



Board of Visitors
FACILITIES, REAL ESTATE AND ADMINISTRATION COMMITTEE
February 26, 2026
The Honorable Benjamin Lambert III Board Room
1213 East Clay Street
Richmond, VA

MEETING MINUTES

COMMITTEE MEMBERS PRESENT

Mr. Randy Reynolds, Jr., *Chair*

Mr. Neil Amin, *Vice Chair - virtual pursuant to Code Section 2.2-3708.3(B)(4) personal matter where the member was unable to attend the meeting due to a prior commitment - Richmond, VA*

Dr. Kenneth Lipstock

Mr. P2 Sandhu (left at 3:40 p.m. and rejoined virtually at 4:10 p.m. *pursuant to Code Section 2.2-3708.3(B)(4) personal matter where the member was unable to attend the meeting due to a prior commitment - Richmond, VA*)

Mr. Steve DeLuca, *Vice Rector*

COMMITTEE MEMBERS ABSENT

Ms. Rooz Dadabhoy

OTHER BOARD MEMBERS PRESENT

Dr. Dale Jones (arrived at 2:55 p.m.)

Dr. Clifton Peay (arrived at 3:30 p.m.)

Mr. C.J. Sailor (arrived at 2:55 p.m.)

OTHERS PRESENT

President Michael Rao

Dr. Meredith Weiss, *senior vice president for finance and administration and CFO*

Mr. Jeff Kidd, *associate vice president for campus enterprises and chief real estate officer*

Ms. Alison Miller, *chief human resources officer*

Ms. Jessica Bryant, *senior director, strategic initiatives, VCU Finance and Administration*

Ms. Stephanie Hamlett, *university counsel*

VCU Finance and Administration leadership team

VCU Presidential Cabinet

CALL TO ORDER

Mr. Randy Reynolds, Jr., chair of the Facilities, Real Estate and Administration Committee, called the meeting to order at 2:48 p.m.

The public was able to view the open session of the meeting via livestream and <https://mssvideo.vcu.edu/BOV>.

OPEN SESSION ACTION ITEMS

Mr. Reynolds began by sharing that the minutes for the November 20, 2025 meeting were provided to the committee in advance for review. Hearing no comments or changes, Mr. Reynolds asked Dr. Meredith Weiss to present the other action items.

On a motion duly made and seconded, the committee approved the November 20, 2025 meeting minutes and the recommendation to the full board to approve 1) an amendment to VCU's Qualified Governmental Excess Benefit Arrangement for Employees Plan, 2) an amendment to the 2026-2032 Six-Year Capital Plan and authorization to initiate a capital project for the Hermes A. Kontos Medical Sciences Building chillers and equipment replacement, and 3) an amendment to the 2026-2032 Six-Year Capital Plan and authorization to initiate a capital project for the Hunton Student Center Renovation.

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

REPORT FROM THE SENIOR VICE PRESIDENT

Mr. Reynolds asked Dr. Weiss to give her report. Dr. Weiss shared an implementation update for the One VCU Master Plan. Mr. Jeff Kidd, associate vice president for campus enterprises and chief real estate officer, addressed a follow-up from the November 2025 VCU Board of Visitors (BOV) meeting by giving an update from VCU Parking & Transportation regarding their current operations and initiatives.

Finally, Dr. Weiss introduced Ms. Alison Miller, chief human resources officer, who facilitated a panel with five award-winning VCU staff members:

- Elizabeth Fortune, *administrative director and chief administrative officer, C. Kenneth and Dianne Wright Center for Clinical and Translational Research*
Fulbright U.S.-Germany International Education Administrators Award recipient
- Dan Han, *chief information security officer, Technology Services*
RVATech Chief Information Security Officer of the Year Award recipient
- Elise Nicewick, *senior occupational health nurse, Occupational Health and Safety*
Campus Safety, Health and Environmental Management Association Innovation Award for Process Improvement recipient
- Samara Reynolds, *executive director, Career Services*
National Association of Colleges and Employers Mentor of the Year Award recipient
- Denise Smith, *safety ambassador, VCU Police*
Valor RVA Award recipient

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

REPORTS FOR INFORMATIONAL PURPOSES

Mr. Reynolds noted that there were three reports 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; human resources metrics, which provide data for several key performance indicators; and the human resources staff panelist biographies.

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 BOV of VCU convened in closed session to discuss the potential disposition of certain real property, specifically property that is no longer needed to further the university's mission, 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.

RETURN TO OPEN SESSION AND CERTIFICATION

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

<u>Vote</u>	<u>Ayes</u>	<u>Nays</u>
Mr. Randy Reynolds, <i>Chair</i>	X	
Dr. Kenneth Lipstock	X	
Mr. P2 Sandhu	X	
Mr. Steve DeLuca, <i>Vice Rector</i>	X	

Mr. Neil Amin was absent from the vote. All members present responding affirmatively, the resolution of certification was adopted.

ADJOURNMENT

Mr. Reynolds asked the committee if there was any other business, and hearing none, adjourned the meeting at 4:15 p.m.

Action items

Approval of November 20, 2025 meeting minutes

Approval to execute amendment

Qualified Governmental Excess Benefit Arrangement for Employees Plan

Background

VCU seeks BOV approval to execute an amendment to its Qualified Governmental Excess Benefit Arrangement for Employees Plan, or 415(m), a nonqualified deferred compensation plan offered by public employers that allows eligible public employees to set aside contributions over and above the IRS contribution/benefit limits that apply to qualified plans and is paid out upon separation. VCU's 415(m) currently permits distributions, upon separation, in the form of a lump sum or installments of five or 10 years.

In order to better align with what is offered by other Virginia public universities – including the University of Virginia, the College of William and Mary, Virginia Tech and George Mason University – VCU seeks BOV approval to amend the plan's distribution options to include both 15 and 20 year installment options as well as single life annuity and/or joint and survivor annuity options.

Considerations

VCU routinely makes changes to retirement plans for various reasons including alignment with new tax laws and regulations, updating language, or updating plan offerings to be more competitive with peers. Changes to VCU retirement plans that are considered non-material do not require BOV approval. This change is considered a material change and, therefore, requires BOV approval per the university's Management Agreement.

