

University of Virginia Space Governance

Background

In fiscal year 2013 the Board of Visitors' Buildings and Grounds Committee established the following space optimization goal with associated metrics:

The approach to space planning and real estate management supports efficient, effective use and stewardship of physical assets, anticipates future space needs, and responds to University priorities.

Metrics

- *Conduct a benchmarking study of space inventory management best practices at peer institutions and in the industry.*
- *Implement space management strategies, policies, and practices to best accomplish the stated goal.*

Space Governance Recommendation

The Vice President for Management and Budget charged a committee to develop and implement a space governance structure to meet this goal. Informed by the completed benchmarking study, this committee is recommending a space governance structure where space is governed at two levels 1) an executive level, led by the Space Leadership Committee (SLC), and 2) a secondary level, led by the Space Working Group (SWG) to support the SLC. This recommendation replaces the existing space committees, the Core Space Needs Committee and the former Executive Review Committee by:

- Expanding the charges of the SLC and SWG to promote a comprehensive approach to space planning;
- Establishing a relationship between the SLC and SWG for coordination, support, and collaboration; and
- Aligning with other University committees that may consider space-related matters such as the Facilities Needs Committee, and the Real Estate Working Group by including representatives from these committees on the SLC and SWG.

A detailed summary of existing committees, processes, procedures, and guidelines and a section on observations for space optimization is provided on pages 26 –32 in the completed benchmarking study which can be found at space.virginia.edu.

The following provides a starting framework which the SLC and SWG committees can use to guide their work together. The framework includes guiding principles, respective charges, areas of leadership/responsibilities, and membership. It is expected that the roles, responsibilities, and authority of each committee will be refined and adjusted as their work progresses. The role and charge of the committees will evolve over time and is anticipated to cover a broad range of responsibilities including:

- Facilitating and coordinating information sharing among UVA and related entities;
- Providing input and feedback into strategic space and real estate decisions;

University of Virginia Space Governance

- Identifying matters which require leadership in the areas of space and real estate; and,
- Making decisions regarding capital projects and space needs.

Guiding Principles

The Space Leadership Committee and the Space Working Group are steered by the following principles:

- Grounded in the University's mission of teaching, research and community service.
- Space Planning supports the University's Strategic Plan.
- Governance is transparent and equitable.
- Leadership is serving and enabling.

Space Leadership Committee (SLC)

A. Charge

Develop and lead a strategic space needs assessment and planning process for the University, developing recommendations that:

- Advance the mission and goals of the University of Virginia;
- Provide timely space solutions and strategic direction that respond to the University's evolving needs;
- Engage stakeholders in a comprehensive and thoughtful dialogue when prioritizing and enabling strategic direction;
- Utilize analytics as a basis for solutions; and
- Allocate resources optimally and transparently.

Strategic space planning will be informed by the 1) student enrollment plan; 2) academic/business plans; and 3) financial resources and new financial model.

B. Areas of Leadership

1. Capital Development Plan*
 - a) *Strategic and Capital Resource Planning:* Lead a capital development planning process that aligns capital resources with the University's strategic plan.
 - b) *Capital Needs Evaluation, Prioritization, and Approval:* Evaluate, prioritize, and approve capital projects to be included in the Major Capital Projects Program (subject to final approval by the Board of Visitors).
 - c) *Management of the Major Capital Projects Program:* Provide regular oversight to the ongoing capital development process for the projects in the approved Major Capital Projects Program.

** The Space Leadership Committee will assess the current capital development planning process and amend the process to align with the University's space governance structure.*

University of Virginia Space Governance

2. Major Planning Studies
 - a) Provide review and/or oversight for the development, evaluation, and coordination of various major planning studies. (*Some of the planning studies may be provided as information only, such as the land use plan to inform the SLC on space planning efforts*).
3. UVA and UVA Foundation Real Estate Property Program
 - a) Recommend UVA property acquisitions, sales, auctions, and transfers.
 - b) Receive information and provide critical input regarding UVA Foundation real estate transactions.
 - c) Review final transaction proposals and recommend them for approval to the President and Board of Visitors.
 - d) Review and approve major lease proposals.
 - e) Actively engage other entities that provide real estate services to the University, such as the University Physicians Group (UPG), to facilitate strategic planning.
4. Space Management
 - a) Review and/or approve space transactions between schools and units as guided by the new financial model.
 - b) Approve space guidelines and policies developed by Space Working Group to provide a framework for optimal space use.

