



**VIRGINIA COMMONWEALTH UNIVERSITY  
BOARD OF VISITORS  
FACILITIES, REAL ESTATE AND ADMINISTRATION COMMITTEE  
12:00 PM<sup>1</sup>  
MAY 9, 2024  
JAMES BRANCH CABELL LIBRARY ROOM 303  
RICHMOND, VIRGINIA  
AGENDA**

1. **CALL TO ORDER**  
**2 minutes (12:00-12:02 p.m.)**  
**Dr. Dale Jones, Chair**
2. **ACTION ITEMS:**  
**2 minutes (12:02-12:04 p.m.)**  
a. March 21, 2024 Meeting Minutes  
**Dr. Dale Jones, Chair**
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  
**Dr. Meredith Weiss, Interim Vice  
President for Finance and CFO,  
Vice President for Administration**  
**Mr. Alex Henson, Chief Information  
Officer**
4. **MISCELLANEOUS REPORTS:**  
**2 minutes (12:41-12:43 p.m.)**  
For Informational Purposes Only:  
a. Capital Projects Update  
b. Building and Grounds Report  
**Dr. Dale Jones, Chair**
5. **OTHER BUSINESS**  
**12:44 p.m.**  
**Dr. Dale Jones, Chair**
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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<sup>1</sup> 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.



Academic Medical Center  
site plan update



# Capital projects timeline

Board of Visitors Approvals

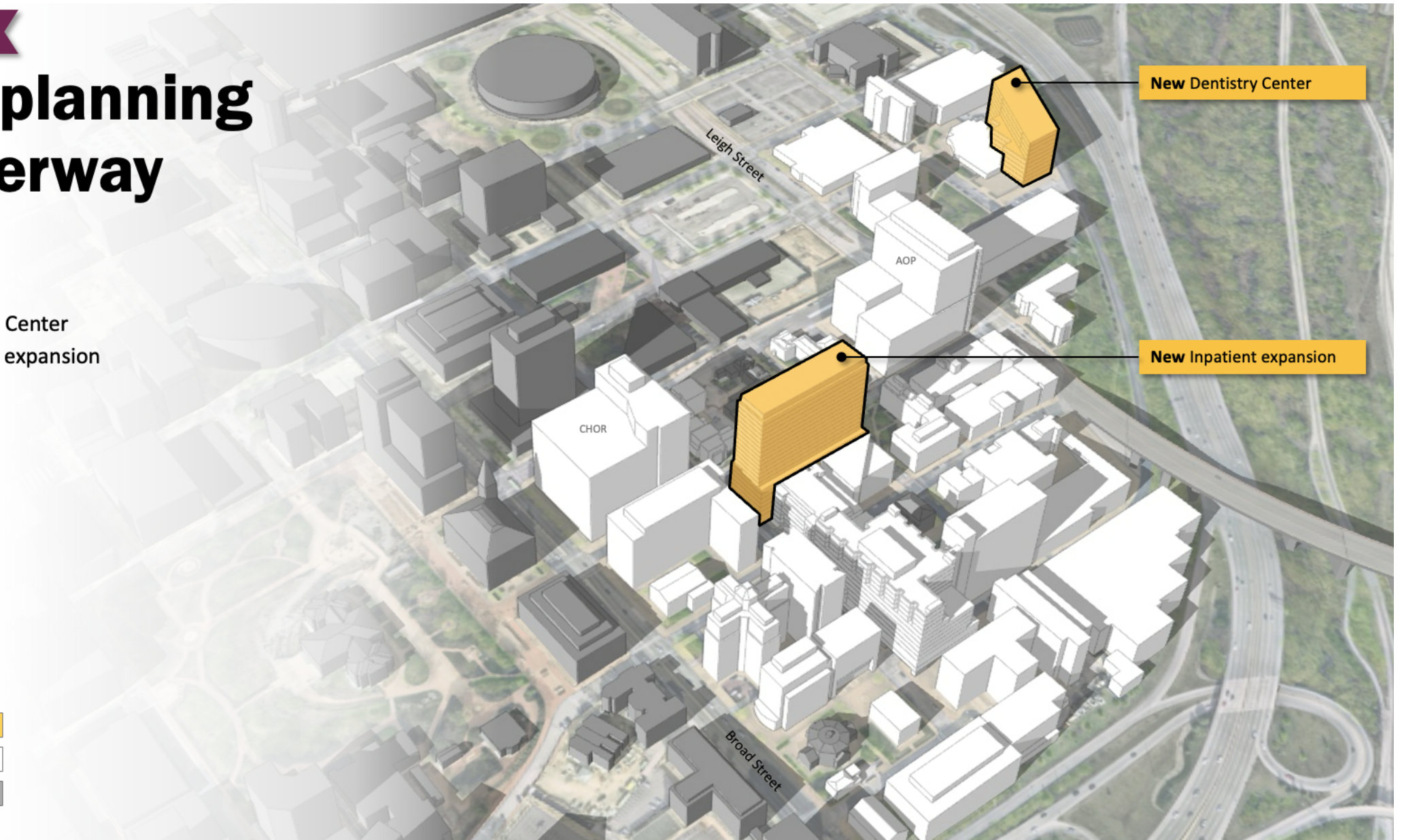
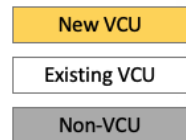


