



**VIRGINIA COMMONWEALTH UNIVERSITY  
BOARD OF VISITORS  
FACILITIES, REAL ESTATE AND ADMINISTRATION COMMITTEE  
MARCH 21, 2024, 2 P.M.  
CABELL LIBRARY ROOM 303  
RICHMOND, VIRGINIA**

**MEETING MINUTES**

**COMMITTEE MEMBERS PRESENT**

Dr. Dale Jones, *Chair*  
Ms. Rooz Dadabhoy  
Ms. Ellen Fitzsimmons  
Mr. Ed McCoy  
Dr. Tonya Parris-Wilkins  
Dr. Clifton Peay

**OTHER BOARD MEMBERS PRESENT**

Mr. Todd P. Haymore, *Rector*  
Mr. H. Benson Dendy, III  
Mr. P2 Sandhu

**OTHERS PRESENT**

Dr. Michael Rao, *President*  
Dr. Meredith Weiss, *Interim Vice President for Finance and CFO, Vice President for Administration*  
Ms. Alison Miller, *Interim Assistant Vice President for Human Resources*  
Mrs. Jessica Bryant, *Senior Director, Strategic Initiatives, Administration*  
Division of Administration leadership team  
VCU Presidential Cabinet

**CALL TO ORDER**

Dr. Dale Jones, Chair of the Facilities, Real Estate and Administration Committee, called the meeting to order at 2:05 p.m.

**OPEN SESSION ACTION ITEMS**

Dr. Jones began by sharing that the minutes for the December 8, 2023 meeting were provided to the committee in advance for review.

Dr. Weiss presented information regarding structural repairs, an HVAC replacement and the installation of a backflow preventer in Scherer Hall, a circa 1910 building in the West Franklin Street Historic District of VCU's Monroe Park Campus. The total cost for the renovations are estimated to be \$4.3M to \$4.5M and will be funded by state-appropriated maintenance reserve funds. VCU seeks an Amendment to the 2024-2030 Six-Year Capital Plan, Authorization to Initiate a Major Capital Project and Design Review and Approval of Project Plans.

Next, Dr. Weiss introduced the request for Authorization to Amend the 2024-2030 Six-Year Capital Plan for a West Grace Street Housing project. Dr. Weiss explained that the ONE VCU Master Plan identified the need for additional student housing which has been compounded by the closing of Johnson Hall and increasing undergraduate housing demand, resulting in the need for a new undergraduate residential housing facility. Dr. Weiss told the board that the university will issue a request for proposals to deliver approximately 1,000 to 1,250 semi-suite and apartment style beds. Once complete, size, scope and cost information will be brought to the Board of Visitors along with a request for authorization to initiate the project.

On a motion duly made and seconded, the December 8, 2023 meeting minutes, Amendment to the 2024-2030 Six-Year Capital Plan, Authorization to Initiate a Major Capital Project and Design Review and Approval of Project Plans for Scherer Hall Renovations, and Authorization to Amend the 2024-2030 Six-Year Capital Plan for West Grace Street Housing were recommended to the full board for approval.

The meeting minutes are posted at <https://bov.vcu.edu/meetings/minutes/>. A copy of the other action items is attached hereto as *Attachment A* and is made a part hereof.

## **REPORT FROM THE VICE PRESIDENT FOR ADMINISTRATION**

Dr. Weiss introduced reports from the Division of Administration.

Dr. Weiss began by sharing a ONE VCU Master Plan Implementation update. She gave updates on current projects including the Costar Center for Arts and Innovation, Technology Operations Center, Athletics Village and the Front Doors streetscapes. Next Dr. Weiss provided the committee with an update on the VCU Dentistry Center, telling them that \$5.2M is included in the General Assembly's budget for detailed planning. She called attention to the capital projects timeline and list of projects which was included in the board book.

Next Dr. Weiss presented a preview of the ONE VCU Sustainability Plan. She started by highlighting some of VCU's successes leading into the plan development. She explained that the university and Academic Medical Center have been collaborating to launch VCU's first comprehensive One VCU Sustainability plan, which aligns with Quest 2028 goals and is a

research-based plan developed by VCU's in-house experts (students, faculty, researchers and staff) with local community member input. She told the committee that the process included nine paid student internships, that more than 100 people participated in the development of the draft plan and that it is currently out with our community for review and feedback. Dr. Weiss then introduced the plan's draft goals and recommendations asking the board for feedback.

As outlined in the Facilities, Real Estate and Administration Committee Charter and Meeting Planner, Ms. Alison Miller, Interim Assistant Vice President of Human Resources, provided a human resources update to the board. Ms. Miller began by describing the evolution of VCU HR and how it has matured over time, in large part due to an HR policy redesign implemented in 2018. Next, she shared an overview of the characteristics of the 4,021 university staff including the average years of service, gender distribution, age profile, diversity, number of managers and turnover.

Ms. Miller continued by discussing how the HR team supports VCU strategically, aligning their work with board and institutional priorities. She shared as an example of this strategic work, the Academic Advisor Study, which identified the need for improved career progression and updated market pay ranges resulting in 96% of advisors receiving one or more salary adjustments and cutting the turnover in half in one year. Ms. Miller told the board that a similar project is underway as VCU HR is partnering with research colleagues to conduct a study to enhance the employee experience for current and future research staff.

Ms. Miller ended her presentation by discussing HR's focus on a culture of care and appreciation which is laid out in VCU's Strategic Plan, Quest 2028. She highlighted a few specific ways they support a culture of care, including the recently implemented mandatory manager training, staff surveys, launching the career pathing program and the annual Service Recognition Awards.

A copy of the presentations are attached hereto as **Attachment B** and is made a part hereof.

### **REPORTS FOR INFORMATIONAL PURPOSES**

Dr. Jones noted that there was a report for informational purposes, specifically, the Capital Projects Update, which provides planning and construction updates for VCU's major capital projects, and a Safety Training Update which is a follow-up from the December 8, 2023 BOV Facilities, Real Estate and Administration Committee meeting.

A copy of the Capital Projects Update is attached hereto as **Attachment C** and is made a part hereof.

### **CLOSED SESSION**

On motion made and seconded, the Facilities, Real Estate and Administration Committee of the Virginia Commonwealth University Board of Visitors convened into closed session, as permitted

by Section 2.2-3711.A(3) of the Virginia Freedom of Information Act, to discuss the potential acquisition of certain real property, where discussion in open session would adversely affect the university's bargaining position and negotiating strategy. The motion was approved unanimously.

**RECONVENED SESSION**

Following the closed session, the public was invited to return to the meeting. Dr. Jones, Chair, called the meeting to order.

**Resolution of Certification**

On motion duly made and seconded, the following resolution of certification was approved by a roll call vote:

BE IT RESOLVED, that the Facilities, Real Estate and Administration Committee certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements under this chapter were discussed in the closed meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion by which the closed session was convened were heard, discussed or considered by the Committee.

<b><u>Vote</u></b>	<b><u>Ayes</u></b>	<b><u>Nays</u></b>
Dr. Dale Jones, <i>Chair</i>	X	
Ms. Rooz Dadabhoy	X	
Ms. Ellen Fitzsimmons	X	
Mr. Ed McCoy	X	
Dr. Tonya Parris-Wilkins	X	
Dr. Clifton Peay	X	
Mr. Toddy Haymore, <i>Rector</i>	X	

**OTHER BUSINESS**

None

**ADJOURNMENT**

Dr. Jones asked the committee if there was any other business, and hearing none, adjourned the meeting at 3:04 p.m.



ATTACHMENT A

# VCU Facilities, Real Estate and Administration Committee

Board of Visitors | March 21, 2024



Approval of December 8, 2023 meeting minutes

# Authorization for a capital plan amendment, a capital project initiation and project plans

## Scherer Hall Renovations

### Background

VCU seeks BOV authorization to amend the 2024-2030 Six-Year Capital plan, authorize the initiation of a capital project, and approve project plans for renovations in Scherer Hall (1910).

### Costs and funding

The total cost for the structural repair, backflow preventer and HVAC upgrades is estimated to be \$4.3M to \$4.5M and will be funded by state-appropriated maintenance reserve funds.

### Recommendation

Authorize an amendment to the 2024-2030 Six-Year Capital Plan at a cost not to exceed \$4.5M, approve the resolution to authorize the initiation of a capital project, and approve project plans for renovations in Scherer Hall.



**Amendment to the 2024-2030 Six-Year Capital Plan  
Resolution to Authorize the Initiation of a Capital Project  
Approval of Project Plans  
Scherer Hall Renovations**

**Background**

VCU seeks BOV authorization to amend the 2024-2030 Six-Year Capital Plan, authorization to initiate a capital project (as required by VCU's Management Agreement), and approval of project plans for renovations in Scherer Hall.

Constructed in 1910, Scherer Hall is a five-story, 23,141 gross square foot brick building in the West Franklin Street Historic District of VCU's Monroe Park Campus. The facility is experiencing significant HVAC maintenance issues due to both the age and design of the equipment. Controls for the mechanical system are obsolete and no longer serviceable. Additionally, uneven floor conditions must be addressed to prevent impacts to the building's structural integrity and a backflow preventer needs to be installed. The last renovation to Scherer Hall was completed in 1989.

**Considerations**

Scherer Hall occupants will temporarily relocate to 700 W. Grace Street in Summer 2024 while renovations are underway. Construction is anticipated to take approximately 10 months, with occupants moving back into Scherer Hall by Summer 2025.

The repairs needed in Scherer Hall meet the criteria for use of maintenance reserve funds. The Commonwealth of Virginia limits the use of state-appropriated maintenance reserve funds to \$2M or less, but provides an exception to the \$2M limit on a case-by-case basis. The university requested and is waiting for approval of an exception for the Scherer Hall project.

**Cost and funding**

The total cost for the renovations are estimated to be \$4.3M to \$4.5M and will be funded by state-appropriated maintenance reserve funds.

**Recommendation**

Authorize an amendment to the 2024-2030 Six-Year Capital Plan at a cost not to exceed \$4.5M, approve the resolution to authorize the initiation of a capital project, and approve project plans for renovations in Scherer Hall.