C. Members

1. Executive Vice President and Provost
Vice Provost for Academic Affairs, Maurie McInnis
Vice Provost for Administration and Chief of Staff, Anda Webb
2. Executive Vice President and Chief Operating Officer
Vice President for Management & Budget, Colette Sheehy (Chair)
3. Executive Vice President for Health Affairs
Senior Associate Dean for Research, School of Medicine, Peggy Shupnik
Chief Environment of Care Officer, Tom Harkins
4. College & Graduate School of Arts and Sciences
Senior Associate Dean for Administration & Planning, Richard Myers
5. Office of the Architect
Architect for the University or designee
6. Facilities Management
Chief Facilities Officer, Don Sundgren
Director of Operations, Cheryl Gomez
7. University of Virginia Foundation
Chief Financial Officer, Pat McCann
8. Vice President and Chief Student Affairs Officer
Associate Vice President for Student Affairs, Christina Morell
9. Faculty Senate
School of Medicine & School of Engineering, Mark Sochor
School of Architecture, Shiqiao Li

University of Virginia Space Governance

10. Staff Support

Assistant Vice President for Management & Budget, Penny Cabaniss

The SLC will seek input from individuals across the University community as needed on various agenda items. Members may bring additional representatives to any meeting for specific agenda topics and related expertise, and shall identify a representative from their respective areas to attend meetings in their absence.

Space Working Group (SWG)

A. Charge

Provide space solutions that optimize resources effectively and support the University in achieving excellence in teaching, research, service, and healthcare; and

Support the Space Leadership Committee's (SLC) strategic planning process through:

- Implementing space studies sponsored by the SLC in support of the capital development plan;
- Researching and critically evaluating space needs by actively engaging schools and various units; and
- Assessing and applying best practices for space use in higher education.

B. Areas of Responsibility

1. Manage space requests submitted through the University's space request form/process and implement solutions.
 - a) Provide options and solutions to a school or business unit when space needs cannot be accommodated within existing space holdings.
 - b) Oversee the University's space request process.
 - c) Update the University's space request form.
2. Manage swing space planning needs to support major and minor construction.
3. Manage and establish space guidelines, policies, and allocation standards.
4. Assess lease holdings to optimize lease space.
5. Conduct space studies, analyses, assessment, and planning services.
6. Conduct benchmarking studies.
7. Support and coordinate with the Space Leadership Committee (SLC).
 - a) Elevate space requests or issues to the SLC when an executive level of leadership is needed and develop space options and potential recommendations for consideration and decision-making by the SLC.
 - b) Review and evaluate academic/business plans to identify items for consideration and decision-making by the SLC

University of Virginia Space Governance

- c) Recommend and obtain approval for space studies by the SLC.
- d) Provide space analyses and reports.
- e) Appoint sub-committees as needed for specific studies.
- f) Inform the SLC of space requests and coordinate with the SLC staff member to set the SLC's agenda.

C. Members

1. Executive Vice President & Provost
Senior Planner, Dick Minturn (Chair)
Associate Provost AS&CM, Wynne Stuart
2. Facilities Management
CFO, Don Sundgren
Director of FP&C, Annette Cyphers
Assistant Director for Space Management, Joann Im
Geospatial Engineering Services Manager, Jennifer Heckman
3. College and Graduate School of Arts & Sciences
Director for Space Management, Anna Towns
4. School of Medicine
Director of Capital & Facilities Planning, Jessica Hurley Smith
5. Executive Vice President for Health Affairs
Director, Facilities Planning & Capital Development, Cavell Kopetzky
Administrator, Facilities Planning & Capital Development, Kevin Fox
6. Office of the Architect
Senior Facilities Planner, Luis Carrazana
Assistant University Architect, Connie Warnock
7. Real Estate & Leasing Services
Director, Charlie Hurt
Contract Administrator, Louise Gilliam-Williams
8. University of Virginia Foundation
Chief Administrative Officer, Deborah van Eersel
9. Vice President and Chief Student Affairs Officer / Housing & Residence Life
Assoc. Dean of Students/Exec.Dir. of Housing & Residence Life, Gay Perez
Associate Dean of Students, Marsh Pattie
10. Associate Vice President for Business Operations
Assoc. Dean of Students/Exec. Dir. of Housing & Residence Life, Gay Perez
11. School of Engineering & Applied Science
Associate Dean for Finance & Management, Robert Bremer
12. Athletics
Associate Athletics Director for Facilities and Operations, Jason Bauman
13. University Budget Office
Manager Capital Budgets and Systems, Bev Smart

Members shall identify a representative from their respective areas to attend meetings in their absence.