**DRAFT**

# Pre-planning underway

## New:

- Dentistry Center
- Inpatient expansion





DRAFT

# 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

New VCU

New – Prior term

Existing VCU

Non-VCU

New Student Housing

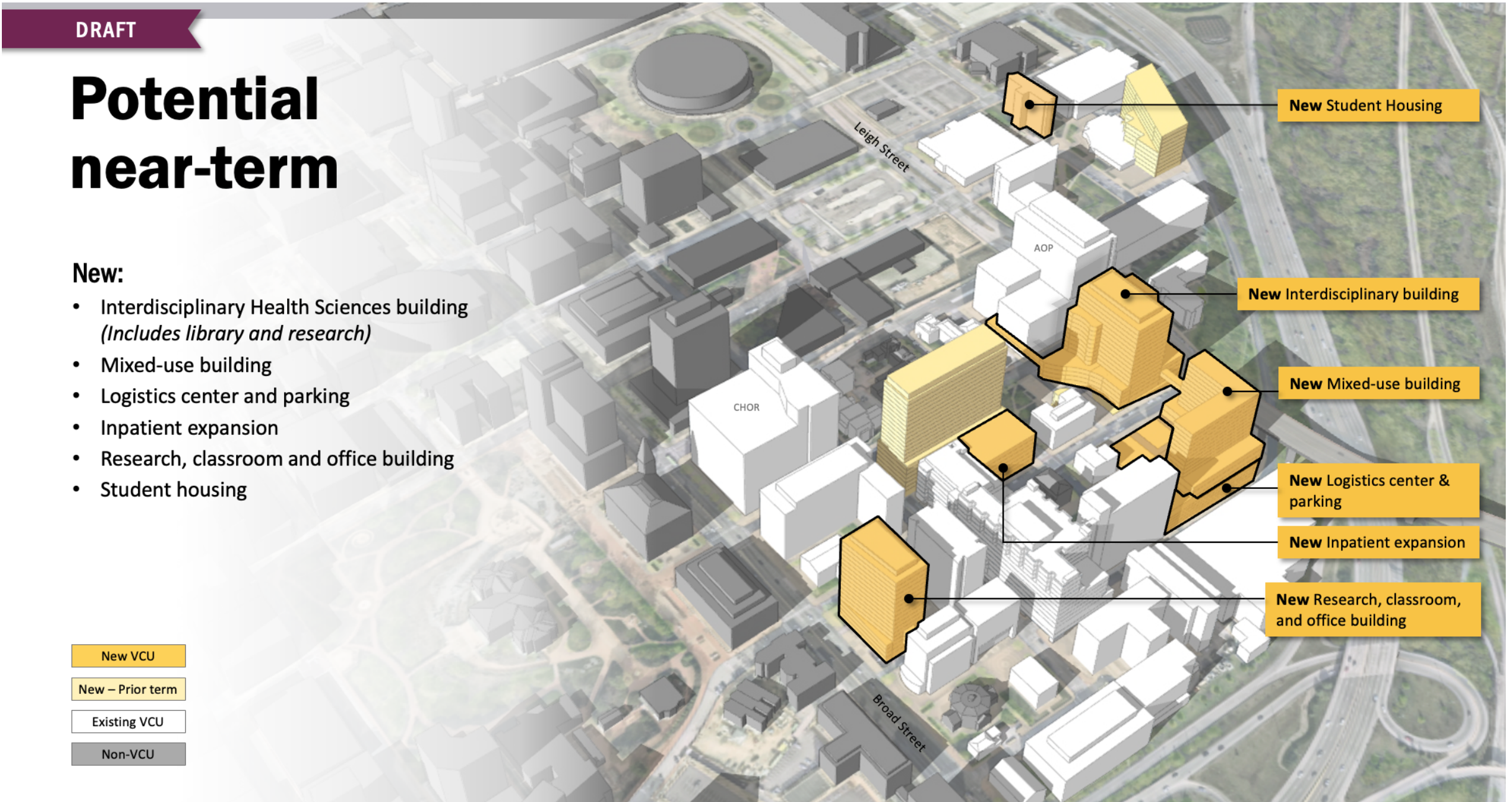
New Interdisciplinary building

New Mixed-use building

New Logistics center & parking

New Inpatient expansion

