



# Facilities, Planning, and Operations Committee

June 2016

June 9, 2016

1:15 - 3:15 PM

West Committee Room, McNamara Alumni Center

## FAC - JUN 2016

### 1. Planning for University Facilities Across the Lifecycle

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### 2. Academic Health Sciences Strategic Facilities Planning: Phase II Final Report

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### 3. Resolution Related to Long-Term Development in Key Areas of the Twin Cities Campus - Review

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### 4. Project Components of the President's Recommended FY 2017 Annual Capital Improvement Budget - Action

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#### A. Sale of 217.46 Acres of Salt Spring Lands, Bear Head Lake State Park, St. Louis County (University Salt Spring Lands)

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# BOARD OF REGENTS DOCKET ITEM SUMMARY

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**Facilities, Planning, & Operations**

**June 9, 2016**

**AGENDA ITEM:** Planning for University Facilities Across the Lifecycle

**Review**

**Review + Action**

**Action**

**Discussion**

*This is a report required by Board policy.*

**PRESENTERS:** Michael Berthelsen, Associate Vice President, Facilities Management  
Suzanne Smith, Assistant Vice President, Capital Planning and Project Management  
Shane Stennes, Director of Sustainability

## **PURPOSE & KEY POINTS**

The purpose of this item is to present the approach and planning the University uses in construction and operation of its facilities.

Unlike a developer, who generally aims to maximize return on initial construction through lowest first costs, the University is responsible for stewarding a facility from concept through a lifetime of operation and eventual restoration or disposal. This drives a different approach that looks well beyond first cost and aims to minimize total cost of ownership (TCO) over the course of several decades. The planning involved is broader and more complex, but the resulting cost savings and responsible management of resources justifies the effort.

The presentation will define the stages of the facility lifecycle in terms of relative significance and contribution to total cost, and outline the work that goes into analyzing and deciding when, where, how, and why to invest in order to realize the lowest total cost. Two recent examples of how TCO is factored into University projects are included.

## **Partners Addressing Total Cost of Ownership (TCO)**

Capital Planning and Project Management has system-wide responsibility for campus master planning as well as planning, designing, and constructing fixed assets including new facilities, remodeling existing facilities, utility infrastructure, furnishing, and equipment. Facilities Management is responsible for the physical assets of the University to ensure a cost-effective and quality environment for students, faculty, staff, and visitors in support of the University's mission. Capital Planning and Project Management and Facilities Management partner to envision, deliver, and care for facilities that provide the University the lowest TCO.

## The Facility Lifecycle

The facility lifecycle starts with planning, which leads to design, construction, operations, maintenance, and disposal.

An example of facility lifecycle planning is space utilization, which has more potential to reduce TCO than any other first cost or lifecycle cost adjustment. Office space offers a good model – nationally it has grown more than any other space type at universities during the last 30 years, and represents 23 percent of space at the University. Incorporating alternative workplace solutions while providing more effective space for employees can decrease this percentage. In existing buildings, improved space utilization provides the catalyst and means for migrating occupants out of poor and critical buildings, and disposing assets that are past their useful life and are not cost-effective to renovate.

Design and construction follows planning. At this stage, it is critical to make the right decisions that will yield the greatest lifetime savings. Construction standards help ensure longevity, maintainability, and sustainability. Something as simple as specifying durable, low-maintenance flooring rather than carpet may cost fractionally more up front, but pay for itself 10 times over the life of a facility. Likewise, making a strategic decision to connect a facility to a district utility plant may increase the complexity of design, but save dramatically on annual operating costs and reduce or eliminate related capital replacement and renewal needs.

Beyond good economics, the design/construction phase also presents important qualitative decisions about what type of institution the University should be. Higher education trends suggest the importance of a place-based experience as online learning threatens to erode demand. The feeling of place is largely conveyed by its buildings – if the University intends to reinforce and enhance place-based education, strategy would support investment for interesting and iconic architecture for certain types of facilities or in targeted locations, rather than simply spec buildings that may cost less to build.

Once built, the University incurs the costs associated with renewal, operations (maintenance, custodial, and utilities), and eventual disposition. As outlined above, many of the decisions that drive operations are set during design and construction. Strategic decisions about renewal are just beginning when a facility opens. Industry best practice, supported by decades of experience, provides an investment-to-lifespan curve that tells facility managers how much useful life they can expect at various rates of renewal. Simply put, greater renewal yields greater useful life.

TCO needs to consider when and how to divest of a facility. Mounting capital costs, inflexible design, excessive daily maintenance, high operating costs, and declining reliability are all indicators, along with declining occupant satisfaction and productivity. The University continues to develop a plan for every building, having already identified several key disposal candidates (such as the Mayo Building) that will allow strategic reinvest into significant “keeper” facilities.

The strategic decisions made to implement TCO at the University will have an impact on creating, delivering, and caring for the physical facilities that provide a place for current and future generations. The University must live with the outcomes of decisions about space utilization and first-cost investment for decades, emphasizing the need to adopt a long-term stewardship approach.

## **Key Takeaways**

- Unlike a developer, the University has the responsibility (and opportunity) to manage the entire life of a facility; while more rigorous and complex, this process also yields more benefits.
- Construction standards are critical to ensuring longevity, maintainability, and sustainability.
- Facility stewardship requires an enduring commitment to achieve a high-functioning, attractive, and cost-effective campus.

# Cancer Cardio Research Building



Completed in 2013, the Cancer Cardiovascular Research Building has many visible building system features that lower total cost of ownership including daylight harvesting and occupancy sensors. Less well known is the water reclamation system used with the district cooling plant.

**Background:**

During the summer months, the Cancer Cardio Research Building’s

cooling coil condenses water vapor from the outside air as the air conditioning system is used to dehumidify and cool the air put into the building. As this water is distilled, it is used directly for cooling tower makeup water serving the district cooling plant without pre-treatment or other steps. The system saves approximately 800,000 gallons of fresh water per year.

**Total Cost of Ownership:**

The reclaimed water system cost \$75,000 to install and reduces water purchases by around \$3,500 per year. Because the water is already distilled and does not require pre-treatment, additional savings are realized through the reduction of chemicals that would be needed to treat water purchased from the city. The system uses low cost, no maintenance pumps in order to further reduce operating costs. Over the building’s life the financial savings from avoided water procurement, sanitary sewer charges, and water treatment will off-set the initial investment to build the system and reduce total cost of ownership for the facility. The system also reduces the University’s environmental impact by reducing potable water consumption.

**Annual Water Savings of 800,000 Gallons**

Facility Facts	
<b>Completion Date:</b>	2013
<b>Gross Square Feet:</b>	288,000 gross square feet
<b>Facility Construction Cost:</b>	\$141 million
<b>Facility Purpose:</b>	Life Sciences Research

# Clinics and Surgery Center



Completed in 2016, the Clinics and Surgery Center project evaluated how to most effectively provide heating and cooling to the building. Analysis of the total cost of ownership demonstrated that connecting to the University’s district utility systems was more effective than installing independent boilers and chillers in the building.

## Background:

At the beginning of construction, the new Clinics and Surgery Center on the eastern edge of the Minneapolis campus was outside of the University’s distribution network for district steam and cooling. The design team had to determine how to most effectively provide heating, steam, and cooling services to the building. The team’s options included extending the piping of the district systems to reach the building or installing stand-alone boilers and chillers in the building.

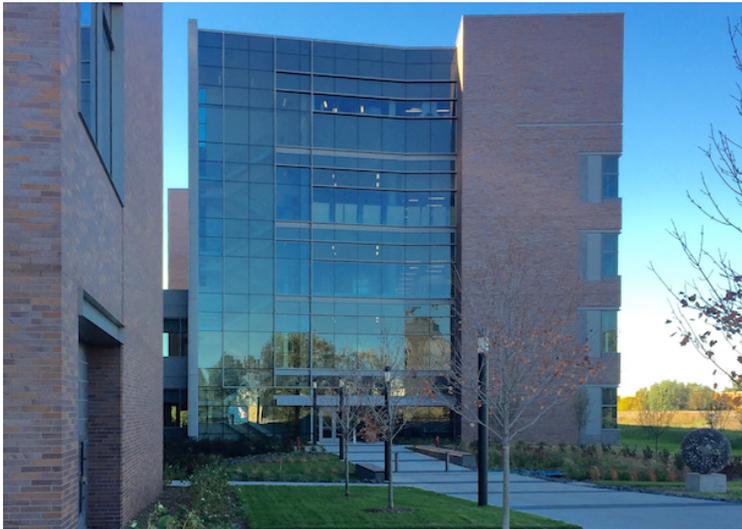
## Total Cost of Ownership:

Total cost of ownership analysis resulted in the project choosing to connect to the existing district heating and cooling systems. The district system resulted in \$3.2 million additional first cost, but reduced total cost of ownership by nearly \$6.2 million (\$3.0 million net present value) over a 30-year period, largely by reducing operating, maintenance, and equipment replacement costs. In addition, this choice enabled the design team to eliminate mechanical room space and structural modifications that would have been required to host stand-alone heating and cooling equipment. Finally, it created long-term benefits to the institution by extending the reach of district utility services to areas of projected future University development.

**Total Cost of  
Ownership  
Reduced by ~\$3M**

Facility Facts	
<b>Completion Date:</b>	2016
<b>Gross Square Feet:</b>	341,000 gross square feet
<b>Facility Construction Cost:</b>	\$125 million
<b>Facility Purpose:</b>	Outpatient surgery

# Microbiology Research Facility



Completed in 2015, the Microbiology Research Facility was the first building in the University’s Smart Labs Program. Through the Smart Labs Program, the types of research conducted in a building are analyzed and characterized. Following this analysis, ventilation, heating, cooling, and other building systems are optimized to deliver the right service at the right time to keep people safe and provide a more effective facility to support the research mission.

## Background:

Smart Labs is an approach to research facility design and operation, which enhances safety and lowers total cost of ownership. The University’s Smart Labs program is modeled after the system pioneered by the University of California – Irvine and now employed by dozens of organization in higher education and the private sector.

## Total Cost of Ownership:

The Microbiology Research Facility uses a demand control ventilation system. The system regularly tests the air in the lab to check for the presence of contaminants, such as volatile organic compounds, that may create a health risk for researchers. If the system senses contaminants, it increases the ventilation. By modulating ventilation to respond to actual conditions in the lab, the safety of the facility is enhanced, the facility can more readily adapt to research changes, and energy costs are reduced. First cost for demand control ventilation and related systems was \$1.3 million. The annual energy savings will offset the added first cost and lower total cost of ownership.

**Estimated Annual Energy Savings of \$100,000**

Facility Facts	
<b>Completion Date:</b>	2015
<b>Gross Square Feet:</b>	89,000 gross square feet
<b>Facility Construction Cost:</b>	\$49 million
<b>Facility Purpose:</b>	Life Sciences Research

# Planning for University Facilities Across the Lifecycle

Board of Regents Facilities, Planning, and Operations Committee  
June 9, 2016



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## Discussion Questions

- How should the capital budget process and total cost of ownership be better connected?
- How can we change institutional incentives to better manage and reduce our space inventory?
- How does a focus on the total cost of ownership relate to the Board progress card goal to reduce poor and critical space?



# Enterprise Facility Portfolio

900

Buildings

29

Million Gross  
Square Feet

\$11

Billion Dollars  
Facility Value

















THE BROWN BEAR  
Science in the Stragglers  
September 18 - November 28  
BELL MUSEUM OF NATURAL HISTORY





THE UNIVERSITY OF MINNESOTA  
FOUNDED IN THE FAITH THAT KNOWLEDGE ACQUIRED BY UNDERSTANDING  
IS BETTER THAN KNOWLEDGE GAINED BY HEARING AND THE FAITHFULNESS  
DEVOTED TO THE INSTRUCTION OF YOUTH AND THE UPLIFTING OF THE RACE

CYRUS NORTHROP MEMORIAL AUDITORIUM

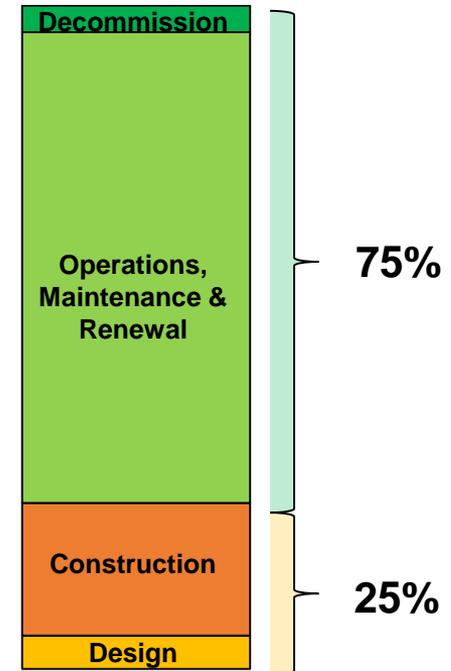




# Total Cost of Ownership (TCO)

**Total Cost of Ownership =**

- Total Project Cost +**
- Operating Costs +**
- Capital Renewal +**
- Decommissioning**





# The Facility Lifecycle



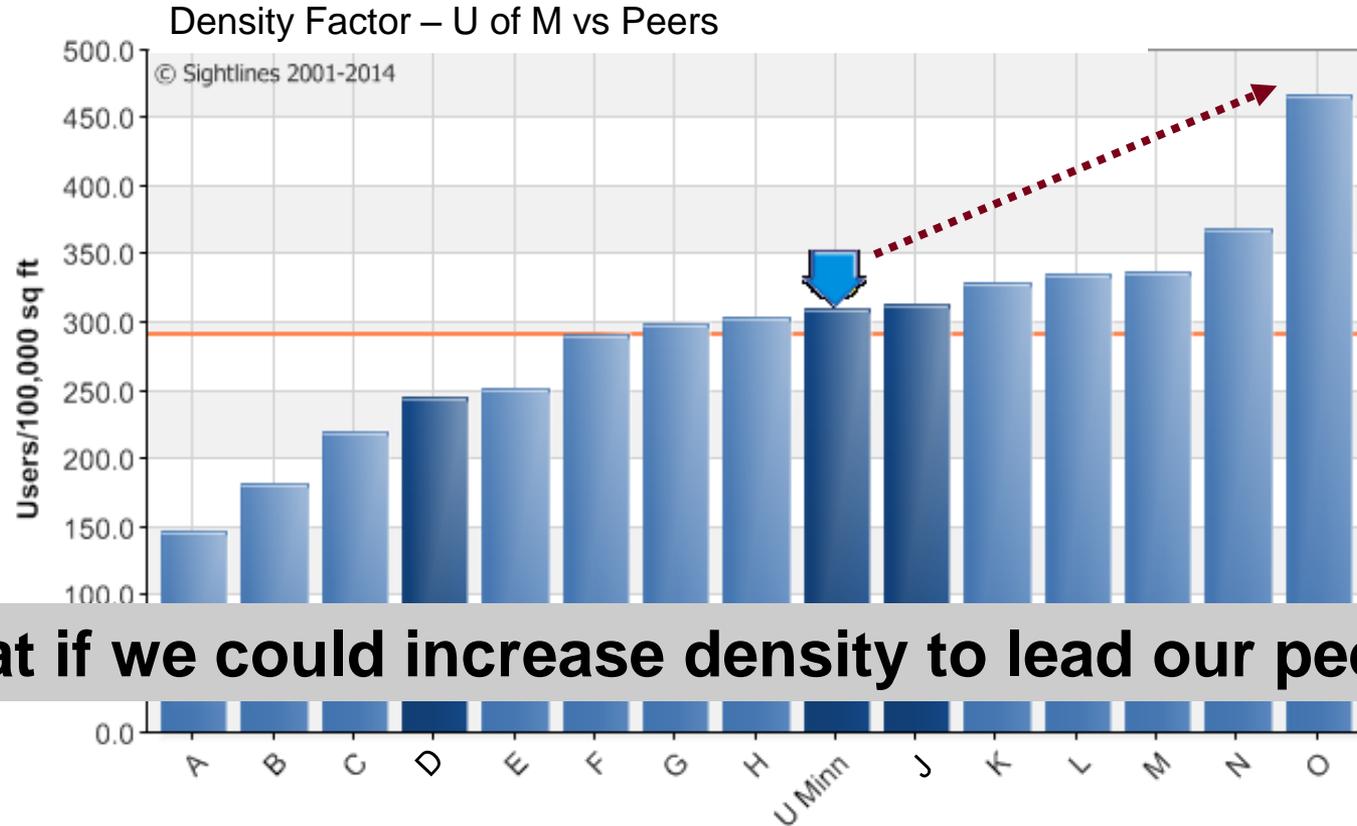


# (Pre) First Costs





# Improve Density in Existing Facilities



**What if we could increase density to lead our peers?**



# U of MN Enterprise Space

Space Type	Assignable Square Feet	Percent of Total
Unused	447,000	2.4%
Classrooms	738,000	4.0%
Laboratories	3,331,000	17.8%
Office Space	4,258,000	22.9%
Study Facilities	841,000	4.5%
Special Use Facilities	2,869,000	15.4%
General Use Facilities	1,544,000	8.3%
Support Facilities	1,771,000	9.5%
Healthcare	349,000	1.88%
Residential	2,462,000	13.3%



# Managed Classrooms

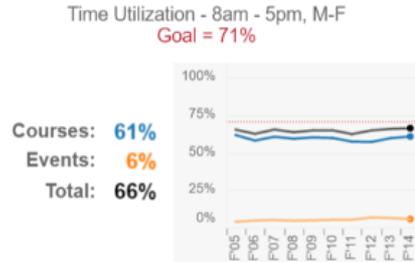
## Classroom Utilization Dashboard

[GPC Summary](#) | 
 [GPC & Dept KPI](#) | 
 [GPC & Dept Room Listing](#)

### GPC Utilization Summary - KPIs and Day-Hour Breakdown

**Semester:**  | 
 **Location:**  | 
 **Room Capacity:**  | 
 Room Count: **318** | 
 Capacity Range: Min. 15, Avg. 69, Max. 696

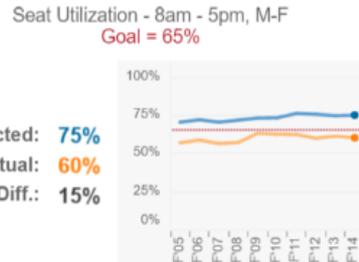
#### Key Performance Indicators:



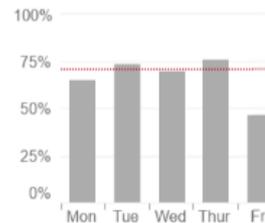
#### Time Utilization Breakdown:

Day-Hour Utilization Grid

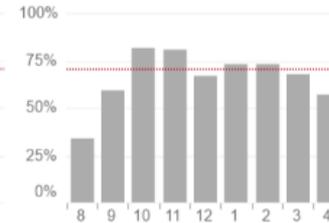
	8 am	9 am	10 am	11 am	12 pm	1 pm	2 pm	3 pm	4 pm
Mon	32%	59%	78%	78%	64%	73%	74%	65%	58%
Tue	38%	60%	91%	89%	73%	81%	83%	80%	66%
Wed	34%	63%	84%	85%	70%	78%	78%	72%	62%
Thur	40%	63%	93%	93%	76%	84%	85%	81%	66%
Fri	24%	51%	61%	60%	54%	49%	46%	41%	32%



#### Utilization by Day



#### Utilization by Clock Hour





# First Costs





# First Cost Components

## Components:

- Design Standards
- Construction Standards
- Design Life / Durability

## Outcome:

- Better campus experience at lower cost





# Place-Based Experience



*For 62 percent of prospective students, the most influential factor during a campus visit was the appearance of the buildings and grounds.*

-Carnegie Foundation



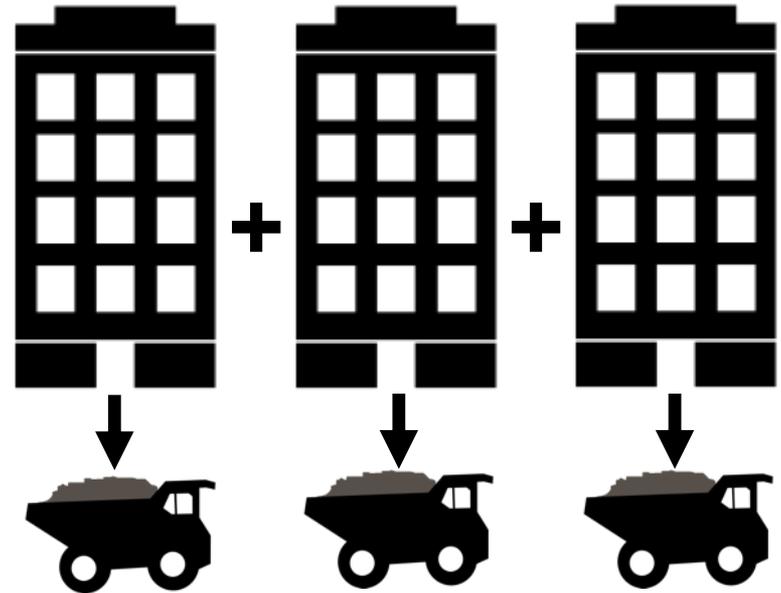
# A Tale of Two (or 3, or 4) Buildings

*After 100 years...*



“High Quality Campus Building”  
-50+ Year Construction  
-Single major remodel

“Commercial Building”  
-30 Year Construction  
-Dispose at end of life





# Utility Planning: District vs Standalone

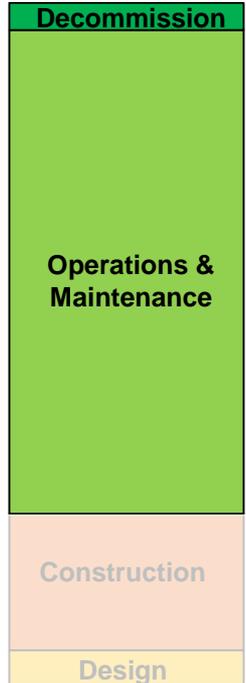


## Clinics and Surgery Center

- Free-up resources associated with standalone systems
- Enable connection to future buildings
- *\$3 million in net lifetime savings*



