



VIRGINIA COMMONWEALTH UNIVERSITY

## FINANCE, BUDGET AND INVESTMENT COMMITTEE

**11:00 A.M.\*\***

**DECEMBER 7, 2018**

**JAMES BRANCH CABELL LIBRARY**

**901 PARK AVENUE – ROOM 303**

**RICHMOND, VIRGINIA**

**DRAFT**

### OPEN SESSION AGENDA

1. **CALL TO ORDER** **Mr. Ben Dendy, Chair**
  
2. **APPROVAL OF AGENDA**
  
3. **APPROVAL OF MINUTES** **Mr. Ben Dendy, Chair**  
[\(May 11, 2018\)](#)
  
4. **ACTION ITEMS:**
  - a. Committee Charter and Planner **Ms. Karol Kain Gray, Senior Vice President and CFO**
  - b. Project Plans for STEM Class/Lab Building **Dr. Meredith Weiss, Vice President for Administration**
  - c. Amendment to 2016-2022 Six Year Capital Plan:
    - i. Trani Life Sciences HVAC
  
5. **REPORT FROM SENIOR VICE PRESIDENT AND CFO** **Ms. Karol Kain Gray, Senior Vice President and CFO**
  - a. University's Cash Position
  - b. State Budget Update/FY20 Budget Development
  - c. SWAM
  - d. Enrollment Update
  
6. **INVESTMENT REPORT** **Ms. Nancy Everett, VCIMCO**
  
7. **MISCELLANEOUS REPORTS:** **Mr. Ben Dendy, Chair**  
**For Informational Purposes Only**
  - a. Sources and Uses Funding FY19
  - b. Revenue and Expense Summary
  - c. VCU Health System and Financial Operations
  - d. Capital Projects Update
  - e. State Audit Report: Financial Opinion & Internal Controls Report  
<https://controller.vcu.edu/financials/finstmts.html>
  - f. Dashboards
  - g. Treasurer's Report

**\*\* 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.**

**8. CLOSED SESSION**

Freedom of Information Act Section 2.2-3711 (A) (3), Relating to the Acquisition or Disposition of Real Property Adjacent to the Monroe Park Campus or the MCV Campus, and Section 2.2—3711 (A) (29), Discussion of the award of a public contract involving the expenditure of public funds, including interviews of bidders or offerors, and discussion of the terms or scope of such contract, where discussion in an open session would adversely affect the bargaining position or negotiating strategy of the public body.

**9. RETURN TO OPEN SESSION AND CERTIFICATION**

**Mr. Ben Dendy, Chair**

**Action Item:**

Approval of item discussed in closed session, if any

**10. OTHER BUSINESS**

**Mr. Ben Dendy, Chair**

**11. ADJOURNMENT**

**Mr. Ben Dendy, Chair**

**\*\* 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.**



**BOARD OF VISITORS  
FINANCE, BUDGET AND INVESTMENT COMMITTEE  
11:00 A.M.  
MAY 11, 2018  
JAMES CABELL LIBRARY  
901 PARK AVENUE, ROOM 303, RICHMOND, VIRGINIA**

**MINUTES**

**DRAFT**

**COMMITTEE MEMBERS PRESENT**

Mr. William Ginther, chair  
Mr. Benson Dendy, vice chair  
Mr. John Luke, Jr.  
Mr. Keith Parker  
Ms. Jacquelyn Stone  
Dr. Shantaram Talegaonkar

**COMMITTEE MEMBER ABSENT**

Mr. Alexander McMurtrie, Jr.

**BOARD MEMBERS PRESENT**

Ms. Phoebe Hall, rector

**OTHERS PRESENT**

Dr. Michael Rao, President  
Ms. Karol Kain Gray, Vice President for Finance and Budget  
Dr. Meredith Weiss, Vice President of Administration

Staff and students from VCU and VCUHS

Members of the press

**CALL TO ORDER**

Mr. William Ginther, Chair of the Finance, Budget and Investment Committee, called the meeting to order at 11:03 a.m.

**APPROVAL OF AGENDA**

Mr. Ginther asked for a motion to approve the agenda for the May 11, 2018 meeting of the Finance, Budget and Investment Committee, as published. After motion duly made and seconded, the agenda for the Finance, Budget and Investment Committee meeting was approved.

### **APPROVAL OF MINUTES**

Mr. Ginther asked for a motion to approve the minutes of the March 22, 2018 meeting of the Finance, Budget and Investment Committee, as published. After motion duly made and seconded the Minutes of the March 22, 2018 were approved. A copy of the minutes can be found at on the VCU website at the following webpage  
<http://www.president.vcu.edu/board/committeeminutes.html>.

### **ACTION ITEMS:**

#### **Proposed FY2018-19 Tuition and Fees and University Budget Plan (Item 4a)**

Ms. Karol Kain Gray, Vice President for Finance and Budget, explained the need to approve the proposed tuition rate for FY19 as well as the Education and General (E&G) and the all funds portions of the University Budget. As a follow-up to the March 21, 2018 Budget Retreat meeting, the Committee discussed the proposed budget and the associated tuition and fees rates.

After questions on unavoidable expenses and initiatives that will not be funded due to state budget cuts, Mr. Ginther asked for a motion to recommend approval to the full board the proposed FY2018-19 tuition and fees rate of 6.4% and the all funds university budget plan.

After motion duly made and seconded, the Finance Budget and Investment Committee approved the motion to recommend that the Board approve the proposed FY2018-19 Tuition and Fees and University Budget Plan . Please see: <https://budget.vcu.edu/media/budget-update/docs/FY2018-2019%20Budget%20Plan%20ADOPTED%20v2.pdf>

#### **Amendments to the Six-Year Capital Outlay Plan:**

- **Rice Center Research Facility** – A \$7.6 million single story building that will provide flexible research laboratories, space for research equipment, storage and office space for faculty, staff and student researchers. The project is funding from private gifts, life sciences funds and a university internal loan.
- **Johnson Hall & Shafer Court Dining Chiller** - This is a \$3 million additional cost (university funds) for an increased scope requirement to the approved STEM Class Laboratory Building project (currently \$76 million in General Fund). The Franklin Street Gym, Johnson Hall and the Shafer Court Dining Facility are served by a single chilled water plant which will be demolished. Therefore, a replacement chilled water plant must be constructed to serve the remaining two buildings: Johnson Hall and Shafer Court Dining Facility.

- **Siegel Center Chiller Replacement** - Request an increased budget from \$3.5 million to \$4 million for the previously approved Siegel Center Chiller Replacement project. The project is funded with athletic auxiliary funds.

#### **Architect/Engineer and Project Plans Selections:**

- **A/E Selection Rice Center Research Facility** – The firm of VIA Design Architects from Norfolk, Virginia has been selected to design this \$7.6 million facility.
- **Project Plans for Trani Life Sciences Building Roof Repair and Replacement** - This project will replace the rooftop mechanical system and the roof membrane on the Eugene P. and Lois E. Trani Center for Life Sciences totaling \$6 million. DJG, Inc. is the selected architect for the project.

Mr. Ginther asked for a motion to recommend that the Board approve the amendments to the six year capital outlay plan, the architect/engineer selection, and project plans as presented. After motion duly made and seconded, the Finance Budget and Investment Committee approved the motion to recommend that the Board approve the capital outlay amendments, the architect selections, and the project plans.

#### **REPORT FROM VICE PRESIDENT OF ADMINISTRATION**

Dr. Weiss provided an update on the Human Resources Redesign project reporting that 922 classified employees chose to enroll in the new HR plan. That is 41.5% of the number of classified employees with a choice. On July 1, about 2/3 of our non-faculty salaried workforce will be university employees and about 1/3 will remain classified employees. The Human Resources team continues to finalize related policies and plans for the new plan.

Dr. Weiss provided an update on the recommendations from Sightlines for sustaining a funding model recommending a funding target of \$28 million per year of capital investment to sustain existing spaces. Dr. Weiss reviewed the backlog of projects totaling \$127 million.

Dr. Weiss also reported the contract award to Nathan Contracting for restoration of the West Main Street Deck totaling \$1,960,766.

#### **REPORT FROM VICE PRESIDENT OF FINANCE AND BUDGET**

Ms. Gray provided an update on the new budget model advising that the Budget office team has been working with all the university major units and is ready to go live on July 1, 2018.

Ms. Gray also reviewed the Treasurer's Report that was distributed to the committee for informational purposes. Several committee members asked if VCIMCO could provide an investment update at the next meeting.

### **REPORTS FOR INFORMATIONAL PURPOSES**

Mr. Ginther noted that there were several reports provided to the committee for informational purposes, specifically, the Sources and Uses funding for FY18, the Revenue and Expense Quarterly Summary, the VCU Health System and Financial Operations; Capital Projects Update; the Finance, Budget & Investment Committee Dashboards, and, the Foundations financial statement summary including a summary of overall clean audit findings for each.

### **ADJOURNMENT**

There being no further business Mr. Ginther, Chair, adjourned the meeting at 11:59 a.m.

