

# 

VCU is one of the largest, most diverse urban research universities in the country. Our accolades, our culture and most of all, our trajectory are **unlike** those of any university you've ever seen. Take a look at our academic success, innovation and groundbreaking research, and you'll see that there is no place like this, and no one like us.

28,408 students (fall 2022)

2,500 full-time faculty

16:1 student-to-faculty ratio

84.9% first-year retention rate

VCU Health ranked Richmond region's **No. 1 hospital** 13 years in a row



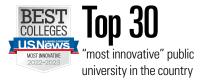
# UNRIVALED leadership

President since 2009, Michael Rao has shaped VCU into a unique mix of high-impact research, academics and health care. President Rao's priority is to put the needs of students and patients first, leading a truly public research university and health system with a focus on accessibility, excellence and impact.

# UNMATCHED

# among our peers

VCU is constantly evolving and adapting to meet the challenges of a modern world. And the world is taking notice.





graduate schools and programs ranking in the top 50 by US News and World Report





**Top 50**public research university by National Science Foundation



VCU Massey Cancer Center was designated a **Comprehensive Cancer Center** by the National Cancer Institute in 2023



# UNBEATABLE

### location

Our urban home is a spirited and culturally alive city. It feeds our energy. Richmond and VCU are partners – we thrive together as a community, and we love it. We live and learn in a vibrant environment full of opportunities.



\$1 billion in new construction

\$9.5 billion total economic impact in VA

Virginia is home to **480+ VCU alumni-owned businesses,** 180 in Richmond

Student startups have raised more than \$5 million since 2018

40% of our 218,000 living alumni

live in Richmond metro, 68% live in VA

**72% of May 2022 grads** employed after graduation reported they were staying in Virginia

UNTRADITIONAL

for a modern world

A changing global world requires a university that is not stuck in the past. We intentionally seek out different perspectives, which provide robust learning experiences for everyone.



**33%** of first-year students are first-generation



**540/0** of undergraduate students enrolled are minority

64% of VCU students participated in at least one experiential learning activity

From 2019 to 2022, our scholarship funding for students **increased 24%** and student loan borrowing **decreased by 7%** 

For even more on just how uncommon VCU is scan or click this OR code.









# **Contents**

About the Board of Visitors3
Board Schedule4
Meeting Requirements5
Public Body5
<b>Board Members 2023-20246</b>
Committees 8
University Leadership9
President's Cabinet10
VCU and VCU Health System Overview12
Budget by Source and Program15
APPENDICES
Quest 2028   One VCU:
Quest 2028   One VCU:
Quest 2028   One VCU: Together We Transform18
Quest 2028   One VCU: Together We Transform18 2024-2030 Six-Year Capital Plan28 Virginia Commonwealth University
Quest 2028   One VCU: Together We Transform
Quest 2028   One VCU: Together We Transform
Quest 2028   One VCU: Together We Transform
Quest 2028   One VCU: Together We Transform
Quest 2028   One VCU: Together We Transform
Quest 2028   One VCU: Together We Transform
Quest 2028   One VCU: Together We Transform



# **About the Board** of Visitors

The Virginia Commonwealth University Board of Visitors is composed of 16 voting members appointed by the Governor of the Commonwealth of Virginia, subject to confirmation by the General Assembly. Each member serves a term of four years. In addition, each year the Board selects an undergraduate student, a graduate student, a faculty member, and a staff member to serve as nonvoting advisory representatives on the Board of Visitors.

As public trustees the Board has the responsibility and authority, subject to constitutional and statutory limitations, for the continuing operation, development of evolving policies, and financial oversight of VCU.

The Board and the University are at all times subject to the control and legislative enactments of the General Assembly of the Commonwealth of Virginia. The Board in executing their duties has adopted the Virginia Commonwealth University Board of Visitors Bylaws to provide for the orderly, consistent, and efficient conduct of its business as the governing body of the University.

# VCU Board of Visitors Statement on Governance (adopted Dec. 13, 2019)

In carrying out its responsibilities, the following expectations are attendant to service on the Board of Visitors:

- · Board members have a fiduciary responsibility to the University and are expected to act in the best overall interest of the University.
- · Board members are expected to become familiar with key aspects of the University including, but not limited to, its mission, governance, financing, strategic plans and performance measures.
- Board members are expected to devote the necessary time, attention and preparation to Board activities to function effectively and to enable the Board as a whole to function effectively, including new Board of Visitor orientations, committee meetings, Board retreats and public meetings.
- Board members are expected to understand the Virginia Freedom of Information Act and act accordingly.
- Board members are expected to defer to the Rector and Vice-Rector of the Board for public comment on matters before the Board, or to make clear that any opinions expressed are expressed as an individual rather than on behalf of the Board as a whole.
- · Board members are expected to maintain a tradition of exemplifying the highest standards of ethical behavior, and to comply with the University's Code of Ethics, and to comply with Federal, State and local laws, regulations and policies applicable to Board of Visitors of public colleges and universities in the Commonwealth of Virginia.



## **Board Schedule**

The VCU Board of Visitors meets four times a year in September, December, March, and May with the retreat being in October. The Board of Visitors meetings are divided into two categories: regular and special.

#### Regular meetings

The Board shall meet at least four times a year on dates and in places (within Richmond as far as it is practical) set by the Rector. The annual meeting will be the last regular meeting of the fiscal year.

The Virginia Commonwealth University Board of Visitors (BOV) holds a budget workshop each fiscal year to discuss the upcoming fiscal year's budget, including any proposed/needed tuition and fee increases. The workshop is an informational meeting designed to review and explain the upcoming budget and any changes to tuition and fees. No final decisions are made nor actions taken at this meeting. Typically a vote to approve the budget, including any tuition and fee increases, occurs at the next sequential BOV meeting which is usually at the May BOV meeting.

Per the VCU Health System Board of Directors Bylaws, the VCU Board of Visitors and VCU Health System Board of Directors shall meet jointly once a year.

#### Special meetings

Special meetings of the Board may be called by the Rector, or in the absence or disability of the Rector, by the Vice-Rector, or by any three members. The requests shall be submitted to Chelsea Gray, Executive Director of Board and Executive Operations, who has the administrative responsibility to make arrangements for special meetings. The purpose, date, time, and place will be specified in the call for the special meeting. The Board schedule is regularly updated and provided to the Board and on the VCU Board of Visitors website (bov.vcu.edu).

#### **BOARD OF VISITORS** POINT OF CONTACT Chelsea Gray **Executive Director of Board**

and Executive Operations Phone: (804) 828-9213 (804) 441-3882 Email: cgray8@vcu.edu





# Meeting Requirements

Certain meeting requirements for the Board are set forth in state law (Va. Code §23.1- 2202.). The Board must meet at least once a year at the University and a quorum consists of a simple majority of the members of the full Board. Unless otherwise required by statute, actions of the Board are taken by a simple majority of those present and voting. The Board may meet without a quorum present, however no official action may be taken at said meeting. Notice of such meeting shall be required if required by the Virginia Freedom of Information Act (FOIA). The officers of the Board shall be the Rector. Vice-Rector and Secretary, and shall be appointed from the Board membership. Either the Rector or Vice-Rector shall be a resident of the Commonwealth of Virginia.

The process for Rector elections are as follows: The Board shall elect a Rector-Elect at the first meeting of the calendar year; the Rector-Elect will take the office of Rector on July 1 for a one-year term. The Rector may be reelected for one additional term. However, there shall be no limitation on the number of non-consecutive terms an individual may serve as Rector.

Similarly for the Vice-Rector: The Board, at its Annual meeting, or such other time as the Rector and Rector-Elect shall determine but in no event later than the first regular meeting of the fiscal year, elects a Vice-Rector who shall serve for a one-year term commencing on July 1, or on such date as a successor has been elected, whichever is later. The Vice-Rector may be reelected for one additional term. However, there shall be no limitation on the number of non-consecutive terms an individual may serve as Vice-Rector.

# **Public Body**

The VCU Board of Visitors is a "public body" within the definition contained in the Virginia Freedom of Information Act (Va. Code § 2.2-3700 et seq.) and all Board meetings are open to the press and public. During most regular meetings, closed sessions are held that are not open to the press and public. The Virginia Freedom of Information Act (FOIA) specifies the topics that may be discussed in closed sessions. A motion to go into a closed session must be approved by the participating members, and a confirmation that only the closed session topics were discussed is voted on upon leaving the closed session. The Board may not take any official action of any kind in closed session.



## **Board Members 2023-2024**



Todd P. Haymore, Rector Managing Director, Global Economic Development, Commerce and Government Relations, Hunton Andrews Kurth Term expires 06/30/2025 Appointed by Governor McAuliffe in 2017 Reappointed by Governor Northam in 2021



Steven DeLuca Vice President, Head of State and Local Government Affairs, Capital One Financial Term expires 06/30/2027 Appointed by Governor Youngkin in 2023



Andrew Florance, Vice Rector Founder and Chief Executive Officer, CoStar Group Term expires 06/30/2025 Appointed by Governor Northam in 2021



H. Benson Dendy III President, Vectre Corporation Term expires 06/30/2024 Appointed by Governor McAuliffe in 2016 Reappointed by Governor Northam in 2020



Senior Corporate and Government Relations Director, Becker's Federal **Lobbying Practice** Term expires 06/30/2027 Appointed by Governor Youngkin Reappointed by Governor Youngkin in 2023

**Anthony Bedell** 



**Peter Farrell** Managing Partner, Tuckahoe Holdings Term expires 06/30/2026 Appointed by Governor Northam Reappointed by Governor Youngkin in 2022



**Rooz Dadabhoy** CEO, Data Concepts Term expires 06/30/2027 Appointed by Governor Youngkin in 2023



Ellen Fitzsimmons, Esq. Chief Legal Officer and Head of Public Affairs, Truist Financial Corporation Term expires 06/30/2026 Appointed by Governor Youngkin in 2022





Vernon Dale Jones, Ph.D. Former Chancellor and Chief Academic Officer, Penn State Wilkes-Barre Term expires 06/30/2026 Appointed by Governor Youngkin in 2022



Keith T. Parker President and CEO, Goodwill of North Georgia Term expires 06/30/2024 Appointed by Governor McAuliffe in 2016 Reappointed by Governor Northam in 2020



**Carmen Lomellin** Former U.S. Ambassador to the Organization of American States Term expires 06/30/2024 Appointed by Governor Northam in 2020



Tonya Parris-Wilkins, D.D.S. **Practicing Dentist** Term expires 06/30/2024 Appointed by Governor Northam in 2020



Edward L. McCoy President and CEO. Eaheart Industrial Service, Inc. Term expires 06/30/2025 Appointed by Governor McAuliffe Reappointed by Governor Northam in 2021



Clifton Peay, M.D. Founding Medical Director, American Eye Center Term expires 06/30/2026 Appointed by Governor Youngkin in 2022



Rev. Tyrone E. Nelson Pastor, Sixth Mount Zion Baptist Church and Henrico County Board of Supervisors Term expires 06/30/2025 Appointed by Governor McAuliffe in 2017 Reappointed by Governor Northam in 2021



Gurpreet "P2" Sandhu CEO, Sandhu Group Term expires 06/30/2027 Appointed by Governor Youngkin in 2023



## **Committees**

The VCU Board of Visitors currently holds six standing committees. They are as follows:

- · Academic and Health Affairs
- Administration
- · Audit, Integrity, and Compliance
- Finance and University Resources
- Governance and Compensation
- Intercollegiate Athletics

Each standing committee may establish and appoint subcommittees as necessary, subject to Board approval. Subcommittees are subject to the same procedural rules as the primary committee.

The Rector shall appoint a Nominating Committee which shall have as its purpose the nomination of candidates for Rector, Vice-Rector, and Secretary of the Board for the succeeding year, and shall periodically review Board leadership succession. Upon election of the Rector for the succeeding year, the Rector and Rector-Elect shall become members of the Nominating Committee.

The Executive Committee shall be composed of the Rector, Vice-Rector, Secretary, the Chairs of the standing committees, and two members-at-large who shall be elected by the Board at the first regular meeting of the year. The Rector shall serve as the Chair, and the Vice-Rector shall serve as the Vice Chair. The Executive Committee shall be authorized to convene and exercise the full power and authority of the Board between meetings of the Board whenever circumstances require immediate action to address matters of an urgent nature, or as the Board may otherwise direct. All Board members shall be notified of meetings and provided the agenda and any documents distributed for such meetings. Any Board Member who wishes to do so may attend an Executive Committee meeting.

The Rector may, from time to time appoint ad hoc committees of the Board, as the Rector deems necessary for the good conduct of Board and University affairs. Each such committee shall have a chair and at a minimum two additional members, all of whom shall be appointed by the Rector. The duties of all ad hoc committees shall be specified and reported to the Board by the Rector at the time of the appointment.





# **University Leadership**

#### Michael Rao, Ph.D., President of VCU and chair of the VCU Health System Authority Board



Michael Rao, Ph.D., became president of Virginia Commonwealth University and chair of VCU Health System Authority Board in 2009. He is the first Asian-American to lead VCU and the fifth person to serve as president since the university's charter in 1968.

Rao leads a nationally premier, urban public research university with an academic health system whose flagship hospital, VCU Medical Center, is ranked among the top 100 hospitals in the nation. VCU educates more than 28,000 students from 101 countries in more than 220 degree and certificate programs. As the largest employer in the Richmond area and among the largest in the commonwealth, VCU has an economic impact on Virginia of \$9.5 billion. Additionally, VCUarts Qatar — located in Doha's Education City — is internationally recognized for excellence in art and design.

Under Rao's leadership, VCU is among the top 50 universities in the United States for sponsored research. U.S. News & World Report ranks several of VCU's graduate programs in the top 50 in the nation. Consistently recognized for excellence, VCUart's sculpture program and the College of Health Profession's nurse anesthesia program are ranked No. 1 in the U.S. Likewise, the university is ranked No. 20 and No. 38, respectively, by the National Institutes of Health for addiction studies and neuroscience research. VCU is designated as being "Community Engaged" with "Very High Research Activity" by the Carnegie Foundation.

Guided by its current strategic plan, Quest 2028: Together We Transform, the university is focused on the student experience, strengthening educator and researcher compensation, increasing national prominence through research and improving the patient experience. The university raised a record-breaking \$239.3 million in support of VCU's people, innovations, environments and the Richmond community and beyond.

VCU is classified as a Tier III institution with the highest level of financial authority by the State Council of Higher Education for Virginia.

Rao has overseen one of the largest expansions of VCU's footprint through the construction or renovation of approximately 9 million square feet of living-learning environments, academic meeting spaces and state-ofthe-art clinical and laboratory facilities. With guidance from the master facility plan, ONE VCU, the university's mission and physical environments will better align to support student success and patient experience while also focusing on safety, mobility and collaboration across programs. The VCU Engineering Research Building, the Children's Hospital of Richmond at VCU Children's Pavilion, VCU Health's Adult Outpatient Pavilion and the state-of-the-art STEM building with expanded lab space support innovative teaching methods.

Rao serves as chair of the Virginia Bio+Tech Partnership Authority and is a member of the Coalition of Urban Serving Universities, for whom he serves as its representative for the Association of Public and Land-Grant Universities. Rao also is a senior executive advisory committee member with the Northern Virginia Technology Council. He served as chair of the Council of Presidents and is immediate past chair for the American Council on Education.

Rao's career in higher education began in California in 1992, when he became president of Mission College. At the time, he was the youngest college president in the nation. He went on to serve as chancellor of Montana State University – Northern and president of Central Michigan University.

A tenured professor in the VCU College of Health Professions, Rao holds a bachelor's degree from the University of South Florida and a Ph.D. from the University of Florida. He and his wife, Monica — a watercolorist and graphic designer — have two sons.



## **President's Cabinet**



Fotis Sotiropoulos, Ph.D. Provost and Senior Vice President for Academic Affairs

Dr. Sotiropoulos is responsible for creating and implementing academic priorities for the university. Per Board policy, he serves as the President's deputy and is empowered to act on

behalf of the President in all respects in the event of the absence, unavailability or disability of the President.



Marlon Levy, M.D.

Interim Senior Vice President for Health Sciences and CEO of VCU Health System

Dr. Levy leads the VCU health sciences schools and college, and the VCU Health System, which comprises VCU Medical Center; Children's Hospital of Richmond at VCU; VCU Health

Community Memorial Hospital, VCU Health Tappahannock Hospital; and MCV Physicians practice plan.



**Karol Kain Gray** Senior Vice President and Chief Financial Officer

Ms. Gray oversees the Office of the President as well as the business operations of key financial and administrative units across the university, including operating and capital budgets,

treasury services, cash and debt management, financial records, financial controls, financial reporting, human resources, procurement, payroll services, and grants and contracts accounting.



Hernan Bucheli, Ed.D.

Interim Vice President for Strategic Enrollment Management and Student Success

Dr. Bucheli is responsible for fostering the university's commitment to student access and success by actively leading approaches that enrich college access,

affordability, and student success. He also leads strategic priorities for the President and Provost.



Matthew A. Conrad, J.D.

Vice President for Government and External Relations for VCU and VCU Health System

Mr. Conrad serves as strategic lead and primary representative to the executive and legislative branches of local, state, and federal governments. He also

serves as VCU's external representative and facilitator for initiatives related to economic development, regional collaboration, and strategic initiatives that require broad participation by the university and health system.



Jay Davenport

Vice President for Development and Alumni Relations for VCU and VCU Health System

Mr. Davenport leads both university and VCU Health fundraising and alumni initiatives through individual and grant solicitations, alumni engagement,

development and alumni communication and marketing, donor stewardship, community philanthropy, and universitywide development staff supervision.



Karah Gunther, J.D.

Vice President for External Affairs and Health Policy

Ms. Gunther analyzes and shapes state and federal policy relating to health care delivery, education, and research to ensure alignment with VCU's and VCU Health System's mission and strategic

priorities. She also represents the health system and health sciences schools within external national and state professional associations and serves as the health system's primary representative to the business community.





Stephanie Hamlett, J.D. University Counsel

Ms. Hamlett provides advice and counsel on legal and regulatory matters to the Board, the President, and the University community. She also serves as Senior Assistant Attorney General. Her legal team actively engages in the

preventative practice of law through thorough and accurate advice to appropriate University clients; the development of legal and educational resources for the University community; and the defense of the University in all state, federal and administrative settings.



Aaron Hart, Ed.D. Vice President for Student Affairs

Dr. Hart leads one of the university's largest divisions, composed of departments promoting the intellectual, cultural, personal, social, moral, financial, physical and psychological development of VCU students. The

division provides administrative support for key policies of the university, including the VCU Honor System and the University Rules and Procedures.



Karen Helderman Executive Director for Audit and Compliance Services

Ms. Helderman and her team work in partnership with university and VCU Health management to anticipate and manage risks, ensure the integrity of internal controls, ensure strong stewardship and management accountability, and promote a culture of compliance.



Grant J. Heston

Vice President for Enterprise Marketing and Communications for VCU and VCU Health System

Mr. Heston is the chief communications officer, overseeing marketing, branding, communications, events, social media, and special projects across the One VCU enterprise.



Pamela Lepley

Senior Advisor to the President

Ms. Lepley supports the President and executive leaders on a wide range of university and health system strategic issues, serving as a liaison for internal and external constituencies to help drive institutional priorities and projects.



Ed McLaughlin

Vice President and Director of Athletics

Mr. McLaughlin leads VCU Athletics and its approach to the student-athlete experience, guided by eight core values: drive to excel, commitment to community, integrity, loyalty, positivity, equity and diversity, collaboration,

innovation, and student-athlete focus. VCU Athletics develops student-athletes, has achieved unprecedented academic success, and has won championships at a historic rate.



Srirama Rao, Ph.D. Vice President for Research and Innovation

Dr. Rao leads the overall strategy, compliance, growth and expansion of the university's research enterprise. He heads the divisions of Clinical Research, Sponsored Programs, Research

Compliance, Research Development, Research Integrity and Ethics, Communications and Outreach, Finance and Operations, Information Systems, and Technology, Commercialization and Economic Development.



Meredith Weiss, Ph.D.

Vice President for Administration

Dr. Weiss is the chief administrative officer, overseeing human resources, facilities management, technology services, safety and risk management, capital assets and real estate, parking and transportation, sustainability, public safety, and VCU's incident coordination team.



# VCU and VCU Health System Overview

Virginia Commonwealth University is one of the nation's leading urban public research universities and is among Virginia's largest institutions of higher education. It is a top three research university in the Commonwealth and one of six universities in the state designated as a tier 3 institution with the highest level of financial and administrative operational authority. It is one of two institutions in the Commonwealth with an academic health system.

86% of more than 28,000 students are Virginia residents.

VCU offers more than 200 degree and certificate programs.

82% of students are enrolled full-time. The student population breakdown is as follows:

75% Undergraduate

20% Graduate (master's, doctoral)

5% First Professional (e.g., Medical, Pharmacy, Dentistry, Physical Therapy doctorates)

VCU graduates several thousand undergraduates and graduate students each year.

Approximately 7,150 degrees and certificates were conferred in the 2022-23 academic year.

**VCU** comprises 12 schools and 3 colleges

It includes a comprehensive health sciences campus, including the new School of Population Health and Virginia's only school of dentistry.

#### VCU is nationally recognized for student success:

Six-year graduation rate is 67.5%, nationally it is 63.6% (fall 2015 cohort)

Four-year graduation rate is 47.8%, nationally it is 43.8% (fall 2015 cohort)

Underrepresented minority enrollment increased from 25% to 32%.

