1. CALL TO ORDER
   2 minutes (8:00 - 8:02 a.m.)

2. ACTION ITEMS:
   5 minutes (8:02-8:07 a.m.)
   a. Approval of December 9, 2022 Meeting Minutes
   b. Authorization to Initiate a Major Capital Project and Amendment to the 2022-2028 Six-Year Capital Plan, VCU Dentistry Center

3. REPORT FROM VICE PRESIDENT FOR ADMINISTRATION
   35 minutes (8:07-8:42 a.m.)
   a. 2024-2030 Six-Year Capital Plan Preview
   b. ONE VCU Master Plan Implementation Update
   c. Human Resources Update and Metrics

4. MISCELLANEOUS REPORTS:
   3 minutes (8:42-8:45 a.m.)
   For Informational Purposes Only:
   a. Capital Projects Update
   b. Administration Dashboard
   c. VCU Annual Succession Plan

5. CLOSED SESSION – Freedom of Information
   Act Section 2.2-3711 (A) (3)
   10 minutes (8:45-8:55 a.m.)

6. RETURN TO OPEN SESSION AND CERTIFICATION
   2 minutes (8:55-8:57 a.m.)

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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.
7. OTHER BUSINESS
   8:57 a.m.

8. ADJOURNMENT
   8:58 a.m.

Mr. Andrew Florance, 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.
Authorization to Initiate a Major Capital Project and Amendment to the 2022-2028 Six-Year Capital Plan
VCU Dentistry Center

Background
A new building for VCU’s School of Dentistry was initially included in VCU’s 2022-2028 Six-Year Capital Plan, which was approved by the Board of Visitors in May 2021. This is a request for authorization to initiate this major capital project as required by the board’s Management Agreement with the General Assembly.

Considerations
The VCU School of Dentistry is the Commonwealth of Virginia’s only dental school and the only dental facility in the state for multidisciplinary care that includes oral surgery, periodontology, oral pain, oral cancer, etc. The Lyons Building (1975) and Dental Building 1 (1954) are beyond their useful life, with more than $90M in deferred maintenance needs. Additionally, they do not meet current educational or patient care needs and they present accessibility concerns.

Size and Scope
The VCU Management Agreement states that the Board of Visitors shall authorize the initiation of each major capital project by approving its size, scope, budget and funding. Based on an initial analysis, a new VCU Dentistry Center will be approximately 314,000 gross square feet and will provide state-of-the art education, equipment and technology serving more than 500 students. The supporting spaces include a range of classroom environments, simulation and practice laboratories with manikin stations, academic laboratories, general and specialty practice clinics with operatories, and support spaces. The size and scope will be refined through the planning phase and the board will be updated throughout the process.

This modern facility will further Dentistry’s important academic, clinical and research missions, as well as maximize care for underserved populations throughout the state of Virginia.

Cost and Funding
The estimated cost of the project is $415M. VCU has requested funding from the Commonwealth of Virginia for pre-planning.

Recommendation
Authorize the initiation of a VCU Dentistry Center capital project and an amendment of the university’s 2022-2028 Six-Year Capital Plan to reflect a revised estimated project cost of $415M.
RESOLUTION OF THE BOARD OF VISITORS
VIRGINIA COMMONWEALTH UNIVERSITY

AUTHORIZATION TO INITIATE A MAJOR CAPITAL PROJECT FOR A
VCU DENTISTRY CENTER

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;

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

WHEREAS, by Chapter 4.10, Title 23 of the Virginia Code, the University entered into that certain Management Agreement with the Commonwealth of Virginia 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;

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

WHEREAS, the new VCU Dentistry Center will be approximately 314,000 gross square feet and will provide state-of-the art education, equipment and technology serving more than 500 students. The supporting spaces include a range of classroom environments, simulation and practice laboratories with manikin stations, academic laboratories, general and specialty practice clinics with operatories, and support spaces. The size and scope will be refined through the planning phase and the Board will be updated throughout the process;