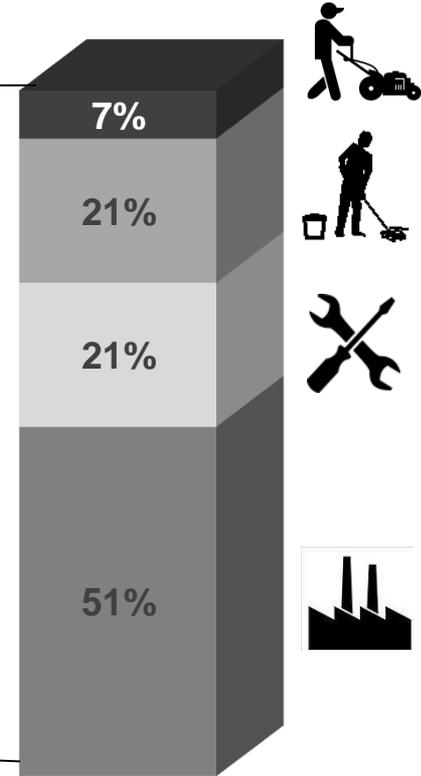
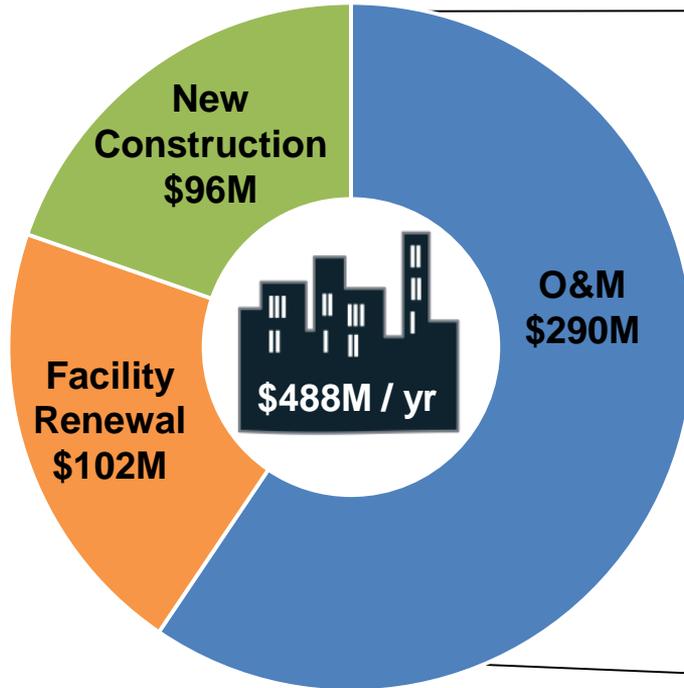
# Operations and Maintenance





# Enterprise Facility Spend

Annual Average (FY12-FY16)



Avg. Annual Investment; FY12-FY16  
U of M Enterprise Facilities



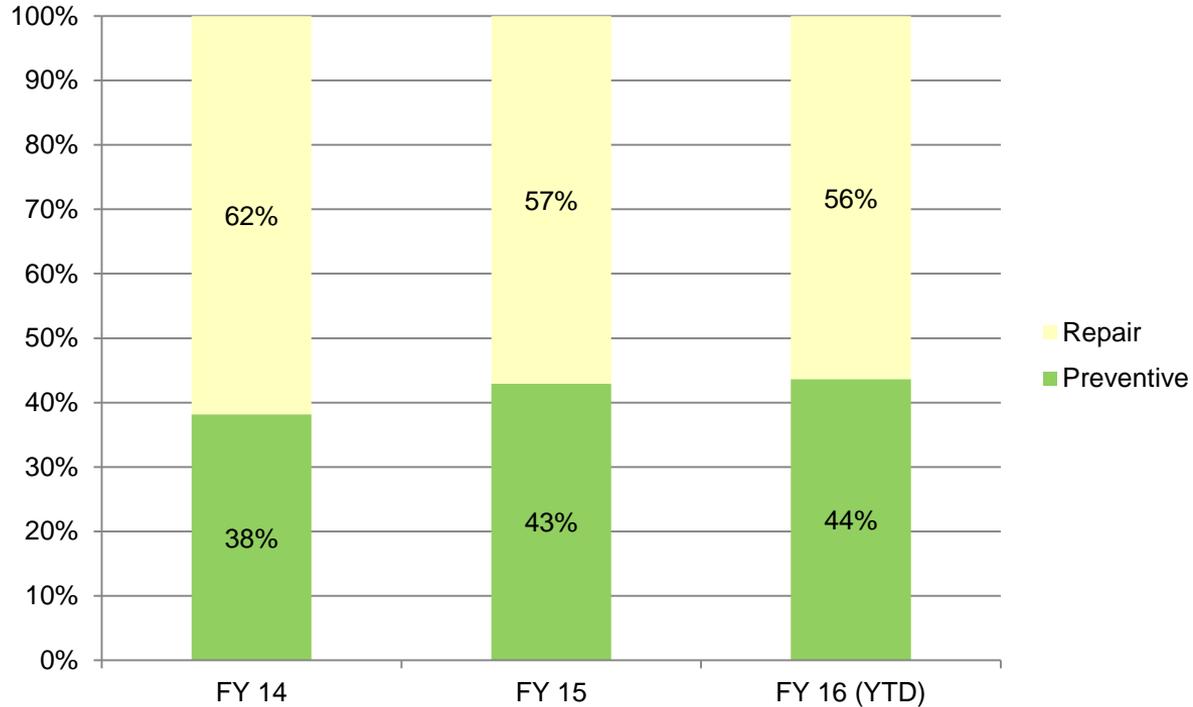
# Intelligent Energy Conservation



**UC Irvine Retrofit 10 Lab Buildings, 61% Energy Savings**

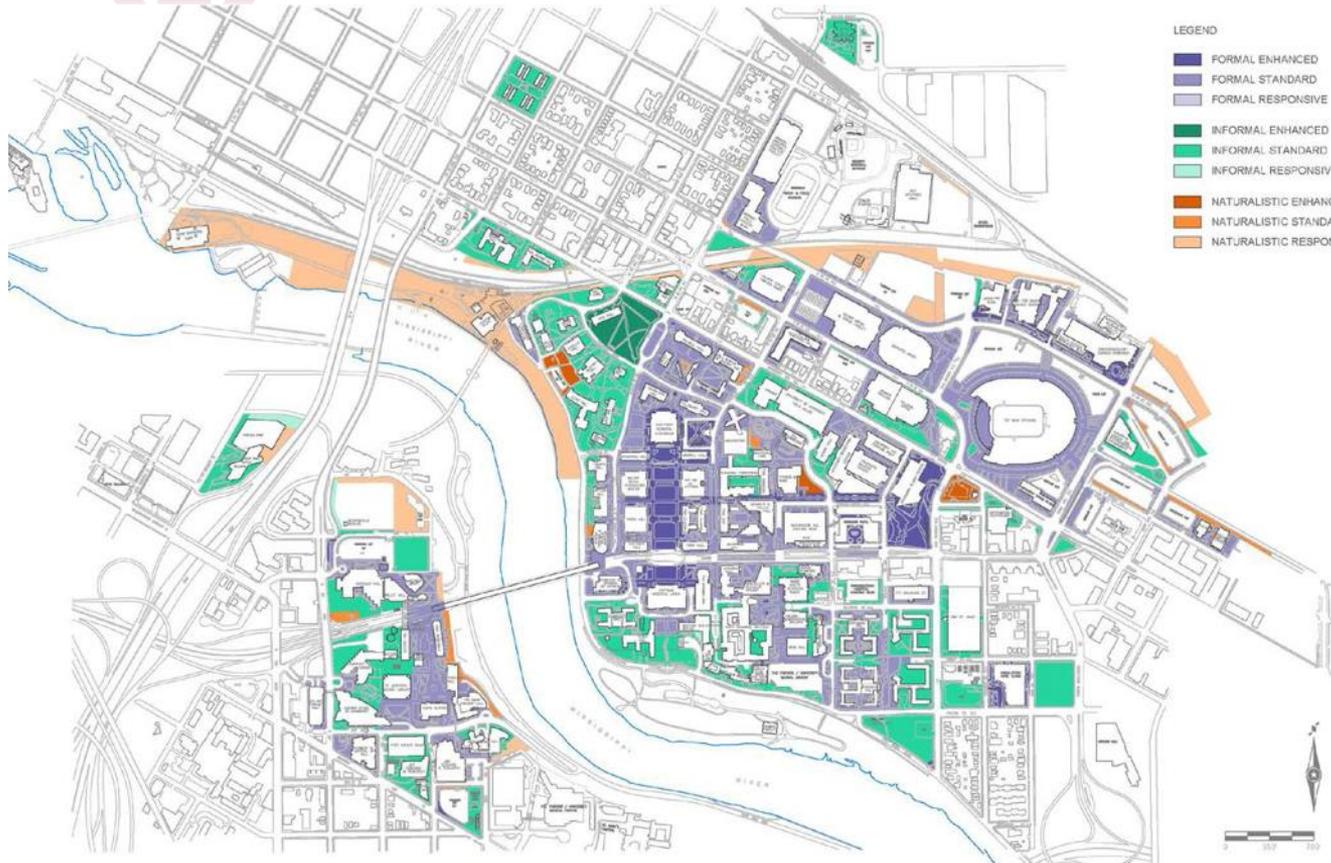


# Changing Maintenance Practices





# Grounds / Landcare



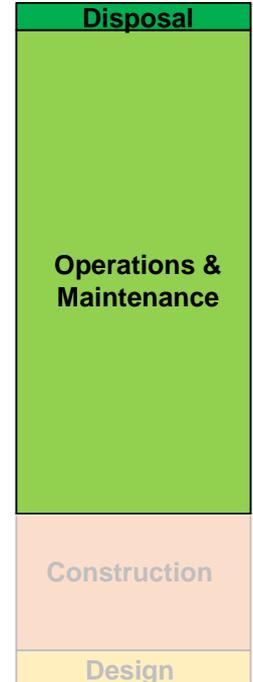
*formal*



*natural*

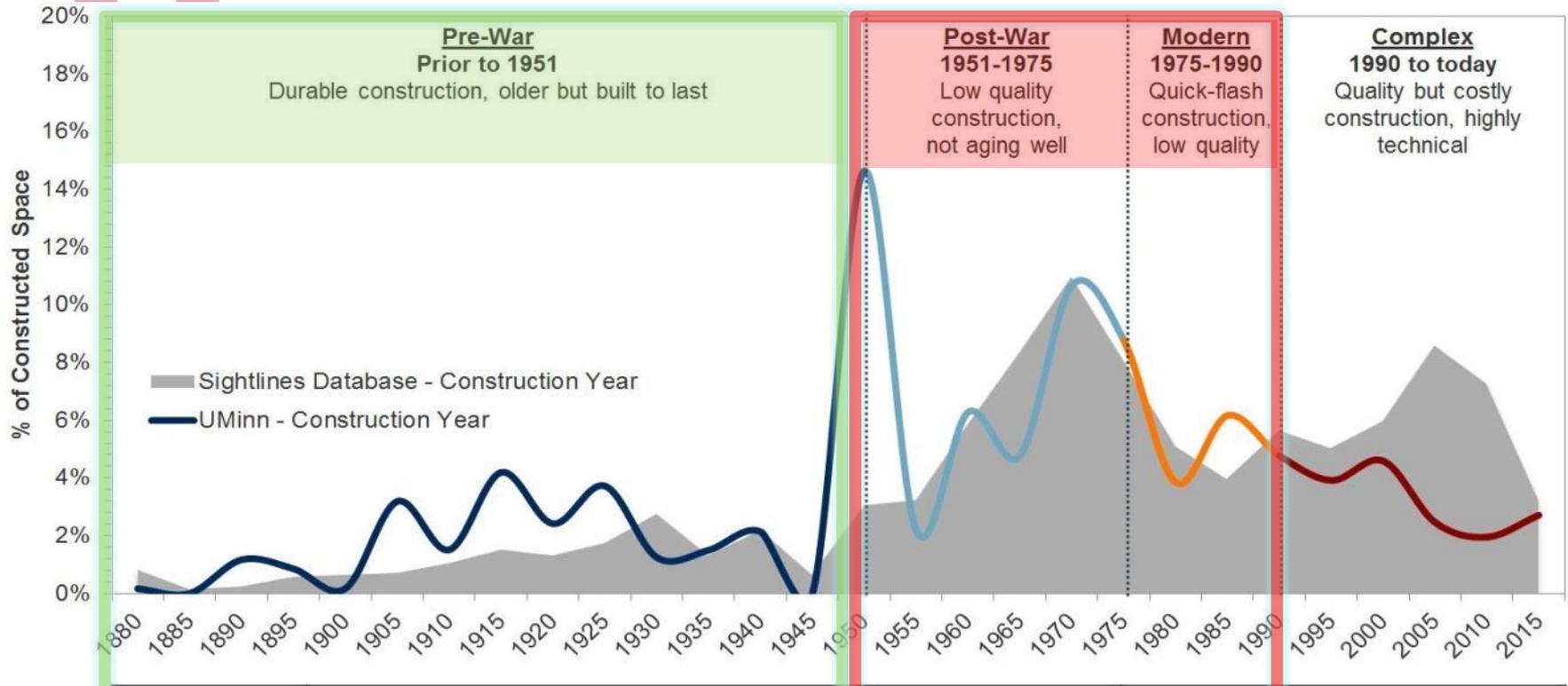


# Renovate or Dispose





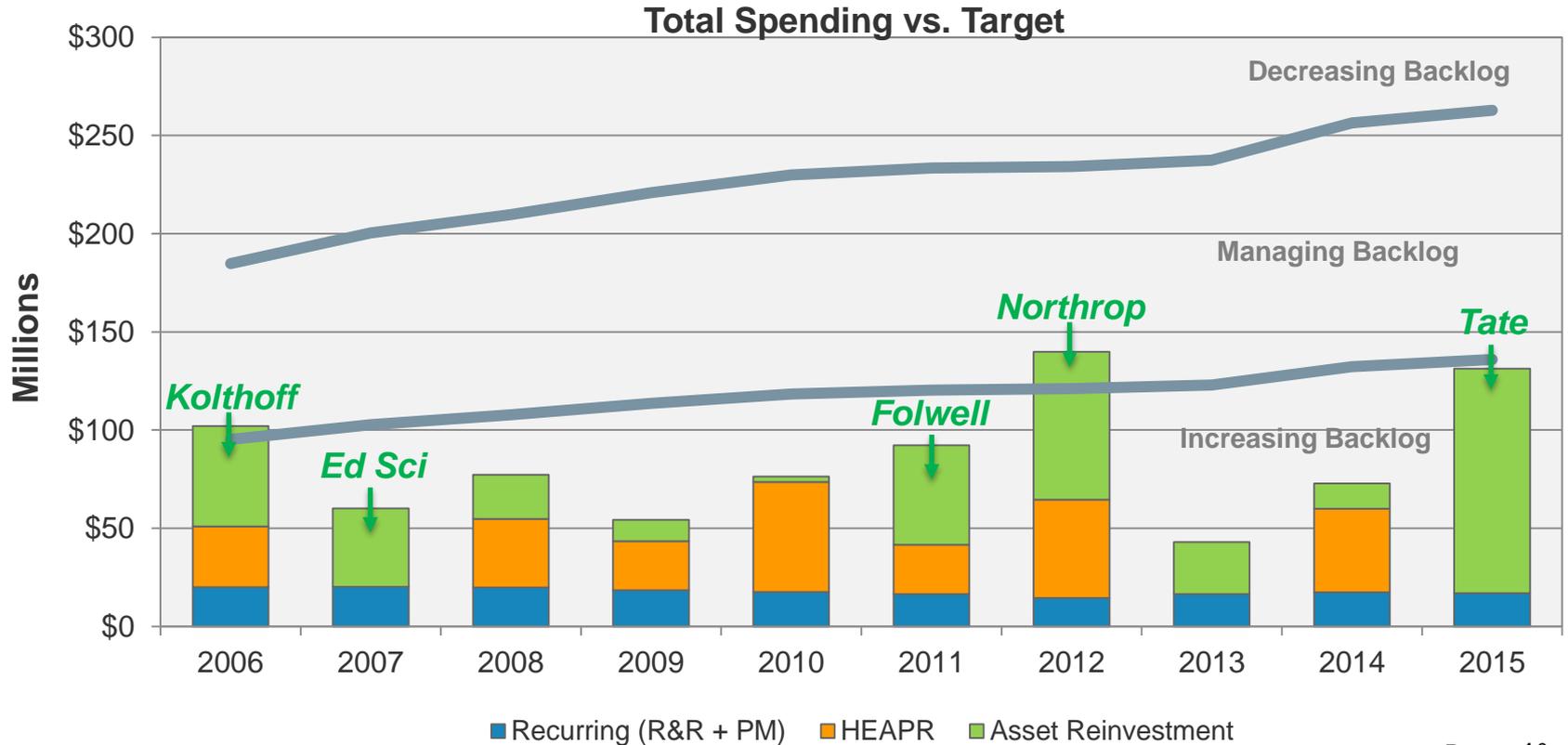
# UMTC Campus Construction Eras



UMinn	22%	39%	19%	20%
SL DB	16%	31%	17%	36%



# Underinvesting in Renewal





## Voice of Faculty and Staff - Mayo

- “It is a **disgrace**. It is **HORRID**. It is the **worst building** I have ever seen, especially when you think that patients are cared for here.”
- “It is **hot and miserable** in this building at all times”
- “Mayo building is a **depressing** environment.”
- “We have **cockroaches!**”
- “The windows are so old that the wind blows straight on through in the winter leaving the rooms very **drafty and cold**.”
- “The building is a 2/10 compared to others on campus. **Not a good representation** of our university for visiting faculty.”
- “the building in general is **not a suitable work environment**.”
- “everything is **so run down** in general that I'm not sure what the solution is.”



# Facility Lifecycle





## Discussion Questions

- How should the capital budget process and total cost of ownership be better connected?
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- How does a focus on the total cost of ownership relate to the Board progress card goal to reduce poor and critical space?



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# BOARD OF REGENTS DOCKET ITEM SUMMARY

Facilities, Planning, & Operations

June 9, 2016

**AGENDA ITEM:** Academic Health Sciences Strategic Facilities Planning: Phase II Final Report

Review       Review + Action       Action       Discussion

*This is a report required by Board policy.*

**PRESENTERS:** Monique MacKenzie, Director of Planning  
Michael Pukszta, Cannon Design  
Mark Whiteley, Cannon Design

## PURPOSE & KEY POINTS

The purpose of this item is to summarize the final report from the Phase II strategic facilities plan (plan) for the academic health sciences. The plan is a high-level guide that addresses facilities investment as well as campus planning on the East Bank of the Twin Cities campus. It is a companion piece to Phase I, which defined the programmatic drivers that are shaping the future of Academic Health Center (AHC) activities. The planning process engaged leadership at the Dean level in all the schools of the AHC, and Brooks Jackson, Vice President for Health Sciences and Dean of the Medical School, helped shape the direction established in the plan.

The University’s consultant, Cannon Design, is a national leader in planning for academic medical centers, in terms of strategic planning as well as project planning and design. Cannon designed the recently opened Clinics and Surgery Center and has experience working with M Health, University of Minnesota Physicians, and Capital Planning and Project Management. Cannon is also beginning work with Fairview on a five-year capital plan for its facilities.

## Activities Before Phase II Planning

In 2014, Cannon began a participatory effort focused on creating the vision, guiding principles, and objectives for all future AHC facility planning. The value of these first steps was to create a commonly held structure for decision-making that could be shared among all components of the AHC. The structure provided parameters and a commonly agreed upon context for detailed project planning or initiatives. This was followed by an analysis of current and future programs in three key areas: education, research, and administrative services. Leadership representatives from each school were asked:

1. How well do our facilities meet current demand?
2. What changes do you foresee in the next 10 years with respect to
  - a. Growth (e.g. size of cohort, clinical research)

- b. Models of delivery, (e.g. what form would specific activities such as interprofessional education or computational research take in the future?)
- c. New academic programs
- d. Methods to create better utilized, more efficient office solutions

The outcome of this work allowed the creation of a predictive framework and the ability to see barriers to meeting future program needs. Drivers recognized as influencing future activity were:

- Accredited education models in all schools are moving towards active learning, interprofessional, and simulation activities. Forty percent of the existing education space is in fixed, tiered auditoriums.
- More than 60 percent of wet bench research is in Good or Excellent condition; one-third of wet bench research is in buildings ranked Poor or Critical.
- Clinical research funding is anticipated to grow, and facilities need to be expanded and better aligned with other clinical facilities.
- Efficiency in office-type workspaces is recommended. Programs are in workspaces that have evolved over decades in spaces that were built for other purposes, and renovations to gain efficiencies are cost prohibitive.