VCU is closing the achievement gap according to IPEDS data about the fall 2015 cohort, with Black/African American undergraduate graduation rate of 62.6% (national average of 46.1%). The 6-year graduation rate for Pell-Grant recipient undergraduate students is 62.8% (national average 52.9%).

VCU is a place where students graduate, ready to succeed in the world. A survey of May 2022 graduates revealed:

90% of respondents who reported securing a job within six months of graduation said their job was related to their career goals and were satisfied with their outcome after graduation.

78% of respondents reported they were employed or continuing/ planning to continue their education within six months of graduation and 90% of those respondents said their job was related to their career goals.

90% of respondents reported that they were satisfied with their outcome after graduation.



#### VCU is one of the nation's premier urban public research universities

U.S. News & World Report ranks VCU in the top 20% in the world among Best Global Universities.

VCU is ranked among the top 30 most innovative public universities by U.S. News & World Report.

In 2022, VCU was named a Diversity Champion by **INSIGHT Into** Diversity for the fourth consecutive year.

VCU graduate programs and first-professional programs are consistently ranked among the top 50 nationally by U.S. News & World Report.

One of 64 public R1 universities with the Carnegie Classification's prestigious community engagement designation

#### We serve the people and communities who need us.

A third of all VCU students are Pell-eligible.

A third of our first-year undergraduates are first-generation students.

We enroll and graduate more underrepresented minority students than our peers at selective institutions.

Federal Minority Serving Institution (MSI) designation and membership in the University Innovation Alliance confirms that we are serving a diverse, inclusive student body.

#### Research is a vital companion to the educational experience and to pursuing transformative innovation.

VCU is one of 25 public institutions in the United States to have both: a Comprehensive Cancer Center designation from the National Cancer Institute and a National Institutes of Health Clinical and Translational Science grant.

In 2022, Innovation Gateway supported 122 new invention disclosures — with \$3.12 million in licensing revenues.

VCU is currently ranked #50 among U.S. public research universities (National Science Foundation HERD survey).

VCU Medicines 4 All Institute — \$25 million from the Bill and Melinda Gates Foundation to lower the cost of life-saving drugs.

#### \$405 million in sponsored research funding. Focus areas include:

Enriching the human experience

Achieving a just and equitable society

Optimizing health

Supporting sustainable energy and environments



#### VCU serves as an economic, cultural, and social engine for the Commonwealth and particularly the greater Richmond area.

VCU's 2022 economic and social impact report shows that VCU generates enormous economic impact, for the Commonwealth, the region, and the city of Richmond.

Virginia: \$9.5 billion, 58,000 jobs created or supported

Richmond MSA: \$6.3 billion, 44,000 jobs

Richmond city: \$3.9 billion, 33,000 jobs

65% of the university's 216,696 alums live in Virginia.

39% of alums live in the Richmond region. VCU has built more than 9 million square feet of infrastructure over the past dozen years. Current projects include the STEM building and a new Children's **Hospital Tower.** 

VCU's downtown campuses cover nearly 170 acres.

Branch campuses and satellite locations include:

**VCUarts Qatar** 

VCU Rice Rivers Center

Southwest Virginia Higher **Education Center** 

VCU Health System locations across the state

VCU is Richmond's largest employer with more than 24,000 employees at VCU and VCU **Health System** 

More than 10,000 full and part-time university employees

About 14,000 full and part-time VCU Health employees

VCU Health System employs more than 14,000 team members

1,000+ physicians

500+ advanced practice professionals

#### VCU Health System by the numbers

**Hospitals include VCU Medical** Center, VCU Health Community **Memorial Hospital and VCU Health** Tappahannock Hospital

974 total licensed beds

200+ clinical specialties

19 clinical departments

1.2+ million outpatient clinic visits/year

45,000+ inpatient discharges/year

145,000+ emergency department visits/year

As an academic health system, VCU Health has a tripartite mission of clinical care, education and research.

975 patients enrolled in clinical trials and 1,215 patients in research studies

#### More than 4,000 health sciences students and 770+ residents (fall 2022 enrollment)

- 27% School of Medicine
- 29% College of **Health Professions**
- 22% School of Nursing
- 12% School of Dentistry
- 10% School of Pharmacy
- The School of Population Health launched in April 2023.



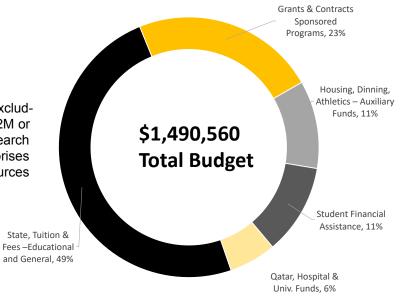
## **BUDGET BY SOURCE AND PROGRAM**

#### **Financial Overview**

Virginia Commonwealth University is supported by the Commonwealth of Virginia to serve the Richmond area. the state and the nation through teaching, research, service and patient care. The VCU Health System (a separate authority) supports the University's health care education, research, and patient care mission through partnership and limited funding. VCU and VCU Health encompass an operation of over \$4.4 billion for the fiscal year 2022. The total enterprise comprises VCU, VCU Health, five foundations along with a School of Dentistry practice plan organization with total assets of \$7 billion.

#### **University Operating Budget**

VCU's operating budget for FY2023 totals \$1.5B excluding capital budgeting. A majority of these funds, \$732M or 49%, are for Educational and General purposes. Research funds comprise \$341M or 23%, and Auxiliary Enterprises comprise \$161M or 11%. The remaining various sources count for \$246M or 17% of the total budget.



Educational and General are composed of two major sources. Tuition and Fees, \$445M or 61%, and state funding, \$265M or 36%. The remaining \$23M or 3% comes from other sources.



NOTES	



# **Appendices**



#### **Quest 2028** One VCU: Together We Transform

In October 2021, Virginia Commonwealth University launched a recalibration process of its strategic goals to better meet our mission in a changing world. The recalibration is an update to meet the vision, mission and values originally established in the Quest 2025 strategic plan. The global pandemic, sweeping social justice movements, new developments in technology and accelerating effects of climate change have forever changed how we engage, work, learn, and live. Thus, our strategic plan must reflect the vision and aspirational goals required to ensure its realization. Quest 2028: One VCU Together We Transform, harnesses the collective power of our community and stakeholders to do just that.

#### **Vision**

As a preeminent national, urban, public university and academic health center, Virginia Commonwealth University will be distinguished by its commitments to inclusion, access and excellence; innovative and transformative learning; impactful research; exceptional patient care; and beneficial community impact.

#### **Values**

VCU values exhibit how we work with each other and as an organization.

- 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
- Integrity: Adhere to the highest standards of honesty, respect, and professional and scholarly ethics

#### Stakeholder Feedback

In November 2021, VCU collected feedback from internal and external stakeholders, and the following six areas of focus emerged:

- Stakeholders are proud of VCU's strong commitment to diversity and inclusivity, but more can be done to comprehensively weave the actualization of that commitment throughout all of our work within the university and beyond our borders.
- VCU needs to focus on using our research and expertise to inform needs and solutions in our region.
- VCU excels in providing real-world learning opportunities by leveraging our urban environment as a classroom for students, but we need to provide more of those opportunities for ALL of our students.
- VCU is innovative, welcoming, accepting and engaging, but we need more innovative curricula to meet student and workforce needs, and personalized support to ensure student success.
- We can and need to do more to recruit and retain outstanding staff and faculty.
- We need to confidently tell our One VCU story in bold, engaging ways to strengthen and deepen key relationships with alumni, employers and the community.

Through the stakeholder engagement sessions and survey, individuals often reaffirmed VCU's mission and identified the need to have an impactful way to bring the stakeholders together when challenges, conflicting priorities and questions of purpose arise. Thus, the One VCU Charge was developed. This charge does not replace VCU or VCU Health mission statements but exists to serve as a rallying cry for our community to remember our why.

#### One VCU Charge

"We are One VCU, an inclusive public research university and health care system where accessibility combines with excellence to produce exceptional educational and healing results.

Together, we are dedicated to serving the needs of students and patients.

We impact lives through focused global partnerships and commitment to our communities. We research solutions to societal challenges and ignite transformative innovation that matters to the people who need us most.

We prove every day that different works.

As One VCU, we are united by purpose, devoted to inclusion and driven by impact."

#### Strategic Plan

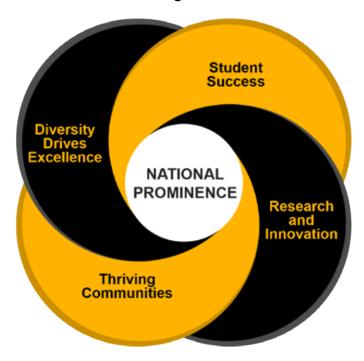
The strategic plan is organized into four interconnected themes that address the six focus areas identified by stakeholders, in addition to the significant issues faced by many institutions of higher education, also identified in the Quest 2025 strategic plan. The issues include:

- Growing cynicism that public higher education serves the public good and may not be worth the expense to individuals
- The significant challenge of the rising cost of education and providing affordable access and support for timely degree completion regardless of students' particular demographic or group
- Increased competition in public higher education for students, faculty, government and philanthropic support, and national prominence
- Dependence on urban universities to lead in solving vexing societal issues, including health and economic vitality
- Recognition that resourcing the plan's strategic priorities will require an integrated, university approach and will call for hard choices around resource allocation

The four strategic plan themes are:

- Diversity Drives Excellence
- Student Success
- Research and Innovation to Address Societal Challenges
- Thriving Communities

**Quest 2028 One VCU: Together We Transform Strategic Themes** 



Approved by the BOV as of June 24, 2022

The strategic plan, Quest 2028: One VCU Together We Transform, sets the projected course for VCU for the years 2022 to 2028. Its successful implementation depends upon articulation, integration and implementation of numerous other administrative and academic division and unit strategic plans, which in effect are implementation plans for Quest 2028.

It is expected that by summer 2023 all administrative and academic division and unit plans will be developed and/or updated to align with Quest 2028.

Additionally, several key elements of One VCU are woven into the fabric of this plan. Impact in these areas is essential for VCU to achieve national prominence and maximum success:

- Diversity, equity and inclusion
- Philanthropy
- Branding, communications and marketing
- Human resources, engaged workforce

#### THEME: DIVERSITY DRIVES EXCELLENCE

Champion diversity, equity and inclusion in all that we do and advance a conscientious drive to support a climate where excellence and success for all people are valued and differences are celebrated.

This theme is integral to the goals and strategies of all themes and is woven throughout the plan because it is foundational to the success and excellence of our students, faculty and staff.

#### Goals and Strategies

DDE 1: Nurture an institutional culture and climate that is diverse, inclusive, equitable and engaged.

- Assess the continuous improvement in culture and climate indices for all units across the enterprise
- Administer biennial organizational culture and climate survey across academic and medical enterprises
- Implement a progressively phased approach to DEI education, training and remediation
- Fully integrate DEI leadership competencies in management and performance systems for all employees across the enterprise

DDE 2: Implement an organizational infrastructure to support, sustain and scale DEI initiatives that infuses them into clinical care, curriculum, scholarship and practice.

- Incorporate National Association for Diversity Officers in Higher Education standards into senior leadership performance goals
- Employ federal, state and institutional data to set faculty and staff hiring benchmarks that are responsive to shortfalls in placement goals for women and minorities
- Set utilization goals for employee hiring that exceed recommendations for persons with disabilities and protected veterans

 Utilize internal expertise to guide accrediting bodies and national organizations in developing compliance standards and best practices for engaging diverse students and patients

DDE 3: Demonstrate national and international DEI thought leadership.

- Engage in developmental, transitional and transformational change management processes to build enterprise-wide teams that focus on DEI goal attainment
- Institutionalization of faculty and student pipeline programs, in particular the STEM and health professions that address deficits in expertise and representation
- Promote, develop and scale curricular initiatives related to inclusive pedagogy and experiential learning
- Create opportunities that increase underrepresented minority and minority faculty and students engaged in transdisciplinary research

#### **Metrics of Success**

- Diversity training: 100% of employees complete Title IX and nondiscrimination trainings
- Organization culture and climate: Positive percent change in biennium culture and climate survey results in diversity, inclusion, engagement and performance indices
- Faculty retention: Positive percent change in minority, underrepresented minority and women faculty
- Staff retention: Positive percent change in minority, underrepresented minority and women staff

#### THEME: STUDENT SUCCESS

Ignite student success through curricular innovation, a holistic culture of care and an engaged and empowered workforce.

#### Goals and Strategies

SS 1: Transform curriculum so that all students engage in inquiry, discovery, innovation, experiential learning, civic engagement and creative expression to prepare them for the future of work.

- Foster interdisciplinary collaboration by engaging multiple knowledge communities in developing new undergraduate and graduate academic programs and credentials
- Support undergraduate and graduate curricular innovations that align with 21st-century workforce needs and VCU's research strengths and priorities
- Redesign undergraduate curriculum to expand the integration of transformative experiences (i.e., internships, clinicals, placements, undergraduate research, etc.) focused on the future of work and student engagement in research
- Redesign general education to include expected competencies for the future of work: digital literacy, racial literacy and entrepreneurship
- Foster a hybrid university environment focused on improving student learning that integrates technology with teaching and learning innovation in course and program design

- Deliver high-quality educational opportunities and services that are responsive to the needs of learners (i.e., traditional, nontraditional and lifelong learners) and are attractive and accessible to communities across Virginia and beyond
- Reshape graduate education to strengthen the attraction, reach and education of master's and highly qualified Ph.D. students
- Develop approaches and initiatives that enhance the global competency of students, faculty and staff, and also facilitate differentiation of VCU's education, research and engagement in the global academic marketplace

SS 2: Enhance the university culture of care and responsiveness that supports student engagement, success and sense of belonging.

- Empower and sustain a university-wide culture of collaboration, adaptability and innovation focused on student success
- Develop approaches and programs that strengthen student academic, financial, and career planning, readiness and agency
- Increase institutional financial aid
- Strengthen and provide intentional opportunities and conditions for purposeful student engagement, growth, physical/mental well-being and belonging among all students (undergraduate, graduate and first-professional)
- Create an environment that supports and strengthens student success through faculty/staff-student mentorship and faculty/staff development and engagement

SS 3: Retain and attract a diverse community of highly qualified faculty and staff that reflects a culture where everyone matters and belongs, and ensure the culture supports career satisfaction and growth.

- Strengthen a cross-organizational culture of appreciation that is expected of all academic and administrative units and is reflected in day-to-day behaviors, activities, clarity of goals, rewards and accountability
- Develop and scale innovative employee recruitment, advancement and retention programs that contribute to a diverse and highly qualified faculty (tenure track) and staff (i.e., iCubed)
- Develop a culture through appropriate institutional shared governance structures to promote inclusive excellence in teaching and learning across the curriculum and within co curricular programming

#### **Metrics of Success**

- Retention rate: 90% one-year retention rate and elimination of gaps among student populations (i.e.gender, ethnicity, socioeconomic and/or first generation status)
- Graduation rate: 78% six-year graduation rate and elimination of gaps among student populations (i.e.gender, ethnicity, socioeconomic and/or first generation status)
- Post-graduation outcomes: 70% employment and/or graduate/professional school within six months of graduation
- Enrollment: 32,000 students
- Faculty: Increase tenure-track faculty positions
- Faculty: Increase faculty retention
- Staff: Increase staff retention

#### THEME: RESEARCH AND INNOVATION TO ADDRESS SOCIETAL CHALLENGES

Distinguish VCU as a vibrant public research university where researchers, educators, practitioners and entrepreneurs innovate together to improve lives and address societal challenges.

#### Goals and Strategies

RI 1: Amplify VCU's impact on society through excellence across all disciplines, knowledge creation and transdisciplinary research.

- Fully implement the One VCU Research Strategic Priorities Plan and its four key initiatives — (1) Enriching the human experience, (2) achieving a just and equitable society, (3) optimizing health and (4) supporting sustainable energy and environments and aligning transdisciplinary strengths with societal grand challenges impacting our community, region and the globe
- Invest in promising research aligned with VCU's strengths and emerging research areas as a catalyst for increased external research awards, including federal research awards and research expenditures as a measurement of knowledge creation
- Improve VCU processes and procedures supporting the tracking and reporting of VCU research expenditures
- Expand and amplify the societal impact of VCU-led innovations, including market and startups launched in the commonwealth
- Develop a comprehensive communications approach to disseminate public impact results and their role in inclusive knowledge creation and experiential learning for the next generation of innovators across all disciplines

RI 2: Build a collaborative research culture that powers meaningful change and impact and is based on ethics, integrity, inclusive practices, and critical and analytical thinking.

- Prioritize inclusive research that advances the creation of new knowledge and public impact
- Advance community engagement as a standard for knowledge co-creation and public impact
- Develop approaches and mechanisms that ensure knowledge creation is a prominent opportunity for students and trainees
- Implement strategies where collaboration and team science-based approaches yield public impact across disciplines

RI 3: Implement a research infrastructure model that is scalable, nimble and ready for growth.

- Implement strategies where collaboration and team science-based approaches yield public impact across disciplines
- Expand training grants and trainee positions
- Prepare for growth by establishing performance metrics, analytics and infrastructure strategies (e.g., reduced administrative burden)

Approved by the BOV as of June 24, 2022

#### Metrics of Success

- Research funding and portfolio
  - >\$400 million in annual external sponsored awards
  - 3% to 5% increase in total federal research awards per fiscal year
  - Double the number of patents, licensing, partnerships and startups
  - 5% annual increase in clinical research and trials

#### Ranking

- Top 50 U.S. public research universities, National Science Foundation ranking (measured by total research expenditures)
- Public impact (impactful research across all disciplines)
  - Increase faculty effort and number of new faculty hires (including URM)
  - o Increase students (undergraduate and graduate, including URM) and postdoctoral fellows engaged in research
  - Increase number and quality of publications, scholarly articles, proceedings and communications

#### THEME: THRIVING COMMUNITIES

Deliver on our commitment to solving social and health inequities in partnership with communities.

#### Goals and Strategies

TC 1: Collaborate to build an adaptive infrastructure that meets the evolving needs of VCU and communities.

- Enhance strategic investments in infrastructure to expand operational capacity and management to oversee and implement policy reform, communications, and universitywide coordination and execution of strategies
- Implement continuous improvement and sustainability of community and economic practices throughout VCU and VCU Health
- Develop community and economic engagement leadership and leadership pathways
- Enable a collaborative community and economic engagement enterprise that is inclusive of clinical care, curriculum, scholarship and practice, and student initiative
- Establish a cross-organizational team to guide VCU's continued competitiveness for the Carnegie Community Engaged classification
- Establish a sustainable process for reviewing and developing policies, practices, principles and ethics for transformation

TC 2: Partner with communities to help inspire authentic gains in health, education and economic prosperity.

- In collaboration with community stakeholders, develop a process to identify targeted partnership neighborhoods, including audit of existing VCU and partner activities to be aligned and leveraged
- Build relationships and partnerships to foster civic agency and community resiliency

Approved by the BOV as of June 24, 2022

- Foster community trust through open, transparent and timely communication
- Work with community partners and stakeholders to determine strengths, assets and resources to inform the development and implementation of a model and identify success and baseline metrics
- Collaboratively partner with community stakeholders to design and implement comprehensive health, education and economic strategies
- Galvanize the academic and health system enterprise around a priority RVA social issue to catalyze bold transformation

TC 3: Create and leverage pathways that demonstrate that our academic and health care goals and innovations benefit and complement the objectives of our community partners.

- Drive local workforce opportunity in student and employee recruitment, development and advancement within VCU and VCU Health
- Work with partners to strengthen pre-K-16 student success
- Collaboratively cultivate an economic ecosystem for the growth and development of community and student entrepreneurship and small business development by leveraging VCU assets, processes and student experiences
- Lead inclusive art, social, health and technological research, innovation and practice informed by community priorities

TC 4: Actively seek community partnerships and opportunities to elevate awareness and collaborative action between VCU and communities.

- Collaborate with community organizations in offering conferences and workshops of topics of mutual interest
- Establish citywide dialogue and lecture series with community partnership organizations
- Formalize community feedback and information loop on DEI-related matters
- Integrate return on investment/return on trust perspectives in all engagements with community partners

#### **Metrics of Success**

- Supply chain diversification: Increase vendor contracts with local minority and women businesses in priority communities
- Community engagement: Increase coordinated programs/interventions in priority communities
- Training in standards of excellence: Increase number of staff, students and faculty trained (certified/badged) in DEI and community-engaged research best practices



The 2024-2030 Six-Year Capital Plan is among the most transformative capital plans in VCU's history and actualizes projects identified in the ONE VCU Master Plan, designed to align university and health system physical spaces with VCU's mission and strategic goals. These projects will facilitate innovative transdisciplinary and interdisciplinary achievements, allow us to grow our life-enhancing research, provide innovative teaching and learning spaces to prepare students for a new economy, increase enrollment and persistence, enhance the patient experience, support community partnerships, and bring us together as one VCU to serve our students and patients as never before. Projects in the plan are prioritized by need, and, due to the density of VCU's urban campus, some projects in earlier phases must be complete or underway before projects in later phases can begin. VCU's Board of Visitors approves a Six-Year Capital Plan every two years.