**RESOLUTION OF THE BOARD OF VISITORS  
VIRGINIA COMMONWEALTH UNIVERSITY**

**AUTHORIZATION TO INITIATE A MAJOR CAPITAL PROJECT FOR SCHERER  
HALL RENOVATIONS**

**WHEREAS**, Chapter 6.1, Title 23 of the Code of Virginia of 1950, as amended (the "Virginia Code") establishes a public corporation under the name and style of Virginia Commonwealth University (the "University") which is governed by a Board of Visitors (the "Board") vested with the supervision, management and control of the University; and

**WHEREAS**, Title 23 of the Virginia Code classifies the University as an educational institution of the Commonwealth of Virginia; and

**WHEREAS**, by Chapter 10, Title 23.1 of the Virginia Code, the University entered into that certain "Management Agreement By and Between the Commonwealth of Virginia and The Rector and Visitors of Virginia Commonwealth University" (the "Management Agreement") which was enacted as Chapter 594 of the Acts of Assembly of 2008 which, as amended, classifies the University as a public institution of higher education and empowers the University with the authority to undertake and implement capital projects, which include the acquisition of any interest in land, improvements on acquired land, capital leases, new construction, and building improvements and renovations; and

**WHEREAS**, the Management Agreement requires the Board of Visitors to authorize the initiation of each Major Capital Project (as defined in the Management Agreement) by approving its size, scope, budget, and funding; and

**WHEREAS**, the Board has been presented with the plan to initiate a Major Capital Project titled/consisting of Scherer Hall (the "Project"); and

**WHEREAS**, the cost of the Project is estimated at \$4.3M (the "Project Cost") but shall not exceed \$4.5M; and

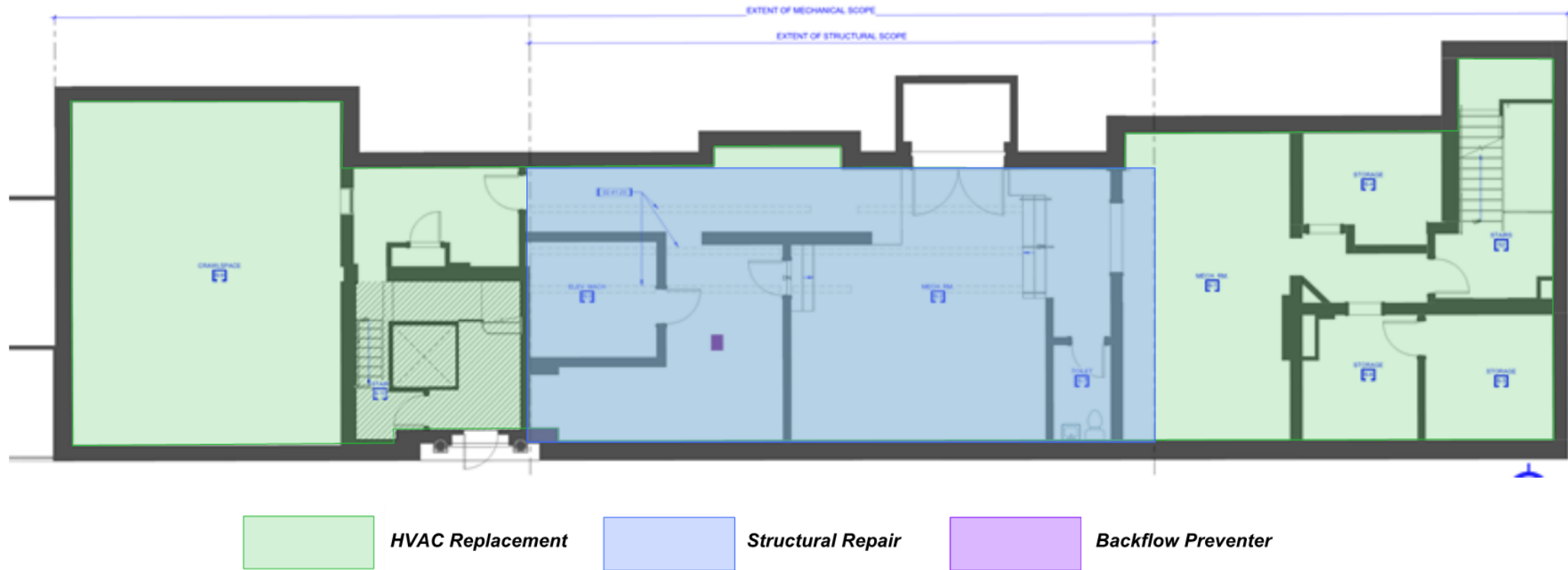
**WHEREAS**, the Board has determined it is desirable to authorize the initiation of the Project.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board hereby authorizes and approves the Project, including the size, scope, budget and funding of the Project, as described in the materials presented to the Board; and

