



**VIRGINIA COMMONWEALTH UNIVERSITY
BOARD OF VISITORS
ADMINISTRATION COMMITTEE
MARCH 24, 2023
JAMES BRANCH CABELL LIBRARY
901 PARK AVENUE - ROOM 303
RICHMOND, VA**

MINUTES

COMMITTEE MEMBERS PRESENT

Mr. Andrew Florance, *Chair*
Dr. Dale Jones
Rev. Tyrone Nelson
Mr. Keith Parker
Dr. Tonya Parris-Wilkins

OTHER BOARD MEMBERS PRESENT

Mr. H. Benson Dendy, III, *Rector*
Mr. Todd P. Haymore

COMMITTEE MEMBERS ABSENT

Mr. Ed McCoy, *Vice Chair*
Dr. Shantaram Talegaonkar

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
VCU Human Resources leadership team
Staff and students from VCU and VCUHS

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 the committee to consider recommending two items for approval by the full board. The minutes for the December 9, 2022 meeting were provided to the committee in advance for review. Mr. Florance asked Dr. Weiss to present the next action item, the Approval of the Resolution to Initiate a Major Capital Project and an Amendment to the 2022-2028 Six-Year Capital Plan for the VCU Dentistry Center.

Mr. Florance asked the Committee members if they had any changes to these, and after accepting one minor typographical correction, asked for a motion to approve the recommendation of approval of the two action items to the full board.

On a motion duly made and seconded, the December 9, 2022 meeting minutes and Resolution to Initiate a Major Capital Project and Amendment to the 2022-2028 Six-Year Capital Plan were approved.

The meeting minutes are posted at <https://bov.vcu.edu/meetings/minutes/>. A copy of the other action item is attached hereto as **Attachment A** and is made a part hereof.

REPORT FROM THE VICE PRESIDENT FOR ADMINISTRATION

Mr. Florance asked Dr. Weiss to present the reports from the Division of Administration.

Dr. Weiss began by presenting a preview of the 2024-2030 Six-Year Capital Plan. She explained as part of the Commonwealth's biennial budget process, the university prepares and the BOV approves a six-year capital plan in the spring of every odd year. Dr. Weiss shared the projects anticipated to be on VCU's next six-year capital plan. Pending board feedback, the updated six-year capital plan will be brought forward at the May 2023 meeting for approval and will include early cost estimates.

Dr. Weiss also provided a ONE VCU Master Plan Implementation Update. She updated the board on the following projects:

- STEM Building – The STEM Building is nearing completion and is on target for an on time and on budget opening this summer with classes planned for fall 2023. She highlighted that more than 10,000 students will be taught in this facility each semester.
- Art and Innovation Academic Building – This project is in the planning phase, with construction estimated to begin in September 2023. VCU is currently awaiting the final funding letter from the Commonwealth of Virginia for this state-funded project.
- Technology Operations Center – This project is currently on time and on budget with an anticipated completion in December 2023.
- Athletics Village – VCU is nearing completion of a schematic design for the Athletics Village site development plan.
- Children's Tower – This facility is scheduled to open on April 30, 2023 with the ribbon cutting on March 28.

Dr. Weiss noted that following the Administration Committee charter, the committee would hear updates and metrics from individual areas within the Division of Administration and this meeting would feature Human Resources.

Dr. Weiss then introduced Assistant Vice President for Human Resources Mrs. Cathleen Burke to give her report. She shared that this would be Mrs. Burke's final board meeting as she is retiring after 43 years of service at VCU. Dr. Weiss noted Mrs. Burke's numerous accomplishments at VCU which were applauded by the board.

Mrs. Burke began by giving a brief history of VCU HR's evolution since VCU received Tier III designation. She shared their many strategies for creating a climate for high performing teams to thrive and for successful leadership. Mrs. Burke then shared HR metrics including university staff and manager demographics, staff turnover rates and the results from a recent stay survey. She also discussed the current challenges that VCU HR is facing.

A copy of the presentations are 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, the Administration Dashboard which highlights key metrics from the different areas within the Division of Administration and the annual presentation of the university succession plan to the Board of Visitors, as required by Code of Virginia (2.2 1209).

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.

A copy of the VCU Succession Plan is attached hereto as ***Attachment E*** and is made a part hereof.

CLOSED SESSION

On motion made and seconded, the Administration Committee of the Virginia Commonwealth University Board of Visitors convened into closed session (1) to discuss the acquisition of certain real property for the University's strategic purposes, where discussion in open session would adversely affect the University's bargaining position and negotiating strategy, as permitted by **Section 2.2-3711.A(3)** of the Virginia Freedom of Information Act. The motion was approved unanimously.

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.