#### A center for contemporary dental education & care

VCU is home to the Commonwealth's only dental school and is the only facility in the state offering complete multidisciplinary care. The current School of Dentistry buildings are beyond their useful life, do not meet educational or patient care needs, and have significant accessibility issues and deferred maintenance estimated in excess of \$75M. When the school turns away emergency care patients due to lack of adequate space, it leads to expensive and preventable emergency room visits and loss of student educational opportunities. The proposed VCU **Dentistry Center** will provide state-of-the-art equipment and technology serving more than 500 students as well as maximize care for more than 100,000 patients from across the Commonwealth, including underserved populations. It brings together general and specialty clinics, multiple cuttingedge academic laboratories, and associated contemporary support spaces – aligning with modern practices in dental education, enhancing patient care, advancing the academic (non-sponsored) research mission, improving faculty and student recruitment, and allowing for increased enrollment.

#### **Research & innovation**

There is a critical need for research space on VCU's campuses. As a R1 institution with more than \$405M in sponsored research funding (an increase of 49% in the past five years), our research is growing fast among Virginia universities. Sanger Hall, our largest facility where research takes place, is well beyond its useful life, requires frequent emergency repairs, and offers no room for growth. Without modern research space, we run the risk of shutting down labs as well as losing talent and research funding.

VCU now ranks among the top 50 public research universities in the United States according to The National Science Foundation's Higher Education Research and Development Survey (2021), and was recently named among the top 30 most innovative public universities by U.S. News and World Report. These rankings distinguish VCU as a vibrant public research university where researchers, educators, practitioners and entrepreneurs innovate together to improve lives and address societal challenges such as life-saving and life-altering improvements in human health, healthcare, the environment, education and more.

#### Classrooms, labs & common spaces

With on-campus space at a premium, new classrooms, labs and common spaces are mission-critical for VCU. The Interdisciplinary **Classroom and Laboratory Building** will provide modern interdisciplinary classrooms and class laboratory spaces, including innovative "hyflex" capabilities that allow faculty to seamlessly address both in-person and remote students in new and engaging ways. Once constructed, classes and labs taking place in VCU's Temple Building and Oliver Hall will relocate to the new site, making it possible to demolish, renovate and repurpose older campus buildings and spaces and make way for campus green space.

#### Student commons & iconic green

A top recruitment driver and often a prospective student's first impression, a new Student Commons will serve as the epicenter of student life, wellness, community engagement and learning outside of the classroom. The new facility will replace the existing, undersized Student Commons. Our ONE VCU Master Plan process also reaffirmed that student retention and satisfaction are interconnected with green space and includes an iconic green that will provide muchdesired open space for passive recreation and serve as the nexus of programmatic synergies.

#### **Student housing**

Updated Honors Housing along Grace Street will offer much-needed residential housing as well as active ground-floor retail and gathering spaces that will further build upon activity along the campus "main street." Johnson Hall renovations and, eventually, housing on the Academic Medical Center **Campus** will significantly improve housing capacity for undergraduate students. Students who live in campus-managed housing have higher retention and graduation rates and grades than students who do not. Even one year in campus-managed housing has positive impacts on retention and graduation. Coupled with iconic green spaces and front doors, housing and retail will strengthen the feeling of VCU as a welcoming and safe home for students.

#### **Athletics**

For VCU's NCAA Division I teams who bring home A-10 conference titles year after year, an off-campus VCU Athletics Village will offer new sports fields and facilities, including outdoor track facilities and practice fields, a tennis center, soccer stadium, and an indoor field house. This plan returns on-campus real estate to serve academic and student needs. reduces travel and increases practice times for teams, and offers new opportunities for community impact through youth programming. During the ONE VCU Master Plan process, VCU Athletics conducted a planning study and determined that a new site, off the main-campus footprint, would also address the need for more, consolidated space and the need for space upgrades. VCU Athletics currently falls below its peer average for sport and recreation space, with approximately a quarter of existing facilities in need of major renovation.

#### School of Pharmacy

The VCU School of Pharmacy is the only public school of pharmacy in the Commonwealth and ranks in the top 20 of schools of pharmacy nationwide as reported by U.S. News and World Report. The school's facilities were recently cited during their 2022 accreditation visit for challenges associated with didactic teaching and experiential lab space. Moreover, School of Pharmacy faculty, staff and students are located in three separate buildings, hampering co-location and collaboration. A new School of Pharmacy building would enhance recruitment by matching or surpassing facilities associated with neighboring peer institutions, further research excellence in drug discovery, and support enrollment growth as the school looks to create a new undergraduate degree program.

#### Front doors & streetscapes

Front doors play an important role for an urban campus. For VCU, they serve as identifiable campus markers and provide a clear sense of arrival to campus without separating us from our wonderful city. Front Doors include VCU letter signage as well as landscape features and intersection improvements that slow vehicular traffic and alert pedestrians. VCU continues to work in partnership with the City of Richmond to improve pedestrian safety.

# 2024-2026 Biennium

Costs are estimated and will be revised through the design process

Project	State general fund	Cash/private	Debt	Р3	Total
State projects					
VCU Dentistry Center	\$415,276,126				\$415,276,126
Research Building	TBD	TBD	TBD	TBD	\$400,000,000
Interdisciplinary Classroom & Laboratory Building (Hyflex/Innovation)	\$201,205,837				\$201,205,837
University projects					
Student Housing Renovation - Johnson Hall		\$5,000,000	\$65,000,000		\$70,000,000
Athletic Village - Outdoor Track Facilities & Practice Fields (Replaces Sports Backers Stadium)		\$38,000,000			\$38,000,000
Athletic Village - Tennis Center		\$30,000,000	\$15,000,000		\$45,000,000
Front Doors & Streetscapes Phase III		\$2,505,815			\$2,505,815
Public/private partnership projects					
Student Housing - Honors Undergraduate				\$125,000,000	\$125,000,000

# 2026-2028 Biennium

Costs are estimated and will be revised through the design process

Project	State general fund	Cash/private	Debt	Р3	Total
State projects					
Arts & Innovation Academic Building Equipment	\$20,342,639				\$20,342,639
Oliver Hall Renovation	\$100,311,410				\$100,311,410
School of Pharmacy	\$264,059,606				\$264,059,606
University projects					
Athletic Village - Soccer Stadium		TBD	TBD		TBD
Front Doors & Streetscapes Phase IV		\$4,000,000			\$4,000,000
Student Commons/Wellness Facility/Iconic Green		TBD	TBD		\$181,293,186
Public/private partnership projects					
Student Housing - Academic Medical Center Campus				TBD	TBD

# 2028-2030 Biennium

Costs are estimated and will be revised through the design process

Project	State general fund	Cash/private	Debt	Р3	Total
State projects					
Interdisciplinary Health Sciences Academic Building, including Library & Innovation Center	\$325,000,000				\$325,000,000
University projects					
Athletic Village Indoor Field House		TBD	TBD		TBD
Front Doors & Streetscapes Phase V		\$3,000,000	TBD		\$3,000,000

# Virginia Commonwealth University **Board of Visitors Bylaws**

#### ARTICLE I **LEGAL STATUS**

#### **SECTION 1. NAME**

The Board of Visitors of Virginia Commonwealth University is a corporation under the name and style of "Virginia Commonwealth University". The institution shall be known as Virginia Commonwealth University ("VCU").

#### SECTION 2. PRINCIPAL OFFICE OF THE BOARD.

The principal office of the Board shall be located, and all meetings held, as far as practical, in the City of Richmond.

#### ARTICLE II **BOARD OF VISITORS**

#### SECTION 1. GOVERNING BODY.

The University shall be governed by the Board of Visitors ("Board") and shall at all times be under the control of the General Assembly of the Commonwealth of Virginia.

#### SECTION 2. PURPOSE OF THE BOARD.

As set forth by the General Assembly, the Board is formed for the purpose of establishing and maintaining a university consisting of colleges, schools, and divisions offering undergraduate and graduate programs in the liberal arts and sciences and courses of study for the professions and such other courses of study, as may be appropriate, and in connection with the purpose, the board may maintain and conduct hospitals, infirmaries, dispensaries, laboratories, research centers, power plants, and such other facilities as it deems proper.

#### SECTION 3. COMPOSITION, APPOINTMENT, MEMBER TERMS, REMOVAL AND RESIGNATION OF MEMBERS.

- A. Composition and Appointment. The Board shall consist of 16 members appointed by the Governor of the Commonwealth of Virginia, subject to confirmation by the General Assembly, and shall serve until their successors have been appointed and confirmed.
- B. Member Term Limits. Members shall be eligible to serve for two four-year terms, which may be served consecutively. However, a member appointed by the Governor to serve an unexpired term is eligible to serve two additional four-year terms.

C. Removal of Members. If any member of the Board fails to attend (i) the meetings of the Board for one year without sufficient cause, as determined by a majority vote of the Board, or (ii) the educational programs for governing boards presented by the State Council of Higher Education for Virginia, as required by the Code of Virginia, in the member's first two years of membership without sufficient cause, as determined by a majority vote of the Board, the remaining members of the Board shall record such failure in the minutes at the Board's next meeting and notify the Governor, and the office of such member shall be vacated.

Additionally, the Governor has the authority to remove from office for malfeasance, misfeasance, incompetence, or gross neglect of duty any member of the Board and fill the vacancy resulting from the removal. Each appointment to fill a vacancy shall be subject to confirmation by the General Assembly.

D. Member Resignation. Any Board member may resign at any time by providing notice of the date of resignation to the Governor, with a copy of said notice being provided to the Rector and a copy to the Assistant Secretary of the Board, so that the Board can take measures to accommodate said resignation. Such resignation shall take effect at the time specified in such notice and, unless otherwise specified therein, the acceptance of the resignation shall not be necessary for it to take effect.

#### **SECTION 4. TRANSPARENCY.**

The Board shall have the following responsibilities as set forth in the Code of Virginia related to transparency and open government:

- 1. Comply in all respects with the Commonwealth of Virginia's Freedom of Information Act ("FOIA").
- 2. Comply with the additional open meeting requirements for Institutions of Higher Education, including but not limited to:
  - a. Adopt and post conspicuously on the VCU website these Bylaws;
  - b. Describe on the VCU website the Board's obligations under FOIA;
  - c. Conduct all discussions and actions on any topic not specifically exempted by FOIA in open meeting;
  - d. Give public notice of all meetings in accordance with FOIA; and
  - e. Approve in open meeting any action taken in closed session as required by FOIA.
- 3. Notify and invite the Attorney General's appointee or representative (the legal counsel of the institution) to all meetings of the Board, Executive Committee, and other Board committees.
- 4. Provide to the General Assembly and the Governor an annual executive summary of its interim activity and work no later than the first day of each regular session of the General Assembly. This report shall be submitted in accordance with procedures stipulated by law.

#### **SECTION 5. MEETINGS.**

A. Regular Meetings. The Board shall meet at least four times a year on dates and in places (within Richmond as far as it is practical) set by the Rector. The annual meeting will be the last regular meeting of the fiscal year.

- B. Special Meetings. Special meetings of the Board may be called by the Rector, or in the absence or disability of the Rector, by the Vice-Rector, or by any three members. The requests shall be submitted to the Assistant Secretary to the Board, who has the ministerial responsibility for making arrangements for the special meeting. The purpose, date, time, and place will be specified in the call for the special meeting.
- C. Notice. At least three days' notice in writing (which may be by email) shall be provided and shall include the purpose, date, time, and place except that notice of an emergency meeting shall be reasonable under the circumstances and notice to the public shall be given contemporaneously with notice provided to members.

#### D. Quorum and Votes.

- 1. Board of Visitors Meeting. A simple majority of the members of the full Board constitutes a quorum. Unless otherwise required by statute, actions of the Board are taken by simple majority of those present and voting. The Board may meet without a quorum present, however no official action may be taken at said meeting. Notice of such meeting shall be required if required by the Virginia Freedom of Information Act (FOIA)
- Standing Committee Meetings. For meetings of a Standing Committee a quorum shall be three (3) members of the Standing Committee. The Rector and/or Vice-Rector shall be counted as a member in determining the quorum for a meeting of one of the Standing Committees. A Standing Committee may meet without a quorum present, however no official action may be taken at said meeting. Notice of such meeting shall be required if required by the Virginia Freedom of Information Act (FOIA)
- E. Order of Business. The order of business at meetings shall be determined by the Rector.
- F. Electronic Meetings. The Board may adopt a policy on electronic meetings or participation in an electronic meeting as permitted by FOIA.

#### SECTION 6. OFFICERS OF THE BOARD.

- A. Officers. The officers of the Board shall be the Rector, Vice-Rector and Secretary, and shall be appointed from the Board membership. Either the Rector or Vice-Rector shall be a resident of the Commonwealth of Virginia.
- B. Election of Officers. The Nominating Committee shall make its recommendation for Rector at the first regular Board meeting of the calendar year and the Board shall at that time elect a Rector. The Nominating Committee shall make a recommendation to the Board for the Vice-Rector and Secretary at the annual meeting and the Board shall at that time elect a Vice-Rector and Secretary. The Board may decide in its discretion to postpone the election for the Vice-Rector and Secretary until after July 1, and if so postponed the election shall occur at the next scheduled Board meeting.

#### C. Rector.

- 1. **Election and Term.** The Board shall elect a Rector-Elect at the first meeting of the calendar year; the Rector-Elect will take the office of Rector on July 1 for a one-year term. The Rector may be re-elected for one additional term. However, there shall be no limitation on the number of non-consecutive terms an individual may serve as Rector.
- 2. **Powers and Duties.** The Rector shall have the following duties and responsibilities:

- a. preside at all Board meetings;
- b. in consultation with the Vice-Rector appoint the members of each committee (both standing and ad hoc), including the Chair and Vice Chair;
- c. act as spokesperson or representative of the Board; and
- d. perform such other duties as are generally expected of the presiding officer or that are imposed by statute, these Bylaws, or action of the Board.

The Rector shall be a member, ex officio, with full voting rights, of all committees of the Board and shall be counted as a member in determining the quorum.

The Rector and the President shall work closely to develop the agenda for Board meetings and to submit reports and other communications to the Board. The Rector facilitates communication between the Board and the Administration. The Rector is normally anticipated to be one of the members of the Board to serve on the Board of Directors of the Virginia Commonwealth University Health System Authority.

#### D. Vice-Rector.

- 1. Election and Term. The Board, at its Annual meeting, or such other time as the Rector and Rector-Elect shall determine but in no event later than the first regular meeting of the fiscal year, elects a Vice-Rector who shall serve for a one-year term commencing on July 1, or on such date as a successor has been elected, whichever is later. The Vice-Rector may be reelected for one additional term. However, there shall be no limitation on the number of non-consecutive terms an individual may serve as Vice-Rector.
- 2. Powers and Duties. The Vice-Rector shall assume the duties and have the powers of the Rector in the absence or disability of the Rector.

In the event of the death, permanent disability or resignation of the Rector, or should the Rector become otherwise permanently unable to perform the duties and functions of the office, the Vice-Rector will become Rector for the remainder of the term, and a new Vice-Rector will be elected. This partial term shall not prohibit an individual from being elected to two one-year terms as set forth herein.

The Vice-Rector shall perform other duties as requested by the Rector or the Board.

The Vice-Rector shall be a member, ex-officio, with full voting rights, of all committees of the Board and shall be counted as a member in determining the quorum.

#### E. Secretary and Assistant Secretary

- 1. Election and Term. The Board, at its Annual meeting, or such other time as the Rector and Rector-Elect shall determine but in no event later than the first regular meeting of the fiscal year, elects a Secretary, who shall serve for a one-year term or until a successor has been elected. The Secretary may be re-elected for one additional term. However, there shall be no limitation on the number of non-consecutive terms an individual may serve as Secretary.
- 2. Powers and Duties. The Secretary shall preside at the meetings of the Board and its Executive Committee in the absence of the Rector and Vice-Rector, and shall perform such other duties as are incident to the office or as may from time to time be assigned by the

Rector that may include reviewing the minutes. Any of the enumerated duties of the Secretary may be delegated to an Assistant Secretary as set forth in Article II, Section 6, subsection (E)(3) below.

3. Assistant Secretary. The Board may appoint, in consultation with the President, an Assistant Secretary to the Board, who shall perform any or all of the duties of the Secretary, except for the duty to preside at the meetings of the Board and its Executive Committee. Specifically, the Assistant Secretary shall attend all meetings of the Board of Visitors and the Executive Committee and prepare minutes of such meetings and after approval by the Board, shall sign the minutes and record same in the permanent records of the Board, and shall authenticate and certify true and exact copies of documents that have been approved by the Board to comply with both internal and external requests. The Assistant Secretary shall provide proper notice of all meetings of the Board as required by these Bylaws and by law. In addition the Assistant Secretary shall assist the Board in the discharge of its official duties, and shall under the immediate direction of the President, perform such other duties as may be assigned to him or her by the Board, the Vice-Rector, the Rector, or the President.

The Assistant Secretary's term shall continue until such time as a successor is appointed, or the individual is no longer employed as Board Liaison by the University, whichever first occurs.

#### F. Inability or Incapacity of an Officer to Serve.

- 1. Replacement. Except as set forth in Section D. 2. Of this article, if an elected Officer of the Board is, or will be, unable to serve for a period in excess of thirty (30) days of their elected term, the Rector shall timely call a special meeting of the Nominating Committee to recommend another member of the Board to serve instead.
- 2. Election. The Board shall vote at its next regulatory scheduled meeting to act on the recommendation of the Nominating Committee.
- 3. Terms of office. Officers elected through these provisions shall serve the remainder of (or the entirety as the case might be) of the replaced Officer's term.

#### **SECTION 7. COMMITTEES**

#### A. Executive Committee.

- 1. The Executive Committee shall be comprised of the Rector, Vice-Rector, Secretary, the Chairs of the standing committees, and two members-at-large who shall be elected by the Board at the first regular meeting of the year. The Rector shall serve as the Chair, and the Vice-Rector shall serve as the Vice Chair.
- 2. The Executive Committee shall be authorized to convene and exercise the full power and authority of the Board between meetings of the Board whenever circumstances require immediate action to address matters of an urgent nature, or as the Board may otherwise direct. All Board members shall be notified of meetings and provided the agenda and any

- documents distributed for such meetings. Any Board Member who wishes to do so may attend an Executive Committee meeting.
- 3. Consistent with the provisions of Virginia law, the Executive Committee shall assure that the following activities are conducted and completed as necessary:
  - Development of a statement of governance setting forth the Board's role for recommendation to and adoption by the Board;
  - Periodic review of the Board's Bylaws and recommendation of amendments as deemed necessary and appropriate;
  - Provide advice to the Board on committee structure, appointments, and meetings, as deemed necessary and appropriate;
  - Develop an orientation and continuing education process for Board members that includes training on the FOIA;
  - Creation, monitoring, oversight and review of compliance by Board members with a code of ethics for Board members; and
  - Development of a set of qualifications and competencies for membership on the Board for approval by the Board and recommendation to the Governor.
- 4. A quorum shall be three (3) members of the Executive Committee. In the event a quorum is not present, other members of the Board may be appointed by the Rector to serve in the place of absent members on an ad hoc and temporary basis in order that a quorum be attained.
- 5. The Assistant Secretary to the Board shall promptly inform all members of the Board of any action taken by the Executive Committee. The Rector shall report actions taken by the Executive Committee at the next regularly scheduled meeting of the Board.
- B. Standing Committees. The Rector-Elect in consultation with the Rector shall appoint the members of each standing committee. The Rector-Elect shall designate the chair and Vice Chair of each committee, except that the Chair of the Governance and Compensation Committee shall be the Vice-Rector.

The Rector, the full Board, the President, or the President's designee may refer matters to a standing committee. In addition to the specific responsibilities provided by these Bylaws, the standing committees shall have any other duties and responsibilities assigned by the Board or the Rector.

A quorum at a meeting of one of the standing committees shall be three (3) members. In the event that a quorum is not present, other members of the Board may be appointed by the Rector to serve in the place of absent members on an ad hoc and temporary basis in order that a quorum may be attained. The Rector and/or Vice-Rector shall be counted as a member in determining the quorum for a meeting of a standing committee.

Each standing committee shall adopt and have approved by the Board a charter outlining its roles and responsibilities. Each standing committee shall also prepare an annual work plan to be shared with the Board.

Each standing committee shall report to the Board at the next regularly scheduled Board meeting.

Each standing committee has the authority to approve the minutes of its meetings without further Board approval. Unless otherwise specifically provided by the Board, the decisions and recommendations of standing committees are advisory and shall be approved and ratified by the Board of Visitors.

The Board shall have the following standing committees:

- 1. Academic and Health Affairs Committee. The primary purpose of the Academic and Health Affairs Committee shall be to assist the Board in fulfilling its fiduciary responsibilities by providing oversight and making recommendations to the Board on all policies and plans consistent with the stated goals and objectives of the University and with its academic health center, including its affiliation with the Virginia Commonwealth University Health System Authority, regarding the following areas:
  - Strategic enrollment management
  - Academic quality
  - Student issues
  - Faculty issues
  - Research
- 2. **Intercollegiate Athletics Committee.** The primary purpose of the Intercollegiate Athletics Committee shall be to assist the Board in fulfilling its fiduciary responsibilities for oversight of the University's intercollegiate athletics program including but not limited to the following areas of athletics policy:
  - Student-athlete health and safety
  - Admissions and academic policies for student-athletes including academic progress and integrity
  - Institutional compliance with applicable rules and regulations, including those of the National Collegiate Athletic Association (NCAA) and the Conference
  - Ethical behavior
  - Athletics personnel
  - Finances of the athletics programs, including budgeting, expenditures, and fund balances
  - Athletic facilities, including capital expenditures and debt
- 3. Audit, Integrity and Compliance Committee. The primary purpose of the Audit, Integrity, and Compliance Committee shall be to assist the Board in fulfilling its fiduciary responsibilities related to oversight of:
  - Soundness of the University's system of internal controls

- Integrity of the University's financial accounting and reporting practices
- Independence and performance of the internal and external audit functions
- Integrity of information technology infrastructure and data governance
- Effectiveness of the University's ethics and compliance program
- Institutional conflict of interest issues
- University's enterprise risk management program
- Legal matters
- 4. Finance and University Resources Committee. The primary purpose of the Finance and University Resources Committee shall be to assist the Board in fulfilling its objectives and fiduciary responsibilities related to specific policy/policies and oversight of:
  - University finances and investments
  - University policies on debt management

  - Generating resources and stakeholder support of the University's strategic goals, particularly in the areas of government relations
  - Development and alumni relations
  - Public relations and marketing communications.

