INTEGRATIVE PLANNING

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Master Planning Council (MPC)

MEETING NOTES - May 6th, 2015

Office of the Architect for the University

Integrative Planning and University-Emmet-Ivy Planning

Meeting Agenda
- Integrative Planning Presentation by Richard Minturn, Senior Academic Facility Planner, Office of the Provost
- University-Emmet-Ivy planning update by Mary Hughes, University Landscape Architect, Office of the Architect

Presentation Summaries
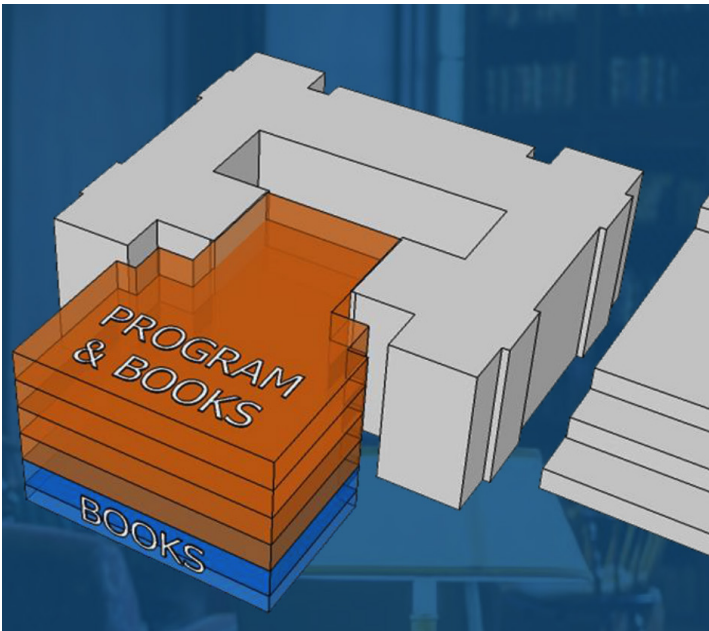Julia Monteith began the meeting at 3:30 PM with brief remarks.

Integrative Planning Presentation by Richard Minturn, Senior Academic Facility Planner, Office of the Provost

Mr. Minturn, along with members of the Office of the Architect and academic planners in several schools of the University have been working together to implement a more integrative process for project planning at the University. Integrative planning involves coalescing academic and strategic directions and new initiatives with resource planning, facility analysis, and best practice / new pedagogical models. Ideally the process facilitates conversations to articulate a vision for interdisciplinary learning and research goals that will drive the cycle of curricular innovation, development, assessment, and improvement.

To highlight the way the integrative planning should work, Mr. Minturn offered two case studies : 1) planning for the future of the UVa Library system and 2) academic/facility planning for several schools on the south side of campus. Each of these cases seeks to integrate two or more planning studies in order to create the best outcome for the individual unit initiating the study and for the University as a whole. Each project follows the same general framework that includes 1) Looking in, 2) Looking out, 3) Synthesis and Analysis, 4) Evaluating opportunities, 5) Space programming 6) Project definition and 7) Capital plan. There are currently eight somewhat related projects going through this process at varying stages including.
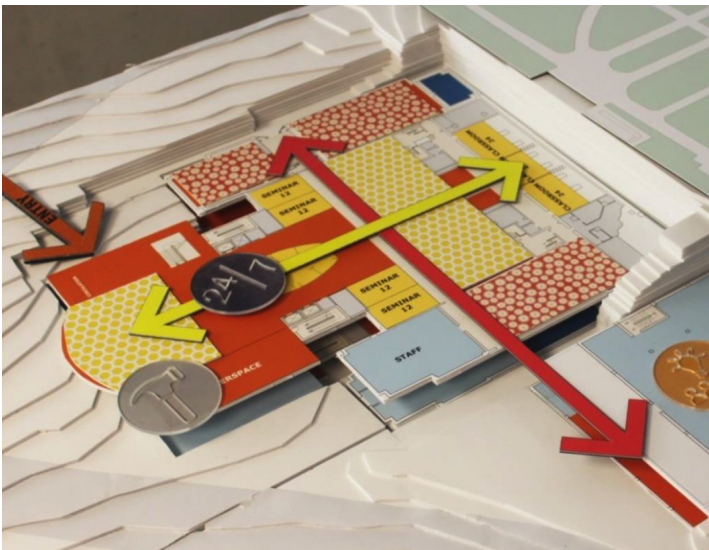
One area where more than one project is occurring is at the Library. There are three distinct planning efforts underway at the Library that are being executed in an integrative way. The first and second is a system wide study of the library and a building level look at the renovation/repurposing of Alderman Library. The third project is for Total Advising, which is will renovate the entire second floor of Clemons Library for a new use.

