

September 16, 2005

MEMORANDUM

TO: The Buildings and Grounds Committee:

Mark J. Kington, Chair  
Alan A. Diamonstein  
Susan Y. Dorsey  
W. Heywood Fralin  
Vincent J. Mastracco, Jr.  
Catherine S. Neale  
Lewis F. Payne  
Don R. Pippin  
Gordon F. Rainey, Jr.  
Thomas F. Farrell, II, Ex Officio

and

The Remaining Members of the Board:

A. MacDonald Caputo                      Glynn D. Key  
G. Slaughter Fitz-Hugh, Jr.      Warren M. Thompson  
Georgia Willis Fauber                      E. Darracott Vaughan, Jr., M.D.  
John O. Wynne

FROM: Alexander G. Gilliam, Jr.

SUBJECT: Minutes of the Meeting of the Buildings and Grounds  
Committee on Friday, September 16, 2005

The Buildings and Grounds Committee of the Board of Visitors of the University of Virginia met, in Open Session, at 1:00 p.m., Friday, September 16, 2005, in the Board Room of the Rotunda; Mark J. Kington, Chair, presided. Alan A. Diamonstein, Ms. Susan Y. Dorsey, W. Heywood Fralin, Ms. Catherine S. Neale, Lewis F. Payne, and Gordon F. Rainey, Jr., were present.

Vincent J. Mastracco, Jr. and Don R. Pippin participated by telephone.

A. Macdonald Caputo and G. Slaughter Fitz-Hugh, Jr., were present as well.

Also present were Leonard W. Sandridge, Alexander G. Gilliam, Jr., Paul J. Forch, Ms. Colette Sheehy, R. Edward Howell, Ms. Jeanette Lancaster, Ms. Karen van Lengen, David J. Neuman, Brian Hogg, and Ms. Jeanne Flippo Bailes.

The Chair asked Ms. Sheehy, Vice President for Management and Budget, to present the Agenda.

There were three Action items on the Agenda, and Ms. Sheehy asked Mr. Neuman, Architect for the University, to present them.

HOSPITAL BED EXPANSION

The first was a resolution approving the concept, site and design guidelines for the Hospital Bed Expansion. Mr. Neuman and Mr. Howell, Vice President and Chief Executive Officer of the Medical Center, spoke of the shortage of beds at the Medical Center, a shortage which is becoming increasingly critical and which is expected to produce a shortfall of 110 beds by 2013.

To address these needs, it is proposed to renovate and add space by filling in two areas on the front of the Medical Center. This would provide up to 70 "acuity adjustable" single patient rooms. Work is needed, too, to replace and update the hospital's major internal engineering infrastructure systems.

This project, which will be phased over a three to five year period, will cost an estimated \$78million, to be provided by bonds and hospital revenues.

Mr. Howell told the Committee that the project was approved by the Medical Center Operating Board on September 1<sup>st</sup>; the Finance Committee will review the financing plan at its meeting on September 20<sup>th</sup>.

On motion, the Committee adopted the following resolution approving the concept, site and design guidelines for the Hospital Bed Expansion:

APPROVAL OF CONCEPT, SITE, AND DESIGN GUIDELINES FOR THE HOSPITAL BED EXPANSION

RESOLVED that the concept, site, and design guidelines, dated September 16, 2005, and prepared by the Architect for the University, for the Hospital Bed Expansion are approved; and

RESOLVED FURTHER that the project will be presented for further review at the schematic design level of development.

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SCHOOL OF NURSING BUILDING

Mr. Neuman reminded the Committee that the proposed new School of Nursing building was authorized by the General Assembly in the 2004 Session. The Concept, Site, and Design Guidelines were approved on December 8<sup>th</sup> of that year and the selection of the architect on March 31 of this year. The schematic design, prepared by Bowie Gridley Architects of Washington, must now be approved.

Using slides of renderings and elevations, Mr. Neuman and Ms. Lancaster, Dean of the School of Nursing, described the building in some detail. It is to be located on 15<sup>th</sup> Street, SW, in the short block between Lane Road and Crispell Drive, behind the Barringer House (Maison Francaise) and across the street from McLeod Hall, the existing building of the Nursing School. It will provide classrooms, research facilities, faculty and administrative offices and student spaces, and will relieve the serious overcrowding in McLeod Hall. The roof of the building will be in part a "green roof;" the interior will be designed to encourage use of a central staircase rather than an elevator, and there will be ample natural light.