**RESOLVED FURTHER**, that, upon approval, this action shall take effect immediately.

# Approval of Project Plans

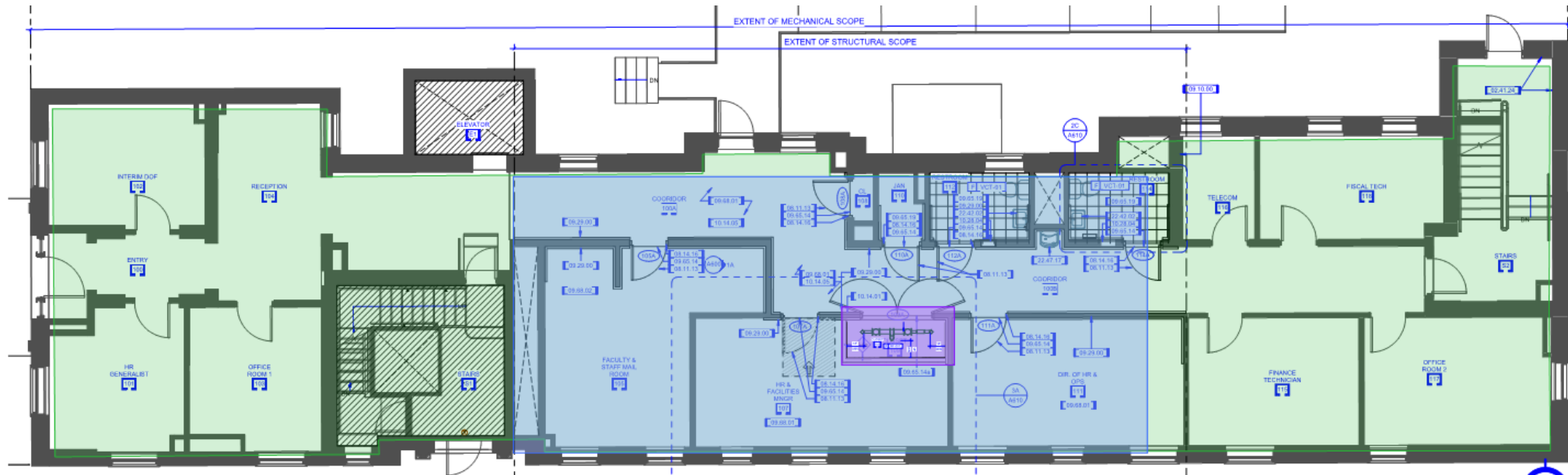
## Scherer Hall Renovations



Basement Floor Plan

# Approval of Project Plans

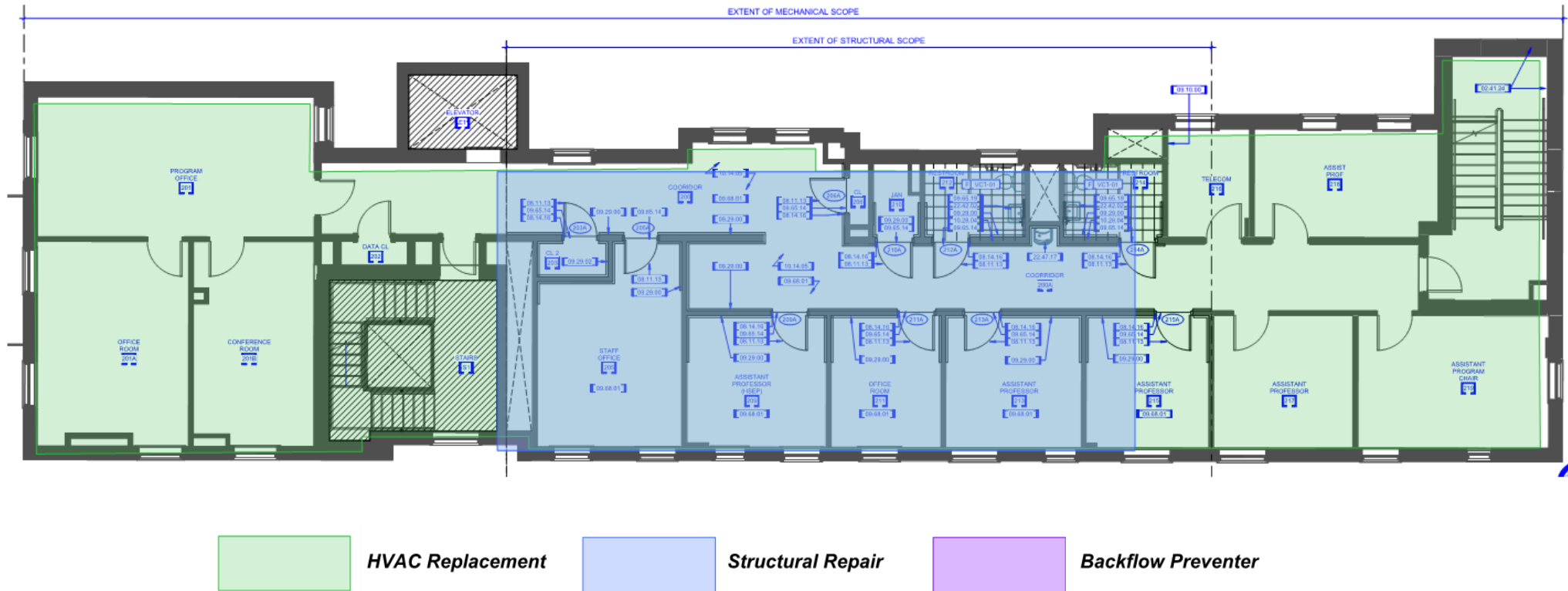
## Scherer Hall Renovations



### First Floor Plan

# Approval of Project Plans

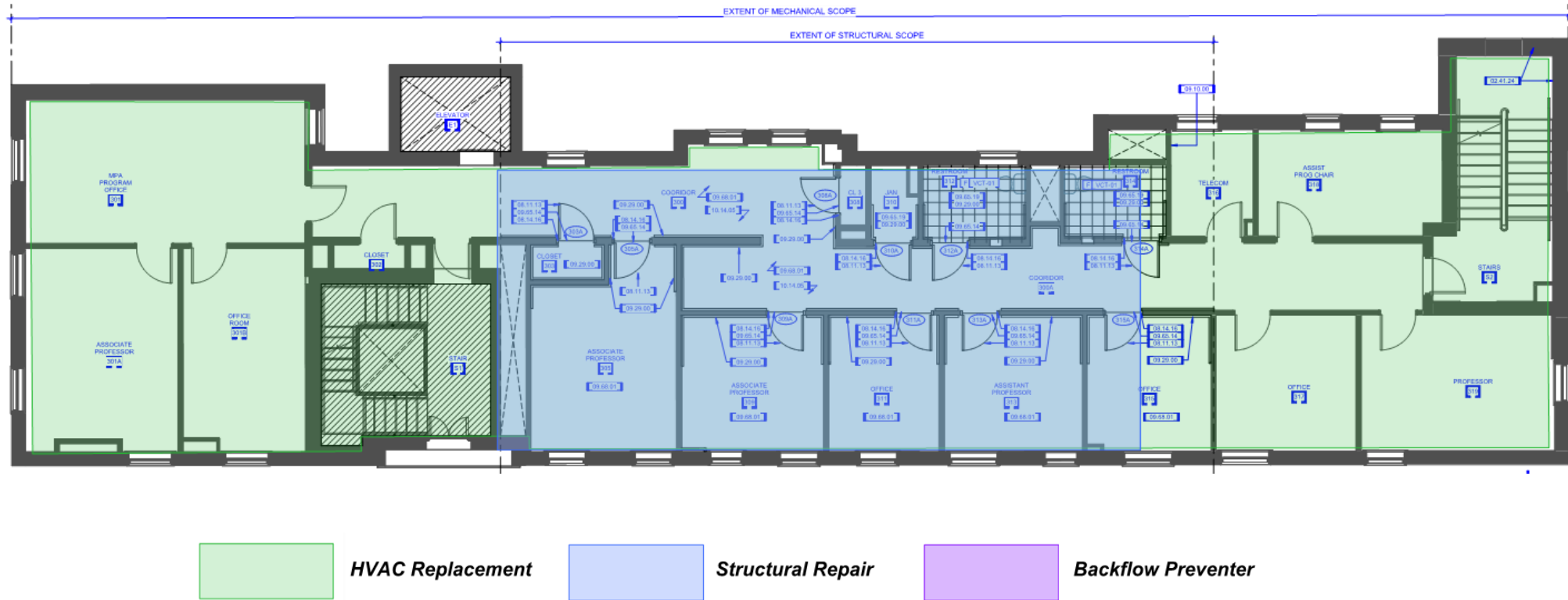
## Scherer Hall Renovations



Second Floor Plan

# Approval of Project Plans

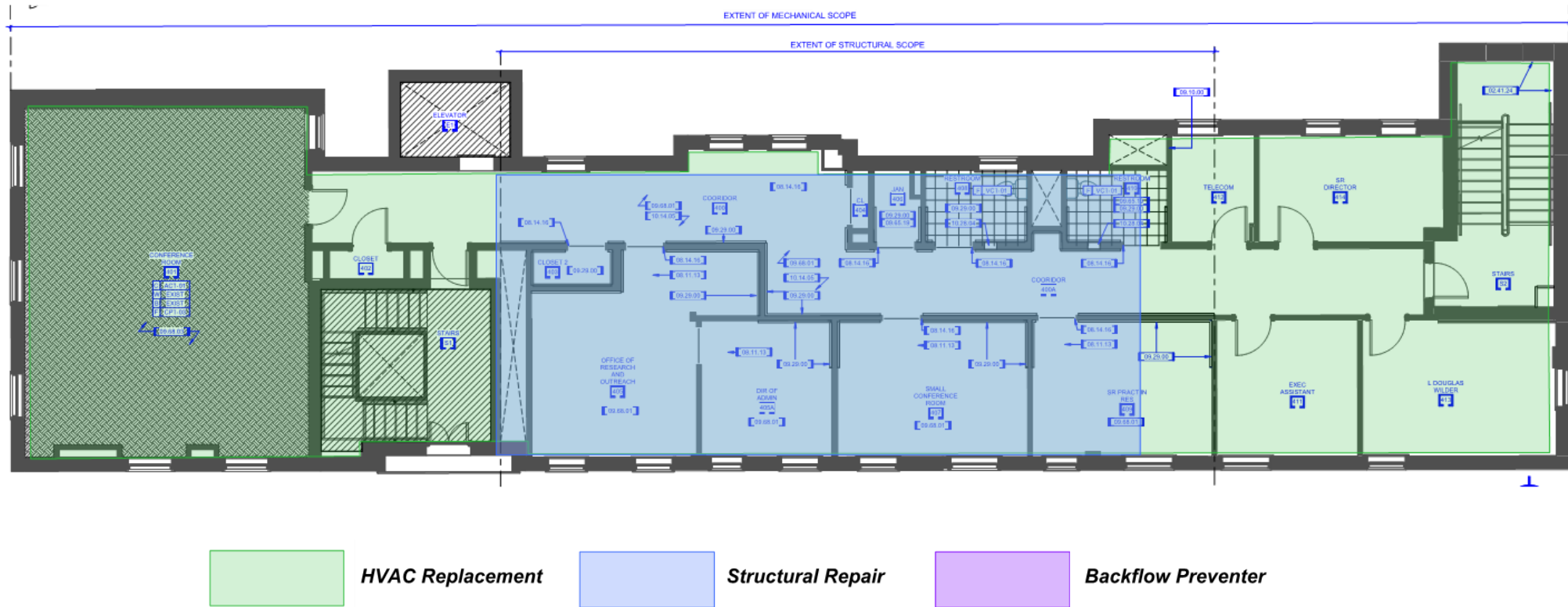
## Scherer Hall Renovations



Third Floor Plan

# Approval of Project Plans

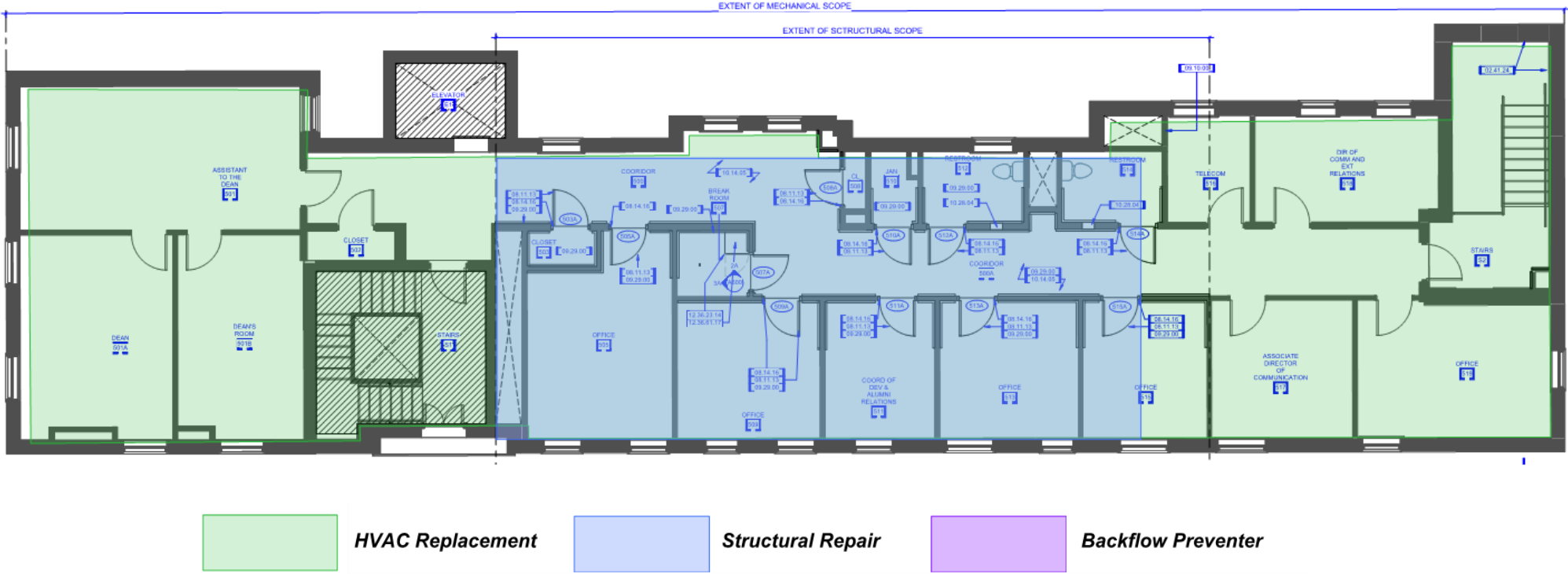
## Scherer Hall Renovations



### Fourth Floor Plan

# Approval of Project Plans

## Scherer Hall Renovations



### Fifth Floor Plan

# Capital plan amendment

## West Grace Street Housing Project

### Background

The ONE VCU Master Plan identified the need for additional student housing. This need has been compounded by the closing of Johnson Hall and increasing undergraduate housing demand. As a result, VCU seeks authorization to amend the 2024-2030 Six-Year Capital Plan to include the West Grace Street Housing Project, a new undergraduate residential housing facility.

### Size and scope

The university will issue a RFP to deliver approximately 1,000 to 1,250 semi-suite and apartment style beds. Once complete, size, scope and cost information will be brought to the BOV along with a request for authorization to initiate the project.

### Funding

The project will be paid with student housing payments.

### Recommendation

Authorize the amendment of the university's 2024-2030 Six-Year Capital Plan to include the West Grace Street Housing Project.





## **Amendment to the 2024-2030 Six-Year Capital Plan**

### **West Grace Street Housing Project**

#### **Background**

The ONE VCU Master Plan identified the need for additional student housing. This need has been compounded by the closing of Johnson Hall and increasing undergraduate housing demand. As a result, VCU seeks authorization to amend the 2024-2030 Six-Year Capital Plan to include the West Grace Street Housing Project, a new undergraduate residential housing facility.

#### **Considerations**

On-campus housing provides an affordable, supportive living and learning environment for new and returning students and continues to show a positive impact on student success. This past year, 85.7% of on-campus first-year students continued to their sophomore year as compared to 81.9% of off-campus first-year students, and on-campus residents at every level (first-year, sophomore, junior and senior) outperformed their off-campus counterparts academically. A new residential housing facility will replace the 518 beds in Johnson Hall and provide additional beds to meet increased demand.

#### **Size and scope**

The university will issue a request for proposals to deliver approximately 1,000 to 1,250 semi-suite and apartment style beds. Once complete, size, scope and cost information will be brought to the Board of Visitors along with a request for authorization to initiate the project.

