2013-14 Goals Report
with Proposed Goals for 2014-15

Office of the Architect for the University of Virginia
Table of Contents

1  Mission

3  Program Planning

5  Land Use Planning

6  Sustainability

8  Historic Preservation

10 Internal Office Efficiency

11 2014-15 Goals
Mission
The Office of the Architect for the University (OAU) is charged with promoting an integrated approach to physical planning, ranging from overall land use to specific facilities and inclusive of design excellence in the outcome of capital development and historic preservation efforts at all University of Virginia sites from the Central Grounds and the Health System in Charlottesville to the College at Wise and all other remote sites that are a part of the UVa system.

This is accomplished through the following actions:

- Creating and communicating a strong, inspiring vision of the appropriate environs needed to support the long term goals of the institution;

- Forecasting physical needs related to institutional aspirations, growth and change, harmonized with a sustainable future;

- Guiding and overseeing the development of capital projects, both new and renovations, to maintain UVa’s standards of excellence in design and implementation, as well as stewardship of cultural resources;

- Collaborating with UVa colleagues to assist them in accomplishing their goals;

- Communicating openly with City, County and State agencies, neighborhood associations, and NGOs in support of harmonious, integrated planning with the host communities, both local and state wide;

- Advocating for continued distinction among our University peers perpetuating the intention of the Founder, Thomas Jefferson, that UVa be an institution “based on the illimitable freedom of the human mind”.

Service
Given its unique reporting relationships, the Office of the Architect serves a wide variety of clients ranging from the Board of Visitors, most particularly the Buildings and Grounds Committee, to the senior administration, to the UVa community (faculty, staff and students) and to the general public. We provide expertise in a range of professional services from the disciplines of architecture, historic preservation and landscape architecture to a variety of planning capabilities in facilities programming, land use planning, geographic information systems and sustainability planning.

This breadth of services allows us to offer our clients in-house responses to their requests for assistance on a wide variety of physical planning topics. We also work in teams with expertise outside of our Office on systems planning; e.g. sustainability, transportation, etc. Our definition of quality involves high value for each investment in a timely and collaborative manner. Quality needs to be balanced with flexible solutions that incorporate cost/benefit thinking from the outset of the planning process. Through internal ‘theme-based’ meetings, current information about our clients is shared; and reciprocally we meet regularly with all of our major clients to maintain a close service-oriented relationship. In addition, we add value by bringing a broad view of overall pan-university issues to all of our endeavors and communication.

Performance
The Office of the Architect for the University collaborates on a daily basis with many different units within the University. Due to the nature of the services that this Office provides, it is essential that we ensure a ‘checks and balances’ system from both a top-down and bottom-up approach. This is accomplished by working effectively with others. Some of the more common collaborative partners for our office are Facilities Management, Student Affairs, the Provost’s Office, the Office of University Advancement, the Budget Office, the Health System administration and various other offices and departments depending on the nature of the project or plan. There is a great effort to collaborate and build consensus through the formation of committees, workgroup sessions, team projects, website enhancements/maintenance and best-practice procedures.
These efforts reach beyond a single program or project specific goals and can involve wide-reaching programs and policies such as sustainability, historic resources management, landscape precinct planning, school-wide program/facility planning, and land use guidelines. It is through a process of shared responsibilities and collaboration that complex institutions such as UVa are able to meet their mission and its related goals.

Planning initiatives, project programming and design all require the formation of groups of stakeholders to explore issues, develop proposals, vet problems, generate consensus, guide and implement decisions and monitor outcomes. Primary stakeholders are engaged throughout the process and the broader institutional community must be kept informed of important University activities.

Performance measurements range among the following:

1. Approval of our land use plans and design recommendations by the President and the Board of Visitors.

2. Approval of UVa projects by State agencies, such as the Department of Historic Resources and the Art and Architectural Review Board.

3. Completion and adoption of planning documents and their related processes.

4. Finishing projects on-time and on-budget through a collaborative team approach with a satisfied client (subsequently measured through a Post Occupancy Evaluation).

5. Certification of projects through the LEED process.

6. Comparisons with peer institutions, in the area of sustainability, through the tracking and rating systems such as the Association for the Advancement of Sustainability in Higher Education (AASHE) STARS program.

7. Successful negotiations with relevant local and state agencies on a variety of issues, such as development impacts and sustainability.

