1. CALL TO ORDER
   2 minutes (9:15-9:17 a.m.)

2. ACTION ITEMS:
   2 minutes (9:17-9:19 a.m.)
   a. September 15, 2023 Meeting Minutes

3. REPORT FROM VICE PRESIDENT
   FOR ADMINISTRATION
   35 minutes (9:19-9:54 a.m.)
   a. Safety and Risk Management Updates and Metrics
      10 minutes (9:19-9:29 a.m.)
   b. VCU Police Updates and Metrics
      15 minutes (9:29-9:44 a.m.)
   c. Building and Grounds Report
      10 minutes (9:44-9:54 a.m.)

4. MISCELLANEOUS REPORTS:
   2 minutes (9:54-9:56 a.m.)
   For Informational Purposes Only:
   a. Capital Projects Update

5. CLOSED SESSION – Freedom of Information
   Act Section 2.2-3711 (A) (3)
   10 minutes (9:56-10:06 a.m.)

6. RETURN TO OPEN SESSION
   AND CERTIFICATION

Dr. Dale Jones, Chair

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1 The start time for the Board of Visitors meeting is approximate only. The meeting may begin either before or after the listed approximate start time as Board members are ready to proceed.
2 minutes (10:06-10:08 a.m.)

7. OTHER BUSINESS
   10:09 a.m.

   Dr. Dale Jones, Chair

8. ADJOURNMENT
   10:10 a.m.

   Dr. Dale Jones, Chair

In accordance with the Board’s operating procedures and in compliance with the Virginia Freedom of Information Act, there will be no opportunity for public comment at this meeting.
Safety & Risk Management update
Who we are

Risk management
Enterprise risk management; insurance management

Workplace safety
Occupational health and safety; environmental health; fire safety; industrial hygiene

Employee health & well-being
Employee wellness screenings, work related injury, initial care and follow-up; new hire evaluation; vaccinations

Research support
Lab, biological, chemical and radiation safety; chemical inventory; animal and field research support; research reviews
VCU Enterprise Risk Management evolution

Operational governance
2024: Clearly and purposefully connect ERM to drive organizational goal achievement

Risk survey
2022: Stakeholders surveyed to identify risks out of tolerance based on risk appetite

Risk appetite
2021: Risk appetite and survey methodology developed

Risk controls
2019: Risk controls added to departmental audits; risk mitigation plans are reviewed

Risk consolidation
2018: Workshops conducted to consolidate 122 risks to 19

Enterprise Risk Management charter
2016: VCU’s ERM charter and process approved by the President’s Cabinet

Risk identification
2013: VCU identified 122 risks through KPMG (consultant)
Workplace safety

65% Lower Accident rates at VCU compared to national average for higher education

57% Decrease Number of employee injuries resulting in days away from work (2018–2022)

>3500 Annual fit tests for VCU Health System

$3.2M Insurance claims recovered (2018–2022)

Source: U.S. Bureau of Labor and Statistics
"This is a great initiative. There is a lot of rhetoric regarding appreciation, and this is one of those instances where I feel VCU cares about employees."

- **Timely Care**
  - Available for all students, faculty and staff
  - More than 3,000 registered

- **Employee Health Services**
  - 8,000 university and health system employees served annually on both campuses
  - 350 visits since January at new location on Monroe Park Campus
  - New employee wellness screening
Research support

29%  
Increase in research reviews  
(from 530 in 2018 to 686 in 2022)

50%  
Increase in laboratory staff trained  
(from 1,540 staff trained in 2018 to 2,310 in 2022)

44%  
Increase in university hazardous waste disposal costs  
(from $140K in 2018 to $201K in 2022)
Thoughts? Questions?
VCU Police update
Policing with a purpose

Community policing

Fair & impartial policing

Community input & involvement

Innovation & creativity
Federal and state requirements

Crisis and emergency management
• Comprehensive Emergency Management Plan (Board of Visitors approves every four years)
• Continuity of operations plan

Threat assessment
• A multi-disciplinary team chaired by VCU Police and VCU Student Affairs

Clery Act
• Crime reporting (annual security report and daily crime log)
• Alerts and timely warnings
• Prevention and awareness programming
Perception of safety

89%

Community members who feel “safe” or “very safe” on VCU campuses
Crime statistics

- Sexual assault
- Larceny
- Bike Larceny
- Vehicle/bike
- Vehicle/pedestrian
- Robbery (core campus)

<table>
<thead>
<tr>
<th>Year</th>
<th>Sexual assault</th>
<th>Larceny</th>
<th>Bike Larceny</th>
<th>Vehicle/bike</th>
<th>Vehicle/pedestrian</th>
<th>Robbery (core campus)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019-20</td>
<td>443</td>
<td>73</td>
<td>41</td>
<td>16</td>
<td>16</td>
<td>25</td>
</tr>
<tr>
<td>2020-21</td>
<td>221</td>
<td>36</td>
<td>36</td>
<td>3</td>
<td>19</td>
<td>6</td>
</tr>
<tr>
<td>2021-22</td>
<td>301</td>
<td>37</td>
<td>37</td>
<td>9</td>
<td>14</td>
<td>9</td>
</tr>
<tr>
<td>2022-23</td>
<td>463</td>
<td>42</td>
<td>42</td>
<td>12</td>
<td>8</td>
<td>12</td>
</tr>
<tr>
<td>2023-2024</td>
<td>132</td>
<td>5</td>
<td>15</td>
<td>2</td>
<td>4</td>
<td>7</td>
</tr>
</tbody>
</table>

