



VIRGINIA COMMONWEALTH UNIVERSITY

**VIRGINIA COMMONWEALTH UNIVERSITY
BOARD OF VISITORS
September 15, 2023
12:15 p.m.¹
VCU School of Business
301 W Main Street
Third Floor - Room B3187
Richmond, VA**

AGENDA

- 1. CALL TO ORDER & OPENING COMMENTS** **Hon. Todd Haymore, Rector**
5 minutes (12:15 – 12:20 p.m.)

- 2. PUBLIC COMMENT PERIOD** **Ms. Chelsea Gray, Executive
Director of Board and Executive
Operations**

- 3. PRESIDENT’S REPORT** **Dr. Michael Rao, President**
15 minutes (12:20 – 12:35 p.m.)

- 4. CONSENT AGENDA ACTION ITEMS** **Hon. Todd Haymore, Rector**
5 minutes (12:35 – 12:40 p.m.)
 - a. May 11, 2023 Budget Workshop minutes
 - b. May 11, 2023 Enrollment Workshop minutes
 - c. May 11, 2023 Joint BOV/BOD meeting minutes
 - d. May 12, 2023 meeting minutes
 - e. June 28, 2023 meeting minutes
 - f. Academic and Health Affairs Committee Action Items:
 - i. Academic and Health Affairs Committee Charter
 - g. Administration Committee Action Items:
 - i. Administration Committee Charter
 - ii. Approval of Demolition: Arts and Innovation Academic Building Site, 501 & 535 West Broad Street and 201 North Belvidere Street

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.

- iii. Approval of Demolition: Athletic Village Site, 2601, 2709, 2801 & 2901 Hermitage Road and 2700 Hardy Street
- h. Finance and University Resources Committee Action Items:
 - i. Finance and University Resources Committee Charter
 - ii. Resolution to Authorize the Execution of a Contract for Construction Services Arts and Innovation Building

5. SIX YEAR PLAN

15 minutes (12:40 – 12:55 p.m.)

Dr. Fotis Sotiropoulos, *Provost and Senior Vice President for Academic Affairs*

Ms. Karol Kain Gray, *Senior Vice President and CFO*

Action Item: Approval of VCU Six Year Plan

2 minutes (12:55 - 12:57 p.m)

6. OPERATION REBOUND UPDATE

5 minutes (12:57 – 1:02 p.m.)

Dr. Marlon Levy, *Interim Senior Vice President for Health Sciences and CEO of the VCU Health System*

7. PROJECT GABRIEL UPDATE

20 minutes (1:02 – 1:22 p.m.)

Dr. Clifton Peay, *VCU Board of Visitors member; Founding medical director - The American Eye Center; Ophthalmologist*

Ms. Sheryl Garland, *Chief of Health Impact - VCU Health System; Executive Director, VCU Office of Health Equity*

8. CONSTITUENT REPORTS

- a. Student Representatives

10 minutes (1:22 – 1:32 p.m.)

Ms. Leila Griffin, *Undergraduate Student BOV Representative*

Ms. Margot Sell, *Graduate Student BOV Representative*

- b. Faculty Representative

5 minutes (1:32 – 1:37 p.m.)

Dr. Valerie Robnolt, *Faculty Senate BOV Representative*

- c. Staff Representative

5 minutes (1:37 – 1:42 p.m.)

Ms. Brogan King, *Staff Senate BOV Representative*

9. CLOSED SESSION – Freedom of Information

Act Sections 2.2-3711 (A) (1), (3), (7), (8), (9), (11), (23), specifically:

3 minutes (1:42 – 1:45 p.m.)

- a. Intercollegiate Athletics Report
20 minutes (1:45 – 2:05 p.m.)
- b. Audit, Integrity and Compliance Committee
Closed Session Report including Admissions Policy
20 minutes (2:05 – 2:25 p.m.)
- c. Administration Committee Closed
Session Report
2 minutes (2:25 – 2:27 p.m.)
- d. Finance and University Resources Committee
Closed Session Report
2 minutes (2:27 – 2:29 p.m.)
- e. Senior Vice President for Health Sciences
and CEO of the VCU Health System Report
15 minutes (2:29 – 2:44 p.m.)
- f. President’s Report:
16 minutes (2:44 – 3:00 p.m.)
- g. **Executive Session:**
 - i. Governance Committee
Closed Session Report
20 minutes (3:00 – 3:20 p.m.)

Mr. Edward McLaughlin, *Vice President and Director of Athletics*

Mr. Peter Farrell, *Chair*

Dr. Vernon Dale Jones, *Chair*

Mr. Anthony Bedell, *Chair*

Dr. Marlon Levy, *Interim Senior Vice President for Health Sciences and CEO of the VCU Health System*
Vice President for Health Sciences

Dr. Michael Rao, *President*

Mr. Andrew Florance, *Vice Rector*

10. RETURN TO OPEN SESSION AND CERTIFICATION

Hon. Todd Haymore, *Rector*

Resolution and Certification
2 minutes (3:20 – 3:22 p.m.)

Action Items:

- a. Admissions Policy
 - b. Other
- 5 minutes (3:22 – 3:27 p.m.)

11. OTHER BUSINESS

Hon. Todd Haymore, *Rector*

- a. Open Session Reports
- b. Other

3 minutes (3:27 – 3:30 p.m.)

12. ADJOURNMENT

Hon. Todd Haymore, *Rector*



VCU

Proposed revisions to Academic and Health Affairs Committee Charter and Meeting Planner

Background: As a public institution in the Commonwealth of Virginia, many actions affecting academic programs and the academic organizational structure require State Council of Higher Education for Virginia (SCHEV) approval. SCHEV requires Board of Visitors approval for only a small number of these actions. However, VCU has developed over the years multiple internal approval steps, including BOV approval, which SCHEV does not require for most SCHEV actions. These added steps have led to VCU being out of compliance with some of SCHEV's submission deadlines, requiring additional revisions by faculty and delays to implementation which can impact student success and revenue generation.

Proposed revision: Remove the requirement for the Board of Visitors, by recommendation of the Academic and Health Affairs Committee, to approve SCHEV proposals for which the state does not require BOV approval. Only items for which SCHEV requires institutional BOV approval, and items that university leadership deems necessary for BOV review, will be brought to the AHAC. The Office of the Provost will provide AHAC/BOV with a list of all other SCHEV actions as an information item at its meetings.

Impact of revision: VCU will be able to comply with SCHEV submission deadlines and will be quicker to market with academic program actions and organizational changes requiring SCHEV approval that do not require BOV approval.

Additional steps: The revision of the AHAC Charter and Meeting Planner is part of a comprehensive and streamlined process that includes:

- Implementing SCHEV proposal cohorts with start and end dates tied to SCHEV's published guidelines.
- Restructuring university-level curriculum committees to ensure thorough vetting of certificate and degree program proposals for shared governance.
- Amending University Council bylaws to eliminate review/approval of curriculum/SCHEV proposals, which is duplicative of the work managed under the purview of the faculty by the undergraduate and graduate curriculum committees.

Revisions

Academic and Health Affairs Committee Charter: [Section IV, Part B \(lines 74-83\)](#)

Academic and Health Affairs Committee Meeting Planner: [Section IV, Part B \(page 1\)](#)

1 **VIRGINIA COMMONWEALTH UNIVERSITY**
2 **BOARD OF VISITORS**

3
4 **ACADEMIC AND HEALTH AFFAIRS COMMITTEE CHARTER**
5

6 **I. PURPOSE**

7 The primary purpose of the Academic and Health Affairs Committee is to provide oversight and make
8 recommendations to the Board on all policies and plans regarding strategic enrollment management; academic
9 quality; student matters; faculty matters; athletics; inclusive excellence and research consistent with the stated
10 goals and objectives of the University and with its academic health center, including its affiliation with the
11 Virginia Commonwealth University Health System Authority. Areas of responsibility include:

- 12 • Strategic enrollment management
 - 13 ○ Admissions
 - 14 ○ Retention
- 15 • Academic quality
 - 16 ○ Quality
 - 17 ○ Degrees, programs and structure
 - 18 ○ Trends
 - 19 ○ Strategic priorities
 - 20 ○ Academic program review
 - 21 ○ Online education
 - 22 ○ SACS/accreditation
- 23 • Student matters
 - 24 ○ Academic Success
 - 25 ○ Rights and Responsibilities
 - 26 ○ Concerns
 - 27 ○ Safety, satisfaction and engagement
- 28 • Faculty matters
 - 29 ○ Employment, rights and responsibilities, and professional development
 - 30 ○ Salaries
 - 31 ○ Recruitment and retention
 - 32 ○ Benchmarks and best practices
- 33 • Athletics
 - 34 ○ Academic success of student athletes and compliance with NCAA guidelines
- 35 • Research
- 36 • Inclusive Excellence
- 37 • Coordination of academic activities of health sciences schools and affiliation with the VCU Health
38 System Authority

39
40 In addition, the Academic and Health Affairs Committee provides oversight and counsel toward the
41 achievement of the mission, vision and goals of the Virginia Commonwealth University strategic plan.
42

43 The function of the Academic and Health Affairs Committee is primarily oversight. University management,
44 under the auspices of the President, the Provost and Senior Vice President for Academic Affairs, and the
45 Senior Vice President for Health Sciences and CEO of the VCU Health System, is responsible for the
46 development, implementation, and measurement of success regarding these areas of responsibility, as well as
47 the policies and procedures for maintaining these programs and activities.

48

49 II. COMPOSITION AND INDEPENDENCE

50 The Academic and Health Affairs Committee will be comprised of three or more Visitors. Each member
51 must be free from any financial, family or other material personal relationship that, in the opinion of the
52 Board or Academic and Health Affairs Committee members, would impair their independence from
53 management and the University.
54

55 III. MEETINGS

56 The Academic and Health Affairs Committee will meet at least four times annually. Additional meetings may
57 occur more frequently as circumstances warrant. The Committee chair should communicate with the Provost
58 and Senior Vice President for Academic Affairs and the Senior Vice President for Health Sciences and CEO
59 of the VCU Health System prior to each Committee meeting to finalize the meeting agenda and review the
60 matters to be discussed.
61

62 IV. RESPONSIBILITIES

63 In performing its oversight responsibilities, the Academic and Health Affairs Committee shall:

64 A. General

- 65 1. Adopt a formal written charter that specifies the Committee's scope of responsibility. The
66 charter should be reviewed annually and updated as necessary.
- 67 2. Maintain minutes of open session portions of meetings.
- 68 3. Report Committee actions to the Board of Visitors with such recommendations as the
69 Committee may deem appropriate.
- 70 4. Consistent with state law, the Committee may communicate in closed session (with or
71 without members of senior management present) with general counsel and/or the executive
72 director of assurance services present to discuss matters that the Committee or any of these
73 groups believe should be discussed privately.

