



# VCU

## Board of Visitors

**FACILITIES, REAL ESTATE AND ADMINISTRATION COMMITTEE**

**MARCH 20, 2024, 2:30 P.M.**

**THE HONORABLE BENJAMIN LAMBERT, III BOARD ROOM**

**1213 EAST CLAY STREET**

**RICHMOND, VIRGINIA**

### **MEETING MINUTES**

#### **COMMITTEE MEMBERS PRESENT**

Mr. Steve DeLuca, *Chair*

Mr. Ed McCoy

Dr. Clifton Peay

Mr. Randy Reynolds

#### **OTHER BOARD MEMBERS PRESENT**

Mr. Todd P. Haymore, *Rector*

Dr. Kenneth Lipstock

Dr. Dale Jones

Mr. C.J. Sailor

Mr. P2 Sandhu

#### **OTHERS PRESENT**

Dr. Michael Rao, *President*

Dr. Meredith Weiss, *Senior Vice President for Finance and Administration and CFO*

Mr. Jeff Kidd, *Associate Vice President for Capital Assets and Real Estate*

Ms. Jessica Bryant, *Senior Director, Strategic Initiatives, Finance and Administration*

VCU Finance and Administration leadership team

VCU Presidential Cabinet

#### **CALL TO ORDER**

Mr. Steve DeLuca, Chair of the Facilities, Real Estate and Administration Committee, called the meeting to order at 2:30 p.m.

The public was able to view the open session of the meeting via livestream and the recording can be found here: <https://vcu.mediaspace.kaltura.com/channel/Board+of+Visitors/256000903>

### **OPEN SESSION ACTION ITEMS**

Mr. DeLuca began by sharing that the minutes for the December 13, 2024 meeting were provided to the committee in advance for review. Hearing no comments or changes, he asked Dr. Weiss to present the other action item.

Dr. Weiss presented information for an amendment to the 2024-2030 Six-Year Capital Plan to include a new project for the VCU Catering and Event Space.

On a motion duly made and seconded, the committee approved the recommendation to the full board to approve the December 13, 2024 meeting minutes and the Amendment to the 2024-2030 Six-Year Capital Plan for the VCU Catering and Event Space

The December 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 SENIOR VICE PRESIDENT**

Mr. DeLuca asked Dr. Weiss, Senior Vice President for Finance and Administration and CFO, to present her report. Dr. Weiss previewed the 2026-2032 Six-Year Capital Plan that will be presented to the board for approval in May. She then presented a ONE VCU Master Plan implementation update, covering both current and future capital projects.

Dr. Weiss introduced Alison Miller, Chief Human Resources Office, and asked her to give a report from VCU HR. Ms. Miller, Chief Human Resources Officer, discussed how Human Resources aligns VCU's workforce and individual goals to support Quest 2028, provided an overview of staff metrics and demographics, and shared examples of how VCU Human Resources supports employee feedback.

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

### **REPORTS FOR INFORMATIONAL PURPOSES**

Mr. DeLuca noted that there was one report for informational purposes, specifically, the Capital Projects Update, which provides planning and construction updates for VCU's major capital projects and outlines the capital project process.

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

### **CLOSED SESSION**

On motion made and seconded, the Facilities, Real Estate and Administration Committee of the VCU BOV convened into closed session to discuss the potential acquisition of certain real property to further the educational purposes and research opportunities of the university 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.

### **RECONVENED SESSION**

Following the closed session, the public was invited to return to the meeting. Mr. DeLuca 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.

<b><u>Vote</u></b>	<b><u>Ayes</u></b>	<b><u>Nays</u></b>
Mr. Steve DeLuca, <i>Chair</i>	X	
Mr. Ed McCoy	X	
Dr. Clifton Peay	X	
Mr. Randy Reynolds	X	
Mr. Toddy Haymore, <i>Rector</i>	X	

All members present responding affirmatively, the resolution of certification was adopted.

On a motion duly made and seconded the committee approved the recommendation to the full board to approve two property acquisitions as discussed in closed session.