(Sources: AYTD)
Use of force
Safety initiatives

- Community Oversight & Advisory Committee
- Officer recruitment
- Pedestrian safety
- Real time crime center
- Safety ambassadors
- Weapons screening
Buildings & grounds report
## Land, buildings & parking

VCU-owned (does not include health system owned)

<table>
<thead>
<tr>
<th></th>
<th>Monroe Park Campus</th>
<th>Health Sciences Campus</th>
<th>Athletic Village</th>
<th>Rice Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acres of land</td>
<td>102</td>
<td>17</td>
<td>66</td>
<td>350</td>
</tr>
<tr>
<td>No. buildings</td>
<td>151</td>
<td>51</td>
<td>--</td>
<td>6</td>
</tr>
<tr>
<td>Gross square feet</td>
<td>7.4M</td>
<td>4.8M</td>
<td>--</td>
<td>26K</td>
</tr>
<tr>
<td>Parking spaces</td>
<td>5,441 (8 decks, 25 lots)</td>
<td>4,294 (4 decks, 9 lots)</td>
<td>--</td>
<td>--</td>
</tr>
</tbody>
</table>
**Leased space & parking**

VCU-leased space (does not include health system owned)

<table>
<thead>
<tr>
<th></th>
<th>Monroe Park Campus</th>
<th>Health Sciences Campus</th>
<th>Off site</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross square feet</td>
<td>275K</td>
<td>550K</td>
<td>878K</td>
</tr>
<tr>
<td>Parking spaces</td>
<td>976</td>
<td>342</td>
<td>1,318</td>
</tr>
</tbody>
</table>
Building age
Actual numbers

- Monroe Park Campus:
  - 20 years or less: 30
  - 21-40 years: 23
  - 41-60 years: 17
  - 61-80 years: 4
  - 81-100 years: 5

- Health Sciences Campus:
  - 20 years or less: 15
  - 21-40 years: 8
  - 41-60 years: 3
  - 61-80 years: 5
  - 81-100 years: 11

Legend:
- Blue: 20 years or less
- Light green: 21-40 years
- Yellow: 41-60 years
- Orange: 61-80 years
- Red: 81-100 years
- Purple: More than 100 years
Types of facilities management

- **Capital projects**
  Major construction over $3M
  Projects on VCU's biennial Six-Year Capital Plan

- **Renovations**
  Renewing a space or facility in order to alter it or restore it to good condition

- **Maintenance**
  A single major repair or replacement project to plant, property or equipment that is intended to extend its useful life
Annual E&G deferred maintenance

(in millions)

A single major repair or replacement to plant project, property or equipment that is intended to extend its useful life.

$37M total

State $12.5

University $0.25

Need gap $24.25
Deferred maintenance investment criteria

☑️ Reliability
Issues of imminent failure of compromise to the system that may result in interruption to program or use of space.

☑️ Safety/code
Code compliance issues and institutional safety priorities or items that are not in conformance with current codes, even though the system is "grandfathered" and exempt from current code.

☑️ Asset preservation
Projects that preserve or enhance the integrity of buildings, systems, structure or campus infrastructure.

☑️ Economic opportunity
Projects that result in a reduction of annual operations costs or capital savings.

☑️ Program improvement
Projects that improve the functionality of space, primarily driven by academic, student life and athletic programs or departments. These projects are also issues of campus image and impact.
Renovations

- Renewing a space or facility in order to alter it or restore it to good condition
- Major renovations (> $3M) are capital projects
- $6M of renovations in E&G facilities in FY23
- Limited university funding ($500K)

Renovations are self-funded by the respective business unit
Discussion
Projects under construction

Technology Operations Center
Budget: $31.3M  Contractor: Mark Turner
Funding source: University debt  Status: On schedule (December 2023 substantial completion)

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:
Installation for data center equipment begins in December 2023. Staff begin moving into the facility in early 2024.

Founders Hall Building Envelope Rehabilitation
Budget: $3.2M  Contractor: SRC, Inc.
Funding source: Maintenance reserve  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 units. 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.
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
Biennium: 2022-2024
Budget: $253M
Contractor: Hourigan
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
Status: On schedule (August 2027 estimated completion date)

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 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. Extensive value engineering and cost evaluation has taken place to align scope with budget and complete design.

Athletic Village Phase I: Outdoor Track Facilities and Practice Fields
Architect/engineer: HKS
Biennium: 2024-2026
Budget: $38M (estimated)
Contractor: Barton Malow
Funding source: The sale of the Sports Backers Stadium property, private funds and short-term debt
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:
HKS is preparing a proposal for demolition, which is anticipated to begin in the first quarter of 2024.

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 Board of Visitors 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
Budget: $201M (estimated)
Funding source: Seeking state funding

Biennium: 2024-2026
Contractor: TBD
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 Board of Visitors in May 2023. VCU is authorized for pre-planning by the state.

VCU Dentistry Center

Architect/engineer: TBD
Budget: $417M (estimated)
Funding source: Seeking state funding

Biennium: 2024-2026
Contractor: TBD
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 Board of Visitors in May 2023. VCU requested state authorization for pre-planning.
RESOLUTION OF CERTIFICATION

The Chair of the Facilities, Real Estate and Administration Committee of the Board of Visitors of Virginia Commonwealth University will entertain a motion of certification that Virginia Commonwealth University hereby certifies that, to the best of each member’s knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion convening the closed session meeting were heard, discussed or considered by the Facilities, Real Estate and Administration Committee of the Board of Visitors of Virginia Commonwealth University.