Recommendation

Approve the amendment to the VCU Qualified Governmental Excess Benefit Arrangement for Employees Plan's distribution options to include both 15 and 20 year installment options as well as single life annuity and/or joint and survivor annuity options.



Approval to execute amendment

Qualified Governmental Excess Benefit Arrangement for Employees Plan

Background

VCU seeks Board of Visitors (BOV) approval to execute an amendment to its Qualified Governmental Excess Benefit Arrangement for Employees Plan, or 415(m), a nonqualified deferred compensation plan offered by public employers that allows eligible public employees to set aside contributions over and above the Internal Revenue Service contribution/benefit limits that apply to qualified plans and is paid out upon separation. VCU's 415(m) currently permits distributions, upon separation, in the form of a lump sum or installments of five or 10 years. In order to better align with what is offered by other Virginia public universities – including the University of Virginia, the College of William and Mary, Virginia Tech and George Mason University – VCU seeks BOV approval to amend the plan's distribution options to include both 15 and 20 year installment options as well as single life annuity and/or joint and survivor annuity options.

Considerations

VCU routinely makes changes to retirement plans for various reasons including alignment with new tax laws and regulations, updating language, or updating plan offerings to be more competitive with peers. Changes to VCU retirement plans that are considered non-material do not require BOV approval. This change is considered a material change and, therefore, requires BOV approval per the university's Management Agreement.

Additionally, VCU periodically conducts a plan restatement which is a comprehensive and legally mandated update of a retirement plan's legal document that incorporates all amendments that have been made since the last restatement. In coordination with external legal counsel, Morgan Lewis, all seven of VCU's retirement plans were recently reviewed and will be restated. No other material changes resulted from this review.

Recommendation

Approve the amendment to the VCU Qualified Governmental Excess Benefit Arrangement for Employees Plan's distribution options to include both 15 and 20 year installment options as well as single life annuity and/or joint and survivor annuity options.

Amendment to the 2026-2032 Six-Year Capital Plan and authorization to initiate a capital project

Kontos Medical Sciences Building chiller replacement

Background

VCU seeks BOV approval for an amendment to the 2026-2032 Six-Year Capital Plan and authorization to initiate a capital project to replace two chillers and chilled water system equipment in the Hermes A. Kontos Medical Sciences Building, home to the VCU School of Medicine. The chillers and chilled water system regulate the temperature and humidity for Kontos and the Egyptian Building.

The two current primary chillers and chilled water system equipment that will be replaced are original to the building, built in 1996, and have reached the end of their useful life, with one chiller not operational and both chillers requiring significant, costly repairs in recent years.

Design is underway and procurement for construction is anticipated to begin in spring 2026. The construction phase of the project is expected to take place from late 2026 to mid 2027.

Considerations

Projects expected to exceed \$3M require BOV approval to be added to the Six-Year Capital Plan and authorized for project initiation. This project is expected to exceed \$3M and, therefore, requires BOV approval.

Cost and funding

The project is estimated to cost approximately \$4.5M and will be funded by state-appropriated maintenance reserve funds.

Recommendation

Approve an amendment to the 2026-2032 Six-Year Capital Plan and authorize initiation of a capital project at an estimated cost of \$4.5M for the Kontos chillers and chilled water equipment replacement.



**Amendment to the 2026-2032 Six-Year Capital Plan
and authorization to initiate a capital project**

Hermes A. Kontos Medical Sciences Building chillers and equipment replacement

Background

VCU seeks Board of Visitors (BOV) approval for an amendment to the 2026-2032 Six-Year Capital Plan and authorization to initiate a capital project to replace two chillers and chilled water system equipment in the Hermes A. Kontos Medical Sciences Building, home to the VCU School of Medicine. The chillers and chilled water system regulate the temperature and humidity for Kontos and the Egyptian Building.

The two current primary chillers and chilled water system equipment that will be replaced are original to the building, built in 1996, and have reached the end of their useful life, with one chiller not operational and both chillers requiring significant, costly repairs in recent years.

Design is underway and procurement for construction is anticipated to begin in spring 2026. The construction phase of the project is expected to take place from late 2026 to mid 2027. To maintain adequate cooling in the building during the warmer peak demand season while the replacement project is underway, a temporary rental chiller and a smaller chiller on the roof will serve as supplemental chillers.

Considerations

Projects expected to exceed \$3M require BOV approval to be added to the Six-Year Capital Plan and authorized for project initiation. This project is expected to exceed \$3M and, therefore, requires BOV approval.

Costs and funding

The project is estimated to cost approximately \$4.5M and will be funded by state-appropriated maintenance reserve funds.

Recommendation

Approve an amendment to the 2026-2032 Six-Year Capital Plan and authorize initiation of a capital project at an estimated cost of \$4.5M for the Kontos chillers and chilled water equipment replacement.

Amendment to the 2026-2032 Six-Year Capital Plan and authorization to initiate a capital project

Hunton Student Center renovation

Background

VCU seeks BOV approval for an amendment to the 2026-2032 Six-Year Capital Plan and authorization to initiate a capital project to renovate the Hunton Student Center, located on the University Medical Center Campus. This renovation is necessary to accommodate the temporary relocation of VCU's Health Sciences Library operations, which will make way for the proposed VCU Health Inpatient Tower. Pending approval from the BOV and funding approval from the VCU Health Board of Directors, the renovation to the Hunton Student Center will include creating student study space, maker space, offices and room for circulating collections.

Considerations

Projects expected to exceed \$3M require BOV approval to be added to the Six-Year Capital Plan and authorized for project initiation. This project is expected to exceed \$3M and, therefore, requires BOV approval.

Cost and funding

The project is estimated to cost approximately \$4M and will be funded by VCU Health System, pending approval by the VCU Health System Board of Directors.

Recommendation

Approve an amendment to the 2026-2032 Six-Year Capital Plan and authorize initiation of a capital project at an estimated cost of \$4M for the Hunton Student Center renovation.