#### **Funding**

The project will be paid with student housing payments.

#### **Recommendation**

Authorize the amendment of the university's 2024-2030 Six-Year Capital Plan to include the West Grace Street Housing Project.

**ATTACHMENT B**



Update

# Where we are



**CoStar Center for Arts & Innovation**

*Demolition Spring 2024*



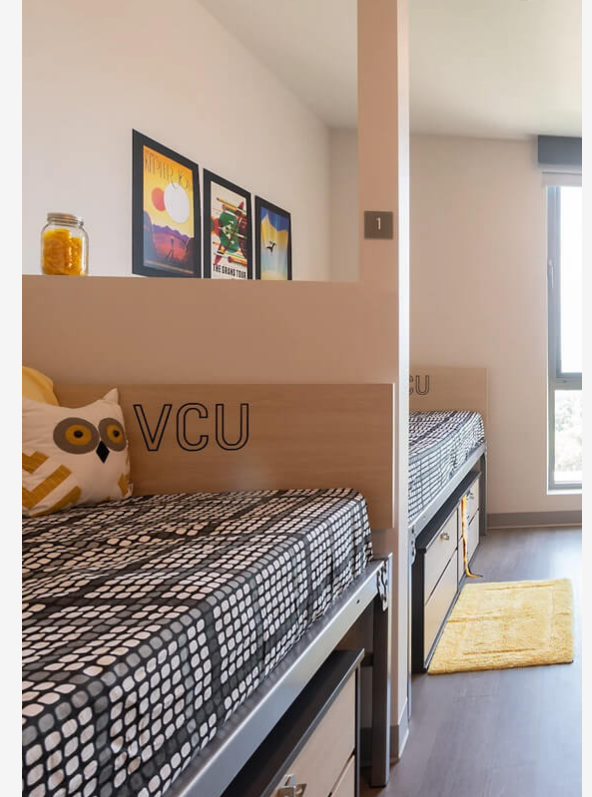
**Technology Operations Center**

*Estimated move-in Spring 2024;  
operational Summer 2024*



**Athletic Village**

*Demolition for Phase I begins  
Spring 2024*



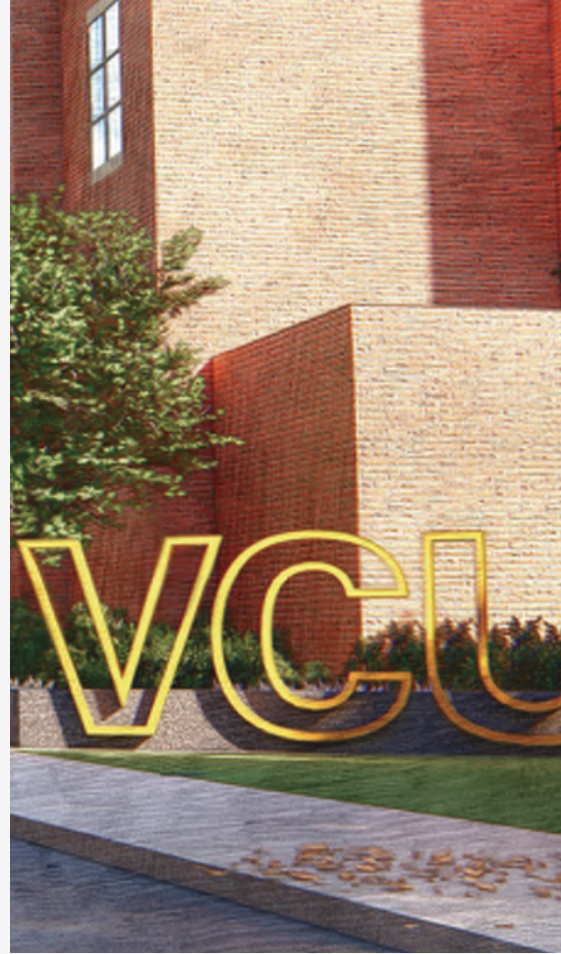
**Student Housing**

*Starting RFP process*

# Where we are



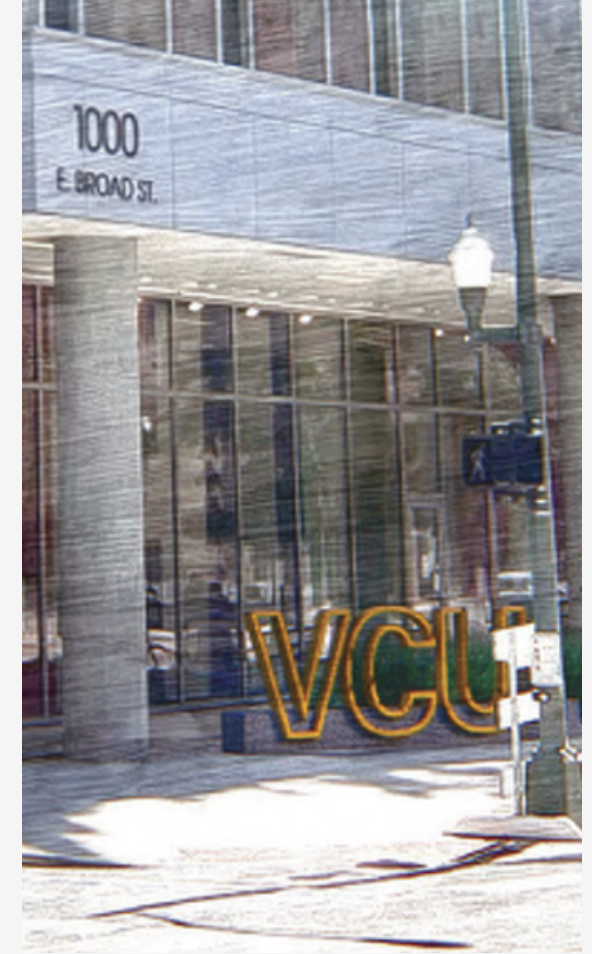
Cary & Belvidere



Leigh & 12th



Broad & College

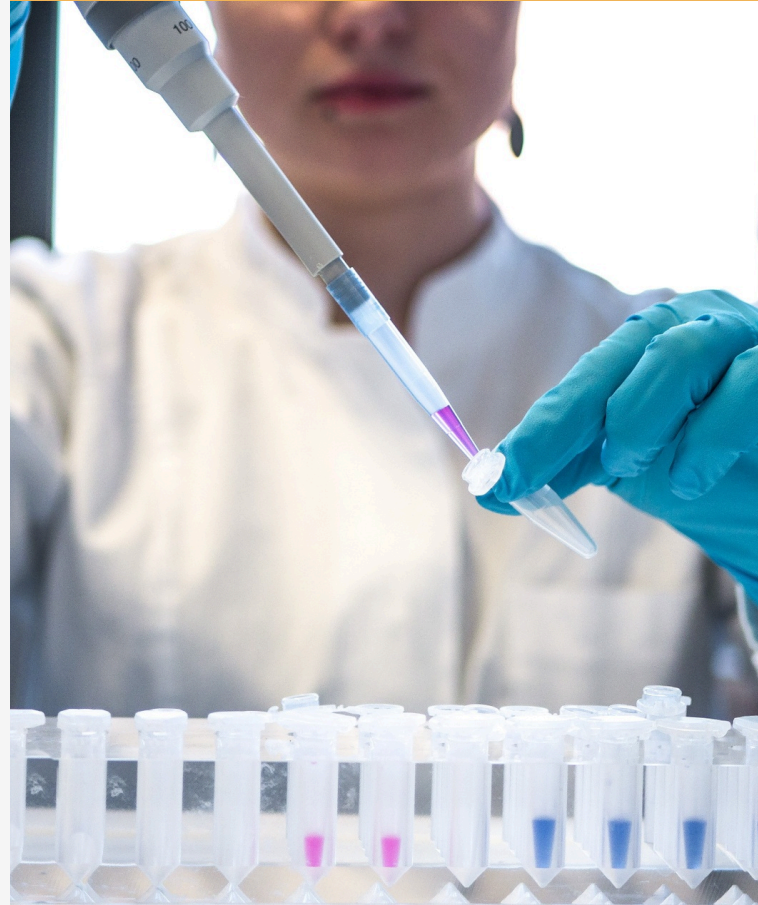


Broad & 10th

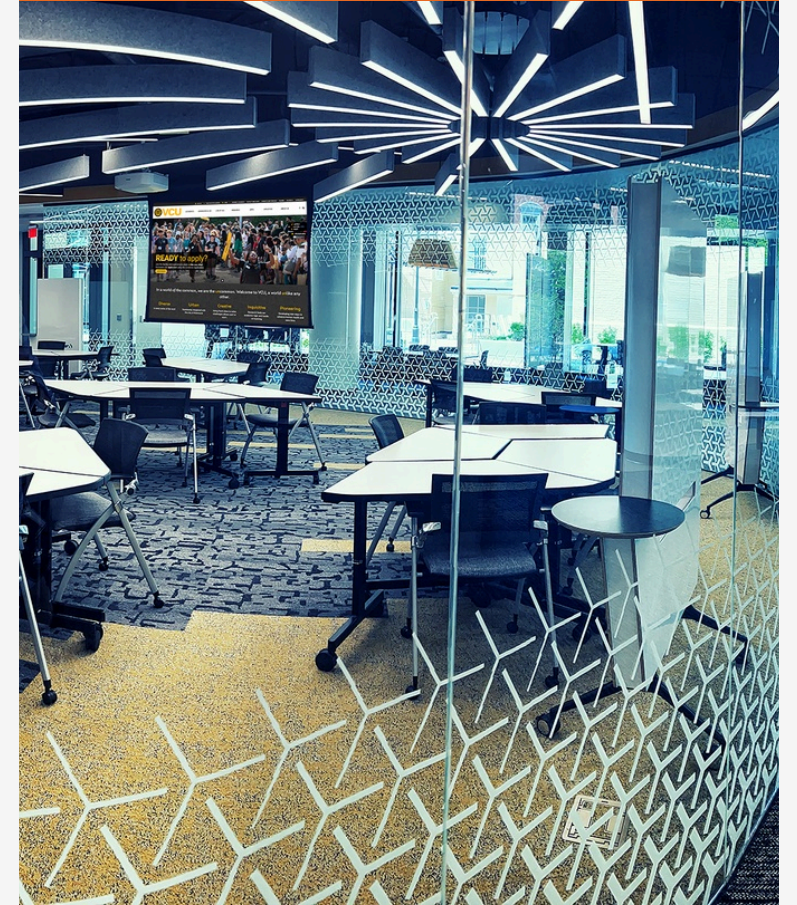
# Where we are going



Dentistry Center



Research Building



Transformative Learning Space & Laboratory Building

# Capital projects timeline

Board of Visitors Approvals



# Capital projects

Status of Board of Visitors approvals for active projects

	Start	1	2	3	4	5	Complete
		ONE VCU Master Plan	Six-Year Capital Plan	Project initiation	Contracts & real estate transactions	Project plans	Construction status
CoStar Center for Arts & Innovation		✓	✓	✓ 05/2019	✓	✓	
Founders Hall rehabilitation			✓	✓ 09/2021			On time/budget
Technology Operations Center			✓	✓ 10/2021	✓	✓	On time/budget; occupancy delayed
VCU Dentistry Center		✓	✓	✓ 03/2023			
Athletic Village Phase I		✓	✓	✓ 05/2023			
Scherer Hall renovations			✓	✓		✓	
Athletic Village Phase II		✓	✓				
Johnson Hall renovation		✓	✓				
Research Building		✓	✓				
Student Housing - Honors Undergraduate		✓	✓				
Transformative Learning Space & Laboratory Building		✓	✓				
West Grace Street Housing		✓	✓				

