



**VIRGINIA COMMONWEALTH UNIVERSITY  
BOARD OF VISITORS  
FACILITIES, REAL ESTATE AND ADMINISTRATION COMMITTEE  
DECEMBER 8, 2023  
CABELL LIBRARY ROOM 303  
RICHMOND, VIRGINIA  
AGENDA  
MINUTES**

**COMMITTEE MEMBERS PRESENT**

Dr. Dale Jones, *Chair*  
Mr. Keith Parker, *Vice Chair*  
Ms. Ellen Fitzsimmons  
Rev. Tyrone Nelson  
Dr. Tonya Parris-Wilkins  
Dr. Clifton Peay

**OTHER BOARD MEMBERS PRESENT**

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

**OTHERS PRESENT**

Dr. Michael Rao, *President*  
Dr. Meredith Weiss, *Vice President for Administration*  
Mr. Tom Briggs, *Assistant Vice President for Safety and Risk Management*  
Mr. Rich Sliwoski, *Associate Vice President for Facilities Management*  
Chief John Venuti, *Associate Vice President for Public Safety, VCU  
and VCU Health and Chief of Police*  
Mrs. Jessica Bryant, *Senior Director, Strategic Initiatives, Administration*  
Division of Administration leadership team  
VCU Presidential Cabinet

**CALL TO ORDER**

Dr. Dale Jones, Chair of the Facilities, Real Estate and Administration Committee, called the meeting to order at 9:22 a.m.

**OPEN SESSION ACTION ITEMS**

Dr. Jones began by sharing that the minutes for the September 15, 2023 meeting were provided to the committee in advance for review.

On a motion duly made and seconded, the September 15, 2023 meeting minutes were recommended to the full board for approval.

The meeting minutes are posted at <https://bov.vcu.edu/meetings/minutes/>.

## **REPORT FROM THE VICE PRESIDENT FOR ADMINISTRATION**

Dr. Weiss introduced reports from the Division of Administration.

Mr. Tom Briggs, Assistant Vice President for Safety and Risk Management (SRM), gave a brief organizational overview, sharing the department's areas of responsibility which include risk management and insurance, workplace safety, employee health and well-being, and research support.

Mr. Briggs then discussed the evolution of VCU's Enterprise Risk Management process which began in 2013. He explained that the process and associated risks are tied to the strategic plan. Mr. Briggs shared that recent work has included assessing risk appetite and working with risk owners to reduce scores. He told the committee that in 2024 VCU will be moving to link this strategic effort to operational governance in partnership with VCU Audit and Compliance Services to drive achievement of organizational goals.

Mr. Briggs shared metrics related to workplace safety at VCU, highlighting the significant reduction of employee accidents and lost work time. Mr. Briggs also discussed with the committee how SRM supports employee health and well-being through Employee Health Services Clinics on both campuses. Mr. Briggs ended his report by sharing metrics related to research support at VCU.

Chief John Venuti, Associate Vice President for Public Safety, VCU and VCU Health and Chief of Police, presented next and started by sharing the four pillars of policing with a purpose at VCU: community policing, fair and impartial policing, community input and involvement, and innovation and creativity.

Chief Venuti then discussed several federal and state requirements, VCU's multi-disciplinary threat assessment team which is chaired by VCU Police and Student Affairs, and the Clery Act and crime reporting. He went on to share VCU's perception of safety rating of 89% (community members who feel "safe" or "very safe" on campus) and factors that contribute to this rating. He also noted use-of-force data which has continually decreased since 2009.

Chief Venuti discussed current VCU Police safety initiatives. He gave an update on the Community Oversight and Advisory Committee, the current challenges of officer recruitment, VCU's Pedestrian Safety Initiative, the real time crime center, the continued success of the safety ambassador program, and the newly implemented weapons detection at VCU Health which has screened 1.5 million people since the end of August.

Mr. Rich Sliwoski, Associate Vice President for Facilities Management, presented the bi-annual building and grounds report. He began by sharing data around VCU-owned land, buildings and parking as well leased buildings and parking. Mr. Sliwoski went on to share information about building age, stating that 83 of VCU's buildings are more than 100 years old.

