

ARTS IN THE COLLEGE AND GRADUATE SCHOOL OF ARTS & SCIENCES, UVA

SPACE PLANNING + ORGANIZATIONAL ROADMAPPING

PHASE II REPORT, JANUARY 2018

brightspot

ABOUT THIS DOCUMENT

The objective of this project is to support the Arts in the College and Graduate School of Arts & Sciences at the University of Virginia with scenarios that outline future space needs for core and new programs and an organizational roadmap with a schedule of tasks to implement new programs. Phase II builds on the Phase I Vision and Programs Playbook completed in May 2017.

This report provides an overview of the project approach, a case for change, detailed space forecast scenarios (consolidating future space needs for both core and new programs) and organizational roadmaps for new initiatives.

brightspot strategy engaged A&S leadership and staff in a collaborative way to develop the scenarios and organizational roadmap.

contents

04 EXECUTIVE SUMMARY

10 ARTS FACILITY PRECEDENT STUDY

12 THE CASE FOR ARTS FACILITIES

20 SPACE FORECAST

Approach + Process
Space Forecast Table
Signature Space Types

42 SPACE SCENARIOS

Approach + Process
Basic Scenario
Augmented Scenario
Recommended Scenario

58 ORGANIZATIONAL ROADMAP

Approach + Process
Institute for Experimental Arts
Arts Outposts
Institute for Global Indigenous Arts

66 NEXT STEPS

67 PROJECT PARTICIPANTS

A&S vision for the arts at UVA

THE CASE FOR CHANGE

As the bedrock foundation upon which the excellence of the University of Virginia rests, the A&S mission is to conduct path-breaking research and to educate the world’s future citizens and leaders—thereby driving the advancement of the Commonwealth, the nation, and the world. As a critical part of A&S culture, research, teaching, and creative practice in the arts is animated by a sense of experimentation. As a community of scholars, artists, and students, we strive to shape a world of pluralism, creativity, and imagination.

To work towards this mission, we are strengthening our core programs and pursuing three new bold initiatives:

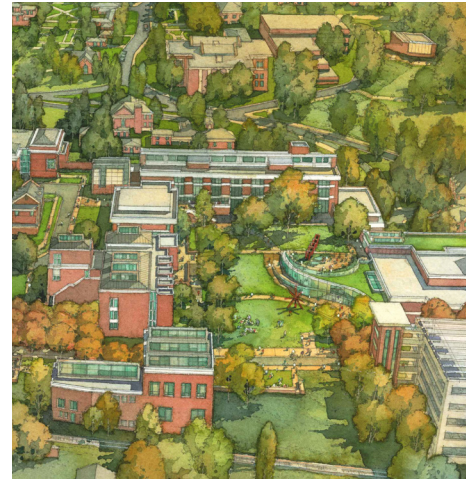
new arts programs

- » *Institute for Experimental Arts*
- » *Arts Outposts*
- » *Institute for Global Indigenous Arts*

core arts programs

- » Art
- » Music
- » Drama
- » Media Studies
- » Creative Writing

Proper space for these programs will serve our ultimate mission of outstanding teaching, learning and research in the arts. Currently, faculty teach in modest-sized classrooms crowded with traditional rows of seating, when what we need are larger, flat-floor areas designed with ample storage for varied and flexible activities and uses. We need more spaces for producing arts products and events: labs and studios, rehearsal spaces, and more blackbox and whitebox spaces.

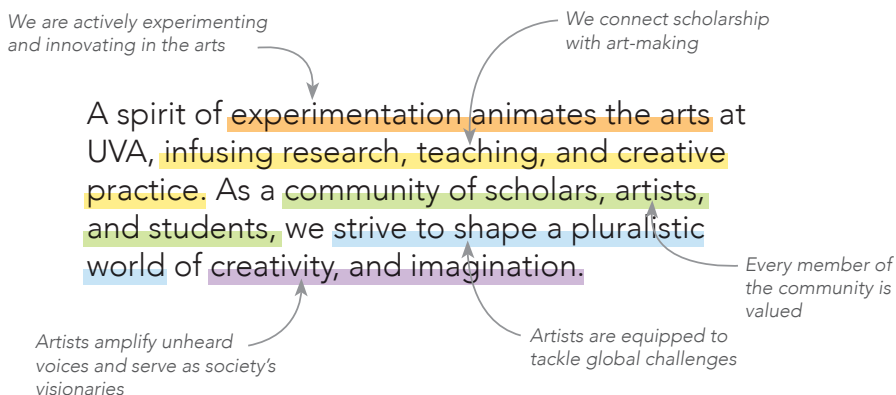


The time for us to make progress is now, testing our ideas and building momentum. We are not waiting for new facilities, but are adding programs by repurposing and intensifying use of existing spaces, and increasingly working out of the box and off-Grounds. However, we'll be unable to achieve our vision to take the College of Arts & Sciences boldly into UVA's Third Century without adding space. With new facilities, we can fully demonstrate how the arts play a vital role in infusing creativity and experimentation to solve today's biggest problems.

PROJECT OBJECTIVES

Building on the Phase I vision and programs playbook, Phase II endeavored to identify space needs associated with new programs and core Arts programs to create three space forecast scenarios.

To understand how multiple arts disciplines come together to share space and ideas, a qualitative research study was conducted on multipurpose arts facility precedents. Faculty from across the arts departments were interviewed to understand future space needs that informed the forecast scenarios. The end of this phase culminated in an organizational roadmap of tasks and schedule to mobilize College staff in implementing the new Arts initiatives in an agile way.



SCENARIOS

Three space programming scenarios were developed to define for A&S the approximate required need for additional space to accommodate the A&S Arts Vision going forward. The Recommended Arts Program Scenario fully captures space needs identified in support of A&S Arts Programming growth for new and core programs. The Augmented Arts Program Scenario identifies space program to begin to approach A&S Arts projected space need that is currently not accommodated, or is poorly accommodated. The Basic Arts Program Scenario defines minimum priority spaces needed to begin expansion of A&S Arts programming.

space categories

- » **Performance:** Supporting a spectrum of performances and public events
- » **Exhibition:** Showcasing art across different media
- » **Rehearsal/Classroom:** Learning spaces that support the student experience in classes and ensemble practice
- » **Lab/Studio:** Inspiring hands-on experimentation and making
- » **Meeting:** Informal spaces for the Arts community to meet, collaborate, and socialize
- » **Office:** Private and shared workspaces for faculty and staff

space activities

- » **Instruction:** Both academic and non-academic learning experiences
- » **Rehearsal:** Focused practice sessions for music ensembles and performance groups
- » **Performance:** A live presentation of a concert, dance, play, or an interdisciplinary art form
- » **Exhibition:** Showcasing the output of the artistic process across a variety of media
- » **Making:** The experimental process that engages the artist in the act of creation and self-expression
- » **Working + Meeting:** Individual work / research and the meeting of Arts community to collaborate and share ideas

	BASIC		AUGMENTED		RECOMMENDED	
	total sf	% of total nsf	total sf	% of total nsf	total sf	% of total nsf
1. PERFORMANCE	5,400	17%	5,400	11%	10,800	17%
2. EXHIBITION	-	0%	2,400	5%	2,400	4%
3. REHEARSAL/CLASSROOM	8,200	25%	10,000	21%	11,900	18%
4. LAB/STUDIO	10,400	32%	17,600	36%	25,100	39%
5. MEETING	1,800	6%	1,800	4%	2,500	4%
6. OFFICE	5,000	15%	9,200	19%	9,200	14%
7. SUPPORT	1,600	5%	2,300	5%	3,100	5%
TOTAL NSF*	32,300		48,700		65,000	
TOTAL GSF**	49,700		74,900		100,000	

*NSF = net square feet

**GSF = gross square feet

NEXT STEPS

We have begun launch of the programs identified with this study, testing concepts at a small scale, and creating benefits for the UVA community and beyond. We propose to leverage incremental resources as funding allows, leasing performance, making, and exhibition space off-Grounds and repurposing existing spaces on-Grounds. This space forecast can now be incorporated into University-wide efforts to understand future demand for space relative to supply on Grounds and in new development sites. The organizational roadmaps will serve as a guide to implementing critical tasks.

<div><p>YEAR 1 (2018-2019)</p><p><i>Leverage existing resources and building out organizational structure</i></p></div> <div><p>KEY TASKS</p><ul style="list-style-type: none">» Work with the College Foundation on a fundraising plan» Find exhibition space off-Grounds» Appoint inaugural directors and fellows» Establish a governing body: faculty steering committee, and advisory board</div>	<div><p>YEAR 3 (2020-2021)</p><p><i>Continue efforts in providing key spaces and forming academic and programmatic synergies across Grounds</i></p></div> <div><p>KEY TASKS</p><ul style="list-style-type: none">» Provide accommodations for visiting artists/fellows» Identify opportunities for exhibition and performances in Charlottesville, D.C., London, and Shanghai» Develop collaborations with museums and other schools» Develop additional interdisciplinary experimental arts courses and projects in A&S and other schools</div>	<div><p>YEAR 5 (2022-2023)</p><p><i>Build new space to elevate the arts in A&S' presence on Grounds</i></p></div> <div><p>KEY TASKS</p><ul style="list-style-type: none">» Build new space on Grounds for arts' academic programs (e.g., studios)</div>
--	---	---

project process + stakeholders

PHASE II PROJECT APPROACH

Phase II Space Planning Study and Organizational Roadmapping worked through four process iterations to define Arts space needs.

1. Understanding: The first stage kicked off with understanding the current experience of Arts facilities. Information was gathered through faculty interviews and tours of the Arts Grounds. Faculty interviews focused on understanding key activities in core and new Arts programs and the types of spaces needed to support those activities. Tours of Arts facilities — Fayerweather Hall, Ruffin Hall, Old Cabell Hall, Fine Arts Library, Drama Building — helped provide context on current facility conditions to supplement interview conversations.

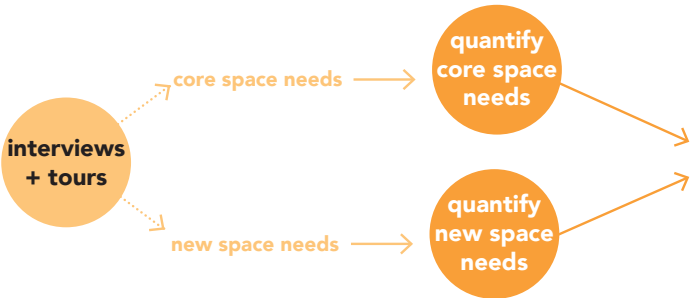
2. Forecasting: In the second stage, space needs from interviews were translated into a space forecast, which quantified the sizes and number of each space type. The space forecast was then prioritized in a hands-on workshop with the Working Group to serve as the basis for developing scenarios. A faculty workshop was hosted to validate space types to ensure alignment with academic program needs.