74 B. Academic degrees, ~~programs~~ and structure

- 75 1. Review and approve ~~all proposed new domestic and international undergraduate, graduate,~~
76 ~~and professional educational programs, research programs and proposed new degrees,~~
77 ~~academic program proposals when required by the State Council of Higher Education for~~
78 ~~Virginia (SCHEV) policy,~~ and monitor existing programs.
- 79 2. Review and approve proposals for the organization of the University's academic health
80 center, including the affiliation between VCU and the Virginia Commonwealth University
81 Health System Authority.
- 82 3. Review **and approve** proposals for the organization of the academic structure of the
83 University **when required by SCHEV policy.**

84 C. Coordination of academic activities of health sciences schools and affiliation with the VCU 85 Health System Authority

- 86 1. Receive reports on the relationship and affiliation between the University and the Virginia
87 Commonwealth University Health System Authority and other institutions, organizations,
88 laboratories, and clinics involved in the University's academic health center, including
89 reviewing program coordination between the Virginia Commonwealth University Health
90 System Authority and academic and research programs.
91

- 92 D. Academic research activities
93 1. Review and approve research policies deemed to require Board of Visitor action.
94 2. Receive reports on research advances of faculty, interdisciplinary groups, and VCU institutes
95 and centers.
96 3. Receive reports on the relationship of research activities to local, regional, national, and
97 international economic development.
98 4. Report annually on the state of the VCU research enterprise including the total research
99 awards, expenditures, trends, and outlook.
- 100 E. Faculty and staff employment, rights and responsibilities, and professional development
101 1. Review and approve policies governing the compensation, tenure, promotion, recruitment,
102 retention, rights and responsibilities, and development of the faculty.
103 2. Review and approve policies and programs on equal employment opportunity and affirmative
104 action.
105 3. Afford an opportunity for direct communication between Board members and members of the
106 faculty and staff.
- 107 F. Admissions and retention
108 1. Review and approve policies governing the admission and retention of undergraduate,
109 graduate and professional students to all divisions of the University.
- 110 G. Accreditation
111 1. Review and approve policies and reports related to departmental, school, and institutional
112 accreditation.
- 113 H. Academic Success of Students
114 1. Review nominations and make the final selection of the recipient(s) of the Board of Visitors
115 Award at a regularly scheduled meeting in the spring of each year.
116 2. Review topical areas of interest related to the student experience.
117 3. Review major fall and spring activities.
118 4. Review and monitor student academic success.
- 119 I. Academic Success of Student Athletes
120 1. Review and oversee matters relating to the intercollegiate athletic program.
- 121 J. Student Rights and Responsibilities
122 1. Review matters (including approving policies) relating to student rights, responsibilities,
123 conduct, concerns and discipline, including matters relating to the VCU Honor System, and
124 Student Code of Conduct.
125 2. Review and oversee matters relating to student government, and appropriate student
126 participation in University governance.
127 3. Review and oversee matters relating to student organizations and extracurricular activities.
128
- 129 K. Student Services
130 1. Review and oversee matters relating to financial aid, housing services, counseling, student
131 health, safety and other student services.
132 2. Review and approve policies relating to student records.
133 3. Review report on campus safety that provides awareness of federal reporting requirement,
134 general overview of VCU safety-related statistics, and ongoing efforts to improve safety.
- 135 L. Student Communications

136 1. Afford an opportunity for direct communication between Board members and students.

137 M. International Partnerships and Collaborations

138 1. Review and approve international partnerships

Virginia Commonwealth University Board of Visitors

Academic and Health Affairs Committee Meeting Planner

A=Annually; Q=Quarterly; AN=As Necessary	Frequency			Planned Timing			
	A	Q	AN	Q1	Q2	Q3	Q4
				Sep	Dec	Feb	May
Q1, Q2, Q3, Q4 based on Fiscal Year (July – June)							
A. General							
1. Review, update, and approve Academic and Health Affairs Committee charter	X			X			
2a. Approve minutes of previous meeting		X		X	X	X	X
2b. Maintain minutes of meetings		X		X	X	X	X
3. Authorize investigations into any matters within the Committee’s scope of responsibilities			X				
4. Report Committee actions to the Board of Visitors with recommendations deemed appropriate		X		X	X	X	X
5. Communicate in executive session, with general counsel		X		X	X	X	X
6. Review and approve Academic and Health Affairs Committee meeting planner for the upcoming year	X			X			
7. Monitor student academic success.		X		X	X	X	X
B. Academic degrees, programs and structure							
1. Review and approve all proposed new domestic and international undergraduate, graduate, and professional educational programs, research programs and proposed new degrees , academic program proposals when required by the State Council for Higher Education in Virginia (SCHEV) policy, and monitor existing programs.			X				
2. Review and approve proposals for the organization of the University's academic health center, including the affiliation between VCU and the Virginia Commonwealth University Health System Authority.			X				
3. Review and approve proposals for the organization of the academic structure of the University when required by SCHEV policy .			X				
C. Coordination of academic activities of health sciences schools and affiliation with the VCU Health System Authority							
1. Receive reports on the relationship and affiliation between the University and the Virginia Commonwealth University Health System Authority and other institutions, organizations, laboratories, and clinics involved in the University's academic health center,			X				

A=Annually; Q=Quarterly; AN=As Necessary	Frequency			Planned Timing				
	Q1, Q2, Q3, Q4 based on Fiscal Year (July – June)	A	Q	AN	Q1	Q2	Q3	Q4
				Sep	Dec	Feb	May	
including reviewing program coordination between the Virginia Commonwealth University Health System Authority and academic and research programs.								
D. Academic research activities								
1. Review and approve research policies deemed to require Board of Visitor action.			X					
2. Receive reports on research advances of faculty, interdisciplinary groups, and VCU institutes and centers.			X					
3. Receive reports on the relationship of research activities to local, regional, national and international economic development.			X					
4. Report annually on the state of the VCU research enterprise including the total research awards, expenditures, trends, and outlook.	X				-			X
E. Faculty and staff employment, rights and responsibilities, and professional development								
1. Review and approve policies governing the compensation, tenure, promotion, recruitment, retention, rights and responsibilities, and development of the faculty.			X					
2. Review and approve policies and programs on equal employment opportunity and affirmative action.			X					
3. Afford an opportunity for direct communication between Board members and members of the faculty.			X					
4. Afford an opportunity for direct communication between Board members and members of the staff.			X					
F. Admissions and retention								
1. Review and approve policies governing the admission and retention of undergraduate, graduate and professional students to all divisions of the University.			X					
G. Accreditation								
1. Review and approve policies and reports related to departmental, school, and institutional accreditation.			X					
H. Academic Success of Students								
1. Review nominations and make the final selection of the recipient(s) of the Board of Visitors Award at a regularly scheduled meeting in the spring of each year.	X						X	
2. Review topical areas of interest related to the student experience and overall student engagement.		X			X	X	X	X
3. Review major fall and spring activities.	X					X		X
4. Review and monitor student academic success.			X					

A=Annually; Q=Quarterly; AN=As Necessary	Frequency			Planned Timing			
	A	Q	AN	Q1	Q2	Q3	Q4
Q1, Q2, Q3, Q4 based on Fiscal Year (July – June)				Sep	Dec	Feb	May
I. Academic Success of Student Athletes							
1. Review and oversee matters relating to the intercollegiate athletic program.	X		X				
J. Student Rights and Responsibilities							
1. Review matters (including approving policies) relating to student rights, responsibilities, conduct, concerns and discipline, including matters relating to the VCU Honor System.			X				
2. Review and oversee matters relating to student government, and appropriate student participation in University governance.			X				
3. Review and oversee matters relating to student organizations and extracurricular activities.			X				
K. Student Services							
1. Review and oversee matters relating to financial aid, housing services, counseling, student health, and other student services			X				
2. Review and approve policies relating to student records.			X				
3. Review report on campus safety that provides awareness of federal reporting requirement, general overview of VCU safety-related statistics, and ongoing efforts to improve safety.	X					X	
L. Student Communications							
1. Afford an opportunity for direct communication between Board members and students.			X				
M. International Partnerships and Collaboration							
1. Review and approve international partnerships			X				

Revised: 8/5/2013 12:53 PM
Approved by BOV: Sept. 19. 2013
Revised: 03/11/2019
Approved by BOV: 03/22/2019
Approved by BOV: 09/18/2020
Approved by BOV: 09/16/2021
Revised: 09/01/2023
Approved by BOV: (TBD)

**VIRGINIA COMMONWEALTH UNIVERSITY
BOARD OF VISITORS**

FACILITIES, REAL ESTATE AND ADMINISTRATION COMMITTEE CHARTER

I. PURPOSE

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

- Facilities and Real Estate
- Human Resources
- Safety and Risk Management
- Sustainability
- Technology Services
- VCU Police and Emergency Preparedness

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 the Six-Year Capital Plan and all amendments thereto.
3. Review and recommend approval of initiation and project plans for Major Capital Projects (as defined in the BOV's Management Agreement and subsequent BOV resolutions).
4. Review and recommend approval of the demolition of any University-owned property.
5. Review and recommend approval of the acquisition and disposition of all University-owned real estate, including capital leases.
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 VCU Master Plan Implementation Update 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.
7. Review semiannually a Building and Grounds Report 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.

**VIRGINIA COMMONWEALTH UNIVERSITY
BOARD OF VISITORS**

FACILITIES, REAL ESTATE AND ADMINISTRATION COMMITTEE CHARTER

I. PURPOSE

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

- ~~Facilities and Real Estate~~Approval and implementation of the ONE VCU Master Plan, Six-Year Capital 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 transactions~~acquisitions, and the disposition and demolition of University-owned land
- Safety and Risk Management
- Sustainability
- Technology Services
- VCU Police and Emergency Preparedness

~~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.
- ~~4.2.~~ Review and recommend approval of the Six-Year Capital Plan and all amendments thereto.
- ~~2.3.~~ Review and recommend approval of and initiation and project plans for Major Capital Projects (as defined in the BOV's Management Agreement and subsequent BOV resolutions).
- ~~4.~~ Review and recommend approval of the Six-Year Capital Plan and all amendments thereto.
Review and recommend approval of the demolition of any University-owned property.
- ~~3.5.~~ Review and recommend approval of the acquisition and disposition of all University-owned real estate, including capital leases.
~~Review and recommend approval of the demolition of any University-owned property.~~
- ~~4.6.~~ 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.
- ~~5.7.~~ Review a ONE Master Plan Implementation Update twice a year.
- ~~6.~~ 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.
7. Review semiannually a Building and Grounds Report and Metrics.

~~6.~~

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.

Facilities, Real Estate and 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
A. General							
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 (BOV) 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. Facilities Planning and Real Estate							
1. Review and recommend approval of the ONE VCU Master Plan.			X				
2. Review and recommend approval of initiation and project 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	
C. Emergency Preparedness							
1. Review and recommend approval of plans pertaining to emergency preparedness and campus security (e.g., Comprehensive Emergency Management Plan) every four years.			X				
D. Administration Updates							
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			
7. Building and Grounds Report and Metrics			X		X		X

Facilities, Real Estate and Administration Committee Meeting Planner

A=Annually; Q=Quarterly; AN=As necessary	Frequency			Planned Timing			
	A	Q	AN	Q1	Q2	Q3	Q4
Q1, Q2, Q3, Q4 based on fiscal year (July-June)				Sept	Dec	March	May
A. General							
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 (BOV) 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. Facilities Planning and Real Estate							
1. Review and recommend approval of the ONE VCU Master Plan.			X				
2. Review and recommend approval of initiation and project 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
C. Emergency Preparedness							
1. Review and recommend approval of plans pertaining to emergency preparedness and campus security (e.g., Comprehensive Emergency Management Plan) every four years.			X				
D. Administration Updates							
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			
7. Building and Grounds Report and Metrics			X		X		X

Request for Approval of Demolition

Athletic Village Site

2601, 2709, 2801 and 2901 Hermitage Road and 2700 Hardy Street

Background

VCU seeks approval for demolition of the following VCU-owned properties, as required by VCU's Management Agreement. The five properties comprise the project site for the VCU Athletic Village. Demolition will occur in phases that align with the four phases of the Athletic Village development.

