1. CALL TO ORDER
   2 minutes (12:00-12:02 p.m.)

2. ACTION ITEMS:
   2 minutes (12:02-12:04 p.m.)
   a. March 21, 2024 Meeting Minutes

3. REPORT FROM VICE PRESIDENT FOR ADMINISTRATION
   37 minutes (12:04-12:41 p.m.)
   a. ONE VCU Master Plan Academic Medical Center Site Plan Update
   b. ONE VCU Sustainability Plan Update
   c. Technology Services Updates and Metrics

4. MISCELLANEOUS REPORTS:
   2 minutes (12:41-12:43 p.m.)
   For Informational Purposes Only:
   a. Capital Projects Update
   b. Building and Grounds Report

5. OTHER BUSINESS
   12:44 p.m.

6. ADJOURNMENT
   12:45 p.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.

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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.
ONE VCU MASTER PLAN

Academic Medical Center site plan update
Capital projects timeline

Board of Visitors Approvals

1. **ONE VCU Master Plan**
   - BOV approves a strategic master plan (last approved March 2019)

2. **Six-Year Capital Plan**
   - BOV approves prioritized projects biennially and approves amendments as needed (last approved May 2023)

3. **Project initiation**
   - BOV approves initiation of major capital projects exceeding $3M

4. **Contracts & real estate**
   - BOV approves architect/engineer, design and construction contracts exceeding $5M, as well as all real estate transactions, including capital leases

5. **Project plans & construction**
   - BOV reviews and approves project plans prior to the start of construction

Start | Complete
Pre-planning underway

New:
- Dentistry Center
- Inpatient expansion
Potential near-term

New:
- Interdisciplinary Health Sciences building *(Includes library and research)*
- Mixed-use building
- Logistics center and parking
- Inpatient expansion
- Research, classroom and office building
- Student housing
Potential future

New:
- Inpatient expansions
one vcu | sustainability plan
ONE VCU Sustainability Plan goals

Aligned with Quest 2028

sustainabilityplan.vcu.edu/draft-plan/

**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
Executive Summary
One VCU Sustainability Plan
Final draft with revisions based on community feedback

Background
As an urban university, a top 50 public research institution and an academic medical center, VCU plays a vital role in developing sustainable solutions that affect not only the natural environment, but also human health, health equity and economic vitality.

In 2022, a team of more than 100 subject-matter experts and key stakeholders across VCU, VCU Health and the local community, embarked on a planning process to create a holistic and evidenced-based sustainability plan. More than 1,500 community members engaged in the development of draft recommendations, which were published online in February 2024 and later shared at the March 2024 VCU Board of Visitors meeting. Since then, a range of valuable feedback from faculty, staff, students and community members has been received and incorporated into the draft.

The draft plan reflects VCU’s aspiration and recognizes the scale of the challenges ahead – building upon a wide range of efforts that are already underway. The three highest level goals of the plan are:

- Ourselves: Embed sustainability into 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

Discussion
The draft with recommendations to-date is available at sustainabilityplan.vcu.edu/draft-plan/. Feedback can be submitted online through the end of May 2024 and the final plan will be shared with the VCU community this summer.
Technology Services update
Who we are

9 UNIQUE AREAS OF EXPERTISE

289 STAFF MEMBERS INCLUDING 82 STUDENT WORKERS

140 APPLICATIONS, SYSTEMS & SERVICES
Current key priorities

- VCU Alert model changes
- Rationalizing mobile app experience
- Research computing environment review
- Hybrid university
- Improved service delivery through student engagement & strategic partnerships
- Technology Operations Center
- Generative AI infrastructure & support
Technology Operations Center

- Rebuilding entire campus data and telephony network in newly constructed facility
- 256 pieces of equipment (moved or new install)
- Miles of data rerouted/installed
- No substantial down time
- Decommissioning of 900 East Main Street
# Artificial intelligence

## Where we are
- AI IT strategy group
- AI guidelines & secure practices
- Piloting of enterprise tools

## Where we're going
- Support AI minor
- Safe AI campaign
- Website updates
- Enterprise AI chatbot technology
- University sponsored secure AI platforms
- AI architecture model

## Challenges
- Governance & procurement
- Legislation & state requirements
- Widely varying use cases
- Vendors
- Data security
Advice?

Questions?
Projects under construction

**Technology Operations Center**

Architect/engineer: PSH+  
Biennium: 2022-2024  
Budget: $31.3M  
Contractor: Mark Turner  
Funding source: University debt  
Status: On-time and on-budget

**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 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 building’s certificate of occupancy has been received. The data center start-up continues to progress on schedule in support of the complete demobilization of the Pocahontas Building.

**Founders Hall Building Envelope Rehabilitation**

Architect/engineer: Raymond Engineering  
Biennium: 2020-2022  
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 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 progressing on schedule with anticipated completion in August.

