

***University of Virginia
Emmet Ivy Task Force Report***

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1. EMMET/IVY at a crossroads

1.1 Task Force Charge, August 2018¹

During the Fall 2018 academic semester, this Presidentially appointed task force led a structured process resulting in recommendations for uses, activities and programs for the Emmet/Ivy property. The President charged the task force with ensuring that the myriad programmatic ideas generated to date, as well as any new programmatic ideas that emerged during the process, were considered in the context of a broader vision of the University's needs and aspirations, and vetted with a diverse set of University stakeholders, prior to making official recommendations to the President and Board of Visitors. Some of these new programs relate to the types and uses of public space (streets, alleys, water gardens, plazas, greens, amphitheaters, roof gardens; permanent versus pop-up or temporary; everyday versus extraordinary) that are desired as well as the scope and character of what we mean by *the public*.

Since 2015, when the Board of Visitors stated the goals for the Emmet/Ivy corridor, the University has solicited ideas for what should occupy the space, approved a public space/landscape infrastructure plan (the Ivy Corridor Landscape Framework Plan) and moved forward with plans for the demolition of the Cavalier Inn. This work provided an important backdrop and a significant kick-starter to this task force's work, the goal of which was to develop a set of recommendations for the Emmet/Ivy development by the end of January 2019. The President asked that the task force leverage previous work, articulate a set of guiding principles to frame the decision-making process, gather additional feedback from the community on the options it considered during the process, and ultimately make a set of recommendations to the President about the proposed use of the Emmet/Ivy property.

The previous round of ideas generation and hospitality needs assessment yielded a consensus that the University needs hotel and conference space, especially with the demolition of the Cavalier Inn. Thus, while the task force undertook its charge to make recommendations about the mid- and longer-term plan for the Emmet/Ivy property, it assumed the hotel/conference center would be located and massed to meet its needs while maintaining flexibility for the rest of the Emmet/Ivy site.

1.2 Emmet/Ivy Background

The University's Emmet/Ivy property, a four block long (1760' and 14.5 acres), narrow parcel located between Ivy Road and the railroad tracks, occupies a strategic area between Central Grounds and North Grounds. Its eastern corner sits at the intersection of two major regional roads, route 29 (Emmet Street) and route 250 (Ivy Road/University Avenue). The location – at a crossroads -- presents an opportunity of symbolic importance. This has been apparent for a quarter century since the University first proposed a residential college (Hereford College) on this site. Over the past decade, several other proposals have been explored, including a museum and performing arts complex, academic buildings, research centers, and a hotel/conference center. Each proposal has recognized the uniqueness of this site—one that through new programmatic and physical connections can catalyze new social relationships, learning experiences and research interactions within our academic community. None of the proposals to date has thought comprehensively about the entire site and the ideal mix of uses, adjacencies and synergies.

¹ This includes language from the President's official charge to the task force, as well as the framing assignment from the task force Chair.

At their best, universities bring together diverse groups of people—from inside and outside—to learn, live, debate and discover. Emmet/Ivy's location creates opportunities for the University to contemplate how it furthers its mission by bringing people together in new ways, for example: connecting North Grounds to Central Grounds; bringing visiting scholars and speakers to the University and Charlottesville communities for a day or for a month-long residency; creating space for students and faculty from different disciplines and schools to collaborate on noteworthy research and projects; providing new public spaces, facilities and eating establishments where people from across the University Grounds and beyond can engage, learn and have informal conversations; building residential facilities where different groups of students (undergraduate/graduate, undergraduates from different schools, etc.) as well as faculty can live and learn.

1.3 Emmet/Ivy and the University's Institutional Priorities

In the fall of 2018, the task force chair attended the Provost's retreat to hear the Deans' aspirations for the Emmet/Ivy parcel. While the Deans stated many views, some themes emerged. They expressed the importance of having an official entrance to the University where all visitors could learn about the strengths of the institution, get oriented to their visit and feel welcome. They underscored the need for the site to support creativity and discovery, through clear investments in the arts and in a variety of spaces that would enable the University to redefine teaching, learning, research, and health care in ways that are cross-disciplinary, transdisciplinary and future-oriented. They articulated support for a new way of allocating spaces, where buildings are shared and flexible and where uses evolve over time. Finally, the Deans noted the site's potential to connect the Medical Center and Central Grounds with the North Grounds' schools, centers and athletic facilities. They encouraged the task force to think about the public space and landscape framework to ensure that the site included amenities that would attract people from around and beyond the University Grounds to the site.

Multiple University constituencies across Grounds validated these themes during outreach sessions conducted by task force members, and through the strategic planning outreach process. Collectively, these suggestions from the Deans reinforce the framing elements of our strategic plan -- community, discovery and service – and underscore a number of UVA's ongoing institutional commitments, including: to be a welcoming and diverse institution; to provide a world class student experience; to recruit and retain the highest caliber faculty and enable them to work together to solve the world's most challenging problems; and to foster an academic culture that supports the prosperity, health and well-being of our democratic institutions, a mission central to our university founding.

The task force approached our charge pragmatically and aspirationally. We recognize that the opportunities, principles and recommendations we considered, and ultimately included here, require the buy-in of multiple constituencies and funding from varied sources (the President's, BOV's and individual Dean's investment priorities, philanthropy successes and donor desires, as well as fees for services, such as lodging, dining and convening). These funding decisions, and the large size of the Emmet/Ivy parcel, also mean that the build-out of the site will take a decade or more. The chronology of what happens when, and precisely where, cannot and should not be fixed. With these realities in mind, the task force has focused on principles that focus *on the relationships between* the activities, users and programs that should be on the site and that will foster *proximate and overlapping synergistic programs creating a nexus* of high-energy activity and interaction. In other words, our recommendations seek to create a university model for living and working across disciplines, departments, Schools and the Medical Center that increases meaningful engagement between students, faculty and staff with our neighbors, visitors and the local community.

1.4 Common Purpose. Creativity, Discovery, Democracy

Build the University's future around new understandings of the structure of knowledge beyond disciplines and of engagement beyond boundaries.

Gather a community around a shared commitment to creativity, discovery, curiosity and service at the intersection of the arts and sciences, technology and practice, scholarship and policy.

Foster a culture of learning and leadership built on the University's long-standing and excellent record of preparing and educating leaders in all fields.

Support the University's aspirations for existing democracy and global studies research initiatives affording new opportunities for exchange and influence.

Create and ensure a welcoming, inviting and inclusive place where local residents, visitors and the University community interact.

1.5 The Opportunity. Emmet/Ivy as our Open Grounds

Recognize this site's location, adjacencies and size as well as this moment in the University's history, as a rare alignment of ambitious aspirations and centrally-located land availability.

Create a physical and conceptual institutional space, outside of the traditional structures of governance that connect across the Schools and the Medical Center, around shared tools, themes and passions.²

Shape the university's future with new programs as well as adjacencies, proximities and interconnections that will enhance our campus living and learning culture.

Offer a physical expression, and immersive experience, of the university's global identity as a forward-looking institution at the leading edge of design, innovation, experimentation and impact.

Make visible the University's leadership in social, political and environmental sustainability and resilience through the character, appearance and performance of its buildings, public spaces and infrastructure.

² The buildings and spaces in this corridor should be viewed as institutional resources available to all constituents. This may be challenging given our financial models and fundraising norms, but this is an opportunity to model structures of governance that transcend individual schools. See task force recommendations to this end in Appendix 4.

2. OPEN GROUNDS. PRINCIPLES OF PURPOSE

2. 1. Emmet Ivy should **foster university-wide, cutting-edge curricular and research collaborations as well as informal interactions.** Its common spaces should be large, dynamic, configurable and fluid, capable of accommodating a multiplicity of functions and projects, changing populations and novel ways of working. This district, organized around three or four clusters of synergistic activities/institutions/programs, will be a **spatial model and social prototype for transdisciplinary innovation** for the rest of the university, improving the undergraduate and graduate student experience as well as that of the faculty and staff. The strengths and innovative practices of individual schools are the foundation for this kind of endeavor.