The library system and Alderman library study is being conducted by Cannon Design. Through this study, the library is beginning to consider the benefits of housing most of their books in an off site, compact shelving facility. Any book could be retrieved from the facility as needed and delivered to a patron in a matter of hours. Removing books from many library spaces would create opportunities for much needed student study and meeting spaces on Grounds.

Alderman Library Proposed Addition

Proposed Fourth Floor of Alderman with Connection to Clemmons

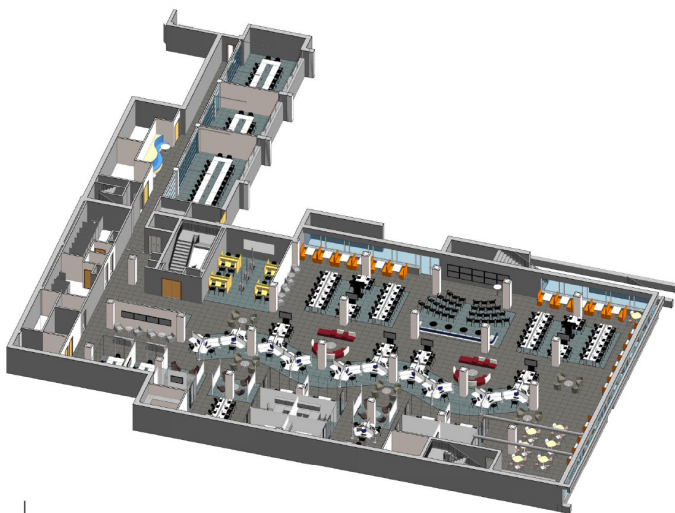**Total Advising Program Test Fit for Second Floor of Clemmons**

No library offers more opportunities in this regard than Alderman Library, which is the largest facility in the Library system at 300,000 GSF and approximately 2.5 million volumes. Initial studies for the renovation of Alderman focused on keeping the current program of the building more or less in place and upgrading building systems to create a better environment for books. However, it was quickly realized that the existing stacks in Alderman Library would be very difficult to renovate and result in less space for books and no new program space. For this reason, the project team began looking at moving the bulk of the collection off-site and removing the existing stacks addition. Approximately 800,000 volumes could remain at Alderman and the removed section could then be replaced with purpose-built space for a more modern library with lots of open study space and smaller break-out space for students and groups. This new space could also tie into Clemons Library and the new Total Advising center being planned for the second floor.

The Total Advising project is a result of the recent UVa Cornerstone Plan. The plan identified undergraduate planning, especially during a student's first and second years, to be confusing and somewhat ineffective. The plan recommended consolidating and simplifying services into a one-stop integrated advising center. The study for Total Advising started with assessing areas of opportunity in four key areas 1) awareness 2) personal connections 3) expertise 4) convenience. The sum of these needs made the second floor of Clemons Library seem like a good fit, programmatically. The space will allow students and advisors to have a central space in which to meet. The space is recommended to operate as a time-share system for advising service delivery. Advisors, except for dedicated Total Advising Staff, will not have offices in Clemons thus allowing for much more flexibility in using the space. The total advising center will offer a range of experiences to students – including hands-on learning through events and exhibits, integrated support, and convenient rotating services from existing advising groups. Total Advising is guided by a steering committee that has led the development of the layout and program for the space and will guide the development schematic and as-built plans going forward.

By integrating the planning process for these library focused projects, the University will be able to leverage synergies that will result in more useful and effective use of scarce space in Central Grounds.

Mr. Minturn next provided an example of how integrative planning is being applied to space needs planning studies for two schools of the University. The challenge for any academic unit wishing to expand on Grounds is objectively quantifying their space need and then finding a place for that space. Both the McIntire School of Commerce and the Batten School of Leadership and Public Policy are studying their space needs. The McIntire School's need for additional space is driven by their desire to maintain program excellence, growth and

space needs

McIntire School of Commerce Space Need Summary

The following types of space are areas of need for McIntire and will inform assumptions in the forecasting model.

