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 Master 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.
**WORK PLAN**

1. **Historic asset management: implementation and process**
   - October – December 2005: Disseminate findings of Historic Preservation Master 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
4. Maintaining the University’s buildings and infrastructure

- June 2006: Provide appropriate levels of access to detailed knowledge of U.Va. planning data in land use and biological areas

- 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.