- Athletic Village Phase 1:
 - 2601 Hermitage Road - The former Salvation Army facility (construction date unknown) was operated until 2020. It is not currently in use.
 - 2700 Hardy Street - The former James River Distillery was built in 1946 and was operated until 2021. It is not currently in use.
 - 2709 Hermitage Road - The former Greyhound bus maintenance facility was built in 1946 and was operated until 2020. It is not currently in use.

- Athletic Village future phases:
 - 2801 Hermitage Road - The former West End Printing Company was built in 1950 and was operated until 2020. It is not currently in use.
 - 2901 Hermitage Road - The former Virginia Alcoholic Beverage Control warehouse and headquarters was built in 1989 and was operated until 2021. It is not currently in use.

Considerations

Demolition for VCU Athletic Village Phase 1: Outdoor Track Facilities and Practice Fields will begin by the end of the year. The remaining phases are not yet scheduled.

Cost and funding

The estimated cost of demolition for VCU Athletic Village Phase 1: Outdoor Track Facilities and Practice Fields is \$1.3M and will be paid with VCU Athletics funds. Combined demolition costs for future phases are estimated to be \$2.8M and will be included in the respective project budgets established for each phase, which the board will review and approve before project initiation.

Recommendation

Approve the request to demolish the five existing structures at 2601, 2709, 2801 and 2901 Hermitage Road and 2700 Hardy Street.

**VIRGINIA COMMONWEALTH UNIVERSITY
BOARD OF VISITORS**

FINANCE AND UNIVERSITY RESOURCES COMMITTEE CHARTER

I. PURPOSE

The primary purpose of the Finance and University Resources Committee (“Committee”) is to assist the Board of Visitors (BOV) in fulfilling its objectives and fiduciary responsibilities related to oversight of University financial, investment, and debt management policies, as well as activities related to generating resources and stakeholder support of the Virginia Commonwealth University’s (the University) strategic goals, particularly in the areas of government relations, fundraising, and alumni relations.

The Committee is responsible for reviewing financial investments and statements, budgets, debt, cash management, six-year financial operating plans, and making corresponding recommendations to the BOV for the purpose of maintaining a sound financial standing. In addition to financial standing, the Committee is responsible for annually reviewing the University’s tuition and fee charges. **The Committee reviews contracts, including construction contracts, that exceed \$5M. Contracts related to sponsored research activity are excluded from this review.** The Committee reviews the investment of the cash management pool and endowments, and further reviews the financial activities of organizations established to benefit the University, including foundations, partnerships, and other affiliated entities.

In addition, the Committee is responsible for reviewing and making recommendations to the BOV regarding the naming of University facilities, funds, and programs in recognition of private philanthropy, as outlined in the BOV’s “Policy Guidelines on Recognition of Donors and Friends.”

When appropriate, debt financing for Major Capital Projects is also considered by this Committee for recommendation of approval by the BOV.

University senior leadership is responsible for 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 be comprised 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 members, would impair their independence from management and the University. Committee members should also refrain from activities that a reasonable person would view as unethical or contrary to the institutional mission.

III. RESPONSIBILITIES

In performing its oversight responsibilities, the Committee shall:

A. General:

- a. Review the Committee charter annually and recommend updates to the BOV.
- b. Maintain minutes of all meetings.
- c. Report Committee actions and recommendations to the BOV.
- d. Meet in closed session with the external auditors and/or the Senior Vice President and Chief Financial Officer (with or without members of senior management present), as permissible by state law and deemed appropriate by the Committee, to discuss confidential matters.
- e. Become well acquainted with the information and pertinent facts under the purview of the Committee.
- f. Recommend best practices across the institution for financial management.
- g. 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 support the University's stated mission.

B. Financial Policy and Investments:

- a. Review and recommend approval of the University's financial policies.
- b. Review financial assumptions upon which budgets are based.
- c. Review and recommend approval of the six-year financial plan and operating budget.
- d. Periodically review and compare financial operating results with appropriate budgets and benchmarks.
- e. Review and recommend approval of major design changes to the VCU Optional Retirement Plan.
- f. Review and report on annual financial statements and supporting schedules.
- g. Review and recommend approval of the University Investment Policy.
- h. Review and report on investment results.
- i. Review annually the BOV Fund.
- j. Review quarterly the University Efficiencies.
- k. Review quarterly the Committee Dashboard.

C. Debt Management:

- a. Review and recommend to the Board all debt issuance and debt management policies.

D. Government Relations:

- a. Review reports on local, state, and federal government relations activities related to supporting the University's strategic plan.
- b. Review and forward for BOV approval such Administration recommendations related to local, state and federal government relations and as the Committee deems.

E. Development and Alumni Relations:

- a. Review philanthropic goals and activities that benefit the University.
- b. Review and make recommendations regarding policies governing the solicitation and acceptance of gifts.
- c. Review and make recommendations regarding the recognition of philanthropic gifts through the naming of facilities, programs, and endowed funds.
- d. Review reports of major gifts, fundraising metrics, and alumni engagement activities.

F. Committee Administration:

- a. Review and approve the annual Committee meeting planner and any significant changes to the plan.
- b. Review the qualifications of the Committee members and staff, and the level of staffing by the institution as needed.
- c. Review annually the Deficit Disclosure.
- d. Review annually any modifications necessary to the Investment Policy Statements, **as needed.**
- e. Review annually Agency Risk Management and Internal Control Standards (ARMICS)

G. Tuition and Fees:

1. Review and recommend tuition and fee charges to the BOV.

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 Senior Vice President and Chief Financial Officer prior to each Committee meeting to finalize the meeting agenda and review the matters to be discussed.

Resolution to Authorize the Execution of a Contract for Construction Services

Arts and Innovation Building

Background

VCU seeks approval to execute a contract for construction services at a “not-to-exceed” (NTE) amount of \$192M for the proposed 212,652 square foot Arts and Innovation Academic Building, which will be located on the southeast corner of Broad and Belvidere Streets, consolidating our nationally prominent arts and innovation programs into a single location. It will be home to new hybrid classroom-laboratories, interdisciplinary performance and makerspaces, and creative incubators for rapidly growing partnerships across arts, business, medicine and engineering.

The VCU Board of Visitors initially approved this project in May 2019 as part of the 2020-2026 Six-Year Capital Plan. Hourigan Construction Corporation was selected following a competitive RFP process per VCU’s management agreement. In May 2023, the BOV approved a Six-Year Capital Plan amendment for a revised cost estimate of \$253M as well as design/project plans for the facility.

Considerations

Authorization for VCU to negotiate and execute a contract for construction services at a NTE amount, including any early release agreements necessary (to expedite ground breaking/early construction activities, such as site clearing and utility relocation, which benefit timeline and budget), also requires BOV approval.

Cost and funding

The total cost for the AIAB is \$253M, which includes both planning and construction services. \$232.4M will be funded by the state. The remainder will be funded by private donations.

Recommendation

Approve the request to execute a construction services contract with Hourigan not to exceed \$192M, which includes contingency funding estimated at \$4.9M and an early release agreement estimated at \$9.8M.

**RESOLUTION OF THE BOARD OF VISITORS
VIRGINIA COMMONWEALTH UNIVERSITY**

**AUTHORIZATION TO EXECUTE A CONSTRUCTION SERVICES CONTRACT FOR
THE ARTS AND INNOVATION BUILDING IN A NOT TO EXCEED AMOUNT OF \$192M**

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; and

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

WHEREAS, by Chapter 10, Title 23.1 of the Virginia Code, the University entered into that certain "Management Agreement By and Between the Commonwealth of Virginia and The Rector and Visitors of Virginia Commonwealth University" (the "Management Agreement") 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; and

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

WHEREAS, the Board has been presented with plans for a Major Capital Project titled/consisting of the Arts and Innovation Building; and

WHEREAS, the cost of the Project is expected to be approximately \$253M (the "Project Cost"); and

WHEREAS, the Board has determined it is desirable to authorize the execution of the construction contract.

**NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF VISITORS OF
VIRGINIA COMMONWEALTH UNIVERSITY:**

1. The Board hereby authorizes and approves the execution of a construction contract in a not to exceed amount of \$192M, as described in the materials presented to the Board;

2. The Board hereby authorizes the President of the University, or his designee, on behalf of the University to execute any and all documents required to implement the Major Capital Project described above; and
3. This resolution shall take effect immediately upon its adoption.

Pre-read materials included in Board materials

State Six Year Plan

Dear Members of the Board,

At the upcoming Board of Visitor meeting, you will be asked to consider a resolution indicating your approval of the update to the university's Six Year Plan submission to the State.

- The Plan is submitted every two years with an update provided in the second year. This is an initial submission year.
- The Plan describes VCU highest priority new strategic initiatives and financial outcomes for the upcoming biennium (FY2025, 2026) focusing on the Education & General budget.
- All of the strategies in the plan are priorities already discussed extensively with the Board, and the funding outcomes follow on the budget presented last June.

We look forward to discussing highlights from the Plan. In light of time constraints at the meeting the following slides have been provided for those of you who may be new to the Six Year Plan discussion.

Six Year Plan - What is it?