3. Scenarios: In the third stage, scenarios were developed and refined in a co-creative process. The results from the prioritization workshop — “must-have” and “nice-to-have” spaces — served as a starting point for developing scenarios, as well as identifying opportunities to scale up or down. Scenarios were refined through a feedback session with Leadership and remote collaborative sessions with the Core Team.

4. Roadmapping: The final stage culminated in developing an organizational roadmap to mobilize College staff in implementing the new Arts initiatives in an agile way. This process involved the Core Team in generating an inventory of critical tasks in the categories of people, finances, space, and organization + governance. In a hands-on workshop, tasks were mapped out on a schedule over a five year period.

PROJECT PROCESS

1. understanding



multi-purpose arts facility precedent study

3. scenarios



4. roadmapping



PROJECT STAKEHOLDERS

core team

Worked closely with the brightspot team to guide the direction and content of the project by participating in weekly progress calls and on-site workshops.

working group

Participated in all on-site workshops to help provide input on the development of the space forecast scenarios and organizational roadmap — composed of the core team and additional members.

leadership

Provided strategic input on the direction of the space forecast scenarios and overall project.

faculty

Participated in interviews with the brightspot team to provide understanding of future space needs for Arts academic programs; and an open workshop to validate and refine the space forecast.

learning from precedent arts facilities

Multipurpose arts facilities bring together arts disciplines, as well as invite new disciplines to form connections with the arts, whether through experimental multimedia work or interdisciplinary performances that integrate music, dance, and visual art. As a result, unexpected interactions happen by design, forging uncharted paths in the arts.

As part of this phase, a qualitative research study was conducted to understand how academic institutions conceptually use a single complex to unite a range of academic arts programs (e.g., drama, studio art, music) and interdisciplinary programs by providing a mix of spaces to support a range of activities, from production studios to public performance theaters.

Six university art facilities of various scales and locations across the country were researched as part of this effort:

	total GSF
Brown University: The Perry and Marty Granoff Center for the Creative Arts	39,000
Virginia Tech: Moss Arts Center	150,000
University of Chicago: Reva and David Logan Center for the Arts	184,000
University of Texas, Dallas: Edith O'Donnell Arts and Technology Building	150,000
Washington & Lee University: The Lenfest Center for the Arts	60,000
Columbia University: The Lenfest Center for the Arts	60,000

The precedent study culminated in a research findings report, which was completed in September 2017. The following page provides a summary of insights.



**Brown University:
The Perry and
Marty Granoff
Center for the
Creative Arts**

The diversity of spaces in Granoff support a variety of interdisciplinary activities that relate to the *Institute for Experimental Arts*. Spaces such as the "The Cave" and multimedia labs help artists push the boundaries of their practice by experimenting with new kinds of technology and environments, all while providing spaces such as dance studios and performance halls to support core arts programs.



**Virginia Tech:
Moss Arts Center**

The Moss Center models new ways of supporting interdisciplinary art forms and research. In addition to standard theater and gallery spaces, the Moss Arts Center has a multipurpose space called "The Cube" that is used to support a range of activities: trans-media exhibitions, augmented reality research, and performance. The flexibility of this space is able to serve the needs of different users, from researchers to international guest artists.



**University of
Chicago:
Reva and David
Logan Center for
the Arts**

The Logan Center is a case study on how an arts facility can be a resource to its communities, with spaces, programs and events, and performances that are accessible to both the University and the greater area of Chicago. Spaces devoted to supporting academic programs (e.g., music rehearsal rooms) are available for community rentals. The *Arts + Public Life* initiative seeks to build creative connections with the Chicago's South Side, which is aligned with the ethos of social practice behind *Arts Outposts*.



**University of
Texas, Dallas:
Edith O'Donnell
Arts and
Technology
Building**

The Edith O'Donnell Arts and Technology Building integrates innovative technology with physical spaces to provide a platform for students and faculty to experiment with interdisciplinary forms of art, such as game design and multimedia. Unique spaces such as the sound research laboratory, computer class labs with design software, and a game library support interdisciplinary work in and beyond the classroom.



**Washington &
Lee University:
The Lenfest
Center for the
Arts**

The Lenfest Center at Washington and Lee focuses on producing professional quality performances, supporting a spectrum of the performing arts. With theaters equipped with state-of-the-art systems and support spaces, the Lenfest Center is designed to meet the requirements of professional performances groups. This center can be a model for a facility that connects with the public through performance.



**Columbia
University:
The Lenfest
Center for the
Arts**

The Lenfest Center for the Arts at Columbia seeks to extend arts' reach beyond campus. As part of the vision of the Manhattanville Campus, an interdisciplinary hub seeking to address societal challenges and enhance civic life, the Lenfest Center utilizes space and programs to spark a collaborative dialogue with the city. Students, faculty, and professional artists shape programs, exhibitions, and symposia to integrate topics that resonate with the community.

the case for arts facilities

the arts make and remake the world

WE ARE THE COLLEGE AND GRADUATE SCHOOL OF ARTS & SCIENCES AT THE UNIVERSITY OF VIRGINIA

As the heart of a world-renowned public research university, A&S is focused on providing students with the skills, knowledge, and habits of mind necessary to flourish in the complex and interconnected global environment of the 21st Century. Through our rigorous, well-integrated, and broad-based liberal arts education, A&S is built to form responsible citizen-leaders of the modern global society who are deeply informed by the history and lessons of our past—locally, nationally, and internationally; the opportunities for our shared future; and the rapid advances in technology we are witnessing today.

In addition, A&S is deeply committed to addressing the world's most intractable challenges as a hub of advanced research in traditional disciplines (e.g., art, astronomy, biology, chemistry, economics, English, history, music, philosophy), as well as in emerging interdisciplinary fields and strategic research areas such as neuroscience, environmental resilience, the Global South, interdisciplinary arts, and the study of democratic societies. As one of our core values, we recognize that world challenges are most effectively addressed when teams of experts from different disciplines and backgrounds come together.

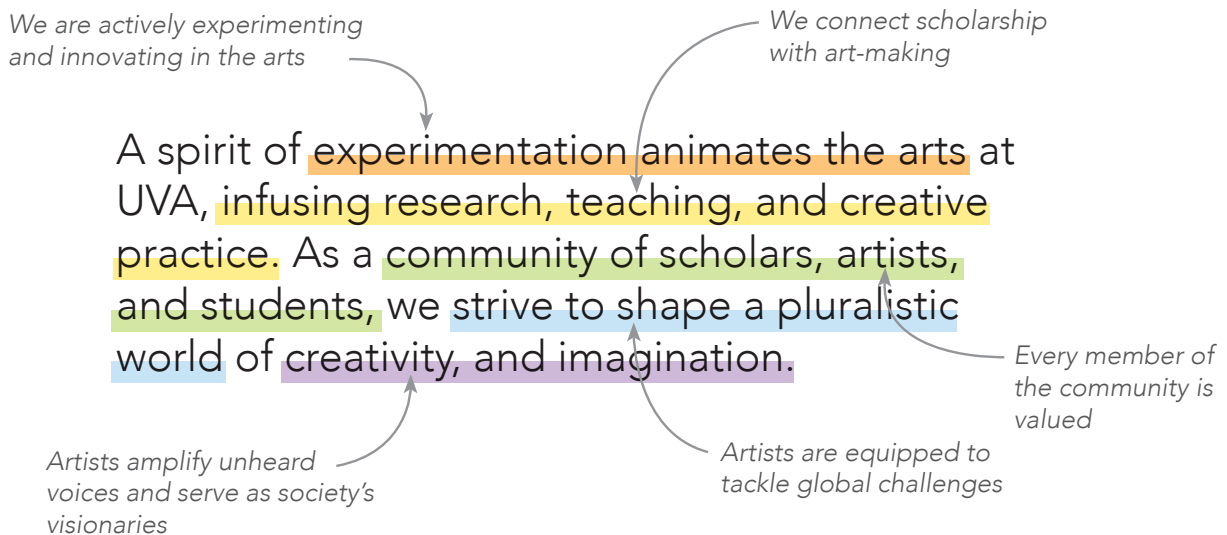
A&S provides students with an education based on new forms of experiential learning—connecting emerging fields of knowledge across perspectives and disciplines and combining curricular and extra-curricular experiences. We believe future leaders need to solve problems by creatively engaging in trans-disciplinary work with culturally diverse team members on strategically prioritized research objectives and defined challenges.

To educate our students to explore ideas, to critically evaluate evidence, and to innovate creatively, we pursue a diverse faculty, staff, and student body and to support pathbreaking research in the humanities, arts, sciences, and social sciences.



WE HAVE A BOLD VISION FOR THE ARTS

The Arts Initiative is central to the A&S vision to train the next generation of scholars, researchers, and innovators; it embeds our core values in developing critical thinking, experimental mindsets, active civic engagement, and creativity.

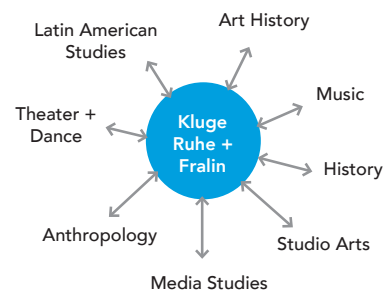
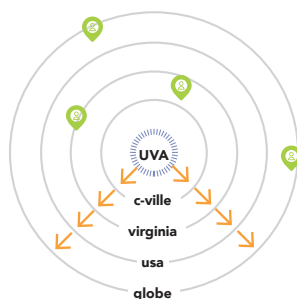
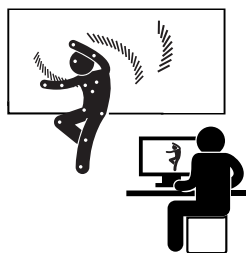


The Arts Initiative will have a significant, positive impact because it is deeply connected to signature A&S initiatives: the Democracy Initiative, study of the Global South, the New College Curriculum pilot for undergraduate students, and pan-university institutes in Environmental Resilience and Data Science. Like the other signature initiatives, the Arts Initiative is cross-disciplinary. Each new program blends the digital and the analog; provides exposure to diverse people, cultures, and perspectives; and combines experiential learning, innovative research, and creative practice. At the same time, they work in concert with core programs, expanding community engagement and reinforcing the connection between advanced faculty research and teaching.

the arts are inherently interdisciplinary

WE AIM TO ACHIEVE OUR VISION WITH NEW TRANSDISCIPLINARY PROGRAMS

The Arts Initiative will be built on three selected programs: *Institute for the Experimental Arts*, *Arts Outposts*, and *Institute for Global Indigenous Arts*.



INSTITUTE FOR THE EXPERIMENTAL ARTS

A transdisciplinary arts institute with an emphasis on developing critical perspectives on experimental arts through artistic practice and research

ARTS OUTPOSTS

Connecting the arts to public life — moving beyond the classroom (and off Grounds) to cultivate opportunities for civic engagement and social interaction with communities in Charlottesville, in Virginia, nationally, and globally.