## **Phase II: AHC Strategic Facility Plan**

Building on the programmatic demands of the future, the next steps concentrated on defining the physical asset strategies needed to achieve the objectives outlined in the vision defined before Phase II. The scope of Phase II was to create a contextual, decision-making framework in order to address buildings and campus planning. Specific objectives included reducing poor and critical condition space, including displacement and timelines; and creating an integrated and distinctive campus district, including new building sites, renovation targets, transportation, and other circulation investments.

The Phase II document answers a number of critical questions tied to the success of the future campus, such as:

- Where is the best location for the future Health Sciences Education Facility?
- Where is the best location for the future Clinical Research Facility?
- How will we manage and prioritize space relocation assignments to support capital investment goals? (future displacement of all demo buildings)
- When does the Mayo Building come down, and what goes in its place? What is the key for success with this?
- Where is there capacity on the East Bank for a new hospital (in addition to a West Bank option)?
- What is the role of clinical function on the East Bank campus?
- What is institutional point of view for office/central support space?

## **Building Investment Strategy**

Each of the AHC buildings was studied to determine future use. Decisions were based on the condition of the facility infrastructure and physical space constraints. Consideration was also given to location of hospital facilities if/when Fairview or M Health should decide to demolish the current Unit J facility and build new.

<b>Demolish</b>	<b>Renovate</b>	<b>Build New</b>
Masonic Memorial Hospital	Phillips-Wangensteen ( <i>mixed use teaching, office, research</i> )	Health Sciences Education Facility
VFW Research	Moos Tower ( <i>mixed use, research, clinical, office, limited teaching</i> )	Clinical Research Facility
Diehl Hall	Dwan/ Masonic Cancer Center	
Mayo Memorial		
Children's Rehabilitation		
Variety Club Research Center		
Boynton		

### **Southeast Gateway District Development Principles**

The Southeast Gateway District development principles are built on the following fundamental assumptions that will drive additional definition of how this district develops and shapes the campus experience:

1. Investment in physical connections (both east-west connections at Essex, Delaware, Fulton and north-south connections between the Biomedical Discovery District, Clinical area, AHC core).
2. Integrated land uses (river residential, clinic/hospital co-located w/regional access) including preservation and addition of green space in this district.
3. Balance reinvestment with new strategic acquisitions.
4. Transportation impact management/mitigation (expected to be more specifically defined after the conclusion of the University-funded area transportation study).
5. Targeted built form/density (limits building heights to 10 stories).

Five ideas drive the physical planning component of this plan, informing the development principles listed above:

1. Essex Street pedestrian corridor
  - Prioritizes pedestrian movement.
  - Connects AHC core and patient communities.
  - Establishes primary frontage, address, and physical organization mechanism for future buildings.
2. AHC and campus core connectivity
  - Establishes no-build zones for access, visibility, and utility infrastructure.
  - Better integrates AHC core with campus and urban fabrics (Delaware Street).
  - Better integrates AHC core with Clinical area and the Biomedical Discovery District.
3. River residential neighborhood
  - Commits to on-campus housing investment.
  - Elevates river presence and riverfront as an amenity.
4. Phasing strategy
  - Suggests strategy for future demolition-renovation-new construction sequence.
  - Balances reinvestment in core campus area with new investment at campus edge.
5. Patient access at campus-community edge
  - Situates public functions, such as clinics, at public edge for better access.
  - Places academic functions in campus core.

- Foster closest connections as are viable between patients and AHC students and providers.

## **BACKGROUND INFORMATION**

Phase I of the academic health sciences strategic facilities plan was reviewed with the Facilities, Planning, & Operations Committee in December 2015. The Board discussed campus planning for academic health sciences at the July 2015 meeting and during the February 2016 work session.

# Academic Health Sciences Strategic Facility Planning: Phase II Final Report

Board of Regents Facilities, Planning, and Operations Committee  
June 9, 2016



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# Creating the Strategic Facilities Plan

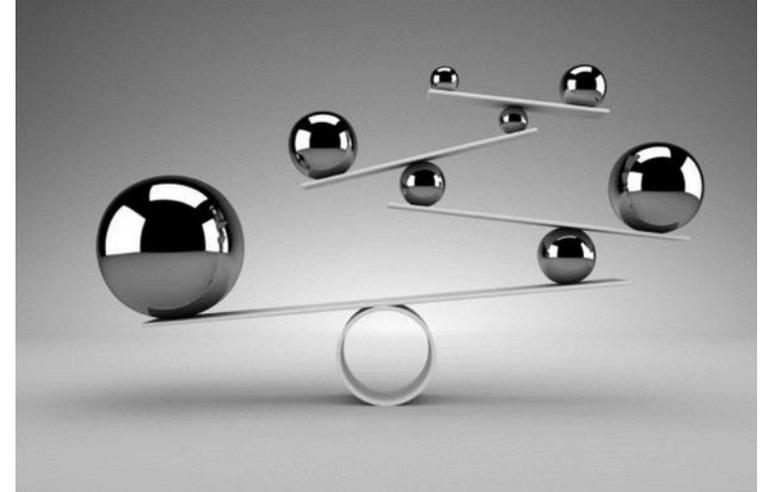
- Cannon Design: healthcare practice leaders, strategic planning experience, project planning, and design
- Academic Health Center deans, leadership, facilities staff
- University Services





# Strategy: Balance Renewal and Expansion

- Purpose of the Strategic Facilities Plan
  - support academic health sciences vision for the future
  - strengthen campus fabric and improve place-based experience
  - identify phases for implementation while acknowledging resource requirements
  - communicate with broader audiences





# Planning Principles and Assumptions

Land, Facilities, and Space that are Aligned, Managed, and Sustainable

- Strengthen linkages between research, teaching and learning, and patient care
- Prioritize patient and visitor convenience, wayfinding, and ease of access
- Ensure quality, affordable, community-based first and second year residential experience
- Strengthen residential communities that support student interaction, convenience, and academic success
- Strategically balance reinvestment in existing facilities with new construction, as well as current campus footprint and land acquisition
- Advance key interests of the University and the surrounding community through creation of public private partnerships
- Encourage private investment near campus that is compatible with U interests



# Campus Development Framework

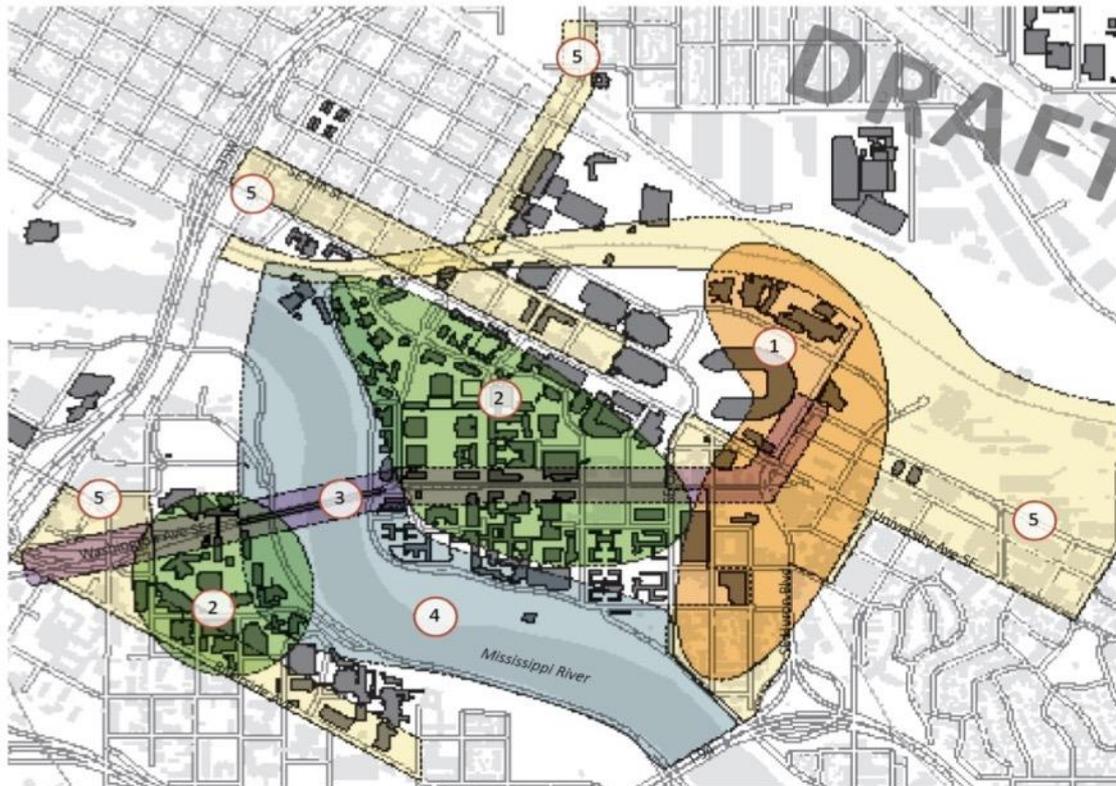
- Academic core and support functions
- Current and future patterns
- Outreach and public focused functions
- Street networks and supporting infrastructure



DEVELOPMENT MODEL	
	Academic
	Student service & residential
	Outreach & public-focused*



# Development Strategy Areas



- 1 ADVANCE OUTREACH MISSION**
  - Prioritize human scale medium-density development
  - Improve the pedestrian experience.
  - Connect the AHC and the BDD.
  - Locate clinical and potential new hospital.
  - Acquire land strategically.
- 2 REINVEST IN THE CAMPUS CORE**
  - Prioritize the pedestrian experience.
  - Locate collaboration spaces in ground floors.
  - Maintain density.
  - Improve path and open space connectivity.
  - Design to discourage car use in campus core.
  - Ensure safe paths, open spaces, and entries.
- 3 REINFORCE THE TRANSIT CORRIDOR**
  - Prioritize mixed-use development.
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  - Participate in efforts in joint planning areas.
  - Define land use patterns and density in context.
  - Determine new build sites and demo candidates.
  - Improve safe routes to and through campus.



# Health Sciences: Campus Components





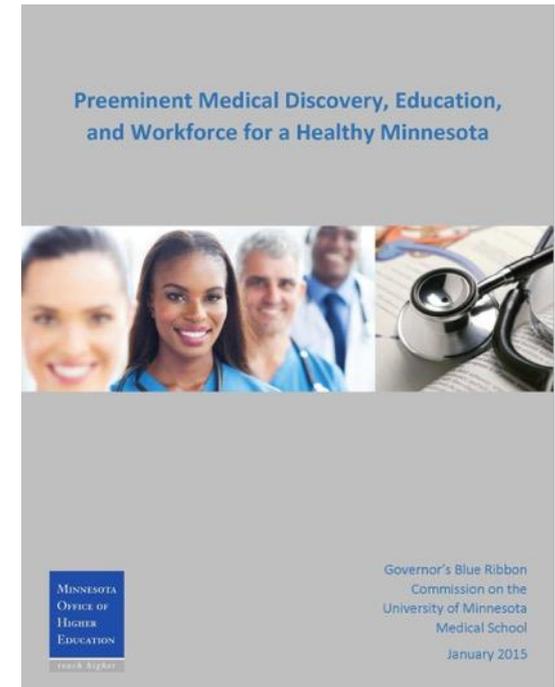
# Strategic Planning Objectives

- Create a ten-year plan for improving the quality and ‘right sizing’ space based on the main programmatic drivers in the academic health sciences
- Identify programmatic priorities that will increase utilization of retainable spaces while improving connectivity between mission related programs
- Work towards a reduction in occupied space by 20% including the elimination of obsolete facilities
- Better integrate the academic health center district with the broader Twin Cities campus



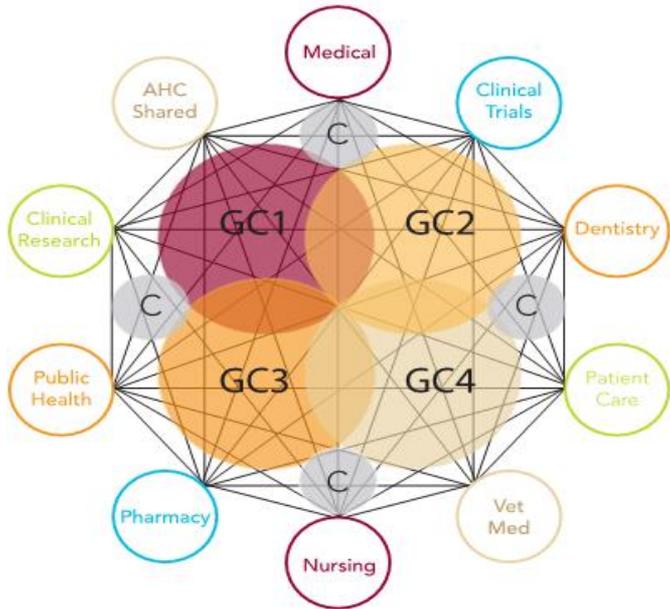
# Academic Health Sciences: Today

- What has changed over time that affects AHC plans?
  - Research activity: funding streams for bench research in decline
  - Changing models of patient care: interdisciplinary and team-based
  - Patient traffic increases as coverage expands
  - Educational format and pedagogical process: pre-clinical learning and clinical experience/ training
  - Commitment to housing undergraduate students in a contiguous neighborhood





# Vision Statement 2015



## Systems

An efficient enterprise with an administrative structure that aligns operations in workforce, translation, outreach and clinical practice clusters

## Partners

An integrated AHC market identity which leverages our strengths in our relationships with the University, State, healthcare, and other partners

## Workplace

Consistency in physical space standards, with flexibility for alignment of workplace with requirements of workforce, translation, outreach, and clinical practice clusters

## Facilities

A portfolio of common education spaces complemented by school focused on specialized learning faculties. A reliable and efficiently operated cluster of scientific core facilities accessible to all lab users

## Campus

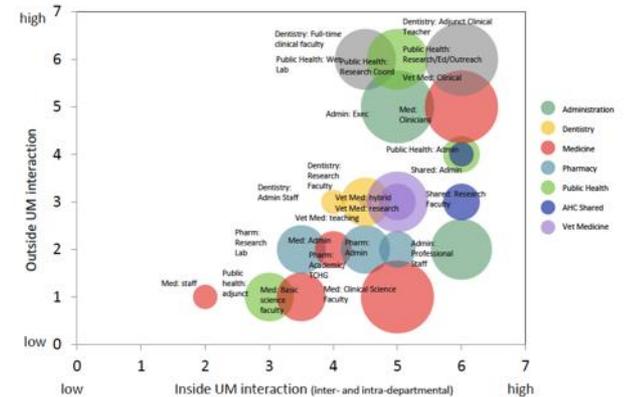
Realign functional adjacencies for efficiency and convenience. Create a porous and navigable campus.



# Facility-Related Recommendations: Phase 1

- Create new learning environments and retain existing valued spaces.
- Create clinical research facilities to support emerging activity
- Allocate office space to reflect work styles and create higher utilization and efficiency
- Co-locate administrative hubs for efficiency, AHC identity, collaboration

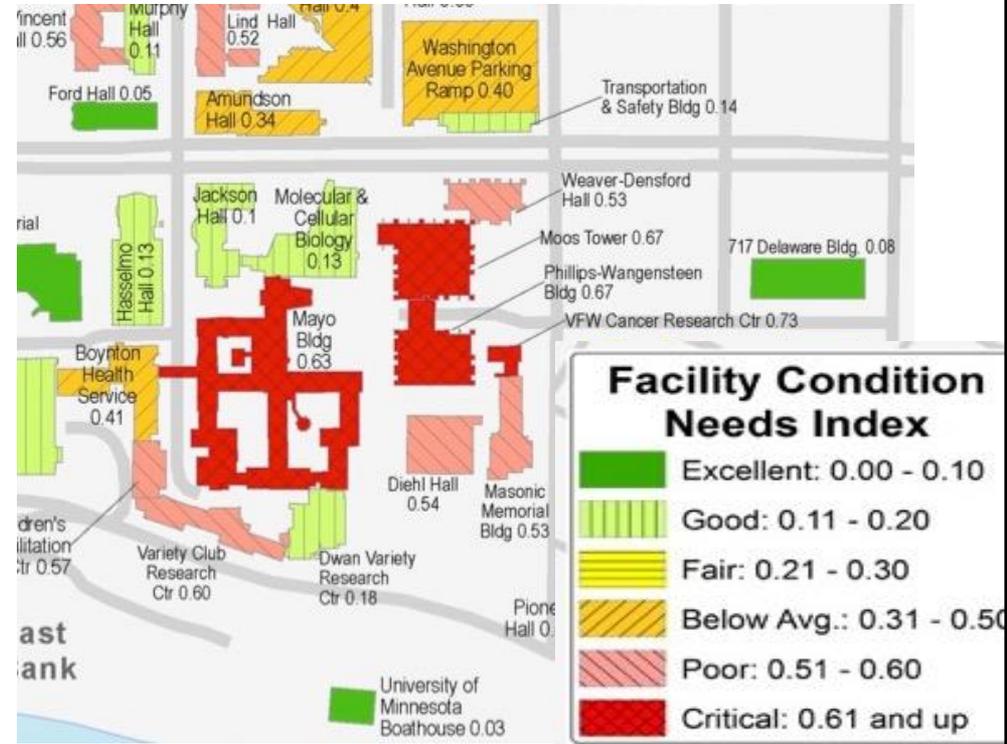
Workplace – University of Minnesota





# Physical Condition of Facilities

- Critical ranked buildings represent a large amount of space in daily use (Mayo, Moos, PWB)
- Costs and programmatic impacts of continuing to use critical ranked space





## Phase II Goals: Investment Strategy

- Assign future of each asset by strategy, within broader institutional context
- Support Six-Year Plan requests that directly affect AHC investment
- Allocate facility and capital resources to optimize physical assets
- Develop scenarios and understand opportunity costs





# District Within the East Bank Campus





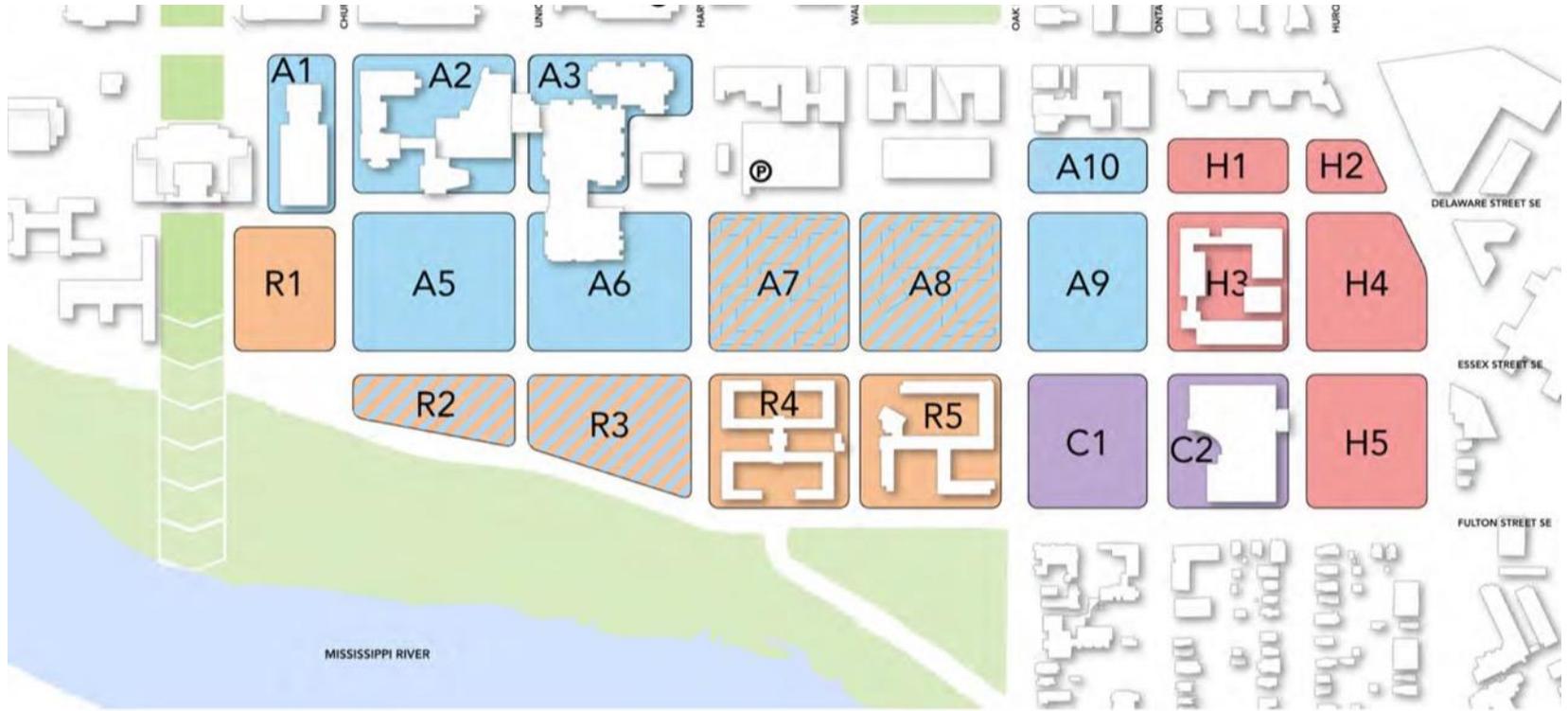
# Framework Plan: Five Big Ideas

- A. Essex pedestrian corridor
- B. AHC and campus core connectivity
- C. River residential neighborhood
- D. Phasing strategy
- E. Patient access at campus-community edge