Student meeting space

Learning outside the classroom

Scholarly events and recruiting

**Specialized spaces for technology enhanced learning**

pedagogical changes in their programs, and increases in enrollment, faculty and staff, especially for their one year masters degree programs. Working with a consultant, the school has been working through the integrative planning process. They started by looking in and performing a space needs analysis that identified the biggest areas of need as student spaces for learning outside the classroom and space for recruiters and other outside entities to engage with the school. The result was an overall need for an additional 40,000 ASF.

As they begin to look for space to accommodate their need, they were guided by two main goals: 1) to keep the school cohesive but understanding that they will have to split up the school to an extent and 2) to provide a home base for their students and faculty. These goals have led to a plan to reorganize their existing facility in Rouss/Robertson Hall and will see the construction of a new buildings or renovation of an existing building. Both the existing and new spaces will have a full slate of programming for students and the new building will likely be focused on graduate student programs.

The Batten School of Leadership and Public Policy is located near the McIntire School in Garrett Hall and is also experiencing a shortage of space. Their need for additional space is due to planned growth in their existing academic plan and changes in the vision for the school brought on by their new Dean. The vision emphasizes establishing a strong identity and self-contained school with an emphasis on social psychology research. Ultimately, the school wants to maintain a 'home base' for their students and faculty. As the enrollment of the school has grown (as planned) Garrett Hall is becoming too small to support this vision. Working initially with the Office of the Provost and the Office of the Architect and then with the same consultant that McIntire worked with, the school developed a space needs and programming study that identifies the need for three times the amount of space they currently have in Garrett Hall. This large need is driven by the school's desire for dedicated classrooms, research labs and additional student study space. The Dean also would like to develop a 'simulation theater' for the school that would allow them to conduct large scale group decision making simulations. Due to the identified needs and vision for the school, there is an inclination for building a new facility for the school with a program centered around a large central gathering space.

The question with the Batten and McIntire projects is how do you integrate these two space needs? An additional school that can be integrated into the process is the Medical School. The School has not initiated a formal space study, but is laying the groundwork for such a study. This is important because there are several Medical School buildings close by McIntire and Batten that would be good sites for the either school to study for reuse. Without a detailed space study by the Medical School, though, it is not known if any of these facilities would be an option for either school. For example, Cobb Hall has a great location that could be reused for something other than its current use as a Medical School lab building. The Office of the Architect has studied the building and determined that it is most suitable for dry uses like classroom, dry lab and administrative space. The building could be used in any number of ways and by any number of users, be it Medical School, Batten, McIntire or institutional.

In conclusion, the idea of integrative planning is really to look at the whole campus when embarking on a discrete
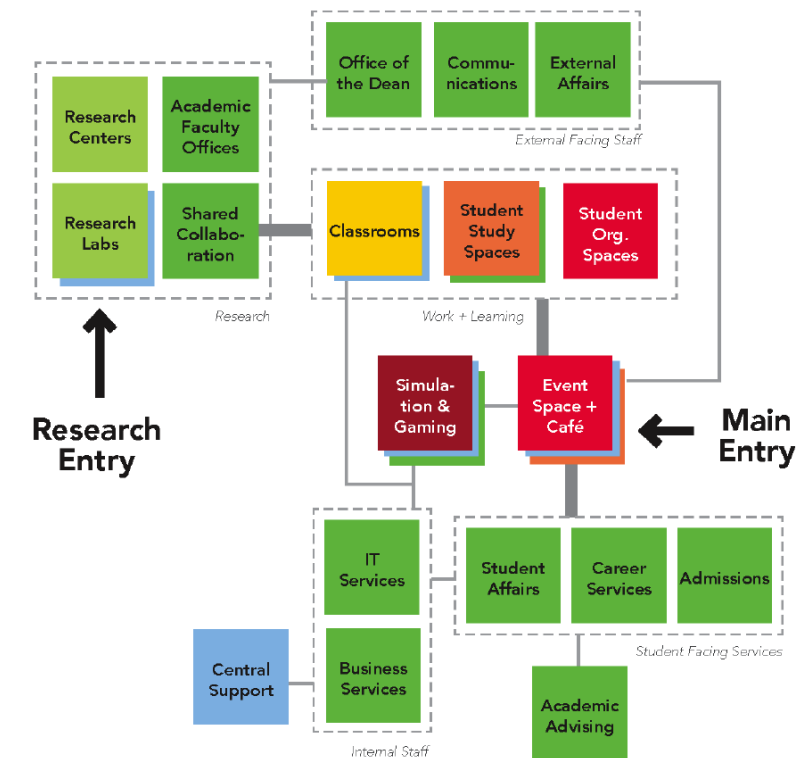
Ideal Program Adjacencies for Batten School of Leadership and Public Policy