### **OTHER BUSINESS**

None

### **ADJOURNMENT**

Mr. DeLuca asked the committee if there was any other business, and hearing none, adjourned the meeting at 3:37 p.m.

## **Amendment to the 2024-2030 Six-Year Capital Plan**

### **VCU Catering and Event Space**

#### **Background**

VCU seeks authorization to amend the 2024-2030 Six-Year Capital Plan to include a renovation of 17,740 square feet of food service space in the Cary & Belvidere Residential College to serve as VCU Catering and event space. Formerly the location of a Chili's restaurant, Starbucks and AVO Kitchen, the space will be converted into a new home for VCU Catering and feature a catering kitchen with an attached event space.

VCU Catering has outgrown its existing catering and event space in Shafer Court Dining Center, known as the Compass Room. Moving VCU Catering to a larger, dedicated facility will improve efficiency, enhance service capabilities and allow for better support of campus events. Additionally, the relocation of VCU Catering from Shafer Court Dining Center to this new facility aligns with the VCU Dining Master Plan by freeing up valuable space in Shafer Court for expanded student-centered dining options.

#### **Considerations**

Overall foot traffic in the Cary & Belvidere Residential College area of campus has not been strong enough to support traditional retail dining operations. This project aims to repurpose the area into an event space and catering facility, creating a more strategic and efficient use of university resources.

#### **Cost and funding**

The renovation of the space is estimated to be \$8.5M and will be paid by VCU Dining Services auxiliary funds that were set aside for Dining Master Plan projects.

#### **Recommendation**

Authorize the amendment of the university's 2024-2030 Six-Year Capital Plan to include the VCU Catering and Event Space.

# Report from the Senior Vice President



Introducing

**Clarence T. Hunter, Jr.**

Chief of VCU Police





Update

[masterplan.vcu.edu](https://masterplan.vcu.edu)



# Where we are

Completed projects



College of  
Health  
Professions

2019



Engineering  
Research  
Building

2021



Rice Rivers  
Center Research  
Facility

2021



STEM Building

2023



Technology  
Operations  
Center

2024



Front doors

Ongoing



# \$12.6M savings on state funded capital projects

- College of Health Professions  
\$1.65M returned to the state
- College of Engineering Research Building  
\$4.46M returned to the state
- STEM Building  
\$4.5M returned to the state
- Technology Operations Center  
\$2M returned to the state & \$1.7M university savings



# Where we are

## Projects in progress



### CoStar Center for Arts & Innovation

*Construction underway; anticipated completion late 2027*



### Athletic Village

*Phase I: demolition complete; site work for practice fields, track & soccer field beginning; anticipated completion 2026*



### West Grace Street Housing Project

*Planning underway; anticipated completion late 2028/early 2029*



### Scherer Hall & 901 West Franklin Street renovations

*Scherer Hall anticipated completion summer 2025; 901 West Franklin Street anticipated completion in 2026*