In addition, the Finance and University Resources Committee shall recommend to the Board the naming of any physical facility or part thereof or any programmatic element of the University as outlines in the Bard approved "Policy Guidelines on Recognition of Donors and Friends."

- 5. Governance and Compensation Committee. The primary purpose of the Governance and Compensation Committee shall be to assist the Board in fulfilling its objectives and responsibilities related to applicable policies and oversight of:
  - Board and University Governance Issues
  - Relationship with affiliated VCU Entities
  - Board Nominations to Governor
  - Presidential Evaluation and Compensation Process
  - Board Self-Evaluation
  - Review of Board Bylaws
- 6. Administration Committee. The primary purpose of the Administration Committee shall be to assist the Board in fulfilling its fiduciary responsibilities by monitoring and overseeing activities related to:
  - Facilities planning, design, construction and renovation
  - Purchase and divesture of land, including any easements
  - Staff affairs

- C. Subcommittees. Each standing committee may establish and appoint subcommittees as necessary, subject to Board approval. Subcommittees are subject to the same procedural rules as the primary committee.
- D. Nominating Committee. The Rector shall appoint a Nominating Committee which shall have as its purpose the nomination of candidates for Rector, Vice-Rector and Secretary of the Board for the succeeding year pursuant to Article II, Section 6(B) above, and shall periodically review board leadership succession. Upon election of the Rector for the succeeding year, the Rector and Rector-Elect shall become members of the Nominating Committee.
- E. Ad Hoc Committees. The Rector may, from time to time appoint ad hoc committees of the Board, as the Rector deems necessary for the good conduct of Board and University affairs. Each such committee shall have a chair and at a minimum two additional members, all of whom shall be appointed by the Rector. The duties of all ad hoc committees shall be specified and reported to the Board by the Rector at the time of the appointment. Ad hoc committees are not required to have written charters.

### **ARTICLE III ADMINISTRATIVE OFFICERS** AND OTHER EMPLOYEES OF THE UNIVERSITY

#### **SECTION 1. THE PRESIDENT OF THE UNIVERSITY**

- A. Chief Executive Officer. The President of the University ("President") shall be the chief executive officer of the University.
- B. Appointment. The President shall be appointed by the Board and serves at its pleasure.
- C. Powers and Duties. The President in addition to serving as the chief executive officer of the University, shall also serve as President of the Virginia Commonwealth University Health System Authority, and shall also sit on the Virginia Commonwealth University Health System Authority Board of Directors (VCUHS Board) and by statute shall be the Chair of the VCUHS Board. In addition, the President shall also serve on the Virginia Biotechnology Research Partnership Authority Board of Directors and the Virginia Biotechnology Research Park Corporation Board of Directors. The President is a member of the faculty of the University.

As chief executive officer of the University, the President shall have the following powers and duties:

• The President shall have the responsibility for the operation of the University in conformity with the purposes and polices determined by the Board;

- In addition to the positions of other officers identified and established in Article III, Section 2 below, the President shall have the power to establish and modify as he or she deems necessary the internal administrative structure of the University and shall appoint or provide for the appointment of all administrative officers, making a report of his or her actions thereon to the Board at the next regular meeting;
- The President shall act as an advisor to the Board and shall have responsibility for recommending to the Board for consideration those policies and programs which in the opinion of the President will best promote the interests of the University;
- The President shall have the authority to oversee and to administer the policies of the
- The President shall be the primary contact between the Board and the University;
- The President shall provide oversight and shall be accountable for the management of the
- The President shall have responsibility for the oversight of strategic planning and implementation as established by the Board;
- The President shall promote the development of both public and private resources to support the mission of the University;
- The President shall recommend an annual budget;
- The President shall serve as the primary spokesperson for the University;
- The President shall manage all matters delegated by the Board, including personnel matters:
- The President shall fulfill all statutory duties; and
- The President shall perform such other duties as may be required by the Board.
- D. Evaluation of the President. The Board shall be responsible for oversight of the President's performance, and is required by statute to meet with the President annually to deliver an evaluation of the President's performance. The Governance and Compensation Committee of the Board shall be the committee to oversee such evaluation. Changes to the President's employment contract shall be made only by a vote of the majority of the Board's members.

#### **SECTION 2. OTHER OFFICERS**

#### A. Provost & Senior Vice President for Academic Affairs

- 1. Appointment. The Provost & Senior Vice President for Academic Affairs is the Chief Academic Officer and reports to, and serves at the pleasure of the President. The President, subject to Board ratification, shall select the Provost & Senior Vice President for Academic Affairs.
- 2. Powers and Duties. The Provost & Senior Vice President for Academic Affairs shall have all the powers and duties regarding academic matters that the President delegates to that office. The Provost & Senior Vice President for Academic Affairs shall be the President's deputy and is empowered to act on behalf of the President in all respects in the event of the absence, unavailability or disability of the President.

#### B. Senior Vice President & Chief Financial Officer

1. Appointment. The Senior Vice President & Chief Financial Officer of the University reports to and serves at the pleasure of the President. The President, subject to Board ratification, shall select the Senior Vice President & Chief Financial Officer.

2. Powers and Duties. The Senior Vice President & Chief Financial Officer shall have all the powers and duties related to financial management and such other duties that the President delegates to that office.

#### C. Senior Vice President for Health Sciences of Virginia Commonwealth University

- 1. Appointment. The Senior Vice President for Health Sciences of Virginia Commonwealth University is the Chief Academic Officer for the Health Sciences Schools of the University. By statute, this officer also serves as chief executive officer of the Virginia Commonwealth University Health System Authority. The initial appointment and initial compensation and any reappointment of this position shall be made jointly by the Board of Visitors and the VCU Health System Authority Board of Directors at a joint meeting of said Boards. After such appointment or reappointment, the base compensation for this position shall be approved by the VCU Board of Visitors and the VCUHS Authority Board of Directors, respectively. Each board shall take into account the recommendations from the President.
- 2. Powers and Duties. The Senior Vice President for Health Sciences shall have all the powers and duties for those responsibilities that the President delegates to that office and as set forth by statute.
- D. Delegation of Authority. Upon consultation with the Rector, the President shall have interim authority to conclude any appointment or action otherwise requiring Board approval, subject to ratification by the Board. The President also shall report to the Board in advance any extraordinary appointment or compensation action that, in the judgment of the President, warrants such reporting to the Board.

#### SECTION 3. EXECUTIVE DIRECTOR OF AUDIT AND COMPLIANCE SERVICES

- A. Appointment. The Board, in consultation with the President, appoints, evaluates, and sets the compensation for the Executive Director of Audit and Compliance Services.
- B. Powers and Duties. The Executive Director of Audit and Compliance Services shall have the powers and duties that are assigned by the Audit, Integrity and Compliance committee, in consultation with the President.

#### **SECTION 4. FACULTY**

- A. Faculty. The general faculty consists of the President, Provost & Senior Vice President for Academic Affairs, deans, directors, professors, associate professors, assistant professors, research professors, associate research professors, assistant research professors, assistant, associate and full professors of clinical subjects, instructors and other ranks or titles as approved by the President.
- B. Tenure of Faculty. The Board, on recommendations from the President, shall approve all faculty tenure decisions.
- C. **Delegation of Authority**. The Board hereby delegates to the President the authority to establish faculty positions, appoint and/or reappoint faculty, approve faculty promotions and faculty emeritus status, and to determine leaves of absence for and termination of faculty members. The

President shall also have the authority to hire, set the compensation for and implement increases, state decreed or otherwise, for all university employees in accordance with VCU's human resources policies.

Academic dean appointments shall require Board approval. Upon consultation with the Rector, the President shall have interim authority to make any academic dean appointment or take any action in connection with the academic dean appointment, subject to ratification by the Board.

### **ARTICLE IV CONFLICT OF INTEREST COMPLIANCE**

Each member of the Board shall comply with state statutes regulating conflict of interest which may include filing an annual financial disclosure statement and completion of required conflict of interest training.

#### **ARTICLE V** LIABILITY

To the extent they are acting in their capacity as members of the Board and within the scope of their authority, all members of the Board are considered to be officials of Virginia Commonwealth University and the Commonwealth of Virginia. Each member of the Board who is engaged in carrying out the duties and responsibilities of a Board member is covered as set forth in the Risk Management Plan, which is established by the Commonwealth's Department of the Treasury, Division of Risk Management, with the approval of the Governor. Coverage is subject to the terms and exclusions set forth in the Plan. The Commonwealth's Division of Risk Management has final responsibility for interpretation and determination of coverage under the Plan. A copy of the plan can be obtained from VCU's Director of Insurance and Risk Management in VCU's Safety and Risk Management office.

#### **ARTICLE VI** MISCELLANEOUS PROVISIONS

#### **SECTION 1. SEAL.**

The corporate seal of the University is the seal displayed in and/or appended to these Bylaws, as appendix A.

#### SECTION 2. ASSESSMENT OF BOARD PERFORMANCE.

At least every two years, the Board shall assess its performance. The Rector shall determine the method of assessment, subject to Board approval. The Governance and Compensation Committee shall thereafter conduct said board self-assessment.

### **SECTION 3. CONDUCT OF BUSINESS.**

Unless otherwise specified by these Bylaws, all Board and committee meetings, actions, and rulings shall be guided by the most current edition of Robert's Rules of Order.

#### **SECTION 4. SUSPENSION OR AMENDMENT OF BYLAWS.**

- A. Procedure. These Bylaws may be amended in whole or in part at any meeting of the Board of Visitors by a majority vote of all members present at said meeting, provided the Governance and Compensation Committee has submitted its views on the amendment to the Board and that notice of the amendment was included in the regular notice of the meeting.
- B. Suspension. Any provision of the Bylaws may be suspended at any regular or special meeting of the Board by a majority of the members present at said meeting.
- C. Ratification. No action taken in violation of the Bylaws shall be effective unless ratified in accordance with the Bylaws.

Effective Date. The foregoing Bylaws shall go into effect immediately upon approval; revised September 17, 1992; revised November 17, 1994; revised May 19, 1995; revised May 16, 1997; revised September 17, 1998, effective January 1, 1999; revised February 11, 1999; revised November 14, 2002; revised August 24, 2006; revised August 9, 2007; revised February 11, 2010; revised April 15, 2013; revised May 9, 2014; revised December 12, 2014; revised February 12, 2015; revised May 8, 2015; revised March 23, 2016; revised and restated October 31, 2017; revised March 22, 2019; revised December 13, 2019; revised May 13, 2022.

# **BOV Member Remote Participation** in Meetings by Electronic **Communication Means and All Virtual Meetings**

Policy Type: Local – Board of Visitors Responsible Office: Office of the President Initial Policy Approved: 09/18/2015

Current Revision Approved: March 23, 2023

# Policy Statement and Purpose-

In accordance with the Virginia Freedom of Information Act (FOIA), Virginia Code § 2.2-3700, et. seq., the Board of Visitors ("the Board") has established a written policy allowing for and governing all-virtual meetings as necessary and in compliance with FOIA and participation of its members in meetings by electronic communication means in the event of (a) a personal matter, or (b) a temporary or permanent disability or other medical condition that prevents the member's physical attendance, or (c) a family member's medical condition that requires the member to provide care for such family member, thereby preventing the member's physical attendance, or (d) the member's principal residence is more than 60 miles from the meeting location identified in the required notice for such meeting.

This policy shall apply, strictly and uniformly, to the entire membership and without regard to the identity of the individual member requesting remote participation or to the matters slated for consideration or vote at the meeting.

Participation by an individual member from a remote location is authorized only when a quorum of the Board or committee is physically assembled at the primary meeting location and the voice of the remote participant is able to be heard by all persons at the primary meeting location. The fact of the disability or other medical condition that prevented physical attendance, or the fact of a family member's medical condition requires the member to provide care for such family member prevented physical attendance, or the fact that the distance between the member's principal residence and the meeting location is more than 60 miles, or the specific nature of the personal matter and the remote location from which the member participates will be recorded in the meeting minutes.

Individual participation from a remote location shall be approved unless such participation would violate this policy or FOIA. If such participation from a remote location would violate

this policy or FOIA, such disapproval will be recorded in the Board minutes with specificity.

When individual remote participation is due to a personal matter, such participation is limited each calendar year to two meetings or 25 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater.

For public transparency real-time electronic access to such meetings will be posted on the Board website with the agenda.

All-virtual meetings must follow the procedures as set forth in this policy.

This policy applies to all committees and subcommittees of the Board.

#### Table of Contents –

Who Should Know This Policy

Definitions

Contacts

**Procedures** 

**Forms** 

**Related Documents** 

**Revision History** 

**FAQs** 

# Who Should Know This Policy ——

All Board of Visitor members ("Board members") as a matter of normal course are responsible for knowing this policy and familiarizing themselves with its contents and provisions.

#### **Definitions** —

#### **All-Virtual Meeting**

A public meeting (i) conducted by a public body, other than those excepted pursuant to subsection C of § 2.2-3708.3, using electronic communication means, (ii) during which all members of the public body who participate do so remotely rather than being assembled in one physical location, and (iii) to which public access is provided through electronic communication means.

#### **Electronic communication**

The use of technology having electrical, digital, magnetic, wireless, optical, electromagnetic, or similar capabilities to transmit or receive information.

#### **Quorum**

A term used to describe the minimum number of members of the Board that must be present at any of its meetings to make the proceedings of that meeting valid. For a committee meeting a quorum is three (3) members of the committee. The Rector and Vice-Rector are counted as members in determining the quorum for a meeting of a committee. For Board meetings, a quorum is a majority of the Board members

#### **Primary meeting location**

Published location of the meeting of the Board, committee, or subcommittee.

#### Remote location

Refers to an alternative location for a Board member other than the main location where the physical quorum is present. The remote location need not be open to the public and must have a general description of the location that is recorded in the Board minutes.

#### Contacts –

The Office of the President officially interprets this policy. Please direct policy questions to the Board liaison in the Office of the President.

#### Procedures —

#### 1. Remote Participation.

The Board member needing to participate from a remote location must notify either the Rector or Committee Chair as the case may be, without unreasonable delay on or before the day of a meeting, that such member is unable to attend the meeting at the primary meeting location due to (i) a temporary or permanent disability or other medical condition that prevents the member's physical attendance; (ii) a family member's medical condition that requires the member to provide care for such family member, thereby preventing the member's physical attendance: or (iii) the fact that the distance between the member's principal residence and the meeting location is more than 60 miles; or (iv) a personal matter, identifying with specificity the nature of the personal matter.

The Board shall approve participation from a remote location unless such participation would violate this policy or FOIA. Board disapproval of participation from a remote location shall be recorded in the Board minutes with the specific rationale for such disapproval. The Board minutes shall include a general description of the remote location from which the Board member participated along with the fact that the Board member participated remotely due to (i) a temporary or permanent disability or other medical condition that prevents the member's physical attendance; (ii) a family member's medical condition that requires the member to provide care for such family member, thereby preventing the member's physical attendance: (iii) the fact that the distance between the member's principal residence and the meeting location is more than 60 miles, or (iv) due to a personal matter along with the specific nature of the personal matter cited by the Board member.

The Board will arrange for the voice of the remote participant to be heard by all persons at the primary meeting location.

#### 2. All-Virtual Meeting.

The Board of Visitors may hold all-virtual public meetings, subject to the requirements and limitations set forth in this policy. Public access to the all-virtual public meeting is provided via electronic communication means as required by Va. Code 2.2-3708.3(D)(2).

No more than two (2) all -virtual meetings of the Board, and 2 all-virtual meetings of any committee or sub-committee, may be held per calendar year and provided that does not represent more than 25% of the meetings per calendar year. A decision to hold an all-virtual meeting of the Board or any committee or sub-committee shall made by the Rector, upon consultation with the President. Further, no allvirtual meeting shall be held consecutively with an all-virtual meeting.

In order for an all-virtual meeting of the Board, or any committee or sub-committee of the Board, to be held, the following requisites must be met, in addition to those required for all in-person meetings:

- a. The public notice of the meeting required by Va. Code 2.2-3707 shall indicate that the meeting will be all-virtual and state that any change in the method by which the Board, committee or sub-committee chooses to meet will be communicated by issuance of a new statutorily compliant meeting notice in accordance with the requirements of Va. Code 2.2-3708.3(D)(1).
- b. Public access to the all virtual meeting must be provided by a means of electronic communication that allows the public to hear and see (when audio-visual technology is available) all members of the public body participating. A phone number or other live contact information shall be provided for the public to alert the Board if the audio or video transmission of the meeting fails. Staff shall monitor the transmission and if audio or video fails, the Board shall take a recess until public access is restored.
- c. The meeting agenda and agenda packets shall be provided in electronic format, at the same time as they are provided to the Board.
- d. If public comment is customarily received at the meeting when it is conducted in person, the public shall be afforded to opportunity to comment through electronic means.
- e. No more than two members may participate in the all-virtual meeting from a single location unless that location is open to the public.
- f. If an all-virtual meeting goes into closed session, public access to the meeting must be restored before a vote to certify the closed meeting is taken.
- g. Minutes must be taken and must include the fact that the meeting was held using electronic communication means, and identify the means by which the meeting was held.

Forms -			
1 01 1113			

There are no forms associated with this policy.

#### Related Documents ———

- **1.** Virginia Code §2.2-3700, et. seq.
- 2. Board of Visitors Bylaws
- **3.** https://bov.vcu.edu/

# **Revision History** –

Originally adopted: 09/18/2015 Amended: 09/16/2022 Amended: 03/23/2022

There are no FAQs associated with this policy and procedures.

Title 23.1. Institutions of Higher Education; Other Educational and Cultural Institutions Subtitle I. General Provisions

Chapter 3. The Virginia Higher Education Opportunity Act of 2011

# § 23.1-303. Calculation of state general fund share of an institution's basic operations and instruction funding need; cost of education

A. Following consultation with each public institution of higher education and the Higher Education Advisory Committee described in § 23.1-309, the Council shall calculate the basic operations and instruction funding need of each public institution of higher education as provided in subsection B for each year of the next biennium and make such calculation available to the Governor, the General Assembly, and all public institutions of higher education. The Governor shall take into account each institution's basic operations and instruction funding need and the Commonwealth's funding split policy established in the general appropriation act by which 67 percent of an institution's cost of education for Virginia students is funded from the state general fund and 33 percent from funds other than the state general fund during the preparation of his proposed biennial budget bill for the next biennium, and the General Assembly shall take such items into account in enacting the general appropriation act for the next biennium. Between such biennial recalculations, the General Assembly may increase or decrease the appropriation of basic operations and instruction funding to a public institution of higher education to correspond with an increase or decrease in Virginia undergraduate student enrollment at the institution as provided in § 23.1-304, or the institution's meeting or not meeting targeted financial incentives listed in § 23.1-305, or for any other purpose deemed appropriate by the General Assembly.

B. The basic operations and instruction funding need of each public institution of higher education for each fiscal year of the biennium shall consist of the sum of (i) the institution's cost of education for the total enrollment in actual attendance during the fiscal year that ended on June 30 of each odd-numbered year, which shall be determined using a cost-based funding policy that consists of (a) a set of formulas for calculating (1) educational cost based on faculty-student ratios by discipline and level and (2) the educational and general programs of instruction, academic support, student services, institutional support, and operation and maintenance of physical plant and (b) adjustments based on particular state policies or specific institutional missions or conditions; (ii) the amount required to reach the Commonwealth's faculty salary goal of the 60th percentile of the most recently reported average faculty salaries paid by that institution's peer institutions as established in the general appropriation act; and (iii) such other funding for educational and general services as the General Assembly may appropriate.

C. State general funds shall be allocated and appropriated to public institutions of higher education in a fair and equitable manner such that, to the extent practicable, the percentage of the cost of education for Virginia students enrolled at an institution to be funded from state general funds is the same for each institution. To the extent that the percentages differ among institutions, that fact shall be taken into account as the Governor deems appropriate in his proposed biennial budget bill and by the General Assembly as it deems appropriate in the general appropriation act.

2011, cc. 828, 869, § 23-38.87:13; 2016, c. 588.

Title 23.1. Institutions of Higher Education; Other Educational and Cultural Institutions

Subtitle I. General Provisions

Chapter 3. The Virginia Higher Education Opportunity Act of 2011

# § 23.1-305. Public institutions of higher education; targeted economic and innovation incentives

- A. The Governor shall consider and may recommend and the General Assembly shall consider and may fund targeted economic and innovation incentives to achieve the objective and purposes of this chapter. Such incentives may include incentives based on the economic opportunity metrics developed pursuant to subdivision B 4 of § 23.1-309 and incentives for:
- 1. Increased enrollment of Virginia students, in addition to the per student funding provided by § 23.1-304:
- 2. Increased degree completion for Virginia residents who have partial credit completion for a degree;
- 3. Increased degree completion in a timely or expedited manner;
- 4. Improved retention and graduation rates;
- 5. Increased degree production in STEM or other high-need areas such as the health care-related professions;
- 6. Increased research, including regional and public-private collaboration;
- 7. Optimal year-round utilization of resources and other efficiency reforms designed to reduce total institutional cost:
- 8. Technology-enhanced instruction, including course redesign, online instruction, and resource sharing among institutions; and
- 9. Enhanced comprehensive community college transfer programs and grants and other enhanced degree path programs.
- B. The Governor and the General Assembly shall consider maintenance of effort initiatives for individual institutions with unique missions and demonstrable performance in specific incentive areas identified pursuant to subsection A.
- C. The criteria for measuring whether the incentive areas in subsection A have been met, and the benefits or consequences for meeting or not meeting such incentive areas, shall be developed and reviewed as provided in subdivisions B 3 and 4 of § 23.1-309.