INSTITUTE FOR GLOBAL INDIGENOUS ARTS

A transdisciplinary arts institute with an emphasis on experiential learning and object-oriented research in the indigenous arts, leveraging UVA museum collections and curatorial resources and A&S international excellence in the humanities

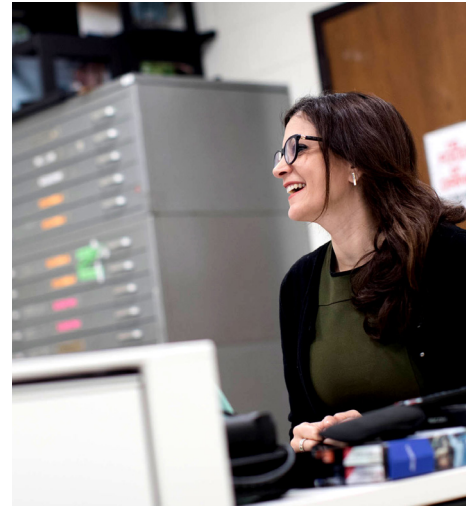
These three areas of focus are the essential components of a new approach to learning and research in the liberal arts, one that prepares students for a complex global future in which students are educated to be experimental, creative problem solvers. The impact of this approach can be fully realized at UVA, a university where the spirit and experimental ethos of the arts suffuses across all disciplines.

WE HAVE ALREADY MADE GREAT STRIDES IN THIS DIRECTION

A&S arts faculty are deeply engaged in cross-disciplinary creative processes. A composer of digital music created a digital opera on the melting of the Arctic that was performed worldwide through advanced technology. A poet laureate re-wrote her poems on the fly based on audience interaction via a digital application. A choreographer collaborated with an engineer to create a dance performance based on motion capture. An artist of performances created a virtual environment in a black box in collaboration with a multimedia artist, while musicians and engineers work side by side in our makers' spaces to build new musical instruments that are specifically designed to play the original digital music they compose. The creative work of A&S arts faculty is regularly exhibited nationally and internationally.

Occasionally and to a modest degree, art faculty are able to train students in their cross-disciplinary creative processes. But currently, because of space and venue limitations, they can only teach a limited number of students who enroll in advanced courses.

A&S arts faculty and students are piloting new programs to test new concepts, open additional opportunities for students, and enhance benefits to faculty and the University and local communities using our resources at hand. In support of these new initiatives, A&S hopes to open an off-Grounds Art Outpost in Charlottesville soon.



space should embody the experimental spirit of the arts

THERE IS AN OPPORTUNITY TO REIMAGINE OUR CURRENT FACILITY EXPERIENCE

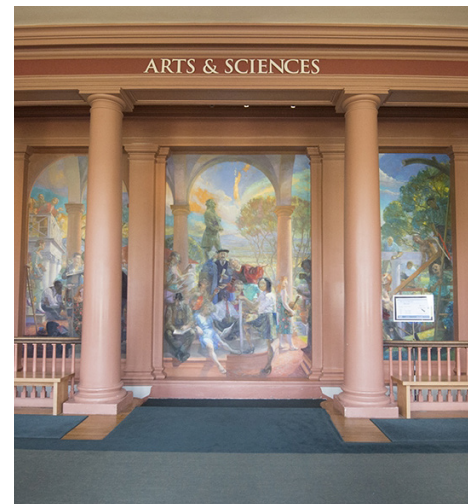
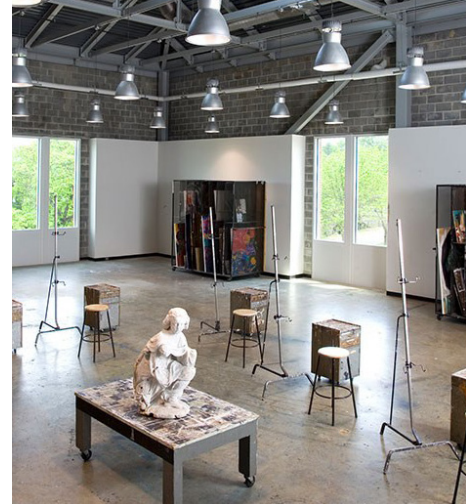
Students have responded enthusiastically to interdisciplinary art courses and although their interests are vast and increasing, A&S faculty are unable to expand opportunities in cross-disciplinary activities.

The main limitation is our current lack of sufficient flexible space needed to support experimental work that is critical to achieving the A&S vision for the arts. Existing spaces were designed to support traditional work in siloed, separated disciplines. A&S Arts is more than fully utilizing those spaces in support of traditional disciplinary activities.

To build on our success and to scale up, we need to make limited changes to existing facilities. More importantly, we need to provide new additional facilities to support our new initiatives and reimagined core programs.

We propose a number of strategies to meet those needs:

- » Redevelop target existing spaces for more intensive use for the experimental arts
- » Build new arts facilities
- » Share use of University facilities in the long term for performance hall, museums, and hotel uses
- » Procure space strategically off-Grounds to build our visibility and relationships



NOW IS THE TIME TO BUILD MOMENTUM FOR THE ARTS

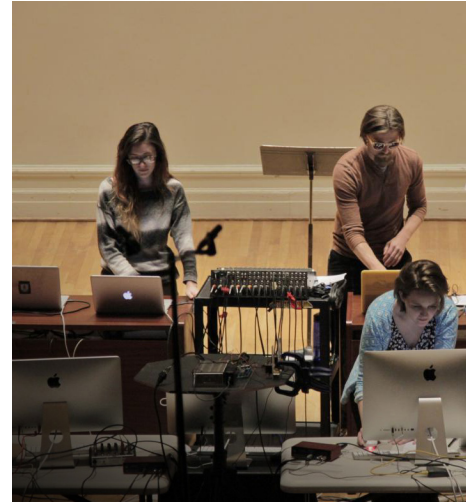
As a world-renowned public research university, the University of Virginia has areas of nationally and internationally recognized excellence in the humanities and interpretative social sciences.

Among the top ten national programs are the creative writing program and the English department. In addition, the departments of history, art, and music are also highly ranked, and our media studies department is emerging as one of the nation's strongest. The most recent validation of our national reputation came from National Endowment for the Humanities (NEH), which selected UVA as the site to celebrate its 50th Anniversary (in September 2016).

Over the past few years, a new group of talented faculty members in the arts, humanities, and social sciences joined our pre-eminent A&S faculty, further invigorating the University's research profile and teaching innovation in these fields. A new pan-University institute on Environmental Resilience (that includes deep connections to the arts and the humanities) is among the initiatives that have emerged from this interdisciplinary focus.

In 2017, A&S enrolled an inaugural class of first year students in a new undergraduate curriculum built on a first year student experience anchored with new Engagements courses. The design of the New College Curriculum fosters interdisciplinarity from the very beginning of our students' academic career, with a specific focus on Engaging Aesthetics in relation to Empirical & Scientific Engagement, Engaging Differences, and Ethical Engagement. Aesthetics and arts experience is of critical importance in fostering student creativity and imagination as part of our liberal arts undergraduate curriculum.

In short, A&S—and UVA more generally—is experiencing a great momentum in working in interdisciplinary ways. The arts can play a vital role in infusing creativity and experimentation to solve today's biggest problems. We are now in the enviable position nationally and internationally to imagine what the future of collaborative creative work in the arts will look like at the University and beyond.



space forecast

approach + process

space forecast table

signature space types

identifying spaces to advance the arts

APPROACH + PROCESS

To identify space needs for core arts programs and new arts initiatives, arts faculty were interviewed to gain an understanding of the key activities in their respective academic programs and the types of spaces needed to support them. These key space needs were translated into a space forecast that specified the quantity and square footage of spaces. Faculty were re-engaged to help validate and refine the space forecast.

SUMMARY OF SPACE NEEDS

Below is a summary of the space needs for each core arts department and new arts initiative, according to arts faculty members.

CORE ARTS PROGRAMS										
DRAMA			MUSIC		ART		CREATIVE WRITING		MEDIA STUDIES	
»	Performance space that supports multimedia	»	Rehearsal rooms for small and large ensembles	»	Multi-use shared “messy” studio (not managed by Art dept.)	»	Public speaker space	»	Public speaker space	
»	Digital production studio	»	Recital Hall	»	Journal production space	»	Journal production space	»	Journal production space	
»	Multipurpose rehearsal space	»	Concert hall with full-sized pit	»	Small clean gallery space for critiques	»	Graduate student offices	»	Graduate student offices	
»	Dance rehearsal space	»	Black Box theater for multimedia performance	»	Multi-use off-Grounds gallery					
»	White box for projection	»	Recording studio with control booth	»	Faculty offices					
»	Sound/film studio	»	Faculty offices							
NEW ARTS PROGRAMS										
EXPERIMENTAL ARTS				ARTS OUTPOSTS			INDIGENOUS ARTS			
»	Studio for visiting artists / fellows	»	Off-Grounds gallery and performance space			»	Object study gallery			
						»	Conservation/preservation			
						»	Artifact research space			
						»	Studio for visiting artists/fellows			

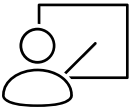

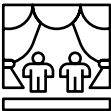



SPACE CATEGORIES

The following space categories emerged from the space needs, serving as the structure for organizing the space forecast.

space category	description
1. PERFORMANCE	Venues of various sizes to support a spectrum of performances and public events
2. EXHIBITION	Galleries and multipurpose exhibition spaces that showcase art across different media
3. REHEARSAL / CLASSROOM	Learning spaces that support the student experience in classes and ensemble practice
4. LAB / STUDIO	Environments that inspire hands-on experimentation and making
5. MEETING	Informal lounge and enclosed meeting spaces for the arts community to meet, collaborate, and socialize
6. OFFICE	Private and shared workspaces for faculty and administrative staff

SPACE ACTIVITIES

With many arts disciplines coming together, a variety of activities can happen at any given time in spaces. In interviews, faculty highlighted the following activities as critical to support in a future arts facilities.




































					
instruction	rehearsal	performance	exhibition	making	working + meeting
Both academic and non-academic learning experiences, from classes to artist speaker series	Focused practice sessions for music ensembles and performance groups	A live presentation of a concert, dance, play, or an interdisciplinary art form (e.g., incorporating new media)	Showcasing the output of the artistic process across a variety of media	The experimental process that engages the artist in the act of creation and self-expression	Inclusive of both individual work / research and the meeting of Arts community to collaborate and share ideas

SPACE FORECAST TABLE

space forecast table

The following table provides an overview of *all* space forecast items: size per space in net square footage, number of seats in each space, types of activities, use by core and/or new Arts programs, and indication of shared or dedicated use.

Note that number of spaces and types of spaces will vary between scenarios, which will be covered in the following section.