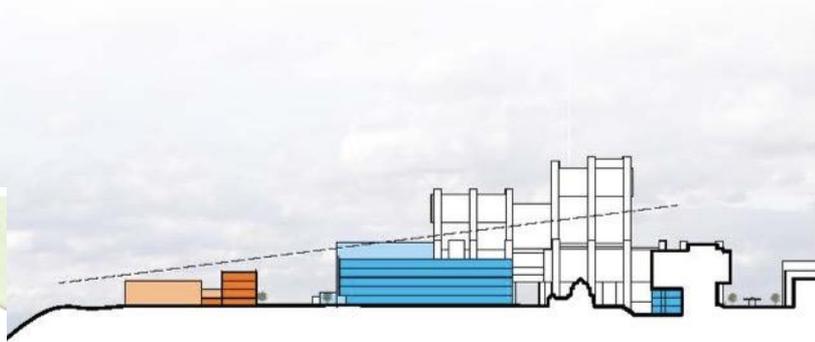


# Framework Plan: Future Land Use





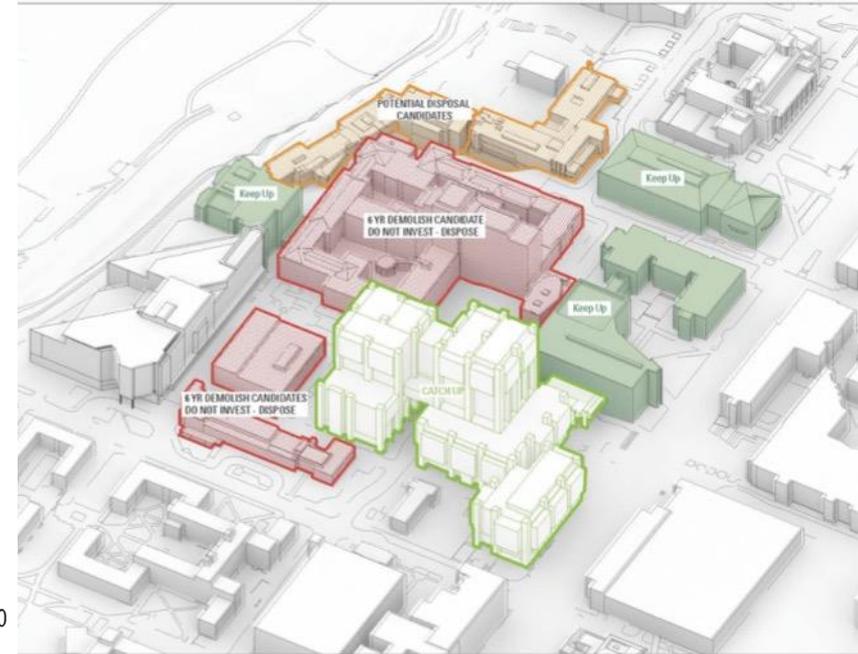
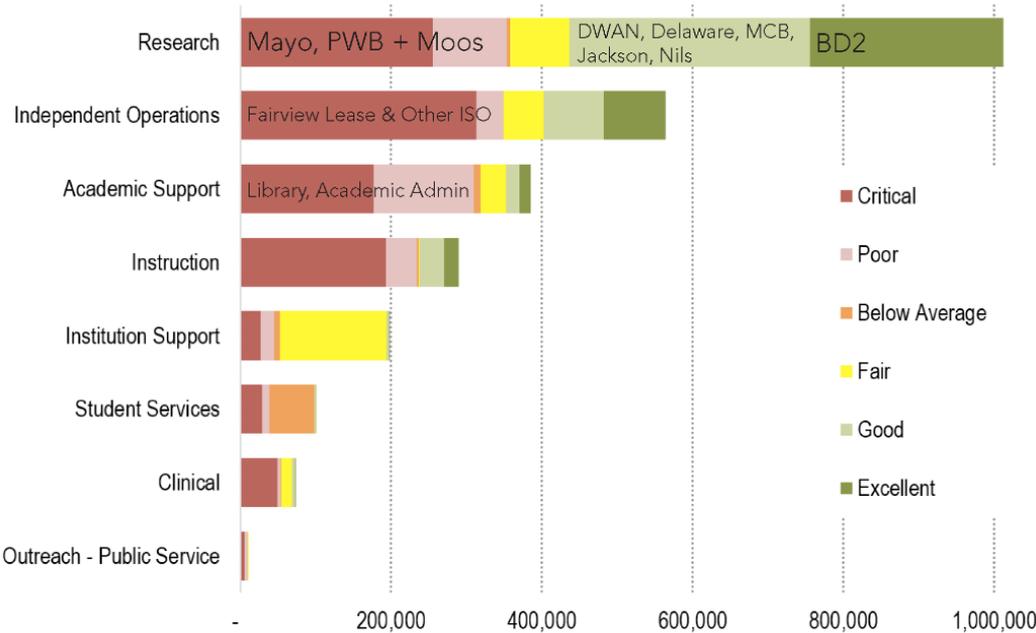
# Building Heights, Open Spaces



LEGEND:  
PROPOSED PUBLIC OPEN SPACE  
PROPOSED CAMPUS QUAD/PLAZA  
EXISTING MAYO COURTYARD  
PROPOSED BUILD ZONES



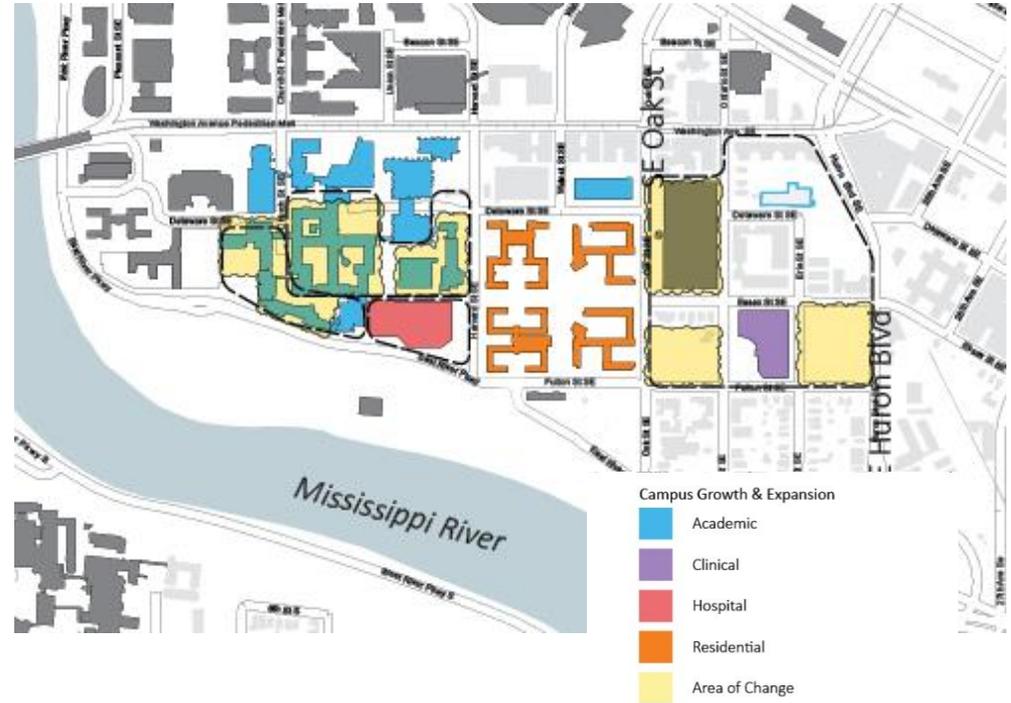
# Renewal and Removal Building Strategy





# New Development Sites

- Land that is immediately available
- Demolished buildings will be buildable sites (with some open space)





# Campus Connectivity and Circulation



*Regional access, parking and circulation*



*All modes, local access and circulation*



# Land Use Focus on Patient Access, Academic Mission, Outreach

- Future land use focus on clinical activity (patient related), new hospital facility, other academic uses
- Align investments for transportation to predominant mode of travel (ped, bike, vehicle), including parking needs



*if new East Bank hospital investment*



# Land Use Focus on Patient Access, Academic Mission, Outreach

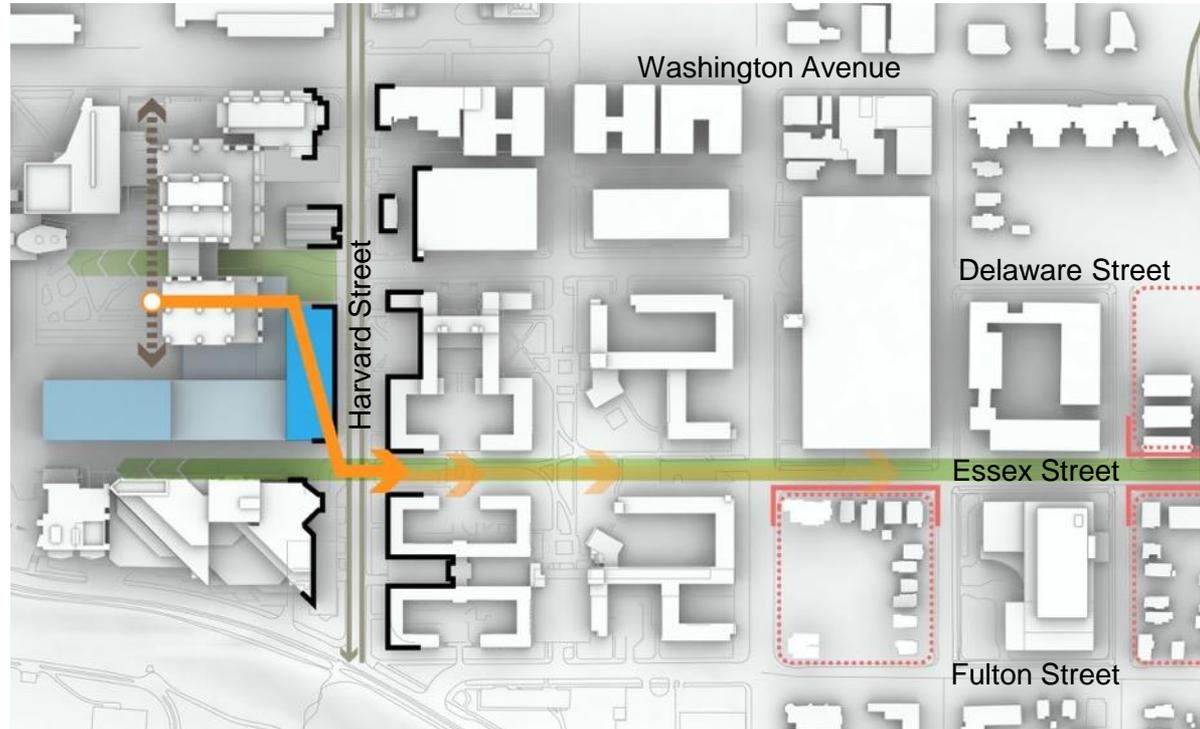
- Allocate future land use to support clinical activity (patient related and research), other campus or supportive development needs
- Maintain the current hospital at present day location
- Align investments for transportation to predominant mode of travel (ped, bike, vehicle)



*if no new East Bank hospital investment*



# Health Sciences Learning Center (ELC)





# Six-Year Plan Projects and Sequences

- Regents have approved requests for state funding in the 2015 Six-Year Plan
- Advance the Health Sciences
  - Phase I: Health Science Education, 2016 (\$100 million)
  - Phase II: Clinical Science, 2018 (\$100 million)
  - Phase III: Mayo, 2020 (\$90 million)
- State action in 2015, \$10 million



Phase 0  
Existing conditions.



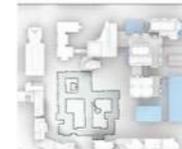
Phase 1  
Education and Learning Center is constructed.



Phase 2  
Mason/VFW and Diehl are demolished.



Phase 3  
A new academic building replaces Mason/VFW and Diehl.



Phase 4  
The Mayo Building is demolished. Program currently located in Mayo. Program need to be relocated.



Phase 5  
New academic building space is built to create a pedestrian access point between the AHC courtyard and the riverfront.



Phase 6  
Boynton and Variety Club are demolished.



Phase 7  
A new academic building replaces Boynton and Variety Club. A new plan massing.



# Actionable Strategies for Future Decision Making

- Reinforce specific strategies for buildings, including those identified as “do not invest”
- Support decisions that achieve goals across all projects
- Pursue removal and renewal/new build to ensure a sustainable financial plan
- Provide adequate space to meet known programmatic needs
- Identify interim locations for renewal and displacement to implement



# DISCUSSION



UNIVERSITY OF MINNESOTA  
**Driven to Discover<sup>SM</sup>**



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# BOARD OF REGENTS DOCKET ITEM SUMMARY

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**Facilities, Planning, & Operations**

**June 9, 2016**

**AGENDA ITEM:** Resolution Related to Long-Term Development in Key Areas of the Twin Cities Campus

**Review**                       **Review + Action**                       **Action**                       **Discussion**

*This is a report required by Board policy.*

**PRESENTERS:** Pamela Wheelock, Vice President, University Services  
Suzanne Smith, Assistant Vice President, Capital Planning and Project Management

## **PURPOSE & KEY POINTS**

The purpose of this item is to review a resolution related to long-term development in key areas of the Twin Cities campus. The resolution is informed by the University’s Development Framework, which considers existing and emerging University needs related to the core mission of the institution in teaching, research, and outreach activities. The framework addresses changing conditions in surrounding neighborhoods, as well as supportive infrastructure and new and planned land acquisitions. It supports the needs of the campus community and defines goals that represent the desired future of the campus.

The resolution specifically focuses on long-term development and change in the area referred to as the southeast gateway, which is roughly bordered by Huron Boulevard, Washington Avenue, and East River Parkway. A 30-year vision for this area was shared with the Board during the February 2016 work session and its adoption is included within the resolution.

In that vision, the delivery of patient-centered healthcare migrates east toward Huron Boulevard for visibility and ease of access. Existing buildings in the health sciences academic core are either reinvested in or removed. If a new hospital facility is built, existing health science facilities along East River Parkway would be demolished and new residence halls for student housing constructed. In this scenario, the northern half of today’s Superblock residential community is vacated to create connections between the academic and clinical health sciences. Other components of the vision include removal of obsolete facilities, such as the Mayo Building, to create new green spaces and connections across the campus and a commitment to first-year student housing in this district.

## **BACKGROUND INFORMATION**

Board members have received presentations and/or approved resolutions related to campus planning at several recent meetings:

- June 2016: Academic Health Sciences Strategic Facilities Planning: Phase II Final Report (FAC)
- May 2016: The Role of Master Leasing in Meeting Enrollment Goals (FAC)
- February 2016: Work session - A Vision to Guide Long-Term Development and Change in Key Areas of the Twin Cities Campus (BOR)
- February 2016: Long-Range Campus Planning II: University Housing (FAC)
- December 2015: Long-Range Campus Planning I: Academic Health Sciences Strategic Facilities Plan (FAC)
- September/October 2015: 2016 State Capital Request (FAC, FIN, BOR)
- July 2015: Long-Term Campus Planning for the Academic Health Center and University Housing (BOR)
- June 2015: History of AHC Planning and Findings from Phase I of the Strategic Facility Plan (FAC)
- May 2015: The University's Housing Strategy: Twin Cities Campus (FAC)
- February 2015: Overview of the Governor's Blue Ribbon Committee on the University of Minnesota Medical School and Resolution Related to the FY 2016-2017 Biennial Budget Request (BOR)

#### **PRESIDENT'S RECOMMENDATION**

The President recommends adoption of the Resolution Related to Long-Term Development in Key Areas of the Twin Cities Campus.



## **REGENTS OF THE UNIVERSITY OF MINNESOTA**

### **RESOLUTION RELATED TO**

### **Long-Term Development in Key Areas of the Twin Cities Campus**

**WHEREAS**, the Board of Regents (Board) set as one of the 2015-2016 Board priorities to “create a vision to guide long-term development and change in key areas of campus and bring Twin Cities Campus Master Plan (adopted in 2009) into alignment;” and

**WHEREAS**, in February 2016 the Board reviewed the results of planning efforts to create such a vision which allows for the continued operationalization of the Campus Master Plan, provides additional direction for reuse and redevelopment within the campus core, and envisions strategic land acquisition and joint planning at the campus edges; and

**WHEREAS**, this vision provides alternatives on both the East and West Bank for the potential long term replacement of M Health/Fairview hospital facilities and envisions additional new clinic facilities as the business model permits, and allows for siting these facilities in a way which prioritize patient convenience, wayfinding, and ease of access to the regional transportation system; and

**WHEREAS**, these alternatives will impact additional decisions related to student housing along the Mississippi Riverfront, but also provides opportunities to strengthen student housing, particularly first year student housing, along the river corridor on the East Bank and envisions new residential development should the existing Unit J hospital be demolished; and

**WHEREAS**, the Board recently adopted a Twin Cities campus undergraduate enrollment plan for 2016-2021 that seeks to increase total undergraduate enrollment from 30,500 to approximately 32,000 to 33,000 students and to accommodate 90 percent of first-year students, 20-25 percent of returning second-year students who lived on campus their first year, and a minimum of 10 percent of fall transfer students in University housing; and

**WHEREAS**, the University assumes that all student housing costs (construction/debt, operations, maintenance, renovation) will continue to be paid through room and board rates charged to the students living in its facilities; and

**WHEREAS**, the University will continue to manage room and board rates so that University's rates remain in the lower one-half of the Big 10, stewarding its assets through managed costs, planned investment schedules, and adequate resource allocation; and

**WHEREAS**, first-year students will be housed in residence halls with community living arrangements with other first-year students in facilities designed to support academic success, prevent self-isolation and encourage student interaction, and foster the development of lifelong relationships; and

**WHEREAS**, first-year students benefit from living in community-based residential neighborhoods with the following characteristics: a density of other first-year students; proximity to classrooms, academic support facilities, and student-related services; access to green space and transit; and separation from activities that impede academic success; and

**WHEREAS**, the University's existing residence halls are consistent with peer institutions' housing stock and will remain relevant and support affordable room and board rates if properly maintained and refreshed; and

**WHEREAS**, historic Pioneer Hall has significant systems and design deficiencies, has reached the end of its useful life, and requires reinvestment for continued use. In addition to its facilities condition deficiencies, it is not ADA accessible, it lacks sufficient community gathering spaces, student lounges, and study areas, and a satisfactory dining facility and therefore no longer meets University goals relative to providing a quality residential student experience, with the exception of the highly attractive location, without reinvestment sufficient to achieve the character, amenities, and dining opportunities expected in modern residential facilities; and

**WHEREAS**, the Administration is preparing a recommendation on the future of Pioneer Hall, consistent with enrollment targets and housing capacity goals, for Board review and action; and

**WHEREAS**, the University will continue to focus on building, operating, and maintaining this type of residence hall style housing for primarily first-year students, which is not provided by the private sector; and

**WHEREAS**, master leasing existing apartments in desirable locations near campus is a key component in retaining 25% of second-year students in University Housing, as master leasing does not impact University credit, provides great flexibility for managing the variability of student demand over time, and allows the University to respond to new options in the apartment marketplace.

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Regents, exercising their reserved authority for the adoption of fundamental plans for the physical development of the University, affirms its support for this vision to guide long-term development and change in key areas of campus (see attached) and reaffirms its delegation to the President or designees the authority to advance the long-term plan for health sciences and student housing, the goals of which are not mutually exclusive.

This long-term plan will include a phased approach to decommissioning of obsolete facilities, redevelopment of currently owned land, acquisition of real estate, and renovation, maintenance, and repair of existing facilities. Execution of such plans will occur over decades as resources are available and will focus on redevelopment of existing facilities and land in the core academic areas of campus, with strategic acquisition of land on the edges for patient and visitor focused uses. Key

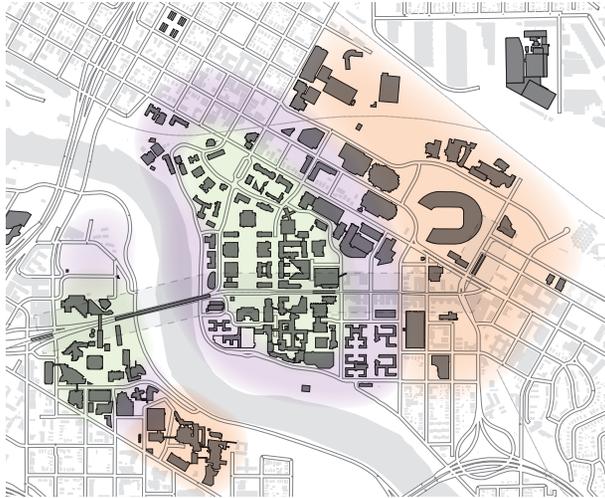
components of these efforts include the following related to health sciences and student housing, but will also include advancing the other components of the Long Range Development Framework:

- 1) A long range facilities plan for the health sciences including the identification of facilities to be decommissioned, renovated, and built along with their preferred site/location that knits together the academic, research, and clinical cores of campus including:
  - a. A preferred site/ location, project scope, and cost to support interprofessional health sciences learning, in both pre-clinical and clinical environments, across all schools of the academic health sciences.
  - b. A preferred site/ location, project scope, and cost to support clinical research activities that represent both current day and desired future state for all the schools of the academic health sciences.
  - c. The removal of the Mayo Building and a proposed re-use for that site.
  - d. Two site options, one on the East Bank and one on the West Bank, for replacement and future expansion of clinical and hospital facilities.
  - e. Beyond the thirty year horizon, facilities planning will be prioritized based upon patient experience, access, financial feasibility, and adjacencies. Growth in this model is focused on the eastern edge, a land acquisition, outward facing functions such as patient-care, and opportunities for collaboration in development are identified in this area.
  