# **VIRGINIA COMMONWEALTH UNIVERSITY BOARD OF VISITORS**

## **FINANCE, BUDGET, AND INVESTMENT COMMITTEE CHARTER**

### **I. PURPOSE**

The primary purpose of the Finance, Budget, and Investment Committee (“Committee”) is to assist the Board of Visitors in fulfilling its objectives and fiduciary responsibilities related to applicable policy/ies and oversight of:

- University finances and investments
- University policies on debt management
- University facilities planning, design, construction and renovation.
- University purchase and divesture of land, including any easements.

The Committee is responsible for reviewing financial statements, budgets, debt, investments, cash management, six-year financial operating and capital plans, and make corresponding recommendations to the Board of Visitors all for the purpose of maintaining a sound fiscal standing. In addition and contributing to fiscal standing, the Committee is responsible for reviewing the University’s tuition and fee charges for each year. The Committee directly oversees the investment of the cash management pool and reviews the financial activities of any foundation or organization established to benefit the University, including foundations, partnerships, or other affiliated entities.

The Committee also approves selection of engineers and architects for University construction capital projects exceeding \$2 million, approves the renovation or replacement of outdated facilities and equipment, and approves project plans for construction projects exceeding \$2 million, approves the acquisition of all property, and the sale and demolition of property.

University management is responsible for day to day operation of the University within the established authorities, under the governance of the Committee.

### **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:**

1. Adopt a formal written charter that specifies the Committee's scope of responsibility. The charter should be reviewed annually and updated as necessary.
2. Maintain minutes of open session meetings.
3. Report Committee actions to the Board of Visitors with such recommendations as the Committee may deem appropriate.
4. Consistent with state law, the Committee may meet in closed session (with or without members of senior management present) with the external auditors and/or the Vice President for Finance and Administration to discuss matters that the Committee or any of these groups believe should be discussed privately.
5. Become well acquainted with all of the information and pertinent facts under the purview of the Committee.
6. Implement best practices across the institution for financial management.
7. Ensure that the institution is operating efficiently, effectively and appropriately with regard to the use of public and other funds to support its stated mission.

#### B. **Financial Policy and Investments:**

1. Review recommendations of the Administration concerning new or revised financial policy and make appropriate recommendations to the Board of Visitors.
2. Review financial assumptions upon which budgets are based.
3. Review and recommend approval of the six-year financial plan and operating budget.
4. Review and recommend approval of the six-year capital outlay plan and capital outlay budget, and all amendments to the plan.
5. Review periodically and compare financial operating results with appropriate budgets and benchmarks.
6. Approve major design changes to the VCU Optional Retirement Plan.
7. Review annual financial statements and supporting schedules and report to the Board the results of that review.
8. Serve, with the advice of the Investment Advisory Subcommittee, as an investment committee and oversee University investment policies and activities including direct management of the University's cash investment pool and monitoring of the policies and activities of the University-related private foundations.
9. Review annually the BOV Fund.
10. Review quarterly the University Efficiencies.
11. Review quarterly the F&A Dashboard.



C. **Facilities Planning and Debt Management:**

1. Review and recommend approval of the master site plan.
2. Review and recommend approval of plans for new construction and major renovation projects in accordance with Board-approved procedures.
3. Review and recommend approval of the six year capital outlay program and amendments thereto.
4. Review and recommend to the Board all debt issuance and review debt management policies.
5. Review and recommend approval of property acquisition or disposition of real estate and other interests therein.
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 may warrant its consideration.

D. **Emergency Preparedness:**

1. Review and recommend approval of plans pertaining to emergency preparedness and campus security.

E. **Administration:**

1. Review and approve the Committee charter annually and any significant updates to the charter.
2. Review and approve the annual Committee work plan and any significant changes to the plan.
3. Review the qualifications of the Committee members, staff and the level of staffing by the institution as needed.
4. Review annually the Deficit Disclosure.
5. Annual Investment Conflict of Interest Disclosure Statement.
6. Review annually all Investment Policy Statements – specifically asset allocations.
7. Review reports of the Financial Integrity and Stewardship Committee as needed.
8. Review annually Agency Risk Management and Internal Control Standards (ARMICS)

F. **Tuition and Fees:**

1. Review and recommend tuition and fee charges if needed to provide guidance to the Board.

IV. **MEETINGS**

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

**Virginia Commonwealth University  
Board of Visitors**

**Finance, Budget, and Investment Committee Meeting Planner**

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
				Sept	Dec	Feb	May
<b>A. General</b>							
1. Adopt a formal written charter that specifies the Committee’s scope of responsibility. The charter should be reviewed and updated as necessary.	X			X			
2. Maintain minutes of open session meetings.		X		X	X	X	X
3. Report Committee actions to the Board of Visitors with such recommendations as the Committee may deem appropriate.		X		X	X	X	X
4. Consistent with state law, the Committee may meet in closed session (with or without members of senior management present) with the external auditors and/or the Vice President for Finance and Administration to discuss matters that the Committee or any of these groups believe should be discussed privately.	X		X				X
5. Become well acquainted with all of the information and pertinent facts under the purview of the Committee.			X				
6. Implement best practices across the institution for financial management.			X				
7. Ensure that the institution is operating efficiently, effectively and appropriately with regard to the use of public and other funds to support its stated mission.			X				
<b>B. Financial Policy and Investments</b>							
1. Review recommendations of the Administration concerning new or revised financial policy and make appropriate recommendations to the Board of Visitors.			X				
2. Review financial assumptions upon which budgets are based.	X						X
3. Review and recommend approval of the six-year financial plan and operating budget.	X			X			
4. Review and recommend approval of the six-year capital outlay plan and capital outlay budget, and all amendments to the plan.	X		X				X
5. Review periodically and compare financial operating results with appropriate budgets and benchmarks.		X		X	X	X	X
6. Approve major design changes to the VCU Optional Retirement Plan			X				
7. Review annual financial statements and supporting schedules and report to the Board the results of that review.	X					X	
8. Serve, with the advice of the Investment Advisory Subcommittee, as an investment committee and oversee University investment policies and activities including direct management of the University's cash investment			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
				Sept	Dec	Feb	May
pool and monitoring of the policies and activities of the University-related private foundations.							
9. Review the BOV Fund	X			X			
10. Review the University Efficiencies		X		X	X	X	X
11. Review the F&A Dashboard		X		X	X	X	X
<b>C. Facilities Planning and Debt Management</b>							
1. Review and recommend approval of the master site plan.			X				
2. Review and recommend approval of plans for new construction and major renovation projects in accordance with Board-approved procedures.		X		X	X	X	X
3. Review and recommend approval of the six year capital outlay program and amendments thereto.	X		X				X
4. Review and recommend to the Board all debt issuance and review debt management policies.	X		X		X		
5. Review and recommend approval of property acquisition or disposition of real estate and other interests therein.			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 may warrant its consideration.			X				
<b>D. Emergency Preparedness</b>							
1. Review and recommend approval of plans pertaining to emergency preparedness and campus security			X				
<b>E. Administration</b>							
1. Review and approve the Committee charter and any significant updates to the charter.	X			X			
2. Review and approve the Committee work plan and any significant changes to the plan.	X			X			
3. Review the qualifications of the Committee members, staff and the level of staffing by the institution.			X				
4. Review the Deficit Disclosure.	X						X
5. Investment Conflict of Interest Disclosure Statement.	X						X
6. Review the Investment Policy Statements – Asset Allocation	X			X			
7. Review reports of the Financial Integrity and Stewardship Committee			X				
8. Review the Agency Risk Management and Internal Control Standards (ARMICS)	X			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
				Sept	Dec	Feb	May
<b>F. Tuition and Fees</b>							
1. Review and recommend tuition and fee charges.	<sup>1</sup>						X

<sup>1</sup> Annually in April a Special Meeting of the BOV may be held to discuss the Budget Plan and Proposed Tuition and Fees.

**VIRGINIA COMMONWEALTH UNIVERSITY**  
**Project Plans**  
**Science, Technology, Engineering and Mathematics (STEM)**  
**Teaching Laboratory Building**

**DESCRIPTION:** This project is to build a single 169,000 GSF facility on state-owned land. This will require demolition of the Franklin Street Gym which is at the end of its useful life. Recreational sports and fitness activities occur at the newer Cary Street Gym and other locations on campus.

**BACKGROUND:** In May 2013 the BOV approved the 2014-2020 Six Year Capital Plan, which included plans for two STEM structures on the site of the Franklin Street Gym. In May 2015 the BOV approved the architect and engineering firm selection, Ballinger.

After a thorough cost-benefit analysis, VCU decided to build one STEM structure on the site instead of two. Building only one structure is more cost effective, improves the building's functionality, and decreases construction time and disruption.