2. 2. Emmet Ivy should be a place where students, faculty, staff, alumni and visitors **encounter diverse activities as part of their everyday experience.** These activities should be **grounded in several anchor institutions** and animated by interstitial arts spaces, start-up research labs, group study rooms and other flexible venues that will have varied “tenants” over short periods of time. In the course of moving through the site, from North Grounds to Central Grounds, one will encounter unexpected glimpses of people innovating in music or dance, producing art, programming robots in makerspaces,³ collaborating in research labs, and gathering for conferences. Emmet Ivy will be a place where the **creative and research process is made visible through movement, encounter, spatial arrangement and design character.**

2.3. Emmet Ivy should be **open to, and inviting towards, the entire University and Central Virginia community** through its programs and configuration with welcoming interior and exterior public spaces to gather informally, to sit, to talk, to eat, to contemplate and dream, to observe others, to walk in all seasons. The majority of a building’s ground floors should be dedicated as public spaces whether retail, galleries, lobbies, exhibition spaces, or meeting rooms. The ground floor circulation should be generous, transparent and programmed for public access. Ground floor uses should intrigue, inspire, engage and educate those walking by and through, prompting greater familiarity with the university’s work and increased interaction between our neighbors, visitors and the university’s students, faculty and staff. Given the 50’ topographic change across the site, connections should be considered in section as well as in plan; elevational and topographic continuities across the railroad tracks towards North Grounds and across Ivy Road to the International Residential College (IRC) should be exploited.⁴ Its public spaces will be spaces of encountering difference, of recognizing the shared humanity of others, of developing tolerance and empathy— preconditions of community.⁵

2. 4. All Emmet Ivy institutions and uses should be **specific to this place,** and not be uses that could be in any other places. They should be clustered and mixed with reciprocal activities to prompt interactions and collaborations. They should create programmatic connections to, and attractors for: the John and Betsy Casteen Arts Grounds on Carr’s Hill; the Athletics Precinct; the Darden School, Law School and Miller Center on North Grounds; and the International Residential College (IRC) across Ivy Road.

³ “Makerspaces” are collaborative works spaces within schools and libraries that inculcate a spirit of exploration and collective learning through doing and making.

⁴ The elevation at the corner of Emmet and Ivy is 500’ above sea level. The elevation at Copeley Road is 555’. The elevation of the International Residential College (IRC) is 530-540’ and that of the Academical Village is 585’ at the Rotunda stepping down to 570’ at Old Cabell Hall.

⁵ This aspirational role for public space draws on the writings of sociologist Richard Sennett in his 1991 book, *The Conscience of the Eye*.

Charlottesville and Albemarle County residents passing by, and through, the site must feel welcome; they should be drawn into its buildings, public spaces and designed landscapes.

2.5. Emmet/Ivy should be a **place for the future**, a pivot for the University, our Open Grounds. Its character should be forward looking and build on the innovative spirit of Jefferson's founding educational vision for the Academical Village, where ten professors with different subject expertise and their students would gather and interact in the Pavilions flanking the Rotunda and the Lawn. Emmet/Ivy's innovative physical environment and dynamic programming should facilitate new ways of thinking and working. Its physical expression should be appropriate to its goals: hosting future-oriented transdisciplinary research and collaborative gathering spaces animated by advanced digital and information technologies; encouraging the transfer of scholarship and research innovations into policies and technologies that better society; and fostering meaningful, impactful connections between UVA, the local community, the Commonwealth of Virginia, the nation and the world.

3. RECOMMENDATIONS

The following constellation of programs/uses, the three nexuses, promise to bring the activities and synergies to Emmet/Ivy that we envision in our Principles of Purpose. The Creativity, Discovery and Democracy nexuses describe themes, approaches and aspirations that bind our individual academic and research pursuits into larger communities of purpose. If designed with purpose to ferment encounters and interactions between the three nexuses, Emmet/Ivy can intensify the creativity and discovery already found on the University Grounds in new and meaningful ways. If the various, but dispersed, UVA groups dedicated to studying and translating social, economic, political and scientific ideas into policies and governance programs are located in close proximity at Emmet/Ivy, we can increase UVA's impact strengthening democratic institutions in the US and abroad. The adjacency of these three nexuses promises benefits not available to each alone. Since creativity and discovery are endeavors connecting many disciplines, their adjacencies and shared research spaces will make visible the fluidity, and cross-pollination, of these activities across the arts, humanities and sciences. As University individuals from the visual arts, design, engineering, medicine and sciences work alongside one another with shared technologies, and within shared workshops and labs, new collaborations and ideas will percolate. If our academic departments and centers engaged with politics and policy are proximate to research centers and data science labs, new methods will surface and new allegiances will form. If all three nexuses, Creativity, Discovery and Democracy are clustered around a common public landscape that stretches mid-block from Copeley Road to Emmet Street, everyday routines and activities will bring all students, faculty, staff, visitors and neighbors who visit the site into informal interactions with one another.

We are suggesting that activities be clustered together considering the overlapping public and infrastructural spaces they *could* share and recognizing how those shared uses would bring more vitality, more chances for exchange, to the site. We believe these dynamic interrelationships and exchanges have the capacity to change the academic culture at UVA, to spark different modes of thinking and working that are critical to the Commonwealth and our nation's health, well-being and prosperity. We have illustrated how these nexuses *might* be arranged in the attached diagrams realizing the many factors that will impact the final plans for this site, including institutional priorities, square footage needs and funding availability. Please consult the graphic diagrams in the appendices, prepared by the University Architect's Office, that illustrate the spatial relationships and physical adjacencies between the three nexuses noted in our text.

3.1 Creativity and Experimental Arts nexus. A Center for the Arts

Auditoria, galleries, studios, stages and labs for the experimental arts

The Creativity nexus is a place that celebrates creativity and the arts as fundamental to the human condition, a university education and a democratic society. The east end of the Emmet/Ivy site, its most visible corner, should link to the existing arts facilities at The John and Betsy Casteen Arts Grounds on Carr's Hill and invite the outside community into the University through participation, display, spectacle and performance. The Creativity nexus should afford the entire community, University and beyond, experiences in history and the present moment, the global and the local, the full-formed and the emergent. Undergirded by the newest technologies, its buildings should provide flexible, configurable spaces hosting a continuum of innovative arts activities, from concerts and exhibitions, to workshops and classes, to research and the creation of new works. The activities here should gather the visual and performing arts, as the boundaries between the contemporary arts are constantly evolving and changing. Artistic display, performance, practice, conservation and production should be arranged and experienced as a continuum; teaching, learning, observing, experiencing, and making should take place here, indoors and outdoors, within spaces and on horizontal surfaces/building walls. This should be a programmatic nexus where performing and making are part of a student's everyday classroom experience in proximity to museum galleries and performance halls. These juxtapositions will foreground the creative arts as fundamental to all students' educational experiences, not only those majoring in art, drama, music or design. The Creativity nexus will be a dynamic, accessible new portal to the University, welcoming everyone into its vital missions of human discovery and community-building.

Anchors:

A creative and experimental arts nexus, a Center for the Arts, that includes activities currently housed at the University's existing museums, e.g. the Kluge Ruhe Aboriginal Art Museum and the Fralin Museum, as well as state-of-the-art performance spaces for university groups and invited external groups.⁶ Optimally, these anchors should share plazas, stepped amphitheatres, lobbies, an information/welcome storefront, auditorium, cafes, service docks.

These anchors should include ample teaching and practice spaces for all musicians, students both in and outside of the Music Department; and teaching spaces/workshops for performing arts classes as well as those working with visual and material objects, such as Art History, Architecture History, Anthropology, Archaeology and American Studies and Studio Artists working in all media, from pigment to video.