- It is an annual submission **required** under the Virginia Higher Education Opportunity Act of 2011
- The plan is presented to the 'Op 6' which includes representatives from the Secretary of Finance, Secretary of Education, Senate Finance, House Finance, Department of Planning and Budget
- Details our request for **additional state funds** and highlights how VCU aligns with the state's Virginia Plan for Higher Education for fiscal years 2025 through 2030
- A tool for **state and institutional planning**; not binding on the Board of Visitors
- **The Plan is separate from the University's Capital Six Year plan** (also a required State document) as is generally focused on operations

Six Year Plan - Overview

Two Documents are Submitted

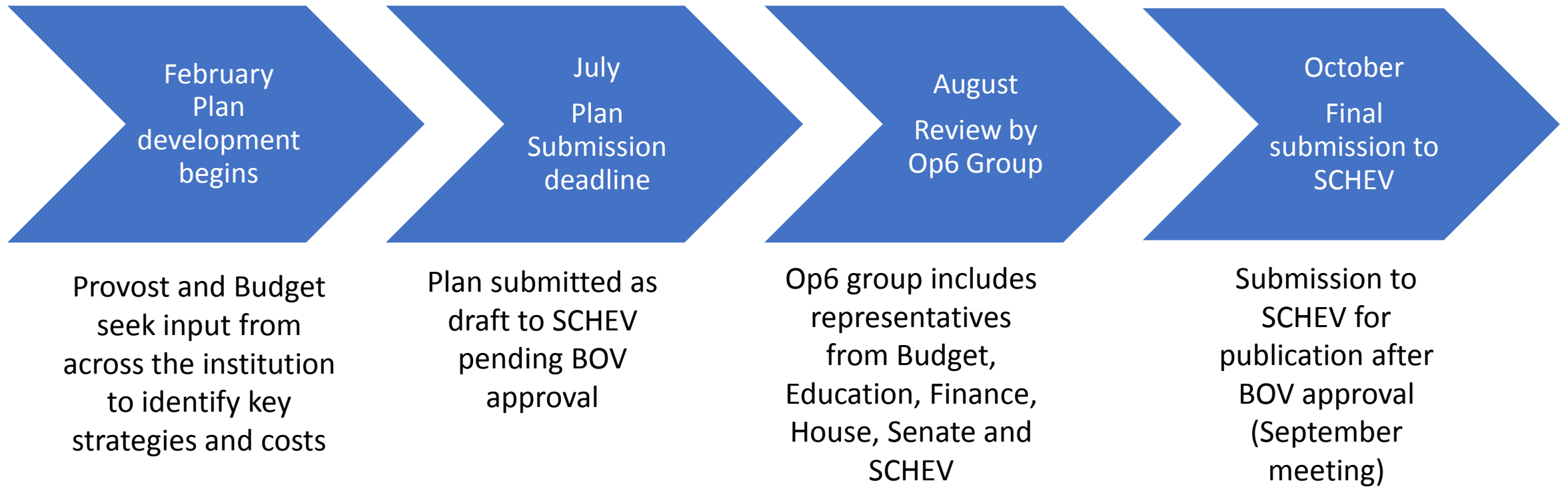
- Narrative Document

- Section A: Mission and priorities
- Section B: Enrollment volume & composition
- Section C: Program alignment & performance
- Section D: Financial effectiveness & sustainability

- Financial Excel Report

- Revenue from enrollment and tuition rate changes
- Expenses from inflationary and strategic needs
- Financial aid projecting long-range spending
- State general fund requests

Six Year Plan - Timeline





VCU Board of Visitors

6 Year Plan Review

Six Year Plan - Assumptions for 2025 & 2026 Priorities

- Tuition rate growth for 2025 and 2026 at 3% (no increases or state funds projected 2027-2030 per instructions)
- Conservative enrollment projected for all years (0% to 1% growth)
- Highlight growth of VMSDEP and other waivers
- Assumption of 2% salary increases for all years
- Projected growth in financial aid, inflationary costs, and strategic Initiatives

Six Year Plan Proforma

	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Projected Tuition Increase	3%	3%	0%	0%	0%	0%
New Enrollment, General Fund Tuition & Fees	\$ 21,269	\$ 22,540	\$ 7,707	\$ 8,721	\$ 6,919	\$ 8,377
State 49% Salary Match (2% Salary Plan)	5,470	5,580	-	-	-	-
One Year VMSDEP Wavier Growth	-	-	-	-	-	-
Tuition and Salary Revenue Growth	26,739	28,120	1,999	2,899	980	2,320
Incremental New Expense Needs*	33,305	38,021	31,363	36,480	38,010	33,688
Reallocations to Balance	(6,566)	(9,901)	-	-	-	-
Net Position Before New State Funds	\$ -	\$ -	\$ (29,364)	\$ (33,581)	\$ (37,030)	\$ (31,368)

*Incremental new expenses exclude reallocations related to new School of Population Health

Six Year Plan – Priority Funding Request

1. Virginia Military Survivors & Dependents Education Program (VMSDEP) Waivers - FY25 - \$18.2M
2. Faculty Salary Disparities and New Faculty Cluster Hires – FY25 - \$20M
3. Undergraduate Student Financial Aid (Priority #3) – FY25 - \$8M
4. Inflationary Cost Increases – FY25 - \$4M
5. Massey Cancer Center – FY25 - \$2M
6. Pauley Heart Center – FY25 - \$9M
7. Rice River Center – FY25 - \$750K

VIRGINIA COMMONWEALTH UNIVERSITY
BOARD OF VISITORS
September 15, 2023

Action Item
Approval of Virginia Commonwealth University's
2023 Six-Year Plan

Item:

Board of Visitors approval of Virginia Commonwealth University's 2023 Six-Year Plan as required by § 23.1 - 306-309 of the "*Preparing for the Top Jobs of the 21st Century: The Virginia Higher Education Opportunity Act of 2011*" (TJ21).

Background:

In response to the requirements outlined in § 23.1 - 306-309 of the "*Preparing for the Top Jobs of the 21st Century: The Virginia Higher Education Opportunity Act of 2011*" (TJ21) legislation, attached is a copy of Virginia Commonwealth University's 2023 amended Six-Year Plan submitted to the State Council of Higher Education for Virginia (SCHEV) by the stated deadline of July 1, 2023.

TJ21 established a mandate that the governing board of each public institution of higher education develop and adopt biennially and amend or affirm annually a six-year plan for their institution. The act requires the plans to be submitted to the State Council for Higher Education of Virginia (SCHEV) by July 1 of each odd-numbered year and also requires any amendments or affirmations to existing plans to be submitted by July 1 of each even-numbered year.

The instructions and template to complete the six-year plan, or the plan update, are usually provided by SCHEV in May, typically at the time of the May Board meeting. Due to this timeline and in accordance with SCHEV instructions, the University has historically submitted the draft plan, or update, to SCHEV by the July 1st deadline and then has presented it to the Board for approval at the next scheduled meeting which is usually held in September. Over the July and August months, State representatives review the plans submitted by each institution and then provide comments in early September for each institution to respond. The responses as well as the final board approved six-year plan is then due to SCHEV by October 1st. This process was once again followed for the 2023 Six Year Plan submission.

The strategies identified in the University's 2023 Six-Year Plan were developed collaboratively with each division through the annual budget development cycle. Building upon the strategic multi-year budget developed in the previous cycle, divisions reviewed their respective submissions and updated strategies to align with current priorities and objectives. The academic strategies related to programmatic growth were developed by the Provost through the respective academic unit.

The presented tuition and fee scenarios are for modeling purposes only and are based on a range of assumed incremental general fund support. These scenarios and the funding of the proposed strategies are subject to change based on the actual general fund support received. Additionally, approval of tuition and fees is the responsibility of the Board of Visitors and may be adjusted based upon factors such as incremental general fund support, legislative requirements, projected enrollment growth, and prioritization of strategies to implement.

Virginia Commonwealth University's 2023 Six-Year Plan was updated to reflect the status of existing strategies based on institutional priorities and legislative action during the 2023 General Assembly Session. Comments regarding the University's 2023 Six-Year Plan update have been provided by SCHEV and will be addressed in the institution's final plan submittal to SCHEV by October 1, 2023.

Action:

Virginia Commonwealth University Board of Visitors approval of the Virginia Commonwealth University 2023 Six-Year Plan.

Resolution

Approval of Virginia Commonwealth University's 2023 Six-Year Plan September 15, 2023

WHEREAS, the Higher Education Opportunity Act of 2011 became effective July 1, 2011, and requires each public institution of higher education in Virginia to develop and submit an institutional six-year plan; and

WHEREAS, § § 23.1 - 306-309 of the Act requires, “*The governing board of each public institution of higher education shall develop and adopt biennially and amend or affirm annually a six-year plan for the institution and shall submit that plan to the Council (State Council of Higher Education for Virginia), the Governor, and the Chairs of the House Committee on Appropriations and the Senate Committee on Finance no later than July 1 of each odd-numbered year, and shall submit amendments to or an affirmation of that plan no later than July 1 of each even-numbered year or at any other time permitted by the Governor or General Assembly*”; and

WHEREAS, Virginia Commonwealth University prepared a six-year plan in accordance with the requirements of the Higher Education Opportunity Act of 2011 and guidelines provided by the State Council of Higher Education for Virginia; and

WHEREAS, the University submitted the six-year plan to the State Council of Higher Education for Virginia by the stated deadline of July 1, 2023 for the 2023 submission; and

WHEREAS, the 2023 Six-Year Plan must be approved by the Board of Visitors prior to the October 1 final submission;

THEREFORE, BE IT RESOLVED the Virginia Commonwealth University Board of Visitors approves the Virginia Commonwealth University 2023 Six-Year Plan as presented in the format provided by the State Council of Higher Education for Virginia; and

BE IT FURTHER RESOLVED, that the University is authorized to revise the 2023 Six-Year Plan as required by State officials for final submission by the stated deadline.

Report of the Project Gabriel Commission

Presented by: Dr. Clifton Peay and Sheryl Garland



At its core, Virginia Commonwealth University (VCU) is a historically-renowned institution committed to academic excellence and its urban roots.

While we celebrate our academic achievements, we must also reckon with a past marked by mistreatment, lack of respect, and national events that have sown mistrust and fear in the communities served.

VCU is embarking on a transformative journey through Project Gabriel. This initiative represents a profound commitment to reconciling the past to the present, strengthening community ties, and charting a course towards a brighter, more equitable future.



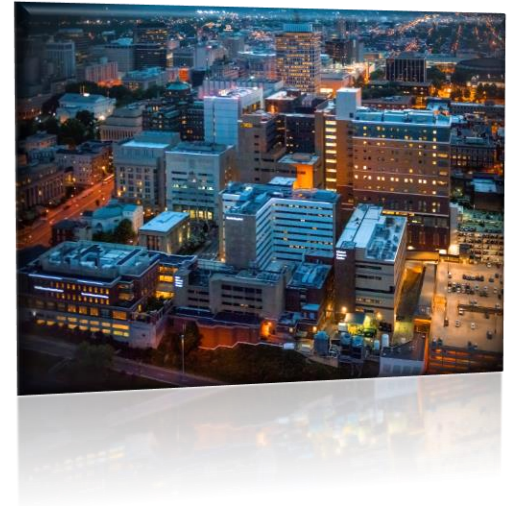
The Genesis of Project Gabriel

Project Gabriel was born out of a legislative mandate through Virginia Code § 23.1-615.1. *Enslaved Ancestors College Access Scholarship and Memorial Program* that directed Virginia's five oldest colleges and universities to confront their historical involvement with slavery.

In response, VCU commissioned research that revealed a history intertwined with the painful legacy of enslaved labor.

In spring 2023, VCU's Office of the President launched Project Gabriel to report and address harms caused by VCU's historic ties to the institution of slavery.

The project was named after Gabriel, an enslaved Richmond man who organized a rebellion in 1800 intended to end slavery in Virginia.





Commission's Charge

Based on the findings of the December 17, 2022 report on [Slavery and the Medical College of Virginia](#), the Commission was charged with recommending to the Administration and Board of Visitors of VCU specific ways in which the institution should:

- (i) identify and memorialize all enslaved individuals who labored on MCV grounds and property; and*
- (ii) provide a tangible benefit such as a college scholarship or community-based economic development program for individuals or specific communities with a demonstrated historic connection to slavery that will empower families to be lifted out of the cycle of poverty.*

Community Engagement and Feedback



In our commitment to creating a more inclusive and equitable VCU, we recognized the invaluable insights and perspectives of more than 500 community members. This included representatives from the East Marshall Street Well Project.