**LOCATION:** 817 West Franklin Street, Richmond, Virginia  
(Franklin Street Gymnasium Site)

**PROJECT COSTS:** Construction Budget.....\$89,377,080  
Total Budget .....\$120,940,000

**FUND SOURCES:** General Funds (Requested).....\$ 120,940,000

**TIMETABLE:**

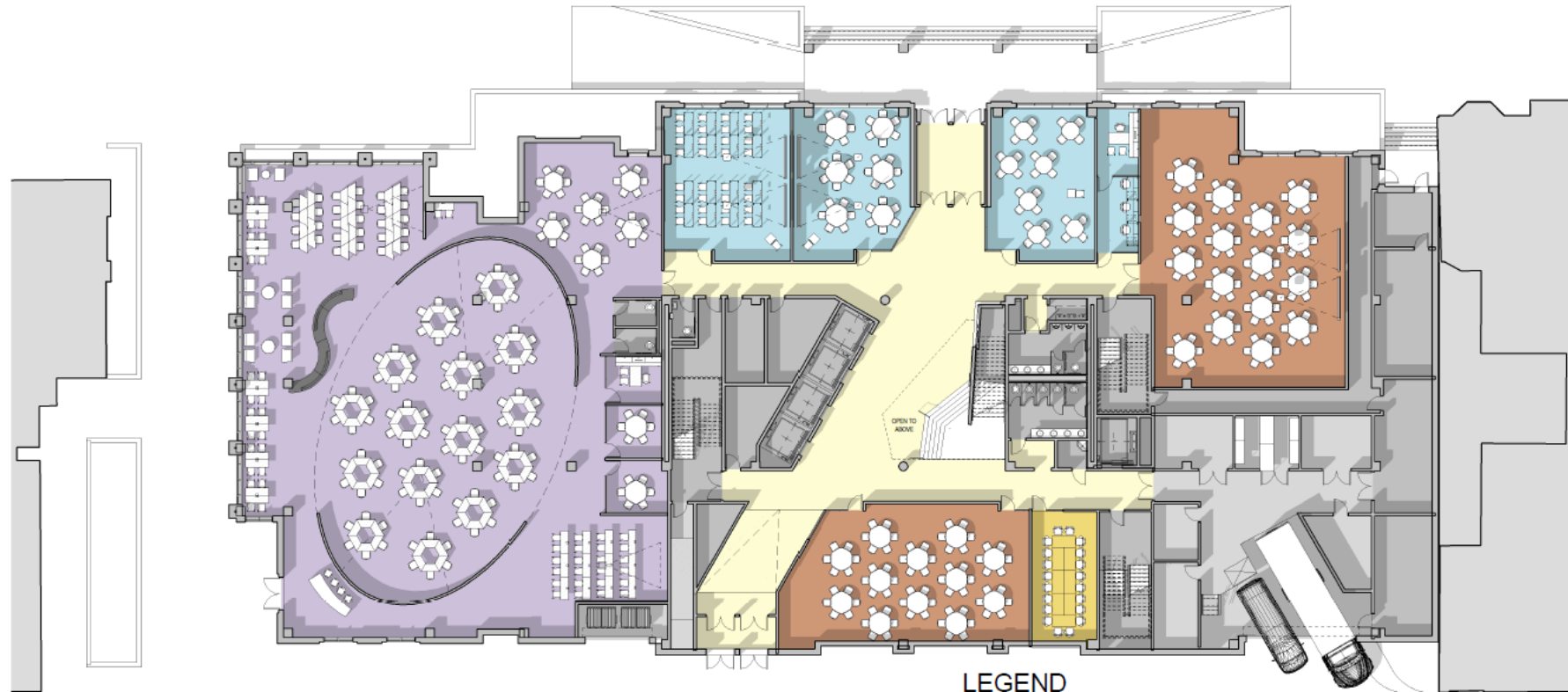
Complete Planning	February 2020
Demolition Starts	November 2019
Construction Starts	May 2020
Construction Complete	July 2022

**PROJECT DESIGN:** This new six story building will be the gateway to foundational science and mathematics instruction for undergraduates at VCU. The need for STEM (Science Technology Engineering and Math) class laboratory space is urgent based on a Space Needs Analysis conducted in 2015.

**RECOMMENDATION:** Approve project plans for the STEM Teaching Laboratory Building.

# STEM Teaching Laboratory Building

## FIRST FLOOR PLAN

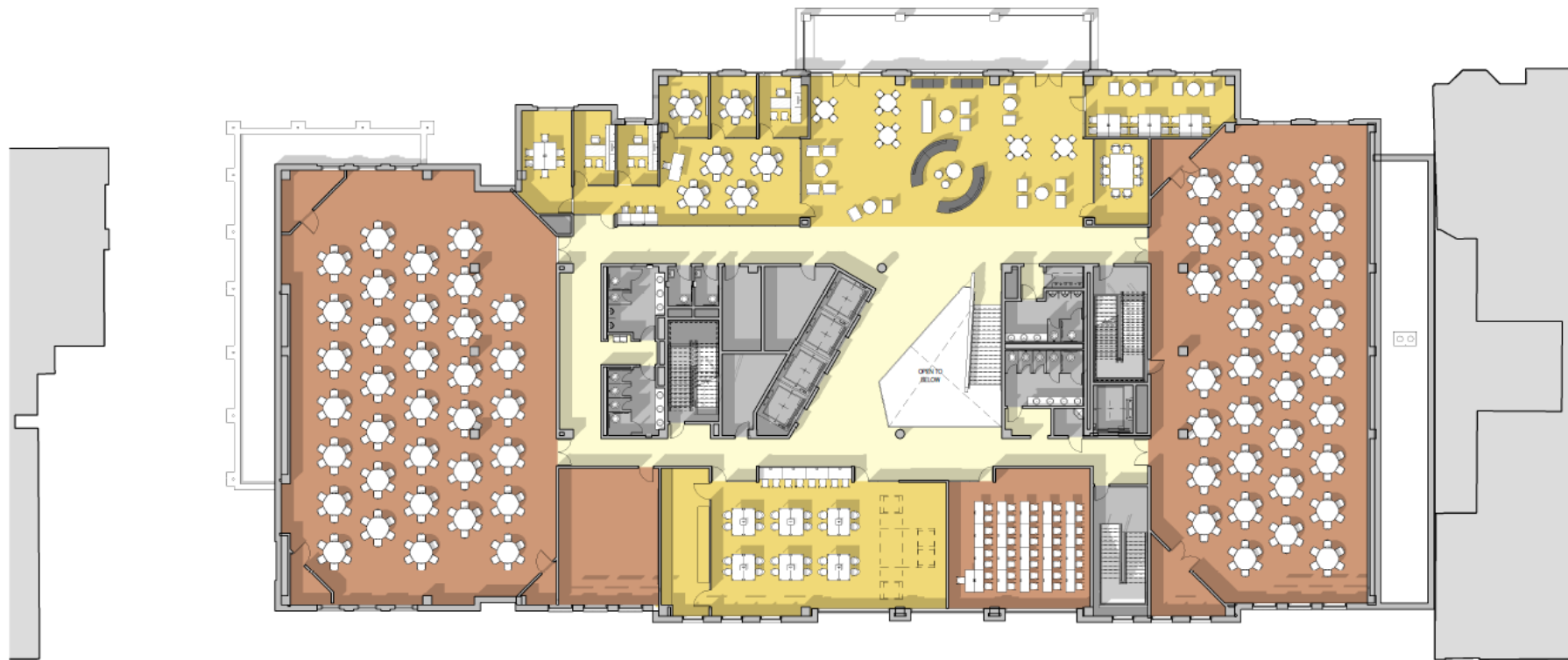


### LEGEND

- Classrooms
- Meeting and Interaction Spaces
- Psychology Department
- Building Support & Service
- Math Department
- Circulation

# STEM Teaching Laboratory Building

## SECOND FLOOR PLAN



### LEGEND

- Classrooms
- Meeting and Interaction Spaces
- Circulation
- Building Support & Service

# STEM Teaching Laboratory Building

## THIRD FLOOR PLAN



### LEGEND

- Classrooms
- Meeting and Interaction Spaces
- Biology Department
- Anthropology and Forensics Department
- Building Support & Service
- Circulation



# STEM Teaching Laboratory Building

## FOURTH FLOOR PLAN



### LEGEND

- Classrooms
- Meeting and Interaction Spaces
- Chemistry Department
- Building Support & Service
- Physics Department
- Circulation