				CORE				
	# seats	NSF/ space	activities	Music	Art	Drama	Creative Writing	Media Studies
1. PERFORMANCE								
1.1 Recital Hall	150	3,000	    	x			x	
1.2 Black Box Theater	200	2,400	    	x	x	x		
1.3 Performance Hall	1,500		    	x	x	x		
2. EXHIBITION								
2.1 On-Grounds Multimedia Exhibition Space	-	2,000	    	x	x	x		
2.2 On-Grounds Multimedia Exhibition Storage	-	400	    	x	x	x		
2.3 Off-Grounds Multimedia Exhibition Space	-	-	    	x	x	x		
3. REHEARSAL / CLASSROOM								
3.1 Small Critique Space	20	300	    		x			



instruction



rehearsal



performance



exhibition



making

working +
meeting

NEW			SHARED/DEDICATED			
Experimental Arts	Arts Outposts	Indigenous Arts	shared outside A&S	shared outside A&S with booking priority	dedicated to A&S	dedicated to an A&S department
				x		
x				x		
			x			
x	x	x		x		
x	x	x			x	
x	x	x		x		
					x	

notes

Formal space for smaller scale music and instrumental performance. Can also be used to host events/talks.

Configurable space for collaborative, experimental performance and exhibition, equipped to support multimedia productions.

A large-scale performance venue that can accommodate a wide range of performances. Can be scheduled for University-wide events that attract large audiences. Estimated 115 total events/year, including arts performances. Equipped with technical capabilities that meet professional theater requirements.















































































Configurable space for collaborative, experimental, and interdisciplinary performance and exhibition, showcasing work generated by core and new Arts programs. With stage and sprung floor for dance (e.g., incorporates orchestra, dance, and media).

Storage for furniture and tech support.

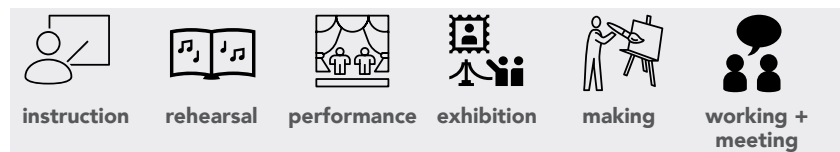
Off-Grounds version of space 2.1

A clean gallery space with white walls for pin-ups/critiques. A relatively quiet space, removed from the activity and messiness of the art studio.

SPACE FORECAST TABLE

				CORE				
	# seats	NSF/ space	activities	Music	Art	Drama	Creative Writing	Media Studies
3.2 Large Music Ensemble Rehearsal Room	60	1,800	     	x				
3.3 Medium Music Ensemble Rehearsal Room	40	1,200	     	x				
3.4 Small Music Ensemble Rehearsal Room	20	500	     	x				
3.4 Dance Rehearsal Room	30	1,800	     			x		
3.5 Multipurpose Drama Rehearsal Room	-	3,000	     			x		
3.6 Instrument Storage	-	700	     	x				
3.7 Dressing Room	25	960	     			x		
3.8 Flat-floor Learning Studio	30	1,000	     	x	x	x	x	x
3.9 Seminar Learning Studio	22	650	     	x	x	x	x	x
4. LAB / STUDIO								
4.1 Multi-use Art Studio (Communal)	20	1,500	     		x			
4.2 Art Storage	-	300	     		x			
4.3 White Box / Film Studio	20	1,200	     	x	x	x		
4.4 White Box Storage	-	240	     	x	x	x		

NEW			SHARED/DEDICATED			
Experimental Arts	Arts Outposts	Indigenous Arts	shared outside A&S	shared outside A&S with booking priority	dedicated to A&S	dedicated to an A&S department
					x	
					x	
					x	
					x	
					x	
					x	
				x		
x	x	x			x	
x	x	x			x	
x	x	x		x		
					x	
x				x		
x					x	



notes

Accommodates larger music ensembles (up to 60 singers with risers or Baroque orchestra with harpsichords).

For smaller symphony sectionals, small chamber groups, and other music ensembles with instruments, chairs, music stands. Tech-enabled for projections.

For smaller music ensembles and performance groups to rehearse.

For dance classes and rehearsals, with sprung floor. Average dance course size is 30. Sized the same as Multipurpose Room #1 in Memorial Gym.

Larger rehearsal spaces flexible to also function as a classroom or bare bones performance space (e.g., for student groups/drama). Has a sprung floor to support dance rehearsal.

Securable cabinets for instrument storage (Music Department): not to be stored in rehearsal rooms (current practice), as this limits the use of the rooms.

To support drama rehearsals.

Reconfigurable classroom to support flexible use.

Seminar room for small courses and sections.

































































































A "messy" space for shared use by studio art students, faculty, and visiting artists/fellows for creating artworks; not managed by Art Dept. With spray booth. Drop-in use could accommodate new programs' need for studios.

Storage for temporary storage of completed work/supplies; 20% of multi-use art studio.

Empty/"clean" modular space dedicated for experimental work. White walls to support video projections and tracks for sound systems. Should fit classes of up to 20 people. Similar size as Ruffin Room 103.

Storage of multimedia tech equipment; 20% of white box/film studio.

SPACE FORECAST TABLE

				CORE				
	# seats	NSF/ space	activities	Music	Art	Drama	Creative Writing	Media Studies
4.5 Makerspace	15	600	     			x		
4.6 Makerspace Storage	-	120	     			x		
4.7 Media Production Studio	20	1,500	     			x		
4.8 Recording/Sound Studio	12	550	     	x		x		
4.9 Digital Instruments Lab	20	700	     	x		x		x
4.10 Faculty Studios	1	350	     		x			
4.11 Studios for Visiting Artists/Fellows (Communal + Private)	-	3,550	     		x			
4.12 Music Individual Studios	1	50	     	x				
4.13 Music Small Group Practice Rooms	4	200	     	x				
4.14 Large Music Class Labs	-	1,500	     	x				
4.15 Small Music Class Labs	-	500	     	x				
5. MEETING								
5.1 Large Conference Room	30	650	     	x	x	x	x	x
5.2 Medium Conference Room	12	350	     	x	x	x	x	x
5.3 Small Conference Room	-	150	     	x	x	x	x	x
5.4 Lounge	25	400	     	x	x	x	x	x
5.5 Meeting Room Support	-	120	     	x	x	x	x	x

NEW			SHARED/DEDICATED			
-----	--	--	------------------	--	--	--

Experimental Arts	Arts Outposts	Indigenous Arts	shared outside A&S	shared outside A&S with booking priority	dedicated to A&S	dedicated to an A&S department
x				x		
x				x		
x	x			x		
				x		
				x		
x	x	x		x		
x	x	x		x		
						x
						x
						x
						x
x	x	x			x	
x	x	x			x	
x	x	x			x	
x	x	x			x	
x	x	x			x	


instruction

rehearsal

performance



































































exhibition

making

working + meeting

notes
For physical fabrication (e.g., prototyping, 3D printing). Sized similarly to Wilson Hall Maker Studio (Wilson 141 - 586 sf).
For storing makerspace materials and supplies.
For production of digital materials for performances; should be in or adjacent to Drama facilities (i.e., theaters). Includes secure storage for equipment.
With space for musicians and instruments. Separate control room for recording and working with audio.
For Music and Technology students to use/experiment with and securely store equipment/instruments – key swipe access. Supplemental to classroom space.
For arts faculty to experiment with their practice and conduct research. Total of 13 faculty (not including arts Administration).
Sized for 1 communal studio (2,050 sf) and 5 private studios (350 sf/each) for invited GIA artists (3 positions/year are funded) 2) and artists participating in local/international artist exchange or residencies (Institute for Experimental Arts).
Private studios for solo practice for Music Department use.
Small group practice rooms for Music department use.
Class lab for Music department use.
Class lab for Music department use.
Large meeting room for shared A&S use.
Medium meeting room for shared A&S use.
Small meeting room for shared A&S use.
Open lounge for informal gathering and meeting.
5% of total conference rooms and lounge sf for furniture and supply storage. Includes catering kitchen.

SPACE FORECAST TABLE


				CORE				
	# seats	NSF/ space	activities	Music	Art	Drama	Creative Writing	Media Studies
6. OFFICE								
6.1 Music Faculty Office (Individual)	1	160	     	x				
6.2 Music Faculty Office (Shared)	2	160	     	x				
6.3 Art Faculty Office (Individual)	1	110	     		x			
6.4 Drama Faculty Office (Individual)	1	160	     			x		
6.5 Drama Faculty Office (Shared)	-	150	     			x		
6.6 Creative Writing Graduate Student Open Studio	15	525	     				x	
6.7 Music Administrative Offices and Workstations	-	-	     	x				
6.8 New Arts Programs Office: Director (Individual)	1	150	     					
6.9 New Arts Programs Office: Staff (Individual)	1	110	     					
6.10 New Arts Programs Office: Staff (Shared Workstations)	1	80	     					
6.11 Office Storage/Support	-	440	     	x	x	x	x	x
7. SUPPORT								


NEW			SHARED/DEDICATED			
-----	--	--	------------------	--	--	--


Experimental Arts	Arts Outposts	Indigenous Arts	shared outside A&S	shared outside A&S with booking priority	dedicated to A&S	dedicated to an A&S department
						x
						x
						x
						x
						x
						x
x	x	x			x	
x	x	x			x	
x	x	x			x	
x	x	x			x	


notes


x Private offices for Music faculty use - used as studios. Accounts for existing department of 18 tenure track faculty, 2 full-time general faculty, and 4 offices for growth.
x 6 shared offices for performance faculty: flute/clarinet, oboe/bassoon, trumpet/horn, trombone/tuba, violin 1/violin 2, viola/cello. Includes storage and private breakout space.
x 5 offices to accommodate new Art faculty.
x Individual offices for Dance program director.
x 4 shared offices for Drama faculty use, one which is dedicated to 4 faculty lecturers in Dance.
x Assume offices are shared for a cohort of 10 Creative Writing graduate students (start teaching in 2nd year).
x 2 individual offices for Chair (150 sf) and Office Manager (110 sf). 7 workstations (80 sf each) for reception, chair's assistant, administrative assistant/graduate programs support, HR staffer, promotions manager, house manager, and tech staffer.
 Private offices for directors of the three new arts initiatives.
 Private offices for office manager and 2 technical staffers.
 Open office with 6 workstations for support staff, house manager, and other administrative staff.
 5% of total office space. Includes printing and supply areas.
5% of total building NSF



instruction


rehearsal


performance


exhibition


making


working + meeting

signature space types

Signature space types are vital to enhancing life for the arts in A&S. Each space type page provides a description of the space, types of activities that can take place, a narrative of what a user would say, and capacity where applicable. Note that this is not a comprehensive list of space types, but rather focuses on the newest and most innovative ones, such as multi-use performance spaces and a makerspace.

The spaces listed below are described in further detail in the following pages.

