

**UNIVERSITY OF VIRGINIA  
BOARD OF VISITORS**

**Meeting of the  
Buildings and Grounds  
Committee**

**December 8, 2022**

## **Buildings and Grounds Committee**

**Thursday, December 8, 2022**

**2:30 – 3:15 p.m.**

**Board Room, The Rotunda**

### **Committee Members:**

Robert D. Hardie, Chair	U. Bertram Ellis
Louis S. Haddad, Vice Chair	Stephen P. Long, MD.
Robert M. Blue	The Honorable L.F. Payne
Mark T. Bowles	Amanda L. Pillion
Elizabeth M. Cranwell	Whittington W. Clement, Ex-officio
Thomas A. DePasquale	Lily A. Roberts, Student Representative

### **AGENDA**

<b>I.</b>	<b>REMARKS BY THE CHAIR</b>	<b>1</b>
<b>II.</b>	<b>ACTION ITEMS</b>	
	A. Naming: Frank M. Sands, Sr. (MBA '63) Hotel at Darden and Conference Center for Lifelong Learning/The Forum Hotel (Ms. Sheehy)	2
	B. Schematic Design: Olympic Sports Center (Ms. Raucher)	5
<b>III.</b>	<b>SCHEMATIC DESIGN REVIEW (Ms. Raucher)</b>	<b>8</b>
	• Karsh Institute of Democracy	
<b>IV.</b>	<b>REPORT BY THE SENIOR VICE PRESIDENT FOR OPERATIONS AND STATE GOVERNMENT RELATIONS (Ms. Sheehy)</b>	<b>12</b>
	• Implementation of Capital Program Recommendations	
<b>V.</b>	<b>WRITTEN REPORTS</b>	
	A. Sustainability Report	14
	B. Capital Program Improvements Implementation Progress Report	16

**UNIVERSITY OF VIRGINIA  
BOARD OF VISITORS AGENDA ITEM SUMMARY**

**BOARD MEETING:** December 8, 2022

**COMMITTEE:** Buildings and Grounds

**AGENDA ITEM:** I. Remarks by the Chair

**ACTION REQUIRED:** None

**BACKGROUND:** The Committee Chair will provide introductory remarks.

**UNIVERSITY OF VIRGINIA  
BOARD OF VISITORS AGENDA ITEM SUMMARY**

**BOARD MEETING:** December 8, 2022

**COMMITTEE:** Buildings and Grounds

**AGENDA ITEM:** II.A. Naming: Frank M. Sands, Sr. (MBA '63) Hotel at Darden and Conference Center for Lifelong Learning/The Forum Hotel

**BACKGROUND:** University policy states that names for academic units, programmatic initiatives, and physical structures and spaces on the University of Virginia Grounds or property owned or leased by the University of Virginia or a University-Associated Organization, if used by the University, shall be approved by the Board of Visitors. The proposed name is recommended by the University's Naming and Memorials Committee and by President Ryan.

Frank M. Sands, Sr. earned an M.B.A. from the University of Virginia Darden School of Business in 1963. Following a decades-long career in investment, in 1992 he founded Sands Capital Management, which specializes in long-term, growth equity portfolio management. Mr. Sands, who passed away in 2021, served as a leader in his field and his community, and spent countless hours offering counsel and guidance as a member of the Darden School Foundation Board of Trustees. He was a strong supporter and early champion of the Richard A. Mayo Center for Asset Management. He and his son, Frank Sands (Darden 1994), enabled the Darden School's expansion to Washington, D.C. through a gift to build a new campus in Arlington, Virginia, which opened in March 2018 as the UVA Darden Sands Family Grounds. In April 2017, Mr. Sands was presented with the Charles C. Abbott Award, the highest honor the Darden School bestows upon alumni in recognition of outstanding contributions of time, energy, and talent. He is also recognized as a member of Darden's Principal Donors Society at the Jefferson Level, the highest designation for lifetime giving to the Darden School.

In June 2018, the Board approved the redevelopment of the Inn at Darden as a project on the University's Major Capital Plan. Construction of the new hotel at the site of the former Inn at Darden began in spring 2021, and the hotel is scheduled to open in spring 2023.

**DISCUSSION:** In May 2019, Mr. Sands made a transformational gift of \$68M to the Darden School, which honored his late wife, lifelong educator Marjorie R. Sands, and is the largest single gift in Darden's history. Of this gift, \$20M enabled the construction of the new hotel at Darden, and another \$20M established an endowment to support the Sands Institute for Lifelong Learning, which empowers Darden faculty to redesign and innovate curricula and programs designed to meet leaders at all stages of their careers.