# STEM Teaching Laboratory Building

## FIFTH FLOOR PLAN

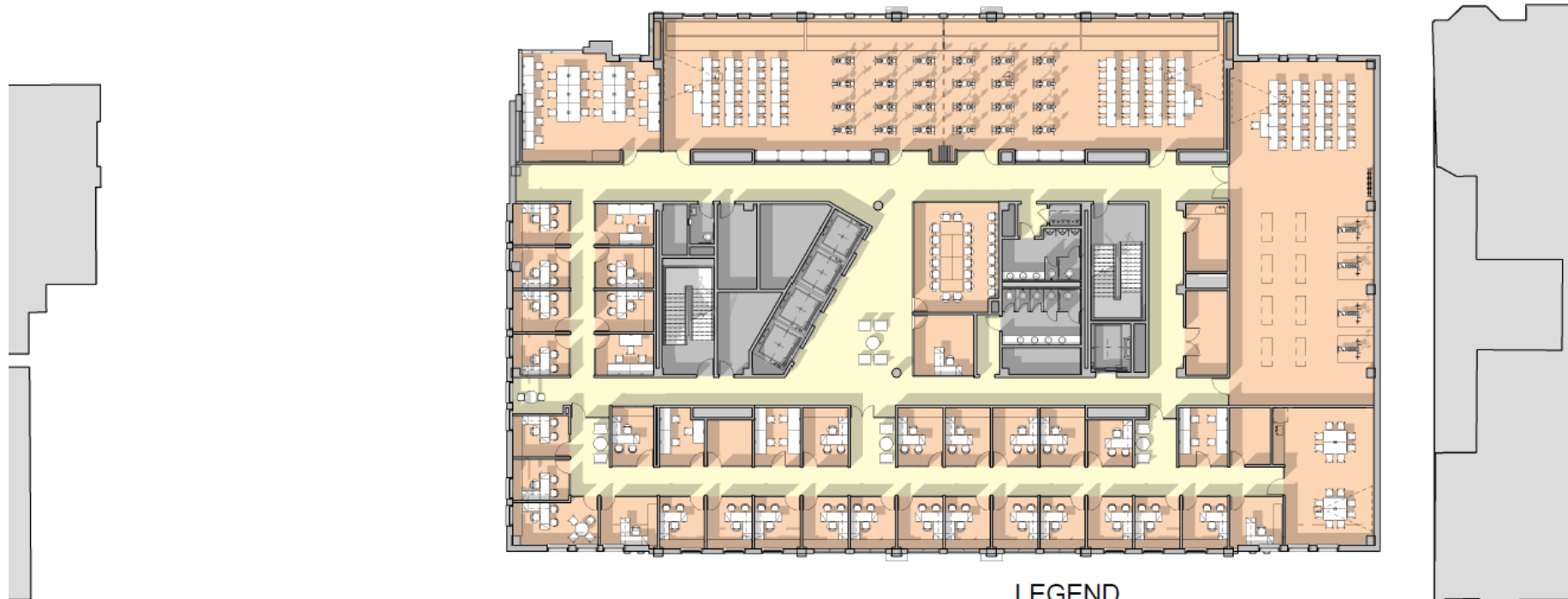


### LEGEND

- Classrooms
- Meeting and Interaction Spaces
- Chemistry Department
- Building Support & Service
- Anthropology and Forensics Department
- Circulation

# STEM Teaching Laboratory Building

## SIXTH FLOOR PLAN



- LEGEND**
- Kinesiology Department
  - Circulation
  - Building Support & Service

**VIRGINIA COMMONWEALTH UNIVERSITY**  
**Amendment to the 2016-2022 Six-Year Capital Plan**  
**Trani Life Sciences Roof and HVAC Replacement**

DESCRIPTION

VCU Administration requests a \$2.2 million dollar amendment to the university's 2016-2022 Six Year Capital Plan due to increased costs for replacement of roofing and major mechanical equipment in the Trani Life Sciences building. The Board approved \$6 million in December 2017 for this project, however the architect (DJG, Inc.) increased construction estimates due to a sudden rise in labor costs and mechanical equipment supply, as well as an addition to the scope of the project.

BACKGROUND

In December 2017, the Board of Visitors approved a \$6 million capital project to replace major mechanical equipment and the roof on the Trani Life Sciences Building. The university subsequently received \$6 million in State funds to finance the project. This initial budget was based upon costs of similar projects undertaken by the university in consultation with the project architect.

This project includes roof replacement and replacement of all major rooftop HVAC equipment, serving the main 4-story wing of the building. The HVAC system for the main building is served by six rooftop air handling units, a cooling tower and various rooftop exhaust fans. All of the rooftop units and roofing have reached the end of their serviceable life.

In May of 2018, the project architect provided a construction estimate of \$5.02 million. The estimate has now increased for several reasons. Mechanical equipment suppliers are reporting multiple price increases from manufacturers and labor is becoming progressively more difficult to procure, causing labor costs to increase. In addition, the facility's humidification system was evaluated and found to be inadequate. As a result, a new humidification system was added to the scope of the project.

PURPOSE

Replacement of the rooftop mechanical equipment and roof system to provide an appropriate environment for instructional and research activities and protect the university's investment in plant and equipment in the Trani Life Sciences Building.

OPERATING COST

No incremental increase in operating costs is anticipated.

RECOMMENDATION

Approve a \$2.2 million dollar amendment to the university's 2016-2022 Six Year Capital Plan to cover costs of the roof and mechanical equipment replacement on the Trani Life Sciences building, bringing the total estimated cost of the project to \$8.2 million. The project will be funded with State General Funds supplemented with university maintenance reserve funds.

## Recap of Balances

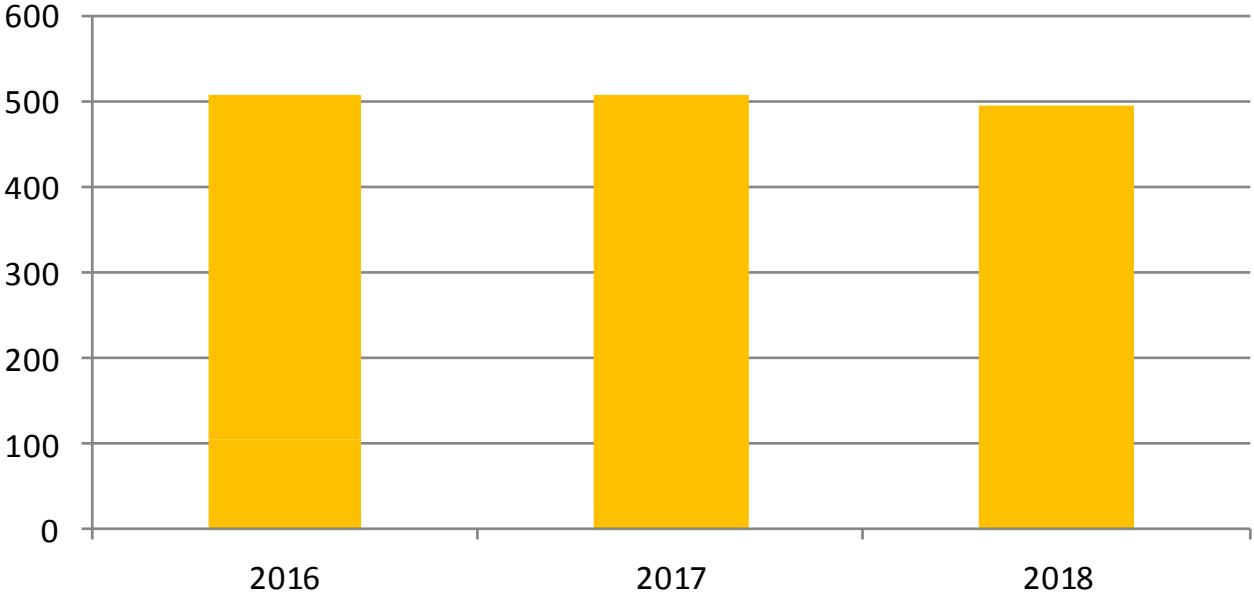
				w/o fund swap	Difference
	Balances 2014	Balances 2015	Balances 2016	Balances 2016	
<b>Operating Funds</b>					
E&G	30.9	36.9	42.6	123.2	80.60
Hospital Services	14.1	15.4	15.4	14.3	(1.10)
FACR	113	119.9	121.0	64.3	(56.70)
University Local Unrestricted	33.1	35.6	29.5	29.5	
Pool Accounts	5.4	5.4	5.3	5.3	
Fringe/Tuition Reserves	15.6	7	3.3	3.3	
E&G Swap	16.8	18.2	22.8		(22.80)
Other	13.5	10.1	3.4	3.4	
Subtotal - Operating funds	242.4	248.5	243.3	243.3	-
<b>Designated</b>					
Repair and Renovation Reserve	17.3	16.6	16.4		
Auxiliary - Housing, Dining, Bookstore, Par	84.1	95.3	107.2		
School reserves for start-ups	1.5	4.8	5.5		
University Local Restricted	11.4	12.1	12.1		
Sponsored Programs	7.8	8	8.6		
Deferred Pay - summer pay for nine month	10.4	10.4	11.4		
Agency Funds	3.9	3.4	2.7		
Federal Loans	4.7	6.9	4.7		
Capital Projects	24.3	44.7	32.9		
Glasgow	50.6	51	50.6		
Bond proceeds for capital projects; debt re	48	35.6	8.5		
Vendor cards	4.1	4	3.6		
Subtotal-Designated	268.1	292.8	264.2		
<b>Total</b>	510.5	541.3	507.5		

## Recap of Balances

				w/o fund swap	Difference
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# VCU Cash and Investments – Three Year Trend

(in Millions)





# Certified Small, Women, & Minority (SWaM) Business Spend

Small Business and Supplier Diversity Class	FY18		1st Qtr FY19	
Non-SWaM	\$ 129,486,380	56.5%	\$ 25,957,604	60.4%
Certified Minority Owned Business	11,305,714	4.9%	3,647,359	8.5%
Certified Women Owned Business	13,943,884	6.1%	2,344,690	5.5%
Certified Small Business	75,260,524	32.5%	10,990,662	25.6%
<b>Grand Total</b>	<b>\$ 228,996,502</b>	<b>100.0%</b>	<b>\$ 42,940,315</b>	<b>100.0%</b>