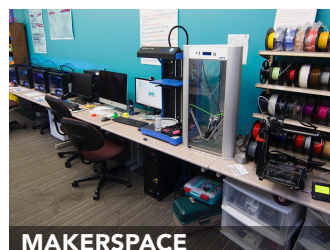
performance



exhibition



lab / studio



recital hall



DESCRIPTION

The recital hall is a grand, yet intimate space suited for small-scale performances, such as chamber music and solo piano recitals. The space can also host public events, such as creative writing guest author talks or an arts and humanities symposia. A suite of support spaces are provided for performers to use, from changing rooms to a backstage. A performance space of this size will be able to support the majority of the music department's current needs and expand opportunities to provide more intimate concerts.

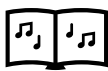
WHAT A USER WOULD SAY

"Walking in, I am impressed by how elegant and intimate this space feels. Even though it's a full house tonight, I can still hear the harmonies between the violins and cellos resonate clearly."

ACTIVITIES



instruction



rehearsal



performance



exhibition



making

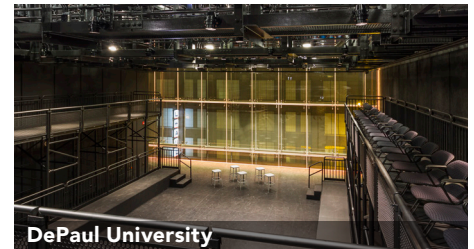


working +
meeting

CAPACITY

150 seats

black box theater



DESCRIPTION

The most modular space in the performance category, the black box has the capability to support a variety of needs for all arts programs. With its simple design and flexible set-up, the black box can be used for plays that require basic technical arrangements, interdisciplinary performances that integrate video projections with live music, experimental making sessions exploring multimedia, and more.

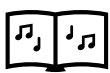
WHAT A USER WOULD SAY

"Whenever I watch a show in the black box, I feel like I am transported into another dimension. With true black walls and a flexible design, every performance feels unique, yet always experimental in detail."

ACTIVITIES



instruction



rehearsal



performance



exhibition



making



working +
meeting

CAPACITY

200 seats

performance hall



DESCRIPTION

The performance hall is a large, multi-functional venue that supports performances across a variety of media, including music, drama, performance art, and interdisciplinary performance. The venue will be equipped with the technical capabilities to support performance requirements for both academic programs and professional organizations. Beyond performances, this space can also accommodate University-wide events that attract large audiences, such as summer orientation and reunion weekend events.

WHAT A USER WOULD SAY

"I'm excited to watch a professional Broadway production in this new grand performance hall! The presence of a large audience, along with the large stage and acoustics, really electrifies the performance."

ACTIVITIES



instruction



rehearsal



performance



exhibition



making

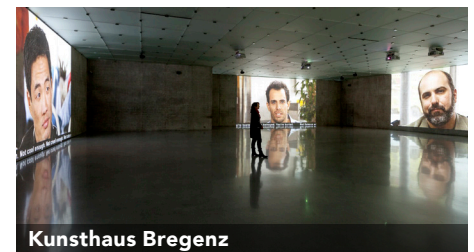


working +
meeting

CAPACITY

1,500 seats

multimedia exhibition space



DESCRIPTION

The multimedia exhibition space is a highly flexible gallery that is capable of showcasing exhibitions across a variety of media, particularly ones that incorporate multimedia. Exhibitions in this space may also take the art form of live performance. The purpose of this exhibition space is to celebrate and showcase artwork created by A&S' innovative faculty and visiting artists.

WHAT A USER WOULD SAY

"The multimedia exhibition space hosts magnificent, electrifying exhibitions that feel immersive and tangible in the most intimate of ways."

ACTIVITIES



instruction



rehearsal



performance



exhibition



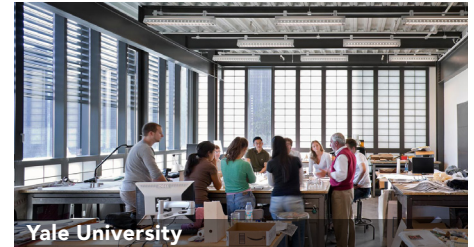
making



working +
meeting

CAPACITY

multi-use art studio



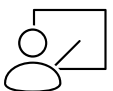
DESCRIPTION

The multi-use art studio is a communal “messy” space that is primarily used for creating and experimenting within a range of media, from painting to sculpture. This studio is not owned by the art department, but is shared within the arts, with open drop-in use for visiting artists and fellows. As a communal space, artists can create alongside their classmates and colleagues and feel like part of a community.

WHAT A USER WOULD SAY

“As a studio art major, I enjoy having this messy space to freely create and refine my craft. With plentiful space, I get to work alongside my classmates and friends.”

ACTIVITIES



instruction



rehearsal



performance



exhibition



making

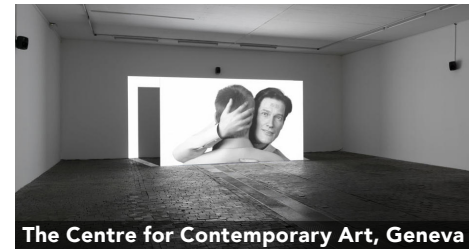


working +
meeting

CAPACITY

25 seats

white box / film studio



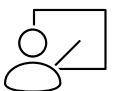
DESCRIPTION

The white box is intentionally designed to be a blank slate to open doors for showcasing and experimenting with new forms of art, media, and technology to create multi-layered, interdisciplinary works. The white walls support video projections and tracks are installed for sound systems. Small classes that require the use of video projections as a teaching tool can also take place in this space (e.g., Mona Kasra's class teaching projection mapping).

WHAT A USER WOULD SAY

"I always enjoy spending time in this quiet space, where a group of students and I get to experiment with the multi-faceted applications of video projections."

ACTIVITIES



instruction



rehearsal



performance



exhibition



making



working +
meeting

CAPACITY

20 seats

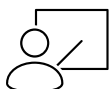
makerspace



DESCRIPTION

A space for exploratory making, the makerspace is a collaborative lab for students and faculty to focus on physical fabrication through the means of both physical and digital channels, such as prototyping, 3D printing, and laser cutting. The makerspace can be a launchpad for producing experimental artworks and instilling a DIY creative mindset in future artists and scholars.

ACTIVITIES



instruction



rehearsal



performance



exhibition



making



working +
meeting



WHAT A USER WOULD SAY

"The makerspace is absolutely fun — I'm always excited to learn how to use all the new cutting-edge tools to support my own artistic practice and research."

CAPACITY

15 seats

media production studio



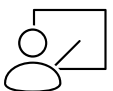
DESCRIPTION

The media production studio is a hands-on space that supports the creation of digital materials and artworks. Technology and equipment will support activities such as video recording and editing, sound recording, live streaming, audio mixing, and more. A green screen room will facilitate experimentation with state-of-the-art effects and motion capture systems.

WHAT A USER WOULD SAY

"There's never a quiet day in the media production studio — the space is constantly buzzing with action, whether it's faculty collaborating with students on a film project or students editing recordings for a performance."

ACTIVITIES



instruction



rehearsal



performance



exhibition



making



working +
meeting

CAPACITY

20 seats

space scenarios

overview + approach

basic scenario

augmented scenario

recommended scenario

three space scenarios to achieving the arts vision

APPROACH + PROCESS

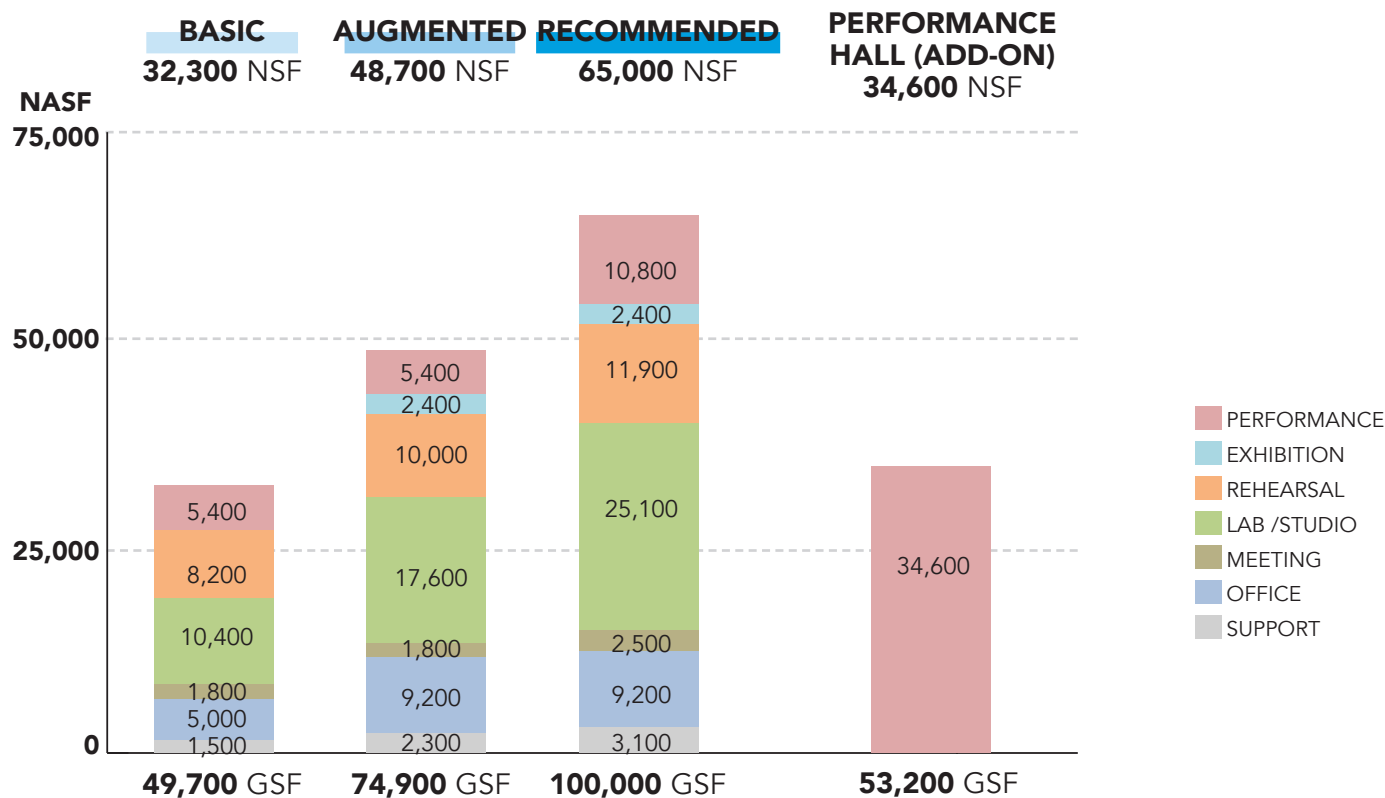
Space scenarios unfolded in a 3 stage process:

- 1. Gathering:** First, space needs surfaced through interviewing arts faculty on key activities and types of spaces needed to support them and developing a strawman space wishlist based on new program concepts from Phase I. A comprehensive wishlist for core and new arts programs was quantified to develop a future space forecast.
- 2. Prioritizing:** To develop scenarios, space types were prioritized as “must-have” and “nice-to-have” in a hands-on workshop with the core team and scaled up as scenarios move from basic to recommended (e.g., 2 black box theaters).
- 3. Validating and Refining:** Following the prioritization workshop, the core team helped validate and refine the scenarios through several iterations, with particular focus on alignment with academic program needs and overall scale.