2011, cc. 828, 869, § 23-38.87:16; 2016, c. 588.

The chapters of the acts of assembly referenced in the historical citation at the end of this section(s) may not constitute a comprehensive list of such chapters and may exclude chapters whose provisions have expired.

Title 23.1. Institutions of Higher Education; Other Educational and Cultural Institutions

Subtitle I. General Provisions

Chapter 3. The Virginia Higher Education Opportunity Act of 2011

# § 23.1-306. Public institutions of higher education; six-year plans; institutional partnership performance agreements

A. The governing board of each public institution of higher education shall (i) develop and adopt biennially in odd-numbered years and amend or affirm biennially in even-numbered years a sixyear plan for the institution; (ii) submit a preliminary version of such plan to the Council, the General Assembly, the Governor, and the Chairmen of the House Committee on Appropriations, the House Committee on Education, the Senate Committee on Education and Health, and the Senate Committee on Finance and Appropriations no later than July 1 of each odd-numbered year; and (iii) submit preliminary amendments to or a preliminary affirmation of each such plan to the Council, the General Assembly, the Governor, and the Chairmen of the House Committee on Appropriations, the House Committee on Education, the Senate Committee on Education and Health, and the Senate Committee on Finance and Appropriations no later than July 1 of each even-numbered year. Each such preliminary plan and preliminary amendment to or preliminary affirmation of such plan shall include a report of the institution's active contributions to efforts to stimulate the economic development of the Commonwealth, the area in which the institution is located, and, for those institutions subject to a management agreement set forth in Article 4 (§ 23.1-1004 et seq.) of Chapter 10, the areas that lag behind the Commonwealth in terms of income, employment, and other factors. Each such preliminary plan and preliminary amendment to or preliminary affirmation of such plan shall be submitted as a report document as provided in the procedures of the Division of Legislative Automated Systems for the processing of legislative documents and reports. No such preliminary plan, amendments, or affirmation shall be posted on the General Assembly's website.

B. The Secretary of Finance, the Secretary of Education, the Director of the Department of Planning and Budget, the Director of the Council, the Staff Director of the House Committee on Appropriations, and the Staff Director of the Senate Committee on Finance and Appropriations, or their designees, shall review each institution's preliminary plan, amendments, or affirmation and provide comments to the institution on such plan, amendments, or affirmation by September 1 of the relevant year. Each institution shall respond to any such comments by October 1 of that year and submit a finalized version of such plan, amendments, or affirmation to the Council, the General Assembly, the Governor, and the Chairmen of the House Committee on Appropriations, the House Committee on Education, the Senate Committee on Education and Health, and the Senate Committee on Finance and Appropriations no later than December 1 of that year. Each such finalized version shall be submitted as a report document as provided in the procedures of the Division of Legislative Automated Systems for the processing of legislative documents and reports and shall be posted on the General Assembly's website.

C. Each plan shall be structured in accordance with, and be consistent with, the objective and purposes of this chapter set forth in § 23.1-301 and the criteria developed pursuant to § 23.1-309 and shall be in a form and manner prescribed by the Council, in consultation with the Secretary of Finance, the Secretary of Education, the Director of the Department of Planning and Budget, the Director of the Council, the Staff Director of the House Committee on Appropriations, and

the Staff Director of the Senate Committee on Finance and Appropriations, or their designees.

- D. Each six-year plan shall (i) address the institution's academic, financial, and enrollment plans, including the number of Virginia and non-Virginia students, for the six-year period; (ii) indicate the planned use of any projected increase in general fund, tuition, or other nongeneral fund revenues; (iii) be based upon any assumptions provided by the Council, following consultation with the Department of Planning and Budget and the staffs of the House Committee on Appropriations and the Senate Committee on Finance and Appropriations, for funding relating to state general fund support pursuant to §§ 23.1-303, 23.1-304, and 23.1-305 and subdivision 9; (iv) be aligned with the institution's six-year enrollment projections; and (v) include:
- 1. Financial planning reflecting the institution's anticipated level of general fund, tuition, and other nongeneral fund support for each year of the next biennium;
- 2. The institution's anticipated annual tuition and educational and general fee charges required by (i) degree level and (ii) domiciliary status, as provided in § 23.1-307;
- 3. Plans for providing financial aid to help mitigate the impact of tuition and fee increases on low-income and middle-income students and their families as described in subdivision 9, including the projected mix of grants and loans;
- 4. Degree conferral targets for undergraduate Virginia students;
- 5. Plans for optimal year-round use of the institution's facilities and instructional resources;
- 6. Plans for the development of an instructional resource-sharing program with other public institutions of higher education and private institutions of higher education;
- 7. Plans with regard to any other incentives set forth in § 23.1-305 or any other matters the institution deems appropriate;
- 8. The identification of (i) new programs or initiatives including quality improvements and (ii) institution-specific funding based on particular state policies or institution-specific programs, or both, as provided in subsection C of § 23.1-307; and
- 9. An institutional student financial aid commitment that, in conjunction with general funds appropriated for that purpose, provides assistance to students from both low-income and middle-income families and takes into account the information and recommendations resulting from the review of federal and state financial aid programs and institutional practices conducted pursuant to subdivisions B 2 and C 1 of § 23.1-309.
- E. In developing such plans, each public institution of higher education shall consider potential future impacts of tuition increases on the Virginia College Savings Plan and ABLE Savings Trust Accounts (§ 23.1-700 et seq.) and shall discuss such potential impacts with the Virginia College Savings Plan. The chief executive officer of the Virginia College Savings Plan shall provide to each institution the Plan's assumptions underlying the contract pricing of the program.
- F. 1. In conjunction with the plans included in the six-year plan as set forth in subsection D, each public institution of higher education, Richard Bland College, and the Virginia Community College System may submit one innovative proposal with clearly defined performance measures, including any request for necessary authority or support from the Commonwealth, for a performance pilot. If the General Assembly approves the proposed performance pilot, it shall

include approval language in the general appropriation act. A performance pilot shall advance the objectives of this chapter by addressing innovative requests related to college access, affordability, cost predictability, enrollment management subject to specified commitments regarding undergraduate in-state student enrollment, alternative tuition and fee structures and affordable pathways to degree attainment, internships and work study, employment pathways for undergraduate Virginia students, strategic talent development, state or regional economic development, pathways to increase timely degree completion, or other priorities set out in the general appropriation act.

- 2. A performance pilot may include or constitute an institutional partnership performance agreement, which shall be set forth in a memorandum of understanding that includes mutually dependent commitments by the institution, the Commonwealth, and identified partners, if any, related to one or more of the priorities set forth in subdivision 1 or set forth in a general appropriation act. No such institutional partnership performance agreement shall create a legally enforceable obligation of the Commonwealth.
- 3. No more than six performance pilots shall be approved in a single session of the General Assembly.
- 4. Development and approval of any performance pilot proposal shall proceed in tandem with consideration of the institution's six-year plan, as follows:
- a. An institution that intends to propose a performance pilot shall communicate that intention as early as practicable, but not later than April 1 of the year in which the performance pilot will be proposed, to the reviewers listed in subsection B, the co-chairmen of the Joint Subcommittee on the Future Competitiveness of Virginia Higher Education, and the Governor. In developing a proposed performance pilot, the institution shall consider the Commonwealth's educational and economic policies and priorities, including those reflected in the Virginia Plan for Higher Education issued by the Council, the economic development policy developed pursuant to § 2.2-205, the strategic plan developed pursuant to § 2.2-2237.1, relevant regional economic growth and diversification plans prepared by regional councils pursuant to the Virginia Growth and Opportunity Act (§ 2.2-2484 et seq.), and any additional guidance provided by the Joint Subcommittee on the Future Competitiveness of Virginia Higher Education and the Governor.
- b. An institution that submits a performance pilot shall include the one innovative proposal with clearly defined performance measures, and any corresponding authority and support requested from the Commonwealth, with its submission of the preliminary version of its six-year plan pursuant to clause (ii) of subsection A or with its preliminary amendment or affirmation submission pursuant to clause (iii) of subsection A.
- c. The reviewers listed in subsection B, or their designees, shall review and comment on any proposed performance pilot in accordance with the six-year plan review and comment process established in subsection B and may expedite such review and comment process to facilitate the executive and legislative budget process or for other reasons. No later than October 15 of the relevant year, the reviewers shall communicate to the Governor and the Chairmen of the House Committee on Appropriations and the Senate Committee on Finance and Appropriations their recommendations regarding each performance pilot proposal. Such recommendations shall include the reviewers' comments regarding how the proposed performance pilots, individually and collectively, support the strategic educational and economic policies of the Commonwealth.

d. Each performance pilot proposal shall include evidence of its approval by the institution's governing board and, if accepted, shall be referenced in the general appropriation act.

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2011, cc. 828, 869, §§ 23-38.87:15, 23-38.87:17; 2016, cc. 149, 588; 2018, c. 487; 2019, cc. 794, 795.
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The chapters of the acts of assembly referenced in the historical citation at the end of this section(s) may not constitute a comprehensive list of such chapters and may exclude chapters whose provisions have expired.

Title 23.1. Institutions of Higher Education; Other Educational and Cultural Institutions

Subtitle I. General Provisions

Chapter 3. The Virginia Higher Education Opportunity Act of 2011

# § 23.1-307. Public institutions of higher education; tuition and fees

A. The governing board of each public institution of higher education shall continue to fix, revise, charge, and collect tuition, fees, rates, rentals, and other charges for the services, goods, or facilities furnished by or on behalf of such institution and may adopt policies regarding any such service rendered or the use, occupancy, or operation of any such facility.

B. Except to the extent included in the institution's six-year plan as provided in subsection C, if the total of an institution's tuition and educational and general fees for any fiscal year for Virginia students exceeds the difference for such fiscal year between (i) the institution's cost of education for all students, as calculated pursuant to clause (i) of subsection B of § 23.1-303 and (ii) the sum of the tuition and educational and general fees for non-Virginia students, the state general funds appropriated for its basic operations and instruction pursuant to subsection A of § 23.1-303, and its per student funding provided pursuant to § 23.1-304, the institution shall forgo new state funding at a level above the general funds received by the institution during the 2011-2012 fiscal year, at the discretion of the General Assembly, and shall be obligated to provide increased financial aid to maintain affordability for students from low-income and middleincome families. This limitation shall not apply to any portion of tuition and educational and general fees for Virginia students allocated to student financial aid, an institution's share of state-mandated salary or fringe benefit increases, increases in funds other than state general funds for the improvement of faculty salary competitiveness above the level included in the calculation in clause (i) of subsection B of § 23.1-303, the institution's progress towards achieving any financial incentive pursuant to § 23.1-305, unavoidable cost increases such as operation and maintenance for new facilities and utility rate increases, or other items directly attributable to an institution's unique mission and contributions.

C. Nothing in subsection B shall prohibit an institution from including in its six-year plan required by § 23.1-306 (i) new programs or initiatives including quality improvements or (ii) institution-specific funding based on particular state policies or institution-specific programs, or both, that will cause the total of the institution's tuition and educational and general fees for any fiscal year for Virginia students to exceed the difference for such fiscal year between (a) the institution's cost of education for all students, as calculated pursuant to clause (i) of subsection B of § 23.1-303, and (b) the sum of the tuition and educational and general fees for the institution's non-Virginia students, the state general funds appropriated for its basic operations and instruction pursuant to subsection A of § 23.1-303, and its per student funding provided pursuant to § 23.1-304.

D. No governing board of any public institution of higher education shall approve an increase in undergraduate tuition or mandatory fees without providing students and the public a projected range of the planned increase, an explanation of the need for the increase, and notice of (i) the date, time, and location of the meeting at which public comment is permitted pursuant to subsection E on the institution's website and through any other standard means of communication utilized by the institution with students at least 10 days prior to such meeting

- and (ii) the date and location of any vote on such increase at least 30 days prior to such vote.
- E. Prior to any vote referenced in subsection D, the governing board of each public institution of higher education shall permit public comment on the proposed increase at a meeting, as that term is defined in § 2.2-3701, of the governing board. Each such governing board shall establish policies for such public comment, which may include reasonable time limitations.
- F. At any meeting at which the governing board of a public institution of higher education approves an increase in undergraduate tuition and mandatory fees, the governing board shall provide an explanation of any deviation from the projected range provided pursuant to subsection D.
- G. No later than August 1 of each year, the Council shall provide to the Governor and the Chairmen of the House Committee on Appropriations, the House Committee on Education, the Senate Committee on Education and Health, and the Senate Committee on Finance and Appropriations a report on any increase in undergraduate tuition and mandatory fees at a public institution of higher education, the public comment relating to such increase in undergraduate tuition and mandatory fees, and any deviation in the increase in undergraduate tuition and mandatory fees from the increase projected in the institutional six-year plan provided pursuant to § 23.1-306.

2011, cc. 828, 869, § 23-38.87:18; 2016, c. 588; 2017, c. 523; 2019, cc. 583, 584, 588; 2020, c. 435.

The chapters of the acts of assembly referenced in the historical citation at the end of this section(s) may not constitute a comprehensive list of such chapters and may exclude chapters whose provisions have expired.



The use of e-mail in the business place has become routine and is a preferred mode of communication. For state and local government officials and employees, the application of the Virginia Freedom of Information Act (FOIA) relating to access to records and the Virginia Public Records Act (the PRA) relating to the retention of records comes into play.

Government officials and employees frequently ask two key questions about the use of email -- "Can the public and media access my e-mail under FOIA?" and "Do I have to save my e-mail?"

This document will attempt to answer these questions and provide guidance about the use and management of e-mail by state and local government.

#### The nature of e-mail

E-mail generally refers to any communication that requires an electronic device for storage and/or transmission. E-mail is a medium for correspondence -- essentially, email is the "envelope" for the communication. For purposes of FOIA & the PRA, e-mail provides a medium for communication, much like a telephone or the U.S. Mail provides a means of communication. The fact that a communication is sent via e-mail is not alone conclusive of whether that e-mail must be accessible to the public under FOIA or retained pursuant to the PRA; one must look at the text and substance of the communication to determine whether it is indeed a public record.

# The Virginia Freedom of Information Act

FOIA addresses access to public records. Section 2.2-3701 of the Code of Virginia defines public records for purposes of FOIA to include "all writings and recordings that consist of letters, words or numbers, or their equivalent, set down by handwriting, typewriting, printing, photostatting, photography, magnetic impulse, optical or magnetooptical form, mechanical or electronic recording or other form of data compilation, however stored, regardless of physical form or characteristics, prepared or owned by, or in the possession of a public body or its officers, employees or agents in the transaction of public business."

<sup>&</sup>lt;sup>1</sup> Library of Virginia, Electronic Records Guidelines (effective June 10, 2002).

Clearly an e-mail would fall under this broad definition of a public record, because it applies to all writings and recordings...set down by...mechanical or electronic recording...however stored, regardless of physical form or characteristics. As noted above, e-mail is just the medium, or the envelope, used to convey the communication. Just as a letter sent via U.S. Mail from one public official to another concerning public business would be a public record under FOIA, so would that same communication sent via e-mail.

FOIA requires that unless subject to a statutory exemption, all public records must be open to inspection and copying. Therefore, an e-mail relating to public business would be accessible just like any other public record, and may be withheld from public disclosure only if a particular exemption applies to the content of the e-mail.

# The Virginia Public Records Act

While FOIA governs access to records held by state and local government, the PRA governs how long a government entity must retain certain records. The PRA defines "public record" for purposes of records retention, and like FOIA, the definition is fairly broad and would include e-mail as a public record. Section 42.1-77 defines a public record to include recorded information that documents a transaction or activity by or with any public officer, agency or employee of the state government or its political subdivisions. Regardless of physical form or characteristic, the recorded information is a public record if it is produced, collected, received or retained in pursuance of law or in connection with the transaction of public business.

The PRA sets forth different retention schedules for different types of records. Several factors shape how long a record needs to be held. Many records are only kept for so long as business requires them to be kept, although if a record has historical significance or is created by an agency head or director, it may need to be kept longer. For example, certain records are required to be maintained permanently, such as records from standing committees of the General Assembly, annual reports of state agencies, and correspondence of agency directors. Other records need only be kept so long as they are administratively necessary, such as reminders of events like blood drives or fund raisers, courtesy copies of correspondence, or messages received from a listsery. Along the continuum, other records may be required to be retained for 30 days to ten years, depending on their content. After the retention time has expired for a particular document, then that record may be destroyed pursuant to the guidelines set forth by the Library of Virginia.<sup>2</sup>

In providing guidance for adhering to the PRA, the Library of Virginia notes that e-mail should be treated the same as paper correspondence. Again, e-mail is only the medium,

<sup>&</sup>lt;sup>2</sup> PRA is administered by the Library of Virginia. For more details on retention schedules for particular types of records or for a particular agency, or for information regarding the proper disposal of records, please contact the Library of Virginia. Records retention information and contact information is also available on the Library's website at http://www.lva.lib.va.us/whatwedo/records/index.htm.

or the envelope, by which the correspondence is sent; the retention schedule for a particular e-mail will depend on its content and should be preserved the same as its paper equivalent. Both incoming and outgoing e-mail should be retained, along with any attachments sent via e-mail.

# Tips for using and managing e-mail

All e-mails related to public business are subject to the provisions of FOIA and the PRA, and should be managed in the same manner as all other public records.

There is a tendency with e-mail to hit the delete button as soon as you are finished with a particular message. However, consideration must be given to whether that particular email must be retained for purposes of the PRA -- you can't automatically delete your email, just as you can't automatically throw away paper correspondence and records.

FOIA governs access to records. The PRA dictates how long you are required to keep certain records. If a government entity keeps an e-mail (or any other record) for longer than its retention schedule requires, that e-mail will still be subject to FOIA if requested. Conversely, if a government entity properly disposes of a record pursuant to a retention schedule, and a subsequent FOIA request is made for that record, FOIA does not require the government entity to recreate the record.

E-mail is often used as a substitute for a telephone call, and is quite informal. However, e-mail creates a record of that communication that must be retained pursuant to the PRA and will be available upon request to the public under FOIA. Consider the consequence of choice to use e-mail instead of the telephone -- it may not be in your best interest to be as informal on e-mail as you are on the telephone.

The Library of Virginia discourages the practice of maintaining permanent records solely in electronic format, without a paper or microfilm backup.<sup>3</sup> For records that do not need to be maintained permanently, these e-mails can be printed out and stored in a traditional, paper file (and the electronic copy can be deleted) or electronic folders can be created on the computer to organize e-mails based on functions, subjects or activities. The Library of Virginia suggests that these folders are assigned to your home directory on the computer, and not on the network.

Public officials and employees should not commingle personal and official e-mails. Private e-mails do not need to be retained; e-mails relating to the transaction of public business do. From an e-mail management perspective, it is probably not a good idea to mix personal and official business in the same e-mail. Official e-mails that need to be retained should be maintained with other public records that relate to the same content.

# The Virginia Freedom of Information Act and Social Media

# Records, Meetings, and Best Practices

What exactly is "social media" for the purposes of FOIA?

Can social media posts be public records?

What about social media posts from other people?

What about record retention?

Can a meeting be conducted on social media?

Tips for Best Practice

Where do I go for more information?

The Virginia Freedom of Information Advisory Council receives many questions about how to handle requests for copies of social media posts and questions about whether the use of social media may constitute a meeting subject to the Virginia Freedom of Information Act (FOIA). This guide compiles answers to a number of frequently asked questions as a reference to help determine the FOIA implications for social media use and to provide tips for best practice and additional resources.

# What exactly is "social media" for the purposes of FOIA?

FOIA does not define "social media," but the Code of Virginia defines a "social media account" as "a personal account with an electronic medium or service through which users may create, share, or view user-generated content, including, without limitation, videos, photographs, blogs, podcasts, messages, emails, or website profiles or locations." This definition covers many of the popular sites and technologies we use every day, such as Facebook and Twitter, but also many less commonly used sites and technologies that continue to proliferate and develop.

Unlike many older forms of communication, various technologies used for social media not only generate records, but also allow multiple users to communicate simultaneously. For example, a paper letter sent through regular mail could generate a record, but does not provide for simultaneous communication. Conversely, a conference call allows simultaneous communication but does not generate a record unless someone specifically takes steps to record the conversation. By contrast, the use of public forums, email messages, Facebook, Twitter, and other forms of social media may both create records and allow simultaneous communication between multiple people. For this reason, different forms of social media may implicate both the public records and the public meetings provisions of FOIA.

# Can social media posts be public records?

FOIA does not distinguish between social media and other types of records. As is often the case, technology has developed more quickly than changes in the law. However, the term "public records" is defined broadly to include all types of records that are prepared, owned, or possessed

<sup>&</sup>lt;sup>1</sup> Va. Code § 23.1-405 (providing a definition in the context of students at public institutions of higher education); see also § 40.1-28.7:5 (providing a nearly identical definition in the context of public employees' social media

by a public body or its officers, employees, or agents in the transaction of public business.<sup>2</sup> The definition is broad enough to include social media activity. Presuming the posts were made (1) by a public body, official, employee, or agent and (2) in the transaction of public business, then those posts are public records subject to FOIA.