planning study in order to coordinate across schools and departments to formulate the best plan for all.

Following the presentation Rob Hoover from the McIntire School of Commerce noted that the planning process they went through helped them to solidify their understanding of the current program of the school.

Bill Ashby, with the Batten School of Leadership and Public Policy, also noted that from the school's perspective it has been a good process and identified some tough questions and decisions for the school, going forward. By working early on with the Office of the Architect and by using the same consultant as McIntire the school has been able to save money in executing the process.

Connie Warnock, with the Office of the Architect, has been involved in all of these studies and noted that it would be beneficial to create connections between the schools and possibly identify common space needs that could be shared.

Bill Ashby noted that creating connections is important to the Batten Dean and could also result in programs to support students that are not enrolled in Batten, but have an interest in leadership and public policy. Mr. Ashby also commented that the location of a new building for the school will affect what ends up inside the building. The potential for shared space is dependent on what is close-by.

Rob Hoover also commented that tech delivery is important to McIntire's programs and new spaces need to be ahead of the curve in this regard. He also noted that savings could be realized by sharing space and costs. Ideas like Big Data and Leadership could be common ideas, shared by school in a multidisciplinary way.

Rebecca White commended the integrative planning process, but noted the importance of timing to its effectiveness.

Milton Adams made two points: 1) that the art is in changing the assumptions for the future without knowing all the information in the present and 2) for integrative planning to work well, central planning (the Provost and the Office of the Architect) need to know all the constituents plans.

University-Emmet-Ivy planning update by Mary Hughes, University Landscape Architect, Office of the Architect

The impetus for the University-Emmet-Ivy planning study was a BOV directive because of their concerns about possible redevelopment scenarios for that area of Grounds. The BOV wanted to evaluate what is appropriate for out main entry into Grounds. The MPC was previously presented to by Michael Vergason who highlighted his firm's work on recommendations for landscape and transportation improvements. The initial study area was broad and included several entry points and corridors into Grounds from the north and west. The focus, besides the landscape work of Michael Vergason, included land use and circulation. The study focused on the area as an entry to the University and revealed the history of approach and entry to UVa.