- 2) A long range plan for student housing including the identification of facilities to be decommissioned, renovated, and built along with their preferred site/location, focusing first year student housing in a residential neighborhood along the Mississippi River corridor. The plan will include:
  - a. Prioritizing student housing facilities planning based upon high quality residential student experiences, density of residential neighborhoods, proximity to classrooms, academic support facilities, and student-related services, access to green space and transit, safety, financial feasibility, and affordability.
  - b. Committing to the current residential Superblock site to continue to support student housing needs for the next several decades. Therefore, the University will engage in ongoing and planful maintenance, repair, and reinvestment of the existing housing as necessary in order to provide a quality student experience with targeted financial parameters within this lifecycle.
  - c. Exploring and proposing options for housing a larger percentage of undergraduate students given the anticipated increase in enrollment and the Board's desire to expand housing availability beyond the first year to a greater percentage of second-year and transfer students in support of increased student retention and stronger academic achievement.
  - d. Advancing the use of master lease agreements to expand University housing capacity in the short-term and build additional capacity in the long-term for non-first-year students.
  - e. Engage the support of the University of Minnesota Foundation to help identify and evaluate opportunities to collaborate or coordinate housing strategies with private parties.

**BE IT FURTHER RESOLVED** that the administration will report progress on these goals regularly and recommend to the Board of Regents the capital resources necessary to advance this vision as well as room and board rates necessary to sustain University housing facilities and programs.

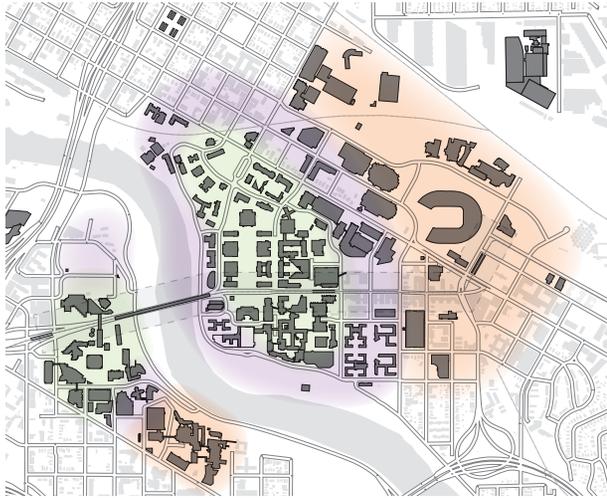


30+ year vision with options for riverfront housing



## **MINNEAPOLIS CAMPUS DEVELOPMENT FRAMEWORK**

February 11, 2016



## What it is

The Development Framework is a location-based model that shows the most appropriate use and function for campus development and investment. The primary organizing features are the central academic core areas on the East Bank and West Bank. Outreach-oriented functions lie at the campus edges, and service and support functions serve and link the two by occupying the areas between.

The campus centers are different—in character and function—from the campus edges. Accordingly, the Development Framework provides a way to understand, reinforce, and acknowledge the various characteristics and needs of distinct campus districts when planning for the future.

The Development Framework is organized by:

- Function, meaning how the current patterns of activity, movement, and intensity

of use shape the campus today and may inform the future.

- Form, meaning how the shape, size, orientation, and arrangement of buildings, spaces, and pathways reflect and strengthen our image, identity, and legacy.
- Trends, meaning how demographics, enrollment, multi-modal transportation, and urban growth inform and convey our unique position in a vibrant urban setting.

## Why it is important

A common vision for the place-based campus of the future helps reinforce a consistently safe, high-quality campus experience for students, faculty, staff, and visitors. It ensures alignment between investments and desired outcomes, and reinforces the value of our unique campus heritage and presence in a dynamic metropolitan area.

## What it does

The Development Framework guides decision-making about campus evolution over time. It indicates appropriate places for buildings, uses, and connections, and identifies locations for significant campus growth and change based on form, function, and access. Furthermore, the Development Framework supports future infrastructure and urban planning decisions within and outside the University.

# DEVELOPMENT FRAMEWORK



## Development Framework

- Academic
- Student service & residential
- Outreach & public-focused\*
- Mixed-use

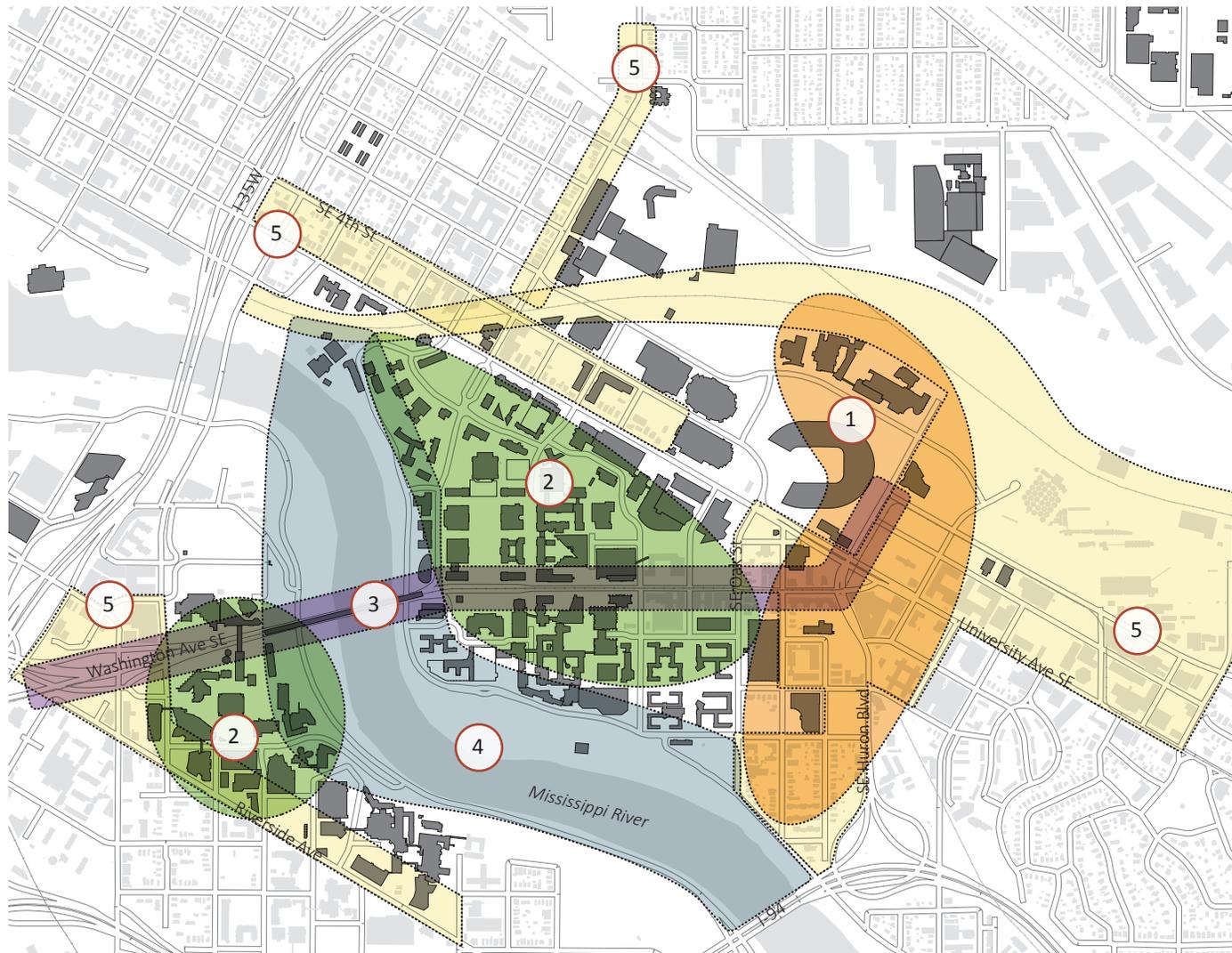
*\*research, patient care, athletics*

# DEVELOPMENT GOALS

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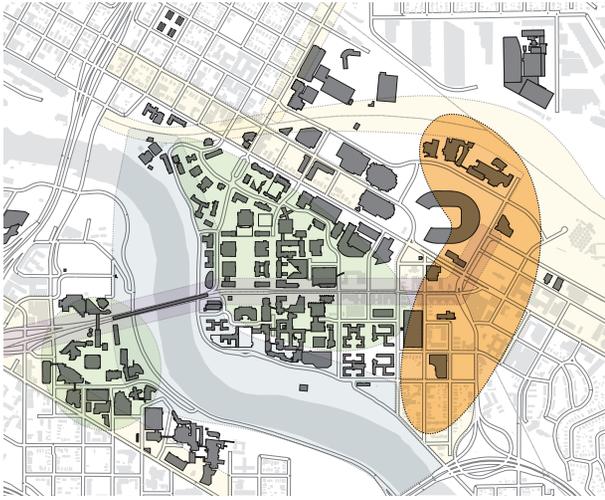
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# DEVELOPMENT GOALS



- 1 ADVANCE OUTREACH MISSION**
  - Prioritize human scale medium-density development.
  - Improve the pedestrian experience.
  - Connect the AHC and the BDD.
  - Locate clinical and potential new hospital.
  - Acquire land strategically.
- 2 REINVEST IN THE CAMPUS CORE**
  - Prioritize the pedestrian experience.
  - Locate collaboration spaces in ground floors.
  - Maintain density.
  - Improve path and open space connectivity.
  - Design to discourage car use in campus core.
  - Ensure safe paths, open spaces, and entries.
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## DEVELOPMENT GOALS: CRESCENT



### ADVANCE OUTREACH MISSION

#### **Prioritize human scale medium-density development.**

New development will happen in this area. Because human comfort is essential to the attractiveness, vitality, and safety of a place, we must focus appropriate development intensity at a scale that promotes healthy interaction.

Some important building features that create hospitable environments, visual interest, and increased security of adjacent outdoor spaces and sidewalks include ground-level windows; well-marked entrances; and detailed facades without blank walls. The overall building heights in this area should be between 6 and 10 stories, and will vary depending on the campus district characteristics.

#### **Improve the pedestrian experience.**

Pedestrian infrastructure in this area is disjointed and favors the motorist over the

pedestrian. Because walking is the primary mode of movement on campus, it is important to improve conditions on and near Huron to balance the needs of pedestrians, cyclists, and motorists.

The edge of campus is more urban and compact than the center, and the University is not the only landowner. Design and operations decisions that advance pedestrian movement will be the result of thoughtful coordination with public and private partners.

#### **Connect the AHC and the BDD.**

Students, faculty, and staff move regularly between the Academic Health Center and the Biomedical Discovery District areas, which are several blocks apart. The walk takes eight minutes, and both the time and experience can be improved with better sidewalk connectivity and more human-scaled building and site elements. Convenient access to the LRT station at both locations is another supportive link to reduce the perceived gap between locations.

#### **Locate clinical facilities and potential new hospital.**

Clinics and hospitals are a central component of the Academic Health Center and the University's mission. The current hospital facility does not meet expectations for single-patient rooms and privacy, and will be in need of a significant renovation or relocation.

The next generation of clinical care is here in 2016. Since a modern hospital is a vision for the future, it is important identify a location.

Planning ahead for the entire complex and strategically phasing the development enables the University and its clinical care partners to create a scenario that can result in the most functional, attractive, and convenient hospital and clinical care facilities possible.

#### **Acquire land strategically.**

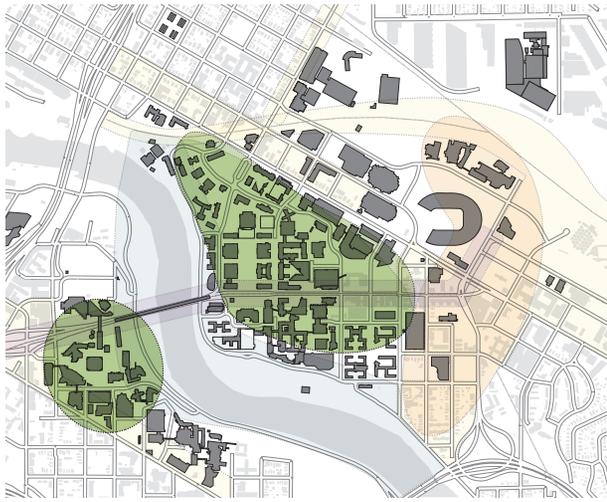
Land assembly will be required in order to realize the complete set of development goals referenced above. Land acquisition has typically been opportunistic, guided by campus planning directives. Partnerships can advance some of these goals. Determining best use of land and identifying relevant development conflicts prior to acquisition is supportive of the institution's long term goals.

# DEVELOPMENT GOALS: CRESCENT



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## DEVELOPMENT GOALS: CAMPUS CORE



### REINVEST IN THE CAMPUS CORE

#### **Prioritize the pedestrian experience.**

Most people move through the campus core by walking. It is a safe, convenient, and necessary way to move from place to place, and the activity resulting from pedestrian movement fills our outdoor spaces with vitality.

Prioritizing the pedestrian experience means creating an environment where pedestrians come first. This means little to no disruption in flow (such as now exists when waiting for cars and bicycles), direct connections between buildings and spaces (instead of buildings or other structures blocking direct access and requiring roundabout routes), and universal accessibility for all kinds of pedestrians with a range of abilities.

As we move forward, priority is given to the pedestrian experience first, and other elements in the built environment (buildings, landscape or infrastructure) respond.

#### **Locate collaboration spaces in ground floors.**

As much collaboration space as possible should be located at the ground levels in campus core buildings. Collaboration spaces are common areas shared by the entire campus community, and include spaces for studying, meeting, gathering, eating, and promoting engagement between people.

Ground floors are the most accessible and visible, offer the most convenient access to and from the outside, and provide the best opportunity to create a relationship between indoor and outdoor activity.

#### **Maintain density.**

The campus core is compact and organized, with buildings and spaces assembled in a logical, coherent pattern. Destinations are close together, pedestrians move comfortably between them, and outdoor spaces between buildings are active and lively. The current density of buildings (in size and relation to one another) is the main reason for this.

Because there is a direct relationship between the vitality of campus and density of buildings, population, and activity, the current density should be maintained to preserve a high-quality place-based experience. This means a commitment to reinvesting in core area buildings and spaces is essential to keep this special place intact. Even losing a single building leaves a hole in the fabric, which impacts the experience within the historic core campus area.

#### **Improve path and open space connectivity.**

An interconnected network of paths and open spaces helps pedestrians move around campus easily. Connections offer more route choices,

more direct access, and improved campus navigation for visitors.

#### **Design to discourage car use in campus core.**

It will always be important to accommodate service, delivery, and paratransit vehicles in the campus core, but it is not necessary to accommodate private vehicles except for ADA accessibility, limited delivery activity and entries and exits to some core area parking garages. In most areas, designing to promote slower speeds, pedestrian-oriented infrastructure, and alternative primary vehicle routes will improve the pedestrian experience and minimize mode conflicts.

#### **Ensure safe paths, open spaces, and entries.**

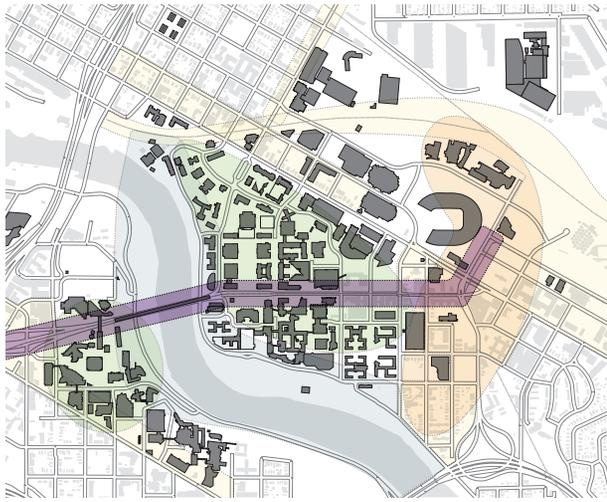
It is essential that all campus buildings and spaces are safe. In campus core outdoor areas, this means capitalizing on opportunities for natural surveillance, such as promoting activity by placing popular destinations in strategic locations; emphasizing good wayfinding with well-marked building entries and clearly delineated primary paths; and improving visibility with open sightlines, transparent building facades, and lighting that reduces glare, is calibrated for vertical and horizontal illuminance, and distributes light uniformly.

# DEVELOPMENT GOALS: CAMPUS CORE



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## DEVELOPMENT GOALS: TRANSIT CORRIDOR



### REINFORCE THE TRANSIT CORRIDOR

#### **Prioritize mixed-use development.**

Access to transit service at the LRT station sites offers visitors, workers, and students a convenient way to get to campus. The concentration of people passing through the corridor brings opportunity for projects that maximize density, visibility, and ease of use when locating specific investments. Future projects will mix uses (student facing, teaching, people-intensive research, outreach, etc.) on sites or within buildings closest to LRT platforms and along the Washington Avenue corridor. This advances the goal of “highest and best use” of LRT-related land, and brings multiple benefits to members of the campus community.

#### **Activate the street edge.**

Transit riders move around on foot before and after their experience on the LRT train or bus. How University buildings face the street, in terms of which activities are happening at the first and second levels, and how buildings

and sites address the street edge, will make a difference in how people walking along the Washington Avenue corridor will relate to the campus. Uses that are people-intensive, with views into and out of the space, will make the street edge dynamic and interesting, which is a highly desirable feature of campus experience.

#### **Stitch together East and West Banks.**

LRT service makes the connection across the River a more comfortable choice for members of the campus community. The comfort and reliability of LRT travel brings options that can reduce the perception of distance and the discomfort of being outdoors in extreme weather conditions across the seasons. The corridor will be one of the wayfinding tools to make the campus experience between the East and West Banks more consistent and predictable. It will serve as a Main Street and will reinforce campus identity.

#### **Design a pedestrian-friendly environment.**

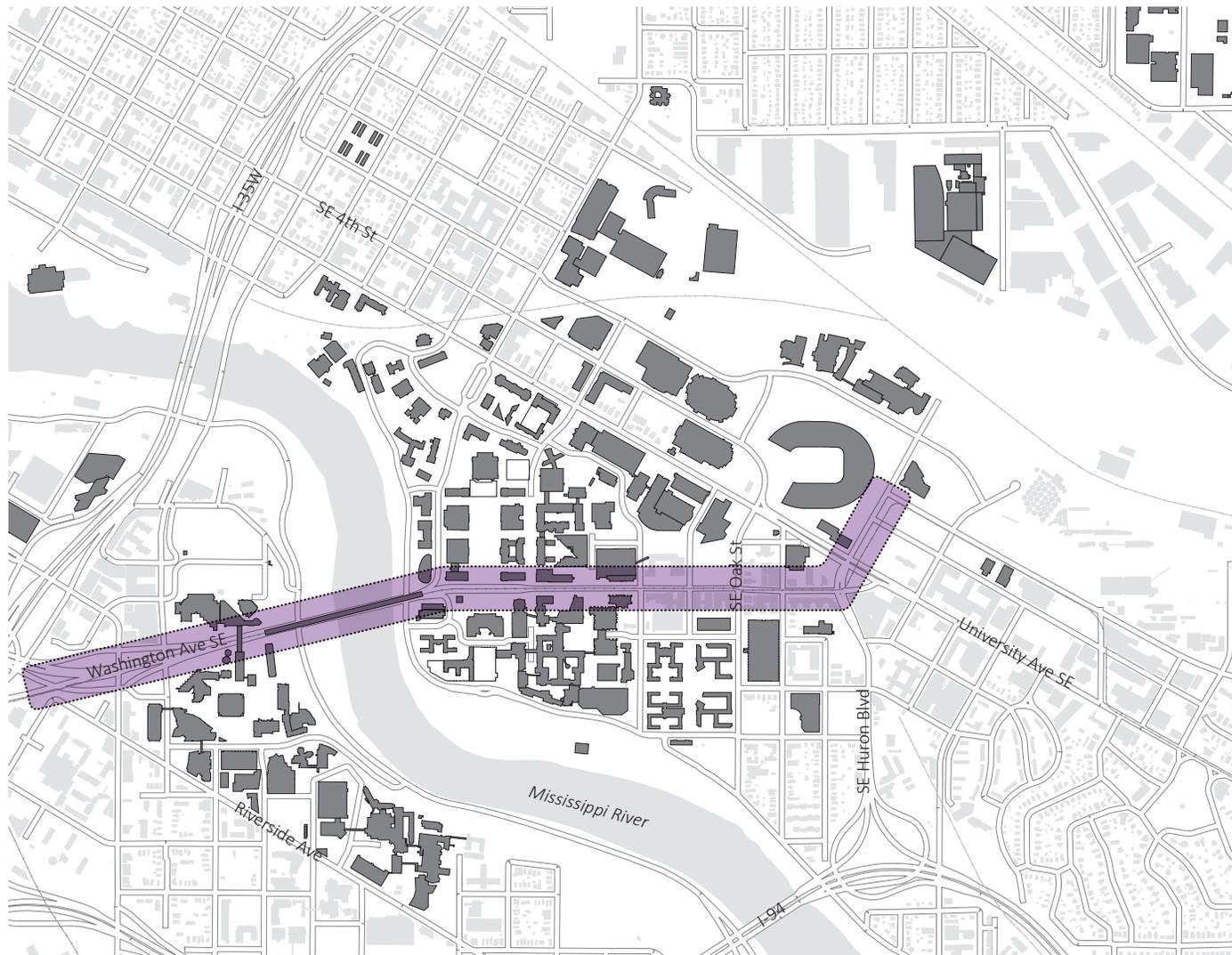
The Washington Avenue Pedestrian Mall was built as a component of the Green Line LRT project. It has demonstrated success as an attractive, functional gathering place. Other locations on East Bank are limited in space and level of investment potential. A unified approach to investing in the corridor will assume a common set of responses and potential solutions that respond to the variation in conditions. Working with adjacent property owners and jurisdictions to implement an attractive, welcoming place with street trees, stormwater treatment practices, comfortable paths for circulation, and other gathering places will be an important effort to support this goal.