✓ Indicates action items for BOV approval in March 2024

onevcu

SUSTAINABILITY PLAN





# ONE VCU Sustainability Plan draft goals

Aligned with Quest 2028



## Ourselves

Embed sustainability in the One VCU culture



## Our community

Enhance student, patient, workforce and community health and well-being by restoring the natural environment and minimizing VCU's environmental impact



## Our world

Inspire sustainability innovation in research, education and healthcare to advance environmental health, human health, health equity and economic vitality

# Draft recommendations



## Ourselves

Embed  
sustainability in the  
One VCU culture

- **Strategy: Infuse sustainability into the academic curriculum**

Engage faculty to consider: interdisciplinary sustainability 101 course; sustainability course tracking; discipline-specific sustainability course modules; sustainability-related experiential learning opportunities; student-led sustainability projects

- **Strategy: Embed sustainability into operations**

Student orientation; employee orientation; graduation; RamStrong (health and well-being); sustainability expectations in procurement solicitations; and other operations as appropriate

- **Strategy: Optimize VCU's physical infrastructure**

Embed sustainability in design, construction and/or renovations (continue LEED building standards); establish “green operating room” and “green labs” processes and procedures; downsize fleet; add electronic vehicle charging stations; increase native and diverse plantings; replace gas-powered equipment with electric over time; establish a schedule for building system recalibration

- **Strategy: Establish a standing One VCU sustainability advisory committee**

Committee charged with supporting, sharing (dashboards) and monitoring sustainability plan progress; committee membership includes students, faculty, staff, VCU Health team members and community members

# Draft recommendations



## Our community

Enhance student, patient, workforce and community health and well-being by restoring the natural environment and minimizing VCU's environmental impact

- **Strategy: Reduce greenhouse gas emissions and work to achieve carbon neutrality**

Establish a project team (employees and students) to identify and model viable options to achieve the university's carbon neutrality by 2050 goal; bring viable option(s) forward for adoption and implementation

- **Strategy: Work toward becoming a zero-waste campus**

Strengthen waste and recycling program to increase waste diversion; reduce single-use plastics and food waste; reduce hazardous waste relative to our growth; increase reuse (e.g., Free Store); report current levels, develop reduction targets, and share and monitor progress

- **Strategy: Reduce potable water consumption and protect the James River**

Expand metering; implement reduction measures in areas of high use; report current levels, develop reduction targets, and share and monitor progress

- **Strategy: Enhance biophilic connection**

Grow and improve campus green space; pursue Bee Campus USA certification; pursue Tree Campus Higher Education recognition through the Arbor Day Foundation

- **Strategy: Engage with the Richmond communities on sustainability**

Examples include: lecture series, collaborative projects and RVA Green 2050

# Draft recommendations



## Our world

Inspire sustainability innovation in research, education and healthcare to advance environmental health, human health, health equity and economic vitality

- **Strategy: Increase cross-disciplinary sustainability research**

Build on the work of the Institute for Sustainable Energy and Environment (ISEE) and the Center for Environmental Studies; encourage researchers to cooperate and develop joint sustainability projects

- **Strategy: Develop the next generation of clinical workforce, faculty, researchers, civic leaders and professionals with expertise in sustainability**

Explore the creation of multidisciplinary bachelor's, master's and/or doctoral sustainability degree programs; prepare a clinical workforce to address health related impacts of climate change

- **Strategy: Foster sustainability-focused partnerships at VCU, in our community and around the world**

Identify VCU faculty and staff who are engaged in sustainability-related research, education and healthcare; foster potential partnerships in our community and around the world; identify gaps

- **Strategy: Broadly share VCU's sustainability impact**

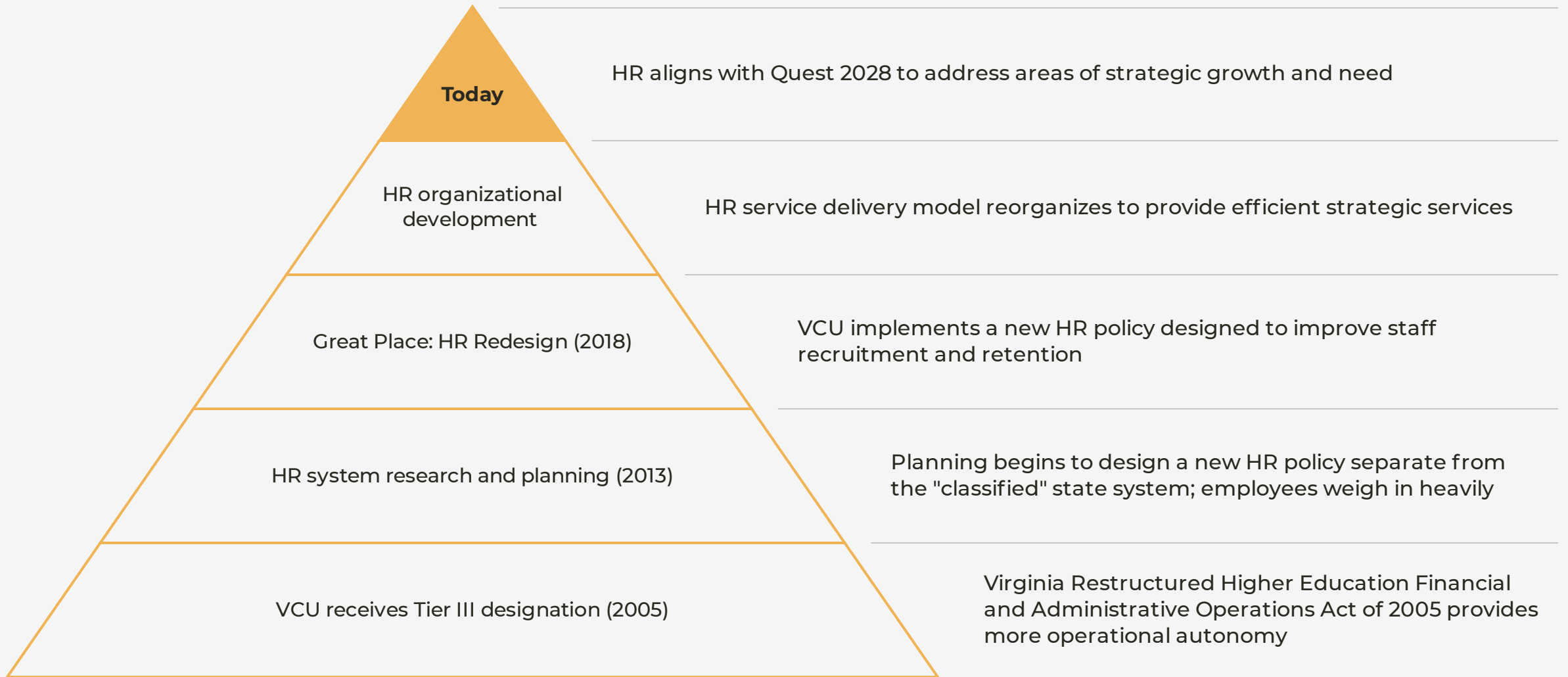
Develop and execute strategic communications plan

Feedback?