# FY 19 Actions/Events Focused on SWaM Improvement

## **New Memberships**

- Virginia Asian Chamber of Commerce
- Carolinas Virginia Minority Supply and Diversity Council
- Metropolitan Business League

## **Events**

- Hosting SWaM Event on December 4, 2018 at the Siegel Center
- Hosting Virginia Association of State College and University Purchasing Professionals (VASCUPP) 2019 SWaMfest in Richmond



**VCU Finance, Budget and Investment Committee  
Meeting**

***December 7, 2018***



VCIMCO's total AUM is approximately \$1.4B as of November 1, 2018

- VCIMCO manages approximately \$1,065M of endowment and quasi-endowment assets from affiliated VCU entities (which includes \$16M of receivables from prior investment advisers)
  - VCU Health System \$777M (55.3% of total firm AUM)
  - **VCU Quasi \$90M (6.4%), established in 2017 at \$90M**
  - **VCU Glasgow \$46M (3.3%)**
  - VCU Foundation \$80M (5.7%)
  - College of Engineering Foundation \$73M (5.2%)
  - Community Memorial Hospital Foundation \$0.1M
- VCIMCO also manages approximately \$338M of other short-term assets
  - **VCU (Short-Term) \$235M (16.8%)**
  - VCU Health System \$103M (7.3%)



## VCIMCO Board of Directors

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### **Board of Directors**

- Steven Henderson\* *Board Chair, Director of Investments at Spider Management Company*
- John Sherman, Jr. *Board Vice Chair, Former VCU Health System Finance Committee Chair*
- Carl F. Gattuso\*\* *Chief Corporate Officer, VCU Health System*
- James P. Massie\*\* *Investment Subcommittee Chair, VCU Health System*
- Charles Johnson\*\*\* *Partner, Private Advisors LLC, Retired*
- Lawrence Kochard\*\*\* *CIO, Makena Capital Management*
- J. Alfred Broaddus, Jr. *President, Federal Reserve Bank of Richmond, Retired*
- Kent Cox *Founding Member, Graystone Consulting*
- Palmer Garson *Managing Director, Silvercrest Asset Management Group*
- Nan Leake *Partner, Partners Group, Retired*
- Fred Tattersall *Chairman, 1607 Capital Partners*
- Jane Watkins *CEO, Virginia Credit Union, Retired*

### **Ex-Officio Members**

- Karol Gray *Senior Vice President and CFO of VCU Finance and Budget*
- Melinda Hancock *CFO and Senior Executive Vice President of the VCU Health System*

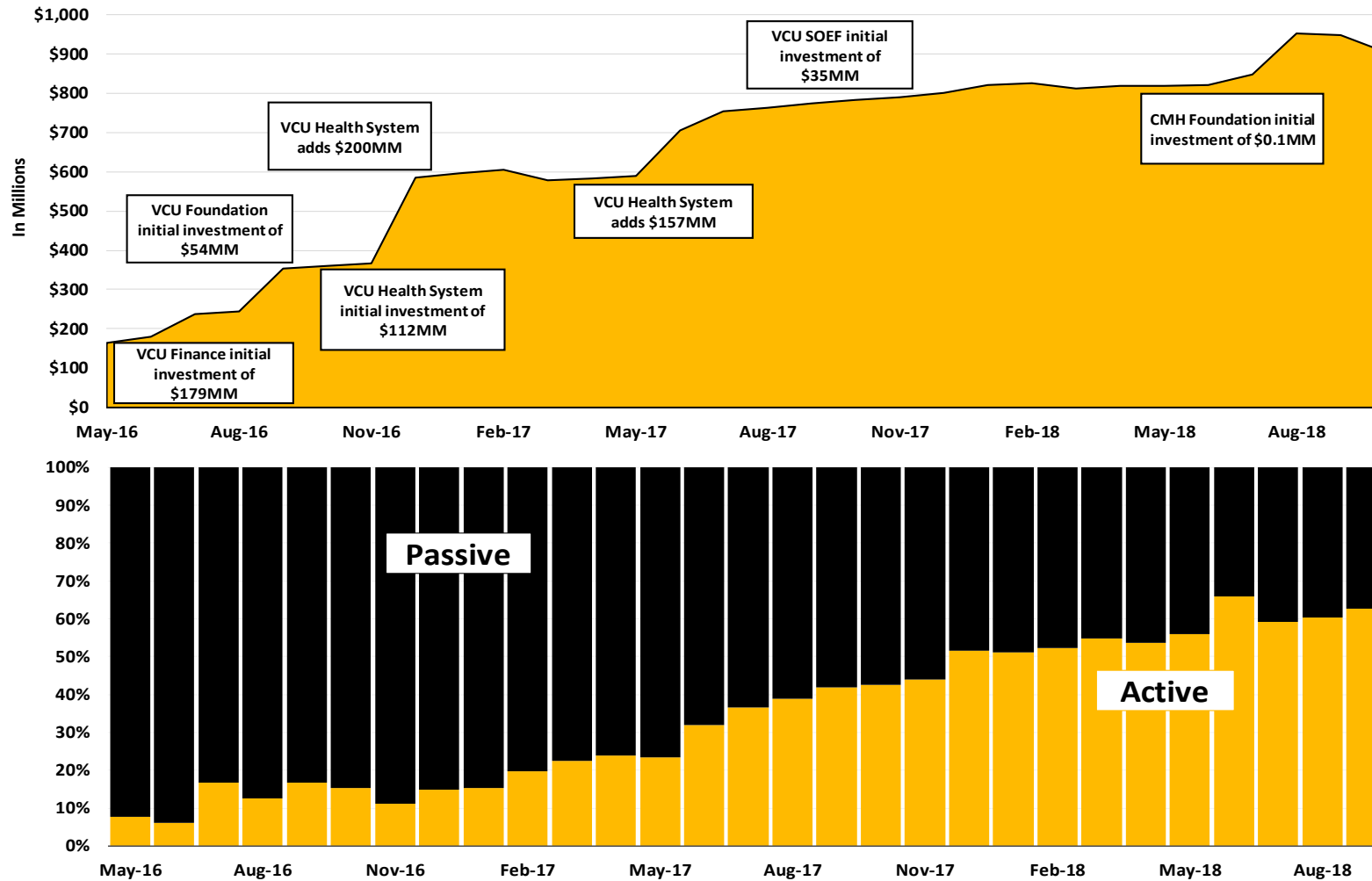
\* VCU President Appointee

\*\* VCU Health Appointee

\*\*\* VCU Appointee



### VCIMCO Assets Under Management





## Investment Holdings

Virginia Commonwealth University and The Glasgow Endowment	
Account	As of 6/30/2018 Market Value <sup>1</sup>
The Ram Fund, L.P.	141,735,264
The Ram Private Assets Fund, L.P. <sup>2</sup>	3,213,917
<b>Total VCIMCO Funds</b>	<b>144,949,181</b>
JP Morgan	1,597,865
JPMorgan Hedge Funds (Receivable)	321,388
<b>Total JP Morgan</b>	<b>1,919,253</b>
Cash In Transit to the Ram Fund <sup>3</sup>	-
<b>Long Term Tier Total</b>	<b>146,868,434</b>
Merganser Capital Management <sup>4</sup>	235,562,941
<b>Short Term Tier Total</b>	<b>235,562,941</b>
<b>VCU &amp; Glasgow Total</b>	<b>\$382,431,375</b>

Notes:

<sup>1</sup> Market values are estimated based on information available at the time of reporting production. These market values are unaudited and subject to change

<sup>2</sup> Private Equity investments in Ram Private Assets Fund include the net capital balance as of March 31, 2018 and additional capital calls from April 1, 2018 to June 30, 2018

<sup>3</sup> Cash in Transit to the Ram Fund includes cash received in advance that will be reflected in the Ram Fund on July 1, 2018

<sup>4</sup> VCIMCO became the investment advisor for this account on April 1, 2017



## Investment Holdings

Virginia Commonwealth University and The Glasgow Endowment	
Account	As of 10/31/2018 Market Value <sup>1</sup>
The Ram Fund, L.P.	130,076,876
The Ram Private Assets Fund, L.P. <sup>2</sup>	3,922,223
<b>Total VCIMCO Funds</b>	<b>133,999,099</b>
JP Morgan	1,616,515
JPMorgan Hedge Funds (Receivable)	330,716
<b>Total JP Morgan</b>	<b>1,947,231</b>
Cash In Transit to the Ram Fund <sup>3</sup>	-
<b>Long Term Tier Total</b>	<b>135,946,330</b>
Merganser Capital Management <sup>4</sup>	235,143,462
<b>Short Term Tier Total</b>	<b>235,143,462</b>
<b>VCU &amp; Glasgow Total</b>	<b>\$371,089,792</b>

Notes:

<sup>1</sup> Market values are estimated based on information available at the time of reporting production. These market values are unaudited and subject to change

<sup>2</sup> Private Equity investments in Ram Private Assets Fund include the net capital balance as of June 30, 2018 and additional capital calls from July 1, 2018 to October 31, 2018

<sup>3</sup> Cash in Transit to the Ram Fund includes cash received in advance that will be reflected in the Ram Fund on November 1, 2018

<sup>4</sup> VCIMCO became the investment advisor for this account on April 1, 2017