Scenarios equip organizations with strategies to consider, evaluate, and adapt as a response to changes in their internal and external environments as they plan for the future. For A&S, the objective is to outline space needs for advancing both core arts programs and new arts initiatives in different scales, in order to prepare different strategies to respond to fundraising opportunities, collaborations across Grounds, and other opportunities.

Three space forecast scenarios were developed: Basic, Augmented, and Recommended. While contrasting in scale, all scenarios are designed to achieve the same vision for the arts in A&S, making space to encourage and develop the experimental ethos and creativity of the arts as a core value and resource on Grounds.

In the prioritization process, a 1,500-seat performance hall emerged as an add-on to any scenario, with the assumption that a venue of this size would potentially fall under the University’s purview and serve more University-wide needs than arts’ academic programs. Note that at this time, unknown variables include sites, adjacencies, and degree of centralization/distribution of spaces.



***basic
scenario***

**32,300 NSF
49,700 GSF**

***Strengthening core
artistic practice
and creative
experimentation***



DESCRIPTION

The Basic scenario seeks to lay the foundation for core arts programs to thrive and provide space to jumpstart new arts initiatives. As a result, A&S will pave the way for fostering creativity and collaboration by providing the required tools for students and faculty to advance their artistic practice and provide the public with exceptional experiences.

	BASIC	
	total sf	% of total nsf
1. PERFORMANCE	5,400	17%
2. EXHIBITION	-	0%
3. REHEARSAL/CLASSROOM	8,200	25%
4. LAB/STUDIO	10,400	32%
5. MEETING	1,800	6%
6. OFFICE	5,000	15%
7. SUPPORT	1,500	5%
TOTAL NSF	32,300	
TOTAL GSF	49,700	

HIGHLIGHTS

- » **Recital hall**, a formal intimate space that can be used flexibly for music performances, public events, and talks.
- » **Black box theater**, a configurable space to showcase experimental performances and exhibitions.
- » **Multipurpose drama rehearsal room**, a large flexible space that supports a variety of activities in drama academic productions and courses, equipped with a sprung floor to be used by dance.
- » **Multi-use communal art studio** for the studio art program and invited visiting artists and fellows to experiment and create new artworks, not managed and owned by the art department.
- » **White box**, an empty flexible white space to support experimenting with and exhibiting multimedia works and other types of interdisciplinary work.

PRECEDENTS AT BASIC SCALE

- » **Brown University, Granoff Center for the Arts:** 35,000 GSF

BASIC SCENARIO

basic scenario: detail table

Note that category totals and program totals are rounded to the nearest hundredth.

	# seats	NSF/ space	# of spaces	total NSF
1. PERFORMANCE				5,400
1.1 Recital Hall	150	3,000	1	3,000
1.2 Black Box Theater	200	2,400	1	2,400
2. EXHIBITION				-
2.1 Off-Grounds Multimedia Exhibition Space	-	-	1	-
3. REHEARSAL/CLASSROOM				8,200
3.1 Large Music Ensemble Rehearsal Room	60	1,800	1	1,800
3.2 Medium Music Ensemble Rehearsal Room	40	1,200	1	1,200
3.3 Small Music Ensemble Rehearsal Room	20	500	1	500
3.4 Multipurpose Drama Rehearsal Room	-	3,000	1	3,000
3.5 Instrument Storage	-	700	1	700
3.6 Dressing Room	24	960	1	960
4. LAB/STUDIO				10,400
4.1 Multi-use Art Studio (Communal)	25	1,500	1	1,500
4.2 Art Storage	-	300	1	300
4.3 White Box/Film Studio	20	1,200	1	1,200
4.4 White Box Storage	-	240	1	240
4.5 Makerspace	15	600	1	600
4.6 Makerspace Storage	-	120	1	120
4.7 Media Production Studio	20	1,500	1	1,500
4.8 Recording/Sound Studio	12	550	1	550
4.9 Digital Instruments Lab	20	800	1	800
4.10 Studios for Visiting Artists/Fellows (Communal + Private)	-	3,550	1	3,550
5. MEETING				1,800
5.1 Medium Conference Room	12	350	2	700
5.2 Small Conference Room	5	150	4	600
5.3 Lounge	25	400	1	400
5.4 Meeting Room Support	-	90	1	90

	# seats	NSF/ space	# of spaces	total NSF
6. OFFICE				5,000
6.1 Music Faculty Offices (Individual)	1	160	12	1,920
6.2 Music Faculty Offices (Shared)	2	160	6	960
6.3 Art Faculty Offices (Individual)	1	110	5	550
6.4 Drama Faculty Offices (Individual)	1	160	1	160
6.5 Drama Faculty Offices (Shared)	2	150	4	600
6.6 Creative Writing Graduate Student Open Studio	15	530	1	530
6.7 Office Storage/Support	-	240	1	240
7. SUPPORT				1,500
TOTAL NASF				32,300
TOTAL GSF				49,700

***augmented
scenario***

48,700 NSF

74,900 GSF

Provides a mid-size building option to increase space resources for interdisciplinary arts programming



DESCRIPTION

The arts at UVA will break boundaries, inspiring transdisciplinary discourse and showcasing at a larger scale. The Augmented scenario provides additional exhibition and studio spaces, and more resources for artists to refine and experiment with their craft. A suite of administrative offices for new arts initiatives will provide the organizational support needed to further progress in implementing new interdisciplinary programs.

	AUGMENTED	
	total sf	% of total nsf
1. PERFORMANCE	5,400	11%
2. EXHIBITION	2,400	5%
3. REHEARSAL/CLASSROOM	10,000	21%
4. LAB/STUDIO	17,600	36%
5. MEETING	1,800	4%
6. OFFICE	9,200	19%
7. SUPPORT	2,300	5%
TOTAL NSF	48,700	
TOTAL GSF	74,900	

HIGHLIGHTS

- » **On-Grounds multimedia exhibition space** for showcasing groundbreaking works produced by UVA students and faculty across a variety of media, from traditional two-dimensional art pieces to experimental video projection works.
- » **Administrative offices and workstations for new arts initiatives** to support program implementation.
- » **Dance rehearsal room** dedicated for the dance minor program of the drama department to use for classes and rehearsals.
- » **Private faculty studios** support the experimentation and development of art faculty's creative practice.
- » **Private music studios and small group practice rooms** reserved for music students to focus on improving their skills and honing their capabilities for performance.

PRECEDENTS AT AUGMENTED SCALE

- » **Washington & Lee University Lenfest Center:** 60,000 GSF
- » **Columbia University Lenfest Center:** 60,000 GSF

Augmented scenario: detail table

Note that category totals and program totals are rounded to the nearest hundredth.
Items in **bold** indicate what's changed/added from the Basic scenario.

	# seats	NSF/ space	# of spaces	total NSF
1. PERFORMANCE				5,400
1.1 Recital Hall	150	3,000	1	3,000
1.2 Black Box Theater	200	2,400	1	2,400
2. EXHIBITION				2,400
2.1 On-Grounds Multimedia Exhibition Space	-	2,000	1	2,000
2.2 Multimedia Exhibition Space Storage	-	400	1	400
2.3 Off-Grounds Multimedia Exhibition Space	-	-	1	-
3. REHEARSAL/CLASSROOM				10,000
3.1 Large Music Ensemble Rehearsal Room	60	1,800	1	1,800
3.2 Medium Music Ensemble Rehearsal Room	40	1,200	1	1,200
3.3 Small Music Ensemble Rehearsal Room	20	500	1	500
3.4 Dance Rehearsal Room	30	1,800	1	1,800
3.5 Multipurpose Drama Rehearsal Room	-	3,000	1	3,000
3.6 Instrument Storage	-	700	1	700
3.7 Dressing Room	24	960	1	960
4. LAB/STUDIO				17,600
4.1 Multi-use Art Studio (Communal)	25	1,500	1	1,500
4.2 Art Storage	-	300	1	300
4.3 White Box/Film Studio	20	1,200	1	1,200
4.4 White Box Storage	-	240	1	240
4.5 Makerspace	15	600	1	600
4.6 Makerspace Storage	-	120	1	120
4.7 Media Production Studio	20	1,500	1	1,500
4.8 Recording/Sound Studio	12	550	1	550
4.9 Digital Instruments Lab	20	800	1	800
4.10 Faculty Studios	1	350	13	4,550
4.11 Studios for Visiting Artists/Fellows (Communal + Private)	-	3,550	1	3,550
4.12 Music Individual Studios	1	50	14	700
4.13 Music Small Group Practice Rooms	4	200	10	2,000

	# seats	NSF/ space	# of spaces	total NSF
5. MEETING				1,800
5.1 Medium Conference Room	12	350	2	700
5.2 Small Conference Room	5	150	4	600
5.3 Lounge	25	400	1	400
5.4 Meeting Room Support	-	90	1	90
6. OFFICE				9,200
6.1 Music Faculty Offices (Individual)	1	160	24	1,920
6.2 Music Faculty Offices (Shared)	2	160	6	960
6.3 Art Faculty Offices (Individual)	1	110	5	550
6.4 Drama Faculty Offices (Individual)	1	160	1	160
6.5 Drama Faculty Offices (Shared)	2	150	4	600
6.6 Creative Writing Graduate Student Open Studio	15	530	1	530
6.7 Music Administrative Offices and Workstations	-	820	1	820
6.8 New Arts Programs Offices: Director (Individual)	1	150	3	450
6.9 New Arts Programs Offices: Staff (Individual)	1	110	3	330
6.10 New Arts Programs Offices: Staff (Shared Workstations)	1	80	6	480
6.11 Office Storage/Support	-	440	1	440
7. SUPPORT				2,300
TOTAL NASF				48,700
TOTAL GSF				74,900

***recommended
scenario***

**65,000 NSF
100,000 GSF**

***Amplifying
experimental
performances and
enhancing learning
experiences***



DESCRIPTION

The arts at UVA will advance the media of performance and multimedia exhibitions through providing more venues to support their creation and manifestation. In the Recommended scenario, there will be more classrooms, studios, and practice spaces to enrich the academic life for A&S students. Additional recital halls and black box theaters will expand opportunities to engage more audiences in experiencing the electrifying performances UVA has to offer.