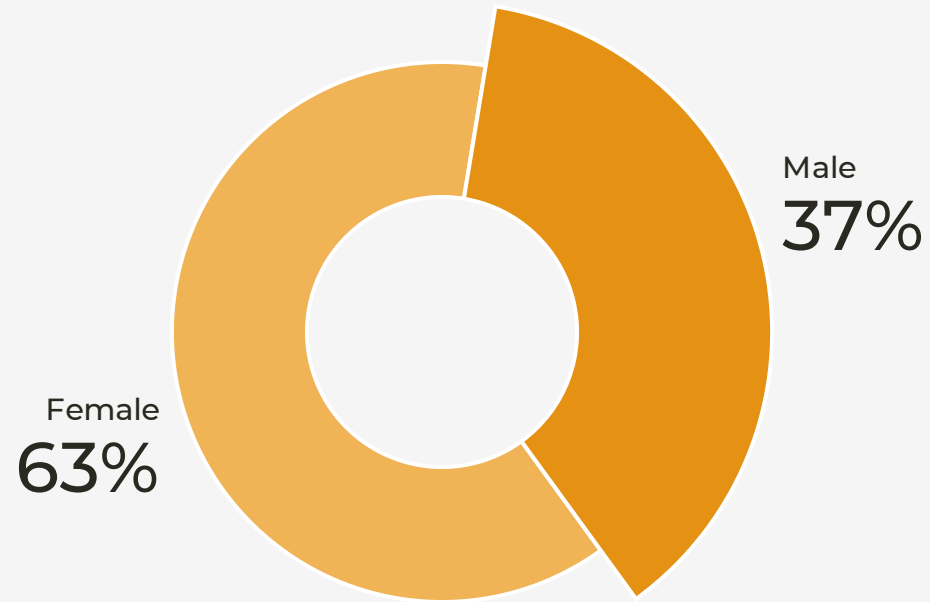


VCU Human Resources update

# VCU Human Resources evolution



# University staff overview



4,021

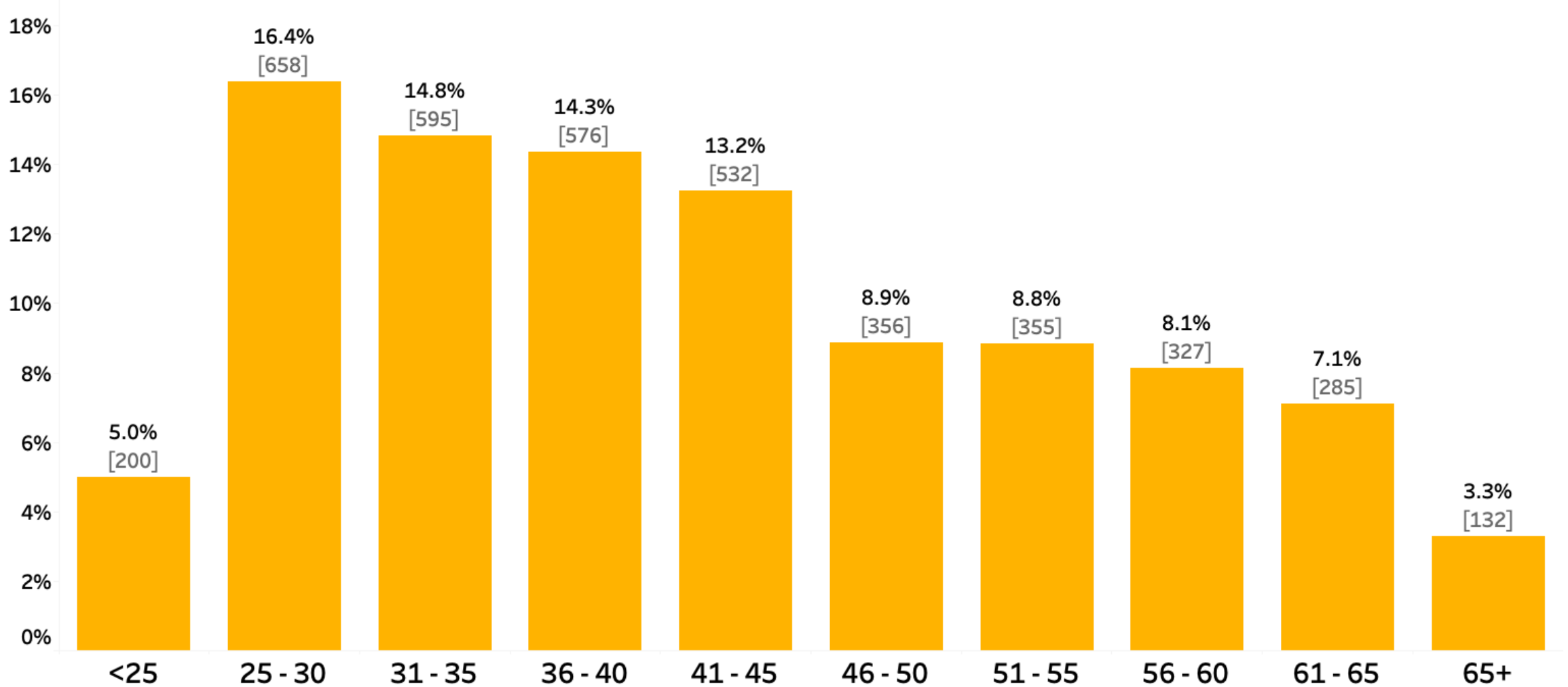
TOTAL STAFF EMPLOYEES

8.5 years

AVERAGE LENGTH OF SERVICE

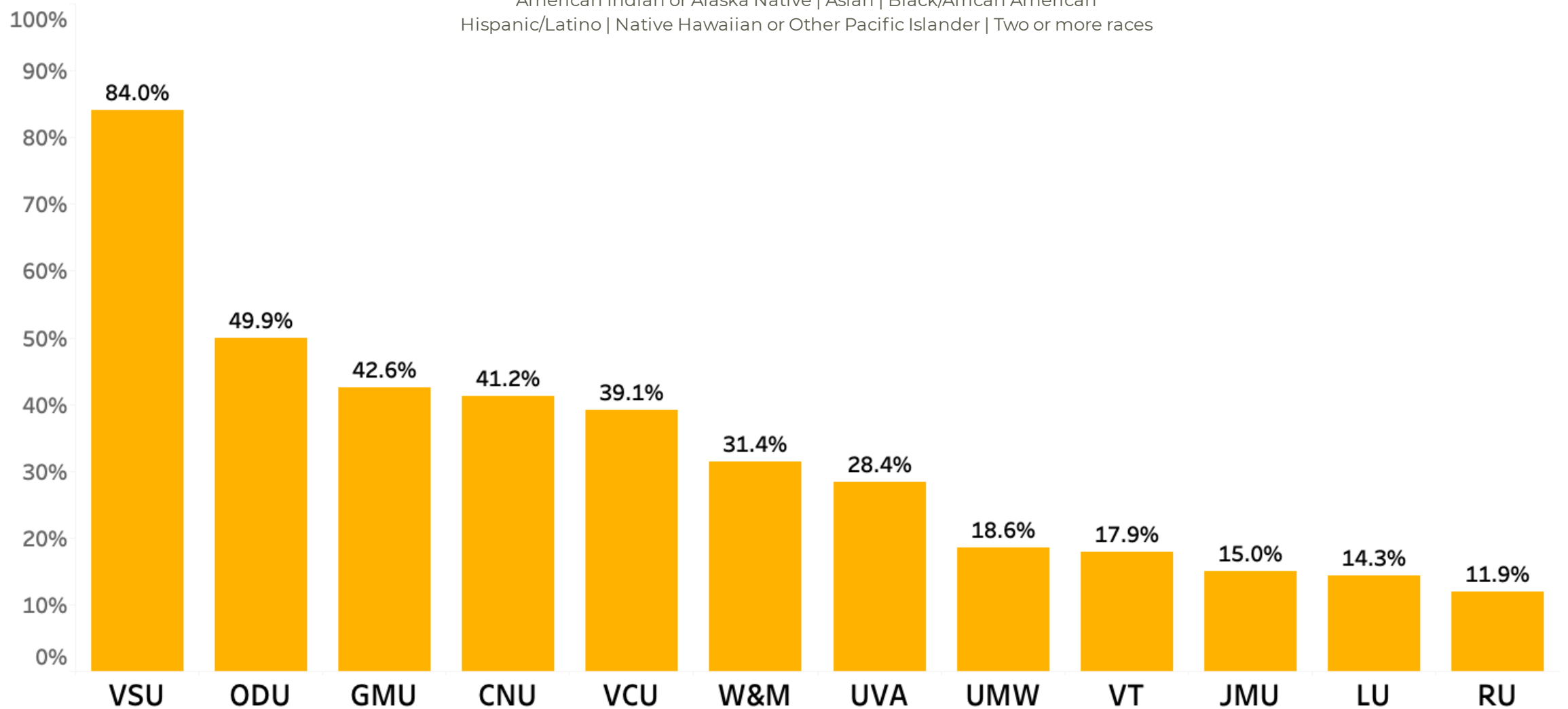


# VCU staff age profile



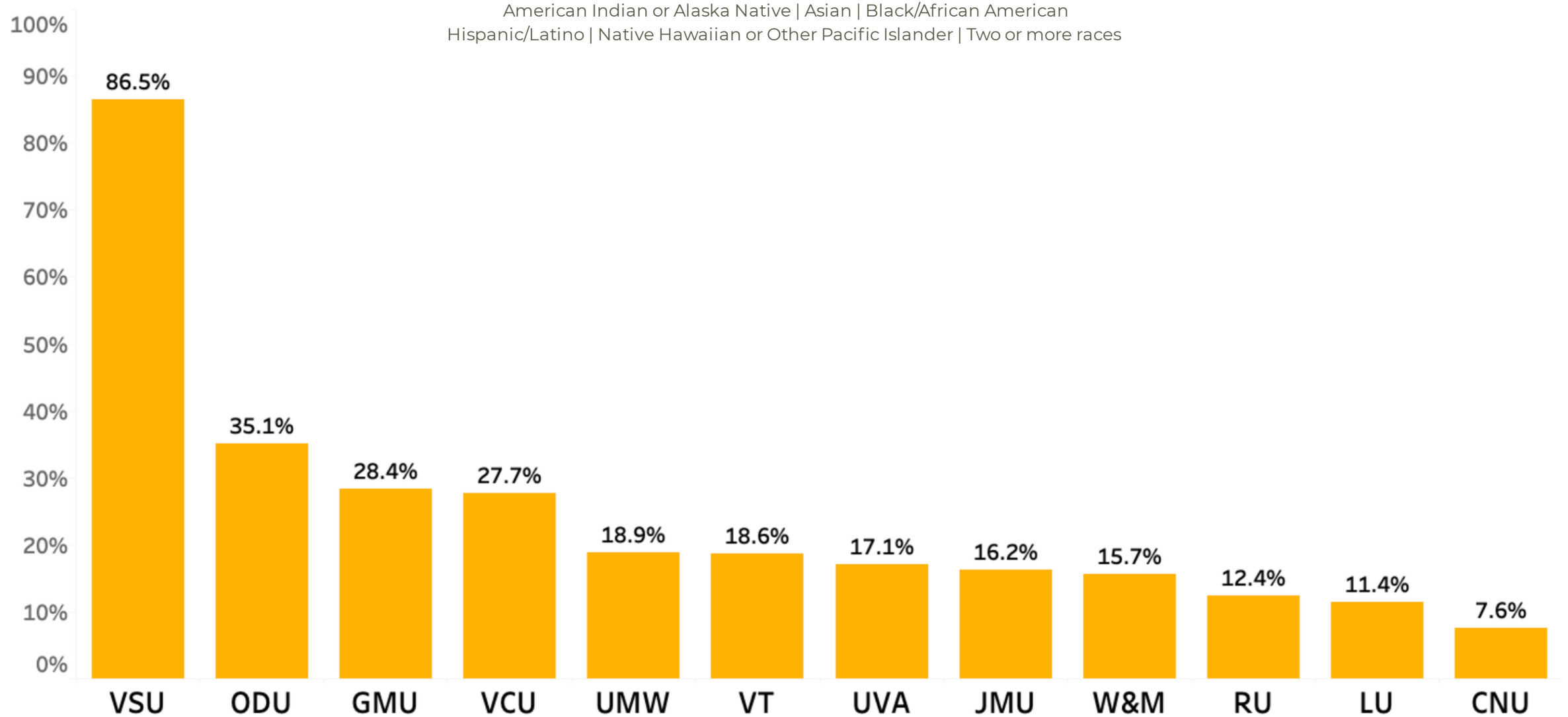
# Virginia comparison: full-time staff (2022)

American Indian or Alaska Native | Asian | Black/African American  
Hispanic/Latino | Native Hawaiian or Other Pacific Islander | Two or more races