Projects in the planning phase

**CoStar Center for Arts and Innovation (CCAI)**
(Formerly referred to as the Arts and Innovation Academic Building)

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Budget: $253M</td>
<td>Contractor: Hourigan</td>
</tr>
<tr>
<td>Funding source: $232.4M will be funded by the state</td>
<td>Status: Value engineering underway,</td>
</tr>
<tr>
<td>with the remainder funded by university funds,</td>
<td>demolition to begin Spring 2024</td>
</tr>
<tr>
<td>$18M of which is committed by CoStar Group</td>
<td></td>
</tr>
</tbody>
</table>

**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:**
VCU continues to work with Hourigan to align the project scope with the authorized construction budget of $192M.

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

<table>
<thead>
<tr>
<th>Architect/engineer: HKS</th>
<th>Biennium: 2024-2026</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget: $38M (estimated)</td>
<td>Contractor: Barton Malow</td>
</tr>
<tr>
<td>Funding source: The sale of the Sports Backers Stadium property, private funds and short-term debt</td>
<td>Status: Planning</td>
</tr>
</tbody>
</table>

**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 contracts have been executed, with abatement beginning in May followed by demolition. VCU continues to work with the City of Richmond regarding the sale of Sports Backers Stadium.

**Scherer Hall Renovations**

**Architect/engineer:** Baskervill and Dunbar Structural  
**Biennium:** 2024-2026  
**Budget:** $4.3M (estimated)  
**Contractor:** TBD - May 1, 2024  
**Funding source:** Maintenance reserves  
**Status:** Planning

**Description:**
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.

**Progress:**
Contractor bids open May 1, 2024 and renovations are anticipated to begin Summer 2024. Scherer Hall occupants will temporarily relocate to 700 W. Grace Street while renovations are underway. Construction is anticipated to take approximately 10 months, with occupants moving back into Scherer Hall by Summer 2025.

**Upcoming priority projects**

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**Research Building**

**Architect/engineer:** TBD  
**Biennium:** 2024-2026  
**Budget:** $400M (estimated)  
**Contractor:** TBD  
**Funding source:** TBD; seeking state funding  
(TBD 50/50 state and university funds)  
**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)

<table>
<thead>
<tr>
<th>Architect/engineer: TBD</th>
<th>Biennium: 2024-2026</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget: $201M (estimated)</td>
<td>Contractor: TBD</td>
</tr>
<tr>
<td>Funding source: Seeking state funding</td>
<td>Status: New project</td>
</tr>
</tbody>
</table>

**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**

<table>
<thead>
<tr>
<th>Architect/engineer: TBD</th>
<th>Biennium: 2024-2026</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget: $417M (estimated)</td>
<td>Contractor: TBD</td>
</tr>
<tr>
<td>Funding source: Seeking state funding</td>
<td>Status: New project</td>
</tr>
</tbody>
</table>
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. $5.2M is included in the General Assembly’s budget for detailed 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

- **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
- **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
Buildings & grounds report
## Land, buildings & parking

*Does not include health system*

<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>47</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

*Does not include health system*

<table>
<thead>
<tr>
<th></th>
<th>Monroe Park Campus</th>
<th>Health Sciences Campus</th>
<th>Off site</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gross square feet</strong></td>
<td>546K</td>
<td>275K</td>
<td>53K</td>
</tr>
<tr>
<td><strong>Parking spaces</strong></td>
<td>342</td>
<td>851</td>
<td>0</td>
</tr>
</tbody>
</table>
Building age
Actual numbers

- 20 years or less
- 21-40 years
- 41-60 years
- 61-80 years
- 81-100 years
- More than 100 years

Monroe Park Campus:
- 20 years or less: 30
- 21-40 years: 23
- 41-60 years: 17
- 61-80 years: 4
- 81-100 years: 5
- More than 100 years: 11

Health Sciences Campus:
- 20 years or less: 9
- 21-40 years: 15
- 41-60 years: 8
- 61-80 years: 3
- 81-100 years: 5
- More than 100 years: 11
Facilities management program
Types of projects

- **Facilities operations**
  - Custodial services
  - Groundskeeping
  - Preventative maintenance and routine repairs

- **Renovations**
  - Renewing a space or facility in order to alter it or restore it to good condition
  - Projects less than $3M that are requested and funded by departments
  - Currently 131 active renovation projects collectively valued at approximately $27M

- **Maintenance reserve**
  - A single major repair or replacement project to plant, property or equipment that is intended to extend its useful life
  - Repairs greater than $25K and less than $2M
  - Currently 90 active maintenance projects collectively valued at approximately $46M

- **Capital projects**
  - Major construction over $3M
  - Included on VCU's Six-Year Capital Plan
  - Currently five initiated capital projects collectively valued at approximately $330M