New Research, classroom, and office building





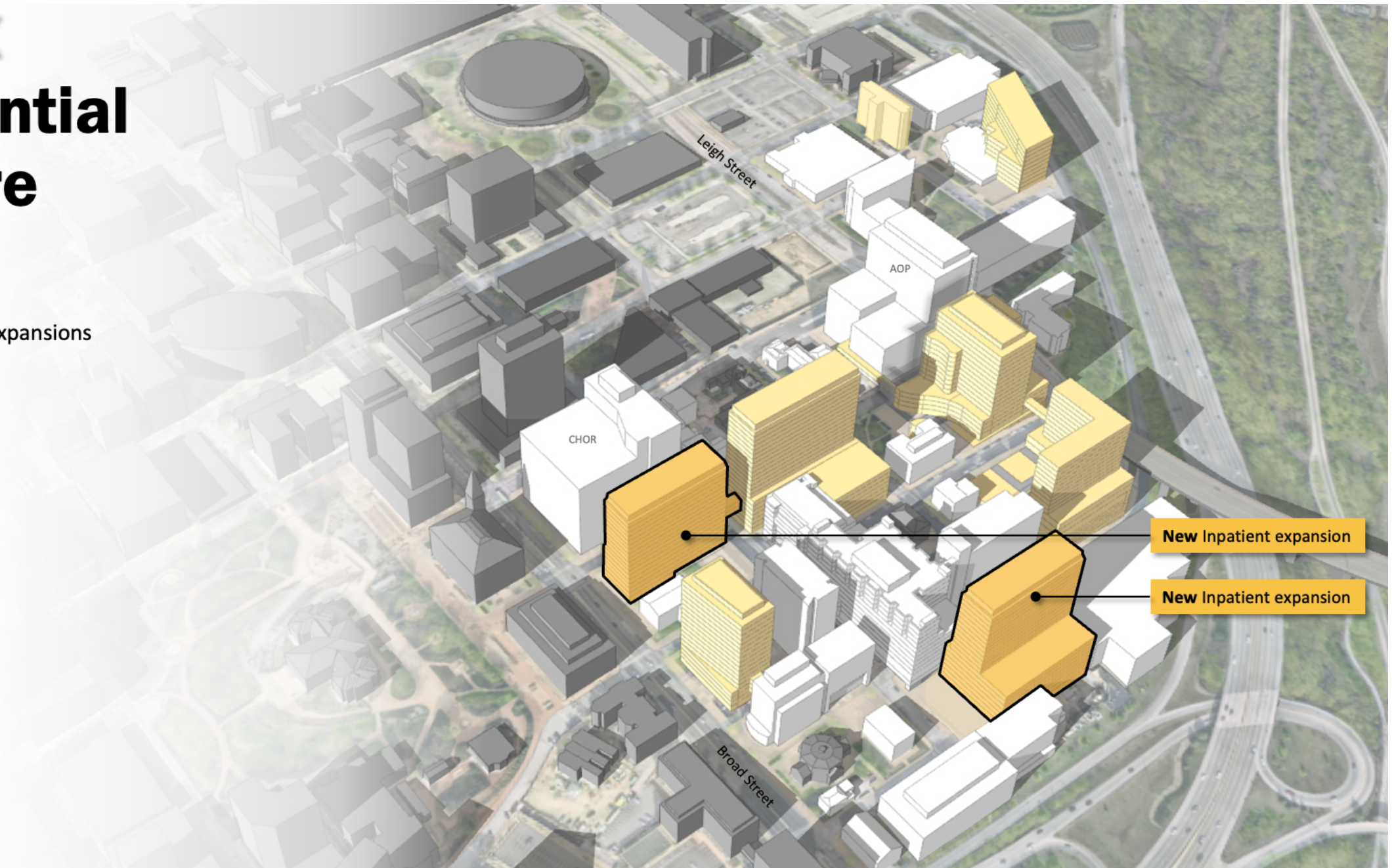
DRAFT

# Potential future

## New:

- Inpatient expansions

New VCU
New – Prior term
Existing VCU
Non-VCU





onevcu

# SUSTAINABILITY PLAN





# ONE VCU Sustainability Plan goals

Aligned with Quest 2028

[sustainabilityplan.vcu.edu/draft-plan/](https://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