#### **Create a distinct identity.**

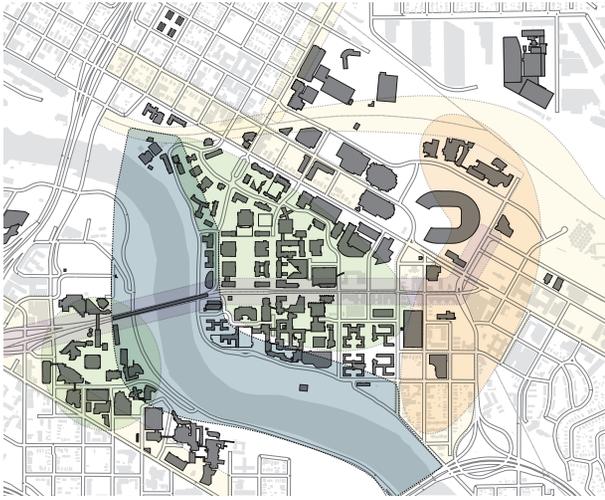
The Transit Corridor is recognizable as a

unique place on campus, and within the Green Line LRT corridor as well. The corridor will, over time, serve as a Main Street for the campus. This commitment will drive a series of University decisions. Examples include making intentional decisions about which uses and levels of density will locate along the corridor, and investing in sites and pedestrian connections with a consistent design vocabulary. With valuable access to regional LRT transit, and a number of opportunity sites across the West and East Bank sites, the corridor from 19th Avenue on the West and 23rd Avenue on the east creates continuity and strong identity for the Minneapolis campus.

# DEVELOPMENT GOALS: TRANSIT CORRIDOR



- 1 **ADVANCE OUTREACH MISSION**
  - Prioritize human scale medium-density development.
  - Improve the pedestrian experience.
  - Connect the AHC and the BDD.
  - Locate clinical facilities and potential new hospital.
  - Acquire land strategically.
- 2 **REINVEST IN THE CAMPUS CORE**
  - Prioritize the pedestrian experience.
  - Locate collaboration spaces in ground floors.
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### ENGAGE THE RIVER

#### **Create new physical and visual connections.**

The Minneapolis campus was built with an internal focus and an orientation away from the Mississippi River. In the past, the river was about function, and buildings faced away from it. Now, the river is about beauty and wonder, and is a unique, treasured natural feature that new and renovated buildings should acknowledge equally.

Although the river gorge is the most prominent natural campus feature, physical and visual connections to it are scarce. Providing regular places to see and get to the river in key locations is an essential way to highlight this majestic place-based feature. Appropriate visual connections include spaces between buildings and overlooks on the bluff that offer direct views from campus. Appropriate physical connections include paths between buildings that lead directly to the riverfront, and no-build zones that protect viewing areas for the future.

#### **Design riverfront open space sites.**

Current open spaces near and overlooking the river now are remnant spaces resulting from what was not used as a building site. Many are not considered safe, attractive, or worth frequenting. In the future, open space sites adjacent to the river--or with choice views of it--should be deliberately selected and purposefully designed to take advantage of the premier location on both banks of the river.

#### **Design buildings with dual river and campus faces.**

A well-designed relationship between buildings and open spaces is the foundation of a successful place-based campus. Some campus locations have a mandate to consider two equally important mandates, the campus environment as well as the river gorge. Buildings should face and frame the University's attractive quads, courtyards, and lawns, with windows overlooking them and doors opening onto them. Buildings should also take advantage of the most significant natural feature of the campus: the Mississippi River.

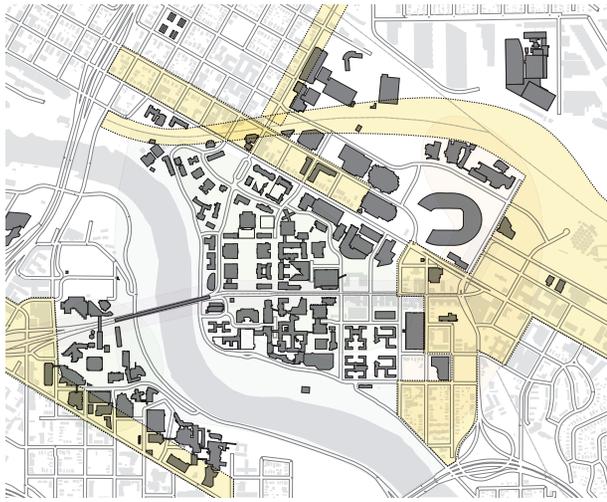
#### **Develop housing to support student experience.**

This is a new goal. Text still to come.

# DEVELOPMENT GOALS: RIVER CORRIDOR



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### INTEGRATE CAMPUS AND COMMUNITY EDGES

#### **Participate in efforts in joint planning areas.**

Joint planning areas are districts immediately adjacent to the campus that are in transition and may accommodate future development. New development located at the campus edge conveys the institution's image and physical identity, while acknowledging and respecting the adjacent urban environment.

The types of uses and activities that locate on these edges influence the nature of the University's relationship with its neighbors. The University wants to work with landowners, neighborhoods, and respective municipalities to plan for the mutual benefit of the University and the community. Whenever possible, these activities will be informed by a collaborative planning process with area stakeholders to better define and present the University's physical image to the broader community.

#### **Define land use patterns and density in context.**

Given the history of campus growth and need for continued investment in the existing set of buildings and infrastructure, limited changes are expected at the edges. New University development will be planned within density ranges that are contextual to their surroundings. Land uses will be aligned with adjacent campus uses. Transitions to neighborhoods will be managed to balance University needs with surrounding areas' plans for development.

Access to regional and municipal systems, including infrastructure systems such as sewer, transit, water, and street networks, has and will affect the pace of change and the density of campus development. As the campus has evolved over time, access and investments in supporting systems has changed. The campus of the future will take into consideration physical context and infrastructure capacity, as well as available resources, to locate future projects and work with regional and municipal entities to support change.

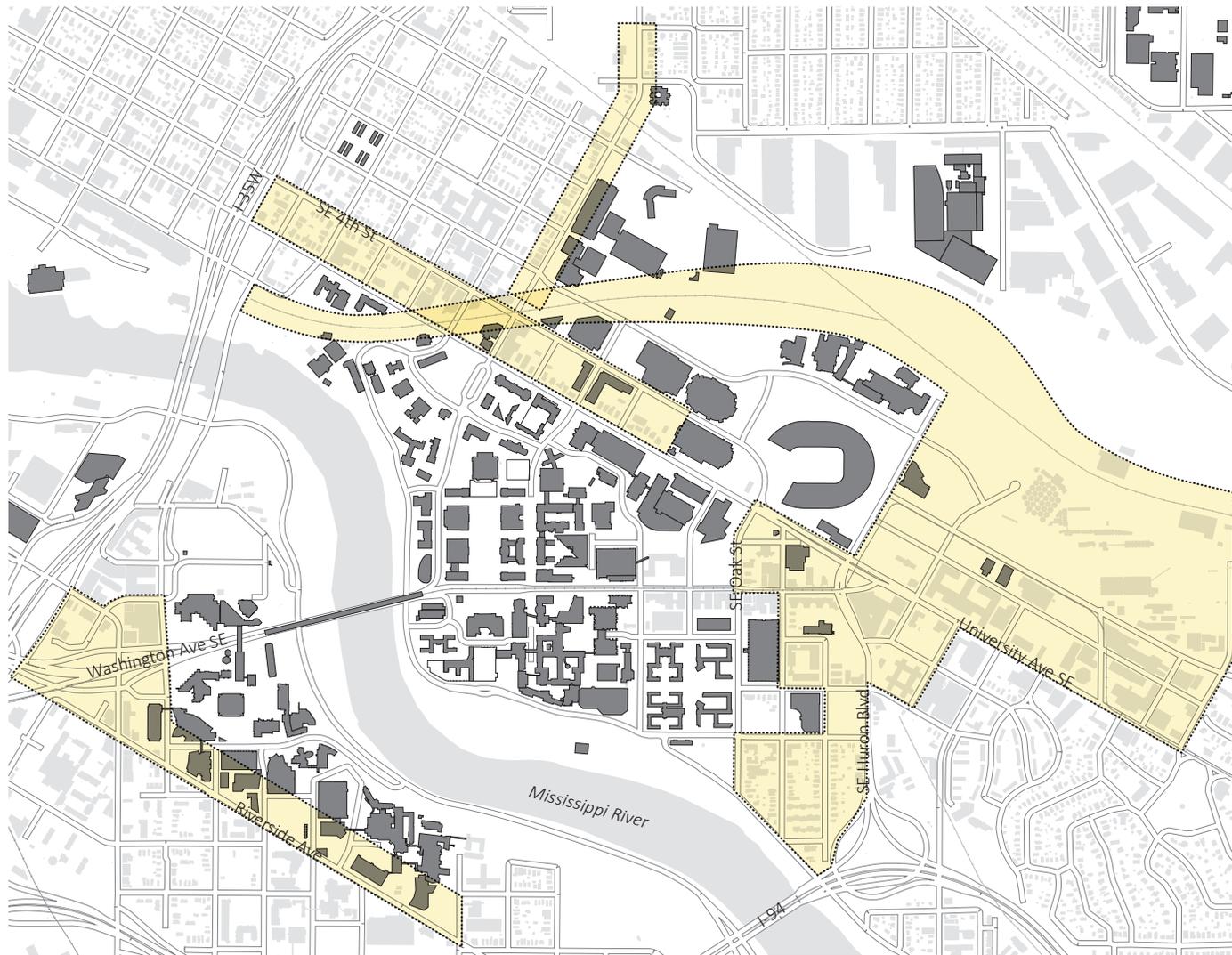
#### **Determine new build sites and decommission/demolition candidates.**

Evaluation of new build and demolition alternatives will take a comprehensive view of challenges that face the campus in the near and long term. Facility condition, campus fit, aesthetics, and historic status (if any) are the starting points. The availability of alternatives that support the variety of program needs will be considered. Impacts to the campus community in terms of open space systems and transportation networks (pedestrians, bikes, or vehicular) are other important considerations.

#### **Improve safe routes to and through campus.**

The community around campus has evolved, with many more students residing in apartments within one-two miles of campus and moving around between destinations at all hours of the day. Designating and investing in "safe routes" to and through campus is an important commitment to making the campus environment safer. Physical enhancements such as lighting and surveillance cameras represent some of these investments. Communicating about these routes as operational changes such as "night owl" bus service and expanded patrolling are made will deepen their effectiveness for the campus community.

# DEVELOPMENT GOALS: EDGES



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# Resolution Regarding a Vision for Long-Range Planning and Change in Key Areas of UMTC

Board of Regents Facilities, Planning, and Operations Committee  
June 9, 2016



UNIVERSITY OF MINNESOTA

**Driven to Discover<sup>SM</sup>**



- **WHEREAS**, the Board of Regents (Board) set as one of the 2015-2016 Board priorities to “create a vision to guide long-term development and change in key areas of campus and bring Twin Cities Campus Master Plan (adopted in 2009) into alignment;” and
- **WHEREAS**, in February 2016 the Board reviewed the results of planning efforts to create such a vision which allows for the continued operationalization of the Campus Master Plan, provides additional direction for reuse and redevelopment within the campus core, and envisions strategic land acquisition and joint planning at the campus edges;





# Planning Principles and Assumptions

## Land, Facilities, and Space that are Aligned, Managed, and Sustainable

- Strengthen linkages between research, teaching and learning, and patient care
- Prioritize patient and visitor convenience, wayfinding, and ease of access
- Ensure quality, affordable, community-based first and second year residential experience
- Strengthen residential communities that support student interaction, convenience, and academic success
- Strategically balance reinvestment in existing facilities with new construction, as well as current campus footprint and land acquisition
- Advance key interests of the University and the surrounding community through creation of public private partnerships
- Encourage private investment near campus that is compatible with U interests



- **WHEREAS**, this vision provides alternatives on both the East and West Bank for the potential long term replacement of M Health/Fairview hospital facilities and envisions additional new clinic facilities as the business model permits, and allows for siting these facilities in a way which prioritize patient convenience, wayfinding, and ease of access to the regional transportation system;



# Land Use Focus on Patient Access, Academic Mission, Outreach

- Future land use focus on clinical activity (patient related), new hospital facility, other academic uses
- Align investments for transportation to predominant mode of travel (ped, bike, vehicle), including parking needs



*if new East Bank hospital investment*



# Land Use Focus on Patient Access, Academic Mission, Outreach

- Allocate future land use to support clinical activity (patient related and research), other campus or supportive development needs
- Maintain the current hospital at present day location
- Align investments for transportation to predominant mode of travel (ped, bike, vehicle)



*if no new East Bank hospital investment*



- **WHEREAS**, these alternatives will impact additional decisions related to student housing along the Mississippi Riverfront, but also provides opportunities to strengthen student housing, particularly first year student housing, along the river corridor on the East Bank and envisions new residential development should the existing Unit J hospital be demolished;



# Riverfront Housing Neighborhood

- Achieves connectivity and neighborhood goals for both housing and the academic health sciences
- Meets expected enrollment growth to provide residence hall experience to first-year students
- Provides guidance on future maintenance and renovation investments



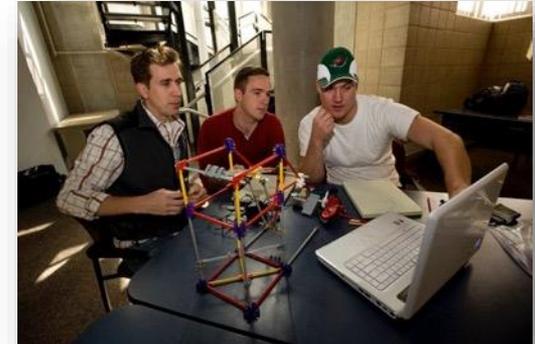


- **WHEREAS**, the Board recently adopted a Twin Cities campus undergraduate enrollment plan for 2016-2021 that seeks to increase total undergraduate enrollment from 30,500 to approximately 32,000 to 33,000 students and to accommodate 90 percent of first-year students, 20-25 percent of returning second-year students who lived on campus their first year, and a minimum of 10 percent of fall transfer students in University housing;



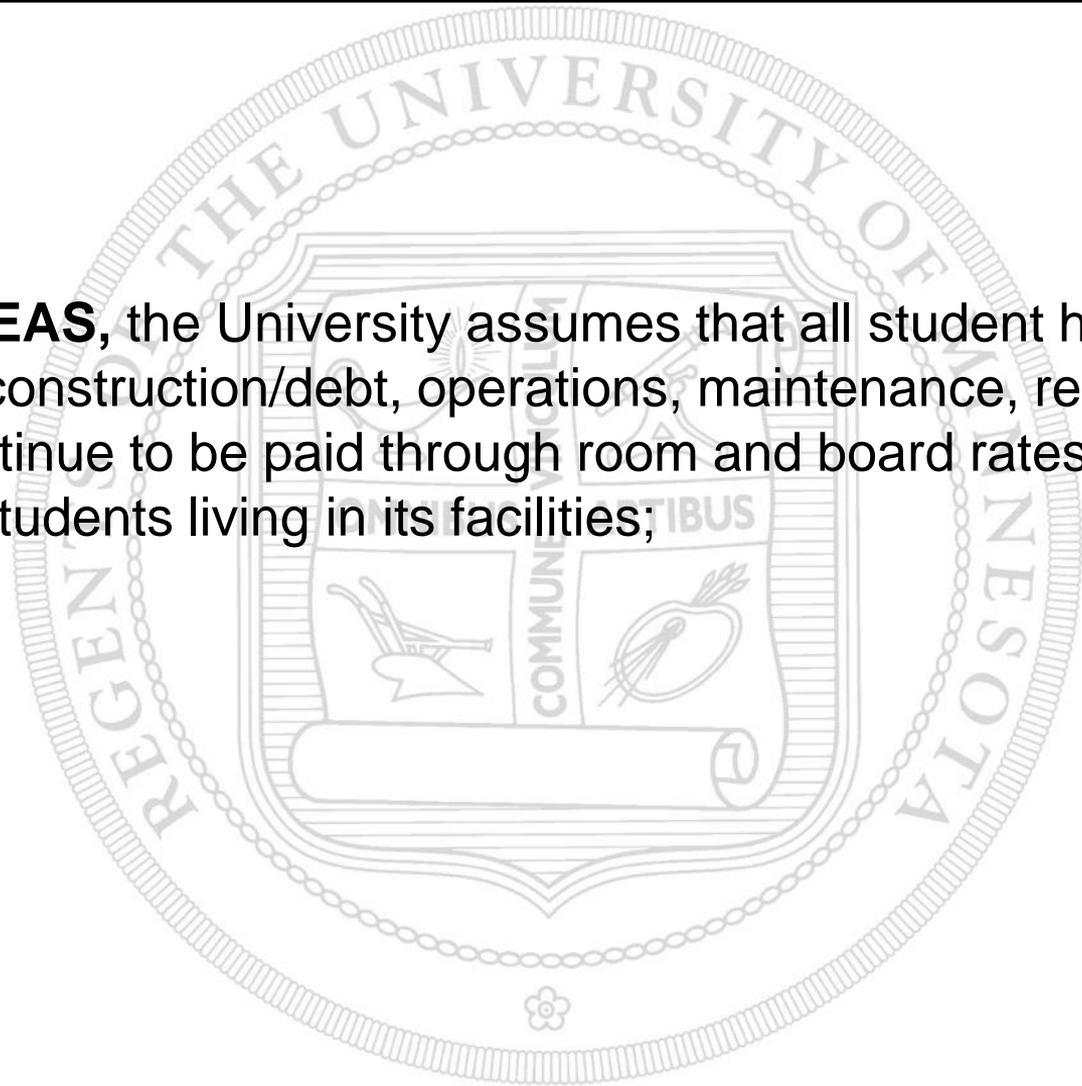
# Regents 2016 Enrollment Plan

- Anticipated growth in undergraduate class from 30,500 to 32,000-33,000
  - First-year class grows from 5,745 (fall 2016 planned) to 6,000-6,100 (2021)
  - Fall transfer class grows to 2,250
- University goals provide housing for
  - 90% of first-year students
    - (guarantee for all who apply by May 1, 88-90% historical capture)
  - 25% returning for a second year
  - 10% of incoming transfer students





- **WHEREAS**, the University assumes that all student housing costs (construction/debt, operations, maintenance, renovation) will continue to be paid through room and board rates charged to the students living in its facilities;