We actively involved community voices to ensure our actions were reflective of their needs, concerns, and aspirations.

This collaborative approach helped strengthen our initiatives, foster trust, and cultivate shared ownership in shaping the future of VCU.





Process to Preliminary Recommendations

Extensive research and community engagement preceded the path to preliminary recommendations.

- I. Commission members actively collaborated with historians and other experts to gather vital information.
- II. Five community forums included facilitated discussions on memorialization, scholarships, and economic programs, fostering a collective approach to the development of recommendations.
 - o Discussions revealed key themes that ultimately shaped the preliminary recommendations, presented in May 2023.
- III. In August 2023, the Commission refined and prepared recommendations for implementation.
- IV. Summer forums validated preliminary recommendations followed by targeted Work Groups, which developed detailed implementation strategies.



Final Recommendations

Project Gabriel recommendations:

- Reflect a commitment to community, equity, and justice.
- Represent a unique opportunity to make VCU better, expand its mission, and strengthen the university
- Are both actions and transformative steps
- Implementation will help VCU grow into a forward-focused, inclusive institution.
- Acknowledge our history and create tangible, lasting change.

Identification and Memorialization





Identification and Memorialization Recommendations

- Undertake research efforts to determine if the names and backgrounds of the enslaved people who labored on MCV grounds and property can be identified.
- Explore the use of First African Baptist Church (Randolph Minor Hall) as a memorialization site for these enslaved people.
 - Establish the roles and responsibilities for the operation and maintenance of the First African Baptist Church.
 - Secure funding for the design and renovation of the First African Baptist Church building.
- Establish the First African Baptist Church as a hub for educational, social and economic revitalization while honoring its legacy of leadership and advocacy as the moral center of individuals who have a demonstrated connection to slavery or those who are still experiencing the legacy of slavery.
 - Include spaces to tell the story of Gabriel, expand the College Alley, and share dedications to black bodies utilized in medical research.
- Collaborate with the Family Representative Council (FRC) of the East Marshall Street Well Project (EMSWP) to align memorialization initiatives.
 - Identify memorialization locations for the EMSWP ancestors near the Kontos and Egyptian buildings, to include an interment site.
 - Establish an annual memorialization event for medical students.

Scholarships





Scholarship Recommendations

- Subject to applicable law, establish a minimum of 5-8 scholarships consistent with the Virginia Code § 23.1-615.1. *Enslaved Ancestors College Access Scholarship and Memorial Program* requirements.
- Consider the establishment of “Gabriel Scholars” that:
 - Entails an annual scholarship to occur not less than the period the institution used enslaved labor.
 - Are endowed through fundraising efforts above any other scholarships currently established or planned.
 - Build off established MCV Foundation equity scholarships for professional and graduate cohorts at the VCU Health Sciences Schools.
- Ensure the scholarships are augmented with robust advising and wrap-around services to ensure the success of participants both during and after attendance at VCU.



Scholarship Recommendations (continued)

- Establish specific scholarships within VCU's schools of health sciences for both those individuals with a historic connection to slavery, as well as those students committed to serving in communities with a historic connection to slavery.
- Establish Student Success Programs for multidisciplinary subjects, with a focus on STEM/H and education fields.
- Explore ways to collaborate with current VCU initiatives focused on engaging Richmond Public School students.
- Introduce an annual Gabriel Scholars ball to support the scholarship development strategy.



Strategies include:

- Develop a framework for the scholarship criteria.
- Create a welcoming and affirming climate for Gabriel Scholars.
- Establish programs and extracurricular activities (ie, community-based service learning events) for Gabriel scholars.
- Establish a cross-campus, cross-sector Gabriel Scholars integrative, advisory structure.

Community-Based Economic Development Programs





Community-Based Economic Development Programs

- Provide opportunities for youth focused on college and career readiness.
 - Provide summer internships for high school students.
 - Introduce career opportunities at VCU and VCU Health.
- Design programs that increase academic success for students attending non accredited schools in the Greater Richmond area, with a focus on Richmond Public Schools (RPS).
 - Provide/expand mentorship programs for K-12 students.
 - Increase outreach, awareness, and communications regarding programs and events happening at VCU.
- Establish a strategic partnership between VCU and RPS.
 - Identify alignment between RPS's and VCU's strategic goals to create impact.



Community-Based Economic Development Programs

- Create inclusive and accessible skill-building educational modules for community members that can be supported by various units across VCU and empower the community.
 - Map existing “micro-credentialing” opportunities and establish a strategy with community partners.
- Enhance the small minority business development community ecosystem to ensure it thrives.
 - Engage with community partners that are focused on small business development.
 - Identify opportunities throughout VCU to support small businesses such as developing micro-grants.
 - Intentionally create social capital for SWAM vendors.
- Build a VCU “connector” model that enhances partnerships with community organizations and community colleges to support workforce development and capacity needs of community residents and businesses.
 - Build and/or expand partnerships that focus on credentials and certifications.
 - Establish programs that focus on capacity building for small businesses.



Community-Based Economic Development Programs

- Work with community partners to establish “hub” models that address community-identified needs.
 - Establish hubs that focus on areas such as health, research, and nutrition.
- Address community grand challenges through vertically integrated projects and team-based approaches that prioritize community input and measure outcome.
 - Decrease crime/gun violence, food deserts, alcohol sales, address community Mental Health challenges, and address digital divide.
- Leverage VCU’s youth and family-related resources to mobilize efforts with community partners to create strong youth development and family support opportunities.
 - Establish/revive intentional partnerships with specific communities (ie, Carver).
 - Create early childhood intervention/mentorship models.

Governance & Communications





Governance & Communications Recommendations

- Provide resources to support the management and coordination of the Project Gabriel recommendations.
 - Identify a Senior leader and Project Manager in the VCU President's office to oversee and coordinate the project activities.
- Establish a Project Gabriel governance structure to ensure implementation of the recommendations.
 - Establish a committee that includes all responsible VCU/VCU Health entities and invited community advisors.
- Launch a Communications plan to share updates regarding Project Gabriel progress.
 - Implement a communications plan and redesign website.

The Path Forward



The Uncommon Pieces and the Story

The story of Project Gabriel is not just about historical reckoning; It is about...

- weaving together the uncommon pieces of our past and present.
- embracing our identity as an institution with 180 years of both positive and negative history.
- acknowledging where there is the need for reconciliation and committing to doing better.



Moving Forward with Implementation



These recommendations signify VCU's commitment to reconciliation, community engagement, and the betterment of the university as an institution and national model.

The Project Gabriel Commission requests that the VCU Board of Visitors receive the recommendations in the report and direct VCU's administration to review and consider the Commission's recommendations and strategies with all deliberate speed in light of potential legislative changes, resource availability, operational plans, and guidance from legal counsel. The Board of Visitors will receive an annual update from VCU's administration on the progress.



Acknowledgment

Co-chairs:

Sheryl L. Garland, MHA, FACHE- Chief of Health Impact-VCU Health System; Executive Director- VCU Office of Health Equity

Clifton L. Peay, MD, MBA- VCU Board Member; Founding medical director- The American Eye Center; Ophthalmologist

Commission Members:

- **Edward "Ed" Ayers, Ph.D.**- Tucker-Boatwright Professor of the Humanities and President Emeritus- University of Richmond; Historian
- **Faye Belgrave, Ph.D.** - Associate Dean for Equity and Community Partnerships in the College of Humanities and Sciences; Professor of psychology, and founding director of the Center for Cultural Experiences in Prevention, VCU
- **Yvonne Brandon, Ed.D.** - Managing Director- The Aria Group; Former Superintendent, Richmond Public Schools
- **Nakeina E. Douglas-Glenn, Ph.D.** - Associate Professor and Director of the Research Institute for Social Equity, L. Douglas Wilder School of Government & Public Affairs at VCU
- **Leonard Edloe, PharmD** - Retired CEO and Pharmacist, Edloe's Professional Pharmacies; Pastor, New Hope Fellowship
- **Kevin Harris, Ph.D.** - Senior Associate Dean for Diversity, Equity and Inclusion and Chief Diversity Officer, VCU School of Medicine
- **Maya Johnson** - VCU School of Medicine, May 2023 graduate
- **William "Bill" Martin**- Director - The Valentine, Richmond, Virginia
- **Tobi Ojo** - Student-Health Services Major, VCU Class of 2026
- **Rhonda Keyes Pleasants** - Manager-Henry W. Dabney Funeral Home, Family Resource Council, East Marshall St. Well Project

Ad-hoc:

Lauranett Lee, PhD- Director of Race and Justice at Richmond Hill, Visiting Scholar in the Center for Civic Engagement and Adjunct Assistant Professor, Liberal Arts Historian, The University of Richmond

Staff:

- **Jonsette Calloway**- *Communications Manager, VP for Administration- VCU*
- **Matthew Conrad, JD**- *Vice President for Government and External Relations- VCU*
- **Miles Gordon**- *Senior Director for State Government Relations- VCU*

Questions & Discussion



PROJECT Gabriel

President's Special Commission on Slavery and Justice

Final Report | September 2023

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VCU

VIRGINIA COMMONWEALTH UNIVERSITY

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Introduction and Project Overview

At its core, Virginia Commonwealth University (VCU) is a historically-renowned institution committed to academic excellence and its urban roots. The history of the university dates to 1968 when the Medical College of Virginia (MCV) and Richmond Professional Institute (RPI) merged. While the university celebrates its academic achievements, the institution must also reckon with a past marked by mistreatment, lack of respect, and national events that have sown mistrust and fear in the communities served.

In spring 2023, Virginia Commonwealth University’s Office of the President launched Project Gabriel to report, reconcile and heal the wounds caused by VCU’s historic ties to the institution of slavery. Through this project, VCU is embarking on a transformative journey. This initiative represents a profound commitment to reconciling the past to the present, strengthening community ties, and charting a course towards a brighter, more equitable future for the university and those it serves.

Project Gabriel is in response to legislation (Va. Code § 23.1-615.1) established by the Virginia General Assembly on March 30, 2021, that focuses on Virginia’s five oldest colleges and universities, which includes VCU. This legislation specifically relates to the establishment of the *Enslaved Ancestors College Access Scholarship and Memorial Program*.

The project is named for Gabriel, an enslaved Black man who was owned by Thomas Prosser of Henrico County. After a foiled attempt to capture the Capitol and hold Governor James Monroe hostage to bargain for freedom for Virginia’s slaves, Gabriel was executed by hanging on August 30, 1800.

Despite the outcome of Gabriel’s rebellion, his fierce desire to free himself and others from the shackles of slavery resonates today – some 223 years after enslaved informants and a violent storm thwarted his plans.

Gabriel’s murder and those of at least three dozen other Black men and women who were regarded as leaders of the planned rebellion, bear a haunting resemblance to the dozens of human bones and artifacts that were discovered in an abandoned well during construction on Virginia Commonwealth University’s MCV Campus in April 1994. Like the disregard shown when executing Gabriel and others, the well’s contents – the remains of what once were full human bodies – are believed to have been discarded by medical staff in the 1800s without the dignity of proper burial.