**Amendment to the 2026-2032 Six-Year Capital Plan
and authorization to initiate a capital project
Hunton Student Center Renovation**

Background

VCU seeks Board of Visitors (BOV) approval for an amendment to the 2026-2032 Six-Year Capital Plan and authorization to initiate a capital project to renovate the Hunton Student Center, located on the University Medical Center Campus. This renovation is necessary to accommodate the temporary relocation of VCU's Health Sciences Library operations, which will make way for the proposed VCU Health Inpatient Tower. Pending approval from the BOV and funding approval from the VCU Health Board of Directors, the renovation to the Hunton Student Center will include creating student study space, maker space, offices and room for circulating collections.

In September 2025, the BOV approved an amendment to the 2026-2032 Six-Year Capital Plan, authorized the initiation of a capital project, and approved project plans for the James Branch Cabell Library Fourth Floor Special Collections and Archives Expansion – another enabling project for the proposed VCU Health Inpatient Tower.

Considerations

Projects expected to exceed \$3M require BOV approval to be added to the Six-Year Capital Plan and authorized for project initiation. This project is expected to exceed \$3M and, therefore, requires BOV approval.

Costs and funding

The project is estimated to cost approximately \$4M and will be funded by VCU Health System, pending approval by the VCU Health System Board of Directors.

Recommendation

Approve an amendment to the 2026-2032 Six-Year Capital Plan and authorize initiation of a capital project at an estimated cost of \$4M for the Hunton Student Center renovation.

Report from the Senior Vice President



Update

masterplan.vcu.edu

Where we are

Completed projects



College of Health Professions

2019



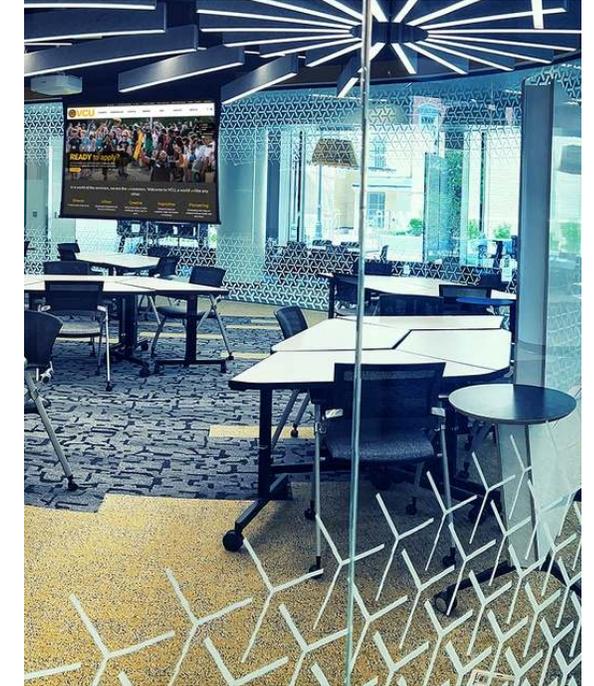
Engineering Research Building

2021



Rice Rivers Center

2021



STEM Building

2023

Where we are

Completed projects



Technology Operations
Center
2024



Founders Hall, phase 1
2025



Front doors
2025



Scherer Hall
2025

Historic properties

Recent renovations at VCU

VCU owns and maintains many historic properties, including several on the National Register of Historic Places – 87 of the more than 200 properties on VCU's two main campuses are over 100 years old.

Since 2018, renovations ranging in cost from \$300K to \$9.2M (totaling more than \$48M) have either been completed or are underway in VCU-owned historic properties built between 1845 and 1932.



Scott House
(1911)

\$7M renovation
completed in 2020



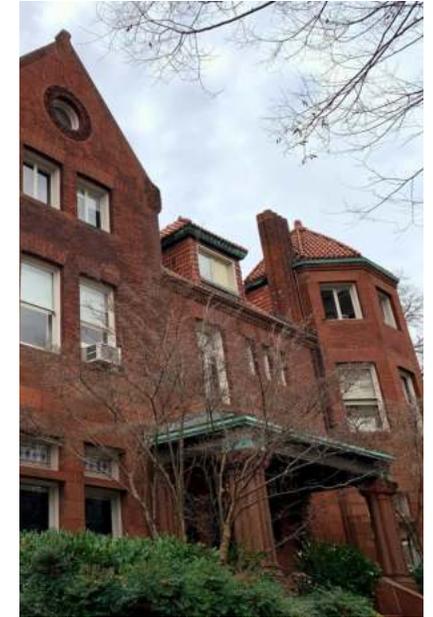
Scherer Hall
(1910)

\$6M renovation
completed in 2025



Founders Hall
(1883-1885)

\$3.2M renovations
complete in 2025



901 West Franklin
(1888-1892)

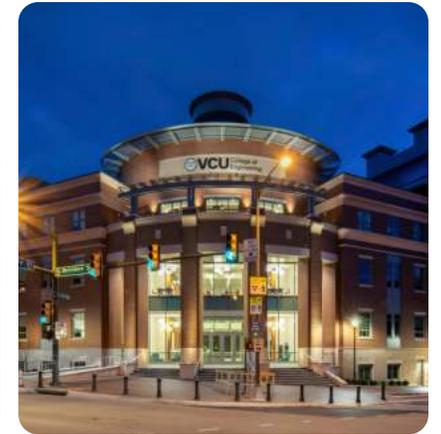
\$7M renovation
underway

Other properties include the James Black Music Center (1902), Blanton House (1892), Bowe House (1888), Crenshaw House (1900), the Egyptian Building (1845), Grant House (1857), the Health Sciences Library (1932), Kearney House (1894), Moseley House (1892), Samuel Putney House (1859), Stephen Putney House (1859), the Raleigh Building (1907), the Richmond Academy of Medicine (1932), Stokes House (1895), White House (1883) and Williams House (1891).