/](https://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



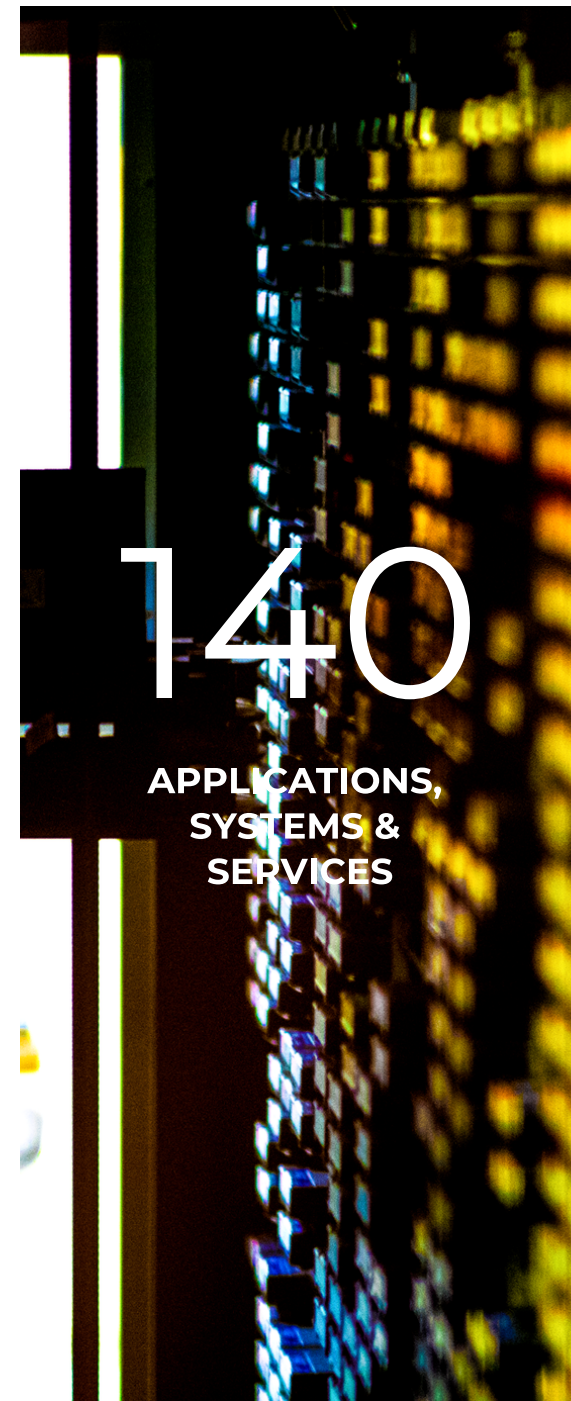
9

UNIQUE AREAS OF  
EXPERTISE



289

STAFF MEMBERS  
INCLUDING 82  
STUDENT WORKERS



140

APPLICATIONS,  
SYSTEMS &  
SERVICES



# Current key priorities



VCU Alert model changes



Improved service delivery  
through student engagement  
& strategic partnerships