⁶ Note, we want to avoid delineating narrow uses for each building or naming individual building programs (e.g. an art museum, a performance hall, a collaborative space, etc.) before their capacities to reach beyond their core programs are explored fully. We want those invited to be anchors of the Creativity nexus to explore ways to combine their constituent activities in unexpected combinations that will enliven the experiences of visitors and performers, audience and artist.

Other possible supporting uses:

A small University History museum that brings together research on the University's founding and accomplishments as well as its role in America's troubled history of slavery and segregation. Optimally, this shares supporting services with the other museum functions.⁷

Outposts of the Studio Art Department shops, School of Architecture fabrication lab and/or UVA Maker Group that support students' creative endeavors requiring tools and technologies.

Restaurants with outdoor cafes, a small outdoor farmers market supporting University local food/healthy eating programs and arts-related retail.

Shared spaces with Discovery and Democracy nexuses:

The Center for the Arts' outposts of the Studio Art Department shops, School of Architecture fabrication lab and/or UVA Maker Group that support students' creative endeavors requiring tools and technologies.

The Center for Transdisciplinary Research's labs and workshop spaces.

The School of Data Science's major hub.

The Democracy nexus' public atrium or forum for gatherings, lectures, films or video-conferences that is located on, and visible to Emmet/Ivy's central public space.

Connections, adjacencies:

Connectivity (walks, stairs, ramps, bike lanes, transit) along Emmet Street and University Avenue should be enhanced. Two undergraduate student residential halls, Lambeth Field Apartments and the International Residential College (IRC), are located within a five-minute walk of Emmet/Ivy. It takes seven minutes to walk to Beta Bridge. This nexus promises to bring together diverse students who are often spatially segregated after their first year.⁸

Connectivity (walks, stairs and ramps) to and from The John and Betsy Casteen Arts Grounds from Emmet/Ivy should be enhanced. The public spaces east of Emmet Street are vital to the success of the public spaces west of Emmet Street; they should be reconfigured to support and enhance the experience of moving between the University's Arts Grounds and the Creative and Experimental Arts nexus.

The uses and views across Emmet Street will have a considerable impact on the Emmet/Ivy's character and connectivity. Future buildings and public spaces around Carr's Hill field, along Culbreth Road, Emmet Street and University Avenue should be programmed, sited and massed to reinforce the core purpose of Emmet/Ivy as an Open Grounds.

⁷ While a Museum of University History could be located adjacent to the hotel, conference center and welcome center, the Creativity nexus offers better proximity to the other museums for the sharing of support spaces and will maximize opportunities for students to engage in its galleries and exhibitions.

⁸ Ongoing coordination with the City of Charlottesville's SMART Scale/VDOT transportation grant for Emmet Street is key here, as is future coordination with the City and Albemarle County on regional multi-modal transportation plans.

Flowing water in the stepped pools will collect here forming a prominent water basin; walks, groves and steps should be coordinated with City of Charlottesville's Emmet Street upgrades through its SMARTscale grant.

3.2 *Discovery nexus*

Technologies, Tools and Space to support transformative transdisciplinary research

Adjacent to, and connected to, the Creativity nexus, we recommend the formation of a collaboration hub where traditional departments, schools and areas of study coalesce to study society's most pressing and difficult problems and seek innovative solutions through cutting edge research and scholarship. This site's location is ideal for these new habits of collaboration to happen where schools and institutes that are especially cross-disciplinary might be located. Here, teams of students and faculty can explore ideas and produce work with access to shared space, technologies and tools. Here, research workshops and labs, capable of short-term use as well as longer-term (months to years) reserved project use, are adjacent to offices and classrooms for University academic and research groups—schools, departments, institutes, centers and labs. Public spaces in this hub are varied—large gathering spaces for scheduled events as well as ubiquitous smaller nooks, dispersed but visible, where individuals or small teams can converse and collaborate informally. The Discovery nexus will catalyze and inspire innovation through the resources, technological and human, gathered in close proximity here. Here, faculty, students, staff, visiting scholars, alumni, community partners, and industry connect, create, discover and collaborate on endeavors small and momentous, whether semester course projects or multi-year funded research projects, centers, and institutes.

Anchors:

A Center for Transdisciplinary Research. Faculty-student-research staff teams funded with strategic investments such as the Pan-University Institutes; and multi-year extramurally funded Research Centers and Institutes.

Classrooms and workshops for the new School of Data Science and for other university departments and schools that support cross disciplinary inquiry.

Core workshops and labs that are useful for a variety of discovery activities by students and faculty such as a 3-D printing facility, imaging and visualization facility, and light fabrication facility.

Other possible supporting uses:

Short-term meeting space for cross-disciplinary faculty teams involved in planning, grant-writing and project start-up for emerging research.

Informal meeting places for Graduate Students and Undergraduate Students involved in collaborative activities and endeavors requiring access to human and technical resources. Proximity and transparency so that this activity made visible.

An outpost of the Venture Hub or i.Lab to support academic research to market ventures involving the university and industry.

Cafes and retail.⁹

Shared spaces with Creativity and Democracy nexuses:

The Center for the Arts' outposts of the Studio Art Department shops, School of Architecture fabrication lab and/or UVA Maker Group that support students' creative endeavors requiring tools and technologies.

The Center for Transdisciplinary Research's labs and workshop spaces located on, and visible to, Emmet/Ivy's central public space.

The School of Data Science's major hub.

The Democracy nexus' public atrium or forum for gatherings, lectures, films or video-conferences that is located on, and visible to, Emmet/Ivy's central public space.

Connections, adjacencies:

Two undergraduate student residential halls, Lambeth Field Apartments and the International Residential College, are located within a five-minute walk of Emmet/Ivy. It takes seven minutes to walk to Beta Bridge. This nexus promises to bring together diverse students who are often spatially segregated after their first year creating a culture of learning and discovery beyond the classroom.

Many of these spaces will be shared with the Creative and Experimental Arts nexus to the east, and the Democracy nexus to the west. In addition, this hub will attract students, faculty, staff and neighbors from North Grounds and Central Grounds, the Athletic Precinct, Old Ivy Road and beyond.¹⁰

3.3 Democracy *nexus*

Politics, policy and leadership initiatives

The Democracy nexus will extend the University's founding mission, to strengthen democratic institutions through an educated citizenry, into a third century context that is global as well as national. West of the Creativity nexus and Discovery nexus, and located along Ivy Road, individuals, groups, programs and schools involved in the intersection of politics, policy and leadership studies will coalesce around their shared desire to have substantial engagement with, and collective impact on, the world. This hub will include spaces for teaching and research and will be adjacent to public convening and lodging spaces. The Democracy nexus will facilitate regular exchanges between our professional schools, such as the Batten School of Public Policy and Leadership (a school with a strong record of cross-disciplinary teaching and research) and the College of Arts and Sciences, our existing public-oriented Centers and our classrooms. It will bring together neighbors, visitors and scholars from around the region and the world, in physical and virtual gatherings.

⁹ The University should encourage locally-owned and minority-owned businesses.

¹⁰ The distance between this hub and Old Cabell Hall is the same as that from the corner of Grady Avenue and Rugby Road to Old Cabell Hall.

Anchors:

Cross-disciplinary academic entities related in the areas of public policy, leadership and democracy, such as the Batten School of Leadership and Public Policy as well as the College of Arts and Science's new Democracy Initiative. Located along Ivy Road, they will be a sign of the University's commitment to engagement and service. This major entrance corridor from the west should be lined with outward-facing and community-engaged programs and initiatives.

A public atrium or forum for gatherings, lectures, films or video-conferences that is located on, and visible to Emmet/Ivy's central public space

Other possible supporting uses:

Thematic cluster of the University's many respected long-standing, publicly-engaged centers and institutes that are dispersed around Grounds, e.g. Weldon Cooper Center for Public Service, the Sorensen Institute for Political Leadership, the Center for Politics, the Institute for Engagement and Negotiation (formerly Institute for Environmental Negotiation) and several Morven-related international programs about democracy, e.g. the Young African Leaders Initiative (YALI) hosted by the Presidential Precinct.