Savings on state funded capital projects

\$12.6M total returned to the state

- 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

Completed downtown projects VCU Health



Adult Outpatient Pavilion

2021



I Deck

2022



Children's Tower

2023

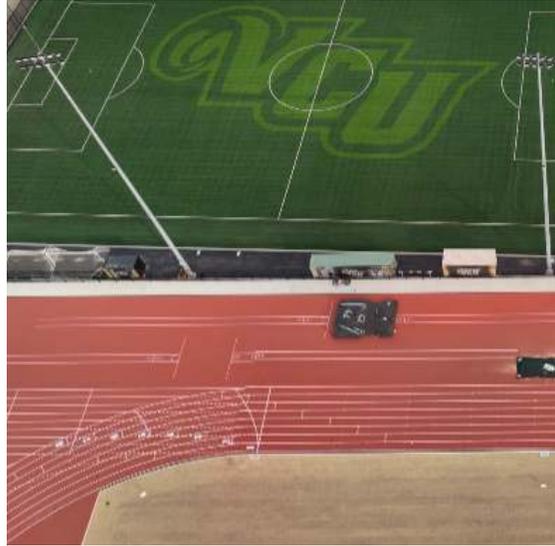
Where we are

Projects in progress



CoStar Center for Arts & Innovation

Construction underway; anticipated completion by late 2027



Athletic Village

Construction of phase 1A (two practice fields and outdoor track/soccer field) completed and in use

Construction of phase 1B (track/soccer covered bleachers and facility) is forthcoming



West Grace Street Housing

Demolition of existing structures to begin in spring 2026; anticipated completion by fall semester 2028



VCU School of Dentistry

Design underway

Where we're going

VCU's capital priorities advance research and healthcare in the Commonwealth



Academic & Research Building acquisition (Altria)

Academic space for Schools of Pharmacy and Public Health

Research space to maintain Massey's Comprehensive Cancer Center status and for health sciences

Capital projects timeline

Board of Visitors approvals



Initiated capital projects

Status of Board of Visitors approvals for active projects

Start	1	2	3	4	5	Construction status	Estimated completion	Complete
	One VCU Master Plan	Six-Year Capital Plan	Project initiation	Contracts & real estate transactions	Project plans			
CoStar Center for Arts & Innovation	✓	✓	✓ 05/2019	✓	✓	On budget/on schedule	Late 2027	
School of Dentistry	✓	✓	✓ 03/2023	✓	✓			
Athletic Village Phase I	✓	✓	✓ 05/2023	✓	✓	On time/budget	Late 2026	
West Grace Street Housing Project	✓	✓	✓ 09/2024	✓	✓		Mid 2028	
901 West Franklin Street Renovation		✓	✓ 12/2024	✓	✓	On time/budget	Late 2026	
Massey Building Shared Lab Renovation		✓	✓ 12/2024		✓		Mid 2028	
VCU Catering & Events Space		✓	✓ 05/2025					
Sadie Heath Cabaniss Hall Window Replacement		✓	✓ 09/2025					
James Branch Cabell Library 4th Fl. Special Coll. & Archives Expansion		✓	✓ 09/2025					
Engineering W. Hall Cooling Tower Replacement & Arch. Pyramid Reno		✓	✓ 11/2025					

VCU Parking & Transportation

VCU Parking & Transportation services

Nationally accredited organization serving more than 50,000 VCU and VCU Health community members and visitors



Parking

20K subscribers, 14 garages, 47 lots, special events parking



Transportation

RamRide, RamSafe, RamsXpress



Alternative transportation

RamBikes, carpool support, EV charging, Zip Car



Fleet management

Purchase, lease, disposal, maintenance and fuel

VCU Parking & Transportation focus areas



Safety



Accessibility



Efficiency



Customer service

Human Resources update

Staff Panel

Staff panel



Elizabeth Fortune

Administrative director, Wright Center for Clinical and Translational Research

Fulbright U.S.-Germany International Education Administrators Award



Dan Han

Chief information security officer, VCU Technology Services

RVATech Chief Information Security Officer of the Year Award



Elise Nicewick

Senior occupational health nurse, VCU Occupational Health and Safety

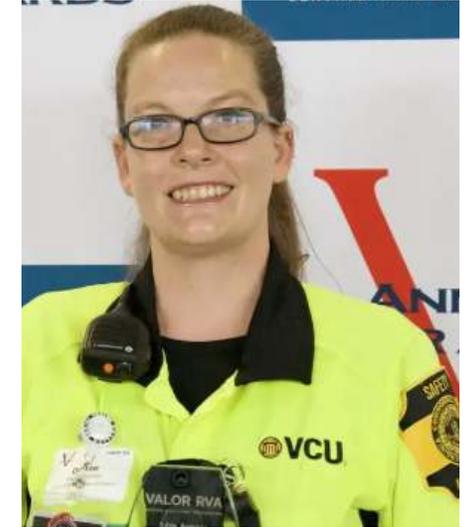
Campus Safety, Health, and Environmental Management Association (CSHEMA) Innovation Award for Process Improvement



Samara Reynolds

Executive director, VCU Career Services

National Association of Colleges and Employers Mentor of the Year Award



Denise Smith

Campus safety officer, VCU Police

2024 Valor RVA Award recipient, an award celebrating first responders performing exceptional acts of courage

Discussion



Board of Visitors February 26, 2026 Major Capital Projects Update

Projects underway

901 West Franklin Street Renovation

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

Biennium: 2024-2026
Contractor: Woodland Construction
Status: Renovations underway; estimated completion by late 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. Renovations started in October 2025 and are expected to take approximately one year to complete.

Progress:

Renovations are underway and are expected to be complete by late 2026.

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: Practice fields and outdoor track/soccer field completed and in use; stadium construction forthcoming

Description:

This is the first of four phases to be developed for VCU's Athletic Village. This project will replace Sports Backers Stadium, which is located in the Diamond District and is being sold to the City of Richmond as part of its construction of a new baseball stadium. This new Athletic Village facility will hold the events currently being held at Sport Backers Stadium and provide practice fields that will serve VCU athletes.