<u>Vote</u>	<u>Ayes</u>	<u>Nays</u>
Mr. Andrew Florance, <i>Chair</i>	X	
Dr. Dale Jones	X	
Rev. Tyrone Nelson	X	
Mr. Keith Parker	X	
Dr. Tonya Parris-Wilkins	X	
Mr. H. Benson Dendy, III, <i>Rector</i>	X	

Committee members Mr. Ed McCoy and Dr. Shantaram Talegaonkar were absent for the roll call. All members present responding affirmatively, the resolution of certification was adopted.

OTHER BUSINESS

None

ADJOURNMENT

Mr. Florance asked the committee if there was any other business, and hearing none, adjourned the meeting at 8:57 a.m.

Authorization to Initiate a Major Capital Project and Amendment to the 2022-2028 Six-Year Capital Plan VCU Dentistry Center

Background

A new building for VCU's School of Dentistry was initially included in VCU's 2022-2028 Six-Year Capital Plan, which was approved by the Board of Visitors in May 2021. This is a request for authorization to initiate this major capital project as required by the board's Management Agreement with the General Assembly.

Considerations

The VCU School of Dentistry is the Commonwealth of Virginia's only dental school and the only dental facility in the state for multidisciplinary care that includes oral surgery, periodontology, oral pain, oral cancer, etc. The Lyons Building (1975) and Dental Building 1 (1954) are beyond their useful life, with more than \$90M in deferred maintenance needs. Additionally, they do not meet current educational or patient care needs and they present accessibility concerns.

Size and Scope

The VCU Management Agreement states that the Board of Visitors shall authorize the initiation of each major capital project by approving its size, scope, budget and funding. Based on an initial analysis, a new VCU Dentistry Center will be approximately 314,000 gross square feet and will provide state-of-the art education, equipment and technology serving more than 500 students. The supporting spaces include a range of classroom environments, simulation and practice laboratories with manikin stations, academic laboratories, general and specialty practice clinics with operatories, and support spaces. The size and scope will be refined through the planning phase and the board will be updated throughout the process.

This modern facility will further Dentistry's important academic, clinical and research missions, as well as maximize care for underserved populations throughout the state of Virginia.

Cost and Funding

The estimated cost of the project is \$415M. VCU has requested funding from the Commonwealth of Virginia for pre-planning.

Recommendation

Authorize the initiation of a VCU Dentistry Center capital project and an amendment of the university's 2022-2028 Six-Year Capital Plan to reflect a revised estimated project cost of \$415M.

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

**AUTHORIZATION TO INITIATE A MAJOR CAPITAL PROJECT FOR A
VCU DENTISTRY CENTER**

WHEREAS, Chapter 6.1, Title 23 of the Code of Virginia of 1950, as amended (the "Virginia Code") establishes a public corporation under the name and style of Virginia Commonwealth University (the "University") which is governed by a Board of Visitors (the "Board") vested with the supervision, management and control of the University;

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

WHEREAS, by Chapter 4.10, Title 23 of the Virginia Code, the University entered into that certain Management Agreement with the Commonwealth of Virginia which was enacted as Chapter 594 of the Acts of Assembly of 2008 which, as amended, classifies the University as a public institution of higher education and empowers the University with the authority to undertake and implement capital projects, which include the acquisition of any interest in land, improvements on acquired land, capital leases, new construction, and building improvements and renovations;

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

WHEREAS, the new VCU Dentistry Center will be approximately 314,000 gross square feet and will provide state-of-the art education, equipment and technology serving more than 500 students. The supporting spaces include a range of classroom environments, simulation and practice laboratories with manikin stations, academic laboratories, general and specialty practice clinics with operatories, and support spaces. The size and scope will be refined through the planning phase and the Board will be updated throughout the process;

WHEREAS, the Board has determined it is desirable to to authorize the initiation of a major capital project for the VCU Dentistry Center.

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

1. The Board authorizes the initiation of a major capital project for a VCU Dentistry Center.
2. This Resolution shall take effect immediately upon its adoption.

Report from the Vice President

Capital projects timeline



Preview: 2024-2030 Six-Year Capital Plan (DRAFT)



2024-2026 Biennium (DRAFT)

State projects

- VCU Dentistry Center
- Research Building
- Interdisciplinary (Hyflex/Innovation) Classroom & Lab Building

University projects

- Johnson Hall Renovation
- Athletic Village - Tennis Courts
- Athletic Village - Outdoor Track & Practice Fields
- Front Doors and Streetscapes

Public-private partnerships (P3)

- Honors & Undergraduate Student Housing



2026–2028 Biennium (DRAFT)

State projects

- Arts & Innovation Academic Building Equipment
- Oliver Hall Renovation

University projects

- Athletic Village – Soccer Stadium
- Student Commons & Iconic Green
- Front Doors and Streetscapes



2028-2030 Biennium (DRAFT)

State projects

- School of Pharmacy
- Health Sciences Library & Academic Innovation Center

University projects

- Athletic Village – Indoor Field House
- Front Doors and Streetscapes

Public-private partnerships (P3)