In April 2022, the Darden School Foundation entered into a partnership with Kimpton Hotels & Restaurants through which Kimpton will operate the hotel, its first in a

university setting. Following the establishment of this new partnership, the Sands family, the Darden School and Foundation, and Kimpton have collaborated to propose the following names for the hotel, each of which is recommended for distinct applications:

**Proposed formal name:** *Frank M. Sands, Sr. (MBA '63) Hotel at Darden and Conference Center for Lifelong Learning*

In recognition of Mr. Sands' generous and historic gift, this name is proposed as the formal name of the hotel and conference center, intended for use in perpetuity. It would be displayed prominently on a plaque in the hotel lobby, identifying Mr. and Mrs. Sands as benefactors of the hotel and explaining their passion for lifelong learning, as well as their long relationship with and gratitude for the Darden School.

**Proposed marketing name:** *The Forum Hotel*

This name is proposed as the marketing name for the hotel. Given that a forum is a place that facilitates the exchange of ideas and the discussion of important public issues, the proposed marketing name aligns with the University's commitment to free expression and inquiry and open discussion. The Darden School hopes that the hotel will serve as such a place for North Grounds, the University, the local community, and visitors. The proposed name also nods to the UVA Law School next door, as a forum can refer to a court or judicial assembly. Frank Sands noted, "The Forum describes a place for people within the Darden School enterprise to come together and engage with each other for study groups, class, discussion, debates, lectures, and fun. A name that is in the best interest of furthering the school in the best way is what my parents Frank and Marjorie Sands wanted."

Given the Darden School's partnership with Kimpton as the hotel operator, a small Kimpton plaque by the hotel's front door would be optional; the primary name on the exterior of the hotel would be The Forum Hotel. When "The Forum Hotel" name is represented together with the name of hotel operator Kimpton, the following naming hierarchy is proposed:

The Forum Hotel  
Kimpton  
UVA Darden Charlottesville

The hotel's public website will be managed by Kimpton with input from Darden, and branding will be coordinated with the UVA marketing team.

**ACTION REQUIRED:** Approval by the Buildings and Grounds Committee and by the Board of Visitors

**NAMING OF THE FRANK M. SANDS, SR. (MBA '63) HOTEL AT DARDEN AND  
CONFERENCE CENTER FOR LIFELONG LEARNING/THE FORUM HOTEL**

WHEREAS, Frank M. Sands, Sr. earned an M.B.A. from the University of Virginia Darden School of Business in 1963; and

WHEREAS, Mr. Sands had a long and successful career in investment and founded Sands Capital Management in 1992; and

WHEREAS, Mr. Sands was a deeply engaged alumnus and generous benefactor of the Darden School, and in May 2019 made the largest single gift to the Darden School in the School's history, part of which enabled the construction of a new hotel at Darden scheduled to open in spring 2023; and

RESOLVED, the Board of Visitors approves *Frank M. Sands, Sr. (MBA '63) Hotel at Darden and Conference Center for Lifelong Learning* as the formal name of the hotel, and offers profound thanks to the Sands family for their remarkable support of the Darden School and the University; and

RESOLVED FURTHER, the Board of Visitors approves *The Forum Hotel* as the marketing name of the hotel.

**UNIVERSITY OF VIRGINIA  
BOARD OF VISITORS AGENDA ITEM SUMMARY**

**BOARD MEETING:** December 8, 2022

**COMMITTEE:** Buildings and Grounds

**AGENDA ITEM:** II.B. Schematic Design: Olympic Sports Center

**PROJECT BUDGET:** \$75.0M

**BACKGROUND:** The Athletics Complex will redefine how UVA develops student-athletes by improving the facilities and support provided for students to train and compete for championships. The Athletics Complex project includes construction of a Football Operations Center, now underway, and an Olympic Sports Center designed to provide support to all 750 student-athletes competing in 27 varsity sports; and the renovation of the McCue Center which currently serves as the home of Virginia Football and the primary office building for athletics administration and a majority of coaches.

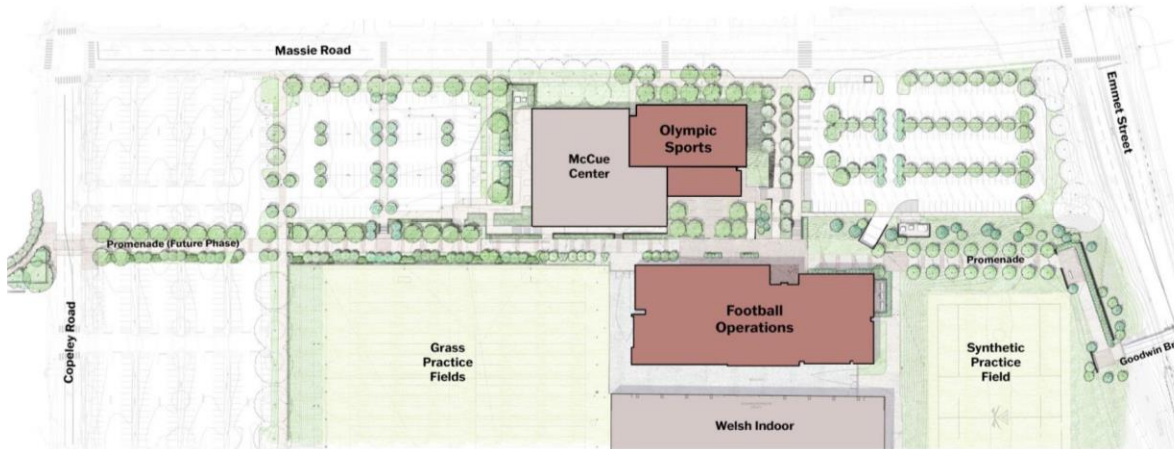
The new state-of-the art facilities will be designed to reflect UVA's sports culture and values through a contextual design expression focusing on fostering collegiality. Given the proximity to Central Grounds, North Grounds, the Ivy Corridor, and various athletic event venues, the Athletics Complex provides a unique opportunity to bring together student athletes, other UVA students, coaches, staff, faculty, and the broader community. The new buildings will enhance the sense of accomplishment and pride in being part of the UVA community. The Olympic Sports Center program includes training and performance areas, locker rooms, sports medicine, hydrotherapy pool areas, work environments for staff and coaches, conference and meeting rooms, sports nutrition, and building support spaces comprising a total square footage of approximately 100,000 GSF. The project site sits along Massie Road, just to the east of the existing Dr. Frank C. McCue Center.

**DISCUSSION:** At the March 2021 meeting, the Buildings and Grounds Committee approved the schematic design for the Athletics Complex developed by the design team, led by ZGF Architects in collaboration with representatives of the Office of the Architect for the University, the Athletics Department, and Facilities Management. As planning has progressed, changes have been proposed to the entry of the Olympic Sports Center. Ms. Raucher will review the revised schematic design with the Committee.

**ACTION REQUIRED:** Approval by the Buildings and Grounds Committee

## **SCHEMATIC DESIGN FOR THE OLYMPIC SPORTS CENTER**

RESOLVED, the revised schematic design for the Olympic Sports Center, prepared by ZGF Architects in collaboration with representatives of the Office of the Architect for the University, the Athletics Department, and Facilities Management, is approved for further development and construction.



Site Plan



Aerial view of the Athletics Complex





Rendering of the main entry to Olympic Sports looking north



Rendering of Olympic Sports looking south towards entry to Football Operations

**UNIVERSITY OF VIRGINIA  
BOARD OF VISITORS AGENDA ITEM SUMMARY**

**BOARD MEETING:** December 8, 2022

**COMMITTEE:** Buildings and Grounds

**AGENDA ITEM:** III. Schematic Design Review: Karsh Institute of Democracy

**ACTION REQUIRED:** None

**BACKGROUND:** Located at the northwest corner of Ivy Road and Cameron Lane, the approximately 65,000 SF Karsh Institute of Democracy facility, approved by the Board of Visitors in June 2021, will be the second academic building constructed as part of the redevelopment of the Ivy Corridor. The Karsh Institute of Democracy is envisioned as an ecosystem of spaces designed to support scholarship and engagement around the challenges that face democracy. The four-story facility will include an approximately 425-seat state-of-the-art auditorium that will enable events to be hosted in-person and broadcast globally. The building will also include a variety of classrooms, a media production suite, offices, and meeting and research areas. The Batten School of Leadership and Public Policy will occupy approximately 17,500 SF of space in the Karsh Institute. The building will support and encourage impactful collaboration between the Karsh Institute, Batten School, and numerous other units across Grounds.

**DISCUSSION:** The design team, led by Höweler + Yoon and Hanbury Architects, in collaboration with representatives from the Office of the Architect for the University, Facilities Management, the Karsh Institute of Democracy, and the Batten School of Leadership and Public Policy, has developed a schematic design that Ms. Raucher will review with the Committee.