## VCU Quasi and Glasgow Endowment Total Assets in VCIMCO Funds

As of June 30, 2018			Returns		
Asset Class	AUM	%	Q2 2018	FYTD	Annualized Since Incep.
<b>Equity</b>					
Domestic	\$26,135,089	18.0%	2.5%	12.9%	15.2%
International	\$39,223,747	27.1%	-2.5%	2.9%	9.1%
Total Long	\$65,358,836	45.1%	-0.6%	6.9%	11.7%
Long/Short	\$28,254,802	19.5%	0.4%	3.0%	6.6%
Private Equity	\$3,213,917	2.2%	2.8%	10.9%	10.0%
<b>Total Equity</b>	<b>\$96,827,555</b>	<b>66.8%</b>	<b>-0.2%</b>	<b>6.1%</b>	<b>10.8%</b>
<b>Credit &amp; Absolute Return</b>	<b>\$22,895,030</b>	<b>15.8%</b>	<b>0.0%</b>	<b>-0.4%</b>	<b>2.2%</b>
<b>Real Assets</b>	<b>\$4,585,231</b>	<b>3.2%</b>	<b>10.9%</b>	<b>-1.7%</b>	<b>-0.3%</b>
<b>Treasuries &amp; Cash</b>	<b>\$20,641,363</b>	<b>14.2%</b>	<b>-0.1%</b>	<b>-0.5%</b>	<b>-0.3%</b>
<b>Total (Gross)</b>	<b>\$144,949,179</b>	<b>100.0%</b>	<b>0.2%</b>	<b>4.4%</b>	<b>6.5%</b>
<b>Composite Benchmark</b>			<b>0.6%</b>	<b>7.9%</b>	<b>9.7%</b>

*Notes:*

- 1) Performance is estimated. Private Equity since inception returns may be lagged and begin on October 1, 2016.
- 2) Private Equity investments in RPAF include the net capital balance as of March 31, 2018 and additional capital calls from April 1, 2018 to June 30, 2018
- 3) The Composite Benchmark is composed of 65.0% MSCI ACWI, 25.0% Barclays Agg, and 10.0% MSCI ACWI Real Estate.



VCU Quasi and The Glasgow Endowment Total Assets in VCIMCO Funds					
As of October 31, 2018			Returns		
Asset Class	AUM	%	Oct-18	FYTD	Annualized Since Incep.
<b>Equity</b>					
Domestic	\$29,375,489	21.9%	-6.7%	-0.3%	12.9%
International	\$35,002,852	26.1%	-7.2%	-5.3%	5.6%
Total Long	\$64,378,341	48.0%	-7.0%	-3.1%	8.7%
Long/Short	\$26,549,519	19.8%	-5.9%	-8.2%	2.3%
Private Equity	\$3,922,223	2.9%	NA	NA	14.9%
<b>Total Equity</b>	<b>\$94,850,083</b>	<b>70.8%</b>	<b>-6.4%</b>	<b>-4.4%</b>	<b>7.7%</b>
<b>Credit &amp; Absolute Return</b>	<b>\$25,587,300</b>	<b>19.1%</b>	<b>1.4%</b>	<b>2.7%</b>	<b>3.1%</b>
<b>Real Assets</b>	<b>\$648,872</b>	<b>0.5%</b>	<b>-5.7%</b>	<b>4.4%</b>	<b>1.5%</b>
<b>Treasuries &amp; Cash</b>	<b>\$12,912,844</b>	<b>9.6%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>-0.2%</b>
<b>Total (Gross)</b>	<b>\$133,999,099</b>	<b>100.0%</b>	<b>-4.4%</b>	<b>-2.3%</b>	<b>4.7%</b>
<b>Composite Benchmark</b>			<b>-5.4%</b>	<b>-2.9%</b>	<b>7.1%</b>

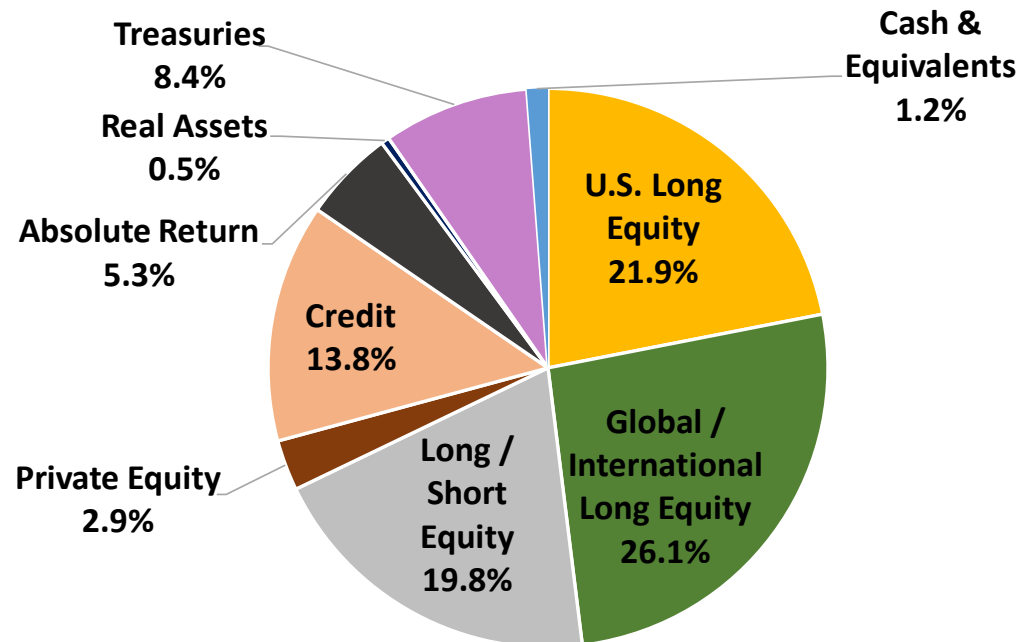
*Notes:*

- 1) Performance is estimated. Private Equity since inception returns may be lagged and begin on October 1, 2016.
- 2) Private Equity investments in RPAF include the net capital balance as of June 30, 2018 and additional capital calls from July 1, 2018 to October 31, 2018.
- 3) The Composite Benchmark is composed of 65.0% MSCI ACWI, 25.0% Barclays Agg, and 10.0% MSCI ACWI Real Estate.



## Strategic Asset Allocation

October 31, 2018



***VCIMCO uses the above strategic asset categorizations to monitor VCU Quasi and Glasgow investments.***

**Virginia Commonwealth University - 2018-2019 University Budget Plan**  
**Sources Summary (in thousands)**

FY 2018-2019 Sources	Educational & General Programs	Sponsored Programs		Auxiliary Enterprises	Qatar	University Funds	Student Financial Assistance	Hospital Services	Total University	Change from 2017-18 Budget Plan	
		Direct Costs	Facilities & Admin. Costs							Amount	Percent
<b>State General Fund</b>											
Direct Appropriations	\$ 170,040	\$ 14,013	\$ -	\$ -	\$ -	\$ -	\$ 30,063	\$ -	\$ 214,116	-	0.0%
Central Transfers	3,997	-	-	-	-	-	-	-	\$ 3,997	-	0.0%
<b>State General Fund</b>	<b>\$ 174,037</b>	<b>\$ 14,013</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,063</b>	<b>\$ -</b>	<b>\$ 218,113</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Nongeneral Funds</b>											
Student Tuition and Fees	448,192	-	-	56,721	-	-	-	-	504,913	28,062	5.9%
Grants and Contracts	-	187,874	40,000	-	-	-	32,043	-	259,917	17,515	7.2%
Gifts and Investment Earnings	100	-	-	5,630	-	42,598	-	-	48,328	4,282	9.7%
Sales and Services	10,065	-	-	92,482	39,974	-	-	24,368	166,889	4,636	2.9%
Other Sources	327	-	-	5,632	-	5,143	-	-	11,102	519	4.9%
<b>Total Nongeneral Funds</b>	<b>458,684</b>	<b>187,874</b>	<b>40,000</b>	<b>160,465</b>	<b>39,974</b>	<b>47,741</b>	<b>32,043</b>	<b>24,368</b>	<b>991,149</b>	<b>55,014</b>	<b>5.9%</b>
Transfers (in) out	10,025	-	(10,025)	-	-	-	-	-	-	-	n/a
<b>Total University Sources</b>	<b>\$ 642,746</b>	<b>\$ 201,887</b>	<b>\$ 29,975</b>	<b>\$ 160,465</b>	<b>\$ 39,974</b>	<b>\$ 47,741</b>	<b>\$ 62,106</b>	<b>\$ 24,368</b>	<b>\$ 1,209,262</b>	<b>\$ 55,014</b>	<b>4.8%</b>