- Academic Medical Center Campus Student Housing



Update

Where we are



STEM Building

*Under construction;
estimated completion
spring 2023*



Arts and Innovation
Academic Building

*Planning phase;
construction estimated to
begin September 2023*



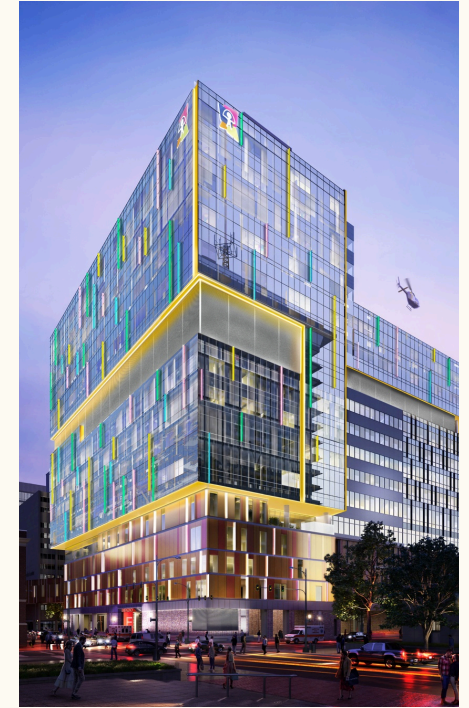
Technology
Operations Center

*Under construction;
estimated completion
December 2023*



Athletics Village

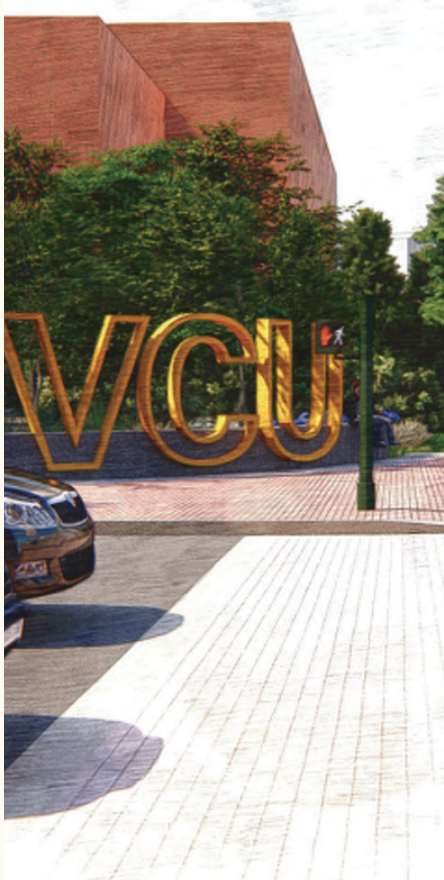
Site planning is underway



Inpatient
Children's Hospital

Opening spring 2023

Front doors



Cary & Belvidere



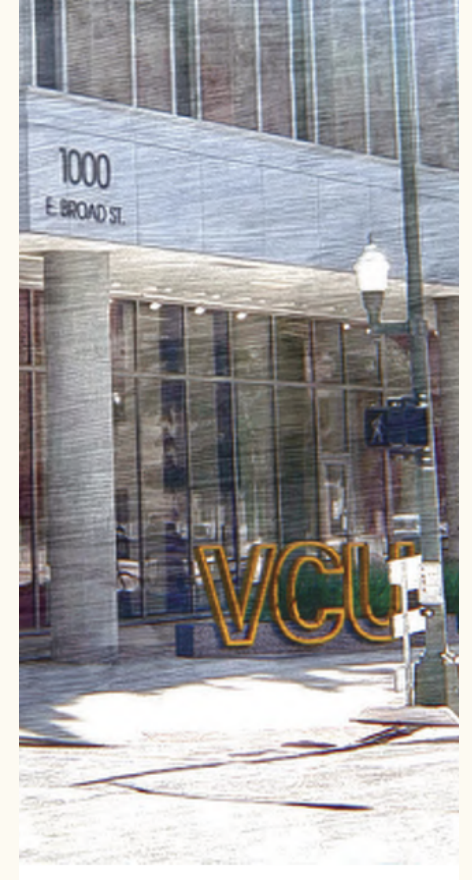
Leigh & 12th



Broad & College



Broad & College
(from off-ramp)



Broad & 10th

VCU Human Resources update

Hire, inspire and retain diverse, highly qualified talent by making VCU a “great place” to work — an inclusive place where all employees have thriving careers supported by a culture of care, and embrace a mission that manifests success and health for our students and patients.

