COMMITTEE MEMBERS PRESENT
Mr. Andrew Florance, Chair
Dr. Dale Jones
Dr. Tonya Parris-Wilkins

COMMITTEE MEMBERS PRESENT VIRTUALLY
Mr. Keith Parker
Dr. Shantaram Talegaonkar

OTHER BOARD MEMBERS PRESENT
Mr. H. Benson Dendy, III, Rector
Mr. Todd P. Haymore

COMMITTEE MEMBERS ABSENT
Mr. Ed McCoy, Vice Chair
Rev. Tyrone Nelson

OTHERS PRESENT
Dr. Michael Rao, President
Dr. Meredith Weiss, Vice President of Administration
Ms. Jessica Bryant, Senior Director, Strategic Initiatives, Administration
VCU Presidential Cabinet
Division of Administration leadership team
Staff and students from VCU and VCUHS
Members of the Press

CALL TO ORDER
Mr. Andrew Florance, Chair of the Administration Committee, called the meeting to order at 8:04 a.m.

OPEN SESSION ACTION ITEMS
Mr. Florance began by asking Dr. Weiss to present the proposal to approve the Administration Charter and Meeting Planner. The charter outlines the purpose and general responsibilities of the
Administration Committee. The meeting planner builds on the charter, adding frequency and timing for bringing items to BOV, including:

- ONE VCU Master Plan Implementation Update; Building and Grounds Report - twice a year
- Six-Year Capital Plan - biannually, the odd years in the spring
- Crisis Emergency Management Plan - every four years (next in 2024)
- Once a year, receive updates from each of the areas within Administration - Capital Assets and Real Estate, Human Resources, Safety and Risk Management, Technology Services, VCU Police

On a motion duly made and seconded, the Administration Committee Charter and Meeting Planner were approved for recommendation of approval to the full board.

A copy of the charter and meeting planner are attached hereto as Attachment A and is made a part hereof.

**VICE PRESIDENT FOR ADMINISTRATION’S REPORT**

Mr. Florance asked Dr. Weiss to provide her report, Administration Overview and Quest 2028 Advancement and an ONE VCU Master Plan Implementation Update.

Dr. Weiss provided an overview of the Division of Administration including how they serve the university and health system. Dr. Weiss highlighted specific areas that they have to build from to advance Quest 2028, including:

- ONE VCU Master Plan
- Transformative Safety Model
- HyFlex Instruction
- ONE VCU Sustainability Plan
- Great Place HR Redesign
- RamStrong Health and Well-being

Dr. Weiss discussed with the committee several challenges facing the Division of Administration, specifically deferred maintenance and the infrastructure to grow research and support student success. She also presented a number of opportunities within three focus areas, staff recruitment and retention, culture of care and infrastructure, for supporting Quest 2028.

Next, Dr. Weiss provided an update on the ONE VCU Master Plan implementation. She outlined the capital projects timeline and BOV approvals as well as major capital projects that are currently underway. Dr. Weiss discussed several projects from the ONE VCU Master Plan that will be priorities in the next six-year capital plan.

A copy of the presentation is attached hereto as Attachment B and is made a part hereof.

**REPORTS FOR INFORMATIONAL PURPOSES**
Mr. Florance noted that there were several reports for informational purposes, specifically, the Capital Projects Update which provides planning and construction updates for VCU’s major capital projects and the Administration Dashboard which highlights key metrics from the different areas within the Division of Administration.

A copy of the Capital Projects Update is attached hereto as Attachment C and is made a part hereof.

A copy of the Administration Dashboard is attached hereto as Attachment D and is made a part hereof.

CLOSED SESSION

Mr. Florance, Chair, then moved that the Administration Committee convene into closed session pursuant to Section 2.2-3711 (A)(3), of the Virginia Freedom of Information Act for the discussion and consideration of the acquisition of certain real property for the university’s strategic purposes, and/or of the disposition of specific publicly held real property, where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of VCU in connection with the potential transactions.

Following the closed session, the public was invited to return to the meeting. Mr. Florance, Chair, called the meeting to order.

Resolution of Certification

On motion duly made and seconded, the following resolution of certification was approved by a roll call vote:

BE IT RESOLVED, that the Administration Committee certifies that, to the best of each member’s knowledge, (i) only public business matters lawfully exempted from open meeting requirements under this chapter were discussed in the closed meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion by which the closed session was convened were heard, discussed or considered by the Committee.