Shared spaces with Creativity and Democracy nexuses:

The Center for the Arts' outposts of the Studio Art Department shops, School of Architecture fabrication lab and/or UVA Maker Group that support students' creative endeavors requiring tools and technologies.

The Center for Transdisciplinary Research's labs and workshop spaces.

The Democracy nexus' public atrium or forum for gatherings, lectures, films or video-conferences that is located on, and visible to Emmet/Ivy's central public space.

The School of Data Science's major hub.

Connections, adjacencies:

The Miller Center of Public Affairs¹¹ is close by but feels remote. Widening the sidewalks and planting trees along Ivy Road while establishing a bus route or shuttle service along Ivy Road to Old Ivy Road would reduce this sense of isolation. Since UVA Foundation now owns Ivy Gardens apartments, these improvements would connect a large concentration of professional school and graduate students to Emmet/Ivy.

The programs clustered in this nexus provide attractors for our students and faculty working and living on North Grounds, the Athletic Precinct and in Ivy Gardens. Pedestrian and transit connections should be improved and strengthened accordingly.

¹¹ Located on Old Ivy Road ½ mile to the west of Emmet Ivy.

3.4 West End, reserve for future uses

The western end of the Emmet/Ivy site, from the intersection of Copeley Road to Cameron Lane, should be held in reserve until the eastern end is completed. Doing so will increase the social vitality and research synergies of what is constructed. During its fallow state, public space connections to and through the site towards Emmet Street—some permanent related to the constructed water system and others temporary pop up events—should be implemented.

The western corner of the Emmet/Ivy site, located at the intersection of Copeley Road and Ivy Road, is an important entrance to the University from the County. It links the University and City to major transportation corridors, such as the 29 bypass and I-64. To the south is a residential neighborhood, Lewis Mountain, and to the north and west, considerable housing geared towards graduate students and their families.¹² No doubt the next decade will surface new ideas for what anchor might happen here. This report's "Principles of Purpose" can guide that decision-making process. Whatever the anchor is, given the adjacencies, there are opportunities for innovative University residential housing here accommodating newly hired faculty, visiting faculty and graduate students (and, perhaps, undergraduates¹³). The addition of residential uses within Emmet/Ivy will contribute to its connectivity, liveliness and perceived safety over the course of the day and into the evening.

3.5 Public spaces/designed landscapes. The Landscape Framework

Emmet/Ivy's public spaces and designed landscapes, like the Lawn, alleys, gardens and courtyards of the Academical Village, are its physical framework through which people, water, energy and life move and interact. Given the need to accommodate the existing urban hydrological network prior to and during construction of the first buildings as well as over the long-term implementation of this large project, the landscape will serve as Emmet/Ivy's initial and enduring identity. It must be conceived and designed as such—an important social space that connects across scales, City and County to University, North Grounds to Central Grounds, one nexus to another, one building program to another, one inside room to outside room.

The buildings and public spaces at the corner of Emmet Street and Ivy Road, two transportation corridors crossing at the center of the University, will be Open Grounds' front door to the world. At this memorable place of passage and gathering, stories will be told, identities recognized, and community enacted through the shared experience of everyday routines and special events. Emmet/Ivy will have two types of public spaces: welcoming central terraces, stepped pools, amphitheaters, and stairs; and generous multi-functional sidewalks. Important anchoring buildings—a hotel, a public atrium, research centers and labs, art galleries and lobbies—will flank its central spine and connecting drives and sidewalks engendering new ways of working and living at UVA.

Emmet/Ivy is the same size as the Academical Village, but its landscape character is the alter ego of Jefferson's Lawn. Instead of a high and dry site with an unlimited panoramic vista to the southwest, this 14.5 acre site is low and wet, and oriented high to low northwest to southeast. The existing Emmet/Ivy site is centered around a constructed stream that feeds Meadow Creek and the Rivanna River. The northeast side of Lewis Mountain as well as part of the UVA Athletic Grounds drains into this tributary.

¹² University Heights Apartments has 420 units. Ivy Gardens (440 units) was purchased by the UVA Foundation in 2018. There are another 254 apartments in the University Copeley Graduate Apartments.

¹³ The first year residence halls are located ½ mile, or a 7-10 minute walk, to the south along Alderman Road.

So, while a small creek, it carries a considerable volume of surface runoff from parking lots and streets as well as wooded hilltops.

The stream's new configuration—a series of abstracted stepped pools, hydric meadow gardens, steps and terraces—will create a 1/3 mile long central public space that, in connecting Copeley Road to Emmet Street, will be the spine linking all of Emmet/Ivy's nexuses and programmatic clusters. Additionally, this central water spine is intrinsically connected to, and dependent upon, its larger socio-ecological context—the Rivanna River and Chesapeake Bay watershed. This performative space will be dynamic, pulsing with the rhythms of seasonal hydrological change and everyday university life. Rainfall will increase the amount of water in the pools; stepped walls and weirs will collect, channel, clean and filter the water on site, slowly releasing it in order to protect the watershed downstream. This public space, its water levels as well as wet-tolerant grasses, forbs and perennials will change, day to day, drawing students, faculty, staff and the community to experience its ever changing, varied experiences.

Along this spine, within a series of adjacent programmatic nexuses, there will be places to sit, to eat, to study and to work, in solitude and in groups, throughout the seasons. These will be immersive spaces that reinforce affiliations between human and non-human species and the biosphere. Through repeated encounters and experience, “the public spaces as lived,” will construct a socio-ecological ethos that stretches our sense of community to include Charlottesville residents as well as current University staff, students and faculty, alumni, visitors, and our fellow citizens and denizens of the Commonwealth downstream in the Chesapeake Bay watershed.

Anchors:

A hotel and conference center with a large state of the art convening space geared towards University events and gatherings will be one of the anchoring places along the landscape framework. It has been suggested that its best site is along the southwest corner of the existing parking garage, and towards the back (north) of the site. This hotel would be open to the broader public, but its proximity to the Democracy nexus amplifies the impact of the hotel. The hotel and conference center would be available to all units of the University affording us a central and convenient welcome center for visiting scholars and lecturers, prospective faculty and students, returning alumni, career recruiters, etc. Locating the hotel adjacent to the existing parking garage will maximize the shared use potential of this existing resource.

A welcome center that would encourage visitors to learn more about the University and its programs and provide information and orientation for those who need it.

Other potential supporting uses:

Athletic recruiting might begin in and around the hotel, and nearby Democracy nexus, introducing prospective student-athletes to the University's commitment to academics and leadership as well as our culture of engagement with the nation and the world.

Recruiters in town for UVA Career Center interviews could use small meeting rooms in the adjacent Discovery nexus, reducing the distance between their place of lodging and interviewing and affording them informal interactions and insights into the University's culture of engagement, creativity and discovery

In close proximity to the hotel, and again, integrated into the landscape framework plan, the incorporation of a multimodal transportation hub integrated with City, County and University needs,

provides a safe and welcoming place for all users to board and exit buses and pick up and drop off scooters and bicycles, and accommodates new forms of transportation as rapidly changing technologies emerge.

Since Emmet/Ivy will take years to be realized, its early identity will be dependent on two types of public spaces –the permanent public spaces mentioned above and a series of temporary “pop up” spaces that draw people to the site animating it during important events. Transitional and temporary spaces can be programmed by University groups, organizations and schools during athletic game days, JPJ performances, reunions, summer orientation days, etc.

Shared spaces with Creativity, Discovery and Democracy nexuses:

The Center for the Arts galleries and performing spaces.

The Democracy nexus’ public atrium or forum for gatherings, lectures, films or video-conferences that is located on, and visible to Emmet/Ivy’s central public space.

The Center for Transdisciplinary Research’s labs and workshop spaces.

The School of Data Science’s primary hub.

Connections, adjacencies:

The adjacent perimeter streets will be multi modal and designed for many mobilities—walkers, runners and cyclists as well as those using skateboards and scooters.

Bus routes must be re-routed to make easy connections across Grounds and between the City, County and University. Bus stops, taxi stands, bicycle storage units, and transfer hubs should be arranged along the wide, tree-lined sidewalks connecting ground floor retail and public spaces to the street.

Long-term planning should recognize the potential of commuting via the rail line that bounds Emmet/Ivy’s northern boundary. This line, currently used by passenger as well as cargo rail, connects Charlottesville to Crozet as well as Richmond.

APPENDICES

1. Task Force members

Elizabeth (Beth) K. Meyer, Task Force Chair; Professor of Landscape Architecture
Maurice Apprey, Professor of Psychiatric Medicine and Dean, African American Affairs
Whittington (Whitt) Clement, UVA Board of Visitors, Chair of Buildings & Grounds Committee
Kevin Fay, Chair, UVA Foundation Board and former BOV Chair of Building & Grounds Committee
Natasha Halloran, UVA BA Foreign Affairs & Spanish 2018, UVA Law 2021
Mary V. Hughes, University Landscape Architect
John C. Jeffries, Jr., Professor of Law (former Dean), Senior Vice President for Advancement
Patricia (Pat) M. Lampkin, Vice President for Student Affairs
Karen McGlathery, Professor of Environmental Science, Director of Pan-U Environmental Resilience Institute
Melur K. (Ram) Ramasubramanian, VP, Research & Professor of Mechanical & Aerospace Engineering
Colette Sheehy, Senior Vice President for Operations
William (Bill) Sherman, Professor of Architecture; Open Grounds Founding Director
Richard Will, Associate Professor of Music; Chair, Department of Drama; former Chair, Department of Music

Ex Officio:

James (Jim) E. Ryan, President
Frank (Rusty) M. Conner III, BOV Rector*
James (Jim) B. Murray, Jr., BOV Vice Rector
Alice Raucher, University Architect

Staff liaison, Office of the President

Margot Rogers, Senior Adviser, Strategic Initiatives

*For purposes of staying abreast of the process. Did not attend any task force meetings, virtually or in person.

2. Primary interviews conducted by task force members

Raf Alvarado, Program Director and Faculty, Data Science Institute

Jen Andrasko, Chief Executive Officer, UVA Alumni Association

Melody Barnes, Co-Director of the Democracy Initiative

Scott Beardsley, Dean, Darden School

Phil Bourne, Director, Data Science Institute

Matthew Burtner, Chair; & Bonnie Gordon, Associate Professor, McIntire Department of Music

Sean Carr, Exec Director, Batten Institute; & **David Touve**, Sr Director, W.L. Lyons Brown III Innovation Laboratory (i.Lab)

Alex Cintron, Student Council President

Deans of the University's schools, as well as Provost and the President, Provost's annual leadership retreat

Everette Fortner, Assoc Vice President, Career & Professional Development

Cassandra Fraser, Professor of Chemistry

Melissa Goldman, Director, A-School Fabrication Lab (Fab Lab); Founding member, UVA Maker Grounds network

Kathy Galvin, architect, and Member, Charlottesville City Council

Ron Hutchins, VP Information Technology

Jody Kielbasa, Vice Provost for Arts, Arts Council, VA Film Festival

Rich Kovatch, Assoc Vice-President, Business Operations

Pace Lochte, Asst VP for Economic Development

Diantha H. McKeel, Albemarle County Board of Supervisors (Jack Jouett District), former UVA employee

Matthew McLendon, Director and Chief Curator of the Fralin Museum of Art

Liz Palmer, Albemarle County Board of Supervisors (Samuel Miller district)

Gay Perez, Asst VP, Student Affairs/Exec Dir, Housing & Residence Life

Nancy Rivers, Sr Associate Athletics Director and Chief of Staff

Tim Rose, CEO, UVA Foundation

Margo Smith, Director and Curator, Kluge-Ruhe Aboriginal Art Collection

Allan Stam, Dean, Batten School of Leadership and Public Policy

Student groups—Graduate Student Council and other graduate student leaders and Meriwether Lewis Fellows

Larry Terry, Executive Director, Weldon Cooper Center for Public Service

Becca White, Director, Parking and Transportation

Richard Will, Associate Professor of Music and Chair, Department of Drama

3. Inspiring university interdisciplinary arts+research buildings at peer schools

Brown University, Performing Arts Center

<https://news.brown.edu/articles/2019/02/pac-design>

A performance center with flexible spaces dedicated to artistic innovation in performance and teaching. Partially enclosed exterior spaces and public stairs at ground level and on upper floors blur boundaries between public and private, performer and spectator.

Harvard University, [ArtLab, Alston campus](https://construction.harvard.edu/art-lab)

<https://construction.harvard.edu/art-lab>

A studio space for faculty, students and visiting scholars to create and perform works that cross boundaries, especially focused on sensory experience and social cognition.

University of Kansas, The Commons

<https://thecommons.ku.edu>

“A partnership between the Biodiversity Institute, the Hall Center for the Humanities, and the Spencer Museum of Art, The Commons is both a physical and intellectual space where people come together to establish common ground from which they may express and explore uncommon ideas for the common good.” Its thematic foci include *Data and Democracy*, *Urban Palimpsest*, *Framing the Dialogue* and *The Future University*.

MIT, Center for Art, Science and Technology

<https://arts.mit.edu/cast/>.

“The MIT Center for Art, Science & Technology (CAST) connects the worlds of art, science and technology, by collaborating with departments, labs and centers across the Institute in four primary areas of activity. To integrate the arts across the curriculum, CAST supports the development of new classes that reach across disciplines and majors. To enrich and encourage artistic collaborations, CAST looks for unexpected partnerships for visiting artists and seeks to embed residencies in ongoing research and teaching at MIT. To encourage the experimental phase of artistic creation, CAST provides creativity seed funds and research grants for faculty, curators and postdoctoral associates. To share this creative work and knowledge with the public, CAST produces concerts, symposia, exhibitions and publications in multiple media platforms.”

MIT Media Lab

<https://www.media.mit.edu>

“...for over 30 years Media Lab researchers have anticipated and created technologies to make our lives safer, cleaner, healthier, fairer, and more productive. But along with benefits, technology’s everyday efficiencies have also brought their share of issues: obesity, poverty, ethical implications, bullying, divergent politics. The Media Lab’s antidisciplinary research community is uniquely equipped to address these concerns, leveraging the best that technology has to offer, and connecting technology back to the social and the human. Current Lab research examines the deeper implications of where technology creation and adoption has led us—and where we want to go next.”

Near MIT, ArtScience Lab and Café

<https://www.cafeartscience.com>, <https://www.laboratoirecambridge.com>.

A hybrid restaurant, gallery, research lab. “Founded by David Edwards in 2014, ArtScience is a café and culture lab committed to great casual drinks and dining alongside art, science, and design experiences that express audacious frontier dreams of tomorrow. ArtScience is a place and cultural movement where art experimentation and expression combines with science to pioneer a sustainable human future.”

Princeton Lewis Arts Center

<https://arts.princeton.edu/about/>

“The Lewis Center is designed to put the creative and performing arts at the heart of the Princeton experience. This mission is based on the conviction that exposure to the arts, particularly to the experience of producing art, helps each of us to make sense of our lives and the lives of our neighbors.”