VCU Human Resources evolution



Creating a climate for high performing teams to thrive



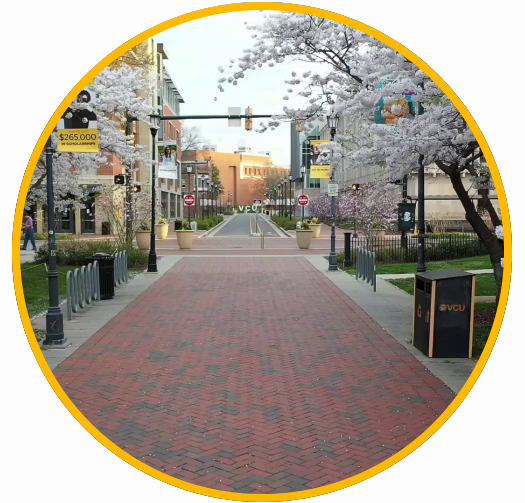
Reimagined
recruitment &
retention



Health & well-being



Strong shared
governance

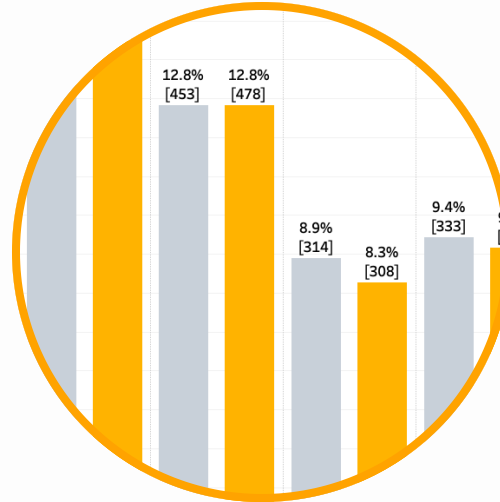


Career pathways

Creating a climate for successful leadership



Equitable practices and accountability



Data informed decisions



Leadership development

University staff overview



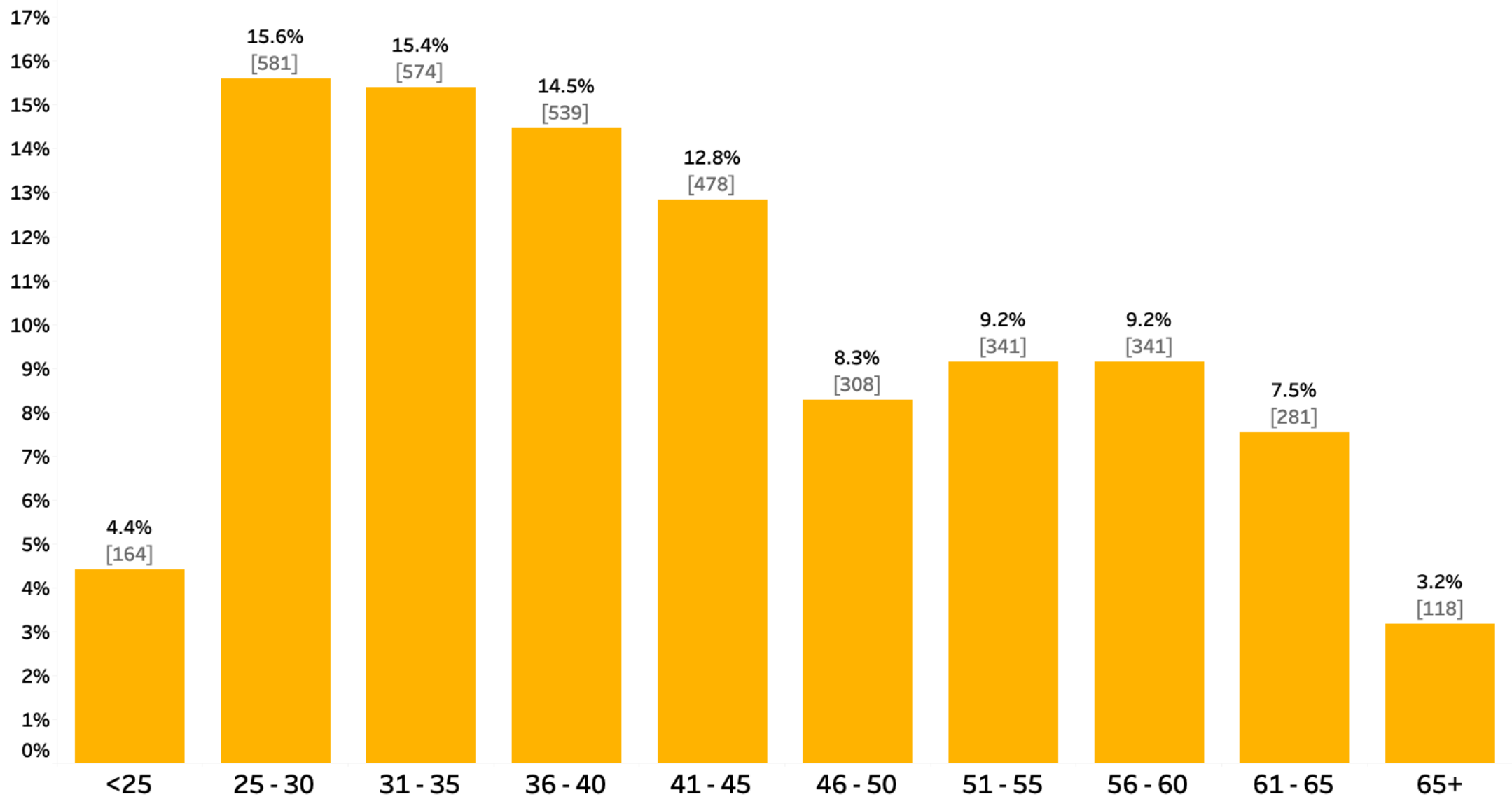