**Virginia Commonwealth University - 2018-2019 University Budget Plan**  
**Expenditure Summary (in thousands)**

	Educational & General Programs	Sponsored Programs		Auxiliary Enterprises	Qatar	University Funds	Student Financial Assistance	Hospital Services	Total University	Change from 2017-18 Budget Plan	
		Direct Costs	Facilities & Admin. Costs							Amount	Percent
<b>FY 2018-2019 Uses</b>											
Instruction	\$ 329,147	\$ -	\$ -	\$ -	\$ 39,974	\$ 4,755	\$ -	\$ -	\$ 373,876	\$ 3,921	1.1%
Research	12,805	201,887	21,188	-	-	10,564	-	-	246,444	34,601	16.3%
Public Service	4,938	-	-	-	-	1,912	-	-	6,850	(220)	-3.1%
Academic Support	100,207	-	578	-	-	10,720	-	-	111,505	1,666	1.5%
Student Services	15,873	-	-	-	-	646	-	-	16,519	(1,746)	-9.6%
Institutional Support	85,656	-	981	-	-	9,354	-	-	95,991	(1,467)	-1.5%
Operation and Maintenance of Plant	58,603	-	3,912	-	-	1,183	-	1,000	64,698	536	0.8%
Scholarships and Fellowships	2,765	-	1,716	-	-	8,607	93,382	-	106,470	9,294	9.6%
Auxiliary Enterprises	-	-	-	152,652	-	-	-	-	152,652	15,109	11.0%
Hospital Services	-	-	-	-	-	-	-	23,368	23,368	(2,559)	-9.9%
<b>Subtotal Uses</b>	<b>609,994</b>	<b>201,887</b>	<b>28,375</b>	<b>152,652</b>	<b>39,974</b>	<b>47,741</b>	<b>93,382</b>	<b>24,368</b>	<b>1,198,373</b>	<b>59,135</b>	<b>5.2%</b>
Transfers (in) out	28,364	-	-	2,912	-	-	(31,276)	-	-	-	n/a
Addition to Reserves	-	-	-	865	-	-	-	-	865	(5,495)	545.7%
Contingencies	4,388	-	1,600	4,036	-	-	-	-	10,024	1,374	15.9%
<b>Subtotal Contingencies and Transfers</b>	<b>32,752</b>	<b>-</b>	<b>1,600</b>	<b>7,813</b>	<b>-</b>	<b>-</b>	<b>(31,276)</b>	<b>-</b>	<b>10,024</b>	<b>1,374</b>	<b>15.9%</b>
<b>Total University Uses</b>	<b>\$ 642,746</b>	<b>\$ 201,887</b>	<b>\$ 29,975</b>	<b>\$ 160,465</b>	<b>\$ 39,974</b>	<b>\$ 47,741</b>	<b>\$ 62,106</b>	<b>\$ 24,368</b>	<b>\$ 1,209,262</b>	<b>\$ 55,014</b>	<b>4.8%</b>

**Virginia Commonwealth University - Revenue & Expenses**  
**First Quarter Report**

		FY 2019 Current Budget	FY 2018 Q1 Actuals	FY 2019 Q1 Actuals	Actuals % Variance	FY 2018 Year- End Actuals
<b>1</b>	<b>Revenues</b>					
2	State General Funds	218,113	65,098	68,038	5%	\$ 219,839
3	Nongeneral Funds:					
	Educational and General Tuition and Fees	448,865	203,779	216,612	6%	398,138
5	Grants and Contracts:					
6	Sponsored Programs	227,874	65,657	63,176	-4%	221,093
7	Financial Aid	32,043	14,380	15,115	5%	58,807
8	Auxiliary Enterprises:	157,476	65,728	69,483	6%	141,992
9	VCUQ	40,658	9,162	5,943	-35%	38,923
10	Gifts and Investment Income Sales and Services, Other	42,698	8,703	10,149	17%	43,545
11	Revenues	39,903	12,419	11,519	-7%	61,750
	<b>Total Revenues</b>	<b>\$ 1,207,630</b>	<b>\$ 444,924</b>	<b>\$ 460,035</b>	<b>3.4%</b>	<b>\$ 1,184,088</b>
<b>12</b>	<b>Expenses</b>					
13	Educational and General Expenses	609,941	160,580	167,048	4%	\$ 605,601
14	VCUQ	41,388	10,672	7,457	-30%	38,579
15	Sponsored Programs	201,887	60,435	60,141	0%	193,959
16	FACR	29,975	9,867	10,735	9%	36,227
17	Auxiliary Enterprises	157,765	43,398	48,889	13%	145,597
18	University Funds	50,489	15,376	16,425	7%	54,634
19	Student Financial Assistance	90,470	37,896	47,663	26%	102,812
20	Hospital Services	24,368	6,662	8,462	27%	25,934
	<b>Total Expenses</b>	<b>\$ 1,206,283</b>	<b>\$ 344,886</b>	<b>\$ 366,820</b>	<b>6.4%</b>	<b>\$ 1,203,342</b>

**Virginia Commonwealth University**  
**December 2018 Summary of Major Capital Projects**

Project	Funding		Completion	Comments
	Amount	Source		
<b>Completed Projects:</b>				
<b>Construction Underway:</b>				
D Parking Deck Restoration (Corrosion)	\$3,102,225	University-Supported Debt	Aug 2019	
	\$3,102,225	Total		
Sanger Hall Phase II Renovations	\$17,214,620	General Funds	Oct 2015	The second phase of the floor by floor wet lab renovation of Sanger Hall. This phase will complete an additional 2 floors to the 4 already completed. Issues with mechanical system will cause an eight week delay.
	\$7,040,600	University-Supported Debt	(Part A only)	
	\$1,366,919	University Funds	March 2019 (all	
	\$1,795,000	State-Supported Debt	remaining phases)	
	\$27,417,139	Total		
College of Health Professions	\$69,256,000	State-Supported Debt	Aug 2019	Consolidation of eleven Health Programs in one building. Construction completion is projected for April 2019 and occupancy in August 2019. Name of project changed from Allied Health Professions.
	\$10,800,000	University-Supported debt		
	\$275,549	Auxiliary Enterprise		
	\$80,331,549	Total		
Engineering Research Expansion	\$41,341,000	State-Supported Debt	Fall 2020	Construction started in June 2018.
	\$42,459,000	University-Supported Debt		
	\$10,300,000	General Funds		
	\$94,100,000	Total		
West Main St Deck Restoration	\$1,488,880		Dec 2018	
	\$1,488,880	Total		
<b>Planning Underway:</b>				
STEM Class Lab	\$76,000,000	State-Supported Debt	Project in design phase	Schedule to be established after General Assembly authorizes construction.
	\$76,000,000			
Scott House Renovation	\$3,500,000	State-Supported Debt	Project in design phase	
	\$3,500,000	University-Supported Debt		
	\$7,000,000	Total		
North Branch Steam Line	\$4,000,000	Auxiliary Enterprise	Project in design phase	Undergoing redesign based on location of new inpatient towers.
	\$4,000,000	Total		
West Hospital, 8th Floor Renovation (Cardio Oncology)	\$2,480,000	School of Medicine Funds	Project in design phase	
	\$2,480,000	Total		
West Hospital Dept of Transplant Surgery Renovation	\$2,275,000	School of Medicine Funds	Project in design phase	
	\$2,275,000	Total		
<b>Other Projects of Interest:</b>				
On Schedule	Delay		Significant Delay	



**VCU**

VIRGINIA COMMONWEALTH UNIVERSITY

**Finance and Budget**

**Key Performance Measures and Projects**

Report of VCU Finance and Budget Performance Indicators – Fiscal Year-to-Date as of September 30, 2018

<b>Measure</b>	<b>Metrics/Performance as of September 30, 2018</b>	<b>Comments</b>
Investments	Investment Balances	<ul style="list-style-type: none"> <li>▪ See 9/30/18 Treasurer’s Report</li> </ul>
	Investment Returns	<ul style="list-style-type: none"> <li>▪ See 9/30/18 Treasurer’s Report</li> </ul>
Debt	Bond ratings	<ul style="list-style-type: none"> <li>▪ AA-/Aa2 (within Tier III requirement)</li> </ul>
	Debt Ratio	
	FY17 Audited	<ul style="list-style-type: none"> <li>▪ 4.55% (below 6% debt policy requirement And 7.0% Tier III requirement)</li> </ul>
	FY18 Estimated Unaudited	<ul style="list-style-type: none"> <li>▪ 4.53% (below 6% debt policy requirement And 7.0% Tier III requirement)</li> </ul>
Revenues and Expenses	Performance vs. Prior Year	<ul style="list-style-type: none"> <li>▪ Revenues (\$460M) are on budget and +3.4% over same time last year; Annual Budget = \$1.208B</li> <li>▪ Expenses (\$372M) are on budget and 7.7% over same time last year; Annual Budget = \$1.207B</li> </ul>
<b>Major Projects/Initiatives</b>		<b>Next Steps/Comments</b>
VCIMCO		<ul style="list-style-type: none"> <li>▪ VCIMCO to provide update at this BOV meeting</li> </ul>
University Budget Redesign		<ul style="list-style-type: none"> <li>▪ Met deadline for “go-live” implementation; budget model now fully integrated into university ERP system</li> <li>▪ Completed retreat with academic deans on revenue growth/cost constraint opportunities</li> <li>▪ FY2020 planning under model underway</li> </ul>