The new practice fields consists of a 400-meter outdoor track, two pole vaults, two long/triple jumps, two high jumps, discus/shotput/hammer circles, an infield NCAA natural turf (Cambridge) soccer field, and two adjacent NCAA-sized artificial and natural turf (sand-based) practice fields.

The 9,043 square feet outdoor track facility will include outdoor open bleacher seating for 1,000 spectators as well as locker rooms for players and officials with shower and restroom facilities, athletes' training room, storage, concessions and spectator restrooms on the ground level. The press box on the upper bleacher level will consist of a production, broadcast and pressbox rooms, with a media platform to broadcast events.

Progress:

The practice fields and track/soccer fields were completed in January 2026 and are now in use. Construction of the new stadium is forthcoming.

CoStar Center for Arts and Innovation (CCAI)

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:

Concrete slab installation on the upper floors (completing the structure), glass facade installation, and utility and internet connections are underway. The project remains on schedule and is expected to be complete by late 2027.

Projects in the planning phase

Engineering West Hall Cooling Tower Replacement and Architectural Pyramid Renovation

Architect/engineer: Price Studios, LLC.

Budget: \$4.5M

Funding source: State-appropriated maintenance reserve funds

Biennium: 2024-2026

Contractor: TBD

Status: Bidding

Description:

This project consists of replacing the cooling towers and renovating the iconic architectural pyramid at Engineering West Hall, home to the VCU College of Engineering. The cooling towers have reached the end of their service life and prolonged exposure to water vapor and other environmental factors have led to significant corrosion of the architectural pyramid at the top of the towers.

Progress:

The design has been completed and the project will be bid for construction services in late February 2026.

James Branch Cabell Library Fourth Floor Special Collections and Archives Expansion

Architect/engineer: Glavé & Holmes Architecture
Budget: Approximately \$14M (estimated at project initiation*)

Biennium: 2024-2026
Contractor: TBD
Status: Planning

Funding source: Approximately \$12.1M funded by VCU Health System, pending approval by VCU Health System Board of Directors; \$1.8M funded by Cabell Library

Description:

This project consists of renovating the fourth floor and adding 18,800 square feet of space to the existing Special Collections and Archives in Cabell Library. The renovation will enable the relocation of the existing Health Sciences Library Special Collections and Archive materials from the University Medical Center Campus to Cabell Library on the Monroe Park Campus, allowing for the decanting of the existing Health Sciences Library to make way for the proposed VCU Health Inpatient Tower.

Progress:

The design phase is underway, which includes designing the fourth floor renovation and planning for the library material relocation from the VCU Health Sciences Library. The renovation project is expected to be advertised for construction service bids in fall 2026.

Massey Building Shared Lab Renovation

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

Biennium: 2024-2026
Contractor: TBD
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:

Planning is on track, with schematic design underway. Construction is expected to begin in late 2026 and be complete by early 2028.

Sadie Heath Cabaniss Hall Window Replacement

Architect/engineer: Glavé & Holmes Architecture
Budget: \$4.5M
Funding source: State-appropriated maintenance reserve funds

Biennium: 2024-2026
Contractor: TBD
Status: Bidding anticipated in spring 2026

Description:

The project will include replacing windows at Sadie Heath Cabaniss Hall, home to the VCU School of Nursing. Water infiltration around windows was reported throughout the facility which upon inspection, revealed the need for the full replacement of windows. The scope of the project includes removing the windows, repairing the flashing and installing new windows.

Progress:

The design is complete and the project is expected to be advertised for construction service bids in spring 2026.

VCU Catering and Event Space

Architect/engineer: Hanbury

Budget: \$8.5M

Funding source: VCU Dining Services
auxiliary funds

Biennium: 2024-2026

Contractor: TBD

Status: Design

Description:

The renovation will include 17,740 square feet of food service space in the Cary & Belvidere Residential College that will 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 attached event and conference spaces.

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 Dining Center for expanded student-centered dining options.

Progress:

Design is underway and is expected to be complete by summer 2026. Construction is expected to begin in fall 2026 and be complete by summer 2027.

VCU School of Dentistry

Architect/engineer: Hanbury/Kahler Slater

Budget: \$415M (estimated at project initiation)

Funding source: Seeking state funding

Biennium: 2024-2026

Contractor: Barton Malow

Status: Planning

Description:

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 and other specialty clinics. The current School of Dentistry buildings are beyond their useful life, with more than \$75M in deferred maintenance needs. Additionally, they do not meet current educational or patient care needs and present accessibility challenges.

The proposed new School of Dentistry will provide state-of-the-art education, equipment and technology serving more than 500 students as well as maximizing care for more than 100,000 patients visits annually from across the Commonwealth, including underserved populations. It brings 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.

The facility will be five stories tall with a partial basement and mechanical penthouse, at nearly 314,000 gross square feet. Shared spaces include classroom space, simulation and practice laboratories with manikin stations, academic laboratories, general and specialty practice clinics with operatories, and support spaces. A cafe/coffee shop on the main floor will be open to the university community; five classroom spaces will also be available to the university community for meetings and events.

Progress:

The preliminary design has been submitted to the Virginia Department of General Services Division of Engineering and Buildings for review. The commonwealth authorized detailed planning for this facility.

West Grace Street Housing Project

Architect/engineer: Glavé & Holmes Architecture/Ayers
Saint Gross
Budget: TBD
Funding source: Combination of auxiliary funds
and debt paid with student housing payments

Biennium: 2024-2026
Contractor: Kjellstrom & Lee, Inc.
Status: Preliminary design with demolition
expected to begin in spring 2026

Description:

The One VCU Master Plan, approved by the Board of Visitors in 2019, 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.

The 330,000 square foot student housing facility features approximately 1,000 single and double semi-suite-style beds as well as a ground floor that will feature a secure residential lobby with space for housing operations, faculty offices, resident amenities and conferencing. Additional ground-floor components include a 5,000 square foot dining venue, two 1,500 square foot retail spaces, and a 6,000 square foot mail center. The crescent-shaped facility is made up of up to 14 floors on the Laurel Street side and eight floors on the Pine Street side. Dedicated back-of-house areas will support essential building operations and services.