On motion, the Committee adopted a resolution approving the schematic design for the building. The resolution does not need the approval of the full Board of Visitors, but it will be reported at the next Board meeting as a matter of record.

APPROVAL OF SCHEMATIC DESIGN FOR THE SCHOOL OF NURSING BUILDING

RESOLVED that the schematic design, dated September 16, 2005, and prepared by Bowie Gridley Architects of Washington, D.C., for the School of Nursing Building, is approved for further development and construction.

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HISTORIC PRESERVATION FRAMEWORK PLAN

Mr. Neuman told the Committee that in 2003, the University received a grant from the Getty Foundation to devise what he termed an "historic preservation framework plan" for the University. The purpose of the plan was to ensure appropriate stewardship and planning for historic buildings and landscapes on the Grounds.

The plan listed several objectives: to develop consistent research and documentation for structures and landscapes built between the completion of the Jeffersonian buildings in 1827 and a point forty years ago, which is to say 1965. The plan was to

describe and document the general appearance, significant features, and histories of these buildings and landscapes.

Other objectives were to evaluate the integrity and significance of these buildings and landscapes and such things as their interior and exterior architectural elements and physical or historical context, and to develop priorities for their preservation and maintenance. Another objective was to "prepare preservation guidelines defining preferred preservation treatment and maintenance practice for managing these historic buildings and landscapes."

Mr. Neuman then described in some detail the development of the plan. He said there will be an annual evaluation as more buildings and landscapes come of age, age being defined as forty years.

The Committee adopted a resolution approving the Historic Preservation Plan. The resolution will not be forwarded to the full Board for action but will be listed in the Minutes of the next Board meeting as a matter of record.

APPROVAL OF HISTORIC PRESERVATION FRAMEWORK PLAN

WHEREAS, the University is the steward of many significant historic buildings and landscapes, including Thomas Jefferson's Academical Village - a World Heritage site; and

WHEREAS, the Office of the Architect has completed a Historic Preservation Framework Plan to ensure appropriate stewardship and planning for the University's historic buildings and landscapes, which postdate the Jeffersonian buildings; and

WHEREAS, the Plan establishes a base level of consistent research and documentation for significant or contributing historic structures and landscapes on the University's main Grounds; and

WHEREAS, the evaluation criteria used, and the preservation priority categories established, are enumerated in the Attachment to this Resolution;

RESOLVED the Historic Preservation Framework Plan is approved.

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ATTACHMENT

The Plan has 1) described and documented through consistent narratives and graphics the general appearance, significant features, and histories of these buildings and landscapes, 2) evaluated their integrity and significance, their interior and exterior architectural elements, physical or historical context, and other contributing qualities and developed priorities for preservation and maintenance, 3) analyzed the potential for adaptive use of these buildings, and 4) prepared preservation guidelines defining preferred preservation treatment and maintenance practices.

The Office of the Architect for the University developed four evaluation criteria: 1) association with people or events important to the University's history, 2) quality of the original design, 3) integrity of the design, and 4) condition of the building and site.

The Office of the Architect for the University developed six preservation priority categories: 1) fundamental to University history and present character, 2) essential to University history and present character, 3) important to University history and present character, 4) contributing to University history and present character, 5) not contributing, and 6) of consideration outside of University context.

Seeing Ms. van Lengen, the Dean of the School of Architecture, in the room, the Chair recognized her and commented on the recent public letter from a number of members of the Architecture faculty, criticizing recent buildings at the University. He told the Dean that he welcomes dialogue with the faculty on building design at the University.

REPORT BY THE VICE PRESIDENT FOR MANAGEMENT AND BUDGET

Noting that the Chair, at the Rector's request, had presented the Committee's goals for 2005-06 at the Board Retreat in July, and that modifications of these goals had been suggested at that time, Ms. Sheehy commented briefly on the revised goals. She listed them as (1) Historic asset management: implementation and process; (2) Environmental sustainability evaluation and process; (3) Land use: work plan, data analysis and enhanced process; (4) Maintaining the University's buildings and infrastructure; and (5) Board notification of up-coming design approval actions.