<table>
<thead>
<tr>
<th>Vote</th>
<th>Ayes</th>
<th>Nays</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Andrew Florance, Chair</td>
<td>X</td>
<td></td>
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<tr>
<td>Dr. Dale Jones</td>
<td>X</td>
<td></td>
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<tr>
<td>Mr. Keith Parker</td>
<td>X</td>
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<tr>
<td>Dr. Tonya Parris-Wilkins</td>
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<tr>
<td>Mr. H. Benson Dendy, III, Rector</td>
<td>X</td>
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</table>
Committee members Mr. McCoy and Rev. Nelson were absent for the roll call. All members present responding affirmatively, the resolution of certification was adopted.

**ADJOURNMENT**
There being no further business, Mr. Florance adjourned the meeting at 9:03 a.m.
I. PURPOSE

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

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

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

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

II. COMPOSITION AND INDEPENDENCE

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

III. RESPONSIBILITIES

Last revised August 2022
In performing its oversight responsibilities, the Committee shall:

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

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

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

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

Last revised August 2022
3. Review annually a ONE VCU Sustainability Plan Update and Metrics.
4. Review annually a Technology Services Update and Metrics.
5. Review annually a VCU Police Update and Metrics.

IV. MEETINGS

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

<table>
<thead>
<tr>
<th>A = Annually; Q = Quarterly; AN = As necessary</th>
<th>Frequency</th>
<th>Planned Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1, Q2, Q3, Q4 based on fiscal year (July-June)</td>
<td>A Q AN Q1 Q2 Q3 Q4</td>
<td>Sept Dec March May</td>
</tr>
</tbody>
</table>

## A. General

1. Adopt a formal written charter that specifies the Committee’s scope of responsibility. The charter should be reviewed annually and updated as necessary.

   - X X

2. Maintain minutes of all meetings.

   - X X X X X

3. Report Committee actions to the Board of Visitors with such amplifying information as the Committee may deem appropriate.

   - X X X X X

4. Meet in closed session with external auditors and/or the Vice President for Administration (with or without members of senior management present), as permissible by state law and as the Committee deems appropriate, to discuss confidential matters.

   - X X

5. Become well acquainted with all of the information and pertinent facts under the purview of the Committee.

   - X

6. Recommend best practices across the institution for administrative operations.

   - X

7. Make such recommendations to the BOV that will ensure the institution is operating efficiently, effectively, and appropriately with regard to the use of public and other funds to accomplish the University’s stated mission.

   - X

## B. Facilities Planning and Real Estate

1. Review and recommend approval of the ONE VCU Master Plan

   - X

2. Review and recommend approval of plans for Major Capital Projects (as defined in the BOV’s Management Agreement and subsequent BOV resolutions).

   - X

3. Review and recommend approval of the Six-Year Plan

   - X X
<table>
<thead>
<tr>
<th>Capital Plan (spring of odd years) and all amendments thereto.</th>
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<tbody>
<tr>
<td>4. Review and recommend approval of property acquisition or disposition of all University-owned real estate, including capital leases.</td>
</tr>
<tr>
<td>5. Review and recommend approval of the demolition of any University-owned property.</td>
</tr>
<tr>
<td>6. Consider such other matters relating to the maintenance and security of the University’s buildings and grounds and the care and preservation of the University’s furnishings and equipment, as the Committee deems appropriate.</td>
</tr>
<tr>
<td>7. Review a ONE VCU Master Plan Implementation Update</td>
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<tr>
<td>8. Review a Building and Grounds Report</td>
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**C. Emergency Preparedness**

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

**D. Administration Updates**

1. Human Resources Update and Metrics | X | X |
2. Safety and Risk Management Update and Metrics | X | X |
3. ONE VCU Sustainability Plan Update and Metrics | X | X |
4. Technology Services and Metrics | X | X |
5. VCU Police Update and Metrics | X | X |
6. Capital Assets and Real Estate Update and Metrics | X | X |
Overview

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

Human Resources

VCU Police

Facilities Management

Technology Services

Safety & Risk Management

Capital Assets & Real Estate
What we do

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

- Our team
- ONE VCU Master Plan
- Transformative safety model
- Hyflex instruction
- ONE VCU Sustainability Plan
- Great Place: HR Redesign
- RamStrong health and well-being
Deferred maintenance

Infrastructure to grow research and support student success
Where we are going: Supporting Quest 2028

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

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

Infrastructure
Underpin student success, patient experience and research growth
The ONE VCU Master Plan
Aligning VCU's physical environment with its strategic goals
Capital projects timeline

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

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

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

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

5. Construction
   BOV approves construction contracts exceeding $5M

Start → Complete
Where we are

STEM Building
under construction; estimated completion spring 2023

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

Technology Operations Center
under construction; estimated completion December 2023
Where we are going