Examples of posts that are "public records" subject to FOIA:

- A town council posts notice of its upcoming public meetings on the town's Facebook page.
- A state agency posts a link to proposed regulatory changes on Twitter.
- A public employee uses Facebook messages or email to discuss public business with a fellow employee or a citizen. (Note that such messages are public records regardless of what account is used by the public employee.)

Examples of posts that are NOT "public records" subject to FOIA:

- Personal messages that do not pertain to public business (again, regardless of the account used).
- Political messages, such as an announcement of a person's intent to seek election or reelection to public office.

# What about social media posts from other people?

The definition of "public record" includes records merely "in the possession of a public body, its officers, employees or agents in the transaction of public business." Following that concept, posts made by other persons on the social media account of a public body, official, or employee may be public records IF they are in the transaction of public business.

Examples of posts by others that are "public records" subject to FOIA:

- A citizen makes a FOIA request on a public body's Facebook page.
- A citizen posts a recommendation on a public matter to a public body's Twitter account.
- A lobbyist sends email to all members of a public body concerning a matter on the public body's next meeting agenda.

Examples of posts by others that are NOT "public records" subject to FOIA:

- Various forms of "spam"—such as unsolicited advertisements for a private business posted by a private party onto a public body's Facebook page.
- "Trolling"—such as purely derogatory comments or attacks on personal character or other "off-topic" posts designed to incite an inflammatory response that do not relate to the transaction of public business. (Note that posts using harsh or pejorative language may still be "public records," as it is the content that matters, not the way in which it is expressed.)

<sup>&</sup>lt;sup>2</sup> Va. Code § 2.2-3701, "Public records' means all writings and recordings that consist of letters, words or numbers, or their equivalent, set down by handwriting, typewriting, printing, photostatting, photography, magnetic impulse, optical or magneto-optical form, mechanical or electronic recording or other form of data compilation, however stored, and regardless of physical form or characteristics, prepared or owned by, or in the possession of a public body or its officers, employees or agents in the transaction of public business."

• Posts that are purely personal in nature and do not concern public business (social events with family and friends, jokes, pictures of pets, etc.).

#### What about record retention?

Record retention is addressed under the Virginia Public Records Act, which is administered by the Library of Virginia. Please see the Library's "Records Management and Social Networking Sites" guide, available on the Library's website at https://www.lva.virginia.gov/agencies/records/ tips/documents/socialmediatips.pdf.

## Can a meeting be conducted on social media?

As noted previously, various types of social media allow multiple people to communicate simultaneously. The definition of "meeting" in FOIA includes:

> work sessions, when sitting physically, or through electronic communication means . . . as a body or entity, or as an informal assemblage of (i) as many as three members or (ii) a quorum, if less than three, of the constituent membership, wherever held, with or without minutes being taken, whether or not votes are cast, of any public body.

The definition of "meeting" excludes gatherings of employees of a public body, gatherings of members where there is no discussion or transaction of public business, and certain public forums, candidate appearances, and debates.<sup>3</sup> The definition of "electronic communication" means "the use of technology having electrical, digital, magnetic, wireless, optical, electromagnetic, or similar capabilities to transmit or receive information."

Reading these definitions together and considering the capabilities of social media, it is clear that if social media is used to discuss or transact public business by three or more members of a public body (or by a quorum, if the quorum is less than three members) assembled together simultaneously (in other words, through "real-time" communications), then that use of social media would constitute a "meeting" subject to FOIA. As such, it would have to comply with rules for electronic meetings set forth in § 2.2-3708.2, which include various heightened procedural requirements and limitations.<sup>4</sup>

<sup>&</sup>lt;sup>3</sup> Va. Code § 2.2-3701, "Meeting' or 'meetings' means the meetings including work sessions, when sitting physically, or through electronic communication means pursuant to § 2.2-3708.2, as a body or entity, or as an informal assemblage of (i) as many as three members or (ii) a quorum, if less than three, of the constituent membership, wherever held, with or without minutes being taken, whether or not votes are cast, of any public body. Neither the gathering of employees of a public body nor the gathering or attendance of two or more members of a public body (a) at any place or function where no part of the purpose of such gathering or attendance is the discussion or transaction of any public business, and such gathering or attendance was not called or prearranged with any purpose of discussing or transacting any business of the public body, or (b) at a public forum, candidate appearance, or debate, the purpose of which is to inform the electorate and not to transact public business or to hold discussions relating to the transaction of public business, even though the performance of the members individually or collectively in the conduct of public business may be a topic of discussion or debate at such public meeting, shall be deemed a 'meeting' subject to the provisions of this chapter."

<sup>&</sup>lt;sup>4</sup> Please see the Electronic Meetings Guide published by this office for details regarding electronic meetings.

# **Tips for Best Practice**

- Consider the "consequence of choice"—If a public official or employee uses social media in the transaction of public business, the official or employee may be creating public records that are subject to public disclosure as well as record retention rules.
- Consider record retention of social media whenever possible to facilitate future FOIA requests.
- Avoid inadvertent meetings—If a form of social media allows multiple simultaneous
  users, then members of a public body using social media could unintentionally conduct a
  meeting by discussing public business if a sufficient number of other members also
  participate simultaneously.
- Avoid "meetings within a meeting"—Using social media and devices such as cell phones, members of a public body can be holding a public meeting while assembled together at a public place and, at the same time, be conducting a closed meeting through social media.<sup>5</sup>

# Where do I go for more information?

**Record retention.** As mentioned previously, record retention is addressed under the Virginia Public Records Act and administered by the Library of Virginia. The Library's website has a Records Management section (http://www.lva.virginia.gov/agencies/records/) that includes contact information, record retention schedules for both state agencies and localities, forms, publications, guidance documents, and other resources.

First Amendment; freedom of speech and public forum issues. It is the understanding of FOIA Council staff that litigation has been brought in multiple jurisdictions, including Virginia, on issues concerning the use of social media by various public officials and public bodies. In addition to the use of social media in the FOIA contexts discussed above, some other issues that have been raised include (1) whether a public official or public body must allow others to post on the official's or public body's social media account, (2) whether posts may be edited, hidden, or deleted based on content or by user, (3) whether restrictions may be placed on the use of profanity or insulting language, and (4) whether users may be blocked from accessing or posting. Because all of these issues fall outside of FOIA and therefore outside the statutory authority of the FOIA Council, FOIA Council staff recommends that public bodies and public officials discuss these types of issues with their own attorneys.

Contact Information for the Virginia Freedom of Information Advisory Council:

Pocahontas Building, 10th Floor 900 E. Main Street Richmond, VA 23219 Telephone 804-698-1810 Toll-free 866-448-4100 Fax 804-698-1899

Email: foiacouncil@dls.virginia.gov

July 2019

<sup>&</sup>lt;sup>5</sup> Va. Code § 2.2-3701, "Closed meeting' means a meeting from which the public is excluded."

# 2017 OFFICIAL OPINION OF THE OFFICE OF THE **ATTORNEY GENERAL** HIGHLIGHTING **VCUHSA GOVERNANCE AND OVERLAP** VCU

AG Op. INSTITUTIONS OF HIGHER EDUCATION, 2017 Va. AG 237 (17-005)

#### INSTITUTIONS OF HIGHER EDUCATION; OTHER EDUCATIONAL AND CULTURAL INSTITUTIONS: VIRGINIA COMMONWEALTH UNIVERSITY HEALTH SYSTEM AUTHORITY

The Supreme Court of Virginia likely would find, in light of the functions and history of the Virginia Commonwealth University Health System Authority ("VCUHSA"), that it is a State agency or arm of the Commonwealth for the purposes of sovereign immunity, and therefore is entitled to absolute immunity from suit. Even if the Court were not to agree, however, VCUHSA also satisfies the criteria of a quasi-municipal corporation and therefore would be entitled to immunity for governmental functions.

The Virginia Tort Claims Act exposes the Commonwealth, but not VCUHSA, to limited liability for the negligent acts of its employees.

The Honorable James P. "Jimmie" Massie III Member, Virginia House of Delegates

December 7, 2017

#### ISSUE PRESENTED

You have asked whether the Virginia Commonwealth University Health System Authority (the "Authority" or "VCUHSA") has absolute or qualified immunity from lawsuits that may be brought against it. You also have asked whether the amount of any recovery against VCUHSA for damages, loss of property, or personal injury or death caused by a negligent or wrongful act or omission of its employees is limited to \$100,000 in accordance with § 8.01-195.3 of the Code of Virginia.

#### **BACKGROUND**

#### 1. History

The origins of the health system now known as VCUHSA date to 1838, and for all but a few years of its history it has served the Commonwealth as a public entity. In 1854, the General Assembly granted an independent charter to [Page 238] the "Medical College of Virginia" ("MCV"), and six years later, MCV transferred its assets to the Commonwealth in return for an appropriation of \$30,000.2 Beginning in 1861, MCV opened and operated a series of hospitals and outpatient clinics.<sup>3</sup> In 1968, the General Assembly merged MCV with the Richmond Professional Institute to form Virginia Commonwealth University ("VCU" or "the University").4

In 1996, the General Assembly enacted, and Governor Allen signed, legislation establishing the Medical College of Virginia Hospitals Authority ("MCVHA").<sup>5</sup> Pursuant to that legislation, MCVHA was "created as a public body corporate and as a political subdivision of the Commonwealth" and was "constituted [as] a public instrumentality, exercising public and essential governmental functions." The General Assembly established a deadline of June 30, 1997 "for the transfer of employees to the Authority and for the transfer of hospital facilities, or any parts thereof, to and the assumption, directly or indirectly, of hospital obligations by the Authority."<sup>7</sup>

In 2000, the name of the authority was changed from MCVHA to "Virginia Commonwealth University Health System Authority." Under its current governing statute, recently recodified in Title 23.1,9 VCUHSA remains "a public body corporate, public instrumentality, and political subdivision of the Commonwealth with such public and corporate powers as are set forth in [Code §§ 23.1-2400 through 23.1-2428]."10 [Page 239]

#### 2. Governance and Leadership

VCUHSA is governed by a 21-member board of directors (the "Board"), consisting of 19 appointed members and two ex officio members: the President of VCU, and VCU's Vice President for Health Sciences. 11 The rector of VCU appoints five nonlegislative Board members from the VCU Board of Visitors; the Governor appoints six nonlegislative members; the Speaker of the House appoints five Board members; and the Senate Committee on Rules appoints three. 12 Five members of the Board must be physicians who are VCU faculty members with hospital privileges; they are among those appointed by the Governor and General Assembly — two by the Governor, two by the Speaker, and one by the Senate Committee on Rules — "after consideration of names from lists submitted by the faculty physicians of the School of

Medicine of the University through the Vice-President for Health Sciences of the University." The President of VCU serves as chair of the Board.<sup>14</sup>

VCUHSA is "under the immediate supervision and direction of a chief executive officer" who is defined as "the individual who holds the title of Vice-President for Health Sciences" at VCU.15 The selection and removal of the CEO of VCUHSA is "made jointly" by the Board and the VCU Board of Visitors. 16 In the event that a majority of both boards do not agree on the selection, removal, or conditions of employment of a CEO, and representatives of the boards cannot resolve the disagreement, then the President of VCU "shall decide upon the matter." <sup>17</sup>

#### 3. Purposes

You correctly relay that, under § 23.1-2401(B) of the Code of Virginia, the purpose of VCUHSA is "to exercise public and essential governmental functions" — specifically, [Page 240]

to provide for the health, welfare, convenience, knowledge, benefit, and prosperity of the residents of the Commonwealth and such other individuals who might be served by the Authority by delivering and supporting the delivery of medical care and related services to such residents and individuals, providing educational opportunities in the medical field and related disciplines, conducting and facilitating research in the medical field and related disciplines, and enhancing the delivery of health care and related services to the Commonwealth's indigent population.[18]

The General Assembly has further enumerated six purposes of VCUHSA, authorizing it to "perform such public and essential government functions with the power and purpose" to:

- 1. Provide health care, including indigent care, to protect and promote the health and welfare of the citizens of the Commonwealth;
- 2. Serve as a high-quality teaching hospital to provide and promote health care by educating medical and health sciences professionals, providing medical services not widely available in the Commonwealth, and treating patients of the type and on the scale necessary to facilitate medical research and attract physicians, faculty members, researchers, and other individuals necessary to maintain quality medical and health sciences education;
- 3. Facilitate and support the health education, research, and public service activities of the Health Sciences Schools of the University;
- 4. Serve as the principal teaching and training hospital for undergraduate and graduate students of the Health Sciences Schools of the University;
- 5. Provide a site for faculty members of the Health Sciences [Page 241] Schools of the University to conduct medical and biomedical research; and
- 6. Operate and manage general hospital and other health care facilities, engaging in specialized management and operational practices to remain economically viable, earning revenues necessary for operations, and participating in arrangements with public and private entities and other activities, taking into account changes that have occurred or may occur in the future in the provision of health care and related services.[19]

The General Assembly also required that the "Authority shall operate, maintain, and expand, as appropriate, teaching hospitals and related facilities for the benefit of the Commonwealth and its citizens and such other individuals who might be served by the Authority."20

#### 4. Powers

The Authority has been given "all the powers necessary or convenient to carry out the purposes and provisions of" its enabling chapter.<sup>21</sup> The Code of Virginia also expressly grants VCUHSA more than two dozen specific powers, including the power to:

• "[s]ue and be sued in its own name";<sup>22</sup>

- "[m]ake and execute contracts, guarantees, or any other instruments and agreements necessary or convenient for the exercise of its powers and functions, including contracts with hospitals or health care businesses to [Page 242] operate and manage any or all of the hospital facilities or operations";<sup>23</sup>
- "[c]onduct or engage in any lawful business, activity, effort, or project consistent with the Authority's purposes or necessary or convenient to exercise its powers";24
- exercise all powers granted to corporations not inconsistent with the enabling chapter;<sup>25</sup>
- borrow money and issue bonds;<sup>26</sup>
- seek financing from and enter into contracts with the Commonwealth, the Virginia Public Building Authority, and the Virginia College Building Authority;<sup>27</sup>
- procure insurance or provide self-insurance;<sup>28</sup>
- accept loans, grants, contributions, or other assistance from all sources, including the federal government and the Commonwealth:<sup>29</sup> [Page 243]
- "[e]xercise the power of eminent domain . . . to acquire by condemnation any real property . . . that it may deem necessary to carry out the purposes of this chapter" when it concludes that acquisition is "in the public interest and necessary for public use" and is approved by the Governor;<sup>30</sup>
- "[a]dminister programs to assist in the delivery of medical and related services to the citizens of the Commonwealth and others";31 and
- "[e]xercise independently the powers conferred . . . in furtherance of its corporate and public purposes." 32

The General Assembly concluded its recitation of the Authority's powers by underscoring the "governmental" nature of its work for the Commonwealth and its residents:

The exercise of the powers permitted by this chapter shall be deemed the performance of essential governmental functions and matters of public necessity for the entire Commonwealth in the provision of health care, medical and health sciences education, and research for which public moneys may be borrowed, loaned, spent, or otherwise utilized and private property may be utilized or acquired.[33]

#### APPLICABLE LAW AND DISCUSSION

I respond to each of your questions in the corresponding sections below. [Page 244]

1. Whether VCUHSA has absolute or qualified immunity from suit.

You ask for confirmation that, "as an agency of the Commonwealth of Virginia," VCUHSA "itself has absolute or qualified immunity." The Supreme Court of Virginia has not had occasion to address either whether VCUHSA is "an agency of the Commonwealth" or whether it is entitled to absolute or qualified immunity. While I note that the Secretary of the Commonwealth categorizes VCUHSA as an "independent agency" for the purposes of the organization of state government,<sup>34</sup> it is not necessary to decide whether, in all circumstances, VCUHSA should be treated as an agency. The Attorney General has previously opined that an authority may be considered an agency for some purposes but not others.35

Thus, in responding to your request, it is sufficient to conclude — which I do, for the reasons set forth below — that the Supreme Court of Virginia would likely hold that VCUHSA is an arm of the Commonwealth for purposes of sovereign immunity. Accordingly, it would have absolute immunity from suit. But even if the Supreme Court were to conclude that VCUHSA is not entitled to absolute immunity, it would be entitled to qualified immunity when performing governmental functions. [Page 245]

a. The Supreme Court of Virginia would likely find that VCUHSA is entitled to absolute immunity.

"[T]he doctrine of sovereign immunity is 'alive and well' in Virginia."36 "Sovereign immunity is 'a rule of social policy, which protects the state from burdensome interference with the performance of its governmental functions and preserves its control over state funds, property, and instrumentalities." "Most importantly, the doctrine of sovereign immunity provides for 'smooth operation of government' and prevents 'citizens from improperly influencing the conduct of governmental affairs through the threat or use of vexatious litigation."38

In determining whether a particular governmental entity is entitled to absolute immunity, the relevant question is whether the entity is properly considered an arm of the Commonwealth.<sup>39</sup> The Supreme Court has "consistently reaffirmed that whether an entity is an arm or agency of the State, and therefore entitled to absolute immunity, depends on the nature of the entity."40 As the Court explained in *Prendergast v. Northern Virginia Regional Park Authority*, 41 the "correct" approach is the one we have long employed in the Commonwealth: the attributes of the particular entity which seeks immunity must be examined to determine whether it is an 'arm' of the Commonwealth."42

Consistent with that approach, when determining the legal status of entities, previous Attorneys General have looked to the particular context and [Page 246] factual circumstances. 43 They have not relied exclusively on whether an enabling statute identifies an entity as a "political subdivision." <sup>44</sup> Instead, they have "distinguished state agencies from independent political subdivisions by reviewing factors that assess the entity's reliance on the state for control and funding."45

[A] state agency is an entity that serves as a subordinate or auxiliary body to fulfill a state purpose, is dependent upon state appropriations, and is subject to state control to a great degree. For example, the exercise of powers of an agency is subject to prior approval or postexercise veto by a higher authority of state government.[46]

By contrast, a political subdivision:

is independent from other governmental bodies, in that it may act to exercise those powers conferred upon it by law without seeking the approval of a superior authority. It employs its own consultants, attorneys, accountants and other employees whose salaries are fixed by the political subdivision and it often incurs debts which are not debts of the Commonwealth but are debts of the political subdivision.<sup>[47]</sup>

There is no doubt that VCUHSA's enabling statute confers on it a measure of independence as well as specific powers that are characteristic of political [Page 247] subdivisions.<sup>48</sup> But based on the factors identified by previous Attorneys General — and in light of VCUHSA's unique history, status, and interconnectedness with VCU — it is my opinion that the Supreme Court of Virginia would likely find that VCUHSA is, like VCU itself, an arm of the Commonwealth entitled to absolute immunity.

First, VCUHSA, which was created by the General Assembly, remains subject to a substantial degree of State control.<sup>49</sup> Every member of VCUHSA's governing board is either a State official or employee or has been appointed by one. The majority of the Board — 12 of 21 members — serve because of their positions at VCU as faculty, officials, or members of the Board of Visitors:<sup>50</sup>

- five Board members must be physician-faculty members at VCU, chosen by the Governor and the General Assembly members after considering lists submitted by physician faculty of the VCU School of Medicine;
- five Board members are appointed by the rector of VCU from the VCU board of visitors (who themselves have been appointed by the Governor<sup>51</sup>); and
- two Board members, who are ex officio voting members, are senior officials at VCU: the President of VCU, and [Page 248] the chief academic and administrative officer for VCU's Health Sciences School.<sup>52</sup>

VCU's significant representation on the Board has been amplified in recent years by the General Assembly, which in 2014 inserted a statutory requirement that the VCU president serve as the Board's chair;<sup>53</sup> previously, the Board elected the chair.<sup>54</sup>

Elected State officials also dictate the Board's composition. Fourteen members of the Board — including the five VCU physician faculty — are appointed by the Governor, the Speaker of the House of Delegates, or the Senate Committee on Rules. Although the eight Board members appointed by the Speaker of the House and the Senate Committee on Rules need not be members of the General Assembly themselves, currently three are.<sup>55</sup>

Not only does the Board's composition ensure State control over VCUHSA, so does the management structure, which commits oversight of VCUHSA's operations to a State employee. Under the Code of Virginia, the "Authority shall be under the immediate supervision and direction of a chief executive officer, [who] . . . shall be the individual who holds the title of Vice-President for Health Sciences" at VCU.<sup>56</sup> Decisions about the CEO's appointment or removal are made jointly by the VCU and VCUHSA boards, but if there is a disagreement between those boards that cannot be resolved, the President of VCU makes the final decision.<sup>57</sup>

Thus, both through operational oversight and Board appointments, the State maintains control over VCUHSA. This has led at least one court to [Page 249] conclude that VCUHSA is immune from suit. In Stewart v. Virginia Commonwealth University, 58 an employment discrimination suit, the U.S. District Court for the Eastern District of Virginia concluded that VCU, as well as "its health system [and] medical center . . . are agencies of the Commonwealth of Virginia, arms of the State, and consequently entitled to sovereign immunity from suit . . . . "59 In arriving at that conclusion, the court reasoned that, under the Code of Virginia, VCU is "under the control of the General Assembly," and that the General Assembly "specifically empower[ed] VCU to operate a medical center . . ., a school of medicine . . ., and [VCUHSA]."60

The level of State control distinguishes VCUHSA from other entities that the Supreme Court of Virginia has found not to be immune from suit.<sup>61</sup> For instance, in Virginia Electric & Power Company v. Hampton Redevelopment & Housing Authority, 62 the Supreme Court of Virginia concluded that a municipal housing authority, despite being denominated a political subdivision of the Commonwealth, "is not entitled to the same immunity from tort liability that is enjoyed by the Commonwealth" because it "is an entity purely local in nature." The authority "does not come into existence by state initiative; local activation, optional with each locality, is required."64 Similarly, in *Prendergast*, the Supreme Court of Virginia held that the authority was not an "arm of the Commonwealth" because it "was not directly created by the Commonwealth" [Page 250] and "is a creature of one or more localities and is essentially subject to their control." And in Baird v. Stokes, 66 a case involving the Eastern Virginia Medical School ("EVMS"), the Supreme Court found no error in a decision by the Circuit Court of the City of Norfolk that EVMS was not an agency of the Commonwealth in part because its governing board, at that time consisting mostly of appointees by local city councils, "maintained control over EVMS in the selection of leadership, as well as the adoption of rules and regulations."67 "EVMS was thus subject to substantial local control and functioned independently of the Commonwealth."68

Second, although I understand that VCUSHA no longer has an "agency code" assigned by the Commonwealth's Department of Planning and Budget, it is clear that VCUHSA remains dependent on significant financial support from the State.<sup>69</sup> In the 2016-2018 biennial budget, for instance, the appropriations for the Department of Medical Assistance Services included approximately \$150 million per year from general and non-general funds "to reimburse the Virginia Commonwealth University Health System for indigent health care costs." As the Joint Legislative Audit & Review Commission has explained, the General Assembly's annual appropriation is unique to VCU Health System and the University of Virginia ("UVA") Medical Center, "the State's two academic health centers":

Virginia's Medicaid program provides VCU Health System and UVA Medical Center with additional funding to recognize [Page 251] the important role that these facilities play in providing a health care safety net for Medicaid and uninsured patients in the State, as well as the public interest in ensuring the financial viability of these centers. The State's academic health centers have been reimbursed for well above their Medicaid costs almost every year over the past decade as a result of the additional funding received, which is designed not only to help offset their Medicaid losses but also to offset the uncompensated care they provide to uninsured patients.