3,725

TOTAL STAFF EMPLOYEES

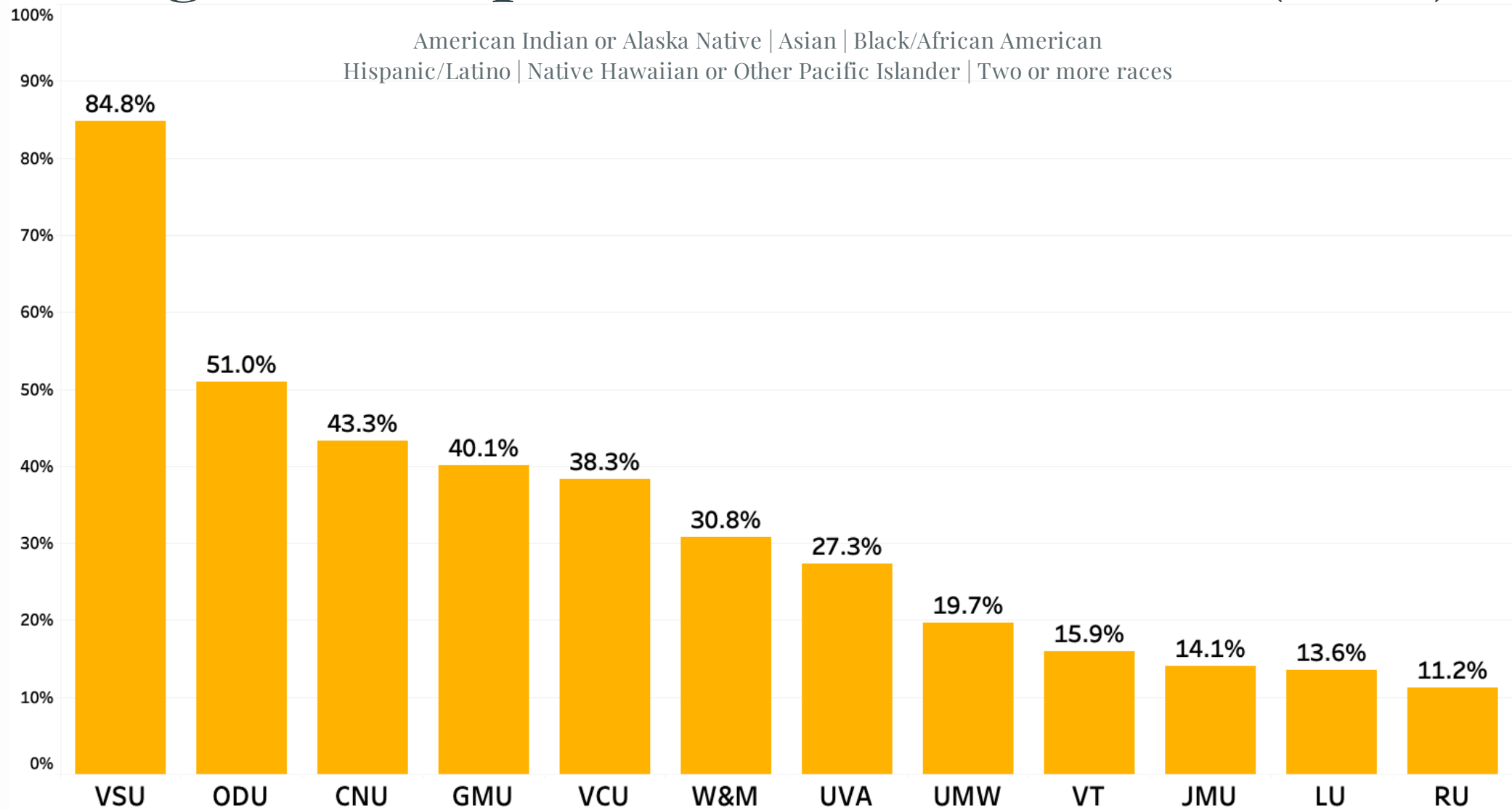
9 years

AVERAGE LENGTH OF SERVICE

VCU staff age profile

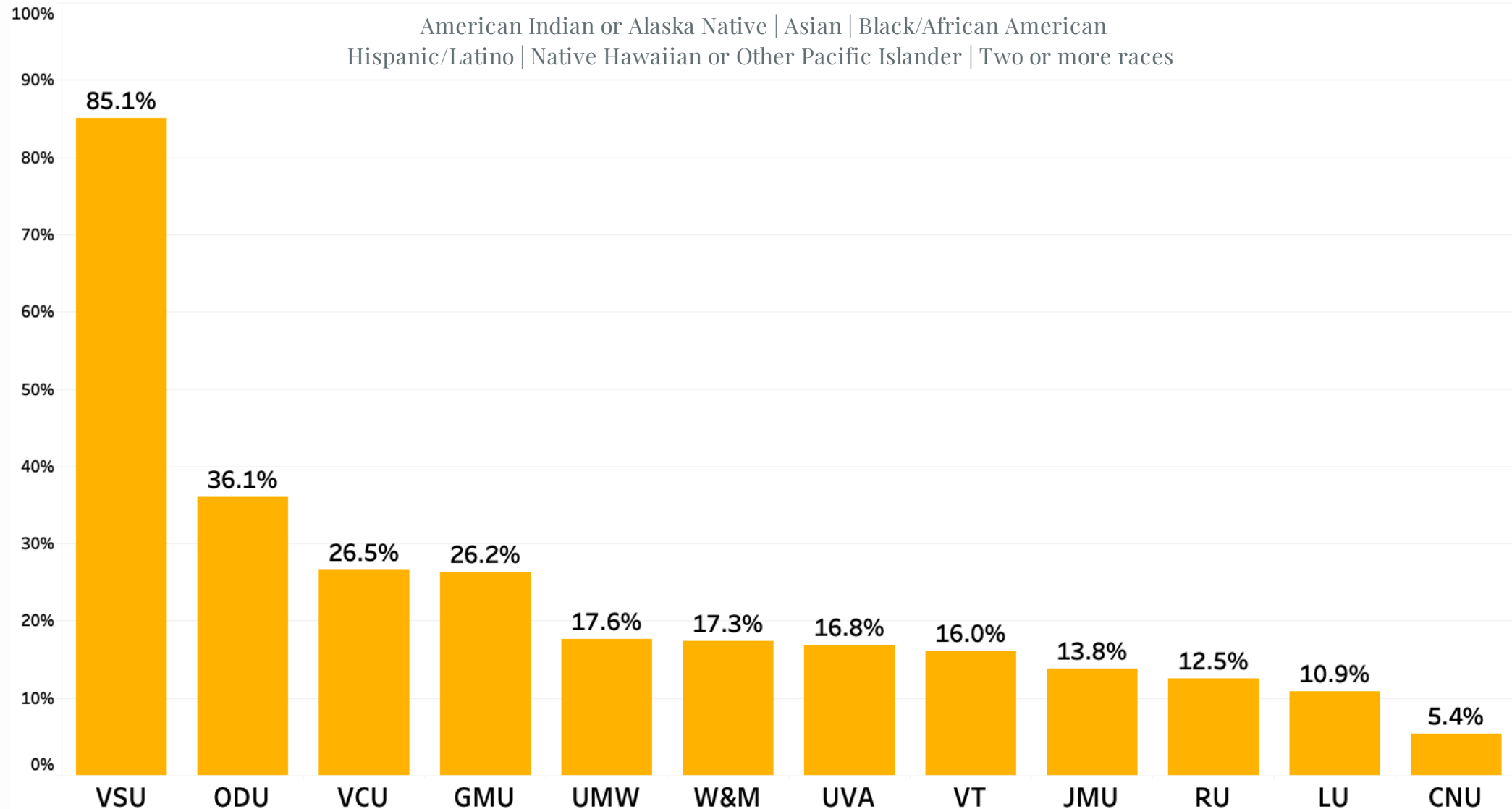


Virginia comparison: full-time staff (2021)