She then presented a work plan for achieving these goals. (The goals and the work plan are attached to these Minutes as an Appendix.)

REPORTS BY THE ARCHITECT FOR THE UNIVERSITY

Mr. Neuman asked Mr. Hogg, Senior Historic Preservation Planner, to describe recent work on what he called the Foster Site, property now owned by the University but once owned by the Foster family at the corner of Jefferson Park Avenue and Venable Lane, across from the B-1 Parking Lot.

During work on the site, adjacent to 400 Venable Lane, in 1993, a number of 19<sup>th</sup> century grave shafts were discovered. After investigation, it was determined that the property had been owned by a Free Black family, the Fosters. Additional archaeological investigations have been carried out in recent months, and more graves, a well, a cobbled work yard, the outlines of a house foundation, and a paved walk have been uncovered.

The site remains under investigation.

Mr. Neuman described in some detail a planning study for the South Grounds, the area being defined as ranging from the Hospital to Scott Stadium, with the addition of Hereford College, the Alderman Road dormitories, and the Fontaine Research Park, together with adjacent areas.

Finally, Mr. Neuman showed the Committee a draft template of a schedule for design actions; the schedule will be included in future materials to be provided to the Committee.

On motion, the meeting was adjourned at 2:45 p.m.

AGG:lah

These minutes have been posted to the University of Virginia's Board of Visitors website.

<http://www.virginia.edu/bov/buildingsgroundsminutes.html>

**Buildings and Grounds Committee  
2005-06 Goals and Work Plan**

**GOALS**

**1. Historic asset management: implementation and process**

Currently the University has one of the nation's most eminent collections of historic buildings and landscapes, and it is the only campus designated as a World Heritage Site. A historic resources plan has been developed to ensure that the Academical Village receives preservation treatment which conforms to the highest international standards. The soon-to-be-completed Historic Preservation Framework Plan will be disseminated this year, and will help to inform decision-making as work is proposed on the post-Jefferson buildings on Grounds. The successful implementation of a tax credit strategy will help to defray the costs associated with the ongoing maintenance of these buildings. Results: The thorough assessment of all of the University's historic resources and the dissemination of the results will allow for appropriate and timely administrative decision making related to these facilities, as well as better care of our treasures.

**2. Environmental sustainability evaluation and process**

Given Jefferson's intention that the University's buildings would serve a didactic, as well as a practical, role in every day life, it would seem appropriate that our current buildings do the same in terms of demonstrating principles of environmental sustainability. While many other leading universities have been very active in this regard, we have made only modest efforts to date. The efforts will be directed at developing a pragmatic set of design guidelines tailored to the University context and its natural climatic setting; and identification of best management practices as they relate to the university-at-large. Results: Better designed, more energy efficient buildings and environs that express these characteristics obviously in order to enhance the overall learning experience at U.Va.

**3. Land use: work plan, data analysis & enhanced process**

Though the University owns more than 5,000 acres beyond its Central Grounds, we have only just begun efforts to assess comprehensively the natural systems, current uses, political constraints, etc. related to these physical assets. Results: More strategic management of existing lands and the acquisition process through a collaborative approach of the Office of the Architect and the University of Virginia Foundation will provide for better decision making, stewardship, and future flexibility for the institution.

**4. Maintaining the University's buildings and infrastructure**

The 2005-06 operating budget includes the first installment in a ten-year plan to reduce the backlog of deferred maintenance to a reasonable level and to establish a level of permanent investment in the maintenance budget that will protect our educational and general (E&G) physical assets. There are additional aspects of this initiative that need to be completed in the coming year.

As part of the strategy to reduce the backlog of deferred maintenance in E&G buildings the Board of Visitors supports the use of debt to finance the one-time investments needed over the next ten years. During 2005-06 we will work with the Vice President and Chief Financial Officer to establish guidelines for using debt to finance appropriate projects which will effectively reduce existing maintenance deficiencies while giving consideration to the University's debt capacity. We will also need to identify repayment sources for any debt issued. We will not ignore the state's role in funding deferred maintenance and will vigorously work to make our case for increased allocations to ongoing maintenance needs and the maintenance reserve appropriation in 2006-08.