Stanford University, Bio-X James H. Clark Center

<https://biox.stanford.edu/about/clark-center>

“Created as a social experiment in collaboration and described as both a cauldron of creativity and Noah's ark, the James H. Clark Center, home to Bio-X, turns 10 this month. The three-story, 146,000-square-foot research center brings together under one roof a variety of disciplines, including biology, medicine, chemistry, physics and engineering. That's why it is an ark – it houses a menagerie of disciplines and specialties that coexist side by side. But it's also a cauldron – ideas and discoveries are always brewing and mixing inside it.” Robin Wander (2013)

<https://news.stanford.edu/news/2013/october/clark-biox-decade-100413.html>

Stanford University, set of arts buildings combining exhibition, teaching and performance:

McMurtry Building, (DS+R): <https://arts.stanford.edu/mcmurtry-building/>

The Arts Gym: <https://arts.stanford.edu/roble-gym/>

Bing Concert Hall: <https://live.stanford.edu/plan-your-visit/venues/bing-concert-hall>

The Anderson Collection: <https://anderson.stanford.edu>

The d.School: <https://dschool.stanford.edu>

University of Utah, Lassonde Entrepreneur Institute, Residence Halls and Studios

<https://lassonde.utah.edu>

A residential hall with dining, study spaces and maker spaces that encourages undergraduates to innovate and collaborate forming ventures outside the classroom.

Virginia Tech: Institute for Creativity, Art and Technology

<https://icat.vt.edu>.

ICAT is one of seven university-level research institutes. It explores the intersection of the arts, design, engineering and science.

Virginia Tech: Moss Center

<https://artscenter.vt.edu/more-information/facilities.html>

“Located at the very crossroads of Virginia Tech and downtown Blacksburg, on the corner of Main Street and Alumni Mall, the Moss Arts Center shares space with the Institute for Creativity, Arts, and Technology. The center provides a community center in the grandest sense, a place where the arts are a catalyst for engagement, inspiration, and discovery.”

VCU, Institute for Contemporary Art

<https://www.smithsoniansecondopinion.org/arts/stephanie-smith-curator-vcuica-180969654/>

A new contemporary art gallery for traveling art exhibitions and performance art events.

Yale University, Schwarzmann Center

<https://schwarzman.yale.edu>

A gathering space for students living in Yale’s residential colleges to enjoy shared programs, events, lectures and concerts

4. Recommendations about Governance, Finance, Implementation

The development of Emmet/Ivy will require new models of working together—of financing and governance. The task force recommends that the President charge the Chief Operating Officer with developing a set of recommendations related to:

- How to finance the construction of buildings shared by multiple units and schools
- What governance structures should be in place as multiple schools and units share buildings
- How to share buildings with outside vendors (maintenance, safety, etc.)
- What IT infrastructure is required across the site and the capital plan needed to build and maintain it

In addition to the operational considerations outlined above, the task force recognizes that programmatic decisions will shape the culture of the site. As such, the task force recommends that specific attention be paid to building a programmatic approach that will foster the dynamic culture envisioned.

Schools/units/entities invited to locate at Emmet/Ivy should be required to state affirmatively their commitments to working in new ways together: to new forms of governance, cost-sharing, programming and, perhaps, fundraising.

Future Invitations to the Site (eg, the West Reserve)

As future entities are invited to the site, they should be evaluated against the principles articulated in this report. Any new entities invited to the site should be required to state affirmatively their commitments to the Chief Operating Officer's governance and finance recommendations as well as the collective programming aspirations noted above.

5. Adjacencies, future uses and assumptions

As the Office of the Architect for the University updates the 2008 Grounds Plan (the University's land use guidelines), consideration should be given to align the proposed land use of the surrounding and adjacent parcels with the recommendations of the Emmet/Ivy Open Grounds vision. A few issues to consider include the following:

Residential

Increase undergraduate residential living opportunities across Emmet Street, Ivy Road and adjacent to the International Residential College (IRC), through more undergraduate residence halls or, perhaps, a new residential college focused on leadership across disciplines. Students in this residential community should be encouraged to see the Emmet/Ivy activities as an asset, fundamental to their University experience. These residences should be a physical and programmatic model for additional residential halls around Grounds.

Increase undergraduate residential living experiences in and around Lambeth Field and connect to Emmet/Ivy through safe, multi-modal walks.

Improve and increase graduate residential living experiences on North Grounds and at Ivy Gardens; create safe and welcoming connections between these concentrations of graduate and professional school students and Emmet/Ivy through multi-modal walks and transit.

Recognize Lewis Mountain neighborhood, a community of local residents including many University alumni, faculty and graduate students, as an asset. Respect its boundaries and character.

Connectivity

Strengthen the landscape connections between Carr's Hill Arts Precinct and Emmet Ivy through the design and programming. Improve the network of public spaces, walks, ramps and stairs along Culbreth Road, around Carr's Hill Field, and along University Avenue towards Emmet/Ivy.

Coordinate connections to the north with the new UVA Athletic's master plan and the City of Charlottesville's SMARTscale project. Coordinate the tunnel connection under the Emmet Street CSX bridge so that it is safe and compatible with the character and function of the University's public spaces. Consider the long-term possibility of bridging over and/or under the CSX tracks in the middle of the Emmet/Ivy site to create a legible and safe systems of walks and paths from North Grounds to Emmet/Ivy.

Improve connections to the south towards Alumni Hall to enrich the experience of returning alumni and their families by introducing them to Emmet/Ivy's dynamic culture, activities and programs.

Explore pedestrian and bike links in all directions--North Grounds, Central Grounds, downtown, Barracks Rd shopping center, 250 West towards Boar's Head and Birdwood.

Recognize the University Grounds' varied topography as an asset for pedestrian links at the ground floor as well as upper floors of buildings taking care to prioritize the primacy of safe and lively street level activity. Connections to the International Residential College, The John and Betsy Casteen Arts Grounds on Carr's Hill and the Athletic Grounds could easily start at grade off-site but connect to anchor buildings at a second-floor public space, for instance.

Engagement

In support of the University commitment to engagement with its neighbors, the local community, new buildings should be outward facing, inviting and welcoming to all through porous interior public ways, interconnected interior and exterior programs and spaces.

As plans for Emmet/Ivy progress, the University should conduct public outreach. This might include soliciting advice from local groups or entrepreneurs and coordinating regional transportation plans for their impact and compatibility with Emmet Ivy goals. On any project involving community or cross-disciplinary engagement, there are three parts that should be treated equally: socialization to build connection, trust and a common language; action together; and reflection to change what could be a circular process into a productive one. Emmet/Ivy can be a model for new modes of planning collaboration between the University, City and County.

6. Related Planning Documents

Ivy Corridor Documents

Ivy Corridor Planning History Timeline, Compiled by Office of the University Architect

Ivy Corridor Planning Update, Alice Raucher, University Architect, presentation (Sept 2019)

Ivy Corridor Strategic Plan Study. DumontJanks | Biohabitats | VHB | Landwise (Fall 2016)

