy of any policy or reports your institution has produced and provide information about annual training or orientation related to this topic.

In alignment with the biennial six-year financial plan required in the provisions §23.1-306 Code of Virginia, the university will continue to prioritize these values, uphold related policies, and report on its commitment as well as incidents and statistics to the Secretary of Education. Membership in the academic community imposes on students, faculty members, administrators, and the Board of Visitors an obligation to respect each other's dignity; acknowledge each other's right to express different opinions; to cultivate and to cherish intellectual honesty; and to promote freedom of inquiry and expression. VCU's commitment to freedom of expression is operationalized through the Office of Integrity and Compliance and the Division of Student Affairs supported by the following policies and practices:

- [Academic Rights and Responsibilities](#)
- [Free Speech and Reporting Incidents](#)
- The VCU Creed, which is included in the [VCU Faculty Handbook](#), [VCU Code of Conduct](#), and [VCU Student Code of Conduct](#)
- [Reservation and Use of Space - Virginia Commonwealth University](#)
- [Ram Voice | Division of Student Affairs | Virginia Commonwealth University](#)
- [FAQ | Division of Student Affairs | Virginia Commonwealth University](#)
- [Expressive Activity at VCU – Fall 2021 – Student Affairs Blog](#)
- [Expressive Activity Email to all Student Affairs staff](#)
- [Expressive Activity Email to all Students](#)
- [Social Media Guidelines](#)

Training on VCU's policies and practices regarding freedom of expression are included in new student orientation (Ram-Ready Program) and are communicated again to all students and Student Affairs staff at the beginning of each term.

SECTION H: NEW SCHOOLS, SITES, AND MERGERS

H1. Provide information on any new instructional sites, schools, or mergers supported by all types of funding that your institution is considering or planning to undertake during the six-year period.

One VCU Academic Repositioning Task Force

The task force (also mentioned elsewhere in this report) will consider the number of, and structure of, VCU's academic units, offering recommendations designed to:

- Maximize operational efficiencies and collaboration between programs.
- Facilitate more cross-unit engagement and transdisciplinary research opportunities for faculty.
- Propose new transdisciplinary degree programs to support the success of students in the emerging future of work.

H1. FY24 Update

The work of the taskforce is complete and recommendations/initiatives are in the implementation stage. As a result, VCU will:

- Relocate the Department of Focused Inquiry from University College to the CHS.
- Combine VCU Life Sciences and the Department of Biology to create a new unit/school focused on biological and environmental sciences.

- Rename the University College to form a college for advancing academic innovation by merging the Department of Interdisciplinary Studies, the da Vinci Center for Innovation and VCU Transformative Learning.
- See the A3. FY24 Update for details.

[OPTIONAL] SECTION I: RESEARCH

11. [OPTIONAL] Highlight any strategic research priorities, programs, or key areas of investment (e.g., hiring plans, critical research agendas, interdisciplinary centers, business partnerships, commercialization efforts) and IP dissemination and commercialization priorities you intend to pursue over the next 6 years that have not already been mentioned in this narrative. What are the anticipated benefits to your faculty attraction/retention strategy, student value proposition, and the economic competitiveness of the Commonwealth?

On July 1, 2021, VCU embarked on an ambitious journey. We launched the first phase of a university-wide, six-year strategic plan called One VCU Research Strategic Priorities Plan. This plan aimed to propel VCU into the forefront of research and innovation, with a focus on public impact and expanding research infrastructure.

Under the One VCU Research Strategic Priorities Plan, VCU invested in novel, collaborative, imaginative, and inventive approaches within five strategic initiatives.

Enriching the Human Experience

Goal 1: The first goal was to develop creative technological and analytical improvements and evidence-based educational approaches to address societal problems and meet the needs of individuals and communities. The objectives under this goal were as follows:

- Empower people to achieve their aspirations through the use of data science, autonomous systems, and smart devices.
- Enhance educational outcomes and expand opportunities for student success by conducting systematic studies of pedagogy and learning.
- Improve the human experience in the modern, digital world by advancing research and application of artificial intelligence, virtual reality, and machine learning.
- Inform policies that improve the capacity of businesses, governments, and educational institutions to better serve society through research advancements.