“These humans, mainly of African descent, were not shown the respect they were due, neither in life nor in death,” reads a statement from the Office of the VCU President on the East Marshall Street Well Project’s (EMSWP) website (<https://emsw.vcu.edu/>). “The university is committed to moving forward in a manner reflecting the dignity that should be accorded these individuals and has created the East Marshall Street Well Project to facilitate a process with the community that ensures the remains receive appropriate study, memorialization and reburial.”

Office of the President's Special Commission on Slavery and Justice

Thus, driven by Gabriel's boldness, courage and conviction, and the sacrifices of Black bodies used for unauthorized medical research, Project Gabriel's mission is clear. The mission is to guide VCU on a path toward reckoning with its past, engaging with its present and strengthening all communities served for the future.

Commission Members

The commission is comprised of professionals and community leaders from different genders, races, sectors and walks of life:

Co-chairs

Sheryl L. Garland, MHA, FACHE - Chief of Health Impact-VCU Health System; Executive Director- VCU Office of Health Equity

Clifton L. Peay, M.D. - VCU Board Member; Founding Medical Director- The American Eye Center; Ophthalmologist

Members

Edward "Ed" Ayers, Ph.D.- Tucker-Boatwright Professor of the Humanities and President Emeritus- University of Richmond; Historian

Faye Belgrave, Ph.D. - Associate Dean for Equity and Community Partnerships in the College of Humanities and Sciences; Professor of psychology, and founding director of the Center for Cultural Experiences in Prevention, VCU

Yvonne Brandon, Ed.D. - Managing Director- The Aria Group; Former Superintendent, Richmond Public Schools

Nakeina E. Douglas-Glenn, Ph.D. - Associate Professor and Director of the Research Institute for Social Equity, L. Douglas Wilder School of Government & Public Affairs at VCU

Leonard Edloe, PharmD - Retired CEO and Pharmacist, Edloe's Professional Pharmacies; Pastor, New Hope Fellowship

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William "Bill" Martin- Director - The Valentine, Richmond, Virginia

Tobi Ojo - Student-Health Services Major, VCU Class of 2026

Rhonda Keyes Pleasants - Manager-Henry W. Dabney Funeral Home; Family Representative Council, East Marshall St. Well Project

Ad-hoc

Lauranett Lee, Ph.D. - Director of Race and Justice at Richmond Hill, Visiting Scholar in the Center for Civic Engagement and Adjunct Assistant Professor, Liberal Arts Historian, The University of Richmond

Office of the President's Special Commission on Slavery and Justice

Staff

Jonsette Calloway - Communications Manager, Vice President for Administration, VCU

Matthew Conrad, J.D. - Vice President for Government and External Relations, VCU

Miles Gordon - Senior Director for State Government Relations, VCU

Work Group Members

VCU Identification and Memorialization Work Group for Project Gabriel

Edward "Ed" Ayers, Ph.D.	Project Gabriel Commission
Faye Belgrave, Ph.D.	Project Gabriel Commission
Leonard Edloe, PharmD	Project Gabriel Commission
Val Adams, M.D.	Community Member
Holly Alford	VCU School of Arts
Deborah Booker	First African Baptist Church, President FABC Historical Commission
Muzi Branch	East Marshall Street Well Project
Stephen Davenport	VCU Community Engagement
Brenda Edwards	Community Member
Carmen Foster, Ed.D.	East Marshall Street Well Project
Pastor F. Todd Gray	Faith Leader, Fifth Baptist Church
Pastor Ralph Hodge	Faith Leader, Second Baptist Church
Magnus Johnsson	VCU Development and Alumni Relations
Rhonda Keyes Pleasants	Project Gabriel Commission and East Marshall Street Well Project
Gregg Kimball, Ph.D.	Library of Virginia
Bill Martin	Valentine Museum
Stephanie Smith	East Marshall Street Well Project
Rich Sliwoski	VCU Facilities Management
Shakia Gullette Warren	Black History Museum and Cultural Center of Virginia

VCU Community-Based Economic Development Programs for Communities Work Group for Project Gabriel

Nakeina E. Douglas-Glenn, Ph.D.	VCU L. Douglas Wilder School
Chelsie Dunn, Ph.D.	VCU L. Douglas Wilder School
Anthony Starke, Ph.D.	VCU L. Douglas Wilder School
Janis Allen	Community Member
Mikell Brown, Ph.D.	Brightpoint Community College
Elizabeth Creamer	Community College Workforce Alliance
Rasheeda Creighton	JWC Foundation
Verenda Cobbs	Senior Manager for Civic Innovation & Partnerships, VCU Community Engagement and Government Relations Richmond City Office of Minority Business Development
Patricia Foster	VCU Community Engagement
Shari Garmise, Ph.D.	VCU REAL Program
Erin Webster Garrett	Community Foundation for a Greater Richmond
Stephanie Glenn	Greater Richmond Continuum of Care
Kelly King Horne	Reynolds Community College
Nakia James	VCU Continuing Education
Cairo Jones	VCU Student Government Association
Sincere Slade-Reading	Richmond City Office of Economic Development
Leonard Sledge	Feed More
David Waidelich	Metropolitan Business League
Micah White	

VCU Community-Based Economic Development Programs for Individuals Work Group for Project Gabriel

Sheryl Garland, MHA, FACHE	VCU Health System Community Impact
Porsha Bennett	VCU Health Workforce Development
Nanette Bailey	Richmond Public Schools
Ron Brown	Community Member
Vaughn Garland, Ph.D., MFA	VCU Community Engagement
Dionne Henderson	Partnership for the Future

Jase Hatcher	Virginia Interfaith Center for Public Policy
Kateland Henson	Legal Aid Justice Center
Curtis Lee	Community Member
Maghboeba Mosavel, Ph.D	VCU Community Engagement
Angel Perkins	Communities in Schools

VCU Scholarships Work Group for Project Gabriel

Kevin Harris, Ph.D.	Associate Dean, DEI, VCU School of Medicine
Norman Bedford, M.Ed.	Associate Vice President for Student Financial Service
Yvonne Brandon, Ed.D.	Managing Director- The Aria Group; Former Richmond Public Schools Superintendent

Jay Bonfili, MPA	Senior Associate Vice President for Health Sciences - Finance and Administration
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Margaret Ann Bollmeier	President and CEO of the MCV Foundation
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Susan Bodnar-Deren, Ph.D.	Chair, Associate Professor, Sociology, VCU
Verenda Cobbs	Senior Manager for Civic Innovation & Partnerships, VCU Community Engagement and Government Relations
Kathleen Rudasill, Ph.D.	Interim Dean, VCU School of Education

Sean Miller	President & CEO, Boys & Girls Club of Richmond
Samantha Wheeler Marrs	VCU Senior Associate Vice President for Campaign Administration

Tiffany Thomas	Partnership for the Future
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Foundation for Project Gabriel

The work of the Project Gabriel Commission is inextricably linked to VCU's mission and values. These form the foundation for the recommendations that are presented in this report.

Official VCU mission: Why we're here

Virginia Commonwealth University and its academic health sciences center serve as one national urban public research institution dedicated to the success and well-being of our students, patients, faculty, staff and community through:

- **Real-world learning** that furthers civic engagement, inquiry, discovery and innovation
- **Research** that expands the boundaries of new knowledge and creative expression and promotes translational applications to improve the quality of human life
- **Interdisciplinary** collaborations and community partnerships that advance innovation, enhance cultural and economic vitality, and solve society's most complex challenges
- **Health sciences** that preserve and restore health for all people, seek the cause and cure of diseases through groundbreaking research and educate those who serve humanity
- **Deeply ingrained core values** of diversity, inclusion and equity that provide a safe, trusting and supportive environment to explore, create, learn and serve

Values: What we hold dear

- **Accountability:** Commit to the efficient and transparent stewardship of our resources to achieve institutional excellence
- **Achievement:** Pursue excellence in learning, research and scholarly pursuits; service; and patient care
- **Collaboration:** Foster respect, collegiality and cooperation to advance learning, entrepreneurship and inquiry
- **Freedom:** Strive for intellectual truth with responsibility and civility, respecting the dignity of all individuals
- **Innovation:** Cultivate discovery, creativity, originality, inventiveness and talent
- **Service:** Engage in the application of learning and discovery to improve the human condition and support the public good at home and abroad
- **Diversity and Inclusion:** Ensure a climate of mutual trust and respect where individuals of different cultural backgrounds, identities, abilities and life experiences are embraced, engaged and empowered to drive excellence and success.

Background and Commission Charge

On March 30, 2021, with the full support of VCU, the Virginia General Assembly passed legislation (Va. Code § 23.1-615.1. Enslaved Ancestors College Access Scholarship and Memorial Program) focused on Virginia's five oldest colleges and universities - Longwood University, The College of William and Mary, The University of Virginia, Virginia Commonwealth University and Virginia Military Institute.

Following are excerpts from the legislation:

I. The Enslaved Ancestors College Access Scholarship and Memorial Program (the Program) is established for the purpose of reckoning with the history of the Commonwealth, addressing the long legacy of slavery in the Commonwealth, and acknowledging that the foundational success of several public institutions of higher education was based on the labor of enslaved individuals.

II. Consistent with the purpose set forth in subsection A, Longwood University, the University of Virginia, Virginia Commonwealth University, the Virginia Military Institute, and The College of William and Mary in Virginia shall each implement and execute the Program, with any source of funds other than state funds or tuition or fee increases, by annually

- (i) identifying and memorializing, to the extent possible, all enslaved individuals who labored on former and current institutionally controlled grounds and property and
- (ii) providing a tangible benefit such as a college scholarship or community-based economic development program for individuals or specific communities with a demonstrated historic connection to slavery that will empower families to be lifted out of the cycle of poverty.

III. Each institution set forth in subsection B shall annually submit to the Council information on the implementation of the Program. The Council shall compile such information in a report and submit such report no later than November 1 each year to the Chairmen of the House Committee on Appropriations, the House Committee on Education, the Senate Committee on Education and Health, the Senate Committee on Finance and Appropriations, and the Virginia African American Advisory Board.

Following the passage of Va. Code § 23.1-615.1, Virginia Commonwealth University President Michael Rao quickly commissioned highly regarded archivist and clinical history expert Peter Wosh, Ph.D., and VCU Libraries archivist and senior health sciences curator, Jodi Koste, Ph.D. to lead its efforts to more fully understand the Medical College of Virginia's (MCV) connections to the institution of slavery. The results of the report, [*"Slavery and the Medical College of Virginia: A Report for Virginia Commonwealth University,"*](#) indicated that from its inception in 1838, MCV was built and operated using the labor of enslaved people. The full report was presented to VCU's Board of Visitors in December 2022.

Summary of the Commission’s Work

In January 2023, “*Project Gabriel: President's Special Commission on Slavery and Justice*” was formed to evaluate the report’s findings and determine a path forward. The commission – led by VCU Board of Visitors member Clifton Peay, M.D., and VCU Health System Chief of Health Impact-Sheryl Garland, MHA, FACHE – quickly formed committees and work groups to carry out its charge.