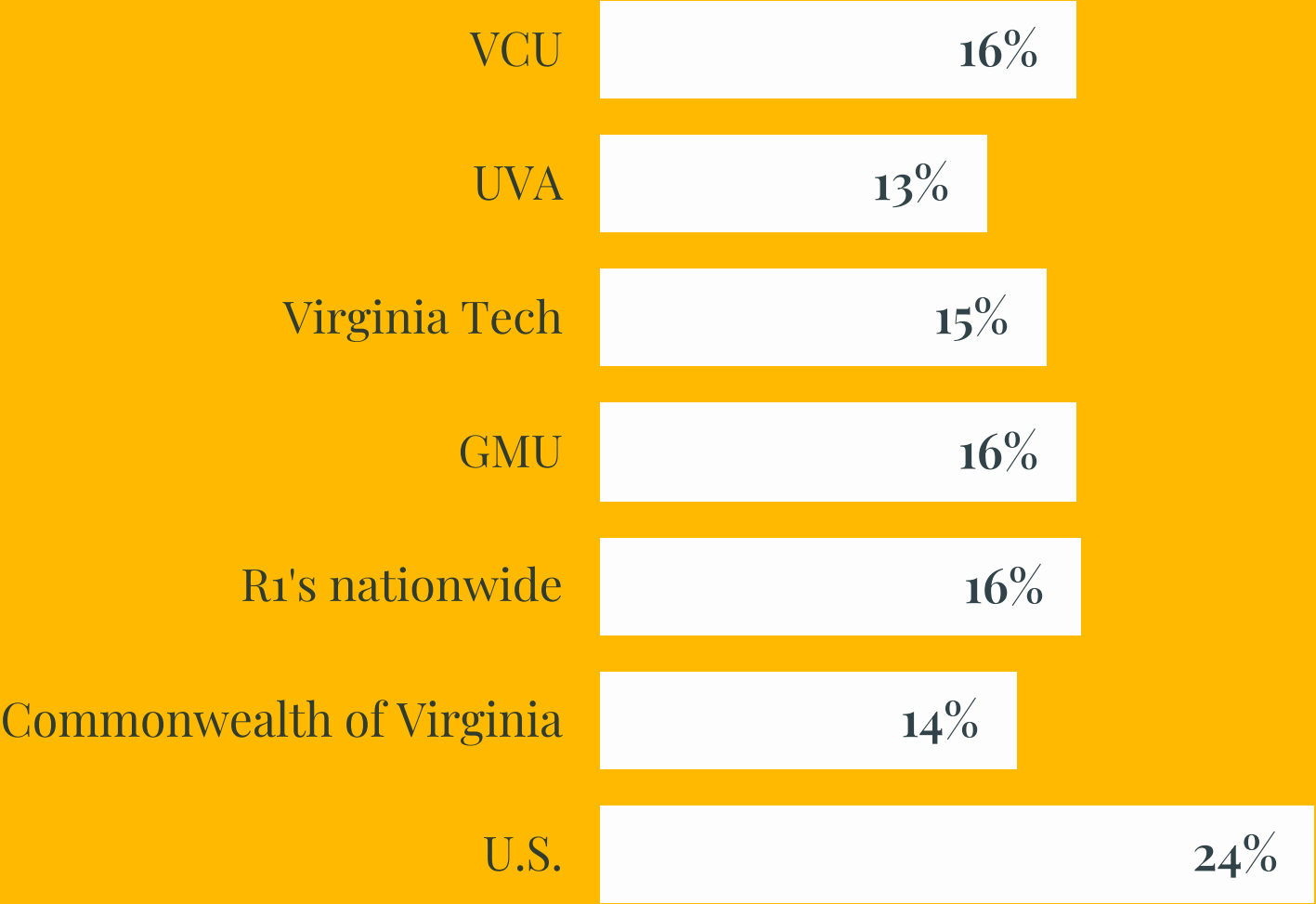
Sources: National Center for Education Statistics (NCES) Integrated Postsecondary Education Data System (IPEDS), required reporting for all U.S. higher education institutions that participate in federal financial aid programs.

Virginia comparison: full-time managers (2021)



Sources: National Center for Education Statistics (NCES) Integrated Postsecondary Education Data System (IPEDS), required reporting for all U.S. higher education institutions that participate in federal financial aid programs.

Staff turnover comparison (2022)



Sources: Respective university HR offices (GMU, VT, UVA), CUPA-HR, Payscale and VA Dept. of Human Resource Management

65%

Culture of appreciation

STAFF WHO INDICATE THAT
THEY HAVE BEEN SHOWN
APPRECIATION FOR THEIR
CONTRIBUTIONS IN THE
LAST 3 MONTHS

80%

Inclusion & belonging

STAFF WHO FEEL
WELCOMED AND A SENSE OF
BELONGING IN THEIR WORK
GROUP

72%

Career development

STAFF WHO INDICATE THAT
THEIR LEADER ACTIVELY
SUPPORTS THEIR PERSONAL
AND PROFESSIONAL
GROWTH



Challenges



Culture of appreciation



Market-based compensation



Retention

Advice?
Questions?



**Board of Visitors
March 24, 2023
Major Capital Projects Update**

Projects under construction

STEM Building

Architect/engineer: Ballinger

Budget: \$124,472,000

Funding source: State supported debt, general fund

Biennium: 2018-2020

Contractor: Hourigan

Status: On schedule

Description:

This new six-story building will be the gateway to foundational science and mathematics instruction for undergraduates at VCU. The need for STEM (science, technology, engineering and math) class laboratory space is urgent based on a space needs analysis conducted in 2015. This project will build a single 169,000 square foot facility on state-owned land.

Progress:

Construction remains on time and within budget, despite challenging supply chain delays. Anticipated final completion and occupancy will be in spring 2023.