8. Successful completion of (or significant progress on) our annual goals.
Develop an Enhanced Space Planning and Management Program

**KEY INITIATIVES**
This Goal will develop the outline of a space planning and management program based on an institutional, strategic approach with the overall objective of improving both the planning of space and its utilization within all university schools and units. The goal will consider 1) procedures for evaluating space utilization, 2) space policies and standards, 3) benchmarking, 4) space request procedures, 5) an administrative structure to oversee space management, and 6) an administrative approval process(es) for major space initiatives and routine space requests.

**UNIVERSITY MISSION ALIGNMENT**
This goal supports the stewardship of the University’s resources, academic excellence and affordable access with a long-range, broad-based, integrated planning process that is driven by the academic mission, goals and strategic plans.

**COLLABORATION**
Provost’s Office, Health System, Real Estate, Facilities Management, and Vice President of Management and Budget

**DELIVERABLES**
Findings will inform decisions to renovate, reconfigure, reassign and/or add space to accommodate near and long-term planning.

**CURRENT STATUS**
Multi-University Space Management Benchmarking Study - COMPLETE

Assistance in developing space management proposal – COMPLETE

The STEM planning prototype has informed several capital projects, as well as provided a space management tool for the College and SEAS. - COMPLETE

Assessment of the Post Occupancy Evaluation Program

**KEY INITIATIVES**
This Goal will improve the efficiency and effectiveness of the Post Occupancy Evaluation (POE) Program by assessing the value of the typical survey questionnaires; by developing a summary report document that will aid in the evaluation of any changes that are needed to the Facilities Design Guidelines; and by formalizing a process for the reporting of the survey results to the individuals responsible for the implementation of the University’s capital program.

**UNIVERSITY MISSION ALIGNMENT**
This goal supports the stewardship of the University’s resources by implementing a process of continuous improvement for the design, construction, maintenance and operation of its facilities.

**COLLABORATION**
University Review Unit, the Provost’s Office, and Facilities Management

**DELIVERABLES**
Revised POE document that enhances communication, improves graphics and data visualization, and simplifies and standardizes the process and tools, as well as increased engagement of design consultants.

**CURRENT STATUS**
POEs that were in the cue for 2014 have been or will be completed with the addition of landscape review and LEED/sustainability feature awareness where appropriate. Efforts have been made to increase utility of POEs by increasing engagement of University stakeholders (building users, energy, utilities, operations and maintenance staff) providing feedback and creating reports. Architecture and planning interns have been trained to assist with the surveys, providing valuable real-life experience. - IN PROGRESS
Assessment of the Performance of Major Capital Project Landscapes

KEY INITIATIVES
This goal will analyze the landscape installations of recent major capital projects after two growing seasons to determine their performance/maintenance issues and to recommend solutions/corrections, if necessary. Elements to be evaluated include circulation, pavement, bike parking, furnishings and lighting, as well as drainage/stormwater systems and plantings. The outcome is to develop a process for gathering feedback on these issues. General items may easily be incorporated into the existing POE survey methodology. More specific information on performance and maintenance will require interviews and/or inspections with building representatives and FM staff.

UNIVERSITY MISSION ALIGNMENT
This goal supports the stewardship of the University’s resources by implementing a formalized process to maintain landscape elements.

COLLABORATION
Facilities Management and Building Occupants

DELIVERABLES
Improved performance and maintenance of existing landscape elements in completed capital projects.

CURRENT STATUS
We have surveyed thirteen places and will continue in growing season. Quantifiable questions (ex: do you have enough bike racks?), have been integrated into the POE process, but largely this is a customized on a case-by-case basis. Funding sources to address needs discovered have been general maintenance, sometimes the project has not closed out, or GIF. - COMPLETE
Land Use Planning

District Planning: Ivy Corridor & Ivy Mountain

KEY INITIATIVES
Making use of the process developed for the Brandon/Monroe Area Plan (BMAP) redevelopment zone, initiate a similar approach for the Ivy Corridor and Ivy Mountain sites to establish a conceptual program, plan, and goals related to the overall redevelopment process. The Ivy Corridor site has particular aspects that will need to be accommodated by this process—such as UVaF ownership of parcels and City Entry Corridor guidelines. Ivy Mountain assumes the abandonment and demolition of KCRC with the completion of the Battle Building.

UNIVERSITY MISSION ALIGNMENT
• Creating and communicating a strong, inspiring vision of the appropriate environs needed to support the long term goals of the institution;
• Forecasting physical needs related to institutional aspirations, growth and change harmonized with a sustainable future;
• Collaborating with UVa colleagues to assist them in accomplishing their goals;

COLLABORATION (IVY CORRIDOR)
UVa Foundation, Facilities Management, Provost’s Office and Business Operations.