Rationalizing mobile app  
experience



Technology Operations Center



Research computing  
environment review



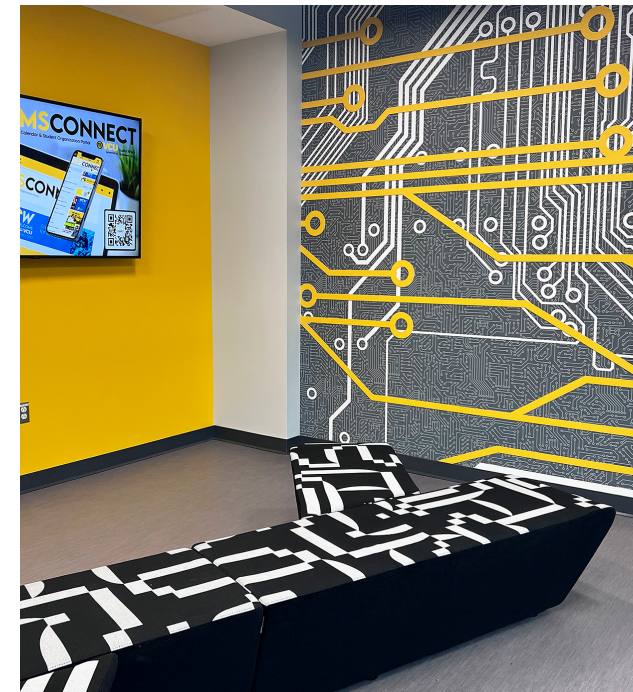
Generative AI infrastructure &  
support



Hybrid university

# 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?**

**Board of Visitors**  
**May 9, 2024**  
**Major Capital Projects Update**

## Projects under construction

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### **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

#### 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

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 progressing on schedule with anticipated completion in August.

## Projects in the planning phase

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### **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: 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:

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**

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:

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

Budget: \$4.3M (estimated)

Funding source: Maintenance reserves

Biennium: 2024-2026

Contractor: TBD - May 1, 2024

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

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. \$5.2M is included in the General Assembly's budget for detailed planning.



# VCU Capital Project Process

## Overview

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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.

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### 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