Goal 2: The second goal aims to enrich lives, elevate human understanding, and explore cultural contributions through critical analysis. The objectives were as follows:

- Contribute to worldwide intellectual capital by increasing the production of research, scholarship, and creative works.
- Improve awareness and understanding of the contributions made by arts and humanities to community, society, culture, and the world.
- Contribute to worldwide intellectual capital through fundamental scientific discoveries.
- Reduce the impact of inequality, discrimination, and disparities by developing knowledge and solutions at the levels of practice, services, and policy.

Achieving a Just and Equitable Society

Goal 1: The first goal focuses on generating research that reflected the perspectives and needs of diverse communities, prioritizing community-engaged research. The objectives were as follows:

- Enhance community collaborations through deliberate development of VCU infrastructure to engage the community with the research mission.
- Integrate stakeholder input at all stages of the research process by promoting community participation and inclusive research methods.
- Reduce the burden of disease and improve wellness through transformative research at the basic, translational, clinical, and population levels.

Goal 2: The second goal aims to improve health outcomes by leveraging emerging technologies, data science, machine learning, and mathematical modeling. The objectives were as follows:

- Discover relationships and patterns that benefit health by coordinating efforts in data sciences and artificial intelligence.
- Accelerate scientific progress by engaging stakeholders including community partners, ethicists, data managers, and members of the data science consortium.

Optimizing Health

Goal 1: Reduce the burden of disease and improve wellness through transformative basic, translational, clinical and population research. The objectives are as follows:

- Create personalized treatments and interventions through a better understanding of biology, behaviors and environment.
- Reduce the burden of the leading causes of morbidity and mortality by achieving breakthroughs in cancer, neuroscience/addiction and cardiovascular and metabolic disorders.
- Advance healthcare from bench to bedside to community and back by improving the efficiency and efficacy of translational research through informed partnerships between researchers and clinicians.
- Advance new treatments and interventions by facilitating and increasing access to clinical trials, with a particular focus on trials that may assist diverse populations.

Goal 2: Improve health outcomes by leveraging emerging technologies, data science, machine learning and mathematical modeling. The objectives are as follows:

- Discover relationships and patterns that benefit health by coordinating efforts in data sciences and artificial intelligence.
- Accelerate scientific progress by engaging stakeholders including community partners, ethicists, data managers and members of the data science consortium.

Goal 3: Generate new medications, biologic treatments, interventions, devices and vaccines by actualizing discoveries made at VCU. The objectives are as follows:

- Develop, formulate and deliver novel drugs, vaccines and biologic treatments by enhancing our expertise in structural biology, medicinal chemistry, pharmaceutical sciences, pharmacology and pharmaceutical engineering to decrease morbidity and mortality.

- Address unmet clinical needs and health challenges by developing innovative biological technologies and medical devices, combining clinical insights with advanced engineering, physical sciences and biological sciences.
- Ensure community engagement with and support of VCU health research and align VCU research with the most pressing community needs by fostering collaborations and sharing best practices with the community.

Supporting Sustainable Energy and Environments

Goal 1: Advance renewable energy sources, energy saving, clean air and water resources, resilient natural systems and biodiversity through the research, development and application of novel, evidence-based solutions. The objectives are as follows:

- Create a cross-disciplinary research collaborative to develop innovative products, tools, policies and processes that promote renewable energy, clean water and air resources and healthy ecosystems.
- Expand the impact of VCU's environmental and energy assets to build new partnerships and expand existing environmental research relationships across disciplines.