Progress:

The Virginia Art and Architectural Review Board approved the final design in January 2026 and the preliminary design has been submitted to the Virginia Department of General Services Division of Engineering and Buildings. Demolition of existing structures is expected to begin in spring 2026. The project remains on schedule, with the new facility expected to be complete and ready for students for fall 2028.

VCU Capital Project Process

Overview

As a state institution, VCU follows the design philosophy outlined in the Commonwealth's Construction and Professional Services Manual (CPSM), which states that "the design goal is to create a capital investment that meets the user's functional requirements, provides the most economical life cycle cost, and promotes energy efficiency and environmental conservation. The Commonwealth's design philosophy envisions a long and useful life for state buildings. These buildings will often be used for periods exceeding 50 years and, consequently, should be designed for durability, economy of operation and ease of maintenance."

In general, academic facilities are funded by the Commonwealth of Virginia (the state), while auxiliary facilities, such as dining halls, residence halls and student centers, are funded through university fees.

Process

The capital process is outlined below. Gray italicized text provides additional information for each step. Rules, agreements, statutes and policies governing VCU's highly-regulated capital process are also noted.

Master plan

The VCU Board of Visitors (BOV) approved the One VCU Master Plan (March of 2019), which aligns VCU's physical campus site plan with VCU's strategic plan.

Six-Year Capital Plan and funding sources

VCU prioritizes capital projects in the master plan into a Six-Year Capital Plan, which includes preliminary size, cost and fund source estimates for each project for the next six years. This is presented to the Facilities, Real Estate and Administration Committee and approved by the BOV in the spring of every odd year. The BOV approves amendments to add, update or remove capital projects as needed.

- ***State-funded projects:*** VCU works with the Virginia Department of General Services (DGS), Division of Engineering and Buildings (DEB) following a detailed, state-approved template/process (CR-1) to establish high-level estimates for size, scope and cost. Estimates in this template are derived from the DEB cost database and comparable projects throughout the state as well as similar projects identified by the university throughout the country. The governor's office evaluates VCU's projected needs and incorporates recommendations into the Executive Budget for consideration by the General Assembly.
- ***University-funded projects:*** VCU uses the same state-approved planning template/process that is used to plan for state-funded capital projects – the DEB CR-1 template – to establish high-level estimates for size, scope and cost. VCU's chief financial officer requires a business plan that identifies the source of funds (i.e., cash, debt, gifts and/or anticipated revenue streams) as well as the timing of funding availability (i.e., gifts in hand or issuance of debt) and the plan to cover costs in the interim (i.e., covering costs with cash or debt until funds are raised or committed gifts are paid). Any project with a component of debt requires authorization from the BOV no later than 60 days prior to any expenditures.
- ***Public-private partnership projects or other potentially complex projects (e.g., projects that involve historic tax credits):*** VCU brings in external consultants (e.g., financial, legal and development) and Real Estate Foundation advisors to explore and vet options, analyze potential risks and provide recommendations.

Project initiation and applicable contract approvals

The BOV approves the initiation of capital projects, authorizing VCU to advertise and procure design services (and construction services, if applicable, depending on the procurement method) per the

management agreement. If a contract is expected to be more than \$5M (per the signatory authority policy), the BOV authorizes VCU to procure a firm(s) and negotiate contract(s) at a Not to Exceed (NTE) amount. Project initiation approval requests are presented to the Facilities, Real Estate and Administration Committee; contract and funding source approval requests and debt resolutions, if applicable, are presented to the Finance and University Resources Committee.

- **State-funded projects:** This step follows a budget bill that is signed by the governor.
- **University-funded projects:** This step follows an approved business plan.
- **Public-private partnership projects or other potentially complex projects:** This step follows a BOV review of external advisors analyses and recommendations.

At initiation, VCU determines the most appropriate procurement method for the project (per the **VCU Higher Education Capital Outlay Manual (HECO)** Manual and management agreement). Construction Management and Design-Build construction procurement methods are considered “alternative construction procurement methods” (Design-Bid-Build is the state’s default construction procurement method) and require approval from DGS. *Should VCU elect to proceed with the use of an alternative construction procurement method, despite the decision of DGS to the contrary, the BOV has the opportunity to override the decision of DGS and approve the use of this method (this applies to projects \$65M or more); for projects under \$65M, that are funded in whole or in part from state general funds, VCU shall obtain approval from the Chairmen of the House Committee on Appropriations and the Senate Committee on Finance and Appropriations, or their designees, and a representative of DGS. In addition, if the project is funded in whole or in part from state general funds, and an alternative construction procurement method is selected, a representative from DGS, to the extent DGS deems practicable, shall be included in the process for the selection of a contractor.*

- **Construction Manager (CM):** *This is a two-part, competitive procurement process – a proposal request is issued for design services (i.e., the architect/engineer or A/E) and a separate proposal request is issued for construction services. Both the designer and the construction vendor are selected based on qualifications and best value and work together on design, cost, logistics and constructability in order to reach a guaranteed maximum price. For large, complex construction projects, the CM method reduces the risk of added costs or delays. CM is based on the Competitive Negotiations method of contractor selection (Code of Virginia § 2.2-4302.2) and requires approval from the DGS.*
- **Design-Build (DB):** *This is a competitive procurement process where a single vendor is selected based on qualifications and best value. Under this method, the vendor provides both design and construction services. This method is best suited for low-complexity projects such as warehouses or parking decks. DB is based on the Competitive Negotiations method of contractor selection (Code of Virginia § 2.2-4302.2) and requires approval from DGS.*
- **Design-Bid-Build (DBB):** *Following a competitive bidding process, a designer is selected based on qualifications and value. Later in the process, construction vendors are solicited through a competitive bidding process and a contract is awarded to the lowest-cost responsive and responsible bidder. The designer and the construction vendor work separately. DBB is based on the Competitive Sealed Bidding method of contractor selection (Code of Virginia § 2.2-4302.1).*
- **Public-private partnership projects or other potentially complex projects:** External advisors (e.g., financial, legal or development) assist with determining the procurement method, contract review and negotiation.