	RECOMMENDED	
	total sf	% of total nsf
1. PERFORMANCE	10,800	17%
2. EXHIBITION	2,400	4%
3. REHEARSAL/CLASSROOM	11,900	18%
4. LAB/STUDIO	25,100	39%
5. MEETING	2,500	4%
6. OFFICE	9,200	14%
7. SUPPORT	3,100	5%
TOTAL NSF	65,000	
TOTAL GSF	100,000	

HIGHLIGHTS

- » **Additional recital hall and black box theater** to increase creating, rehearsing, and performing a variety of shows, from classical chamber music to multimedia performances.
- » **Flexible flat-floor learning studio and small seminar room** for expanding the A&S curriculum in interdisciplinary coursework.
- » **New music class labs and additional individual studios and small group practice rooms** to support the progress and development of A&S musicians.
- » **Small critique art gallery** as a contemplative space for the studio art academic community to gather and critique artworks.
- » **Large conference room** shared across the College to support large collaborative meetings.

PRECEDENTS AT RECOMMENDED SCALE

- » **Virginia Tech, Moss Arts Center:** 150,000 GSF
- » **UT Dallas, Edith O'Donnell Arts and Technology Building:** 150,000 GSF
- » **University of Chicago, Logan Center for the Arts:** 184,000 GSF

recommended scenario: detail table

Note that category totals and program totals are rounded to the nearest hundredth.
Items in **bold** indicate what's changed / added from the Augmented scenario.

	# seats	NSF/ space	# of spaces	total NSF
1. PERFORMANCE				10,800
1.1 Recital Hall	150	3,000	2	6,000
1.2 Black Box Theater	200	2,400	2	4,800
2. EXHIBITION				2,400
2.1 On-Grounds Multimedia Exhibition Space	-	2,000	1	2,000
2.2 Multimedia Exhibition Space Storage	-	400	1	400
2.3 Off-Grounds Multimedia Exhibition Space	-	-	1	-
3. REHEARSAL/CLASSROOM				11,900
3.1 Small Critique Space	20	300	1	300
3.2 Large Music Ensemble Rehearsal Room	60	1,800	1	1,800
3.3 Medium Music Ensemble Rehearsal Room	40	1,200	1	1,200
3.4 Small Music Ensemble Rehearsal Room	20	500	1	500
3.5 Dance Rehearsal Room	30	1,800	1	1,800
3.6 Multipurpose Drama Rehearsal Room	-	3,000	1	3,000
3.7 Instrument Storage	-	700	1	700
3.8 Dressing Room	24	960	1	960
3.9 Flat-floor Learning Studio	30	1,000	1	1,000
3.10 Seminar Learning Studio	22	650	1	650
4. LAB/STUDIO				25,100
4.1 Multi-use Art Studio (Communal)	25	1,500	1	1,500
4.2 Art Storage	-	300	1	300
4.3 White Box/Film Studio	20	1,200	1	1,200
4.4 White Box Storage	-	240	1	240
4.5 Makerspace	15	600	1	600
4.6 Makerspace Storage	-	120	1	120
4.7 Media Production Studio	20	1,500	1	1,500
4.8 Recording/Sound Studio	12	550	1	550
4.9 Digital Instruments Lab	20	800	1	800

	# seats	NSF/ space	# of spaces	total NSF
4.10 Faculty Studios	1	350	13	4,550
4.11 Studios for Visiting Artists/Fellows (Communal + Private)	-	3,550	1	3,550
4.12 Music Individual Studios	1	50	15	700
4.13 Music Small Group Practice Rooms	4	200	12	2,000
4.14 Large Music Class Labs	-	1,500	4	6,000
4.15 Small Music Class Labs	-	500	2	1,000
5. MEETING				2,500
5.1 Large Conference Room	30	650	1	650
5.2 Medium Conference Room	12	350	2	700
5.3 Small Conference Room	5	150	4	600
5.4 Lounge	25	400	1	400
5.5 Meeting Room Support	-	90	1	90
6. OFFICE				9,200
6.1 Music Faculty Offices (Individual)	1	160	24	1,920
6.2 Music Faculty Offices (Shared)	2	160	6	960
6.3 Art Faculty Offices (Individual)	1	110	5	550
6.4 Drama Faculty Offices (Individual)	1	160	1	160
6.5 Drama Faculty Offices (Shared)	2	150	4	600
6.6 Creative Writing Graduate Student Open Studio	15	530	1	530
6.7 Music Administrative Offices and Workstations	-	820	1	820
6.8 New Arts Programs Offices: Director (Individual)	1	150	3	450
6.9 New Arts Programs Offices: Staff (Individual)	1	110	3	330
6.10 New Arts Programs Offices: Staff (Shared Workstations)	1	80	6	480
6.11 Office Storage/Support	-	440	1	440
7. SUPPORT				3,100
TOTAL NASF				65,000
TOTAL GSF				100,000

organizational roadmap

overview + approach

institute for experimental arts

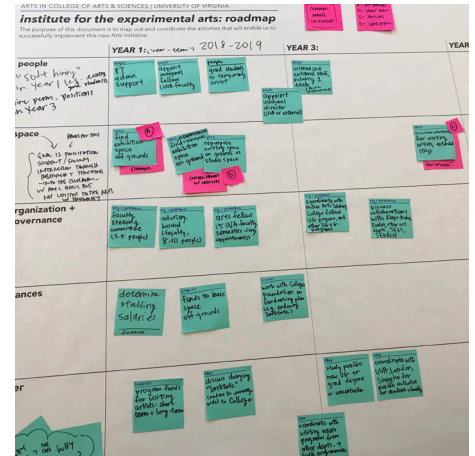
arts outposts

institute for global indigenous arts

mobilizing staff to implement new programs

APPROACH + PROCESS

Creating strategies for the future is an iterative and rough process of thinking through what it takes to achieve what you want and assessing whether it's realistic to try. To mobilize College staff in implementing new arts initiatives in a flexible manner and working towards the arts vision, an organizational roadmap was developed collaboratively for each new initiative—the Institute for Experimental Arts, Arts Outposts, and the Institute for Global Indigenous Arts. The working group for this project identified tasks in the categories of people, space, organization and governance, and finances, and scheduled tasks on a five year timeline in a hands-on workshop.



COMMON SPACE STRATEGY

While tasks will vary between each initiative, four common strategies surfaced in implementing tasks related to space:

- » Leasing space off-Grounds for exhibitions and studios
- » Repurposing on-Grounds space to make exhibition and studios available in the short-term
- » Coordinating with the hospitality development in Ivy Corridor to provide accommodations for visiting artists/fellows (3-5 years out)
- » Building new arts spaces/facilities

SCHEDULE OVERVIEW

A&S is already achieving many of the foundational action items today and will gain further momentum from implementing the strategies in the organizational roadmap. Below is a summary of the key milestones and their corresponding tasks. The following pages document the results from the organizational roadmapping workshop with tasks mapped out on a five-year schedule (the working document exists as a live Excel).

YEAR 1 (2018-2019)

Leverage existing resources and building out organizational structure

KEY TASKS

- » Work with the College Foundation on a fundraising plan
- » Find exhibition space off-Grounds
- » Appoint inaugural directors and fellows
- » Establish a governing body: faculty steering committee, and advisory board

YEAR 3 (2020-2021)

Continue efforts in providing key spaces and forming academic and programmatic synergies across Grounds

KEY TASKS

- » Provide accommodations for visiting artists/fellows
- » Identify opportunities for exhibition and performances in Charlottesville, D.C., London, and Shanghai
- » Develop collaborations with museums and other schools
- » Develop additional interdisciplinary experimental arts courses and projects in A&S and other schools

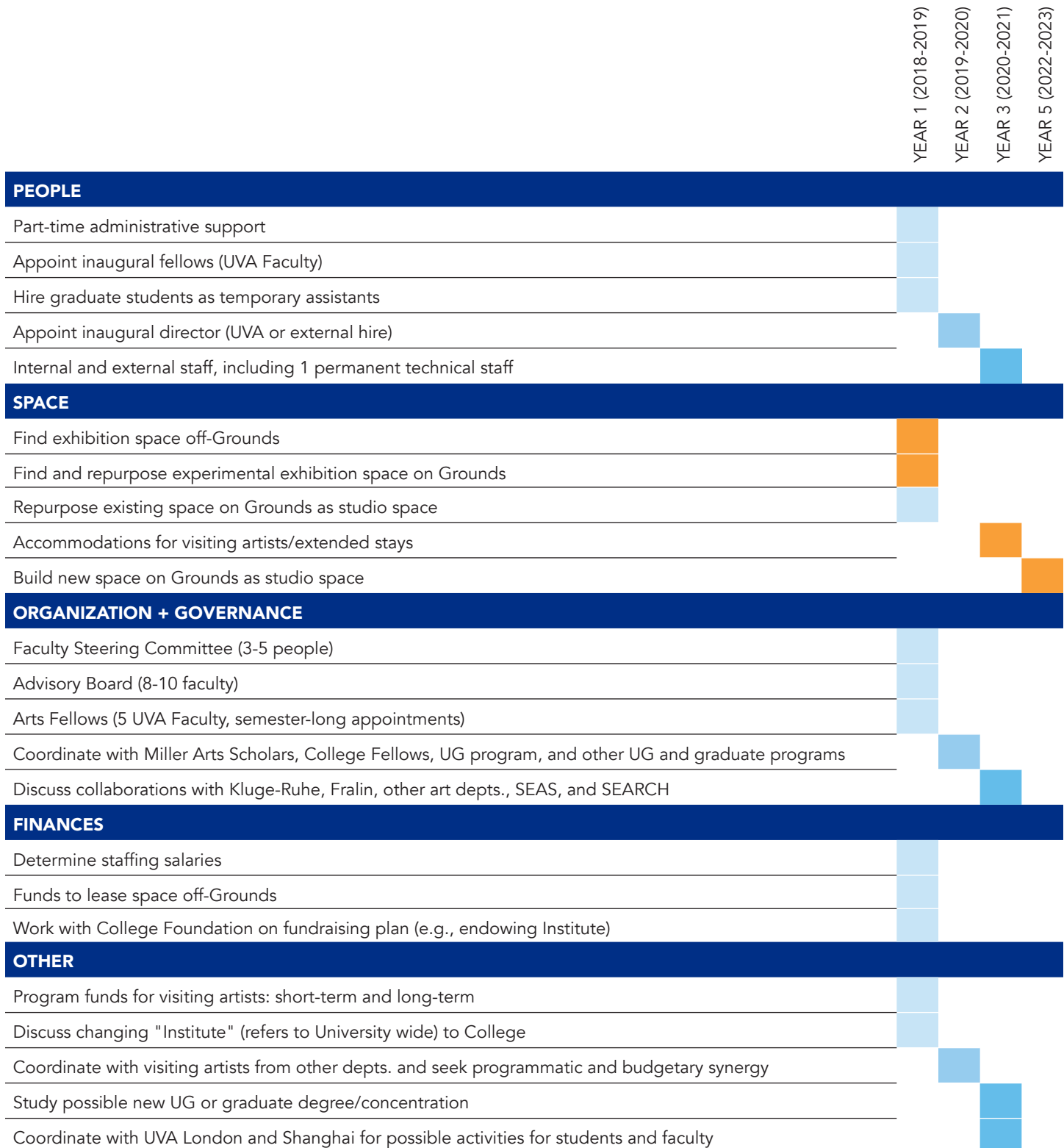
YEAR 5 (2022-2023)