Site Plan





View of the School of Data Science and the Ivy Corridor Precinct



View of the Karsh Institute at the terminus of the landscaped public realm



East and north elevations proposed view



South and east elevations proposed view



Main entry



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<b><u>BOARD MEETING:</u></b>	December 8, 2022
<b><u>COMMITTEE:</u></b>	Buildings and Grounds
<b><u>AGENDA ITEM:</u></b>	IV. Report by the Senior Vice President for Operations and State Government Relations
<b><u>ACTION REQUIRED:</u></b>	None

In March 2021, the University contracted with HKA Global, Inc. to conduct a comprehensive assessment of the University's major capital program, the primary goals of which were to:

- Evaluate total cost (i.e., project cost) of major capital projects at UVA.
- Identify primary cost drivers and benchmark costs against comparable institutions and organizations.
- Develop recommendations to address factors that influence cost of capital projects at UVA including advantages and disadvantages of alternative approaches.

At the September 2021 meeting of the Buildings and Grounds Committee, Mr. Peter Wallace and Ms. Linda Konrath of HKA Global, Inc. presented their [findings and recommendations](#) to improve various processes related to the University's major capital program. Ms. Sheehy will report on the efforts to implement HKA's recommendations.

**WRITTEN REPORTS**

**Buildings and Grounds Committee  
University of Virginia**

**December 8, 2022**

# UVA SUSTAINABILITY: December 2022



This fall, UVA was again named to **Princeton Review's Guide to Green Colleges**. The 2023 edition includes 455 institutions and UVA was awarded 94 points out of a possible 99.

The Staff Senate's inaugural "**Hoos Making an Impact**" competition, supported by the Office of the President, provides an opportunity for staff members to engage more creatively in UVA's ongoing efforts to be both "great and good." The theme of this year's competition is sustainability, focused on ideas that support UVA's 2030 Sustainability Plan. Winners will be announced in early 2023.

**The UVA Sustainability Award**, which honors those who exhibit an overall commitment to advancing sustainability practices and solutions, is currently accepting nominations. Winners will exemplify innovation and passion in work related to civic engagement; stewardship of the built and natural environment; and discovery through teaching, research, governance, and/or collaboration.

Additional highlights from across Grounds:

## STEWARD

- **Green Labs Program International Recognition:** The [Freezer Challenge](#) is hosted annually by My Green Lab and the International Institute for Sustainable Laboratories to promote energy efficiency in cold storage management, which can generate significant energy and cost savings while also supporting efficient research practices. This year, 25 laboratories at UVA participated in the challenge and won the **Top Academic Organization Award**, competing with universities across the world. Together, participating UVA labs saved an estimated 441 kilowatt-hours per day, comparable to the footprint of 14 average American homes. If these maintenance practices continue, they would generate more than \$15,300 in energy savings a year. Additionally, Christine Alencar, Sustainable Labs Manager in the Office for Sustainability, received the **Emerging Leaders Award** from the International Institute for Sustainable Labs, which noted her "impressive career trajectory from scientist to green labs advocate to leader."
- **Zero Waste:** For the first time, all home football games throughout the 2022 season were "Green Games," with the Office for Sustainability working with Athletics and Aramark to help fans recycle and compost as much waste as possible. The decision to make every game a Green Game was made to support UVA's goal to reduce waste by 70% by 2030. Each game, between 10 and 15 students volunteered along with student employees and staff from the Office for Sustainability.
- **Carbon Offsets Recommendations:** In recognition of the nascent and complex nature of the carbon offsets landscape, a **UVA Carbon Offsets Task Force** has been appointed by the Committee on Sustainability to make recommendations for an initial carbon offsets framework for the University with ongoing, periodic review of UVA's carbon offset strategy. The task force will provide an update on progress in spring 2023.



- **Waste Action Plan:** The intent of the University of Virginia Waste Action Plan is to create a framework and roadmap for UVA to achieve its 2030 waste reduction goal. The plan will identify and outline strategic programs and projects, financial support needed, and next steps for implementation. The Committee on Sustainability has charged a **Waste Action Plan Task Force** with developing initial recommendations on this framework which will be reviewed by the Committee on Sustainability in spring 2023.

## ENGAGE









- **Student Volunteers:** Every month, the Office for Sustainability hosts a Corner Cleanup where groups of students collect trash and recycling along streets by the Corner. Dozens of students have volunteered at each event. The UVA Student Garden team hosts 1-2 workdays per week where student volunteers water, weed, plant, and harvest in the garden. Additionally, this fall twenty student Zero Waste Ambassadors have focused on reducing landfilled waste. In September, the Zero Waste Ambassadors helped divert 3,400 pounds of compostable items from landfills by helping collect and sort waste in the Amphitheater food truck area.
- **Public Service Pathways Program:** Sustainability is one of five areas, or pathways, in this new program that enables students to explore their interests and eventually narrow their focus.