# Buildings & grounds report

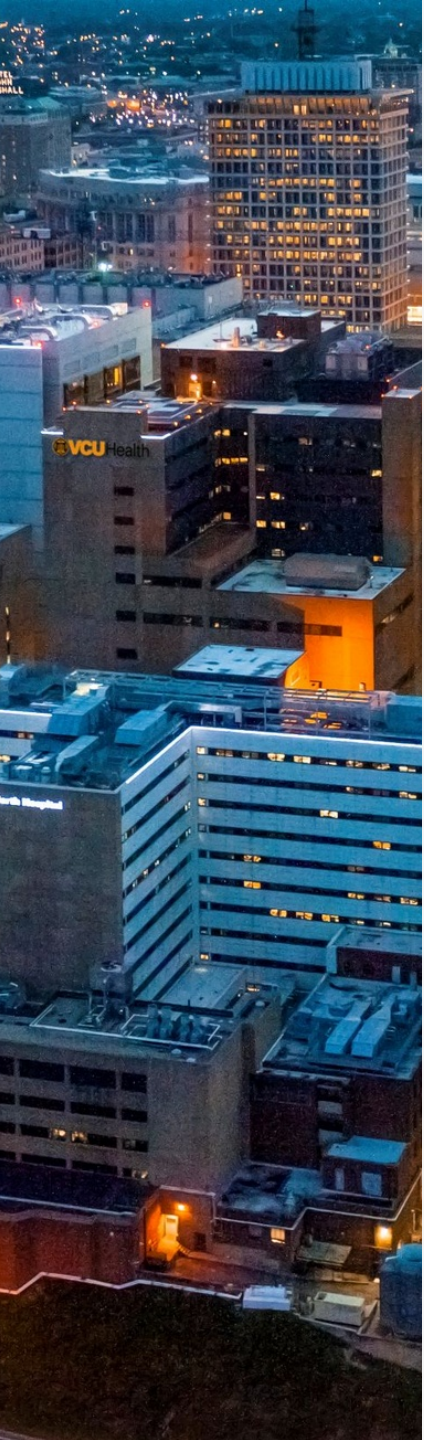




# Land, buildings & parking

Does not include health system

	Monroe Park Campus	Health Sciences Campus	Athletic Village	Rice Center
Acres of land	102	17	47	350
No. buildings	151	51	--	6
Gross square feet	7.4M	4.8M	--	26K
Parking spaces	5,441 (8 decks, 25 lots)	4,294 (4 decks, 9 lots)	--	--



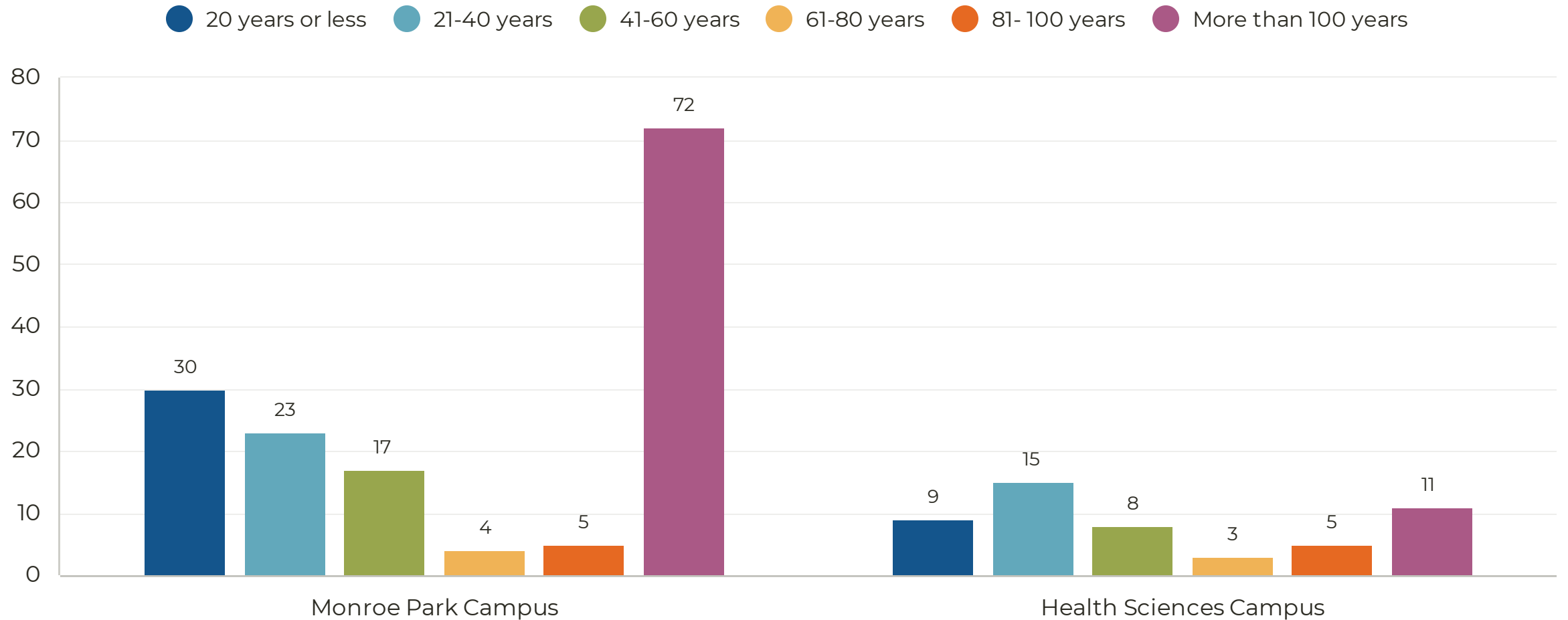
# Leased space & parking

Does not include health system

	Monroe Park Campus	Health Sciences Campus	Off site
Gross square feet	546K	275K	53K
Parking spaces	342	851	0

# Building age

Actual numbers







# Facilities management program

## Types of projects