VCU Health System and UVA Medical Center have received 84 percent of the \$3 billion over the past 10 years for two primary reasons. As the State's two academic health centers, they treat a higher percentage of Medicaid patients (26 percent and 20 percent, respectively) compared to other hospitals (14 percent). They also treat a high volume of indigent patients. In FY 2012, the General Assembly appropriated approximately \$237 million in supplemental payments to these two hospitals as compensation for the provision of indigent care. [71]

In addition, the 2016-2018 budget includes a roughly \$26-million-per-year appropriation to VCU to fund positions at VCUHSA. An item denominated "State Health Services" (the same descriptive heading that covers appropriations to the UVA Medical Center in UVA's portion of the budget) provides that the "appropriation includes funding to support 200 instructional and administrative faculty positions and for administrative and classified positions which provide services, through internal service agreements, to the Virginia Commonwealth University Health System Authority."72

The General Assembly also has appropriated money to fund VCUHSA building projects. In 2012, in the VCU portion of the budget (also under "State [Page 252] Health Services"), a \$250,000 appropriation from the general fund was

"designated for the Virginia Commonwealth University Health System to plan for a replacement facility for the Virginia Treatment Center for Children."<sup>73</sup> The funding for that facility came in 2013 when, as part of the Comprehensive Capital Outlay Program, the General Assembly authorized the issuance of over \$1 billion in bonds as well as \$56 million in higher-education-operating funds for a number of capital projects, including for a "Replacement Facility for the Virginia Treatment Center for Children" at VCU.74

The General Assembly also controls VCUHSA's ability to make large capital expenditures. Under § 23.1-2413 of the Code of Virginia, any capital project in excess of \$5 million that is approved by the Board must be proposed to the House Appropriations and Senate Finance Committees with information about its "scope, cost, and construction schedule." <sup>75</sup> VCUHSA "may undertake the project unless either Committee raises objections within 30 days of the notification, in which case the Authority shall not undertake the project until such objections are resolved."<sup>76</sup>

Third, the unique history of VCUHSA and its ongoing symbiotic relationship with VCU, which itself enjoys absolute immunity, <sup>77</sup> weigh significantly in favor of concluding that VCUHSA is also entitled to absolute immunity. To be sure, the General Assembly has defined VCUHSA separately in the Code — albeit under the same subtitle of Title 23.1 dealing with "[Public] [Page 253] Institutions of Higher Education" — and conferred on VCUHSA a greater measure of independence from VCU than it previously enjoyed. But the continuing interconnectedness of VCU and VCUHSA make it difficult to conclude that they should be treated differently for purposes of sovereign immunity. In addition to sharing leadership, VCU and VCUHSA jointly employ a number of employees, <sup>79</sup> collaborate on initiatives and projects such as the Virginia Treatment Center for Children, and share a stake in the success of VCUHSA.80 In these respects, VCUHSA resembles the UVA Medical Center, which is operated by UVA under the supervision of a board of university officials.81 In Rector & Visitors of the University of Virginia v. Carter,82 the [Page 254] Supreme Court of Virginia concluded that, as part of UVA, the UVA Health System was entitled to sovereign immunity.<sup>83</sup> Although, based on the Code, VCUHSA exercises its powers with greater independence than does UVA Medical Center, it would be incongruous for these two State teaching hospitals to be treated differently for purposes of sovereign immunity unless the General Assembly expressly intended that result.84

VCUHSA's unique history and status call for careful adherence to the well-established principle that "[t]o the extent an entity is entitled to sovereign immunity, there must be clear legislative intent before such immunity may be waived."85 "A waiver of sovereign immunity will not be implied from general statutory language but must be explicitly and expressly stated in the statute."86 Although this principle is more often invoked to prevent a general statutory waiver such as the Virginia Tort Claims Act<sup>87</sup> from sweeping more broadly than the General Assembly intended — rather than in analyzing whether a particular entity's governing statute entitles it to immunity — I believe it applies here. In light of VCUHSA's features and functions, as well as its intertwined relationship with VCU, it would be appropriate to expect a clear and express [Page 255] legislative statement before finding that its immunity has been waived, rather than construing that result by implication.

VCUHSA's governing statute does provide that it may "[s]ue and be sued,"88 but the Supreme Court has held that such language does not abrogate sovereign immunity.<sup>89</sup> Indeed, far from expressly waiving any immunity it has, VCUHSA's enabling statute expressly preserves it: Code § 23.1-2404 permits VCUHSA to procure insurance, but specifies that this "is not a waiver or relinquishment of any sovereign immunity to which the Authority or its officers, directors, employees, or agents are otherwise entitled."90

For these reasons, it is my opinion that the Supreme Court of Virginia would likely find that VCUHSA is entitled to absolute immunity. But that issue has not been conclusively settled. I am aware that the Circuit Court for the City of Richmond ruled last year that VCUHSA is not an arm of the Commonwealth for purposes of sovereign immunity. 91 In my view, the court there did not sufficiently account for the factors discussed above. Recognizing that "[t]o determine if a political subdivision is an arm or extension of the state that enjoys absolute immunity, the court must consider factors that assess the entity's reliance on the Commonwealth for substantial control," the court found that [Page 256] VCUHSA has at least "a few attributes of an 'agency," But the court placed greater weight on the General Assembly's authorization of VCUHSA to "exercise independently the powers conferred on it.93 And it distinguished Rector & Visitors of the University of Virginia v. Carter by reasoning that, "[u]nlike colleges and universities, VCUHSA is not subject to control by the Commonwealth . . . . The mere appointment of board members by the Governor or General Assembly does not constitute the control necessary to become an 'agency' or 'arm' of the Commonwealth." <sup>94</sup> In my opinion, that formulation discounts the level of State control over VCUHSA, both at the Board level and in its daily operations, which approaches that of the UVA Medical Center.

I also am aware of other support for the proposition that VCUHSA should not be considered a State agency or arm of the Commonwealth in limited contexts other than the one at issue here. The text of VCUHSA's enabling chapter itself, for example, indicates that it should not be treated as an agency for all purposes: Code § 23.1-2410 authorizes the Auditor of Public Accounts to examine the accounts of VCUHSA, but it stipulates that "the Authority is not a state or governmental agency, advisory agency, public body or agency, or instrumentality for purposes of Chapter 14 (§ 30-130 et seq.) of Title 30."95 And in 2004, the Attorney General opined that VCUHSA was required to compensate the State Fire Marshal for inspecting its buildings because they are not state-owned. 96 The Attorney General reasoned that, because it is a "public body corporate' and a 'political subdivision of the Commonwealth,' [VCUHSA] is neither a state agency nor a state institution for the purpose of answering the question you pose."97

Those points do not undermine my ultimate opinion that the Supreme Court likely would find VCUHSA to be an arm of the Commonwealth and therefore entitled to absolute immunity. At most, they confirm that, as stated above, an authority may be considered an agency or arm of the Commonwealth [Page 257] in some contexts but not in others. 98 More informative on the question of VCUHSA's immunity is the control that the Commonwealth retains over VCUHSA and its leadership, operations, and funding.

b. VCUHSA is entitled to immunity for performing governmental functions.

If VCUHSA is not an agency or arm of the Commonwealth entitled to absolute immunity, it is at least a quasi-municipal corporation, and therefore entitled to immunity for its governmental, as opposed to proprietary, functions.

"The shield of sovereign immunity does not just apply to the State . . . . "99 Other entities enjoy immunity in certain circumstances. Among these are municipalities, municipal corporations, and the ill-defined category of "quasi-municipal corporations," which the Supreme Court of Virginia has recognized as entities that are "not municipal corporations in the strict sense of the term" but that have been "created to perform an essentially public service." 100 As the Supreme Court has summarized the rule, "municipal corporations perform two types of functions — governmental and proprietary. Municipal corporations are immune from liability 'when performing governmental functions, but are not when exercising proprietary functions."101

The Supreme Court's analysis for determining whether an entity is a municipal corporation depends on six essential attributes of a municipal corporation:

(1) Creation as a body corporate and politic and as a political subdivision of the Commonwealth; (2) Creation to serve a public purpose; (3) Power to have a common seal, to sue and be sued, to enter into contracts, to acquire, hold and dispose of [Page 258] its revenue, personal and real property; (4) Possession of the power of eminent domain; (5) Power to borrow money and issue bonds which are tax exempt, with interest on such bonds enjoying the same status under tax laws as the interest on bonds of other political subdivisions of the state; (6) Management of the corporation vested in a board of directors or a commission.[102]

Virginia courts and Attorneys General have found a number of entities to be municipal and quasi-municipal corporations based on these factors and the circumstances of each case. 103

Applying the six factors here points to the conclusion that VCUHSA is a quasi-municipal corporation, even assuming for argument's sake that it is not a State agency or arm of the Commonwealth. 104 First, VCUHSA was "established as a public body corporate, public instrumentality, and political subdivision of the Commonwealth." <sup>105</sup> Second, as its governing statute repeatedly describes, VCUHSA was created to serve a public purpose, including "to provide for the health, welfare, convenience, knowledge, benefit, and prosperity of the residents of the Commonwealth." 106 Third, VCUHSA has the power to have a seal, to sue [Page 259] and be sued, to enter into contracts, and to control its revenues and property.<sup>107</sup> Fourth, it has the power of eminent domain (although its exercise of that power is subject to gubernatorial approval).<sup>108</sup> Fifth, it has the power to borrow money and issue tax-exempt bonds.<sup>109</sup> Finally, as discussed at length above, VCUHSA's management is vested in a board, albeit one controlled by State officials.<sup>110</sup>

Thus, VCUHSA satisfies all six factors and therefore could qualify as a quasi-municipal corporation entitled to immunity in fulfilling governmental functions, even if it were not considered to be a State agency or arm of the Commonwealth. 111 I do not offer any opinion on the specific functions that would qualify for VCUHSA or its employees to be immune from suit. "Because no bright line rule exists to distinguish between governmental and proprietary functions, whether the exercise of any particular power . . . would be governmental or proprietary would turn on facts not presented."112

But I note that the General Assembly has broadly defined the "governmental" nature of VCUHSA's activities. In § 23.1-2401(B) of the *Code of Virginia*, it stated that the purpose of VCUHSA is:

to exercise public and essential governmental functions to provide for the health, welfare, convenience, knowledge, benefit, and prosperity of the residents of the Commonwealth . . . by delivering and supporting the delivery of medical care and related services to such residents and [Page 260] individuals, providing educational opportunities in the medical field and related disciplines, conducting and facilitating research in the medical field and related disciplines, and enhancing the delivery of health care and related services to the Commonwealth's indigent population.[113]

Moreover, in § 23.1-2404(B), the General Assembly provided that the exercise of VCUHSA's statutory powers "shall be deemed the performance of essential governmental functions and matters of public necessity for the entire Commonwealth in the provision of health care, medical and health sciences education, and research . . . . "114 The General Assembly also required that the "Authority shall operate, maintain, and expand, as appropriate, teaching hospitals and related facilities for the benefit of the Commonwealth and its citizens and such other individuals who might be served by the Authority."115

Whether or not a particular VCUHSA employee shares in VCUHSA's immunity remains, as the Supreme Court made clear last year in Pike v. Hagaman, 116 a separate question determined by application of the test in James v. Jane. 117 In Pike the Supreme Court applied James to conclude that a nurse employed by a VCUHSA hospital was entitled to sovereign immunity. 118 Although VCUHSA's immunity as a State entity was not an issue before the Supreme Court, because the plaintiff had conceded in the court below that VCUHSA itself "was indeed entitled to sovereign immunity,"119 the Court's decision that the nurse was immune from suit underscores VCUHSA's own immunity. Analyzing the second James factor — the State's interest in the nurse's function — the Court examined VCUHSA's governing statute and held that, in providing the specialized health services offered by VCUHSA, the nurse [Page 261] was "serving an essential governmental function" and "carrying out the express interest of the Commonwealth." 120 Analyzing the fourth James factor — the level of control by the State over an employee — the Court found that the nurse was subject to a high degree of State control because, among other things, the "state hospital pays her wages and determines her schedule and whether she can take leave. This fourth factor also points in the direction of sovereign immunity."121

## 2. Whether recovery against VCUHSA for negligent acts of employees is limited to \$100,000.

You also have asked for confirmation that "the amount of any recovery against the VCU Health System Authority for damages, loss of property or personal injury or death caused by the negligent or wrongful act or omission of employees of VCU Health System Authority is limited to \$100,000 in accordance with V[irginia] Code § 8.01-195.3." The Code section you cite is part of the Virginia Tort Claims Act (the "VTCA"), which is a limited waiver of the Commonwealth's immunity and provides that:

the Commonwealth shall be liable for claims for money . . . on account of damage to or loss of property or personal injury or death caused by the negligent or wrongful act or omission of any employee while acting within the scope of his employment under circumstances where the Commonwealth or transportation district, if a private person, would be liable to the claimant for such damage, loss, injury or death. . . . The amount recoverable by any claimant shall not exceed . . . \$100,000 for causes of action accruing on or after July 1, 1993 or . . . the maximum limits of any liability policy maintained to insure against such negligence or other tort, if such policy is in force at the time of the act or omission complained of, whichever is greater, exclusive of interest and costs.[122] [Page 262]

An "employee" is defined as "any officer, employee or agent of any agency, or any person acting on behalf of an agency in an official capacity," while "agency" is broadly defined to include "any department, institution, authority, instrumentality, board or other administrative agency of the government of the Commonwealth . . . "123

While the VTCA exposes the Commonwealth to limited liability for the negligent acts of employees of State entities including authorities — the VTCA does not expose entities such as VCUHSA to liability themselves. Thus, in Rector & Visitors of the University of Virginia v. Carter, the Supreme Court rejected an effort to hold UVA liable for the negligent acts of a resident physician in the UVA Health System. The Court explained:

Absent an express statutory or constitutional provision waiving sovereign immunity, the Commonwealth and its agencies are immune from liability for the tortious acts or omissions of their agents and employees. . . . The limited waiver provided for in the Act will be strictly construed because the Act is a statute in derogation of the common law. Under the plain language of the Act, the Commonwealth (and certain "transportation districts" not here relevant) are the only entities for which sovereign immunity is waived. The Act contains no express provision waiving sovereign immunity for agencies of the Commonwealth, which we have stated repeatedly is a mandatory requirement before waiver occurs. As an agency of the Commonwealth, UVA is entitled to sovereign immunity under the common law absent an express constitutional or statutory provision to the contrary. There is no such waiver in the Act or elsewhere.[124]

For the same reasons, VCUHSA may not be held liable under the VTCA for the negligent acts of its employees, whether it is considered an agency or an authority. And because the VTCA does not waive VCUHSA's immunity, it is not liable for any amount of damages, let alone up to the statutory cap of \$100,000 that would otherwise apply. [Page 263]

## CONCLUSION

In response to your first question, it is my opinion that the Supreme Court of Virginia likely would find, in light of VCUHSA's functions and history, that it is a State agency or arm of the Commonwealth for the purposes of sovereign immunity, and therefore is entitled to absolute immunity from suit. Even if the Court were not to agree, however, VCUHSA also satisfies the criteria of a quasi-municipal corporation and therefore would be entitled to immunity for governmental functions. In answer to your second question, the VTCA exposes the Commonwealth, but not VCUHSA, to limited liability for the negligent acts of its employees.

## **FOOTNOTES**

- <sup>1</sup> See VCU School of Medicine, History Timeline, VIRGINIA COMMONWEALTH UNIVERSITY, http://www.medschool.vcu.edu/about/history/timeline/\* (last visited Dec. 5, 2017).
- \* [Editor's Note: The website address(es) which appear in this case are set out as hyperlinks for your own convenience. Due to the passage of time, however, the hyperlink may no longer work and/or the content of the website may not accurately reflect the content which existed at the time this case was decided.]

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^2 Id.
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<sup>5</sup> 1996 Va. Acts ch. 905.
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<sup>&</sup>lt;sup>3</sup> See id.

<sup>&</sup>lt;sup>4</sup> 1968 Va. Acts ch. 93 ("The colleges, schools, and divisions heretofore existing as The Medical College of Virginia shall, as of July 1, 1968, be designated The Medical College of Virginia, Health Sciences Division of Virginia Commonwealth University.").

<sup>&</sup>lt;sup>6</sup> *Id*.

<sup>&</sup>lt;sup>7</sup> *Id*.

<sup>&</sup>lt;sup>8</sup> 2000 Va. Acts ch. 720.

<sup>&</sup>lt;sup>9</sup> See 2016 Va. Acts ch. 588.

<sup>&</sup>lt;sup>10</sup> VA. CODE ANN. § 23.1-2401 (2016).

<sup>&</sup>lt;sup>11</sup> Section 23.1-2402(A) (2016).

<sup>&</sup>lt;sup>12</sup> *Id*.

<sup>&</sup>lt;sup>13</sup> Section 23.1-2402(A) to (C).

<sup>&</sup>lt;sup>14</sup> Section 23.1-2402(G).

<sup>&</sup>lt;sup>15</sup> Section 23.1-2403(A) (2016).

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<sup>16</sup> Id.
<sup>17</sup> Section 23.1-2403(B).
<sup>18</sup> Section 23.1-2401(B).
<sup>19</sup> Id.
<sup>20</sup> Section 23.1-2401(C).
<sup>21</sup> Section 23.1-2404(A) (Supp. 2017).
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<sup>24</sup> Section 23.1-2404(A)(6).
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<sup>&</sup>lt;sup>22</sup> Section 23.1-2404(A)(1).

<sup>&</sup>lt;sup>23</sup> Section 23.1-2404(A)(5). The term "hospital facilities" is defined as "all property or rights in property, real and personal, tangible and intangible, including all facilities suitable for providing hospital and health care services . . . and other related and supporting facilities owned, leased, operated, or used, in whole or in part, by Virginia Commonwealth University as part of, or in connection with, MCV Hospitals in the normal course of its operations as a teaching, research, and medical treatment facility." Section 23.1-2400 (2016).

<sup>&</sup>lt;sup>25</sup> Section 23.1-2404(A)(7).

<sup>&</sup>lt;sup>26</sup> Section 23.1-2404(A)(9). See also § 23.1-2418 (2016) (setting forth in greater detail the Authority's power to issue bonds).

<sup>&</sup>lt;sup>27</sup> Section 23.1-2404(A)(10), (11).

<sup>&</sup>lt;sup>28</sup> Section 23.1-2404(A)(12). The provision indicates that the "purchase of insurance, participation in an insurance plan, or creation of a self-insurance plan by the Authority is not a waiver or relinquishment of any sovereign immunity to which the Authority or its officers, directors, employees, or agents are otherwise entitled." Id.

<sup>&</sup>lt;sup>29</sup> Section 23.1-2404(A)(15).

<sup>&</sup>lt;sup>30</sup> Section 23.1-2404(A)(16).

<sup>&</sup>lt;sup>31</sup> Section 23.1-2404(A)(23).

<sup>&</sup>lt;sup>32</sup> Section 23.1-2404(A)(25).

<sup>&</sup>lt;sup>33</sup> Section 23.1-2404(B).