## DISCOVER

- **Environmental Futures Forum:** In October, the Environmental Resilience Institute (ERI) invited faculty, students, alumni, and partners to attend a morning of community and dialogue at an [Environmental Futures Forum](#), which included launching the new **Grand Challenges programs** in Environmental Resilience and Sustainability. The event centered climate change as one of the most urgent challenges facing society and outlined the ways in which the University of Virginia is responding via research. Through the Grand Challenges investment, there will be a host of new resources available to support collaborative research and translation, as well as 15 new faculty hires across five schools.
- **Solar Facility Report:** In August, the Weldon Cooper Center issued a roadmap to help Virginia localities plan for decommissioning large solar facilities that reach the end of their life. [The report](#) analyzes existing state and local laws, recommendations from state and federal agencies, and approaches in comparable markets to present an inventory of decommissioning best practices for Virginia localities hosting utility-scale solar facilities.
- **Clean Energy Grant:** In August, following announcements of a series of White House initiatives intended to advance domestic production of clean and affordable alternatives to fossil fuels, U.S. Secretary of Energy Jennifer Granholm visited UVA to award a team of researchers a [\\$3.7 million grant to support research into clean energy technologies](#). The award is part of a package of over \$540 million in funding for research led by universities and national laboratories that will establish a strong scientific foundation for meeting President Biden's goal of creating a net-zero emissions economy by the year 2050.

Capital Program Improvements Implementation Status Report					
Area		Recommendations	Priority	Timeline	Status
1	<b>Program / Project Ownership</b>	Develop and implement project charter process	High	Implemented with capital projects initiated in <b>summer 2022</b>	●
2	<b>Project Management Processes &amp; Tools</b>	Develop a coordinated set of project management procedures and tools/templates	Medium	<i>Fall 2022</i>	◐
		Devise an oversight strategy to ensure project teams are complying with required processes	Low	<i>Fall 2022</i>	◐
3	<b>Reporting &amp; Communication</b>	Prepare regular program-level dashboard reports	High	<i>Summer/fall 2022</i>	●
		Prepare regular project status reports (link in dashboard and email to key stakeholders)	High	<i>Fall 2022</i>	●
		Explore additional development of e-Builder reporting capabilities	Low	<i>Summer 2022</i> (will be ongoing process)	●
		Develop a Campus Client Guide	Medium	<i>Late 2022</i>	◐
4	<b>Budget Development &amp; Management</b>	Conduct a more rigorous budget development process that includes applying risk management principles to formally establish, track, and forecast contingency needs	High	Implement with project charter	●
		Track subsequent adjustments to the approved budget and basis of estimate in a report/log that identifies the cause of any change and how increases will be funded	High	Implement with project charter	●
5	<b>Design Management</b>	Adhere to a design-to-budget approach	High	Implement with project charter	●
		Standardize value management logs	Medium	Implement with project charter	◐

## Capital Program Improvements Implementation Status Report

Area		Recommendations	Priority	Timeline	Status
6	Design Criteria	Allow more economical design solutions based on building location and function (e.g., housing vs. academic)	Low	Design solution/options to be discussed at initial Project Steering Committee meeting	
		Review and update Facility Design Guidelines	Medium	FDGs reviewed and updated on a three-year cycle (most recent update December 2021)	
7	Project Delivery Strategy	Consider the optimal project delivery method given a project's goals and constraints (e.g., CM at Risk may not be necessary for straightforward projects)	Low	Delivery method to be discussed at initial Project Steering Committee meeting	
		When using early packages, ensure the design and CM teams have adequate time and resources to coordinate such work with the balance of design to avoid excessive scope gaps and change orders	Medium	<i>Fall 2022</i>	
8	Change Management	Develop and implement a detailed change order management process to promote consistency in the assessment and negotiation of contractor change order proposals	High	<i>Late fall 2022</i>	
9	Risk Management	Establish a standard risk management process that includes developing and updating a risk register for the duration of a project	High	Implement with project charter	
10	Cost & Schedule Management	Regularly monitor and report out on cost and schedule variances and trends	High	<i>Summer 2022</i>	
11	Lessons Learned	Develop a standard process and format for discussing and documenting lessons learned	Low	<i>Late 2022</i>	
12	Staff Development & Training	Develop and enhance in-house scheduling, estimating, and risk management expertise.	Low	<i>Late 2022</i>	