The first commission meeting took place January 26, 2023, on Zoom, during which a timeline and key components of mapping, executing, and implementing Project Gabriel were created. Commission members strongly agreed that community input was not only needed but crucial to the success of such an ambitious endeavor. “Any and all recommendations must be thoughtful and carefully constructed to convey the importance and magnitude of Virginia Commonwealth University’s commitment in this process,” commission members agreed. The commission was directed to report its findings and recommendations to the VCU Board of Visitors during its May and September 2023 meetings.

VCU’s President’s Special Commission on Slavery and Justice also studied several universities, including the University of Virginia and William and Mary, that began identifying and researching the role of slavery at their institutions more than a decade ago. Highly regarded memorialization and reconciliation projects established by the University of Virginia (Memorial to Enslaved Laborers) and the College of William and Mary (The Lemon Project) are notable for their commitment to inclusiveness, while sharing inquiry, knowledge, truth, and values.

Brown University, the nation’s seventh oldest university that was formally chartered in 1764, is regarded as a leader in confronting its past involving the transatlantic slave trade. Slavery is an indelible part of the Providence, Rhode Island university’s history, and is methodically documented in the 2006 “*Report of the Brown University Steering Committee on Slavery and Justice.*” The report was updated in 2021, and a portion of its description reads:

“Fifteen years have passed since Brown released its groundbreaking Report of the Brown University Steering Committee on Slavery and Justice and, in doing so, confronted and publicly documented the University’s complex and painful history with the transatlantic slave trade and its terrible legacies of inequity and injustice. The Report, which was commissioned under the thoughtful leadership of President Ruth J. Simmons, set a high standard for rigorous, unflinching analysis and became a model of responsible scholarship that helped to spark a national conversation, as Brown was among the first institutions of higher education in the United States to publicly catalogue its ties to slavery.”

As such, Brown’s trailblazing work has resulted in a *Slavery Memorial* by Martin Puryear, which stands outside University Hall on the Front Green or “Quiet Green.” Brown also pledged its commitment to the ongoing recruitment and retention of a diverse faculty, the establishment of the Center for the Study of Slavery and Justice, and the permanent endowment of the Fund for the Education of the Children of Providence.

Other leading institutions to conduct research regarding their ties with slavery include Emory University, Harvard University, Rice University, and the University of North Carolina.

Thoughtful and carefully curated commemorations to result from such research include:

- Honoring enslaved people through memorialization, research, symposia, curricula and learning opportunities
- Partnering with historically Black colleges and universities
- Identifying, engaging, and supporting direct descendants of enslaved people
- Honoring, engaging, and supporting Native communities
- Establishing scholarships and other funding for students and faculty recruitment.

Full transparency and engagement by all institutions are recurring themes cited in many of the university reports.

It is with the same commitment and fortitude that VCU must continue to reckon with its history involving enslaved people. In his 2022 report, Dr. Wosh explains how MCV, when founded, relied on enslaved workers:

“The Medical College of Virginia (MCV) remained thoroughly embedded within the institution of slavery from its founding in 1838. Tax lists and census data confirm that MCV routinely owned and/or rented at least between four and eight enslaved laborers each year. They cooked, cleaned, laundered, maintained buildings and grounds, nursed patients, and aided physicians. One enslaved person assisted in the anatomy department and helped to procure cadavers primarily from African-American burial grounds. MCV actively cultivated enslavers. The college offered them favorable terms to care for their enslaved laborers in the infirmary. Official institutional rhetoric took increasingly aggressive proslavery positions in the late antebellum period. During the Civil War, the college routinely hired out and sold enslaved people to generate income. MCV profited in both concrete and indirect ways from slavery.

This culture permeated both the institution and the individuals connected with it. The board of visitors overwhelmingly consisted of wealthy enslavers. Forced labor contributed to their substantial fortunes. The faculty grew up in privileged circumstances. Enslaved persons managed their households and supported their private medical practices. Professors often conducted clinical research and experimental procedures on African-Americans without their consent, writing up the results in medical journals. Students hailed overwhelmingly from rural Virginia households headed by enslavers. They relied on the institution to finance their medical educations.”

Reflecting on the Impact of MCV’s History

Much of the history of MCV and VCU, which was established in 1968 with the merger of the Medical College of Virginia and the Richmond Professional Institute (RPI), is intertwined with the complex past of the City of Richmond. The City played a prominent role in the slave trade as well as the adoption of laws and practices that supported the dehumanization of African Americans. The Medical College of Virginia grew in stature and reputation throughout the 19th century due to its innovation in clinical treatment and medical research. Part of its reputation as a medical school was associated with its ability to obtain specimens for research. A dark part of the organization’s history is the method in which human bodies were often obtained, used for medical experimentation without permission, and discarded. This history was placed in the spotlight in April 1994 when human bones and artifacts were discovered in an abandoned well during the construction of the Kontos Medical Sciences building. The human remains, primarily from individuals of African descent, were believed to have been discarded by medical staff during the 1800s. This discovery led to the launch of the East Marshall Street Well Project (EMSWP) to “facilitate a process with the community that ensures the remains (discovered) receive appropriate study, memorialization and reburial”. (<https://emsw.vcu.edu>)

History has shown the struggles endured by men and women like Gabriel and those whose remains were uncovered in the East Marshall Street Well continue today – some 185 years since enslaved people were declared free in 1865. After decades of civil and human rights abuses, injustices and racial inequities, there remains a duty to examine the history of the institution including medical experimentation commonly practiced at MCV on Black bodies.

During one commission meeting, Laurant Lee, Ph.D. discussed past medical experimentation on Black patients at MCV and the need to explore this topic further. The Commission members agreed this was an important subject and noted that more agency has been given to the topic in recent years. During a VCU public forum in September 2022, Former Virginia Governor L. Douglas Wilder shared the story of his representation of the family of Bruce Tucker, whose heart was transplanted without his or his family’s knowledge or consent at the Medical College of Virginia in 1968.

This event was chronicled by journalist Chip Jones in his 2020 book “The Organ Thieves,” which explores MCV’s controversial and racially-charged first heart transplant. In a September 1, 2022, Richmond Free Press commentary, Mr. Jones noted that VCU had not issued a public apology for MCV’s deeds. On September 16, 2022, VCU’s Board of Visitors and the Board of Directors of VCU Health System Authority issued the following in resolutions:

“NOW, THEREFORE, BE IT RESOLVED, VCU acknowledges and sincerely apologizes to the late Mr. Bruce Tucker, and to his family, for the Medical College’s transplant of his heart 54 years ago.

VCU President Michael Rao also issued the following statement:

“Being devoted to inclusion means honestly facing past actions with humility and transparency. “We sincerely apologize to Mr. Bruce Tucker, his family and all of those hurt by deplorable past practices.”

Despite the apology, many Richmond residents who are familiar with MCV/VCU’s history continue to question the university’s commitment to its Black communities as evidenced by concerns and comments shared during the Project Gabriel community forums.

“Trust,” stated Commission Co-Chairman Dr. Clifton Peay during several meetings since January 2023. “We have to make sure that we’re building trust in the community.”

Recognizing this important issue, the Commission members contemplated ways to address themes such as the enormous and difficult task of tracking historical patient records, and the role of geography and opportunities to leverage the East Marshall Street Well Project (EMSWP) research throughout that first January 2023 meeting. Questions raised included:

- *How does the commission ensure inclusion and input in our forums?*
- *How do we gauge and target ourselves to meet milestones?*
- *How/when do we engage the public and determine logistics around this?*
- *How large should the committees be and which experts should we invite to be commission members?*

Within two weeks of the first meeting, many of those questions were answered as the commission members began the process of meeting biweekly and its plans to host a series of forums unfolded. A comprehensive communications plan outlined calendars, platforms, strategies, and timelines to reach these targeted audiences:

VCU community

- Students
- Faculty
- Staff

VCU Health

- Administration
- Staff
- Visitors

Greater Richmond community, including:

- Richmond Public Schools
- The City of Richmond
- Community Colleges
- Faith Community
- Community Activists

“We Are the Uncommon”

An estimated 100 students, employees and community members gathered at Martin Luther King Jr. Middle School on March 21, 2023 for the first community forum of the Virginia Commonwealth University Project Gabriel: President's Special Commission on Slavery and Justice.

“Through Project Gabriel, our goal is to engage, to have dialogue about actionable recommendations and [to make] meaningful changes that will reflect the inclusive communities that we are today, particularly when I talk about the university and I talk about the health system,” said VCU President Michael Rao during the forum. “So getting input from as many of our communities as possible — and that begins with all of you who are here tonight — is a really important part of this work.”

Subsequent forums and meetings at VCU, Richmond churches and a virtual discussion received prominent displays or mentions in local news media, including NBC-12, the Richmond Free Press and the Richmond Times-Dispatch. Three separate forums and meetings in March and April attracted approximately 200 people, and meetings in June and July had similar results. Working professionals, community members, activists, fraternity and sorority leaders, retirees, parents and others who value VCU as a partner attended the sessions.

Since the launch of Project Gabriel, the initiative has consistently been communicated by VCU's news and marketing centers to further inform Richmond and surrounding communities about the careful and serious work transpiring to ensure its approval, execution, and long-term success. Project Gabriel's ultimate success will directly reflect VCU's “UNCOMMON” identity that embraces inclusion, creativity, health, and knowledge in an urban environment.

“In a world of the common, we are the uncommon.”

Several important themes emerged from the community forums:

- Creating a physical structure to honor and recognize enslaved workers
- Naming a building that will “make our ancestors known”
- Humanizing enslaved people
- Ensuring that VCU owns its history
- Building continuity and sustainability
- Educating and building awareness among local communities and the university about VCU's efforts to reconcile its past

The Commission met a total of 12 times between January and August 2023. To support its goal of ensuring the voice of community representatives was heard, a total of five community forums were held with facilitated discussions around the topics of memorialization, scholarships and community-based economic development programs for individuals and communities.

After the Project Gabriel forums, commission members and work groups comprising VCU and community representatives discussed several key themes and sub-themes that emerged. In addition to those listed above, recurring themes included creating a space for students and

community members to engage and reflect on community history. Also, expanding the voices within the VCU community and the community at large was deemed important. Doing so will ensure community members' access to the memorials' physical structure(s). Another important point made was a need to engage Richmond's vibrant faith community more fully in this process.

Four work groups that totaled nearly 50 VCU representatives and community members were charged to collate the information and develop operational plans to support the implementation of the recommendations. A strong sense of collegiality and sense of purpose permeated this work which, again, aligns with VCU's "Uncommon" identity:

"Ours is a culture where diversity and inclusion foster excellence. Ideas, participation, and access from different backgrounds blend to make VCU, Richmond, and the world a better place."

The Commission was then tasked with making recommendations to the Board that align with the charge from the Va. Code § 23.1-615.1. Enslaved Ancestors College Access Scholarship and Memorial Program:

- Identifying and memorializing, to the extent possible, all enslaved individuals who labored on former and current institutionally controlled grounds and property and
- Providing a tangible benefit such as a college scholarship or community-based economic development program for individuals or specific communities with a demonstrated historic connection to slavery that will empower families to be lifted out of the cycle of poverty.