Other recent UVA planning studies

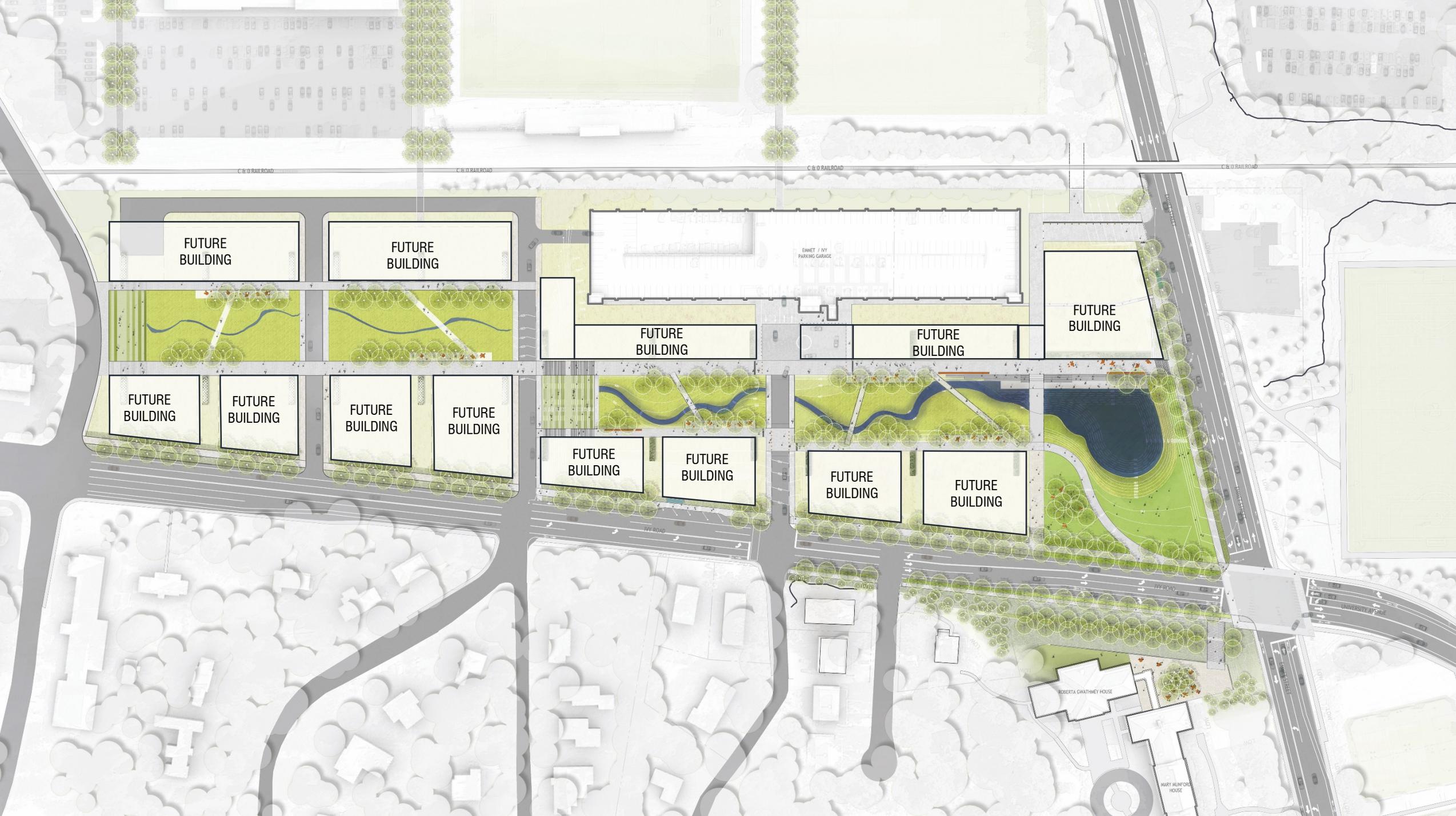
UVA Administrative Staff Space. Current State and Future Needs Analysis (May 2018)

UVA Art Museums Planning Study Final Report. BrightSpot and Glave Holmes

Ivy Corridor Performing Arts Center Study. Dumontjanks | AMS | NextStage (April 2018)

UVA Frank Batten School of Leadership and Public Policy Draft Program and Siting Study 2018

UVA Strategic Planning Hospitality Assets. JLL for UVA Hospitality Task Force (Nov 2018)