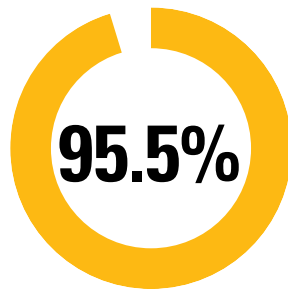




## By the numbers



VCU's non-faculty workforce in the new HR plan



VCU community reporting feeling "safe" or "very safe"



10%

GRTC ridership that is VCU/VCU Health System students and employees



Added or renovated under Dr. Rao's leadership

\$3.08 per square foot

VCU's utility costs (water, gas and electric) VCU to reduce by 2% as part of new energy conservation initiative

\$127 million

Deferred maintenance backlog, \$397M = 10-year renewal need



Average number of wireless devices connected to VCU network (tripled since 2012)



Load capacity for conventional leased space allocated to each full-time employee (14 sq. ft. below industry average)



Increase in VCU Administration customer satisfaction from 2017-2018

### Accident rates since 2015

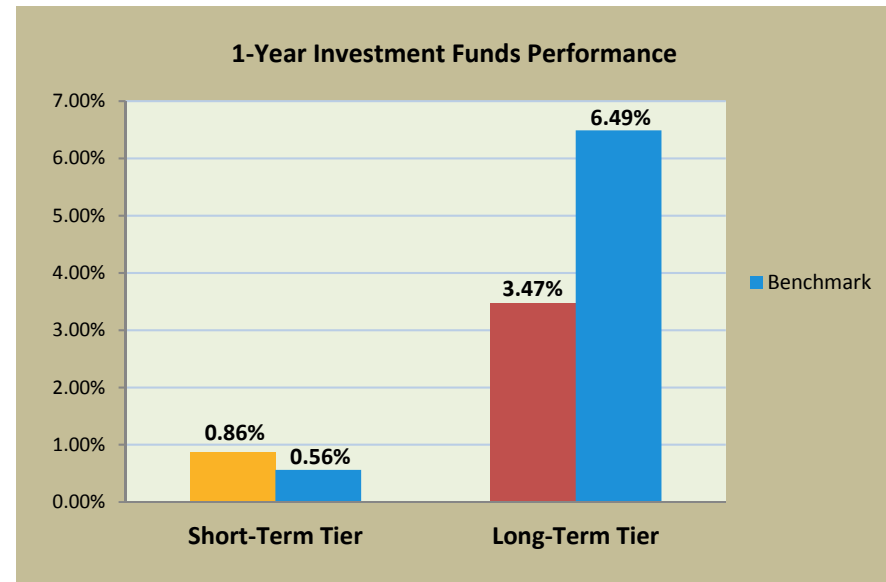
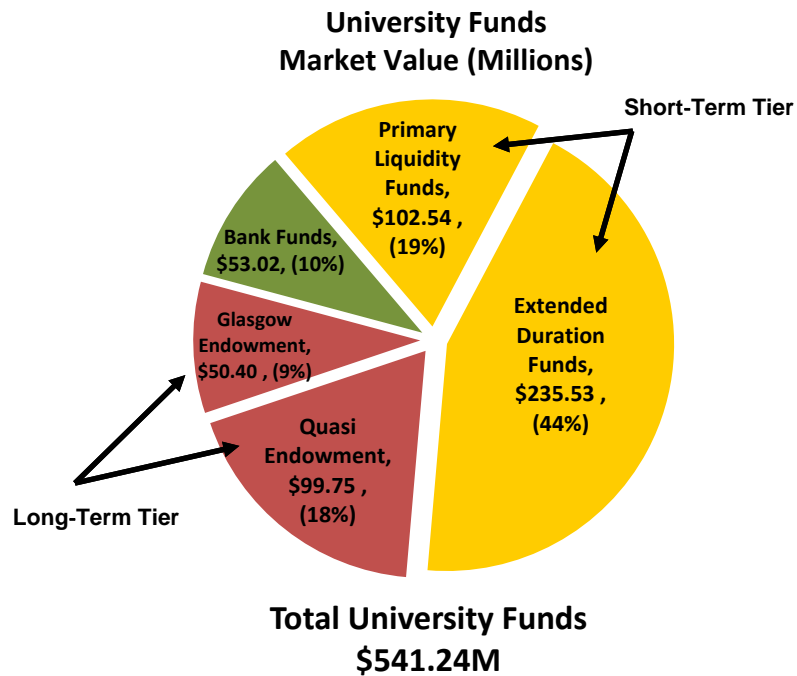


# Treasurer's Report As of September 30, 2018

Finance and Budget, Karol Kain Gray, December 7, 2018



# Total University Funds Overview for the Period Ending September 30, 2018



## Short-Term & Long-Term Tier Performance and Asset Allocation as of September 30, 2018

Short-Term Tier		Market Value	Current Allocation		Qtr Return	1 Yr Return	3 Yrs Return	5 Yrs Return	Since July-09 Return
<b>Primary Liquidity Funds (Payden &amp; Rygel)</b>		<b>\$ 102,536,526</b>	<b>30.3%</b>	<b>Total Return</b>	<b>0.62%</b>	<b>1.62%</b>	<b>0.94%</b>	<b>0.57%</b>	<b>0.40%</b>
<i>iMoneyNet MM All Taxable</i>					0.40%	1.25%	0.60%	0.37%	0.21%
				Price Return	0.04%	-0.13%	-0.11%	-0.10%	-0.19%
				Income Return	0.58%	1.75%	1.05%	0.67%	0.59%
<b>Extended Duration Funds (Merganser)</b>		<b>\$ 235,528,664</b>	<b>69.7%</b>	<b>Total Return</b>	<b>0.50%</b>	<b>0.55%</b>	<b>0.92%</b>	<b>0.99%</b>	<b>1.34%</b>
<i>BofA ML US Corp &amp; Gov 1-3Yr Blended Index</i>					0.35%	0.28%	0.49%	0.67%	0.90%
				Price Return	-0.07%	-1.61%	-1.01%	-0.75%	-0.74%
				Income Return	0.57%	2.16%	1.93%	1.74%	2.08%
<b>Total Short-Term Tier</b>		<b>\$ 338,065,190</b>	<b>100.0%</b>		<b>0.54%</b>	<b>0.86%</b>	<b>0.86%</b>	<b>0.86%</b>	<b>0.98%</b>
<i>Short-Term Tier Composite</i>					0.40%	0.56%	0.91%	1.00%	1.39%
				Price Return	-0.01%	-1.14%	-0.71%	-0.55%	-0.56%
				Income Return	0.55%	2.00%	1.57%	1.41%	1.54%
Long-Term Tier		Market Value	Current Allocation	VCU Strategic Allocation	Qtr Return	1 Yr Return	3 Yrs Return	5 Yrs Return	Since April-12 Return
<b>Equity</b>									
VCIMCO Equity		\$ 104,434,059	69.5%						
JP Morgan Equity		\$ 311,795	0.2%						
<b>Subtotal</b>		<b>\$ 104,745,854</b>	<b>69.7%</b>	<b>65.0%</b>	<b>2.13%</b>	<b>4.41%</b>	<b>8.78%</b>	<b>6.98%</b>	<b>8.03%</b>
<i>MSCI All Country World Index</i>					4.40%	10.35%	14.02%	9.25%	10.39%
<b>Real Assets</b>									
VCIMCO Real Assets		\$ 727,909	0.5%						
JP Morgan Real Assets		\$ 1,068,472	0.7%						
<b>Subtotal</b>		<b>\$ 1,796,381</b>	<b>1.2%</b>	<b>10.0%</b>	<b>9.27%</b>	<b>11.57%</b>	<b>7.84%</b>	<b>5.96%</b>	<b>3.72%</b>
<i>MSCI ACWI Real Estate Index</i>					-1.43%	0.97%	7.52%	5.81%	7.06%
<b>Fixed Income and Cash</b>									
VCIMCO Fixed Income and Cash		\$ 43,119,543	28.7%						
JP Morgan Fixed Income and Cash		\$ 558,153	0.4%						
<b>Subtotal</b>		<b>\$ 43,677,696</b>	<b>29.1%</b>	<b>25.0%</b>	<b>0.67%</b>	<b>0.83%</b>	<b>0.35%</b>	<b>0.53%</b>	<b>1.01%</b>
<i>Barclays US Aggregate Index</i>					0.02%	-1.22%	1.31%	2.16%	1.81%
<b>Total Long Term Tier</b>									
VCIMCO - Total		\$ 148,281,511	98.7%						
JP Morgan - Total		\$ 1,938,420	1.3%						
<b>Subtotal</b>		<b>\$ 150,219,931</b>	<b>100.0%</b>	<b>100.0%</b>	<b>1.96%</b>	<b>3.47%</b>	<b>5.82%</b>	<b>4.63%</b>	<b>5.34%</b>
<i>Composite Benchmark</i>					2.71%	6.49%	7.63%	4.73%	4.88%
<b>Net Liabilities - VCIMCO Funds</b>		<b>\$ (71,393)</b>							
<b>Net Asset Value - Long-Term Tier</b>		<b>\$ 150,148,538</b>							
<b>Total Short-Term Tier and Long-Term Tier</b>		<b>\$ 488,213,727</b>							



To add Monitoring Report  
as of 11/30/2018