Sources: National Center for Education Statistics Integrated Postsecondary Education Data System, required reporting for all U.S. higher education institutions that participate in federal financial aid programs

# Virginia comparison: full-time managers (2022)



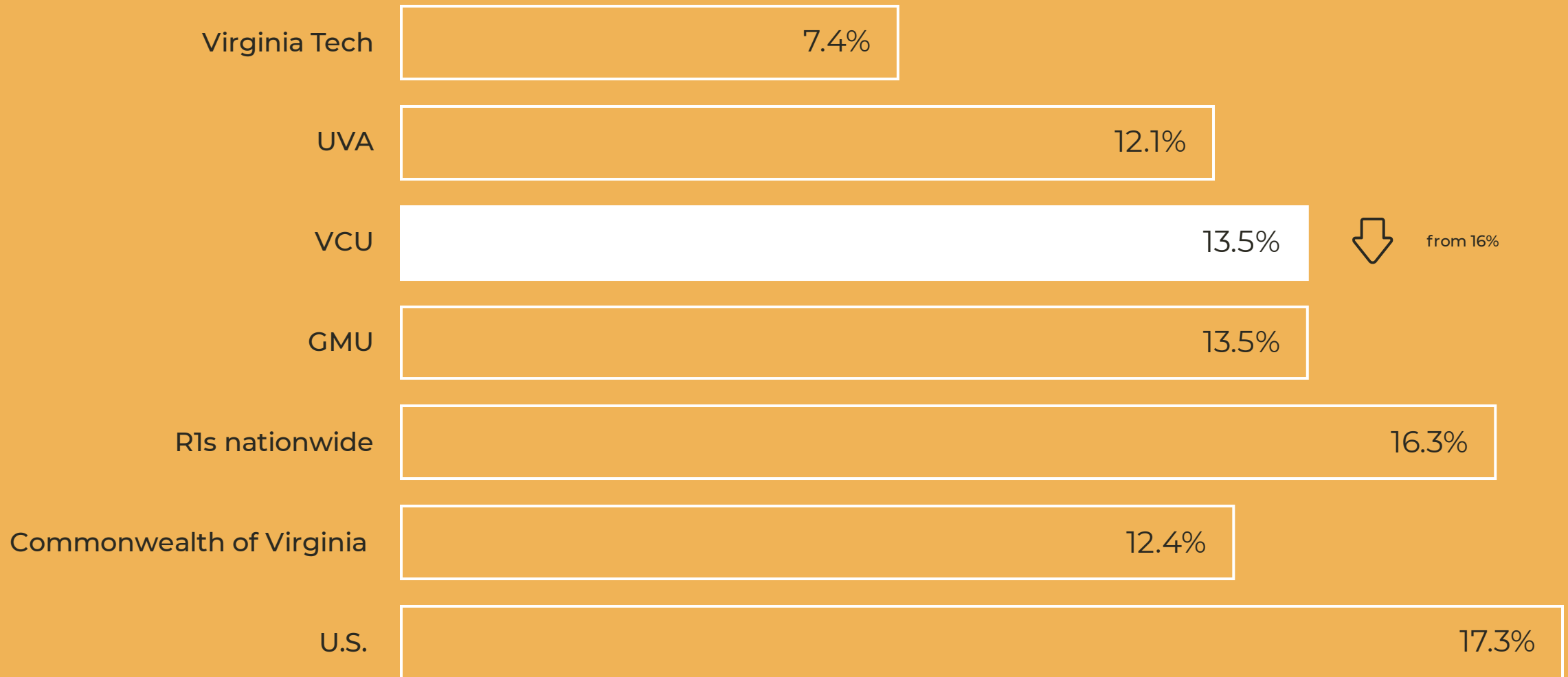
Sources: National Center for Education Statistics Integrated Postsecondary Education Data System, required reporting for all U.S. higher education institutions that participate in federal financial aid programs

# Lean management

Administrative efficiencies

Peer universities	% management employees (FTE)/all employees
University of Alabama at Birmingham	5%
<b>Virginia Commonwealth University</b>	<b>6%</b>
George Mason University	6%
University of Louisville	12%
University of Cincinnati (Main Campus)	13%
University of Virginia	13%
University of South Carolina (Columbia)	16%
<b>Mean</b>	<b>11%</b>
<b>Median</b>	<b>12%</b>

# Staff turnover comparison



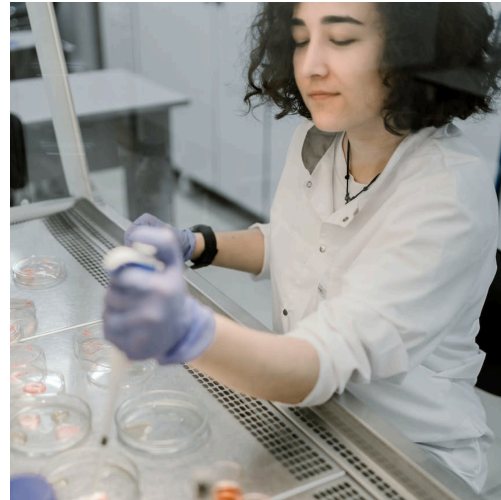
Sources: Respective university HR offices (GMU, VT, UVA), CUPA-HR, Payscale and VA Dept. of Human Resource Management

# Strategic focus areas



## Academic advisors

50% reduction in turnover



## Research

\$464.6M in sponsored research and growing



## Culture of care and appreciation

Advice?  
Questions?



## Board of Visitors March 22, 2023 Major Capital Projects Update

### Projects under construction

---

#### Technology Operations Center

Architect/engineer: PSH+  
Budget: \$31.3M  
Funding source: University debt

Biennium: 2022-2024  
Contractor: Mark Turner  
Status: On-time and on-budget;  
occupancy delayed

#### Description:

The 28,000 square foot facility is being constructed at 707 West Broad Street adjacent to the Technology Administration Building. The new facility will replace technology operations currently taking place at the state-owned Pocahontas Building. In April 2021, the Commonwealth of Virginia informed the university that it must vacate the Pocahontas Building by December 2023 to provide a site for the proposed Virginia Supreme Court Building. The new Technology Operations Center will serve as the primary data center and network operations hub for both the Monroe Park and the Academic Medical Center Campuses, as well as the telecommunications hub for VCU Health. As such, it will directly or indirectly support all of VCU's and much of VCU Health's critical operations.

#### Progress:

Construction is complete and the certificate of occupancy is pending due to water service from the City of Richmond. The City is in the process of upgrading water service infrastructure in order to support the facility's life safety system.

#### Founders Hall Building Envelope Rehabilitation

Architect/engineer: Raymond Engineering  
Budget: \$3.2M  
Funding source: Maintenance reserve

Biennium: 2020-2022  
Contractor: SRC, Inc.  
Status: On schedule (summer  
2024 estimated completion)

#### Description:

Founders Hall is located within the Historic Franklin Street District and houses several VCU College of Humanities and Sciences departments. The building is experiencing



significant water intrusion issues and requires repairs that include replacement of the roof as well as repairs to windows and the deteriorated masonry exterior.

Progress:

Exterior renovations are underway to address moisture intrusion, using the care and sensitivity required for restoring a historic structure.

## Projects in the planning phase

---

### **CoStar Center for Arts and Innovation (CCAI)**

(Formerly referred to as the Arts and Innovation Academic Building)

Architect/engineer: William Rawn Associates

Budget: \$253M

Funding source: \$232.4M will be funded by the state with the remainder funded by university funds, \$18M of which is committed by CoStar Group

Biennium: 2022-2024

Contractor: Hourigan

Status: Value engineering underway, demolition to begin Spring 2024

Description:

Positioned on the southeast corner of Broad and Belvidere Streets, across from the Institute for Contemporary Art at VCU and steps away from Fortune 500 companies and local startups, the new CCAI will provide a launch pad for critical digital and creative economy initiatives both on campus and in the city. The new CCAI will feature flexible classroom spaces, interdisciplinary performance venues, and makerspaces for rapidly growing partnerships across arts, business, humanities and sciences, medicine, and engineering. The new building will optimize VCU's arts innovation programs by bringing many of them together under one roof in a modern facility, replacing old and outdated buildings.

Progress:

The VCU Board of Visitors (BOV) authorized the demolition of the existing structures on the properties that comprise the CCAI project site as well as approval of the construction services contract at the September 2023 meeting. VCU received authorization from the General Assembly's Six-Year Capital Outlay Plan Advisory Committee (6PAC) to proceed with early release site work contracts. VCU will demolish the existing buildings this spring. VCU is working with the construction manager and the design team to complete value engineering.

## **Athletic Village Phase I: Outdoor Track Facilities and Practice Fields**

Architect/engineer: HKS  
Budget: \$38M (estimated)  
Funding source: The sale of the Sports Backers Stadium property, private funds and short-term debt

Biennium: 2024-2026  
Contractor: Barton Malow  
Status: Planning

### Description:

The new outdoor track facilities and practice fields will consist of a 400 meter outdoor track with a natural turf infield to accommodate a NCAA soccer field. The outdoor track facilities, intended to replace those of the current Sports Backers Stadium, will contain seating for 1,500 spectators as well as locker rooms, concessions and storage. There will be two lighted practice fields, one of artificial turf and one of natural grass.

### Progress:

The demolition and abatement work is scheduled to begin this spring. The architect is preparing a proposal for the design of the practice fields only. Design work on the outdoor track facilities is on hold pending the sale of Sports Backers Stadium to the City of Richmond.

## Upcoming priority projects

---

### **Research Building**

Architect/engineer: TBD  
Budget: \$400M (estimated)  
Funding source: TBD; seeking state funding (TBD 50/50 state and university funds)

Biennium: 2024-2026  
Contractor: TBD  
Status: New project

### Description:

There is a critical need for research space on VCU's campuses. As a R1 institution with nearly \$464M in sponsored research funding in fiscal year 2023 (an increase of 71% in the past five fiscal years), our research enterprise is rapidly growing and is one of the fastest among Virginia universities and our peer public universities in the nation. Sanger Hall, our largest facility where research takes place, is well beyond its useful life, requires frequent emergency repairs, and offers no room for growth. Without modern research space, we run the risk of shutting down labs, losing talent and research funding, and missing economic development opportunities to attract bio/pharma

companies and new startups as Richmond evolves into a formidable health innovation hub.

Progress:

This project is listed in the first biennium of the 2024-2030 Six-Year Capital Plan, which was approved by the BOV in May 2023. It is not yet authorized by the state for pre-planning.