Goal 2: Educate our communities and inform positive changes in environmental policy and practice at local, state and national scales by effectively translating and communicating our data and published scholarship. It has an objective to create objective, data-driven and evidence-based pathways for improved environmental literacy, understanding, knowledge and practice by engaging with our communities.

Goal 3: Create environmentally and economically sustainable materials, products, processes and infrastructure. It has an objective to accelerate the development of sustainable manufacturing materials and practices through collaborations among VCU experts and other academic, governmental and industry partners.

The objectives include providing incentives for research effort and output, reviewing promotion and tenure guidelines, recruiting and retaining productive research faculty and staff, and increasing opportunities for interactions between researchers and members of the VCU community.

VCU also aimed to facilitate research collaborations, accelerate discoveries, and promote a robust pipeline of diverse trainees through excellence in training programs. They recognized the importance of translating and communicating research to the community and engaging in dialogue to develop programs, policies, and practices that would advance society and lead to systems change. By investing in these strategic initiatives and fostering collaboration, VCU aspires to create a better future for individuals, communities, and the world at large.

[OPTIONAL] SECTION J: COLLABORATION

J1. [OPTIONAL] Outline any existing or potential initiatives you have not already highlighted in this narrative that feature collaboration across public higher education institutions (and other state agencies as appropriate) in furthering the goals outlined in sections B-D. What is the expected impact and in what timeframe? What is the timeline for the initiative and how far along is it? What (if anything) would be required from a budget or policy perspective to facilitate the success of the initiative?

Additional guaranteed admission

In addition to [existing guaranteed admission agreements](#) at VCU, two new handshake programs will start admitting students starting Fall 2024. Neither depends on new budget or policy initiatives for success; VCU is actively pursuing additional partnerships.

- Longwood University: Bachelor of Science in Physics recipients into VCU's Master of Science in Mechanical and Nuclear Engineering
- VCU is currently working on establishing a dual degree program with Virginia State University which will award students a Bachelor of Science in Chemistry from Virginia State University and a Bachelor of Science in Chemical and Life Science Engineering from VCU.

J1. FY24 Update

VCU successfully established a dual degree program with Virginia State University which will award students a Bachelor of Science in Chemistry from Virginia State University and a Bachelor of Science in Chemical and Life Science Engineering from VCU.

[OPTIONAL] SECTION K: STATE POLICY

K1. [OPTIONAL] Use this section to outline any state policy changes you have not already mentioned in this narrative that would enhance your ability to achieve greater success on the topics, strategies, and initiatives referenced in this narrative. What existing policies, if any, are hindering your ability to maximize outcomes and value for students? What new policies might create conditions that are more conducive to achieving those goals? What strategies or initiatives would these policy changes enable your institution to do or try that you are not yet able to do today? Please be as specific as possible.

The policy changes requested below will improve VCU's efficiency and effectiveness and are driven by a desire to minimize cost and administrative overhead.