# Where we are

Projects in progress



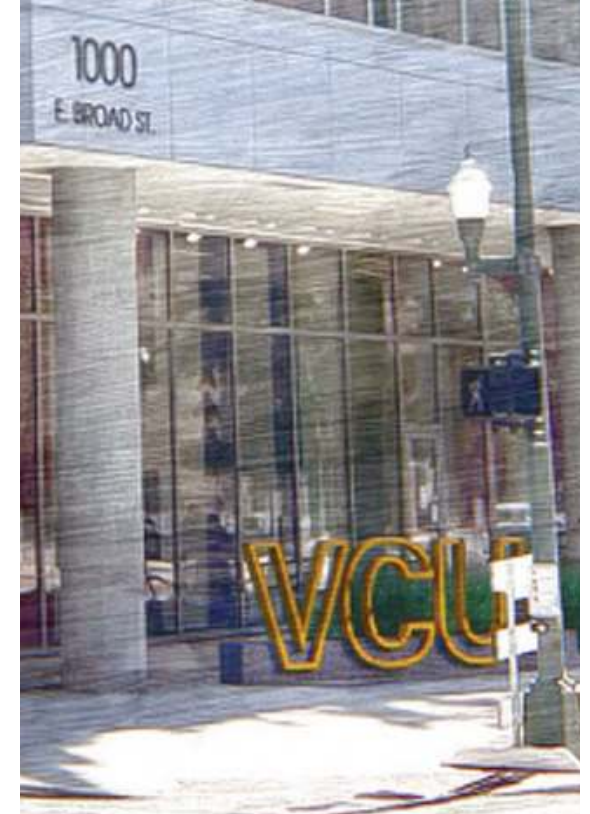
Cary & Belvidere



Leigh & 12th



Broad & College



Broad & 10th



# Where we are going



School of Dentistry



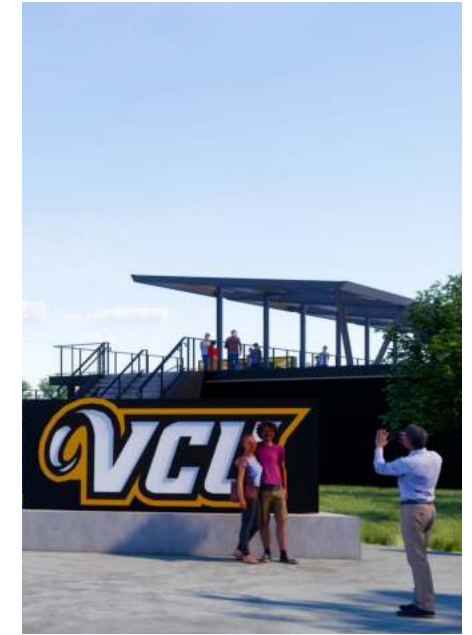
Academic &  
Research Building



Hyflex  
Interdisciplinary  
Innovation  
Classroom & Lab  
Building



West Grace Street  
Housing



Athletic Village  
Phase II



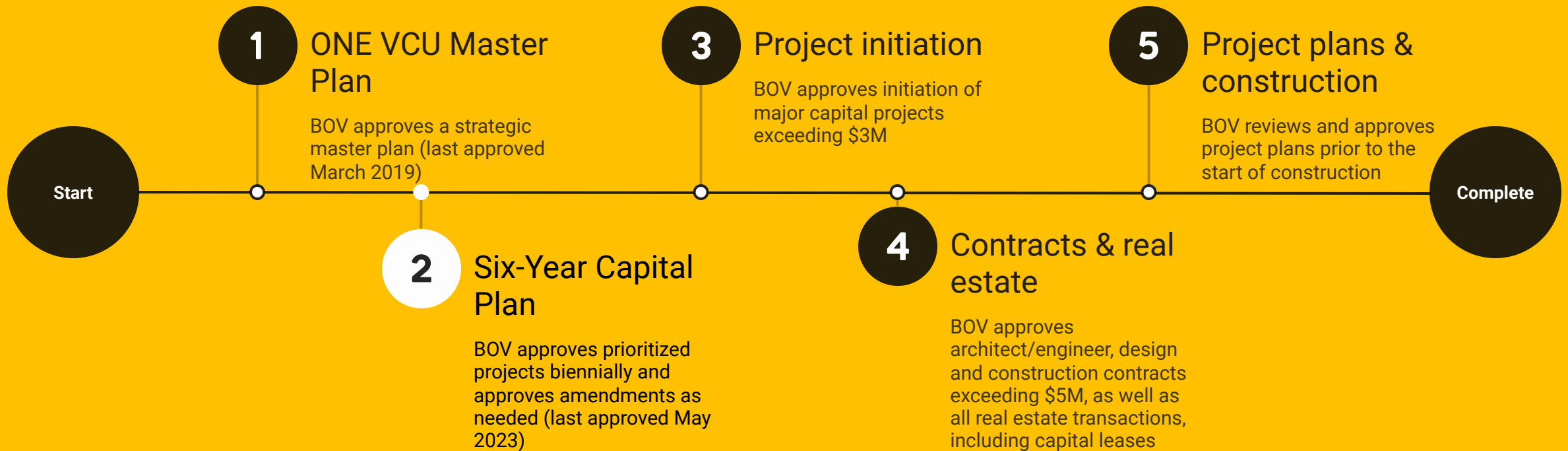
# Initiated capital projects

Status of Board of Visitors approvals for active projects

Start	1	2	3	4	5			Complete
	ONE VCU Master Plan	Six-Year Capital Plan	Project initiation	Contracts & real estate transactions	Project plans	Construction status	Estimated completion	
CoStar Center for Arts & Innovation	✓	✓	✓ 05/2019	✓	✓	On time/budget	Late 2027	
School of Dentistry	✓	✓	✓ 03/2023					
Athletic Village Phase I	✓	✓	✓ 05/2023	✓	✓	On time/budget	Summer 2026	
Scherer Hall renovations		✓	✓ 03/2024		✓	On time/budget	Late 2025	
West Grace Street Housing	✓	✓	✓ 09/2024	✓				
901 West Franklin Street Renovation		✓	✓ 12/2024		✓			
Gladding Residence Center III HVAC Replacement		✓	✓ 12/2024		✓			