Mr. Sliwoski continued by discussing the three types of facilities projects: capital projects, renovations and maintenance. Next he focused on annual E&G deferred maintenance and VCU's \$37M need, how it is funded, and the \$24.25M funding gap. He discussed how Facilities Management prioritizes deferred maintenance projects with limited funding. Mr. Siwoski then explained how renovations differ from deferred maintenance and capital projects and how these projects are self-funded by departments with a new university matching program as of FY24.

A copy of the presentations are attached hereto as ***Attachment A*** and is made a part hereof.

### **REPORTS FOR INFORMATIONAL PURPOSES**

Dr. Jones noted that there was a report for informational purposes, specifically, the Capital Projects Update, which provides planning and construction updates for VCU's major capital projects.

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

### **CLOSED SESSION**

On motion made and seconded, the Facilities, Real Estate and Administration Committee of the Virginia Commonwealth University Board of Visitors convened into closed session, as permitted by Section 2.2-3711.A(3) of the Virginia Freedom of Information Act, to discuss the potential acquisition of certain real property, 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; and Section 2.2-3711.1(7) 7. consultation with legal counsel and briefings by staff members or consultants pertaining to actual or probable litigation, where such consultation or briefing in open meeting would adversely affect the negotiating or litigating posture of the public body. The motion was approved unanimously.

### **RECONVENED SESSION**

Following the closed session, the public was invited to return to the meeting. Dr. Jones, 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 Facilities, Real Estate and 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.

#### **Vote**

Dr. Dale Jones, *Chair*  
Mr. Keith Parker, *Vice Chair*  
Ms. Ellen Fitzsimmons  
Mr. Ed McCoy  
Rev. Tyrone Nelson  
Dr. Tonya Parris-Wilkins  
Dr. Clifton Peay  
Mr. Toddy Haymore, *Rector*  
Mr. Andrew Florance, *Vice Rector*

#### **Ayes**

X  
X  
X  
X  
X  
X  
X  
X  
X

#### **Nays**

#### **OTHER BUSINESS**

None

#### **ADJOURNMENT**

Dr. Jones asked the committee if there was any other business, and hearing none, adjourned the meeting at 10:16 a.m.



# Report from the Vice President

# Safety & Risk Management update

# Who we are



## Risk management

Enterprise risk management;  
insurance management



## Workplace safety

Occupational health and safety;  
environmental health; fire  
safety; industrial hygiene



## Employee health & well-being

Employee wellness screenings,  
work related injury, initial care  
and follow-up; new hire  
evaluation; vaccinations



## Research support

Lab, biological, chemical and  
radiation safety; chemical  
inventory; animal and field  
research support; research  
reviews

# VCU Enterprise Risk Management evolution



## Workplace safety

# 65% Lower

Accident rates at VCU  
compared to national  
average for higher  
education

Source: U.S. Bureau of  
Labor and Statistics

# 57% Decrease

Number of employee  
injuries resulting in days  
away from work  
(2018-2022)

# >3500

Annual fit tests for  
VCU and  
VCU Health System

# \$3.2M

Insurance claims  
recovered (2018-2022)



*"This is a great initiative...this is one of those instances where I feel VCU cares about employees."*



## Timely Care

Available for all students, faculty and staff

More than 3,000 registered



## Employee Health Services

8,000 university and health system employees served annually on both campuses

350 visits since January at new location on Monroe Park Campus

New employee wellness screening

# Research support



29%

Increase in research reviews  
(from 530 in 2018 to  
686 in 2022)



50%

Increase in laboratory staff  
trained (from 1,540 staff trained  
in 2018 to 2,310 in 2022)



44%

Increase in university  
hazardous waste disposal costs  
(from \$140K in 2018 to  
\$201K in 2022)

Thoughts? Questions?





# VCU Police update

Community policing

Fair & impartial policing

**Policing  
with a  
purpose**

Community input & involvement

Innovation & creativity

# Federal and state requirements

## Crisis and emergency management

- Comprehensive Emergency Management Plan (Board of Visitors approves every four years)
- Continuity of operations plan

## Threat assessment

- A multi-disciplinary team chaired by VCU Police and VCU Student Affairs

## Clery Act

- Crime reporting (annual security report and daily crime log)
- Alerts and timely warnings
- Prevention and awareness programming