Project plans and applicable contract approvals

The BOV reviews and approves project plans and amendments to the Six-Year Capital Plan and authorizes VCU to negotiate and execute a NTE contract for construction. Project plans and Six-Year Capital Plan amendments are presented to the Facilities, Real Estate and Administration Committee for approval; contract and funding source approvals, including any debt resolutions, if applicable, are presented to the Finance and University Resources Committee.

- **State-funded projects:** VCU works alongside DEB on preliminary design plans and cost estimates to arrive at an agreed upon final size, scope and cost as well as compliance with legislative intent in

terms of the purpose and use of the facility. All projects must also be approved by applicable regulatory authorities such as the Virginia Art and Architectural Review Board, the Virginia Department of Health, the Virginia Department of Historic Resources, respective municipalities, etc.

- **University-funded projects:** VCU presents the preliminary design plans to the state (DEB). All projects must also be approved by applicable regulatory authorities.
- **Public-private partnership projects or other potentially complex projects:** VCU works with external advisors and partners, following applicable regulations, to develop project plans. All projects must also be approved by applicable regulatory authorities.

Ongoing updates and disbursements

Once project plans are approved and construction begins, the BOV is updated on the progress of capital projects at each board meeting.

- **State-funded projects:** VCU requests disbursement of funds from the state in order to begin construction.
- **University-funded projects:** VCU Treasury Services is apprised of construction progress and ongoing draws on bond proceeds throughout the completion of the project to maintain compliance with the requirements around the use of bond proceeds.
- **Public-private partnership projects:** Disbursement of funds follows contract terms.

Rules, agreements, statutes and policies

- **Rules Governing Procurement of Goods, Services, Insurance and Construction by a Public Institution of Higher Education of the Commonwealth of Virginia (Governing Rules)**
- **VCU Management Agreement (management agreement):** Agreement between the state and the BOV that governs financial and administrative authority
- **Codes of Virginia:**
 - **§ 2.2-1132.C:** Administration of Capital Outlay Construction Projects
 - **§§ 2.2-4300 through 2.2-4377:** Virginia Public Procurement Act (Procurement Act); as a Tier 3 institution, VCU is generally exempt from the Public Procurement Act, as specified in the Governing Rules and the management agreement
 - **§§ 2.2-4378 through 2.2-4383:** Construction Management and Design-Build Contracting consistent with the Governing Rules and the management agreement
 - **§§ 23.1-1000 through 23-1028:** Restructured Higher Education Financial and Administrative Operations Act (The Restructuring Act)
- **VCU HECO:** The HECO manual is based upon the state's CPSM, modified by VCU according to the Restructuring Act and management agreement
- **VCU Delegation of Signatory Authority Policy (Signatory Authority Policy):** Stipulates that agreements/contracts exceeding (or expected to exceed) \$5M require BOV approval

Staff overview

4,382 total staff employees

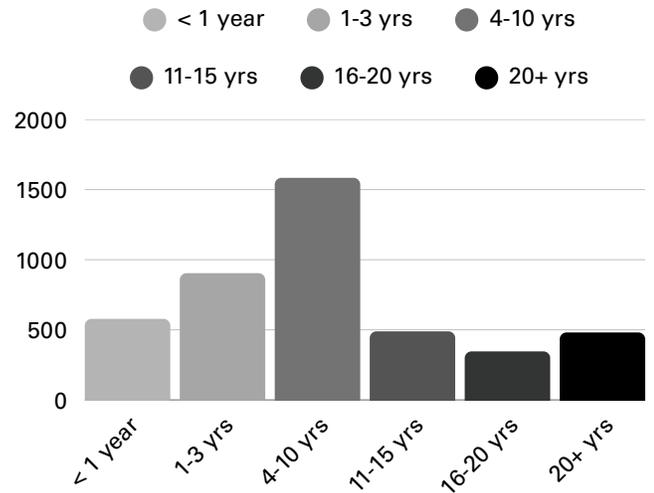
12% veterans

11% individuals with disabilities

8.4 average years of service

As of 1/1/26

Years of staff service



Employee experience

82%

strongly agree or agree that they experience a **welcoming work environment**

80%

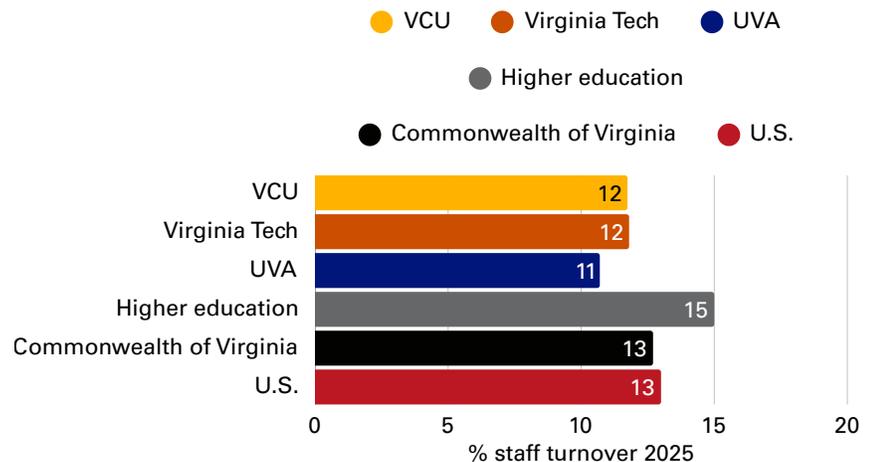
strongly agree or agree that their workplace engages in a **culture of civility and respect**

72%

strongly agree or agree that they receive **support for personal and professional growth**

VCU HR two-minute staff survey, November 2025

Staff turnover comparison

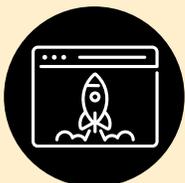


Sources: Respective university HR offices (GMU, VT, UVA), CUPA-HR, Mercer, VA Dept. of Human Resource Management

2025 highlights



Alignment of human resources practices with federal directives



Launch of VCU Jobs (PageUp) recruitment management system

2026 HR priorities



Continued focus on employee experience



Align responsibility and authority for HR management



Enhanced manager development offerings



Deepen team capabilities with AI and technology automation

The staff panel you will hear from during our meeting features these accomplished staff members, each recognized for excellence in their respective fields. These individuals represent the many talented staff members at VCU whose work contributes daily to the success of our students, patients, faculty and staff. Their achievements are a testament to VCU's journey toward increased national prominence and reflect the culture of care that is a lived reality across our institution. We invite you to learn more about their stories and the impactful work they do to sustain the VCU community.