Massey Building Shared Lab Renovation		✓	✓ 12/2024		✓			

# Capital projects timeline

## Board of Visitors Approvals



PREVIEW

# 2026-2032 Six-Year Capital Plan

(DRAFT)



## 2026-2028 Biennium (DRAFT)

### State projects

- VCU School of Dentistry
- CoStar Center for Arts & Innovation Academic Building Equipment
- Hyflex Interdisciplinary Innovation Classroom & Lab Building

### University projects

- West Grace Street Housing Project (including Honors housing)
- Athletic Village - Tennis Courts
- Massey Building Shared Lab
- VCU Catering and Event Space





## 2028-2030 Biennium (DRAFT)

### **State projects**

- Academic & Research Building Renovation
- Johnson Hall Renovation/Repurposing

### **University projects**

- Athletic Village - Soccer Stadium



## 2030-2032 Biennium (DRAFT)

### **State projects**

- Interdisciplinary Health Sciences Academic Building
- Oliver Hall Renovation

### **University projects**

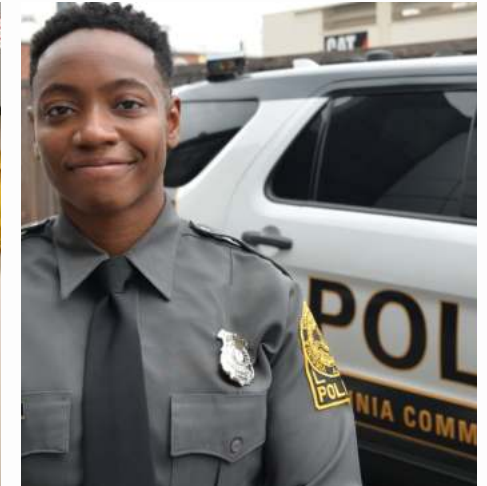
- Athletic Village - Indoor Field House
- Student Commons & Iconic Green
- Student Housing Project