FUTURE BUILDING

ENMET / IVY PARKING GARAGE

C & O RAILROAD

C & O RAILROAD

C & O RAILROAD

C & O RAILROAD

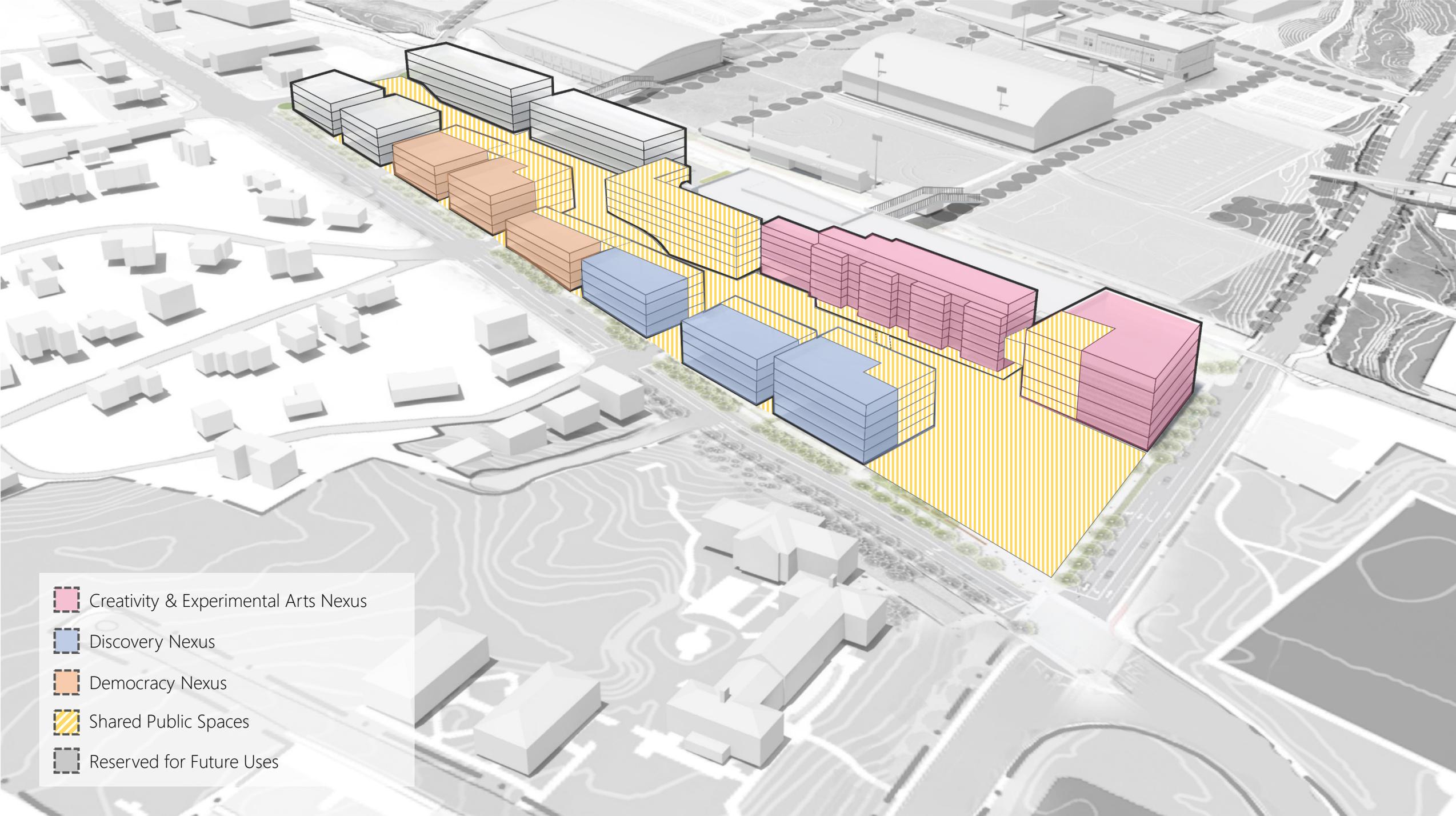
IVY ROAD

IVY ROAD

UNIVERSITY AVENUE

ROBERTA GWATHEY HOUSE

MARY MUNDY HOUSE



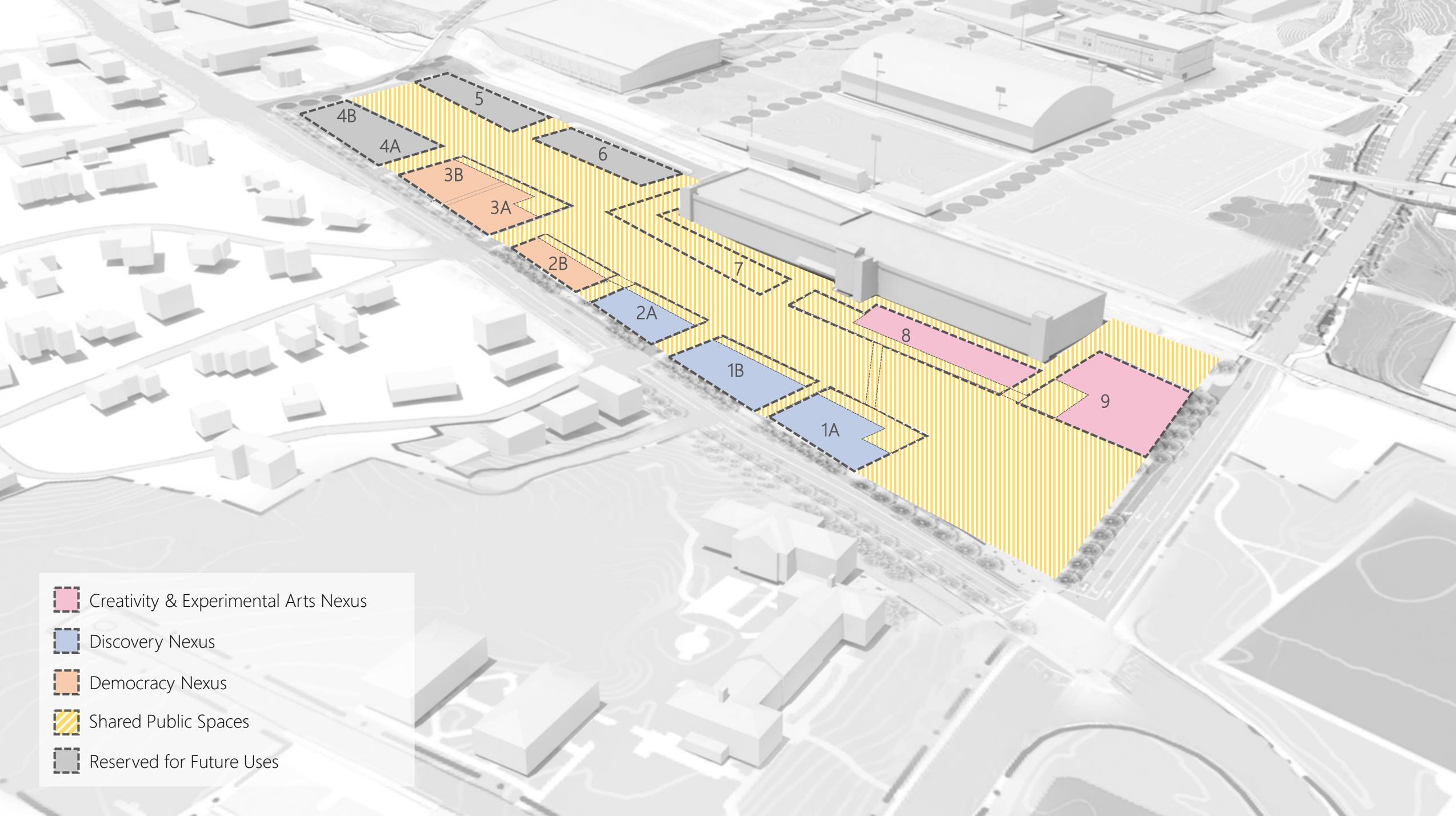
 Creativity & Experimental Arts Nexus

 Discovery Nexus

 Democracy Nexus

 Shared Public Spaces

 Reserved for Future Uses



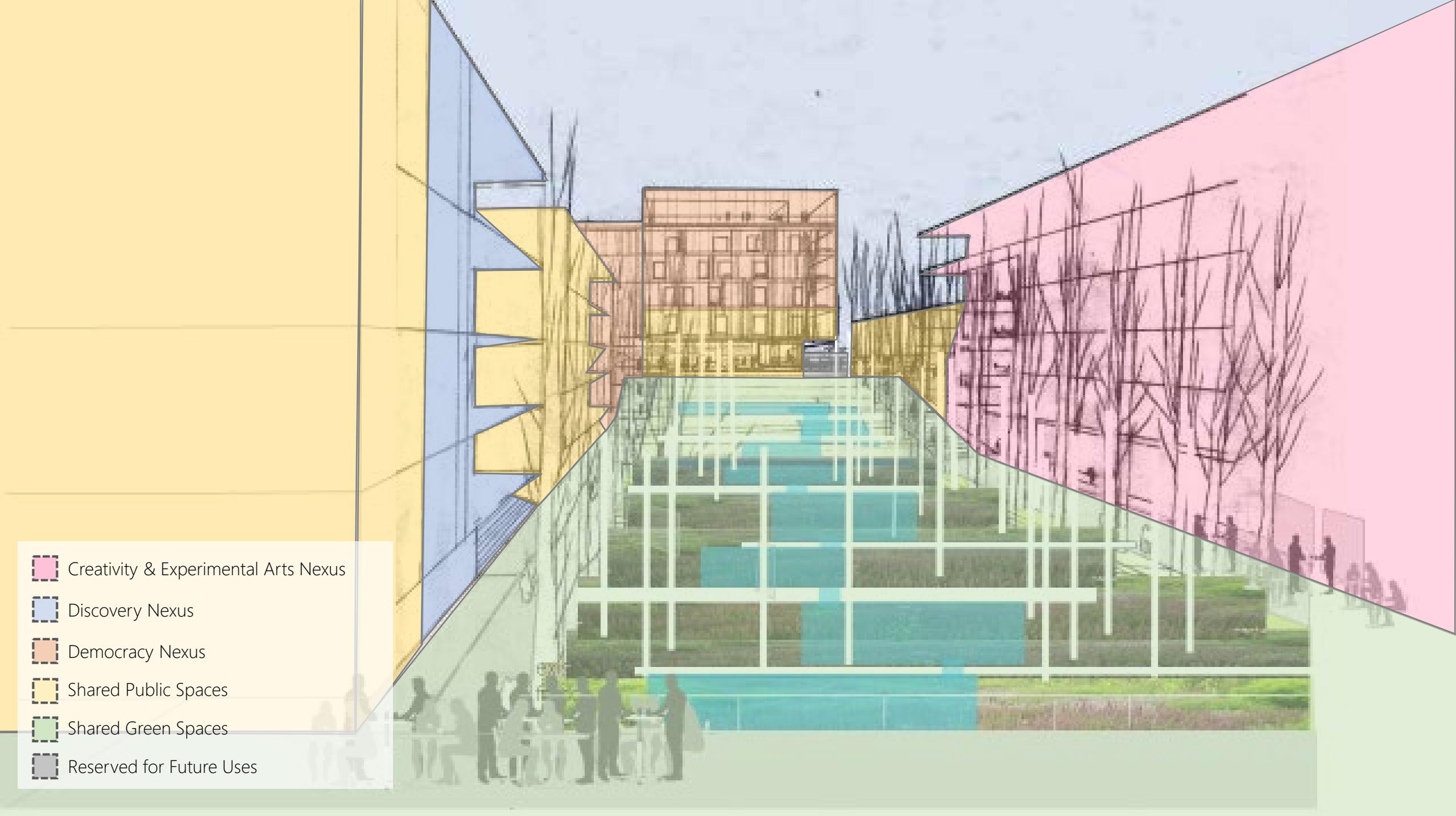
 Creativity & Experimental Arts Nexus

 Discovery Nexus

 Democracy Nexus

 Shared Public Spaces

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-  Creativity & Experimental Arts Nexus
-  Discovery Nexus
-  Democracy Nexus
-  Shared Public Spaces
-  Shared Green Spaces
-  Reserved for Future Uses