The Commission respectfully present recommendations categorized accordingly:

- I. Identification and Memorialization
- II. Scholarships
- III. Community-Based Economic Development Programs for Individuals and Communities

Specific plans and processes for implementation will be developed for each strategy, with a focus on prioritization in the first year and implementation in subsequent years. It should also be noted that these recommendations:

- Reflect a commitment to community, equity and justice,
- Represent a unique opportunity to make VCU better, expand its mission, and strengthen the university,
- Are both actions and transformative steps,
- Will help VCU grow into a forward-focused, inclusive institution, and
- Acknowledge the organization's history and create tangible, lasting change.

Recommendations

I. Identification and Memorialization

The Identification and Memorialization recommendations focus on the restoration of the First African Baptist Church to serve as a hub for educational, social and economic revitalization and have major significance given the role this church has played in the history of the Black population in Richmond. First African Baptist Church originated on 14th and Broad streets in the mid-1800s. The church was sold to the Medical College of Virginia circa 1953 and the congregation moved to a location on Richmond's Northside. Mirroring its historical role in providing a space for sharing ideas and bringing people together, it was suggested the revitalized original building host educational modules in the future for various forms of learning materials such as courses, workshops, online resources and in-person strategies.

The Identification and Memorialization work group also suggests the possibility of crowdsourcing from VCU units and partnering with major regional partners in workforce credentialing to determine shared resources. Because this initiative will require a major fund development commitment to renovate the building and implement programming, it is recommended that financial resources from digital and technology companies be sought.

The recommendations and supporting strategies are:

- a. Undertake research efforts to determine if the names and backgrounds of the enslaved people who labored on MCV grounds and property can be identified.
- b. Explore the use of First African Baptist Church (Randolph Minor Hall) as a memorialization site for these enslaved people.
 - i. Conduct a pre-planning study to explore a variety of possible programming uses for the Randolph Minor Hall building (formerly known as the First African Baptist Church).
 - ii. Establish clear roles and responsibilities for the operation and maintenance of the facility in the future.
 - iii. Assess and determine how this effort may complement or compete with other possible donors' interests with Richmond projects dealing with enslavement and reconciliation.
 - iv. Establish a compelling case statement and examine fundraising feasibility.
 - v. Explore the feasibility of requesting a Budget Amendment in the 2024 Regular Session of the General Assembly session in an amount to be determined for planning and other costs.
 - vi. Secure funding for the design and renovation of the First African Baptist Church (Randolph Minor Hall) building.
 - vii. Convey the First African Baptist Church site, in an effort to restore the historic landmarks, to Virginia Union University; through conveyance VCU and VUU would establish a national model for racial reconciliation.
- c. Establish the First African Baptist Church as a hub for educational, social and economic revitalization while honoring its legacy of leadership and advocacy as the moral center of the individuals who have a demonstrated connection to slavery or those who are still experiencing the legacy of slavery.

- i. Ensure that the building will have spaces that focus on memorialization, connection to the College Alley, telling the history of the institution, archival research for medical issues that concern the black community, etc.
 - ii. Document the work of the Project Gabriel Commission.
 - iii. Engage the Middle of Broad, VCU School of the Arts, and students.
 - iv. Collaborate with the EMSWP on 3D scans of human remains.
 - d. Align with the Family Representative Council (FRC) of the East Marshall Street Well Project (EMSWP) to develop memorialization initiatives.
 - i. Identify memorialization locations for the EMSWP ancestors, to include an interment site.
 - ii. Construction of a significantly appropriate Memorial and an Interactive Learning Center at the site of interment.
 - iii. Establish an annual memorialization event to be observed by all medical students prior to undertaking their first anatomy class.
 - iv. Develop formal guidelines for appropriate university actions, including community engagement, in the event of future discovery of human skeletal remains or material culture.
 - v. Work with the EMSWP Memorialization and Interment Committee to develop Request for Proposals (RFPs) related to memorialization and interment locations and design concepts.

II. Scholarships

The recommendations are:

- a. Subject to applicable law, establish a minimum of 5-8 scholarships consistent with the requirements of the Va. Code § 23.1-615.1 *Enslaved Ancestors College Access Scholarship and Memorial Program*.
- b. Consider the establishment of “Gabriel Scholars” that:
 - i. Entails an annual scholarship to occur no less than the period the institution used enslaved labor (27 years).
 - ii. Are endowed through fundraising efforts above any other scholarships currently established or planned.
 - iii. Build off established MCV Foundation equity scholarships for professional and graduate cohorts at the VCU Health Sciences Schools.
- c. Augment scholarships with robust advising and wrap-around services to ensure the success of participants both during and after attendance at VCU.
- d. Establish specific scholarships within VCU's schools of health sciences for both those individuals with a historic connection to slavery, as well as those students committed to serving in communities with a historic connection to slavery.
- e. Establish Student Success Programs for multidisciplinary subjects, with a focus on STEM/H and education fields.
- f. Explore ways to collaborate with current VCU initiatives focused on engaging Richmond Public School students.
- g. Introduce an annual Gabriel Scholars ball to support the scholarship development strategy.

The supporting strategies are:

- a. Develop a framework for the scholarship criteria.
- b. Create a welcoming and affirming climate for Gabriel Scholars.
- c. Establish programs and extracurricular activities that will include community-based service-learning activities for Gabriel scholars.
- d. Establish a cross-campus, cross-sector Gabriel Scholars integrative, advisory structure.

III. Community-Based Economic Development Programs for Individuals and Communities

The recommendations and supporting strategies are:

- a. Provide opportunities for youth focused on college and career readiness.
 - i. Provide summer internships for high school juniors and rising seniors.
 - ii. Increase awareness of scholarships.
 - iii. Provide career support for VCU students, even after graduation.
 - iv. Introduce career opportunities at VCU Health and VCU.
 - v. Address support services for VCU students that create barriers to employment.
 - vi. Expand programs for students who are college bound that introduce education and pathways focused on STEM/H.
 - vii. Provide information regarding entrepreneurship and how to start a business.
- b. Design programs that increase academic success for students attending nonaccredited schools in the Greater Richmond area, with a focus on Richmond Public Schools.
 - i. Provide/expand mentorship programs for K-12 students and communicate opportunities to parents/guardians.
 - ii. Provide education and pathways focused on STEM/H.
 - iii. Increase outreach, awareness, and communications regarding programs and events happening at VCU.
 - iv. Coordinate activities with VCU entities to host Summer Enrichment programs.
 - v. Host information sessions on how to apply for college that includes students and parents/guardians.
- c. Establish a strategic partnership between VCU and Richmond Public Schools (RPS).
 - i. Identify alignment between RPS's and VCU's strategic goals to create impact.
- d. Create inclusive and accessible skill-building educational modules for community members that can be supported by various units across VCU and empower the community.
 - i. Map existing "micro-credentialing" opportunities at VCU and regional partners available to the community.
 - ii. Establish a "micro-credentialing" strategy including regional partnerships, to help meet regional workforce and entrepreneurship needs.
 - iii. Launch a "Summer Boot Camp" that combines several topics each year based upon ideas gathered from the community.
 - iv. Establish a "VCU Mobile" approach that utilizes partnerships with community organizations to address access barriers faced by community members.

- e. Enhance the small minority business development community ecosystem to ensure that it thrives.
 - i. Examine the VCU procurement policies to assist vendors in successfully navigating the process.
 - ii. Engage with community partners that are focused on small minority business development.
 - iii. Identify opportunities throughout VCU to support small businesses.
 - iv. Identify and address known “barriers.”
 - v. Intentionally create social capital for SWaM (Small, Women-owned or Minority-owned) businesses that have been certified through the Commonwealth of Virginia.
- f. Build a VCU “connector” model that enhances partnerships with community organizations and community colleges to support workforce development and capacity needs of community residents and businesses.
 - i. Build and/or expand partnerships with community colleges, trade schools, and organizations that focus on credentials and certifications.
 - ii. Support initiatives that focus on workforce development for individuals who have historically encountered barriers as a result of incarceration, recovery from addiction or homelessness.
 - iii. Establish programs that focus on capacity building for small businesses.
- g. Work with community partners to establish “hub” models that address community-identified needs.
 - i. Establish health and wellness hubs.
 - ii. Develop research hubs to engage community residents in research programs.
 - iii. Explore a hub that focuses on healthy foods and nutrition.
- h. Address community grand challenges through vertically integrated projects and team-based approaches that prioritize community input and measure outcomes.
 - i. Decrease crime/gun violence, food deserts, alcohol sales.
 - ii. Address community Mental Health challenges and digital divides.
 - iii. Develop a robust SWaM program in collaboration with Richmond City vendors.
 - iv. Tell the history of the organization through an initiative in collaboration with community partners.
- i. Leverage VCU’s youth and family-related resources to mobilize efforts with community partners to create strong youth development and family support opportunities.
 - i. Enhance partnerships with community organizations and programs to build additional capacity that supports youth and adults.
 - ii. Establish/revive intentional partnerships with specific communities, notably Carver Elementary School and the JXN Project.
 - iii. Create early childhood intervention/mentorship models to improve access to early childhood education.

In addition to the recommendations outlined to support the State legislation, the Commission has identified several critical activities that need to be enacted to support Project Gabriel going forward.

Following are governance and communications recommendations:

1. Provide resources to support the management and coordination of the Project Gabriel recommendations.
 - a. Identify a Senior Leader and Project Manager in the VCU President's office to oversee and coordinate the project activities.
 - b. Provide appropriate administrative support and resources for the project.
2. Establish a Project Gabriel governance structure to ensure implementation of the recommendations.
 - a. Establish a committee that will be led by the VCU Senior Leader and supported by the Project Manager that includes all responsible VCU/VCU Health entities and invited community advisors.
3. Launch a Communications Plan to share updates regarding Project Gabriel's progress.
 - a. Implement a communications plan.
 - b. Redesign the Project Gabriel website.

Summary: An UNCOMMON Story for UNCOMMON Times

The story of Project Gabriel is not just about historical reckoning. It is about...

- Weaving together the uncommon pieces of our past and present;
- Embracing our identity as an institution with 180 years of both positive and negative history;
- Acknowledging where there is the need for reconciliation and committing to doing better.

These recommendations signify VCU's commitment to reconciliation, community engagement, and the betterment of the university as an institution and a national model.

The Project Gabriel Commission requests that the VCU Board of Visitors receive the recommendations in the report and direct VCU's administration to review and consider the Commission's recommendations and strategies with all deliberate speed in light of potential legislative changes, resource availability, operational plans, and guidance from legal counsel. The Board of Visitors will receive an annual update from VCU's administration on the progress.

Acknowledgments

In recognition of the culmination of Project Gabriel, we extend our heartfelt appreciation to all of those who have played instrumental roles in shaping its mission. We offer profound gratitude to the engaged community members whose active participation in forums and invaluable insights have been foundational to the project's resounding success. The dedicated Commission and Work group members, in their unwavering commitment and tireless efforts, have been the pillars supporting the project's achievements.

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The visionary leadership of President Michael Rao in establishing this commission underscores his steadfast commitment to driving meaningful change. His unwavering dedication and support, combined with the collective efforts of all involved, have been indispensable to the project's success. As Project Gabriel embarks on its journey forward, we eagerly anticipate continued collaboration, forging a more inclusive and resilient future together.

With heartfelt gratitude,

The Project Gabriel Commission