The recommendations for land use, landscape and circulation were presented to the Buildings and Grounds committee of the BOV for their approval in the fall of 2014. The committee felt that the focus of the study should change and focus specifically on the future of the Cavalier Inn site at the corner of Ivy Road and Emmet Street. Presentations to the Buildings and Grounds committee in November 2014 and March 2015 focused on that corner. The November presentation conveyed the history of past planning efforts for the site, while the March meeting was used to visualize physical redevelopment ideas, with a focus on buildable area and stormwater impacts. The committee was shown four redevelopment scenarios with different densities and layouts. Analysis of the site confirmed that one of
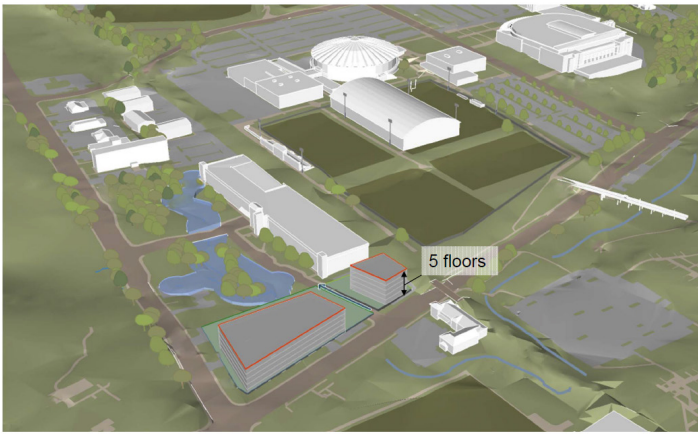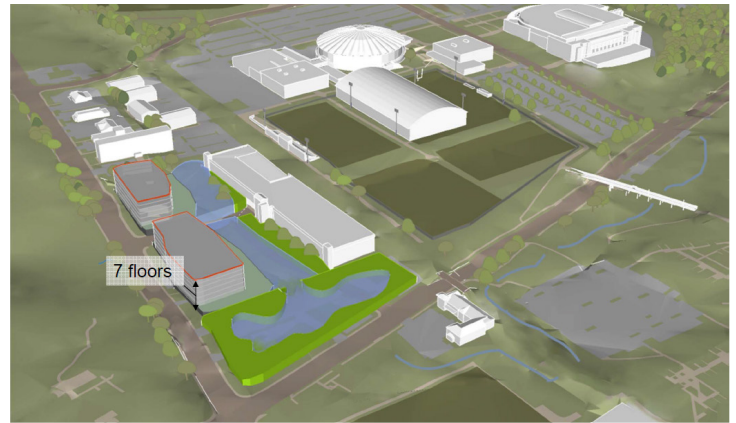
Development Site Area: 2 acres
Development Site Capacity: Up to 180,000 GSF
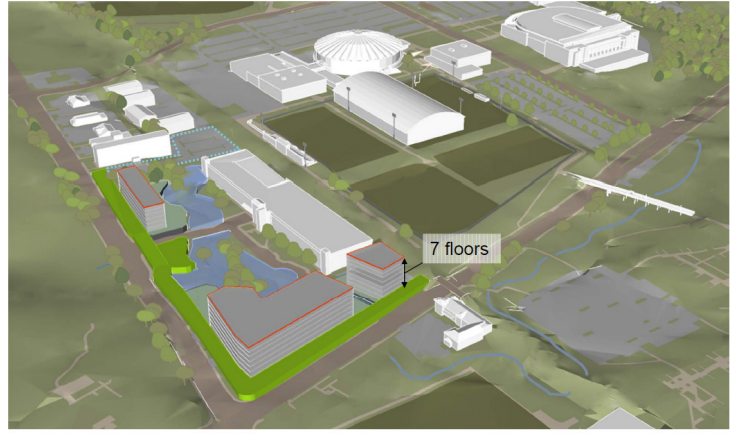
Development Site Area: 2.75 acres
Development Site Capacity: Up to 265,000 GSF
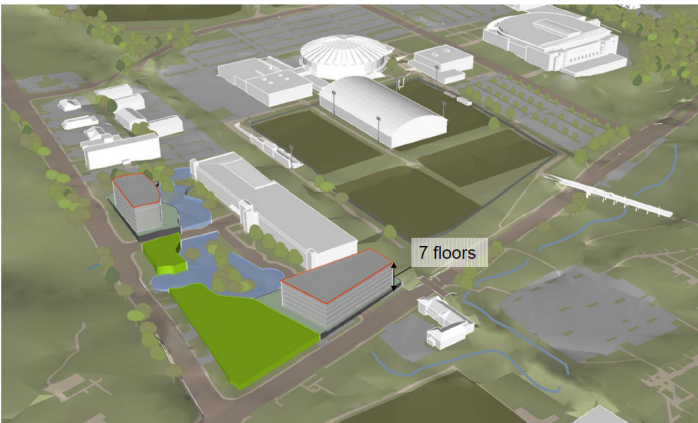
Development Site Area: 1.8 acres
Development Site Capacity: Up to 160,000 GSF

Development Site Area: 2.3 acres
Development Site Capacity: Up to 200,000 GSF

Development Scenarios for Emmet-Ivy Corner

the biggest constraints for development on the site are the stormwater impacts.
In the March meeting the Buildings and Grounds Committee requested that the planning team look at a larger area and affirmed a resolution on the important qualities of the site and how to plan for it. This resolution will guide the continued planning for the study area and the Committee should receive their next report on the subject in the Fall of 2015.

Following the presentation Rebecca White asked about the status of the landscape and circulation recommendations that were developed. Mary Hughes responded that the BOV did not adopt the recommendations but did express a desire to pursue the recommendations that are relatively easy and inexpensive.

A final comment was made that pointed out that the site feels isolated so planning should seek to understand how to make connections with other areas of the University in multiple directions.