# VCU Human Resources update



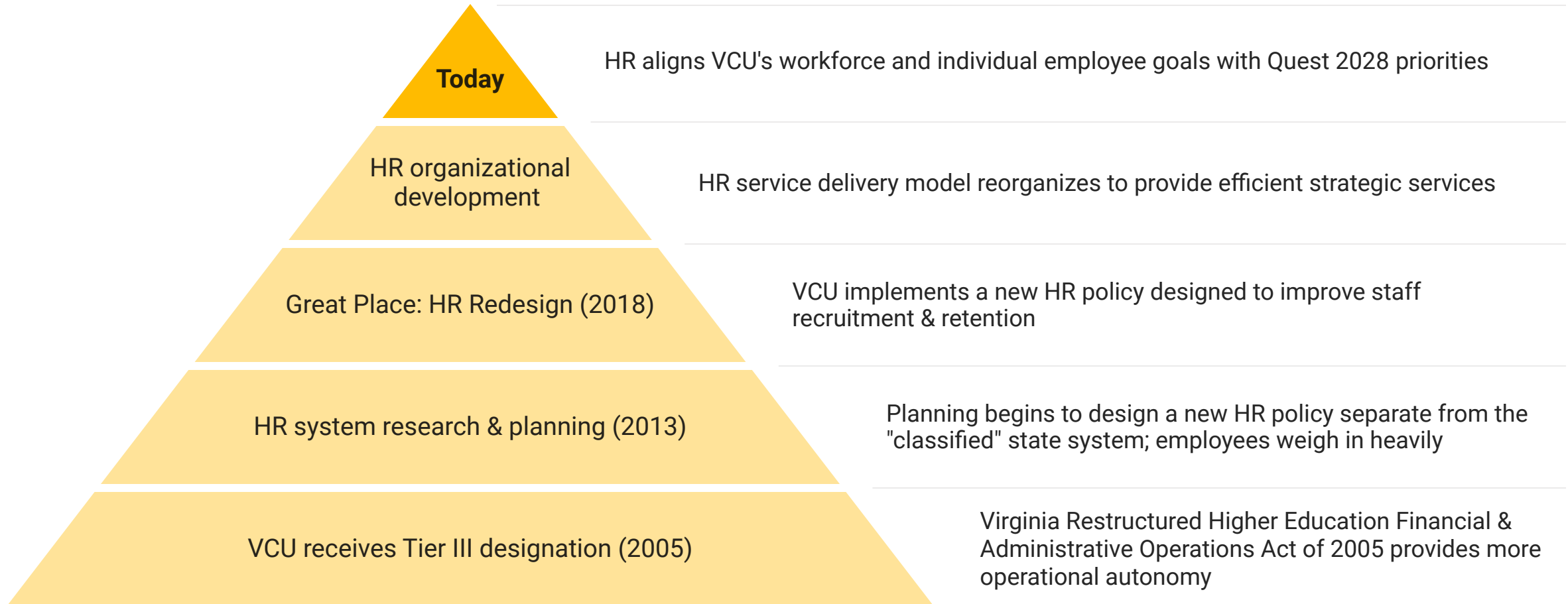
# VCU aligns resources to drive success & value