- Modify budget authorization to require full state funding for VMSDEP waivers (estimated cost for FY24 are \$18M)
- Allow software purchases with HEETF funding recognizing both the significant size and cost of software and the integrated nature of software solutions
- Allow for full administration of the Small Purchase Credit Card (SPCC) program and direct receipt of rebates by VCU. Full administration:
 - Doesn't adversely impact the volume-based negotiation of the SPCC contract as VCU already administers its card program locally under Tier III status
 - VCU's rebate isn't reduced by the federal funds pay back paid by the state
 - Eliminates duplication of federal payback on rebates through VCU FACR rate negotiations
 - Provides a consistent revenue stream intended in Restructuring
 - Creates greater flexibility to expand usage of the card (Note: Increased card usage is limited by eVA transaction fee penalty)
- Pay an annual flat fee for the Commonwealth's e-procurement solution (eVA) rather than the current transaction fee charged to agencies. Currently, VCU doesn't use eVA to deliver its purchasing transactions but does submit a file to the eVA data warehouse for transparency purposes and for eVA to collect fees from suppliers and VCU. VCU invested in an e-procurement platform (Jaggaer) that is fully integrated with its Banner general ledger to improve the efficiency of its procure to pay process. The current transaction fee model by eVA increases administration effort and costs for VCU through management of transaction codes, maintenance of data files, reconciliation of fees, manual synchronization of multiple data points, change orders, mapping and management of exceptions.
 - A flat fee would address the lack of transparency on eVA cost recoveries from agencies and actual costs paid for the system, reconciliation errors and over billing by eVA as reported in a June 2019 [OSIG](#) report.
 - VCU will continue to pass data to meet transparency requirements and for eVA to collect vendor fees.
 - P-card use and resulting rebates would increase if eVA fees were stabilized.
 - Flat fee should account for sole source rebates and eliminate this reconciliation task.
- Fully realize the benefits of robust institutional HR systems.
 - Allow institutions and their employees to fully realize the benefits of institutional HR systems by permitting the consolidation of all employees into one system (90% of staff at VCU are in the VCU staff program).
 - Reduce institutional and state administrative burdens.
 - exempt institutions from DHRM reporting on activities covered by the management agreement (i.e. performance management scores, workforce planning reporting, etc.)
 - eliminate required reporting that only applies to classified staff, for example, employment opportunity plan
 - abolish the VCU agency portal in the Commonwealth of Virginia Knowledge Center and excuse VCU from requirements to it.

- Enhance state training by providing state training modules in formats readily hosted in VCU's Talent@VCU Learning Management System, and automatically provide updated modules to VCU.
- Allow VCU, as an institution with <10% classified employees to be *Health Benefits Only* in Cardinal. Currently, we are required to key position establishments and job information (an employee's position number, salary, every change made to their job, termination information, special rates, etc.) which is unnecessary and time consuming.

[OPTIONAL] SECTION L: ADDITIONAL INFORMATION

L1. [OPTIONAL] Use this final section to provide any additional context and/or supporting materials you feel should be incorporated into the six-year planning process.

The below highlights concerns with contextual data provided in the Fact Pack:

- Tuition rate growth is overstated on slide 34 (tuition rate growth FY13-22) as VCU switched from a flat rate to per credit model starting in FY14. The goal of the model was to encourage and reward students accelerating their progress as full-time students. The new model, which reduced all credits at 15 or more to a 50% cost, was part of a larger "Do The Math" campaign designed to communicate the advantages of more rapid progress to graduation.

Once the anomaly conversion year is excluded, the tuition rate growth over the 9 years is more accurately accounted as a 26% growth rate with the total price growth at 21% (down from 33%). It is worth noting that this revised growth rate falls slightly above the CPI and below the 10-year mark for the HEPI. Consequently, VCU's average growth rate stands at 3.0% for tuition and 2.4% for the total price, aligning more closely with the HEPI trends.

This strategic tuition structural shift aimed to align VCU's financial processes and rates with a more competitive stance relative to our peer institutions, both within the state and nationwide.

- Cost per student metric (Fact Pack page 3) also requires a more detailed contextual review. Currently it appears on a gross level that VCU's cost per student (at \$24k) exceeds the average for other VA publics. In fact, VCU has been carefully monitoring cost per student data, and as presented several times to the Board of Visitors and state officials, has conducted a more detailed analysis utilizing VCU's new cost allocation model to ensure a true peer to peer comparison.

This model, launched in 2019 and modified to improve accuracy through 2023, allows for the segregation of revenues and expenses allocated to VCU's comprehensive health sciences campus. The campus is an important differentiator for the university including Dentistry (the only program in the state), Pharmacy, Medicine (with its integrated medical center and practice plan, one of only two in the state), Nursing, and Health Professions. The substantial investment jointly by VCU and the state (through general fund support) in this programming has been very effective – as demonstrated in program rankings, growth in research, and service during the pandemic – and the university is fully committed to providing this invaluable public health education.

However, any equitable comparison among Virginia institutions requires that these health-related program revenues, costs and general fund support be deducted to accurately compare VCU to other R1 and Tier III institutions.

- A contextual consideration and comparisons of growth in cost per student vs. growth in student debt (Fact pack slides 21 & 35). As discussed in the above questions, VCU as an institution is committed to improving and accelerating student success. Such a commitment comes with new costs as evidenced in VCU's strategies for the upcoming biennium. And while VCU makes every effort to minimize cost growth, equally important is the ongoing assessment of these strategies to ensure these are worthwhile investments:

Overall, based on growth and sustained success in exceeding national averages for peer student economic mobility and graduation rates, these have been worthwhile investments and VCU is committed to maintaining and growing these programs.

However, VCU is also committed to monitoring and where possible reducing student debt which (see slide 35) has not grown significantly over time.

In slide 21, it is evident that although VCU's cost has experienced an upward trend over time, the ratio of student debt to future earnings has demonstrated a decline. This implies that despite the increase in expenses, students' debt burden relative to their anticipated earnings has become more favorable.

- It is important to note the impact of the pandemic on Auxiliary revenues and the subsequent (positive) rebounding. While the fact pack highlights recent growth (slide 38), a more accurate picture of the NGF growth would compare pre pandemic to post pandemic levels.

Overall, as an institution, the positive rebounding of Auxiliary revenues (including housing, dining, parking and athletics) since 2021 was seen as a sign of the resiliency and adaptability of these auxiliary services in regaining their financial strength and re-

establishing stability. It is an encouraging sign of the university's ability to navigate and overcome challenges, positioning itself for post-pandemic success.

- As discussed with the staff at the Auditor of Public Accounts, a detailed review of any standard financial metrics must take into account variations in the composition and responsibilities of related or component units. Of particular concern for VCU is how and when resources associated with the VCU Health System are to be included.

On page 52, metrics associated with VCU's financial health include both foundations and those resources that are completely restricted to the Health System as component units. While inclusion of foundation dollars is appropriate, VCU does not have access to the resources of VCUHS for our operations. Using ratios that exclude VCUHS, VCU is still financially stable and exceeds established benchmarks.

VCU and the city of Richmond had long been intertwined in a unique relationship. As an urban campus there has been a need for a partnership focusing on cleaning up and making Richmond safer, while addressing issues of crime, homelessness, and fostering stronger ties with law enforcement.

- With a shared vision of revitalization, VCU and the city have embarked on a partnership to drive positive change. The first step involves tackling crime head-on. VCU and the Richmond Police Department joined forces, implementing community policing initiatives. Officers worked closely with residents and university students to establish trust and foster dialogue. Together, they patrolled neighborhoods, organized community events, and conducted educational programs, focusing on crime prevention and promoting safety.
- Furthermore, VCU's academic community lent its expertise to address social issues. Faculty and students engaged in research projects and community-based learning initiatives that focused on urban development, public health, and social justice. The partnership also extended to infrastructure and environmental improvements. VCU and the city collaborated on initiatives to beautify public spaces, enhance transportation systems, and promote sustainability. These efforts not only made Richmond a more visually appealing city but also contributed to a healthier and greener environment.

The partnership between VCU and the city of Richmond stood as a testament to the power of collaboration. Together, we are working to transform the city into a safer, cleaner, and more inclusive place for all. The journey is ongoing, with both entities committed to continued cooperation, ensuring that Richmond's progress would be sustained for the future.

L1. FY24 Update: The above narrative has been updated below to reflect new page numbers and figures in the revised fact pack.

The below highlights concerns with contextual data provided in the fact pack:

- *Tuition rate growth is overstated on **slide 35 of the revised fact pack** (tuition rate growth FY13-**24**) as VCU switched from a flat rate to per credit model starting in FY14. The goal of the model was to encourage and reward students accelerating their progress as full-time students. The new model, which reduced all credits at 15 or more to a 50% cost, was part of a larger "Do The Math" campaign designed to communicate the advantages of more rapid progress to graduation.*

Once the anomaly conversion year is excluded, the tuition rate growth over the **11** years is more accurately accounted as a **34%** growth rate with the total price growth at **28% (down from 42.5%)**. It is worth noting that this revised growth rate falls slightly above the CPI and below the 10-year mark for the HEPI. Consequently, VCU's average growth rate stands at **2.6% for tuition and 3.3%** for the total price, aligning more closely with the HEPI trends.

This strategic tuition structural shift aimed to align VCU's financial processes and rates with a more competitive stance relative to our peer institutions, both within the state and nationwide.

- Cost per student metric (**page 3 of the revised fact pack**) also requires a more detailed contextual review. Currently it appears on a gross level that VCU's cost per student (**at \$26k**) exceeds the average for other VA publics. In fact, VCU has been carefully monitoring cost per student data, and as presented several times to the Board of Visitors and state officials, has conducted a more detailed analysis utilizing VCU's new cost allocation model to ensure a true peer to peer comparison.

This model, launched in 2019 and modified to improve accuracy through **2024**, allows for the segregation of revenues and expenses allocated to VCU's comprehensive health sciences campus. The campus is an important differentiator for the university including Dentistry (the only program in the state), Pharmacy, Medicine (with its integrated medical center and practice plan, one of only two in the state), Nursing, and Health Professions. The substantial investment jointly by VCU and the state (through general fund support) in this programming has been very effective – as demonstrated in program rankings, growth in research, and service during the pandemic – and the university is fully committed to providing this invaluable public health education.

However, any equitable comparison among Virginia institutions requires that these health-related program revenues, costs and general fund support be deducted to accurately compare VCU to other R1 and Tier III institutions.

- A contextual consideration and comparisons of growth in cost per student vs. growth in student debt (**slides 22 & 36 of the revised Fact Pack**). As discussed in the above questions, VCU as an institution is committed to improving and accelerating student success. Such a commitment comes with new costs as evidenced in VCU's strategies for the upcoming biennium. And while VCU makes every effort to minimize cost growth, equally important is the ongoing assessment of these strategies to ensure these are worthwhile investments:

Overall, based on growth and sustained success in exceeding national averages for peer student economic mobility and graduation rates, these have been worthwhile investments and VCU is committed to maintaining and growing these programs.

However, VCU is also committed to monitoring and where possible reducing student debt which (**see slide 36 of the revised Fact Pack**) has not grown significantly over time.

In slide 22 of the revised Fact Pack, it is evident that although VCU's cost has experienced an upward trend over time, the ratio of student debt to future earnings has demonstrated a decline. This implies that despite the increase in expenses, students' debt burden relative to their anticipated earnings has become more favorable.

- *It is important to note the impact of the pandemic on Auxiliary revenues and the subsequent (positive) rebounding. While the fact pack highlights recent growth (slide 39 of the revised Fact Pack), a more accurate picture of the NGF growth would compare pre pandemic to post pandemic levels.*

Overall, as an institution, the positive rebounding of Auxiliary revenues (including housing, dining, parking and athletics) since 2021 was seen as a sign of the resiliency and adaptability of these auxiliary services in regaining their financial strength and re-establishing stability. It is an encouraging sign of the university's ability to navigate and overcome challenges, positioning itself for post-pandemic success.

- *As discussed with the staff at the Auditor of Public Accounts, a detailed review of any standard financial metrics must take into account variations in the composition and responsibilities of related or component units. Of particular concern for VCU is how and when resources associated with the VCU Health System are to be included.*

On page 53 of the revised Fact Pack, metrics associated with VCU's financial health include both foundations and those resources that are completely restricted to the Health System as component units. While inclusion of foundation dollars is appropriate, VCU does not have access to the resources of VCUHS for our operations. Using ratios that exclude VCUHS, VCU is still financially stable and exceeds established benchmarks.