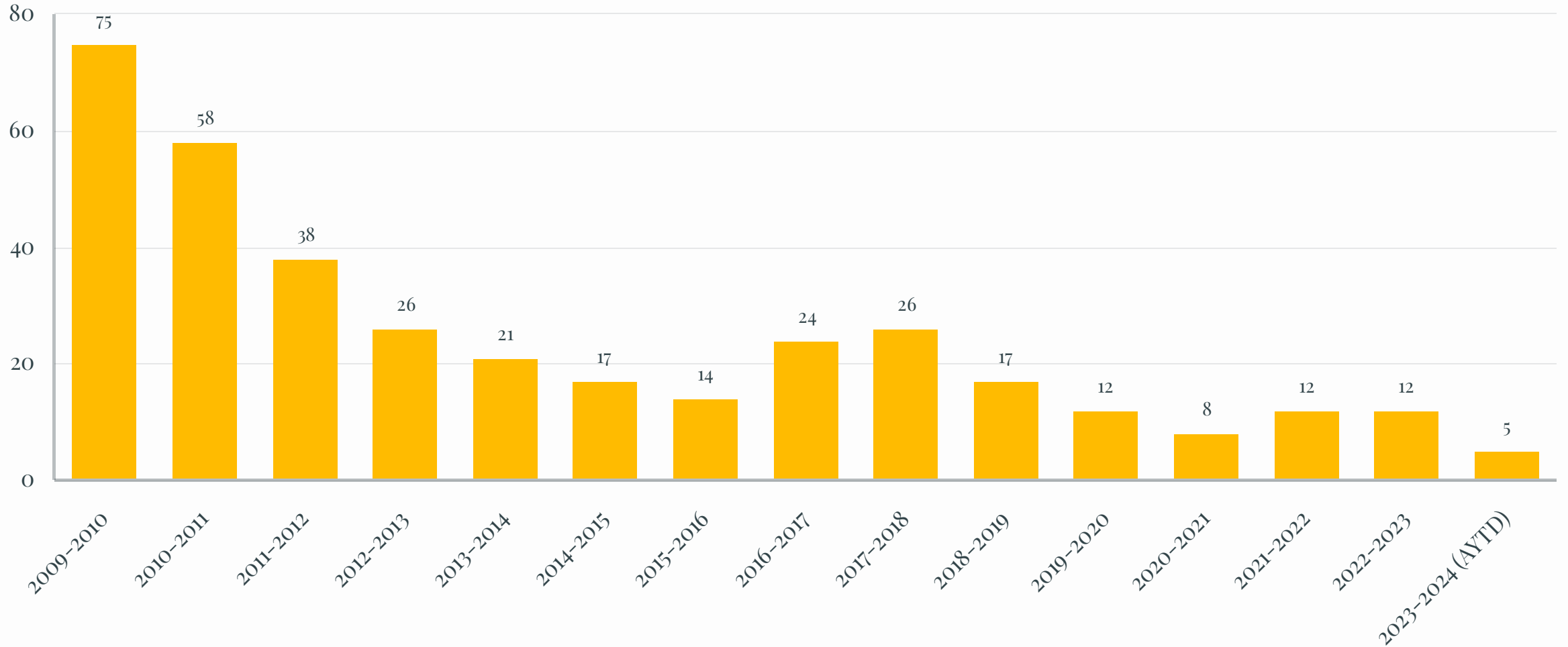
# Perception of safety

89%



Community members who feel “safe” or “very safe” on VCU campuses

# Use of force



# Safety initiatives



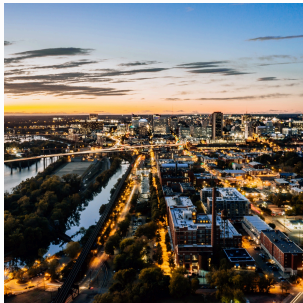
Community Oversight &  
Advisory Committee



Officer recruitment



Pedestrian safety



Real time crime center



Safety ambassadors



Weapons screening

Thoughts?  
Questions?



