A Retreat of the Board of Visitors of Virginia Commonwealth University was held on Friday and Saturday, January 28 and 29, 2000, respectively. The Retreat began at 12 noon on January 28, at the Norfolk Waterside Marriott located at 235 East Main Street, Norfolk, Virginia.

Present were Drs. Perkinson (Acting Rector), Long, Smith and Wootton; Messrs. Axselle, Flippen, Gresham, Markel, Plymale, Pyon, Rigsby, Smith, Townes and Weinberg; and Ms. Miles. Ms. Benner was absent. Also present were Drs. Trani, Kontos, Macrina and McDavis; Messrs. Gehring, Ross, Timmreck and Wyeth; and Mesdames Balmer, Jones and Price.

Dr. Perkinson called the meeting to order and introduced the new Board members. The Honorable Ralph (Bill) L. Axselle, Jr. is an attorney and partner with Williams, Mullen, Clark and Dobbins; Dr. Stephen P. Long is a physician-anesthesiology and Medical Director of the Center for Pain Relief; and Mr. Monty W. Plymale is the Chief Executive Officer of Friendship Manor, Inc. (a resident retirement community) and retired President of Commonwealth Region, Central Fidelity Bank. Dr. Frank Macrina, Acting Vice President for Research and Director of the Institute of Oral and Craniofacial Molecular Biology and Professor of Microbiology and Immunology, was also introduced.

Dr. Perkinson noted the University had recently hosted two wonderful events. Governor Wilder was honored on January 20, 2000, at a fundraising dinner hosted by the President of VCU. A Congressional reception sponsored
jointly by Virginia Tech and VCU was held in Washington D.C. on Thursday January 27, 2000, in conjunction with the State of the Union Address, to honor the Virginia delegation.

President Trani thanked everyone for attending the Retreat and introduced Dr. Terry MacTaggart, Chancellor, University of Maine System, who served as the facilitator for the Retreat. The Association of Governing Boards for Colleges and Universities (AGB) reports that Dr. MacTaggart is their most sought after mentor.

Dr. MacTaggart requested Board member introductions. Following the introductions, Dr. MacTaggart noted several themes apparent in the introductions: pride, loyalty, and a sense of giving back to VCU.

Dr. MacTaggart lead the following discussions:

**Board Members Summary of Board's Responsibilities**

- Employ/terminate the President
- Evaluate the President
- Promote VCU/serve as VCU's ambassadors
- Establish policy
- Evaluate and adjust the Strategic Plan
- Evaluate and adjust the Mission
- Oversee finances/budget
- Develop, oversee, participate in fund-raising campaign
- Development of Alumni Relations
- Offer advice in the form of questions primarily to President and to each other
- Complement each others strengths and weaknesses
- Advocate constituencies (political leaders, alumni, etc.)
- Insure academic and fiscal integrity of VCU
- Comply with laws and regulations
- Contact members of the General Assembly and Governor and Governor's staff
Parking Lot Issues

- Crisis Management
- Management vs. oversight
- Board role in Presidential assessment
- How Board members respond to individual interests and inquiries (admissions, problems, etc.)
- Board’s limited responsibility re: policy issues (General Assembly, SCHEV, etc.)
- Board members “giving” – time, dollars
- Court of Appeals
- Should VCU be market-driven entity?
- Succession planning
- Land acquisition/master plan rethink

Board Expectations of CEO

- Leadership
  - Management
  - Vision
  - Implementation
  - Integrity
- Focus on mission
- Develop broad community support
- Recruit excellent team
- Develop University/community/business partnerships
- Creativity
- Maintain high level of interaction between Board and President
- Have honest, frank discussions
- Serve as chief fundraiser
- Have excellent academic qualifications
- Serve as catalyst for change
- Challenge Board to think outside of the box
- Educate the Board
- Listen and hear

What Board sees as its Role

- Attendance/support
- Establish policies which enhance the reputation and accomplish the mission of VCU in a financially responsible manner
- Give dollars
- Exercise independent judgment
President's Response/Comments

- Good Communications
  - Individual
  - Group
- VCU is a different presidency
- Close economic ties with city
- Community partnerships
- Recruitment/retention of good team
- Distilling of ideas = creativity

Presidential Priorities

- People (faculty, staff and students)
- Planning process
- Infrastructure
- Medical Center
- School of Engineering
- Bio-Tech Research Park
- Fundraising
- Governmental relations
- Community relations
- National visibility

2000-2005 Presidential Priorities

- Tier 3 to Tier 2 for undergraduate programs
- National visibility
- Deferred maintenance issues
- Accelerated private/public funding
- Academic Campus
  - Recruit 2000 out-of-state students
  - Life Sciences
  - Continued development of School of Engineering
  - Student quality, retention and continued diversity
  - Continued development of facilities
  - Enhance quality of Arts, Social Work and Business
- MCV Campus
  - Indigent care issue
  - Build VCU Health System
  - INOVA
  - Continued development of community with medical center
    (e.g., Massey Cancer Center)
- Continued development of Research Park
Group 1

- **Issue:** Advice to CEO/CFO on communications to Board on finances
- **Task:** Outline recommended changes in communications to improve Board understanding and decisions
- **Committee Report**
  - Financial Plan – need long-range (3 to 5 years); format 5-year plan; auxiliary enterprises; self supporting
  - Financial Report
  - Financial Performance Measures – base budget analysis
  - Fee issue – completed
  - Stability of University
  - Research Park

Group 2

- **Issue:** Board’s role in fundraising
- **Task:** Outline specific steps Board should undertake in next six months to enhance fundraising
- **Committee Report**
  - Board of Visitors education session
    - advance material
    - discussion session
  - Board of Visitors Review Lists
    - past, present, future donors
    - review national targets/requirements
  - Board of Visitors assist with contacts
  - Survey of Board and Foundation Boards
    - memberships of social/foundation boards
  - Specific plan for student membership in Alumni Association
    - need access to parental (friends), gifts program
    - capture information at point of entry
  - Encourage school loyalty

Group 3

- **Issue:** Overseeing the transition from Tier 3 to Tier 2
- **Task:** Outline Board actions over the next 6 months to oversee and facilitate this strategic change
Committee Report

Why is this important?

- Positive impact on quality of faculty and students
- Increased dollars for research and fundraising
- Improved graduate level programs

Where are we now?

- Benchmarking on 10 criteria (150/186)

Criteria? (How)

Global

- Isolate each program and improve same
- Use eleven (11) nationally ranked programs as models (e.g., Adcenter)

Specifics

- Retention and graduation rates
  VCU students work and need scholarships
- Evaluate effectiveness of adjunct faculty vs. graduate teaching assistants
- Increase out-of-state applicant pool; impacts dollars and SATs
- Alumni giving – not dollars but percentage

Timetable

May Board meeting – data presentation
August Board meeting – plan of action

The meeting was adjourned at 1 p.m. on Saturday, January 29, 2000.

W. Baxter Perkinson, Jr. Acting Rector

Lindley T. Smith, Secretary