Build new space to elevate the arts in A&S' presence on Grounds

KEY TASKS

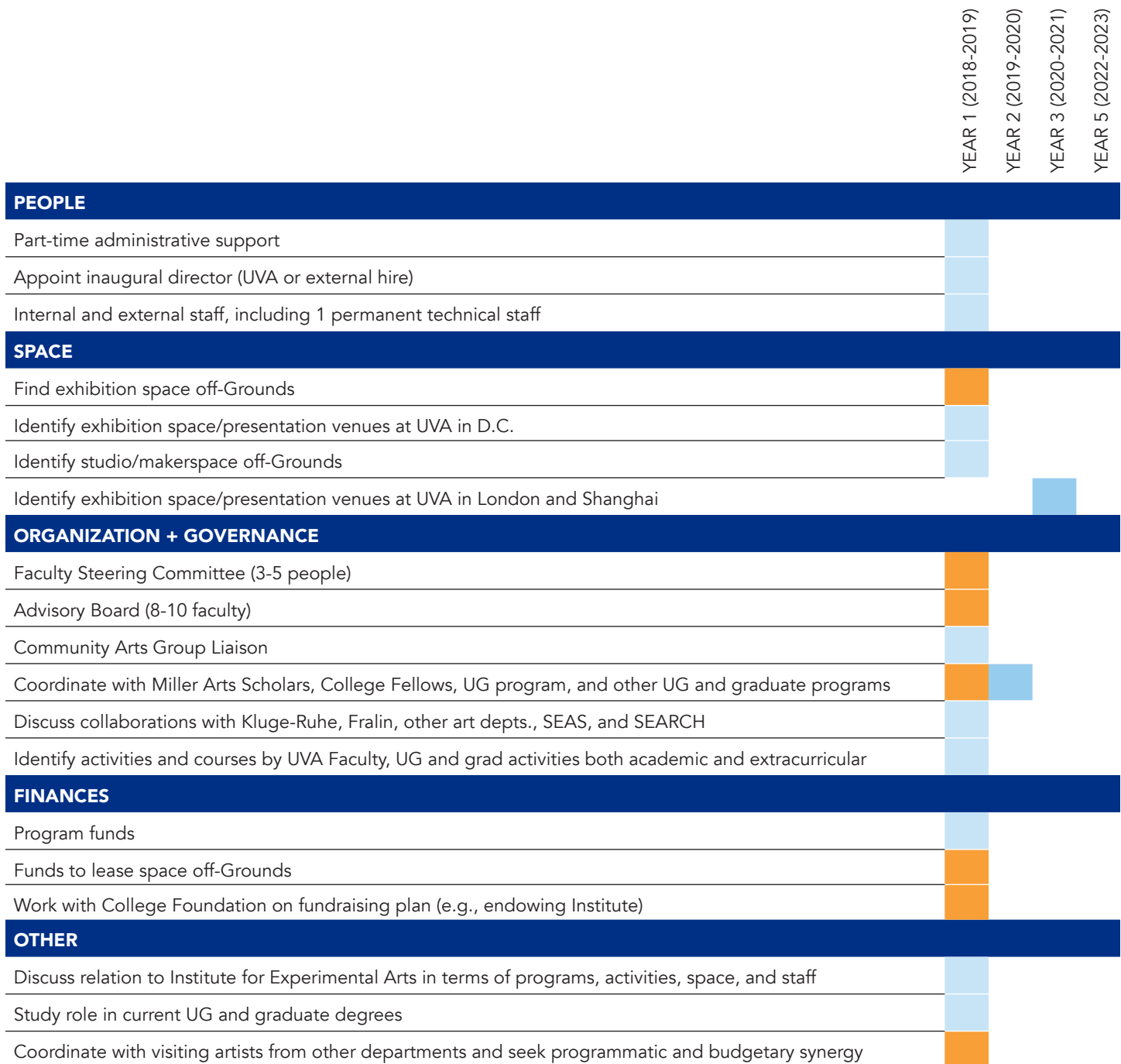
- » Build new space on Grounds for arts' academic programs (e.g., studios)

institute for experimental arts



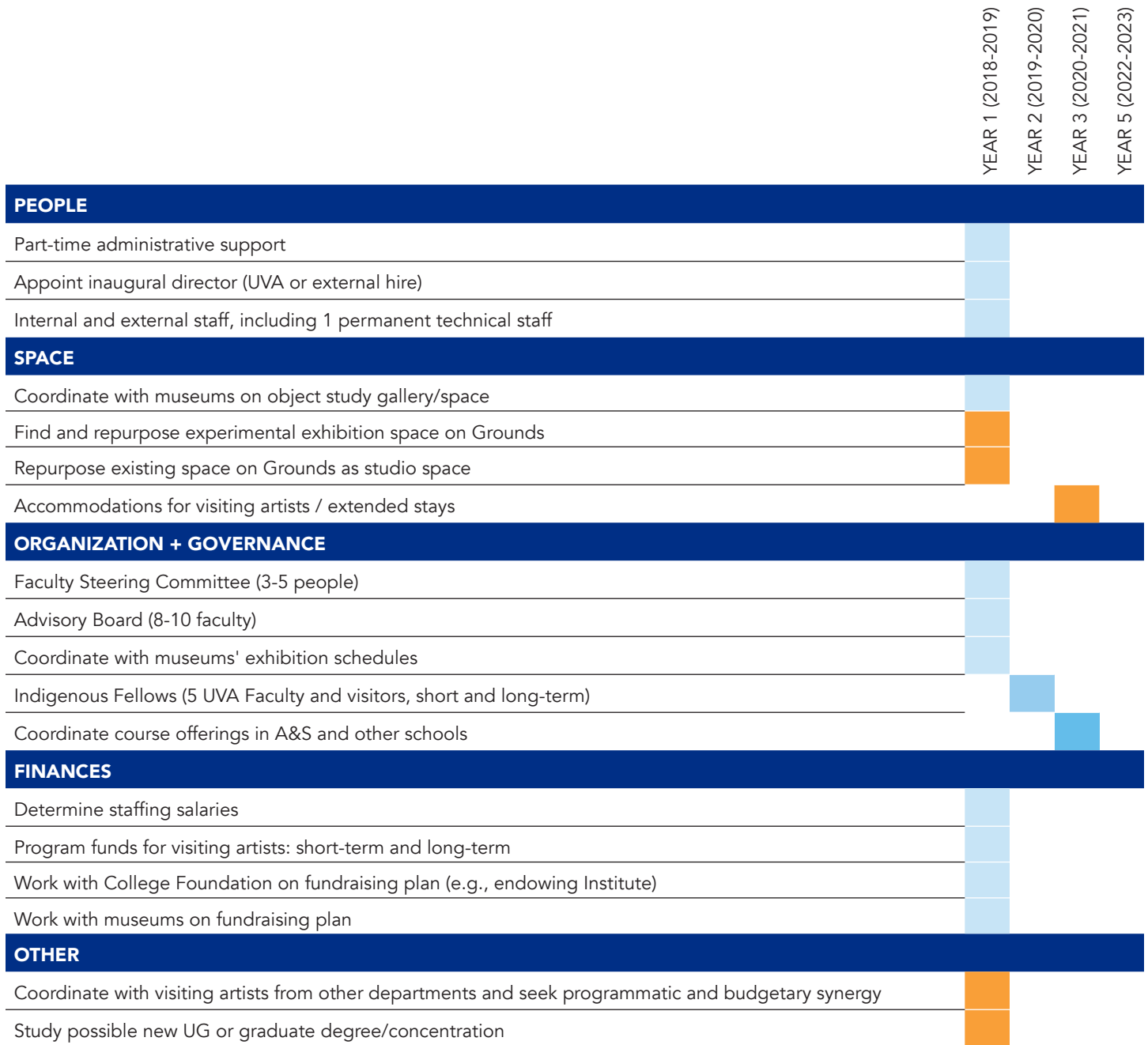
■ year 1
 ■ year 2
 ■ year 3
 ■ applies to multiple initiatives

arts outposts



■ year 1 ■ year 2 ■ year 3 ■ applies to multiple initiatives

institute for global indigenous arts



next steps

The objective of this project is to support the arts in the College and Graduate School of Arts & Sciences with scenarios that outline future space needs for core and new programs and an organizational roadmap with a schedule of tasks to implement new programs.

The following next steps can guide A&S staff in building momentum:

- » **New programs can launch at a small scale** to test concepts and start creating benefits for the University of Virginia community and beyond.
- » **Existing resources can be leveraged** at hand, such as leasing exhibition space off-Grounds and repurposing existing spaces on-Grounds.
- » **The organizational roadmap will serve as a guide** in implementing new initiatives and finding resources to create additional spaces.
- » **Space scenarios can be implemented in phases**—in the case that the Recommended scenario cannot be constructed immediately, the Basic scenario can be implemented in Phase I to allow for a Phase II expansion to accommodate the full Recommended scenario forecast.
- » **Incorporate the space needs forecasts into University-wide efforts** to understand future demand for space relative to supply on Grounds and in new development sites.

PROJECT PARTICIPANTS

project core team

- » **Anna Towns**, Director of Space Planning & Management for A&S
- » **Brian Hogg**, Senior Historic Preservation Planner for Office of the Architect for the University
- » **Constance P. Warnock**, Associate University Architect for Office of the Architect for the University
- » **Francesca Fiorani**, Associate Dean for the Arts and Humanities
- » **Richard S. Minturn**, Senior Academic Facility Planner for Provost Office

project working group

- » **All members of project core team**
- » **Adam Daniel**, Senior Associate Dean for Administration and Planning for A&S
- » **John Carfagno**, Director of Communications for A&S
- » **Judith Giering**, Director of Learning Design & Technology for A&S

A&S faculty + UVA leadership

- | | |
|---|---|
| » Ben Rous , Music | » Kim Mata , Drama |
| » Colleen Kelly , Drama | » Lydia Moyer , Art |
| » Debjani Ganguly , Institute for Humanities and Global Cultures | » Matthew Burtner , Music |
| » Jack Hamilton , Media Studies | » Mona Kasra , Drama |
| » Jane Alison , Creative Writing | » Ron Hutchins , VP for Information Technology |
| » Jenny Wales , Drama | |



ARTS IN THE COLLEGE AND GRADUATE SCHOOL OF ARTS & SCIENCES, UVA

**SPACE PLANNING +
ORGANIZATIONAL ROADMAPPING**

PHASE II REPORT, JANUARY 2018