# Buildings & grounds report





# Land, buildings & parking

Does not include health system

	Monroe Park Campus	Health Sciences Campus	Athletic Village	Rice Center
Acres of land	102	17	47	350
No. buildings	151	51	--	6
Gross square feet	7.4M	4.8M	--	26K
Parking spaces	5,441 (8 decks, 25 lots)	4,294 (4 decks, 9 lots)	--	--



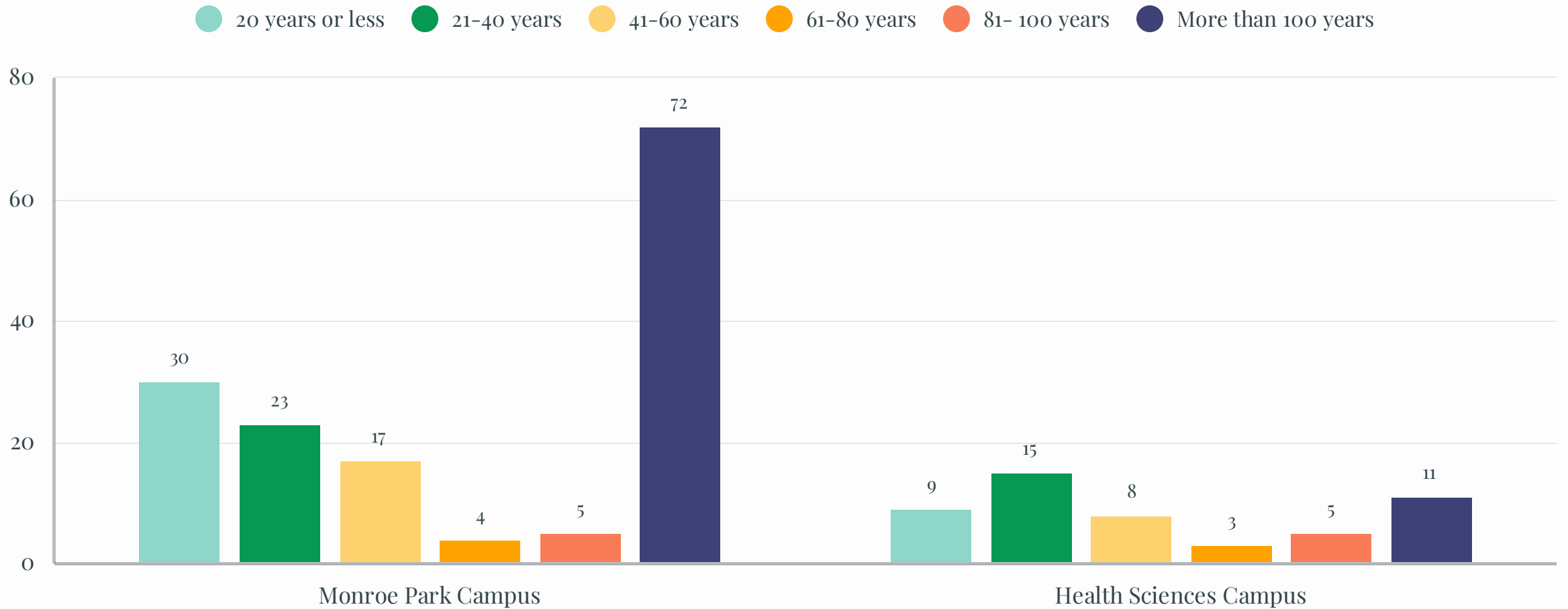
# Leased space & parking

Does not include health system

	Monroe Park Campus	Health Sciences Campus	Off site
Gross square feet	550K	275K	53K
Parking spaces	342	851	0

# Building age

Actual numbers





# Types of facilities projects



## Capital projects

Major construction over \$3M

Projects on VCU's biennial Six-Year Capital Plan



## Renovations

Renewing a space or facility in order to alter it or restore it to good condition



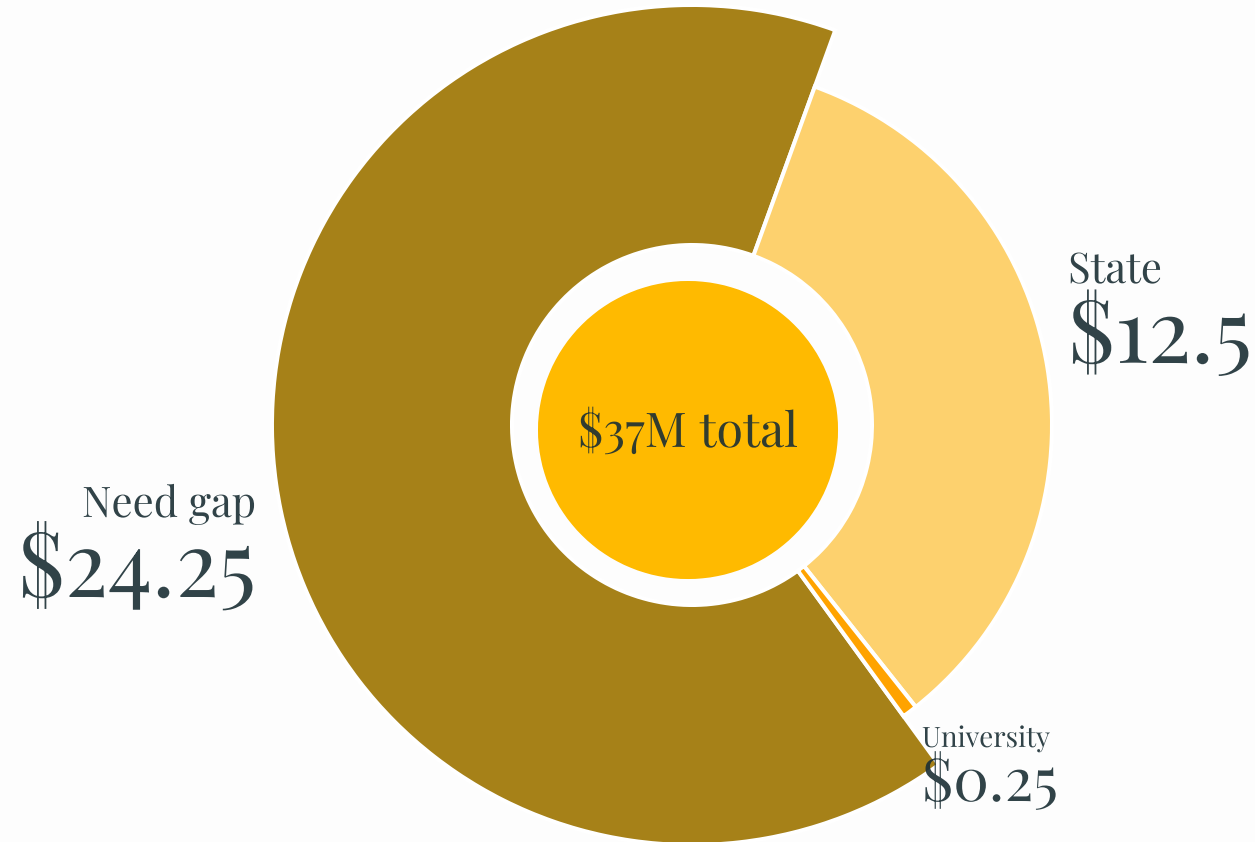
## Maintenance

A single major repair or replacement project to plant, property or equipment that is intended to extend its useful life

# Annual E&G deferred maintenance

(in millions)

A single major repair or replacement to plant project, property or equipment that is intended to extend its useful life.



# Deferred maintenance investment criteria



## Reliability

Issues of imminent failure or compromise to the system that may result in interruption to program or use of space.



## Safety/code

Code compliance issues and institutional safety priorities or items that are not in conformance with current codes, even though the system is "grandfathered" and exempt from current code.



## Asset preservation

Projects that preserve or enhance the integrity of buildings, systems, structure or campus infrastructure.



## Economic opportunity

Projects that result in a reduction of annual operations costs or capital savings.



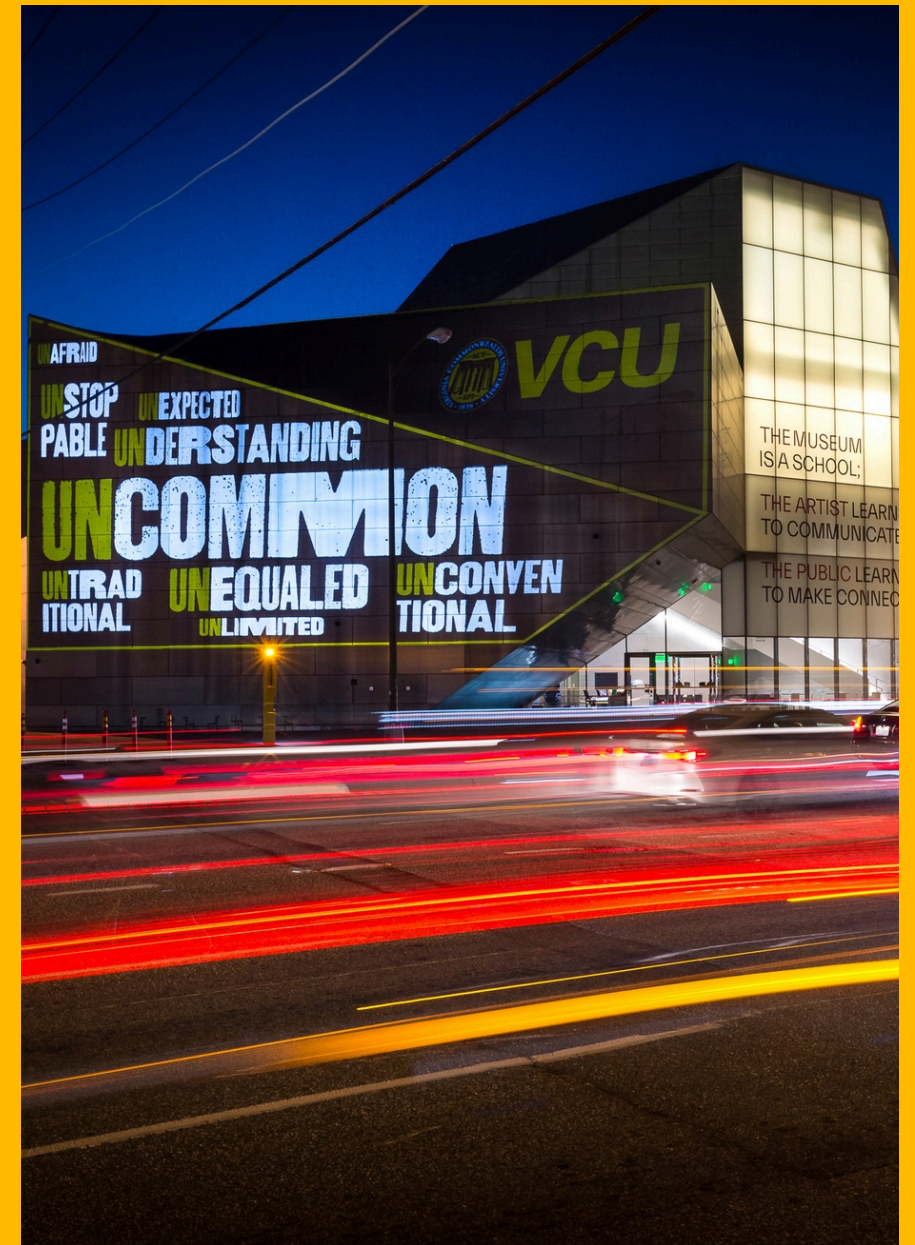
## Program improvement

Projects that improve the functionality of space, primarily driven by academic, student life and athletic programs or departments. These projects are also issues of campus image and impact.

# Renovations

- ✓ Renewing a space or facility in order to alter it or restore it to good condition
- ✓ Major renovations (>\$3M) are capital projects
- ✓ \$6M of renovations in facilities in FY23
- ✓ Limited university funding (\$500K)  
Renovations are self-funded by the respective business unit

# Discussion





**Board of Visitors  
December 8, 2023  
Major Capital Projects Update**

## Projects under construction

---

### **Technology Operations Center**

Architect/engineer: PSH+  
Budget: \$31.3M  
Funding source: University debt

Biennium: 2022-2024  
Contractor: Mark Turner  
Status: On schedule (December 2023 substantial completion)

**Description:**

The 28,000 square foot facility is being constructed 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 the Monroe Park and the Academic Medical Center 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:**

Installation for data center equipment begins in December 2023. Staff begin moving into the facility in early 2024.

### **Founders Hall Building Envelope Rehabilitation**

Architect/engineer: Raymond Engineering  
Budget: \$3.2M  
Funding source: Maintenance reserve

Biennium: 2020-2022  
Contractor: SRC, Inc.  
Status: On schedule (summer 2024 estimated completion)

**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:

Exterior renovations are underway to address moisture intrusion, using the care and sensitivity required for restoring a historic structure.

## Projects in the planning phase

---

### **CoStar Center for Arts and Innovation (CCAI)**

(Formerly referred to as the Arts and Innovation Academic Building)

Architect/engineer: William Rawn Associates

Budget: \$253M

Funding source: \$232.4M will be funded by the state with the remainder funded by university funds, \$18M of which is committed by CoStar Group

Biennium: 2022-2024

Contractor: Hourigan

Status: On schedule (August 2027 estimated completion date)

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, the new CCAI will provide a launch pad for critical digital and creative economy initiatives both on campus and in the city. The new CCAI 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 many of them together under one roof in a modern facility, replacing old and outdated buildings.

Progress:

The VCU Board of Visitors authorized the demolition of the existing structures on the properties that comprise the CCAI project site as well as approval of the construction services contract at the September 2023 meeting. Extensive value engineering and cost evaluation has taken place to align scope with budget and complete design.

### **Athletic Village Phase I: Outdoor Track Facilities and Practice Fields**

Architect/engineer: HKS

Budget: \$38M (estimated)

Funding source: The sale of the Sports Backers Stadium property, private funds and short-term debt

Biennium: 2024-2026

Contractor: Barton Malow

Status: Planning

Description:

The new outdoor track facilities and practice fields will consist of a 400 meter outdoor track with a natural turf infield to accommodate a NCAA soccer field. The outdoor track facilities, intended to replace those of the current Sports Backers Stadium, will contain seating for 1,500 spectators as well as locker rooms, concessions and storage. There will be two lighted practice fields, one of artificial turf and one of natural grass.

Progress:

HKS is preparing a proposal for demolition, which is anticipated to begin in the first quarter of 2024.

## Upcoming priority projects

---

### **Research Building**

Architect/engineer: TBD

Budget: \$400M (estimated)

Funding source: TBD; seeking state funding  
(TBD 50/50 state and university funds)

Biennium: 2024-2026

Contractor: TBD

Status: New project

Description:

There is a critical need for research space on VCU's campuses. As a R1 institution with nearly \$464M in sponsored research funding in fiscal year 2023 (an increase of 71% in the past five fiscal years), our research enterprise is rapidly growing and is one of the fastest among Virginia universities and our peer public universities in the nation. 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, losing talent and research funding, and missing economic development opportunities to attract bio/pharma companies and new startups as Richmond evolves into a formidable health innovation hub.

Progress:

This project is listed in the first biennium of the 2024-2030 Six-Year Capital Plan, which was approved by the Board of Visitors in May 2023. It is not yet authorized by the state for pre-planning.

## **Transformative Learning Space and Laboratory Building**

(Formally referred to as Interdisciplinary Classroom and Laboratory Building)

Architect/engineer: TBD

Biennium: 2024-2026

Budget: \$201M (estimated)

Contractor: TBD

Funding source: Seeking state funding

Status: New project

### **Description:**

A new Transformative Learning Space and Laboratory Building is mission-critical to ensure our learners develop the knowledge and skills employers across industries are demanding to compete and succeed in a global marketplace. A new building will be designed to offer nearly 200,000 square feet of modern, flexible and adaptable space, incorporating maker and laboratory spaces and technology-enabled learning spaces – including innovative “hyflex” capabilities that allow faculty to seamlessly engage and serve both traditional and non- traditional, in-person and remote learners across geographic boundaries. Situated in the heart of VCU’s Monroe Park Campus, this facility is critical for meeting student needs, positioning VCU to meet enrollment goals in a future of increased competition, and enhancing VCU's role as a major economic driver in Richmond and the Commonwealth.

### **Progress:**

This project is listed in the first biennium of the 2024-2030 Six-Year Capital Plan, which was approved by the Board of Visitors in May 2023. VCU is authorized for pre-planning by the state.

## **VCU Dentistry Center**

Architect/engineer: TBD

Biennium: 2024-2026

Budget: \$417M (estimated)

Contractor: TBD

Funding source: Seeking state funding

Status: New project

### **Description:**

VCU is home to the Commonwealth’s only dental school and is the only facility in the state offering complete multidisciplinary care, including oral surgery, periodontology, oral pain, oral cancer, etc. The current School of Dentistry buildings are beyond their useful life, do not meet current educational or patient care needs, have significant accessibility issues, and have 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 314,835 square foot VCU Dentistry Center will provide state-of-the-art equipment and technology serving more than 500 students as well as maximize care for patients from across the Commonwealth, including underserved populations. It will bring together general and specialty clinics, multiple cutting-edge 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.

Progress:

This project is listed in the first biennium of the 2024-2030 Six-Year Capital Plan, which was approved by the Board of Visitors in May 2023. VCU requested state authorization for pre-planning.