## **Transformative Learning Space and Laboratory Building**

(Formally referred to as Interdisciplinary Classroom and Laboratory Building)

Architect/engineer: TBD

Biennium: 2024-2026

Budget: \$201M (estimated)

Contractor: TBD

Funding source: Seeking state funding

Status: New project

Description:

A new Transformative Learning Space and Laboratory Building is mission-critical to ensure our learners develop the knowledge and skills employers across industries are demanding to compete and succeed in a global marketplace. A new building will be designed to offer nearly 200,000 square feet of modern, flexible and adaptable space, incorporating maker and laboratory spaces and technology-enabled learning spaces – including innovative “hyflex” capabilities that allow faculty to seamlessly engage and serve both traditional and non-traditional, in-person and remote learners across geographic boundaries. Situated in the heart of VCU’s Monroe Park Campus, this facility is critical for meeting student needs, positioning VCU to meet enrollment goals in a future of increased competition, and enhancing VCU's role as a major economic driver in Richmond and the Commonwealth.

Progress:

This project is listed in the first biennium of the 2024-2030 Six-Year Capital Plan, which was approved by the BOV in May 2023. VCU is authorized for pre-planning by the state.

## **VCU Dentistry Center**

Architect/engineer: TBD

Biennium: 2024-2026

Budget: \$417M (estimated)

Contractor: TBD

Funding source: Seeking state funding

Status: New project

Description:

VCU is home to the Commonwealth’s only dental school and is the only facility in the state offering complete multidisciplinary care, including oral surgery, periodontology, oral pain, oral cancer, etc. The current School of Dentistry buildings are beyond their useful life, do not meet current educational or patient care needs, have significant accessibility

issues, and have deferred maintenance estimated in excess of \$75M. When the school turns away emergency care patients due to lack of adequate space, it leads to expensive and preventable emergency room visits and loss of student educational opportunities. The proposed 314,835 square foot VCU Dentistry Center will provide state-of-the-art equipment and technology serving more than 500 students as well as maximize care for patients from across the Commonwealth, including underserved populations. It will bring together general and specialty clinics, multiple cutting-edge academic laboratories, and associated contemporary support spaces – aligning with modern practices in dental education, enhancing patient care, advancing the academic (non-sponsored) research mission, improving faculty and student recruitment, and allowing for increased enrollment.

Progress:

This project is listed in the first biennium of the 2024-2030 Six-Year Capital Plan, which was approved by the BOV in May 2023. VCU requested state authorization for pre-planning.

# VCU Capital Project Process

## Overview

---

As a state institution, VCU follows the design philosophy outlined in the Commonwealth's Construction and Professional Services Manual (CPSM), which states that "the design goal is to create a capital investment that meets the user's functional requirements, provides the most economical life cycle cost, and promotes energy efficiency and environmental conservation. The Commonwealth's design philosophy envisions a long and useful life for state buildings. These buildings will often be used for periods exceeding 50 years and, consequently, should be designed for durability, economy of operation and ease of maintenance."

In general, academic facilities are funded by the Commonwealth of Virginia (the state), while auxiliary facilities, such as dining halls, residence halls and student centers, are funded through university fees.

## Process

The capital process is outlined below. Gray italicized text provides additional information for each step.

Rules, agreements, statutes and policies governing VCU's highly-regulated capital process are also noted.

---

### Master plan

The VCU Board of Visitors (BOV) approved the One VCU Master Plan (March of 2019), which aligns VCU's physical campus site plan with VCU's strategic plan.

### Six-Year Capital Plan and funding sources

VCU prioritizes capital projects in the master plan into a Six-Year Capital Plan, which includes preliminary size, cost and fund source estimates for each project for the next six years. This is presented to the Facilities, Real Estate and Administration Committee and approved by the BOV in the spring of every odd year. The BOV approves amendments to add, update or remove capital projects as needed.

- **State-funded projects:** VCU works with the Virginia Department of General Services, Division of Engineering and Buildings (DEB) following a detailed, state-approved template/process (CR-1) to establish high-level estimates for size, scope and cost. Estimates in this template are derived from the DEB cost database and comparable projects throughout the state as well as similar projects identified by the university throughout the country. The governor's office evaluates VCU's projected needs and incorporates recommendations into the Executive Budget for consideration by the General Assembly.
- **University-funded projects:** VCU uses the same state-approved planning template/process that is used to plan for state-funded capital projects – the DEB CR-1 template – to establish high-level estimates for size, scope and cost. VCU's CFO requires a business plan that identifies the source of funds (i.e., cash, debt, gifts and/or anticipated revenue streams) as well as the timing of funding availability (i.e., gifts in hand or issuance of debt) and the plan to cover costs in the interim (i.e., covering costs with cash or debt until funds are raised or committed gifts are paid). Any project with a component of debt requires authorization from the BOV no later than 60 days prior to any expenditures.
- **Public-private partnership projects or other potentially complex projects (e.g., projects that involve historic tax credits):** VCU brings in external consultants (e.g., financial, legal, development) and real estate foundation advisors to explore and vet options, analyze potential risks and provide recommendations.

### Project initiation and applicable contract approvals

The BOV approves the initiation of capital projects, authorizing VCU to advertise and procure design services (and construction services, if applicable, depending on the procurement method) per the management agreement. If a contract is expected to be more than \$5M (per the signatory authority policy), the BOV authorizes VCU to procure a firm(s) and negotiate contract(s) at a Not to Exceed (NTE) amount. Project initiation approval requests are presented to the Facilities, Real Estate and Administration Committee; contract and funding source approval requests and debt resolution, if applicable, are presented to the Finance and University Resources Committee.

- **State-funded projects:** This step follows a budget bill that is signed by the governor.
- **University-funded projects:** This step follows an approved business plan.
- **Public-private partnership projects or other potentially complex projects:** This step follows a BOV review of external advisors analyses and recommendations.

After initiation, VCU determines the most appropriate procurement method for the project (per the HECO manual and management agreement).

- **Construction Manager At-Risk:** Two separate proposal requests are issued – one for the design architect and another for construction services. These two firms work together on design and cost. CM At-Risk is based on the Competitive Negotiations method of contractor selection (Code of Virginia § 2.2-4302.2).
- **Design-Build:** VCU issues a single proposal request for a team that includes both the design architect and construction services. VCU awards contracts based on qualifications and best value. Design-Build is based on the Competitive Negotiations method of contractor selection (Code of Virginia § 2.2-4302.2).
- **Design-Bid-Build:** A proposal request is issued for a design architect and, when design is complete, a separate invitation for bid is issued for construction services. These contracts are awarded to the lowest responsible bidder. Design-Bid-Build is based on the Competitive Sealed Bidding method of contractor selection (Code of Virginia § 2.2-4302.1).
- **Public-private partnership projects or other potentially complex projects:** External advisors (e.g., financial, legal, development) assist with determining the procurement method, contract review and negotiation.

### **Project plans and applicable contract approvals**

The BOV reviews and approves project plans and amendments to the Six-Year Capital Plan and authorizes VCU to negotiate and execute a NTE contract for construction. Project plans and Six-Year Capital Plan amendments are presented to the Facilities, Real Estate and Administration Committee for approval; contract and funding source approvals, including any debt resolutions, if applicable, are presented to the Finance and University Resources Committee.

- **State-funded projects:** VCU works alongside DEB on preliminary design plans and cost estimates to arrive at an agreed upon final size, scope and cost as well as compliance with legislative intent in terms of the purpose and use of the facility. All projects must also be approved by applicable regulatory authorities such as the Virginia Art and Architectural Review Board, the Virginia Department of Health, the Virginia Department of Historic Resources, respective municipalities, etc.
- **University-funded projects:** VCU presents the preliminary design plans to the state (DEB). All projects must also be approved by applicable regulatory authorities.
- **Public-private partnership projects or other potentially complex projects:** VCU works with external advisors and partners, following applicable regulations, to develop project plans. All projects must also be approved by applicable regulatory authorities.

### **Ongoing updates and disbursements**

Once project plans are approved and construction begins, the BOV is updated on the progress of capital projects at each board meeting.

- **State-funded projects:** VCU requests disbursement of funds from the state in order to begin construction.
- **University-funded projects:** VCU Treasury Services is apprised of construction progress and ongoing draws on bond proceeds throughout the completion of the project to ensure compliance with the requirements around the use of bond proceeds.
- **Public-private partnership projects:** Disbursement of funds follows contract terms.

### **Rules, agreements, statutes and policies**

- **Rules Governing Procurement of Goods, Services, Insurance, and Construction by a Public Institution of Higher Education of the Commonwealth of Virginia (Governing Rules)**
- **VCU Management Agreement (management agreement):** Agreement between the state and the BOV that governs financial and administrative authority
- **Codes of Virginia:**
  - **§ 2.2-1132.C:** Administration of Capital Outlay Construction Projects
  - **§§ 2.2-4300 through 2.2-4377:** Virginia Public Procurement Act (Procurement Act); as a Tier 3 institution, VCU is generally exempt from the Public Procurement Act, as specified in the Governing Rules and the management agreement
  - **§§ 2.2-4378 through 2.2-4383:** Construction Management and Design-Build Contracting consistent with the Governing Rules and the management agreement
  - **§§ 23.1-1000 through 23-1028:** Restructured Higher Education Financial and Administrative Operations Act (The Restructuring Act)
- **VCU Higher Education Capital Outlay Manual (HECO):** The HECO manual is based upon the state's Construction and Professional Services Manual (CPSM), modified by VCU according to the Restructuring Act and management agreement
- **VCU Delegation of Signatory Authority Policy (Signatory Authority Policy):** Stipulates that agreements/contracts exceeding (or expected to exceed) \$5M require BOV approval

## **VCU Safety Training Update**

### Executive Summary

#### **Background**

At the December 8, 2023 Board of Visitors Facilities, Real Estate and Administration Committee meeting, John Venuti, Associate Vice President for Public Safety, VCU and VCU Health and Chief of VCU Police, provided an annual update on public safety at VCU. During his presentation, there were questions from board members around active shooter training and preparedness. Board members expressed interest in best practices and mandatory training for students.

#### **Update**

Active shooter preparation and training continue to be a priority for VCU Police. Following an active-shooter preparedness exercise conducted in August 2023, VCU Police began working with a company to create and produce a One VCU active shooter video. This video will be available for both VCU and VCU Health and will incorporate all of VCU's alerting protocols as well as provide guidance as to what actions to take in the event of an active shooter in a healthcare and/or academic setting.

The video will be complete by Summer 2024 and will become mandatory training for all students, faculty and staff. This project has been led by VCU Emergency Management in collaboration with VCU Health Emergency Management.