This initial plan deals only with E&G buildings. Similar plans need to be in place for auxiliary enterprise facilities, the Medical Center, and the College at Wise. We will work with each of these entities during the coming year to analyze the maintenance needs and develop required plans to achieve and/or sustain maintaining our facilities in a good condition as measured by the facility condition index.

**5. Board Notification of Up-Coming Design Approval Actions**

The Office of the Architect for the University will develop an annual schedule of upcoming design approvals for all Board members. This schedule will be updated and included in the routine reports that are prepared for each Full Board meeting. The report will also include items regarding the University's plans for buildings that are currently vacant or will become vacant as a result of the occupancy of new buildings.

## **WORK PLAN**

### **1. Historic asset management: implementation and process**

- August 2005 – June 2006: Historic Structure Reports for Rotunda & Carr’s Hill in progress with completion expected in 2006-07.
- October – December 2005: Disseminate findings of Historic Preservation Framework Plan through presentations and incorporation in Facilities Management building inventory; inventory system operational and in use.
- December 2005: Complete Historic Structure Report for Pavilion III.
- December 2005: Retain consultant and begin inventory of decorative arts.
- January – March 2006: Obtain administrative approval of tax credit strategy.
- March 2006: Complete alleyway and pavilion courtyard paving and lighting design.
- March 2006: Complete adaptive reuse study for Rugby Faculty apartments, including historic tax credit strategy.
- March 2006: Complete a written work plan for historic preservation fundraising efforts.
- March 2006: Submit grant proposal to the Getty Foundation.
- June 2006: Restore Cocke Hall clock.
- June 2006: Complete restoration study, design drawings and specifications, and cost study for Pavilions, Lawn Rooms and Colonnades.

### **2. Environmental sustainability evaluation and process**

- October – December 2005: Identify best practices and incorporate into sustainability guidelines.
- December 2005: Publish revised building and landscape guidelines with sustainability goals.
- December 2005: Develop and incorporate Leadership in Energy and Environmental Design (LEED) equivalency criteria into project Concept, Site & Design Guidelines; Prototype three (3) U.Va. projects and track during 2006-07.
- June 2006: Obtain administrative approval and publish sustainability guidelines on Office of the Architect website.
- June 2006: Inventory existing University sustainability program efforts and establish vehicle for regular communication and information sharing among proponents.
- June 2006: Benchmark other relevant institutions and review current literature to ascertain programs with greatest potential benefit.

### **3. Land use: Work plan, data analysis and enhanced process**

- December 2005: Complete work plan and related schedule of tasks for Land Use Plan.
- April – June 2006: Furnish knowledge base gained through land use analyses to pertinent internal U.Va. entities.
- March 2006: Initiate a standing working group with UVAF to review decision making and stewardship in relationship to UVAF properties in Albemarle County
- June 2006: Provide appropriate levels of access to detailed knowledge of U.Va. planning data in land use and biological areas.

#### **4. Maintaining the University's buildings and infrastructure**

- September 2005: Submit proposal to Governor for increasing operating maintenance funding related to the significant inventory of historic structures maintained by the University (i.e., a supplement to operating and maintenance funding provided through base budget adequacy formulas).
- November 2005: Propose guidelines for using debt to help fund reduction in the backlog of E&G deferred maintenance.
- December 2005: Assess the allocation made to operating maintenance and maintenance reserve in the Governor's 2006-08 budget and determine whether to request additional funds through the legislative process.
- August-December 2005: Assess the maintenance needs of Medical Center, auxiliary enterprise, and College at Wise facilities.
- Winter 2006: Identify initial set of E&G buildings to undergo substantial renewal.
- Spring 2006: Develop and present to appropriate Board committees a long-term plan, similar to the E&G plan, that achieves a reduction in the backlog of deferred maintenance and establishes an appropriate annual maintenance budget that will prevent the further accumulation of deferred maintenance in the future for Medical Center, auxiliary enterprise, and College at Wise facilities.

#### **5. Board Notification of Up-Coming Design Approval Actions**

- August 2005: Prepare draft of design approval schedule for review by Chair of Buildings and Grounds Committee.
- October 2005: Include this schedule in routine reports for Full Board meeting.
- January 2006: Include revised report for Full Board meeting, including images of recently approved designs and designs proposed for upcoming B&G Committee meetings.