Our #1 resource: VCU faculty & staff





# VCU Human Resources maturation



# HR aligns VCU's workforce & individual employee goals with Quest 2028 priorities



## Student Success

Freshman spring retention is over 95.5%  
A 10-year high



## Research

Surpassed \$500M in sponsored research

# University staff overview



**4,230**  
total staff employees

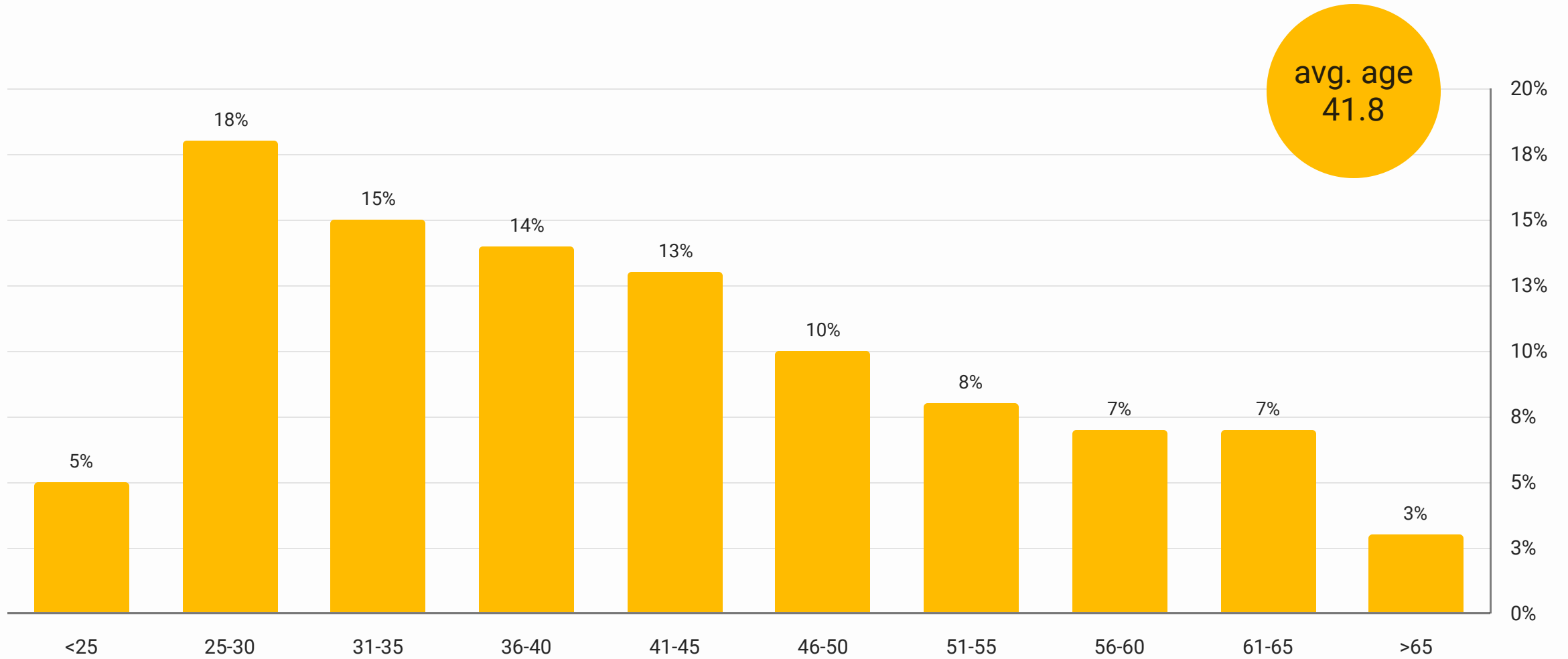
**10%**  
veterans

**10%**  
individuals with  
disabilities

**7.9 years**  
average length of service

# VCU staff age profile

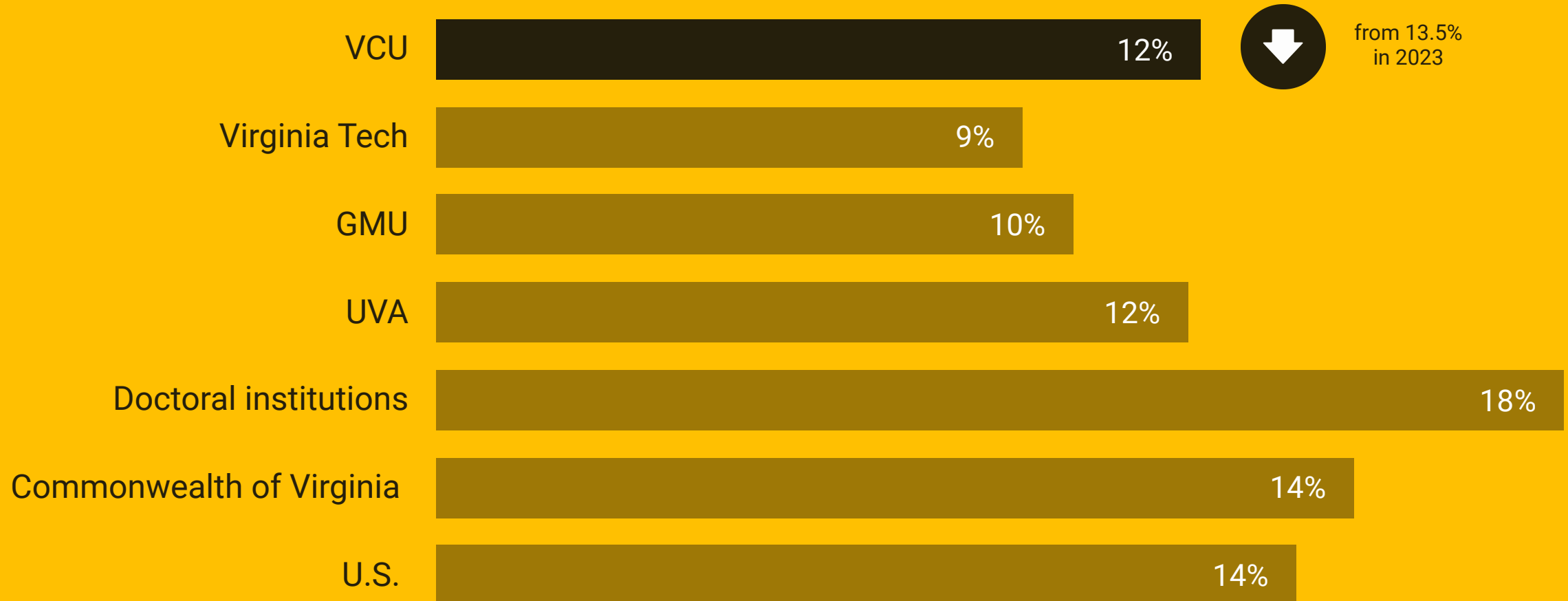
12/31/2024





# Staff turnover comparison

Calendar year 2024



## Staff offer feedback in multiple ways



Staff Senate



Staff surveys



Employee relations



CHRO listening  
sessions



Anonymous feedback  
form



Manager town halls

# Discussion



**Board of Visitors**  
**March 20, 2025**  
Major Capital Projects Update

## Projects underway

---

### **Technology Operations Center**

Architect/engineer: PSH+

Budget: \$31.3M

Funding source: University debt

Biennium: 2022-2024

Contractor: Mark Turner

Status: Complete, under budget by  
\$1.7M

Description:

The 28,000 square foot facility was constructed at 707 West Broad Street adjacent to the Facilities Administration Building. The new facility replaces technology operations that took place at the state-owned Pocahontas Building. In April 2021, the Commonwealth of Virginia informed the university that it must vacate the Pocahontas Building to provide a site for the proposed Virginia Supreme Court Building. The new Technology Operations Center now serves 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 directly or indirectly supports all of VCU's and much of VCU Health's critical operations.

Progress:

Construction is complete and the Technology Operations Center is now operating as VCU's primary data center. The Pocahontas building is offline and vacated.

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

Architect/engineer: Raymond Engineering

Budget: \$3.2M

Funding source: Maintenance reserve

Biennium: 2020-2022

Contractor: SRC, Inc.

Status: Phase I is complete

Description:

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

Progress:

Phase I renovations for the Founders Hall building envelope rehabilitation are now complete.



## **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: Under construction;  
estimated completion late 2027

### 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:

Construction is underway. Basement excavations are nearly complete and the concrete and steel work has begun.

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

Architect/engineer: HKS

Budget: \$38M

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

Biennium: 2024-2026

Contractor: Barton Malow

Status: Under construction;  
estimated completion summer 2026

### 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:

The demolition of existing site structures is complete. Design work for the fields, track and the stadium are underway. Site work for the fields and the track is under way and design of the stadium is in progress. The groundbreaking ceremony was held on October 30, 2024.

## **Scherer Hall Renovations**

Architect/engineer: Baskervill and Dunbar Structural  
Budget: \$6.25M  
Funding source: Maintenance reserve

Biennium: 2024-2026  
Contractor: SRC, Inc.  
Status: Under construction;  
estimated completion summer 2025

### **Description:**

Constructed in 1910, Scherer Hall is a five-story, 23,141 square foot brick building in the West Franklin Street Historic District of VCU's Monroe Park Campus. The facility is experiencing significant HVAC maintenance issues due to both the age and design of the equipment. Controls for the mechanical system are obsolete and no longer serviceable. Additionally, uneven floor conditions must be addressed to prevent impacts to the building's structural integrity and a backflow preventer (i.e., system that manages water flow) needs to be installed.

### **Progress:**

The project is on schedule and expected to be complete by summer 2025. The L. Douglas Wilder School of Government and Public Affairs faculty and staff who were working in Scherer Hall have been temporarily relocated to 700 W. Grace Street while Scherer Hall undergoes renovation.