<sup>&</sup>lt;sup>34</sup> The Secretary's state government organizational chart identifies VCUHSA as an "independent agency," along with the Virginia Retirement System (the "VRS"), the State Corporation Commission (the "SCC"), and the Virginia Lottery, among others. See Secretary of the Commonwealth, Organization of Virginia State Government, VIRGINIA.GOV, available at http://commonwealth.virginia.gov/va-government/organization-of-virginia-state-government/ (last visited Dec. 5, 2017). Federal courts have agreed that the VRS and SCC are agencies of the State entitled to immunity. See Sculthorpe v. Va. Ret. Sys., 952 F. Supp. 307, 309-10 (E.D. Va. 1997) (VRS "is an independent agency of the state. . . . [I]t is an 'arm of the state' entitled to immunity . . . . "); Croatan Books, Inc. v. Commonwealth, 574 F. Supp. 880, 885 (E.D. Va. 1983) ("Clearly, the State Corporation Commission has no life other than that derived from the State; rather the agency is the Commonwealth itself in its role as business regulator, not an entity independent of it.").

<sup>&</sup>lt;sup>35</sup> See, e.g., 1985-1986 Op. Va. Att'y Gen. 150, 151, 152, 85-86 Va. AG 150, 151, 152, n.2 (soil and water conservation district defined in the Code as a "governmental subdivision" is a political subdivision but is an agency for purposes of sovereign immunity); 1976-1977 Op. Va. Att'y Gen. 319, 319, 76-77 Va. AG 319, 319 (Virginia Port Authority is a political subdivision but is an agency for purposes of statute governing appointment of its administrative head).

- <sup>36</sup> Gray v. Va. Sec'y of Transp., 276 Va. 93, 101, 62 S.E.2d 66 (2008) (quoting Messina v. Burden, 228 Va. 301, 307, 321 S.E.2d 657 (1984)).
- <sup>37</sup> City of Va. Beach v. Carmichael Dev. Co., 259 Va. 493, 499, 527 S.E.2d 778 (2000) (quoting Hinchey v. Ogden, 226 Va. 234, 240, 307 S.E.2d 891 (1983)).
- <sup>38</sup> *Id.* (quoting *Messina*, 228 Va. at 308).
- <sup>39</sup> See Elizabeth River Crossings Op Co, LLC v. Meeks, 286 Va. 286, 322, 749 S.E.2d 176 (2013) (using the phrase "arms' of the Commonwealth" to describe "the Commonwealth and certain of its agencies, boards, and commissions").
- <sup>40</sup> Jean Moreau & Assocs., Inc. v. Health Ctr. Comm'n ex rel. Cty. of Chesterfield, 283 Va. 128, 141, 720 S.E.2d 105 (2012) (citing Prendergast v. Northern Va. Reg'l Park Auth., 227 Va. 190, 194, 313 S.E.2d 399 (1984)).
- 41 227 Va. 190, 313 S.E.2d 399 (1984).
- 42 Id. at 194.
- <sup>43</sup> See 2002 Op. Va. Att'y Gen. 281, 283, 2002 Va. AG 281, 283 ("Depending on the context, . . . a political subdivision may be considered a state agency for limited purposes.").
- <sup>44</sup> *See*, *e.g.*, 1978-1979 Op. Va. Att'y Gen. 305, 308, 78-79 Va. AG 305, 308 (citation omitted) ("[T]he inquiry must go beyond the statutory provision under which the Authority was created and operated. The actual functioning of the Authority must be reviewed to determine factually whether the Authority is operated as an agency or a political subdivision of the State.").
- <sup>45</sup> 2002 Op. Va. Att'y Gen. 281, 282, 2002 Va. AG 281, 282 (citing 1985-1986 Op. Va. Att'y Gen. 336, 336, 85-86 Va. AG 336, 336; 1985-1986 Op. Va. Att'y Gen. 149, 150, 85-86 Va. AG 149, 150; 1979-1980 Op. Va. Att'y Gen. 5, 5, 79-80 Va. AG 5, 5; 1978-1979 Op. Va. Att'y Gen. 305, 307-09, 78-79 Va. AG 305, 307-09; 1977-1978 Op. Va. Att'y Gen. 454, 454, 77-78 Va. AG 454, 454).
- <sup>46</sup> 2002 Op. Va. Att'y Gen. 281, 282, 2002 Va. AG 281, 282 (footnotes omitted).
- <sup>47</sup> 1985-1986 Op. Va. Att'y Gen. 336, 336, 85-86 Va. AG 336, 336 (citations omitted).
- $^{48}$  Section 23.1-2404(A)(25) (VCUHSA may "[e]xercise independently the powers conferred . . . in furtherance of its corporate and public purposes"). See also infra Part 1.b.
- <sup>49</sup> The analysis herein regarding State control is offered in the limited context of assessing VCUHSA's entitlement to sovereign immunity and should not be construed as opining on the relationship between any State entities and employees for purposes of determining *respondeat superior* liability. *Cf. McDonald v. Hampton Training Sch. for Nurses*, 254 Va. 79, 82, 486 S.E.2d 299 n.1 (1997) (distinguishing between "the status of an individual for purposes of *respondeat superior*" and "whether a governmental employee is entitled to sovereign immunity"). Nor should this analysis be construed as opining that a principal-agent relationship exists between VCU and VCU Health System or between VCU and any individual acting in his or her capacity as a VCU Health System employee.
- <sup>50</sup> See § 23.1-2402(A).
- <sup>51</sup> See § 23.1-2303 (2016).
- <sup>52</sup> Section 23.1-2402(A). The latter individual holds the title of Vice-President for Health Sciences at VCU and serves as the CEO of VCUHSA. *See* § 23.1-2403.
- <sup>53</sup> Section 23.1-2402(G).
- <sup>54</sup> See 2014 Va. Acts ch. 456.

- <sup>55</sup> See VCU Health System Authority Board of Directors (2017-2018 Members), VCU HEALTH (Delegate M. Kirkland Cox, Delegate James P. Massie III, and Senator Ryan T. McDougle), available at http://www.vcuhealth.org/about-us/leadership/board-of-directors (last visited Dec. 5, 2017).
- <sup>56</sup> Section 23.1-2403(A).
- <sup>57</sup> Section 23.1-2403(A), (B).
- <sup>58</sup> No. 3:09CV738-HEH, 2010 WL 1170002 (E.D. Va. Mar. 23, 2010), aff'd in part and vacated in part, 414 F. App'x 555 (4th Cir. 2011) (per curiam).
- <sup>59</sup> Stewart, 2010 WL 1170002, at \*4. The U.S. Court of Appeals for the Fourth Circuit later vacated the district court's dismissal of Stewart's Title VII claim "against VCU and its allied medical facilities" in light of Supreme Court precedent that, "in enacting Title VII, Congress properly abrogated the states' Eleventh Amendment immunity for such [employment discrimination] suits." Stewart, 414 F. App'x at 556.
- 60 Stewart, 2010 WL 1170002, at \*4.
- 61 See, e.g., Baird v. Stokes, 4 Cir. CL10227, 82 Va. Cir. 56, 58 (Va. Cir. Ct. (Norfolk) Apr. 5, 2011) (noting that Eastern Virginia Medical School is a municipality rather than a State agency; EVMS "could not accurately be described as a state university medical school"; control was exerted by localities, who appointed most of the Board of Visitors), aff'd, Record No. 120743, 13 Va. S. Ct. UNP 120743 (Va. Apr. 5, 2013) (unpublished).
- 62 217 Va. 30, 225 S.E.2d 364 (1976).
- 63 Id. at 33.
- <sup>64</sup> *Id.* at 32.
- <sup>65</sup> 227 Va. at 194.
- 66 Record No. 120743, 13 Va. S. Ct. UNP 120743 (Va. Apr. 5, 2013) (unpublished), available at http://valawyersweekly.com/wp-files/pdf/013-6-030.pdf.
- <sup>67</sup> *Id.*, slip op. at 7-8.
- <sup>68</sup> Id., slip op. at 8. The Supreme Court also found that, while not an agency, EVMS is a municipal corporation. See id., slip op. at 9.
- <sup>69</sup> But see 2004 Op. Va. Att'y Gen. 130, 132, 2004 Va. AG 130, 132 ("[T]he Authority does not directly receive any appropriations from the Commonwealth.") (emphasis added).
- <sup>70</sup> 2017 Budget Bill HB 1500 (Reenrolled), Item 306.B.1, VIRGINIA'S LEGISLATIVE INFORMATION SYSTEM, available at https://budget.lis.virginia.gov/item/2017/1/HB1500/Reenrolled/1/306/ (last visited Dec. 6, 2017). VCUHSA appears to use both "VCU Health System" as well as "VCU Health" to refer to itself more commonly. See Our Leadership, VCU HEALTH, available at https://www.vcuhealth.org/our-story/leadership/our-leadership (last visited Dec. 6, 2017).
- <sup>71</sup> JOINT LEGISLATIVE AUDIT AND REVIEW COMMISSION: REVIEW OF THE IMPACT OF MEDICAID RATES ON ACCESS TO HEALTH CARE IN VIRGINIA (Senate Doc. No. 8) at 46-47 (Nov. 2013), available at http://jlarc.virginia.gov/pdfs/reports/Rpt448.pdf (last visited Dec. 5, 2017).
- <sup>72</sup> 2017 Budget Bill HB 1500 (Reenrolled), Item 210, VIRGINIA'S LEGISLATIVE INFORMATION SYSTEM, available at https://budget.lis.virginia.gov/item/2017/1/HB1500/Chapter/1/210/ (last visited Dec. 6, 2017).
- <sup>73</sup> 2013 Budget Bill HB 1500, Item 209, VIRGINIA'S LEGISLATIVE INFORMATION SYSTEM, available at https://budget.lis.virginia.gov/item/2013/1/HB1500/Chapter/1/209/ (last visited Dec. 6, 2017).

- <sup>76</sup> *Id. See also* § 23.1-2413(B) (requiring that projects in excess of \$5 million "shall be . . . presented again" to the General Assembly's finance committees "[b]efore the Authority materially increases the size or materially changes the scope of any capital project for which construction has commenced").
- <sup>77</sup> Cf. Rector & Visitors of the Univ. of Va. v. Carter, 267 Va. 242, 246, 591 S.E.2d 76 (2004) ("Given the [Virginia Tort Claims] Act's lack of an express waiver of the common law sovereign immunity afforded the Commonwealth's agencies, UVA retains its sovereign immunity from the claim brought by Carter.").
- <sup>78</sup> See Virginia Code Title 23.1, Subtitle IV. VCUHSA also retains the power, like public universities, to seek financing from the Virginia College Building Authority. See § 23.1-2404(A)(10) (VCUHSA has power to "[s]eek financing from, incur or assume indebtedness to, and enter into contractual commitments with the Virginia Public Building Authority and the Virginia College Building Authority, which authorities may borrow money and make and issue negotiable notes, bonds, and other evidences of indebtedness to provide such financing relating to the hospital facilities or any project."); § 23.1-1014(A)(2) (Supp. 2017) ("Each covered institution may . . . [s]eek financing from, incur, or assume indebtedness to, and enter into contractual commitments with, the Virginia Public Building Authority and the Virginia College Building Authority, which authorities may borrow money and make and issue negotiable notes, bonds, notes, or other obligations to provide such financing relating to facilities or any project.").
- <sup>79</sup> See 2017 Budget Bill HB 1500 (Chapter 836), Item 210, VIRGINIA'S LEGISLATIVE INFORMATION SYSTEM, available at https://budget.lis.virginia.gov/item/2017/1/HB1500/Chapter/1/210/ (last visited Dec. 6, 2017) (appropriating more than \$26 million per year to VCU for "200 instructional and administrative faculty positions and for administrative and classified positions which provide services, through internal service agreements, to [VCUHSA]").
- <sup>80</sup> See § 23.1-2428 (2016) (providing that, if VCUHSA is dissolved, "all assets of the Authority, after satisfaction of creditors, shall revert to the University"); § 23.1-2418(A) (providing that the "Authority may issue bonds for any of its purposes, including . . . to refund bonds or other obligations issued by or on behalf of the Authority, the University, or otherwise . . . . The Authority may guarantee, assume, or otherwise agree to pay, in whole or in part, indebtedness issued by the University . . . resulting in the acquisition or construction of facilities for the benefit of the Authority or the refinancing of such indebtedness.").
- <sup>81</sup> UVA Medical Center's Operating Board has a composition somewhat similar to VCUHSA's. Its voting members consist of the Rector and five other members of UVA board of visitors (including the chair), all of whom have been appointed by the governor; its non-voting members include eight specific University officials, and up to six "public" members. *See Health System Board*, UVA BOARD OF VISITORS, available at http://www.virginia.edu/bov/mcob.html (last visited Dec. 6, 2017).

- <sup>83</sup> *Id.* at 246 (noting that even though "'agencies' are nothing more than administrative divisions of the Commonwealth . . [t]he VTCA waives the sovereign immunity of the Commonwealth only. If the General Assembly desired in the Act to waive the sovereign immunity of the Commonwealth's agencies in addition to the immunity of the Commonwealth, it could have easily done so. It did not.").
- <sup>84</sup> See § 23.1-2401(B)(3)-(5) (VCUHSA shall support activities of VCU's Health Sciences School, provide a site for faculty research, and "[s]erve as the principal teaching and training hospital for undergraduate and graduate students."); *Pike v. Hagaman*, 292 Va. 209, 218, 787 S.E.2d 89 (2016) (referring to VCUHSA as a "state hospital"). *See also 2017 Budget Bill HB 1500 (Reenrolled), Item 196.B.3*, VIRGINIA'S LEGISLATIVE INFORMATION SYSTEM, available at https://budget.lis.virginia.gov/item/2017/1/HB1500/Chapter/1/196 (last visited Dec. 6, 2017) (ordering UVA and VCUHSA to "establish elective Family Practice Medicine experiences in Southwest Virginia for both students and residents").
- 85 2006 Op. Va. Att'y Gen. 95, 97, 2006 Va. AG 95, 97 (citing 1986-1987 Op. Va. Att'y Gen. 139, 140, 86-87 Va. AG 139, 140).

<sup>&</sup>lt;sup>74</sup> *Id.*, Item C-39.40, available at https://budget.lis.virginia.gov/item/2013/1/HB1500/Chapter/2/C-39.40/ (last visited Dec. 6, 2017).

<sup>&</sup>lt;sup>75</sup> Section 23.1-2413(A) (Supp. 2017).

<sup>82 267</sup> Va. 242, 591 S.E.2d 76 (2004).

- <sup>86</sup> Gray, 276 Va. at 102 (internal quotation marks omitted) (quoting Alliance to Save the Mattaponi v. Commonwealth Dept. of Envtl. Quality ex rel. State Water Control Bd., 270 Va. 423, 455, 621 S.E.2d 78 (2005)). See also 2006 Op. Va. Att'y Gen. at 97 (citing Eriksen v. Anderson, 195 Va. 655, 657, 79 S.E.2d 597 (1954); 1980-1981 Op. Va. Att'y Gen. 317. 318, 80-81 Va. AG 317, 318).
- <sup>87</sup> See generally VA. CODE. ANN. §§ 8.01-195.1 to 8.01-195.9 (2015 & Supp. 2017).
- <sup>88</sup> Section 23.1-2404(A)(1).
- 89 Elizabeth River Tunnel Dist. v. Beecher, 202 Va. 452, 457, 117 S.E.2d 685 (1961). See also 2006 Op. Va. Att'y Gen. 95, 97, 2006 Va. AG 95, 97 (footnote omitted) ("[T]he Virginia Supreme Court and the Attorney General consistently have interpreted the power to 'sue and be sued' or to 'contract and be contracted with' insufficient to constitute a waiver of immunity or consent to suit.").
- <sup>90</sup> Section 23.1-2404(A)(12). A handful of other statutes contain similar language. See VA. CODE ANN. § 33.2-2608(A)(3) (2014) (Hampton Roads Transportation Accountability Commission); § 23.1-1008(3) (2016) (institutions of higher education covered by the Restructured Higher Education Financial and Administration Operations Act); § 15.2-5340.2 (2012) (hospital authorities); § 62.1-132.1(A)(4) (Supp. 2017) (Virginia Port Authority); § 15.2-5205(19) (2012) (hospital or health center commission); § 15.2-5374(19) (Supp. 2017) (Southwest Virginia Health Authority). I do not suggest that the General Assembly intended any particular level of immunity by this language only that, combined with the other factors discussed, this language makes an express waiver of sovereign immunity more critical.
- 91 See Lisa Stanley v. Virginia Commonwealth Univ. Health Sys. Auth. a/k/a Virginia Commonwealth Univ. Health Sys., No. CL16-3016 (Va. Cir. Ct. (City of Richmond) Oct. 11, 2016). It nonetheless found that it is entitled to sovereign immunity "because it is a municipal or quasi-municipal corporation that perform[s] a governmental function." *Id.*, slip op. at 4.
- <sup>92</sup> *Id.*, slip op. at 2.
- <sup>93</sup> *Id.* (quoting former version of statute).
- <sup>94</sup> *Id.*, slip op. at 3.
- <sup>95</sup> Section 23.1-2410(C) (2016) (emphasis added).
- 96 2004 Op. Va. Att'y Gen. 130, 132, 2014 Va. AG 130, 132.
- <sup>97</sup> *Id.* (emphasis added) (footnote omitted).
- 98 See, e.g., 1985-1986 Op. Va. Att'y Gen. 150, 151, 152 n.2, 85-86 Va. AG 150, 151, 152 n.2; 1981-1982 Op. Va. Att'y Gen. 337, 338, 339 n.2, 81-82 Va. AG 337, 338, 339 n.2.
- 99 Jean Moreau & Assocs., 283 Va. at 137.
- <sup>100</sup> Hampton Rds. Sanitation Dist. Comm'n v. Smith, 193 Va. 371, 374-75 (1952). See also Baird, slip op. at 8 ("Political subdivisions, commissions, authorities and other entities established by the General Assembly have been labeled . . . as 'quasi-municipal corporations'").
- <sup>101</sup> Jean Moreau & Assocs., 283 Va. at 137 (quoting Carter v. Chesterfield Cty. Health Comm'n, 259 Va. 588, 590 (2000)).
- <sup>102</sup> City of Richmond v. Richmond Metro. Auth., 210 Va. 645, 647 (1970).
- <sup>103</sup> See, e.g., Baird, slip op. at 8-9 (Eastern Virginia Medical School is a municipal corporation entitled to sovereign immunity); 2012 Op. Va. Att'y Gen. 96, 98, 2012 Va. AG 96, 98 (Warm Springs Sanitation Commission a municipal corporation entitled to sovereign immunity). See also Hampton Rds. Sanitation Dist. Comm'n, 193 Va. at 377 ("While it is true that the more attributes of a municipal corporation an agency has the more likely it is to be treated as a municipal

corporation, the final decision rests on the specific issue of each case.").

- <sup>104</sup> *Cf. County of York v. Peninsula Airport Comm'n*, 235 Va. 477, 481 n.1 (1988) ("It is true that when participating localities retain substantial local control over an entity they have created, local activation negates its status as a state agency or an 'arm' of the Commonwealth. However, such an entity, although not an arm of the Commonwealth, still may be a municipal corporation (and, thus, a political subdivision) if it possesses enough of the essential attributes.") (internal citations and certain punctuation marks omitted).
- <sup>105</sup> Section 23.1-2401(A).
- <sup>106</sup> Section 23.1-2401(B). *See also* § 23.1-2404(A)(25) (authorizing VCUHSA to exercise its powers "in furtherance of its corporate and public purposes").
- <sup>107</sup> Section 23.1-2404(A)(2) (power to "[h]ave and alter an official seal"); § 23.1-2404(A)(1) (power to "[s]ue and be sued in its own name"); § 23.1-2404(A)(5) (power to "[m]ake and execute contracts"); § 23.1-2408(A) (Supp. 2017) (providing that "[a]ll moneys of the Authority derived from any source shall be paid to the treasurer of the Authority"); § 23.1-2404(A)(14)(a), (b) (power to own and sell land).
- <sup>108</sup> Section 23.1-2404(A)(16).
- <sup>109</sup> Section 23.1-2404(A)(9); § 23.1-2418 (setting forth in greater detail the Authority's power to issue bonds); § 23.1-241(B) (2016) (providing that "[a]ny bonds issued by the Authority . . . are exempt from taxation").
- <sup>110</sup> Section 23.1-2402.
- <sup>111</sup> See Stanley, slip op. at 4 (finding that "VCUHSA is entitled to sovereign immunity because it is a municipal or quasi-municipal corporation that performed a governmental function").
- <sup>112</sup> See 2012 Op. Va. Att'y Gen. 96, 98, 2012 Va. AG 96, 98. See also 2006 Op. Va. Att'y Gen. 95, 97, 2006 Va. AG 95, 97.
- <sup>113</sup> Section 23.1-2401(B).
- <sup>114</sup> Section 23.1-2404(B).
- <sup>115</sup> Section 23.1-2401(C).
- <sup>116</sup> 292 Va. 209, 215 (2016).
- <sup>117</sup> 221 Va. 43, 53 (1980) (establishing a four-factor test to determine whether a State employee is entitled to immunity, based on the employee's function; the extent of the State's interest and involvement in that function; whether the employee's act involved the use of judgment and discretion; and the degree of control and direction exercised by the State over the employee).
- 118 292 Va. at 212, 219.
- <sup>119</sup> Pike v. Hagaman, 13 Cir. CL131815, 90 Va. Cir. 138, 139 (City of Richmond 2015), aff'd, 292 Va. 209 (2016).
- <sup>120</sup> Pike, 292 Va. at 217 (punctuation and citations omitted).
- <sup>121</sup> Id. at 218.
- <sup>122</sup> Section 8.01-195.3 (2015).
- <sup>123</sup> Section 8.01-195.2 (2015).
- <sup>124</sup> See Carter, 267 Va. at 244-45 (citations omitted).

NOTES	



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