COLLABORATION (IVY MOUNTAIN)
Health System, Facilities Management, and Business Operations.

DELIVERABLES
Summary reports will be developed similar to the BMAP product that will provide the redevelopment concept for the site, potential uses and density, and related guidelines.

CURRENT STATUS (IVY CORRIDOR)
• Zoning Analysis - COMPLETE
• Site Constraint Analysis to UVaF - COMPLETE
• Site Suitability Analysis - COMPLETE
• Potential program uses development - COMPLETE
• Consulting regarding stormwater management - IN

CURRENT STATUS (IVY MOUNTAIN)
• Established Steering Committee and Working Group
• Traffic Analysis - COMPLETE
• Site Suitability Analysis and assignment of redevelopment sites - COMPLETE
• Development of planning density and program alternatives - COMPLETE
• Consulting regarding stormwater management - IN PROGRESS
• Potential program uses and coordination - IN PROGRESS
Sustainability

Sustainability Vision for UVa

KEY INITIATIVES
Gather key UVa leaders and sustainability “champions” (faculty, staff and students) to develop an overarching vision for sustainability at the University of Virginia and to increase collaboration and communication of sustainability initiatives.

UNIVERSITY MISSION ALIGNMENT
• Sustainability Commitment adopted by the Board of Visitors in June 2011.
• UVa Cornerstone Plan: Strategies 1 (Student Leadership Development), 4 (Pan-University Research), 13 (Leadership in Promoting Staff Excellence), and 14 (Organization Excellence).

COLLABORATION
Members of the University Sustainability Committee, School of Architecture “Biophilic Campus” advocates

DELIVERABLES
• UVa Sustainability Statement and Slogan

CURRENT STATUS
The Committee on Sustainability approved the new UVa sustainability slogan at the April meeting, and it was unveiled to the UVa community as part of the Earth Day Expo Celebration. In June, the Committee on Sustainability approved the UVa Sustainability Statement. - COMPLETE

Beta Test of Green Workplace Program

KEY INITIATIVES
The Green Workplace Program is a certification program designed to guide and recognize UVa workplaces that are taking a leadership role in improving the sustainability of their operations. This goal is two-fold. The first objective is the certification of the Office of the Architect under the beta version of the Green Workplace Program. The second part of the goal calls for the completion of the Green Workplace Program beta, finalization of version 1 of the Green Workplace Program with input from the pilots, identification and transfer of the Program to a permanent administrative home, and a successful launch of the Program at UVa to include ten or more participating workplaces.

UNIVERSITY MISSION ALIGNMENT
• Sustainability Commitment adopted by the Board of Visitors in June 2011.
• UVa Cornerstone Plan: Strategies 13 (Leadership in Promoting Staff Excellence), and 14 (Organization Excellence)
• VPMB Goal 2. Financial Sustainability and Growth

COLLABORATION
Facilities Management Office of Sustainability, Human Resources

DELIVERABLES
The Office of the Architect completed the pilot program and, along with Human Resources, is the first University department to achieve Gold status in the Green Workplace Program.

CURRENT STATUS
Green Workplace Pilot Program - COMPLETE

NOTE: The Facilities Management Office for Sustainability is fully supporting the widespread application of the Green Workplace Program at UVa. The Program will receive significant support from existing staff, as well as two new hire positions focused on outreach and communications.
KEY INITIATIVES
This goal will investigate industry best practices and rating systems to inform planning and evaluation of infrastructure development options that will both advance the University's sustainability efforts and support conservation of University resources. Formalizing evaluation criteria and establishing guidelines will ensure that infrastructure development planning is integrated among internal and external stakeholders, University staff and consultants share a common understanding of best practices and sustainability objectives.

UNIVERSITY MISSION ALIGNMENT
• Sustainability Commitment added by Board of Visitors in June 2011
• Responsible stewardship of the University’s resources by promoting sustainable development, design and construction practices that benefit the environment, the community and the University’s bottom line.

COLLABORATION
Facilities Management, Parking & Transportation, UVaF and the Health System.

DELIVERABLES
An active training and communication network that educates, shares and promotes new developments and applicable best practices with planning, design and construction professionals.