Athletics Village
School of Dentistry
Undergraduate Housing
Future Research Space
Student Commons & Iconic Green
Interdisciplinary Academic & Lab Building
How you can help

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

**Trani Life Sciences roof & HVAC replacement**

Architect/engineer: DJG, Inc.  
Biennium: 2018-2020  
Budget: $7,114,000  
Contractor: Warwick Mechanical  
Funding source: State Supported Debt  
Status: Complete

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

**Progress:**
All work is complete. Final reconciliation and closeout in process.

Projects under construction

**STEM Teaching Laboratory Building**

Architect/engineer: Ballinger  
Biennium: 2018-2020  
Budget: $124,472,000  
Contractor: Hourigan  
Funding source: State Supported Debt, General Fund  
Status: On schedule

**Description:**
This new six-story building will be the gateway to foundational science and mathematics instruction for undergraduates at VCU. The need for STEM (science, technology, engineering and math) class laboratory space is urgent based on a space needs analysis conducted in 2015. This project will build a single 169,000 square foot facility on state-owned land.
**Progress:**
Construction remains on time and within budget, despite challenging supply chain delays. Anticipated final completion and occupancy will be in spring 2023.

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**Projects in the planning phase**

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

Architect/engineer: William Rawn Associates  
Planning budget: $6,809,000  
Funding source: University Funds and Future General Fund  
Biennium: 2022-2024  
Contractor: Hourigan  
Status: On schedule

**Description:**
Positioned on the southeast corner of Broad and Belvidere streets, across from the Institute for Contemporary Art at VCU and steps away from Fortune 500 companies and local startups, a new AIAB will provide a launch pad for critical digital and creative economy initiatives both on campus and in the city. The new AIAB will feature flexible classroom spaces, interdisciplinary performance venues and makerspaces for rapidly growing partnerships across arts, business, humanities and sciences, medicine, and engineering.

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

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**Founders Hall building envelope rehabilitation**

Architect/engineer: Raymond Engineering  
Budget: $3,200,000  
Funding source: Maintenance Reserve  
Biennium: 2020-2022  
Contractor: TBD  
Status: On schedule

**Description:**
Founders Hall is located within the Historic Franklin Street District and houses several College of Humanities and Sciences units. The building is experiencing significant water intrusion issues and requires repairs that include replacement of the roof as well as repairs to windows and the deteriorated masonry exterior.

**Progress:**

Lasted updated August 2022
The completion of the design phase is anticipated in time to support a late summer start of construction.

**Technology Operations Center**

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

**Description:**
The 28,000 square foot facility will be located at 707 West Broad Street adjacent to the Technology Administration Building. The new facility will replace technology operations currently taking place at the state-owned Pocahontas Building. In April 2021, the Commonwealth of Virginia informed the university that it must vacate the Pocahontas Building by December 2023 to provide a site for the proposed Virginia Supreme Court Building. The new Technology Operations Center will serve as the primary data center and network operations hub for both campuses, as well as the telecommunications hub for VCU Health. As such, it will directly or indirectly support all of VCU’s and much of VCU Health’s critical operations.

**Progress:**
The design is with the Commonwealth of Virginia Department of General Services, Division of Engineering and Buildings for review. VCU anticipates re-submitting a final building permit in mid-September 2022. A contract has been issued to the construction manager, Mark Turner. The Guaranteed Max Price (GMP), which sets the maximum price of the project, is anticipated in mid-October 2022.
**Square feet added or renovated under President Rao’s leadership**

10.8M

**The compa-ratio for staff indicating “at-market” salary rates**

1.03

**VCU community reports feeling “safe” or “very safe”**

92%

**VCU FY22 construction and renovation spending with woman and minority-owned businesses**

$13.0M

**Classrooms equipped for hybrid/hyflex instruction by Fall 2023**

70%

**Acres of land acquired for Athletics Village**

40

**Staff hires in 2022 from an underrepresented racial or ethnic minority**

40%

**Estimated annual savings due to VCU HR’s executive search team**

900K

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

121%

**VCU’s FY22 Energy Use Intensity (EUI); lower than the national median for colleges and universities (180 kBtu/ft²)**

135 kBtu/ft²

**Land within the City of Richmond owned by VCU**

0.6%

**VCU buildings certified as LEED Silver or higher**

22

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

121%

**ACCIDENT RATES**

- Police: 39%
- Facilities: 33%
- Labs: 62%

% down from 2017 to 2021