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:

This project is on an expedited timeline despite supply chain challenges and trade shortages. VCU is currently reviewing the design with the Virginia Department of General Services Division of Engineering and Buildings and working with the construction contractor to determine a guaranteed maximum price. Site preparation is underway, which includes putting up steel and precast concrete forms.

Projects in the planning phase

Arts and Innovation Academic Building (AIAB)

Architect/engineer: William Rawn Associates

Biennium: 2022-2024

Planning budget: \$6,809,000

Contractor: Hourigan

Funding source: University funds and future general fund

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. The new building will optimize VCU's arts innovation programs by bringing them together under one roof in a modern facility, replacing old and outdated buildings.

Progress:

The VCU Board of Visitors approved this project in May 2019 as part of the Six-Year Capital Plan at an estimated cost of \$181M. The 2022 General Assembly later approved state funding for the project. Since then, the state and VCU worked collaboratively to address anticipated costs increases due to inflation, construction expenses, anticipated supply chain disruptions, cost premiums for high rise construction, and schedule impacts. Currently, VCU and the Virginia Department of General Services are continuing this analysis, which includes value engineering efforts, to determine a revised final cost.

Founders Hall Building Envelope Rehabilitation

Architect/engineer: Raymond Engineering

Biennium: 2020-2022

Budget: \$3,200,000

Contractor: TBD

Funding source: Maintenance Reserve

Status: Delayed

Description:

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

An initial public request for proposal resulted in minimal responses and costs that were higher than anticipated. The project was redesigned to better align scope with funding and is currently out for bid again.

10.9M

Square feet added or renovated under President Rao's leadership

70%

Classrooms equipped for hybrid/hyflex instruction by Fall 2023

104%

Increase in annual research reviews (bio-safety and radiation safety) from 2017 to 2022

.99

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

40

Acres of land acquired for Athletics Village

141
kBtu/ft2

VCU's FY22 Energy Use Intensity (EUI). Lower than the national median for colleges and universities (180 kBtu/ft2)

92%

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

43%

Minority staff hires in 2022

.6%

Land within the City of Richmond owned by VCU

\$13.3M

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

900K

Estimated annual savings due to VCU HR's executive search team

22

VCU buildings certified as LEED Silver or higher



VCU Administration



ACCIDENT RATES

% down from 2017 to 2022

Police
52%

Facilities
22%

Labs
77%

Last updated March 2023

Annual VCU Succession Plan

For Fiscal Year 2022

Background

In 2017, § 2.2-1209.C of the Code of Virginia was amended to require that all public institutions of higher education develop and present annually to their Boards of Visitors succession plans for key personnel, executive positions and employees nearing retirement. Succession plans must also be submitted annually to the Virginia Department of Human Resource Management.

Succession planning is the process of identifying and replacing critical positions needed to ensure the university is able to fulfill its mission. It is a key component of crisis planning as well as leadership development for high-performing employees.

VCU's succession planning efforts focus on three areas:

1. Career/succession development

Career development and succession planning are key to VCU's Human Resources strategy. VCU provides training and leadership development through various modalities including in-person workshops, virtual classes and 18 career communities. Each staff member has an individualized career development plan that is updated annually. Enhanced career path tools for all staff will launch this spring.

2. Interim leadership

Each cabinet member identifies interim leadership to serve in the event of short-term and long-term absences (completed and updated annually).

3. Continuity of operations

Senior leadership identifies individuals to execute duties during emergencies (completed and updated annually as part of VCU's emergency preparedness and planning process).

VCU's succession plan was submitted to the Virginia Department of Human Resource Management in Fall 2022. In this plan, VCU provided metrics that describe both strengths and areas of opportunity related to recruitment, retention and engagement, continuity of operations, and workforce development.

Key action items from the succession plan are:

- Use human resources data analytics to predict potential turnover and take proactive steps to retain key employees.
- Regularly survey employees to understand what employees value and help craft a modern value proposition for VCU as an employer of choice.
- Clearly communicate VCU's values, vision and mission.
- Increase recruitment and retention efforts in support of veterans and individuals with disabilities.

- Complete and communicate staff career paths to assist both employees and managers with developing actionable career development plans.
- Internally market VCU's career communities by embedding information into new employee orientation and onboarding.

For the upcoming year, VCU developed a robust plan and set of action items to make improvements in the areas of focus in this report. As labor market pressures increase, employee retention remains an important driver of success. Using insights gleaned from data analytics, staff surveys and focus groups, VCU is better positioned to meet its recruitment and retention challenges by understanding what employees value the most. Additionally, VCU designed and documented new career pathways for all staff roles, which will be published in spring 2023. The career pathing project is designed to provide managers and employees with an additional tool to help craft career development milestones and aid in employee retention and engagement. A majority of VCU's learning and development opportunities are offered in many modalities, including in-person, online synchronous and online asynchronous, to meet the needs of our diverse workforce.

Recommendation

No action required. This is an informational item only.