Conclusion: Unlike LEED for New Construction, no single rating system is entirely appropriate for campus planning, development and facility design. However, each system offers relevant guidance and best practices for particular aspects of campus planning and development.

Recommendations include identifying OAU thought leaders to receive training and share learnings regularly on new and existing rating systems with OAU staff and other sustainability and facility planning and construction professionals in the University community; implementing specific evaluation elements into UVa planning and construction practices that support carbon, and nitrogen reduction goals, TDM and other sustainability goals; establishing a network for training, communication and coordination; continue to develop training and information sessions on new rating systems, technologies, practices and ideas through the James River Green Building Council (JRGBC) and UVa.

CURRENT STATUS
Rating system criteria, checklists and applicability evaluations analyzed and compiled in reference notebook - COMPLETE

Envision, LEED for Neighborhood Development, Living Building Challenge, Net Zero, Passive Haus, Triple Zero and SEED system certification criteria and documentation requirements reviewed for applicability at UVa - COMPLETE
KEY INITIATIVES
The work of this goal is centered around the launch of the Jeffersonian Grounds Initiative (JGI) as part of the current University Advancement campaign. Key elements include creation of a plan for JGI related events and programs, as well as Donor Recognition Plan.

UNIVERSITY MISSION ALIGNMENT
This Goal supports the University’s mission for financial stability and growth, as well as renewal and stewardship of University buildings and landscapes designated as UNESCO World Heritage sites.

COLLABORATION

DELIVERABLES
Public launch of JGI campaign
Roll out Rotunda Communications plan
Lawn and Range Directory online

CURRENT STATUS
COMPLETE
Historic Preservation

Academical Village Interpretive Features

KEY INITIATIVES
Design and installation of interpretive kiosks will be completed in the Spring of 2014 to coincide with the launch of the Jefferson Grounds Initiative in order to provide a means to engage visitors in the Academical Village story while the Rotunda is closed for renovation. The next task will be to develop expanded content for kiosks, particularly relating to the African-American Experience and to begin planning for permanent facilities to be installed in the renovated lower East Oval Room when the building re-opens at the conclusion of construction in mid-2016.

UNIVERSITY MISSION ALIGNMENT
• Create and communicate a strong vision, and advocating for continued distinction among university peers.

COLLABORATION
University Advancement and the Special Collections Library.

DELIVERABLES
Explanatory sign at Pavilion X and interactive kiosks

CURRENT STATUS
COMPLETE

Academical Village Cultural Landscape Report

KEY INITIATIVES
Work on the Cultural Landscape Report (CLR) will continue in FY 2014. The report is due to be completed in December 2013. Based on the CLR findings, planning and design for Rotunda landscape will be initiated on a timeline to allow implementation immediately after the Rotunda building renovation is completed.

UNIVERSITY MISSION ALIGNMENT
• Forecasting physical needs related to institutional aspirations, growth and change harmonized with a sustainable future;
• Maintaining the UNESCO World Heritage Site.

COLLABORATION
Facilities Management, the Historic Preservation Advisory Committee, Arboretum and Landscape Committee and CLR Peer Review Committee.

DELIVERABLES
Cultural Landscape Report and related drawings.

CURRENT STATUS
COMPLETE
Internal Office Efficiency

Organize and Condense the Shared Office Drive

KEY INITIATIVES
The OAU shared drive has multiple folders, documents and large files. In order to reduce annual server costs it is necessary to organize and archive files. Old files will be archived and placed on external hard drives, duplicate files will be deleted and remaining files will be organized. This goal will increase overall efficiency of the OAU, saving time and resources.

UNIVERSITY MISSION ALIGNMENT
• Enhance Restructuring Act and Management Agreement Autonomy

COLLABORATION

DELIVERABLES
• Moved older, unnecessary files to external hard drive
• Removed all duplicate files.
• Organization of remaining files TBD
• Further action will be taken to promote the UVa Box in order to reduce space on the shared drive and increase efficiency when working outside of the office.

CURRENT STATUS
COMPLETE

Create a searchable catalog of images

KEY INITIATIVES
There are a large amount of pictures stored on the O: drive. The images are largely housed in the O:\Images directory, but there are many others located all over the drive. When we need to find a particular image or an image of a particular building, it can take a lot of time and effort to either 1) find the needed image, or 2) realize that a new image is necessary and so head out in the field and take the image. This goal would seek to remedy this inefficiency by cataloguing our image files in such a way that makes them easy to search by keyword. Such a solution might be on-line like shutterfly or panoramio. The bulk of the work for such an endeavor will be in finding and tagging each image on the O: drive. Adding a geographic tag could also be explored so images could be searched by their location on a map, as well.