Elizabeth Fortune

Administrative director and chief administrative officer,
C. Kenneth and Dianne Wright Center for Clinical and Translational Research
Fulbright U.S.-Germany International Education Administrators Award

Elizabeth Fortune is a strategic operations leader with more than 20 years of experience in higher education research administration. As administrative director and chief administrative officer of the C. Kenneth and Dianne Wright Center for Clinical and Translational Research, she manages a \$40M+ portfolio of clinical and translational science funding. Her role involves complex coordination to ensure administrative infrastructures effectively support the journey from scientific discovery to patient care. Elizabeth also co-designed and teaches ALHP 315: Managing Innovation Across the Research Ecosystem, a cornerstone course of VCU's undergraduate minor in Research Ecosystems, which is the first program of its kind in the U.S. By establishing a formal academic pathway for research administration, she provides VCU students with specialized, job-ready skills. Beyond the Wright Center, her portfolio includes high-priority projects with the Virginia Opioid Abatement Authority, facilitating the translation of resources into evidence-based solutions for Virginia communities.

In 2025, she was selected for the prestigious Fulbright U.S.-Germany International Education Administrators Award, which focuses on strengthening international research infrastructure. Nationally, she serves as chair of the Research Operations and Administration Special Interest Group for the Association for Clinical and Translational Science and is a frequent presenter at national conferences. She has a bachelor's degree from the University of Alabama and an MBA from James Madison University.



Dan Han

Chief information security officer, Technology Services
RVATech Chief Information Security Officer of the Year Award

Dan Han is the chief information security officer for VCU where he is responsible for establishing and maintaining VCU's security vision, strategy and program to protect data and information assets. He has worked in various information technology disciplines over the past 25 years, with a strong focus on cybersecurity for the past 18 years. He also serves as an adjunct professor for the VCU School of Business. A technology enthusiast and a recognized public speaker, Dan was recognized in 2025 as the Chief Information Security Officer of the Year by RVATech, a Richmond-based technology council, and was featured on the cover of *EdTech magazine*. Outside of VCU, he serves on several state and regional cybersecurity advisory boards and is currently the chair of the Virginia Alliance for Secure Computing and Networking, a group of cybersecurity leaders and professionals from public and private universities across the state. He is a native Richmonder and VCU Ram who holds a bachelor's degree, a master's degree and an MBA from VCU, as well as a number of industry-recognized certifications.



Elise Nicewick

Senior occupational health nurse, Occupational Health and Safety
Campus Safety, Health and Environmental Management Association (CSHEMA)
Innovation Award for Process Improvement

Elise Nicewick is an occupational health nurse who manages VCU and VCU Health's occupational health screening process. Elise began her nursing career in the Neuroscience ICU at VCU Health before joining VCU's Occupational Health and Safety team in 2022. In 2023, her work was recognized with the CSHEMA Innovation Award for Process Improvement, honoring her enhancements to VCU's Respiratory Protection Program and improvements to the medical clearance process for VCU and VCU Health employees who are required to wear respirators for infection prevention or safety. Elise created a solution that was HIPAA-compliant, efficient and accurate, and paved the way to increase the number of medical clearances without the need for additional staff time or resources. She earned her bachelor's degree in psychology and neuroscience from Virginia Tech and later completed a bachelor's degree in nursing at George Mason University. Elise is currently pursuing her Master of Public Health at VCU and has earned certification as an occupational health nurse-specialist.



Samara Reynolds

Executive director, Career Services
National Association of Colleges and Employers Mentor of the Year Award

Samara Reynolds has been invested in the career development field for more than 20 years at institutions across Virginia, North Carolina and Washington. She has served as the leader of career services at VCU since 2018 and has been an active committee chair, mentor and presenter for the National Association of Colleges and Employers (NACE), Eastern Association of Colleges and Employers, and the Virginia Association of Colleges and Employers over the last decade. In 2023, Samara authored a chapter in the career counseling textbook, "An Innovative Approach to Career Counseling: Theory and Practical Application," and won the NACE Mentor of the Year Award. She was also recognized by VCU Staff Senate in 2024 with the Executive Award for Staff Advocacy. Samara has co-written multiple articles for national publications, including the NACE Journal and the Journal of Student Affairs Inquiry, Improvement and Impact. She also served as an associate editor for the National Career Development Association's Career Convergence web magazine and as president of the North Carolina Career Development Association. Samara holds a bachelor's degree in interdisciplinary studies from Virginia Tech and a master's of education in higher education administration from North Carolina State University.



Denise Smith

Safety ambassador, VCU Police
Valor RVA Award winner

Denise Smith has worked for VCU for 19 years and is currently a member of VCU's Safety Ambassador team, where she supports campus safety through compassion, presence and crisis response. VCU Safety Ambassadors are unarmed, non-sworn, civilian employees who respond to calls for service for VCU Police in situations that do not require a sworn police officer. In December 2024, Denise was honored with a Valor RVA Award for her courageous actions following a nearby high school graduation ceremony incident, where she was assigned to traffic and crowd control outside VCU's West Main Street parking deck. That day, a shooter killed a Huguenot High School graduate, the graduate's stepfather, and injured multiple other graduation attendees. Within moments, Smith had de-escalated the chaos – in part by securing the firearm of a distraught young man she later learned was the shooter. She also kept him on scene until VCU Police arrived to make an arrest. Denise received her bachelor's degree in social work from VCU. Founded in 1989, Valor RVA is a nonprofit organization dedicated to caring for our region's first responders and their families.