WHEREAS, the Board has determined it is desirable to to authorize the initiation of a major capital project for the VCU Dentistry Center.
NOW, THEREFORE BE IT RESOLVED AS FOLLOWS BY THE BOARD OF VISITORS OF VIRGINIA COMMONWEALTH UNIVERSITY:

1. The Board authorizes the initiation of a major capital project for a VCU Dentistry Center.
2. This Resolution shall take effect immediately upon its adoption.
Capital projects timeline

1. **ONE VCU Master Plan**
   BOV approves a strategic master plan approximately every 10 years (last approved March 2019)

2. **Six-Year Capital Plan**
   BOV approves prioritized projects biennially and approves amendments as needed; approves initiation of major capital projects exceeding $3M (last approved May 2021)

3. **Contracts**
   BOV approves architect/engineer contracts exceeding $5M and all real estate acquisitions, including capital leases

4. **Planning**
   BOV reviews project design and provides final authorization of major capital projects based on size, scope and cost estimate

5. **Construction**
   BOV approves construction contracts exceeding $5M
Preview: 2024–2030 Six-Year Capital Plan (DRAFT)
2024–2026 Biennium (DRAFT)

State projects
- VCU Dentistry Center
- Research Building
- Interdisciplinary (Hyflex/Innovation) Classroom & Lab Building

University projects
- Johnson Hall Renovation
- Athletic Village – Tennis Courts
- Athletic Village – Outdoor Track & Practice Fields
- Front Doors and Streetscapes

Public-private partnerships (P3)
- Honors & Undergraduate Student Housing
2026–2028 Biennium (DRAFT)

State projects
- Arts & Innovation Academic Building Equipment
- Oliver Hall Renovation

University projects
- Athletic Village - Soccer Stadium
- Student Commons & Iconic Green
- Front Doors and Streetscapes
2028–2030 Biennium (DRAFT)

**State projects**
- School of Pharmacy
- Health Sciences Library & Academic Innovation Center

**University projects**
- Athletic Village - Indoor Field House
- Front Doors and Streetscapes

**Public-private partnerships (P3)**
- Academic Medical Center Campus Student Housing
Where we are

STEM Building
Under construction; estimated completion spring 2023

Arts and Innovation Academic Building
Planning phase; construction estimated to begin September 2023

Technology Operations Center
Under construction; estimated completion December 2023

Athletics Village
Site planning is underway

Front Doors
Planning for phase III complete; construction to begin 2023
Front doors

Cary & Belvidere  Leigh & 12th  Broad & College  Broad & College (from off-ramp)  Broad & 10th
VCU Human Resources update
Hire, inspire and retain diverse, highly qualified talent by making VCU a “great place” to work — an inclusive place where all employees have thriving careers supported by a culture of care, and embrace a mission that manifests success and health for our students and patients.
VCU Human Resources evolution

1. VCU receives Tier III designation (2005)
   Virginia Restructured Higher Education Financial and Administrative Operations Act of 2005 provides more operational autonomy in exchange for meeting performance measures

2. HR system research and planning (2013)
   Research and planning begins for designing a new HR policy separate from the “classified” state system; employees weigh in heavily

   VCU implements a new HR policy designed to improve staff recruitment and retention

4. HR organizational development
   HR service delivery model reorganizes to provide strategic services (executive search, organizational development, career development) and be more efficient

5. HR strategy improvements
   Service delivery evolves to include career paths for employees and enhanced HR analytics that support decision-making
Creating a climate for high performing teams to thrive

- Reimagined recruitment & retention
- Health & well-being
- Strong shared governance
- Career pathways
Creating a climate for successful leadership

Equitable practices and accountability

Data informed decisions

Leadership development
University staff overview

- Total staff employees: 3,725
- Average length of service: 9 years

Gender distribution:
- Male: 38%
- Female: 62%
VCU staff age profile

- <25: 4.4% [164]
- 25 - 30: 15.6% [581]
- 31 - 35: 15.4% [574]
- 36 - 40: 14.5% [539]
- 41 - 45: 12.8% [478]
- 46 - 50: 8.3% [308]
- 51 - 55: 9.2% [341]
- 56 - 60: 9.2% [341]
- 61 - 65: 7.5% [281]
- 65+: 3.2% [118]
Virginia comparison: full-time staff (2021)

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 (NCES) Integrated Postsecondary Education Data System (IPEDS), required reporting for all U.S. higher education institutions that participate in federal financial aid programs.
Virginia comparison: full-time managers (2021)

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 (NCES) Integrated Postsecondary Education Data System (IPEDS), required reporting for all U.S. higher education institutions that participate in federal financial aid programs.
Staff turnover comparison (2022)

- VCU: 16%
- UVA: 13%
- Virginia Tech: 15%
- GMU: 16%
- R1's nationwide: 16%
- Commonwealth of Virginia: 14%
- U.S.: 24%

Sources: Respective university HR offices (GMU, VT, UVA), CUPA-HR, Payscale and VA Dept. of Human Resource Management.
65% Culture of appreciation
Staff who indicate that they have been shown appreciation for their contributions in the last 3 months

80% Inclusion & belonging
Staff who feel welcomed and a sense of belonging in their work group

72% Career development
Staff who indicate that their leader actively supports their personal and professional growth
Challenges

Culture of appreciation

Market-based compensation

Retention
Advice?

Questions?
Projects under construction

**STEM Building**
Architect/engineer: Ballinger  
Biennium: 2018-2020  
Budget: $124,472,000  
Contractor: Hourigan  
Funding source: State supported debt, general fund  
Status: On schedule

**Description:**
This new six-story building will be the gateway to foundational science and mathematics instruction for undergraduates at VCU. The need for STEM (science, technology, engineering and math) class laboratory space is urgent based on a space needs analysis conducted in 2015. This project will build a single 169,000 square foot facility on state-owned land.

**Progress:**
Construction remains on time and within budget, despite challenging supply chain delays. Anticipated final completion and occupancy will be in spring 2023.

**Technology Operations Center**
Architect/engineer: PSH+  
Biennium: 2022-2024  
Budget: $31,375,000  
Contractor: Mark Turner  
Funding source: University debt  
Status: On schedule

**Description:**
The 28,000 square foot facility will be located 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 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:
This project is on an expedited timeline despite supply chain challenges and trade shortages. VCU is currently reviewing the design with the Virginia Department of General Services Division of Engineering and Buildings and working with the construction contractor to determine a guaranteed maximum price. Site preparation is underway, which includes putting up steel and precast concrete forms.

Projects in the planning phase

Arts and Innovation Academic Building (AIAB)

Planning budget: $6,809,000  Contractor: Hourigan
Funding source: University funds and future general fund  Status: On schedule

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, a new AIAB will provide a launch pad for critical digital and creative economy initiatives both on campus and in the city. The new AIAB 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 them together under one roof in a modern facility, replacing old and outdated buildings.

Progress:
The VCU Board of Visitors approved this project in May 2019 as part of the Six-Year Capital Plan at an estimated cost of $181M. The 2022 General Assembly later approved state funding for the project. Since then, the state and VCU worked collaboratively to address anticipated costs increases due to inflation, construction expenses, anticipated supply chain disruptions, cost premiums for high rise construction, and schedule impacts. Currently, VCU and the Virginia Department of General Services are continuing this analysis, which includes value engineering efforts, to determine a revised final cost.

Last updated March 2023
Founders Hall Building Envelope Rehabilitation

Budget: $3,200,000  Contractor: TBD
Funding source: Maintenance Reserve  Status: Delayed

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.

Progress:
An initial public request for proposal resulted in minimal responses and costs that were higher than anticipated. The project was redesigned to better align scope with funding and is currently out for bid again.
10.9M Square feet added or renovated under President Rao's leadership

70% Classrooms equipped for hybrid/hyflex instruction by Fall 2023

104% Increase in annual research reviews (bio-safety and radiation safety) from 2017 to 2022

.99 The compa-ratio for staff indicating "at-market" salary rates

40 Acres of land acquired for Athletics Village

141 kBtu/ft² VCU's FY22 Energy Use Intensity (EUI). Lower than the national median for colleges and universities (180 kBtu/ft²)

92% VCU community reports feeling "safe" or "very safe"

43% Minority staff hires in 2022

.6% Land within the City of Richmond owned by VCU

$13.3M VCU FY22 construction and renovation spending with woman and minority-owned businesses

900K Estimated annual savings due to VCU HR's executive search team

22 VCU buildings certified as LEED Silver or higher

**ACCIDENT RATES**

% down from 2017 to 2022

<table>
<thead>
<tr>
<th>Police</th>
<th>Facilities</th>
<th>Labs</th>
</tr>
</thead>
<tbody>
<tr>
<td>52%</td>
<td>22%</td>
<td>77%</td>
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Last updated March 2023
Annual VCU Succession Plan
For Fiscal Year 2022

Background
In 2017, § 2.2-1209.C of the Code of Virginia was amended to require that all public institutions of higher education develop and present annually to their Boards of Visitors succession plans for key personnel, executive positions and employees nearing retirement. Succession plans must also be submitted annually to the Virginia Department of Human Resource Management.

Succession planning is the process of identifying and replacing critical positions needed to ensure the university is able to fulfill its mission. It is a key component of crisis planning as well as leadership development for high-performing employees.

VCU’s succession planning efforts focus on three areas:

1. **Career/succession development**
   Career development and succession planning are key to VCU’s Human Resources strategy. VCU provides training and leadership development through various modalities including in-person workshops, virtual classes and 18 career communities. Each staff member has an individualized career development plan that is updated annually. Enhanced career path tools for all staff will launch this spring.

2. **Interim leadership**
   Each cabinet member identifies interim leadership to serve in the event of short-term and long-term absences (completed and updated annually).

3. **Continuity of operations**
   Senior leadership identifies individuals to execute duties during emergencies (completed and updated annually as part of VCU’s emergency preparedness and planning process).

VCU’s succession plan was submitted to the Virginia Department of Human Resource Management in Fall 2022. In this plan, VCU provided metrics that describe both strengths and areas of opportunity related to recruitment, retention and engagement, continuity of operations, and workforce development.

Key action items from the succession plan are:

- Use human resources data analytics to predict potential turnover and take proactive steps to retain key employees.
- Regularly survey employees to understand what employees value and help craft a modern value proposition for VCU as an employer of choice.
- Clearly communicate VCU’s values, vision and mission.
- Increase recruitment and retention efforts in support of veterans and individuals with disabilities.
- Complete and communicate staff career paths to assist both employees and managers with developing actionable career development plans.
- Internally market VCU’s career communities by embedding information into new employee orientation and onboarding.

For the upcoming year, VCU developed a robust plan and set of action items to make improvements in the areas of focus in this report. As labor market pressures increase, employee retention remains an important driver of success. Using insights gleaned from data analytics, staff surveys and focus groups, VCU is better positioned to meet its recruitment and retention challenges by understanding what employees value the most. Additionally, VCU designed and documented new career pathways for all staff roles, which will be published in spring 2023. The career pathing project is designed to provide managers and employees with an additional tool to help craft career development milestones and aid in employee retention and engagement. A majority of VCU's learning and development opportunities are offered in many modalities, including in-person, online synchronous and online asynchronous, to meet the needs of our diverse workforce.

**Recommendation**
No action required. This is an informational item only.
RESOLUTION OF CERTIFICATION

The Chair of the 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 Administration Committee of the Board of Visitors of Virginia Commonwealth University.