UNIVERSITY MISSION ALIGNMENT
• Enhance Restructuring Act and Management Agreement Autonomy

COLLABORATION
University Communications

DELIVERABLES
Dynamic photo organization and sharing system

CURRENT STATUS
The best photo management system has been identified and will be installed in FY 2014-15. - IN PROGRESS
The Office of the Architect has consistently organized its annual goals and undertaken their development in four key program-based areas. The goals are carefully chosen to support the current Cornerstone Strategic Plan. The Office of the Architect brings expertise and extensive experience in land use planning, architecture, sustainability, facilities programming, historic preservation and landscape architecture. We are strongly committed to collaboration and will continue to engage with appropriate faculty, staff and students throughout the University to build partnerships and create strategies to achieve the following new initiatives:

### PROGRAM PLANNING

#### I. SYSTEmize THE PRoGRAM PLANNING PROCEss

Integrated planning encompasses all facets of campus planning: land use, academic, facility and capital. It helps UVa to better position its limited resources to respond to challenges such as enrollment growth, new research initiatives, shifts in pedagogy and interdisciplinary academic/research culture. This goal continues to develop OAU as a leader and an internal University resource that assists with: integrated planning process design; space assessment and analysis of related resources; identification and engagement of all appropriate internal stakeholders; creation of strategies and tools to help units align physical resources with academic/business plans; and hiring and managing appropriate consultants.

**DElIVERABLE:** School-wide Master Program Plans for Darden, McIntire and University Libraries will be completed.

### LAND USE PLANNING

#### I. UNIVERSiTy EmmET iVY DiSTRICT PLANNING

The University / Emmet / Ivy District study is focused on the main entry corridors and entry points to the UVa Central and North Grounds, as well as the broader context of these corridors, assessing existing and future conditions. Surrounding the main intersection of Emmet Street and Ivy Road are five important entry points to be considered in this study: (2) Athletics/North Grounds, Arts Grounds, Bookstore, Central Grounds Garage and the World Heritage Site.

**DElIVERABLE:** Summary report and related guidelines.

#### II. COLLEGE AT WISE CaMPUS PLAN UPGRADE

In 2010, the Office of the Architect began working on an updated campus plan for the College at Wise. The previous 2005 Campus Plan was largely 'built out,' and a new plan and guidelines were needed to provide continuing direction for the development of the College. While the core goals and direction of the 2005 Campus Plan will be retained, there will be refined development guidelines and future campus planning priorities developed in collaboration with the Chancellor and her designated Steering Committee.

**DElIVERABLE:** 2015 UVa Wise Campus Plan.

### SUSTAINABILITY

#### I. BIOPHiLiC CaMPUS INITiATiVE

In late April, the Office of the Architect collaborated with the UVa School of Architecture and the Biophilic Cities Project to organize a multi-disciplinary “Biophilic Campus” lecture and exploratory charrette. The lecture and charrette highlighted the researched benefits of biophilic patterns on human health, employee productivity, reduced absenteeism, and other benefits. This goal will continue to develop these efforts.

**DElIVERABLE:** Summary report that adds a “biophilic” layer to both the Grounds Plan and Sustainability Commitment.

### HISTORIC PRESERVATION

#### I. ALTERNATIVE OPTIONS FOR SLAVE MEMORIAL DISPLAY OR SPACE.

The Office of the Architect will provide professional assistance for several initiatives proposed by the President’s Commission on Slavery at the University (PCSU). We will assist the PCSU in identifying locations associated with enslaved workers on the University grounds and explore a variety of means for interpreting the history of these places on location as well as within the new exhibits planned for the renovated Rotunda. We will also work with the PCSU to investigate the potential for creating a slavery memorial on grounds.

**DElIVERABLE:** Summary report with PCSU endorsement.

#### II. PRIORITIZE PROJECTS FOR JGI FUNDING

The Office of the Architect, in close collaboration with the Office of the President, Office of University Advancement, Facilities Management and other stakeholders, will identify a prioritized list of renovation and restoration projects in the Academical Village that will be funded from the Jeffersonian Grounds Initiatives. This listing and project descriptions will take into account fundraising options, as well as maintenance and preservation priorities.

**DElIVERABLE:** Summary report and related fundraising materials.
University of Virginia
Office of the Architect
2014-15 Goals