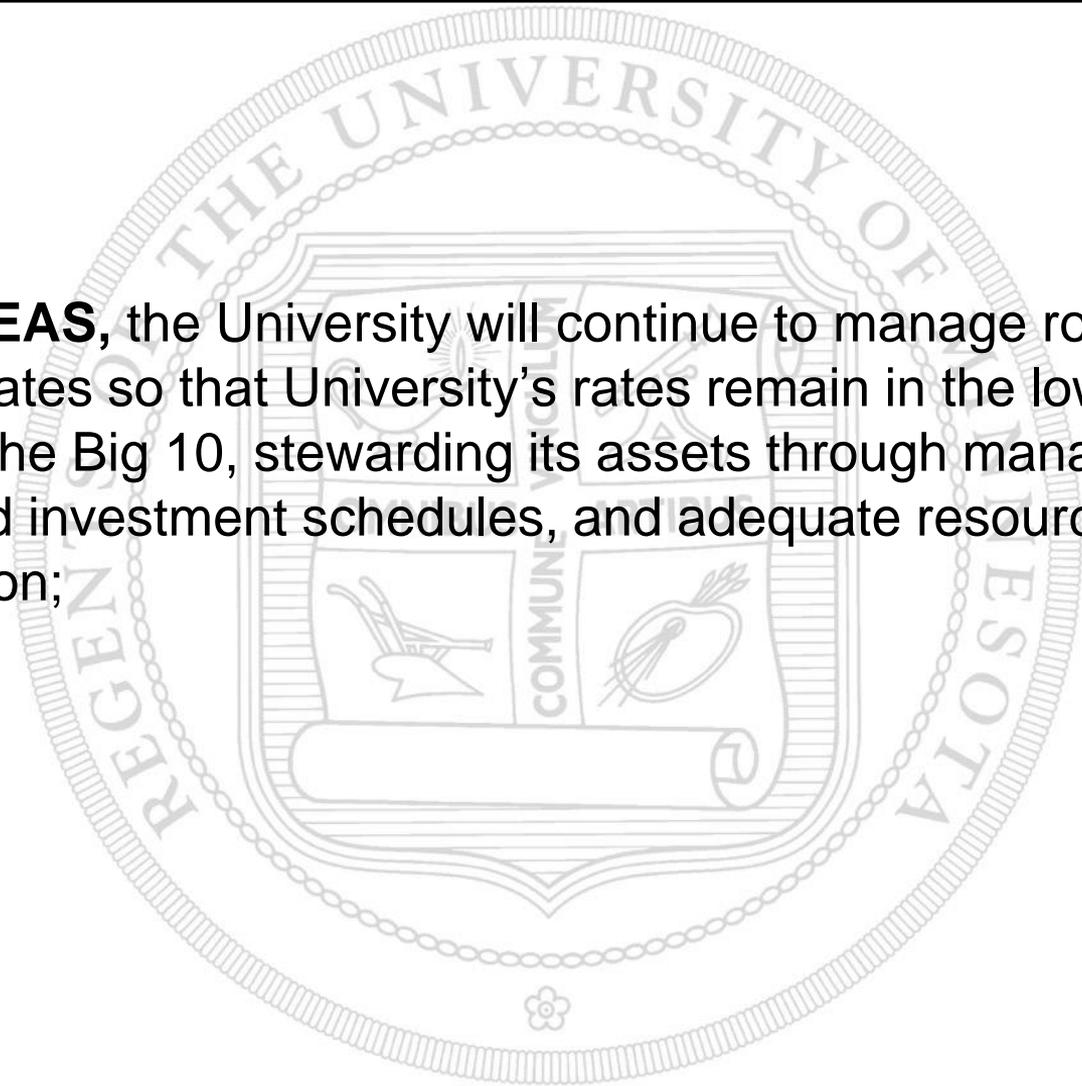
# Economics of University Housing

- Room and board rates are directly impacted by debt
- University housing rates must be reasonably competitive with non-University housing costs
- Most residence halls can be modernized and refreshed and will have a useful life for decades to come





- **WHEREAS**, the University will continue to manage room and board rates so that University's rates remain in the lower one-half of the Big 10, stewarding its assets through managed costs, planned investment schedules, and adequate resource allocation;





# Balancing Vision with Affordability

- Analysis of rates provides guidance on pace of investments in University-owned housing
- Evaluating implications of moving from lowest to lower half of the Big Ten for room rates
- 30-year vision requires remaining residence halls be maintained to a high quality in order to retain affordability
- Emphasis on refreshing and modernizing lounges and common spaces





- **WHEREAS**, first-year students will be housed in residence halls with community living arrangements with other first-year students in facilities designed to support academic success, prevent self-isolation and encourage student interaction, and foster the development of lifelong relationships; and
- **WHEREAS**, first-year students benefit from living in community-based residential neighborhoods with the following characteristics: a density of other first-year students; proximity to classrooms, academic support facilities, and student-related services; access to green space and transit; and separation from activities that impede academic success;



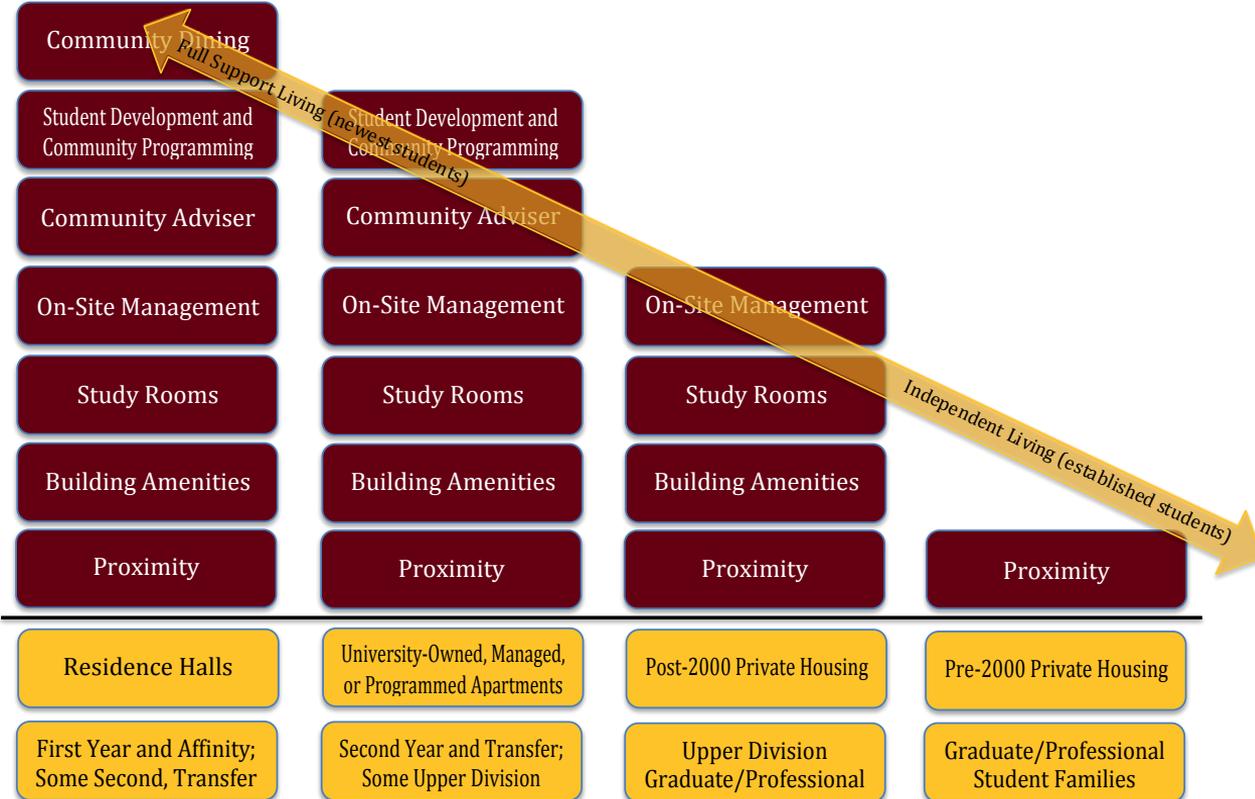
# University Housing...

- Understands student and parent perspectives
- Provides a product that meets program goals
  - Intentional community, prevents self-isolation
- Focuses on first-year and some second-year students (generally)
- Impacts student success
  - ability to focus on academic pursuits
  - personal relationships and well-being
  - retention and graduation
- Cultivates institutional affinity



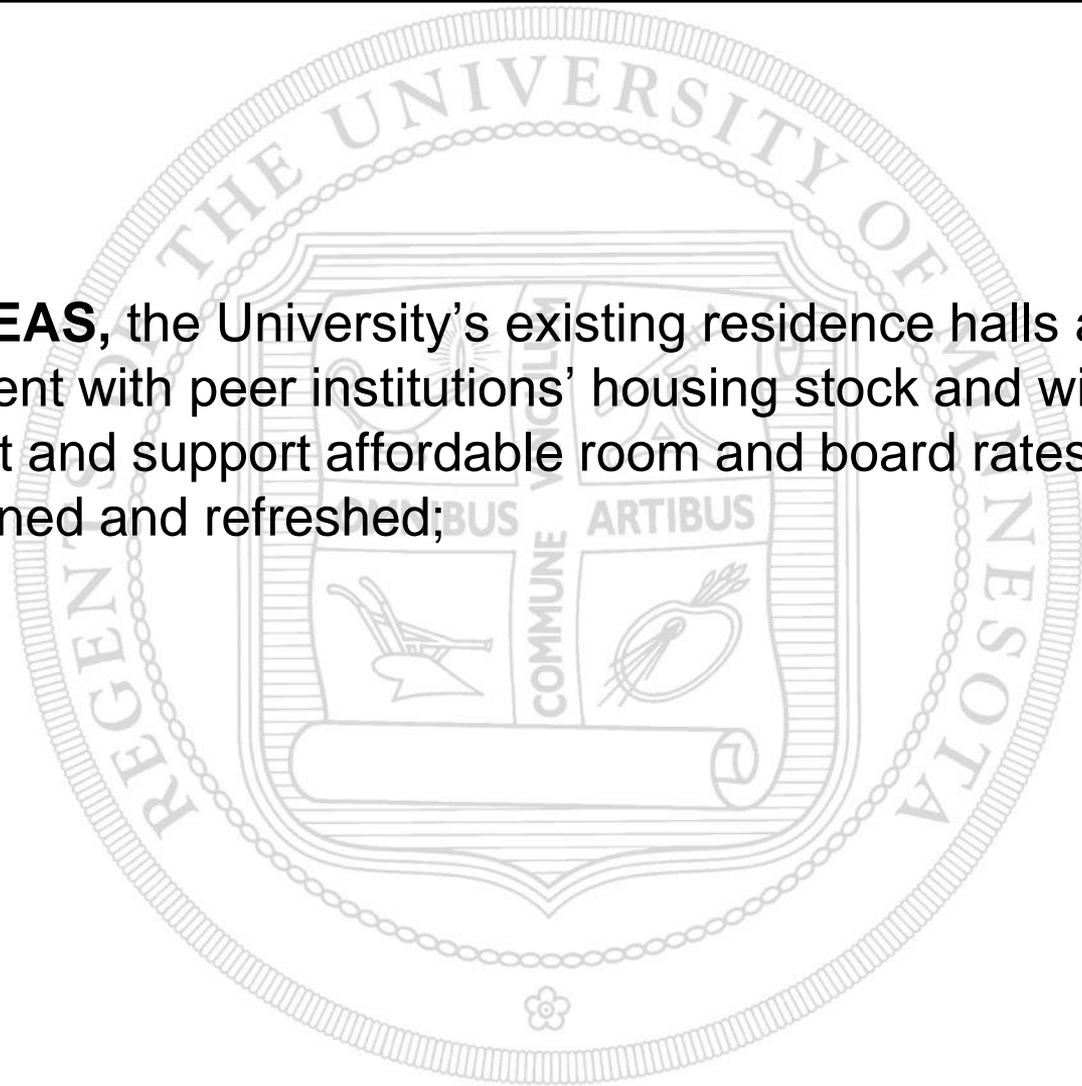


# Supportive Services Matrix





- **WHEREAS**, the University's existing residence halls are consistent with peer institutions' housing stock and will remain relevant and support affordable room and board rates if properly maintained and refreshed;





# Big 10 Peers' Housing Plans

Institution	Beds	Type and Detail
Illinois	503	residence hall (double rooms)
Indiana	500	residence hall (suite style), 2/3 double rooms and 1/3 single rooms
	200	apartment style, replacing 180 apartment beds
Iowa	1,023	residence hall (double rooms), replaces 360 beds
	501	residence hall (pod style)
Maryland	800	residence hall (pod style)
Michigan	640	apartment style, graduate student focus
Michigan State	926	apartment style, replaces 1,100 apartment beds
Nebraska	240	residence hall (pod style)
	130	apartment style
Northwestern	435	residence hall (suite style)
Ohio State	3,200	residence hall (double rooms), some suite style
Penn State	600	residence hall (double rooms)
Purdue	825	residence hall (pod style)



## Declarations

- Existing facilities continue to be relevant and are expected to remain in inventory
  - well-maintained and regularly refreshed
  - potential for modification over time to reduce student:bath ratio
  - exception for Centennial and Territorial if current hospital and AHC sites on riverfront are cleared
- Facilities are strategically positioned on campus to enhance first-year experience



- **WHEREAS**, historic Pioneer Hall has significant systems and design deficiencies, has reached the end of its useful life, and requires reinvestment for continued use. In addition to its facilities condition deficiencies, it is not ADA accessible, it lacks sufficient community gathering spaces, student lounges, and study areas, and a satisfactory dining facility and therefore no longer meets University goals relative to providing a quality residential student experience, with the exception of the highly attractive location, without reinvestment sufficient to achieve the character, amenities, and dining opportunities expected in modern residential facilities; and
- **WHEREAS**, the Administration is preparing a recommendation on the future of Pioneer Hall, consistent with enrollment targets and housing capacity goals, for Board review and action;

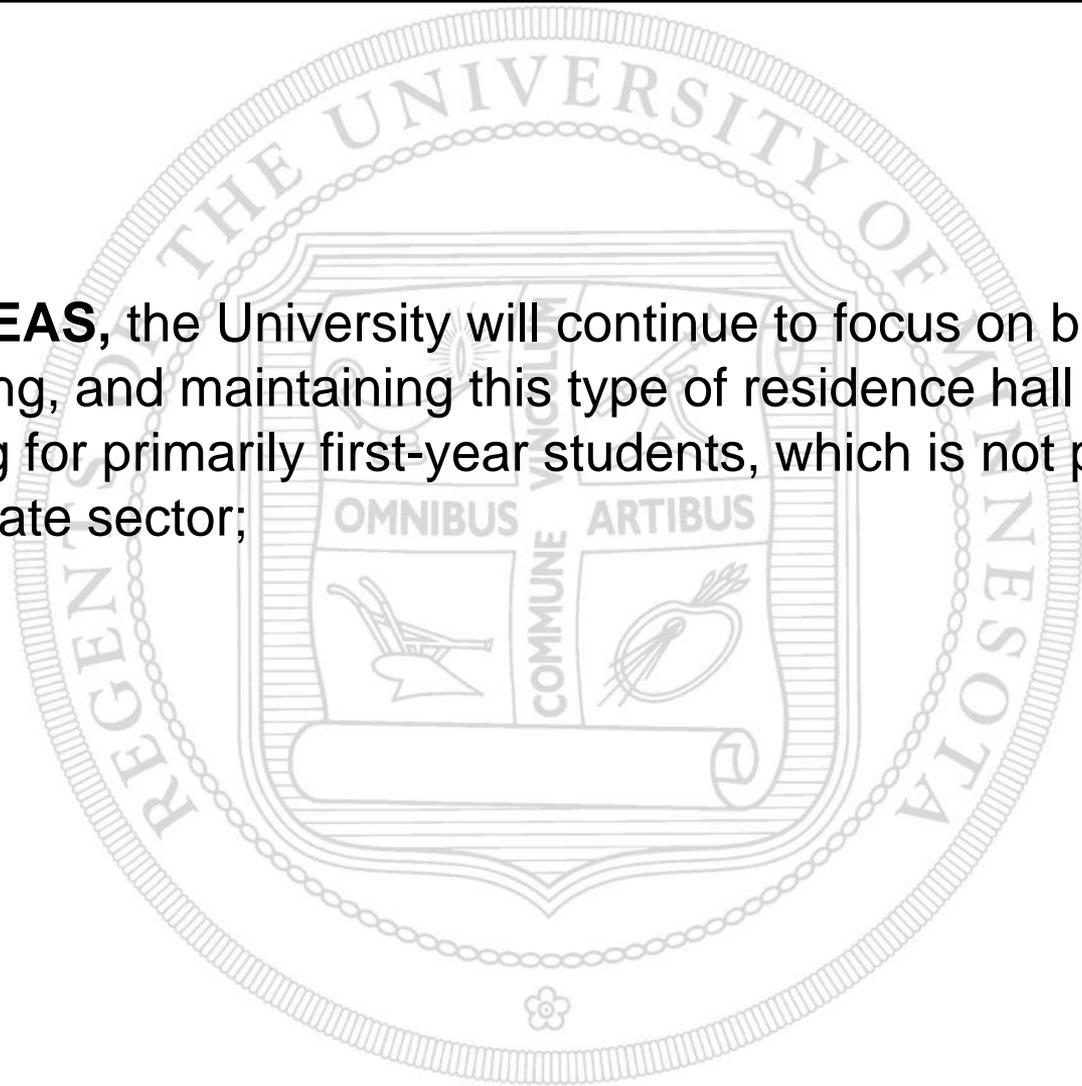


# Pioneer Hall



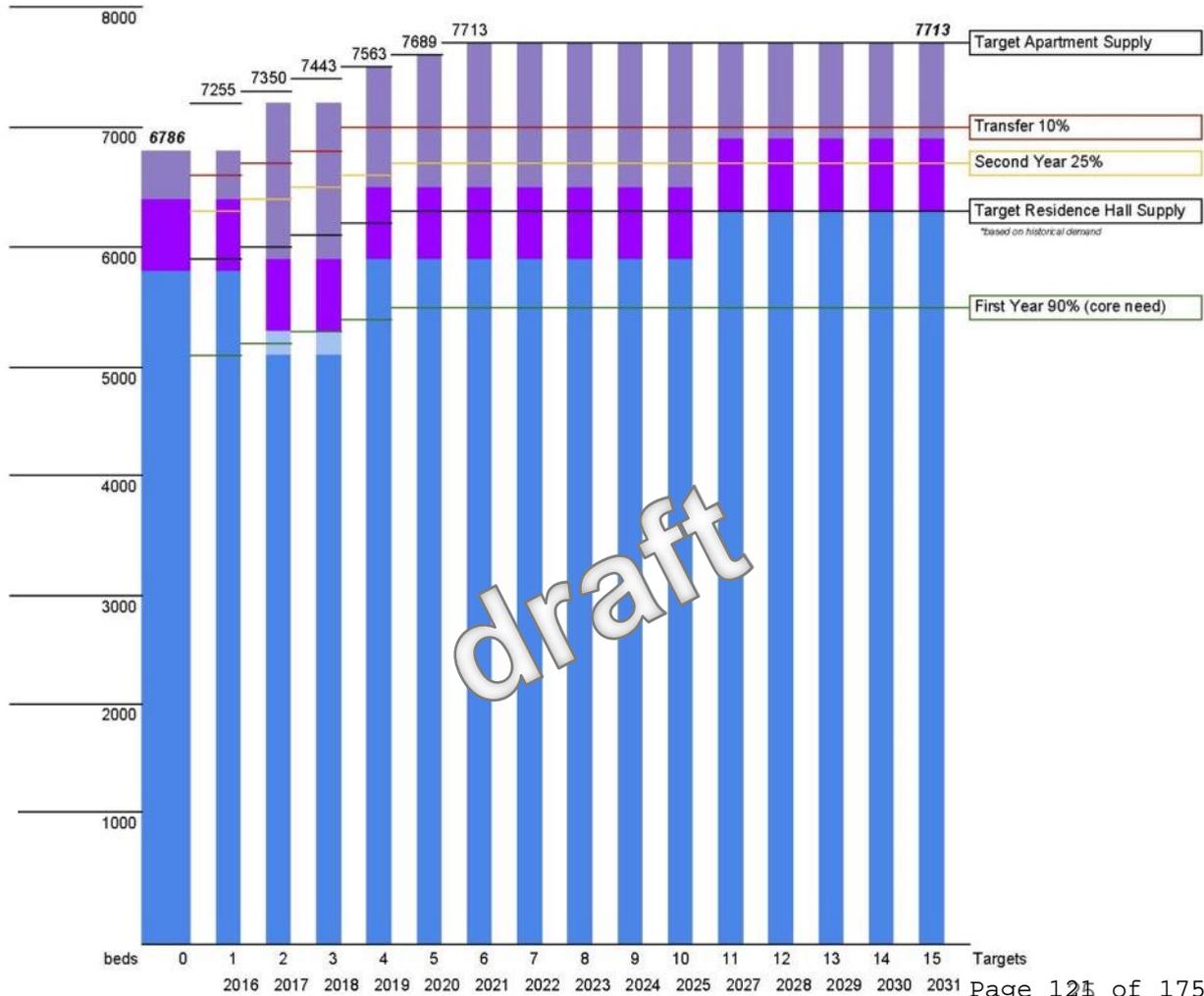


- **WHEREAS**, the University will continue to focus on building, operating, and maintaining this type of residence hall style housing for primarily first-year students, which is not provided by the private sector;





# Demand Forecast





- **WHEREAS**, master leasing existing apartments in desirable locations near campus is a key component in retaining 25% of second-year students in University Housing, as master leasing does not impact University credit, provides great flexibility for managing the variability of student demand over time, and allows the University to respond to new options in the apartment marketplace.



# Why Master Leasing?

- Ability to quickly add or reduce capacity
- Leases do not impact University debt capacity
- Flexibility in product as student trends change
- Experience with expanded master leasing will inform future own vs. lease decisions





- **NOW, THEREFORE, BE IT RESOLVED** that the Board of Regents, exercising their reserved authority for the adoption of fundamental plans for the physical development of the University, affirms its support for this vision to guide long-term development and change in key areas of campus and reaffirms its delegation to the President or designees the authority to advance the long-term plan for health sciences and student housing, the goals of which are not mutually exclusive.



30+ year vision with options for riverfront housing



- **BE IT FURTHER RESOLVED** that this long-term plan will include a phased approach to decommissioning of obsolete facilities, redevelopment of currently owned land, acquisition of real estate, and renovation, maintenance, and repair of existing facilities. Execution of such plans will occur over decades as resources are available and will focus on redevelopment of existing facilities and land in the core academic areas of campus, with strategic acquisition of land on the edges for patient and visitor focused uses. Key components of these efforts include the following related to health sciences and student housing, but will also include advancing the other components of the Long Range Development Framework:



- A long range facilities plan for the health sciences including the identification of facilities to be decommissioned, renovated, and built along with their preferred site/location that knits together the academic, research, and clinical cores of campus including:
  - A preferred site/ location, project scope, and cost to support interprofessional health sciences learning, in both pre-clinical and clinical environments, across all schools of the academic health sciences.
  - A preferred site/ location, project scope, and cost to support clinical research activities that represent both current day and desired future state for all the schools of the academic health sciences.
  - The removal of the Mayo Building and a proposed re-use for that site.
  - Two site options, one on the East Bank and one on the West Bank, for replacement and future expansion of clinical and hospital facilities.
  - Beyond the thirty year horizon, facilities planning will be prioritized based upon patient experience, access, financial feasibility, and adjacencies. Growth in this model is focused on the eastern edge, a land acquisition, outward facing functions such as patient-care, and opportunities for collaboration in development are identified in this area.



- A long range plan for student housing including the identification of facilities to be decommissioned, renovated, and built along with their preferred site/location, focusing first year student housing in a residential neighborhood along the Mississippi River corridor. The plan will include:
  - Prioritizing student housing facilities planning based upon high quality residential student experiences, density of residential neighborhoods, proximity to classrooms, academic support facilities, and student-related services, access to green space and transit, safety, financial feasibility, and affordability.
  - Committing to the current residential Superblock site to continue to support student housing needs for the next several decades. Therefore, the University will engage in ongoing and planful maintenance, repair, and reinvestment of the existing housing as necessary in order to provide a quality student experience with targeted financial parameters within this lifecycle.
  - Exploring and proposing options for housing a larger percentage of undergraduate students given the anticipated increase in enrollment and the Board's desire to expand housing availability beyond the first year to a greater percentage of second-year and transfer students in support of increased student retention and stronger academic achievement.
  - Advancing the use of master lease agreements to expand University housing capacity in the short-term and build additional capacity in the long-term for non-first-year students.
- Engage the support of the University of Minnesota Foundation to help identify and evaluate opportunities to collaborate or coordinate housing strategies with private parties.



- **BE IT FURTHER RESOLVED**, that the administration will report progress on these goals regularly and recommend to the Board of Regents the capital resources necessary to advance this vision as well as room and board rates necessary to sustain University housing facilities and programs.



# DISCUSSION



UNIVERSITY OF MINNESOTA

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# BOARD OF REGENTS DOCKET ITEM SUMMARY

Facilities, Planning, & Operations

June 9, 2016

**AGENDA ITEM:** Project Components of the President’s Recommended FY 2017 Annual Capital Improvement Budget

Review                       Review + Action                       Action                       Discussion

This is a report required by Board policy.

**PRESENTERS:** Pamela Wheelock, Vice President, University Services

### PURPOSE & KEY POINTS

The purpose of this item is to provide additional detail regarding projects included in the President’s Recommended FY 2017 Annual Capital Improvement Budget (capital budget). The University adopts an annual capital improvement budget that authorizes projects costing more than \$500,000 to begin design and construction during the upcoming fiscal year.

The capital budget reflects the following planning principles.

1. Advance the academic excellence of the University of Minnesota by aligning capital projects with the Platform for Excellence.
2. Address service unit priorities that support the academic priorities.
3. Ensure that investments in existing facilities and infrastructure contribute to the safety, renewal, preservation, and restoration objectives and are aligned with the priorities of the University’s academic plan.
4. Give preference to projects that create flexible space, improve space utilization, and reduce operational costs.
5. Protect the University’s financial position by keeping capital expenditures within projected debt capacity limits.
6. Advance the guiding principles of campus master plans and the Board’s sustainability policies.

### BACKGROUND INFORMATION

Board of Regents Policy: *Board Operations and Agenda Guidelines* directs the administration to conduct capital planning with a “six-year time horizon, updated annually.” This annual capital planning process is completed in two parts:

- Part 1 is a six-year capital improvement plan that establishes the institution's capital priorities for an additional five years into the future. This plan becomes the basis for continued capital and financial planning. It is presented to the Board annually in the fall.
- Part 2, approved by the Board in June, is the annual capital improvement budget for the coming fiscal year in which projects with completed predesigns and financing plans are approved to proceed with design and construction.

Additionally, funding pools categorized as Repair and Replacement (R&R) or Higher Education Asset Preservation and Replacement (HEAPR) will include multiple projects intended to preserve and renew existing campus facilities. Projects funded by these pool dollars include projects intended to extend the life and functionality of existing University facilities and infrastructure.

#### **PRESIDENT'S RECOMMENDATION**

The President recommends approval of the President's Recommended FY 2017 Annual Capital Improvement Budget and reaffirmation of its prior year capital expenditure authorization.

# **FY2017 ANNUAL CAPITAL BUDGET**

University of Minnesota

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## **Annual Capital Budget Definitions by Funding Source**

### **Local Funds**

These funds have been allocated to or generated by colleges and departments, including state appropriations, tuition, internal and external sales, and other unrestricted funds.

### **Grants / Gifts**

Grant and gift funds are provided to the University to support specific construction projects.

### **Institutional Funds**

This category of resources represents a broad array of funds from within the University including, but not limited to, funds allocated from the internal loan pool, central reserves, prior year balances, and funds budgeted annually for specific repair and replacement projects.

### **State Debt**

These funds are provided from State sold bond proceeds for use on legislatively authorized projects.

### **University Debt**

These funds come from the sale of bonds issued by the University. The source of the debt service payment varies by project

# UNIVERSITY OF MINNESOTA

Annual Capital Improvement Budget

## Project Funding Report

# UNIVERSITY OF MINNESOTA

## Funding Report

### *Academic Affairs*

<b>File</b>	<b>Facility</b>	<b>Project Title</b>	<b>Total</b>	<b>Local Funds</b>	<b>Grants / Gifts</b>	<b>Institutional Funds</b>	<b>State Debt</b>	<b>University Debt</b>	<b>Comments</b>
<i>AHC Shared Units</i>									
3310	Hasselmo Hall	Installation of NMR	\$700	\$700	\$0	\$0	\$0	\$0	
<i>College of Food Ag &amp; Nat Res Sci</i>									
3304	Rosemount ROC	Administrative Building Replacment	\$825	\$0	\$0	\$825	\$0	\$0	
<i>College of Science &amp; Engineering</i>									
3334	Shepherd Laboratory	Robotics Laboratory	\$12,200	\$2,200	\$10,000	\$0	\$0	\$0	
<i>Student Affairs, Vice Provost</i>									
3305	Multiple	R&R - Student Affairs	\$1,100	\$1,100	\$0	\$0	\$0	\$0	
<i>University Libraries</i>									
3284	Andersen Library	Rarebooks Discovery Center	\$4,950	\$1,200	\$1,500	\$0	\$0	\$2,250	
3285	Wilson Library	Renovation	\$3,850	\$0	\$0	\$0	\$0	\$3,850	
			\$23,625	\$5,200	\$11,500	\$825	\$0	\$6,100	

# UNIVERSITY OF MINNESOTA

## Funding Report

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### *Intercollegiate Athletics*

<b>File</b>	<b>Facility</b>	<b>Project Title</b>	<b>Total</b>	<b>Local Funds</b>	<b>Grants / Gifts</b>	<b>Institutional Funds</b>	<b>State Debt</b>	<b>University Debt</b>	<b>Comments</b>
<i>Intercollegiate Athletics</i>									
3307	Cowles Stadium	Artificial Turf	\$1,400	\$1,400	\$0	\$0	\$0	\$0	
3336	Multiple	R&R - Athletics	\$1,300	\$1,300	\$0	\$0	\$0	\$0	
			\$2,700	\$2,700	\$0	\$0	\$0	\$0	

# UNIVERSITY OF MINNESOTA

## Funding Report

### *Duluth Campus*

<b>File</b>	<b>Facility</b>	<b>Project Title</b>	<b>Total</b>	<b>Local Funds</b>	<b>Grants / Gifts</b>	<b>Institutional Funds</b>	<b>State Debt</b>	<b>University Debt</b>	<b>Comments</b>
<i>UM Duluth</i>									
3317	Multiple	R&R - Facilities Management	\$3,000	\$3,000	\$0	\$0	\$0	\$0	
3316	Multiple	R&R - Student Life	\$3,200	\$3,200	\$0	\$0	\$0	\$0	
3320	Housing Facilities	High Voltage Feeder Replacment	\$4,715	\$0	\$0	\$0	\$0	\$4,715	
3319	Martin Library	Securian Math Emporium	\$900	\$150	\$750	\$0	\$0	\$0	
3318	Malosky Stadium	Track Replacement	\$700	\$700	\$0	\$0	\$0	\$0	
			\$12,515	\$7,050	\$750	\$0	\$0	\$4,715	

# UNIVERSITY OF MINNESOTA

## Funding Report

### University Services

File	Facility	Project Title	Total	Local Funds	Grants / Gifts	Institutional Funds	State Debt	University Debt	Comments
<i>Facilities Management</i>									
3339	TC Campus	R&R - Energy Conservation	\$4,000	\$2,000	\$0	\$2,000	\$0	\$0	
3338	TC Campus	R&R - Utility Infrastructure	\$12,305	\$12,305	\$0	\$0	\$0	\$0	
3337	TC Campus	R&R -Twin Cities	\$9,250	\$8,250	\$0	\$1,000	\$0	\$0	
<i>Housing &amp; Residential Life</i>									
3324	TC Campus	R&R- Housing & Residential Life	\$14,700	\$14,700	\$0	\$0	\$0	\$0	
<i>Parking &amp; Transportation Services</i>									
3326	TC Campus	R&R - Parking Infrastructure	\$5,010	\$5,010	\$0	\$0	\$0	\$0	
3327	TC Campus	Transportation Infrastructure	\$2,600	\$2,600	\$0	\$0	\$0	\$0	
3328	TC Campus	Church Street Tunnel	\$2,654	\$2,654	\$0	\$0	\$0	\$0	
<i>U Market Services</i>									
3329	U Market Services	R & R - U Market	\$500	\$500	\$0	\$0	\$0	\$0	
<i>University Dining Services</i>									
3325	TC Campus	R&R - Dining Services	\$1,405	\$1,405	\$0	\$0	\$0	\$0	
<i>University Health &amp; Safety</i>									
3323	Thompson Center	Partial Renovation / Repurpose	\$1,260	\$1,260	\$0	\$0	\$0	\$0	
			\$53,684	\$50,684	\$0	\$3,000	\$0	\$0	

# UNIVERSITY OF MINNESOTA

## Funding Report

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### Report Summary

Total	Local Funds	Grants / Gifts	Institutional Funds	State Debt	University Debt
\$92,524	\$65,634	\$12,250	\$3,825	\$0	\$10,815

# UNIVERSITY OF MINNESOTA

## Annual Capital Improvement Budget

---

### Project Description Report

*The following project information sheets, ordered by file number, provide brief descriptions of each project.*

# UNIVERSITY OF MINNESOTA

## Project Description Report

---

### 3284 Rarebooks Discovery Center

*Vice President:* Academic Affairs

*Campus:* Twin Cities

*Facility:* Andersen Library

*Total Cost:* \$4,950

*Description:* This project will create an environmentally controlled, secure space for its rare book collections valued at \$1 billion. Rare collections and programs currently housed in Wilson Library will be consolidated with rare and archival collections currently held in the Andersen Library of Archives and Special Collections. An expanded user suite, Special Collections Discovery Center, will be created in the Anderson Library. It will accommodate the functionality for teaching and scholarship currently located in Wilson Library, while expanding and enhancing the Center with technologies to reveal and explore these distinctive resources

*RRC:* University Libraries

*RRC Contact:* Wendy Lougee

*Project Manager:* Amanda Aspenson, TBD

### 3285 Renovation

*Vice President:* Academic Affairs

*Campus:* Twin Cities

*Facility:* Wilson Library

*Total Cost:* \$3,850

*Description:* This project will renovate existing space in the lower level of Wilson Library for Minitex operations currently located in Andersen Library. The renovation will include work stations, offices and support space for Minitex staff. Minitex is an information and resource sharing program of the Minnesota Office of Higher Education and the University of Minnesota Libraries.

*RRC:* University Libraries

*RRC Contact:* Wendy Lougee

*Project Manager:* Amanda Aspenson, TBD

### 3304 Administrative Building Replacment

*Vice President:* Academic Affairs

*Campus:* Rosemount

*Facility:* Rosemount ROC

*Total Cost:* \$825

*Description:* This project will construct a new administrative office building of approximately 2,800 square feet at the Rosemount Research and Outreach Center. This building replaces an existing facility which is located on a parcel leased for gravel mining and must be vacated by the end of the 2016 calendar year.

*RRC:* College of Food, Agriculture and Natural Sciences

*RRC Contact:* Brian Buhr

*Project Manager:* George Mahowald

# UNIVERSITY OF MINNESOTA

## Project Description Report

---

### 3305 R&R - Student Affairs

*Vice President:* Academic Affairs

*Campus:* Twin Cities

*Facility:* Multiple

*Total Cost:* \$1,100

*Description:* Funds authorized in this request will be used for facility depreciation, maintenance and repairs for Boynton, Recreation and Wellness Center and Student Union Activities.

*RRC:* Student Affairs

*RRC Contact:* Danita Young

*Project Manager:* various

### 3307 Artificial Turf

*Vice President:* Intercollegiate Athletics

*Campus:* Twin Cities

*Facility:* Cowles Stadium

*Total Cost:* \$1,400

*Description:* This project will replace approximately 47,000 square feet of existing sod and sprinkler system with monofilament artificial turf. An alternate will be included to install approximately 11,000 square feet of electric infield heating. The scope of work will include storm water management and proper field drainage.

*RRC:* Intercollegiate Athletics

*RRC Contact:* Elizabeth Goetz

*Project Manager:* Pete Nickel

### 3310 Installation of NMR

*Vice President:* Academic Affairs

*Campus:* Twin Cities

*Facility:* Hasselmo Hall

*Total Cost:* \$700

*Description:* This project will renovate and repurpose an existing 605 square foot laboratory on the first floor of Hasselmo Hall for the Center of Drug Design. The project will purchase and install a new 400 Mhz NMR and upgrade utilities, fire sprinklers, oxygen sensors, and emergency ventilation to meet the environmental and safety requirements for operation.

*RRC:* AHC Shared Units

*RRC Contact:* Brooks Jackson

*Project Manager:* Roger Wegner

# UNIVERSITY OF MINNESOTA

## Project Description Report

---

### 3316 R&R - Student Life

*Vice President:* Duluth Campus

*Campus:* Duluth

*Facility:* Multiple

*Total Cost:* \$3,200

*Description:* Funding authorized in this request will be used for facility and infrastructure improvements and repair and replacement projects in the residence halls, apartments, and other student service facilities on the Duluth campus

*RRC:* Duluth Campus

*RRC Contact:* Lendley Black

*Project Manager:* John Rashid

### 3317 R&R - Facilities Management

*Vice President:* Duluth Campus

*Campus:* Duluth

*Facility:* Multiple

*Total Cost:* \$3,000

*Description:* Funding authorized in this request will be used for facility and infrastructure improvements and repair and replacement projects on the Duluth campus.

*RRC:* Duluth Campus

*RRC Contact:* Lendley Black

*Project Manager:* John Rashid

### 3318 Track Replacement

*Vice President:* Duluth Campus

*Campus:* Duluth

*Facility:* Malosky Stadium

*Total Cost:* \$700

*Description:* This project will replace the existing running and field events tracks at Malosky Stadium. The existing track has reached the end of its useful life. Facilities Management has been patching the track but large cracks have now formed. The project includes removal of the existing track surface (including the track surfaces that serve the field events (long jump, pole vault, etc.), inspection and repair of the sub base as required, and installation of a new track surface.

*RRC:* Duluth Campus

*RRC Contact:* Lendley Black

*Project Manager:* John Rashid

# UNIVERSITY OF MINNESOTA

## Project Description Report

---

### 3319 Securian Math Emporium

*Vice President:* Duluth Campus

*Campus:* Duluth

*Facility:* Martin Library

*Total Cost:* \$900

*Description:* This project will renovate and expand the Mathematics Learning Laboratory from its current 2,500 square feet location to 5,000 square feet. The existing 72 seat conventional computer laboratory will be replaced with new active learning arrangement allowing for uniform collaborative groups of up to 128 students. Life safety system modifications, HVAC alterations, active learning technology upgrades, architectural finishes, and improved lighting will improve functionality of the space. Existing offices displaced by the expansion of the Math lab will be relocated.

*RRC:* Duluth Campus

*RRC Contact:* Lendley Black

*Project Manager:* John Rashid

### 3320 High Voltage Feeder Replacement

*Vice President:* Duluth Campus

*Campus:* Duluth

*Facility:* Housing Facilities

*Total Cost:* \$4,715

*Description:* This project will replace all feeders and primary switching equipment associated with the DU5 and DU6 feeder systems that power all Campus Housing facilities, Student Health Services and exterior street, sidewalks, and parking lot lighting around this part of the campus, originating at the Fire Station substation on College Street. Primary switching and load-break equipment associated with the feeds and transformers serving the softball field and Vermillion/Burntside hall will also be replaced. Existing Minnesota Power transformers serving UMD's Oakland Apartments will be purchased by UMD and connected to the new system that will be fed from both the Fire Station substation on College Street and the Campus Utility Building substation on St. Marie Street.

*RRC:* Duluth Campus

*RRC Contact:* Lendley Black

*Project Manager:* John Rashid

### 3323 Partial Renovation / Repurpose

*Vice President:* University Services

*Campus:* Twin Cities

*Facility:* Thompson Center

*Total Cost:* \$1,260

*Description:* This project will remodel existing office space in Room 100 and convert unused hazardous waste bays to offices to move remaining University Health & Safety Staff over from Boyton.

*RRC:* University Services

*RRC Contact:* Kerns, Ken

*Project Manager:* Kevin Ross

# UNIVERSITY OF MINNESOTA

## Project Description Report

---

### 3324 R&R- Housing & Residential Life

*Vice President:* University Services

*Campus:* Twin Cities

*Facility:* TC Campus

*Total Cost:* \$14,700

*Description:* Funding authorized in this request will be used for facility and infrastructure improvements, and repair and replacement projects in the residence halls, apartments and family student housing units on the Twin Cities campus. Notable investments in facilities for FY17 include Frontier Hall HVAC system upgrade, Commonwealth Terrace Cooperative replacement of streets/curb/gutter, Centennial Hall replacement of 2 passenger elevators, and Sanford Hall Dining Hall & Servery Refresh.

*RRC:* Auxiliary Services

*RRC Contact:* Laurie Scheich

*Project Manager:* Daniel Elliot

### 3325 R&R - Dining Services

*Vice President:* University Services

*Campus:* Twin Cities

*Facility:* TC Campus

*Total Cost:* \$1,405

*Description:* Funding authorized in this request will be used for facility and infrastructure improvements, and repair and replacement projects in food venues on the Twin Cities campus.

*RRC:* Auxiliary Services

*RRC Contact:* Laurie Scheich

*Project Manager:* Leslie Bowman

### 3326 R&R - Parking Infrastructure

*Vice President:* University Services

*Campus:* Twin Cities

*Facility:* TC Campus

*Total Cost:* \$5,010

*Description:* Funding authorized in this request will be used for parking facility and infrastructure improvements and repair and replacement projects on the Twin Cities campus, including improvements to surface parking, structured parking, emergency generators, and elevators.

*RRC:* Auxiliary Services

*RRC Contact:* Laurie Scheich

*Project Manager:* Sandy Cullen

# UNIVERSITY OF MINNESOTA

## Project Description Report

---

### 3327 Transportation Infrastructure

*Vice President:* University Services

*Campus:* Twin Cities

*Facility:* TC Campus

*Total Cost:* \$2,600

*Description:* Funding authorized in this request will be used for transportation infrastructure improvements and repair and replacement projects on the Twin Cities campus, including improvements to streets, sidewalks, bridges, building linkages, and safety systems. A notable investment includes the reconstruction of 8th Street SE.

*RRC:* Auxiliary Services

*RRC Contact:* Laurie Scheich

*Project Manager:* Sandy Cullen

### 3328 Church Street Tunnel

*Vice President:* University Services

*Campus:* Twin Cities

*Facility:* TC Campus

*Total Cost:* \$2,654

*Description:* This project will construct a new underground tunnel connection, approximately 207 feet in length, between the existing Tate Science and Teaching building and the Rapson link. The tunnel will fill a gap in the Gopher Way by connecting the Northrop Mall western campus to the College of Science and Engineering eastern campus across Church Street. The proposed tunnel will enhance pedestrian circulation, building services, and utilities in the district and reduce the amount of service traffic on Church Street.

*RRC:* Auxiliary Services

*RRC Contact:* Laurie Scheich

*Project Manager:* Kevin Ross

### 3329 R & R - U Market

*Vice President:* University Services

*Campus:* Twin Cities

*Facility:* U Market Services

*Total Cost:* \$500

*Description:* Funds authorized in this request will be used for replacement of the warehouse portion of the roof. The front third of the roof was replaced in 2008.

*RRC:* Auxiliary Services

*RRC Contact:* Laurie Scheich

*Project Manager:* TBD

# UNIVERSITY OF MINNESOTA

## Project Description Report

---

### 3334 Robotics Laboratory

*Vice President:* Academic Affairs

*Campus:* Twin Cities

*Facility:* Shepherd Laboratory

*Total Cost:* \$12,200

*Description:* This project will consolidate several existing robotics research laboratories and also provide needed expansion space for additional faculty, staff, and students. The project will renovate most of the first two floors of Shepherd Laboratories for this purpose. