



**VIRGINIA COMMONWEALTH UNIVERSITY  
BOARD OF VISITORS  
ADMINISTRATION COMMITTEE  
8:00 AM<sup>1</sup>  
SEPTEMBER 16, 2022  
JAMES BRANCH CABELL LIBRARY ROOM 303  
RICHMOND, VIRGINIA  
AGENDA**

1. **CALL TO ORDER** **Mr. Andrew Florance, *Chair***  
**2 minutes (8:00 - 8:02 a.m.)**
2. **ACTION ITEMS:** **Mr. Andrew Florance, *Chair***  
**5 minutes (8:02-8:07 a.m.)**
  - a. Approval of the Committee Charter, Meeting Planner
3. **REPORT FROM VICE PRESIDENT FOR ADMINISTRATION** **Dr. Meredith Weiss, *Vice President for Administration***  
**25 minutes (8:07-8:32 a.m.)**
  - a. Administration Overview and Quest 2028 Advancement
  - b. ONE VCU Master Plan Implementation Update
4. **MISCELLANEOUS REPORTS:** **Mr. Andrew Florance, *Chair***  
**3 minutes (8:32-8:35 a.m.)**

For Informational Purposes Only:

  - a. Capital Projects Update
  - b. Administration Dashboard
5. **CLOSED SESSION – *Freedom of Information Act Section 2.2-3711 (A) (3)*** **Mr. Andrew Florance, *Chair***  
**15 minutes (8:35-8:50 a.m.)**
6. **RETURN TO OPEN SESSION AND CERTIFICATION** **Mr. Andrew Florance, *Chair***  
**2 minutes (8:50-8:52 a.m.)**
7. **OTHER BUSINESS** **Mr. Andrew Florance, *Chair***  
**8:52 a.m.**
8. **ADJOURNMENT** **Mr. Andrew Florance, *Chair***  
**8:52 a.m.**

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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.

*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.*

**VIRGINIA COMMONWEALTH UNIVERSITY  
BOARD OF VISITORS**

**ADMINISTRATION COMMITTEE CHARTER**

**I. PURPOSE**

The primary purpose of the Administration Committee (Committee) is to assist the Board of Visitors (BOV) in fulfilling its responsibilities related to oversight of the following areas:

- Approval and implementation of the ONE VCU Master Plan and Major Capital Projects including all resulting contracts reasonably expected to exceed \$5M
- Emergency preparedness
- Facilities planning, design, construction and renovation
- Human Resources
- Real estate acquisitions, and the disposition and demolition of University-owned land
- Safety and Risk Management
- Sustainability
- Technology Services
- VCU Police

Therefore, the Committee is responsible for recommending, for approval by the BOV, Major Capital Projects as defined in the BOV's Management Agreement, contracts in which the value exceeds or can be reasonably expected to exceed \$5 million, as well as the acquisition or disposition of University-owned real property, all capital leases, and the demolition of University-owned property.

VCU senior leadership is responsible for the day-to-day operation of the University under the governance of the BOV and consistent with the authority delegated by the BOV.

**II. COMPOSITION AND INDEPENDENCE**

The Committee will consist of three or more Visitors. In addition to complying with the Commonwealth of Virginia's Conflict of Interest laws and any University policies, each member must be free from any financial, family or other material personal relationship that, in the opinion of the Board or the Committee, would impair the member's independent judgment. Committee members should also refrain from activities that could be reasonably viewed as unethical or contrary to the institutional mission.

**III. RESPONSIBILITIES**

In performing its oversight responsibilities, the Committee shall:

A. General:

1. Annually review this charter and update it as necessary.
2. Maintain minutes of all meetings.
3. Report Committee recommendations to the BOV, with such amplifying information as the Committee may deem appropriate.
4. Meet in closed session with external auditors and/or the Vice President for Administration (with or without members of senior management present), as permissible by state law and as the Committee deems appropriate, to discuss confidential matters.
5. Become well acquainted with all the information and pertinent facts under the purview of the Committee.
6. Recommend best practices across the institution for administrative management.
7. Make such recommendations to the BOV that will ensure the institution is operating efficiently, effectively and appropriately with regard to the use of public and other funds to accomplish the University's stated mission.

B. Facilities Planning and Real Estate

1. Review and recommend approval of the ONE VCU Master Plan.
2. Review and recommend approval of Major Capital Projects (as defined in the BOV's Management Agreement and subsequent BOV resolutions).
3. Review and recommend approval of the Six-Year Capital Plan and all amendments thereto.
4. Review and recommend approval of the acquisition and disposition of all University-owned real estate, including capital leases.
5. Review and recommend approval of the demolition of any University-owned property.
6. Consider such other matters relating to the maintenance and security of the University's buildings and grounds, and the care and preservation of the University's furnishings and equipment, as the Committee deems appropriate.
7. Review a ONE Master Plan Implementation Update twice a year.
8. Review a Building and Grounds Report twice a year.

C. Emergency Preparedness, Safety and Well-being

1. Review and recommend approval of plans pertaining to emergency preparedness and campus security (e.g., Comprehensive Emergency Management Plan) every four years.

D. Administration Updates

1. Review annually a Human Resources Update and Metrics.
2. Review annually a Safety and Risk Management Update and Metrics.

3. Review annually a ONE VCU Sustainability Plan Update and Metrics.
4. Review annually a Technology Services Update and Metrics.
5. Review annually a VCU Police Update and Metrics.
6. Review annually a Capital Assets and Real Estate Update and Metrics.

#### IV. MEETINGS

The Committee will meet at least four times annually. Additional meetings may be called as circumstances warrant. The Committee Chair will communicate with the Vice President for Administration prior to each Committee meeting to finalize the meeting agenda and review the matters to be discussed.

### Administration Committee Meeting Planner

<i>A=Annually; Q=Quarterly; AN=As necessary</i>	Frequency			Planned Timing			
<i>Q1, Q2, Q3, Q4 based on fiscal year (July-June)</i>	A	Q	AN	Q1	Q2	Q3	Q4
				Sept	Dec	March	May
<b>A. General</b>							
1. Adopt a formal written charter that specifies the Committee's scope of responsibility. The charter should be reviewed annually and updated as necessary.	X			X			
2. Maintain minutes of all meetings.		X		X	X	X	X
3. Report Committee actions to the Board of Visitors with such amplifying information as the Committee may deem appropriate.		X		X	X	X	X
4. Meet in closed session with external auditors and/or the Vice President for Administration (with or without members of senior management present), as permissible by state law and as the Committee deems appropriate, to discuss confidential matters.	X		X				
5. Become well acquainted with all of the information and pertinent facts under the purview of the Committee.			X				
6. Recommend best practices across the institution for administrative operations.			X				
7. Make such recommendations to the BOV that will ensure the institution is operating efficiently, effectively, and appropriately with regard to the use of public and other funds to accomplish the University's stated mission.			X				
<b>B. Facilities Planning and Real Estate</b>							
1. Review and recommend approval of the ONE VCU Master Plan			X				
2. Review and recommend approval of plans for Major Capital Projects (as defined in the BOV's Management Agreement and subsequent BOV resolutions).			X				
3. Review and recommend approval of the Six-Year			X				X

Capital Plan (spring of odd years) and all amendments thereto.							
4. Review and recommend approval of property acquisition or disposition of all University-owned real estate, including capital leases.			X				
5. Review and recommend approval of the demolition of any University-owned property.			X				
6. Consider such other matters relating to the maintenance and security of the University's buildings and grounds and the care and preservation of the University's furnishings and equipment, as the Committee deems appropriate.			X				
7. Review a ONE VCU Master Plan Implementation Update			X	X		X	
8. Review a Building and Grounds Report			X		X		X
<b>C. Emergency Preparedness</b>							
1. Review and recommend approval of plans pertaining to emergency preparedness and campus security (e.g., Comprehensive Emergency Management Plan) every four years.			X				
<b>D. Administration Updates</b>							
1. Human Resources Update and Metrics	X					X	
2. Safety and Risk Management Update and Metrics	X				X		
3. ONE VCU Sustainability Plan Update and Metrics	X						X
4. Technology Services and Metrics	X						X
5. VCU Police Update and Metrics	X				X		
6. Capital Assets and Real Estate Update and Metrics	X			X			

A photograph of a VCU campus scene. A wide, red brick walkway leads into the distance, flanked by sidewalks and green lawns. Large, mature trees with white cherry blossoms are in full bloom, arching over the path. On the left, a black lamppost holds a yellow sign that reads "VCU" and "\$265,000 IN SCHOLARSHIPS". On the right, a black recycling bin with the VCU logo is visible. In the background, university buildings and traffic lights are visible under a clear sky.

# VCU Administration

Board of Visitors | September 16, 2022

# Overview

- 1 Who we are & what we do
- 2 Where we are
- 3 Where we are going
- 4 How you can help
- 5 ONE VCU Master Plan update

# Who we are



**Human Resources**



**VCU Police**



**Facilities  
Management**



**Technology  
Services**



**Safety & Risk  
Management**



**Capital Assets &  
Real Estate**

# What we do

Make VCU a great place to live, learn and work.



# Where we are



Our team



ONE VCU  
Master Plan



Transformative  
safety model



Hyflex  
instruction



ONE VCU  
Sustainability  
Plan



Great Place:  
HR Redesign



RamStrong health and  
well-being

# Where we are: Our challenges



Deferred maintenance



Infrastructure to grow research and  
support student success

# Where we are going: Supporting Quest 2028



## Staff recruitment & retention

Target areas of higher turnover; focus on work-life balance, market-based pay and career development



## Culture of care

Advance safety, health and well-being; expand mental/emotional health services



## Infrastructure

Underpin student success, patient experience and research growth



**The ONE VCU Master Plan**  
Aligning VCU's physical  
environment with its  
strategic goals





# Capital projects timeline



# 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*

# Where we are going



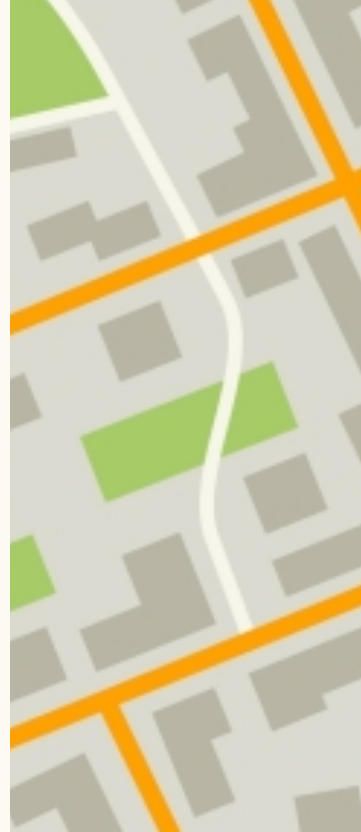
Athletics Village



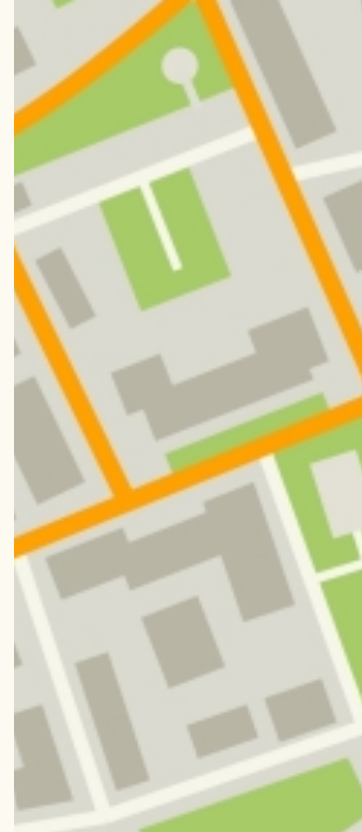
Undergraduate  
Housing



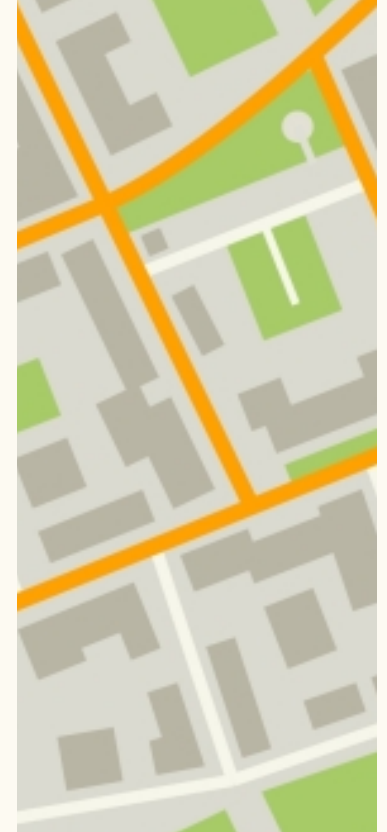
Student  
Commons &  
Iconic Green



Interdisciplinary  
Academic & Lab  
Building



School of  
Dentistry



Future research  
space



# How you can help

- 1 Input and approval on priorities and projects
- 2 Share your ideas and expertise

**Board of Visitors  
September 16, 2022  
Major Capital Projects Update**

## Completed projects

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### **Trani Life Sciences roof & HVAC replacement**

Architect/engineer: DJG, Inc.

Budget: \$7,114,000

Funding source: State Supported Debt

Biennium: 2018-2020

Contractor: Warwick Mechanical

Status: Complete

Description:

This project replaced the rooftop mechanical system and the roof membrane on the Eugene P. and Lois E. Trani Center for Life Sciences on the Monroe Park Campus. The building is a 132,415 square foot teaching and research laboratory facility which houses the Department of Biology, the Center for Environmental Studies and the Office of the Vice Provost for Life Sciences.

Progress:

All work is complete. Final reconciliation and closeout in process.

## Projects under construction

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### **STEM Teaching Laboratory Building**

Architect/engineer: Ballinger

Budget: \$124,472,000

Funding source: State Supported Debt, General Fund

Biennium: 2018-2020

Contractor: Hourigan

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.

## Projects in the planning phase

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### **Arts and Innovation Academic Building (AIAB)**

Architect/engineer: William Rawn Associates  
Planning budget: \$6,809,000  
Funding source: University Funds and Future General Fund

Biennium: 2022-2024  
Contractor: Hourigan  
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.

Progress:

Extensive estimating efforts are in progress, along with state negotiations to solidify a preliminary document budget.

### **Founders Hall building envelope rehabilitation**

Architect/engineer: Raymond Engineering  
Budget: \$3,200,000  
Funding source: Maintenance Reserve

Biennium: 2020-2022  
Contractor: TBD  
Status: On schedule

Description:

Founders Hall is located within the Historic Franklin Street District and houses several 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:

The completion of the design phase is anticipated in time to support a late summer start of construction.

## **Technology Operations Center**

Architect/engineer: PSH+

Budget: \$31,375,000

Funding source: University Debt

Biennium: 2022-2024

Contractor: Mark Turner

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:**

The design is with the Commonwealth of Virginia Department of General Services, Division of Engineering and Buildings for review. VCU anticipates re-submitting a final building permit in mid-September 2022. A contract has been issued to the construction manager, Mark Turner. The Guaranteed Max Price (GMP), which sets the maximum price of the project, is anticipated in mid-October 2022.

10.8M

Square feet added or renovated under President Rao's leadership

70%

Classrooms equipped for hybrid/hyflex instruction by Fall 2023

121%

Increase in annual research reviews (bio-safety and radiation safety) from 2017 to 2021

1.03

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

40

Acres of land acquired for Athletics Village

135  
kBtu/ft<sup>2</sup>

VCU's FY22 Energy Use Intensity (EUI); lower than the national median for colleges and universities (180 kBtu/ft<sup>2</sup>)

92%

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

40%

Staff hires in 2022 from an underrepresented racial or ethnic minority

0.6%

Land within the City of Richmond owned by VCU

\$13.M

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



**VCU** Administration



## ACCIDENT RATES

% down from 2017 to 2021

Police  
39%

Facilities  
33%

Labs  
62%

## **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.