## **901 West Franklin Street Renovation**

Architect/engineer: RRMM Architects  
Budget: \$7M  
Funding source: Maintenance reserves

Biennium: 2024-2026  
Contractor: Woodland (pending)  
Status: Contractor procurement;  
completion in 2026

### **Description:**

Located at the corner of Franklin and Shafer streets, the building originally served as a home between 1882 and 1892, and since being purchased by VCU, has been used for office space. The building primarily consists of brownstone and brick masonry exterior walls with a steep-sloped roof made of terracotta roof tiles. Later additions include brick masonry walls as well as mostly low-sloped rubber roofing and partial terracotta roofing.

There have not been any significant restorative efforts performed on this facility in recent history. Normal aging and degradation of building materials are contributing to moisture infiltration issues that need to be addressed. The renovation project will include tuckpointing (i.e., repairing the mortar joints between the bricks of the entire building), replacing the roof and adding a fall protection system to the roof. The project is anticipated to begin in 2025 and will take approximately one year to complete.

### **Progress:**

Construction to begin in spring 2025 pending BOV approval of the construction services contract in March 2025.

## **Gladding Residence Center III HVAC Replacement**

Architect/engineer: DJG, Inc  
Budget: \$3.4M  
Funding source: Auxiliary Funds

Biennium: 2024-2026  
Contractor: Colonial Webb  
Status: Under construction;  
estimated completion  
August 2025

### **Description:**

Gladding Residence Center III (GRC III) is located at 711 West Main Street on VCU's Monroe Park Campus. It is a five-level, masonry residence hall constructed in 1979 that currently houses first-year students. The existing HVAC system is at the end of its useful life and requires replacement. The project scope includes full HVAC replacement and installation, including condensing units located on each of GRC's two roof sections and air handlers in each room.

### **Progress:**

Work is anticipated to begin in May with anticipated completion by summer 2025.

## **Projects in the planning phase**

---

### **West Grace Street Housing Project**

Architect/engineer: Glave & Holmes/Ayers Saint Gross  
Budget: \$170M (estimated)  
Funding source: Combination of auxiliary funds  
and debt paid with student housing payments

Biennium: 2024-2026  
Contractor: TBD  
Status: Planning

### **Description:**

The ONE VCU Master Plan identified the need for additional student housing, a need that has been compounded by the closing of Johnson Hall and increasing undergraduate housing demand. A new residential housing facility will replace the 518 beds in Johnson Hall and provide additional beds to meet increased demand.

### **Progress:**

The university is currently negotiating a contract for services to design a facility with approximately 1,000 to 1,250 total semi-suite and apartment style beds. A request for proposal has been initiated to procure a construction manager.

## **VCU School of Dentistry**

Architect/engineer: Hanbury/Kahler Slater  
Budget: \$415M (estimated)  
Funding source: Seeking state funding

Biennium: 2024-2026  
Contractor: TBD  
Status: Planning

### **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 School of Dentistry 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:**

The Virginia General Assembly approved a total of \$19.5M of spending for detailed planning. The fund sources include \$5.2M in general funds and \$14.3M, which VCU has been authorized to self fund and that will be reimbursed in the future. Typically, the General Assembly will authorize an amount for design and require VCU to front the funding for detailed planning, which VCU is reimbursed for upon authorization from the state to proceed to construction.

## **Massey Building Shared Lab Renovation**

Architect/engineer: UPDATE  
Budget: \$33.9M  
Funding source: University, MCV  
Foundation and Massey funds

Biennium: 2024-2026  
Contractor: SRC, Inc.  
Status: Planning

### **Description:**

The renovation will focus on the first and ground floors of the Massey Building. The first floor will be converted from wet labs to a 5,415 assignable square foot vivarium, expanding vivarium space in the facility, and 1,500 assignable square feet of core labs. The ground floor will be converted from administrative space to 6,245 assignable square feet of wet labs.

### **Progress:**

The request for proposal for the architect and engineering services was issued in February 2025. The selection process will run through May 2025.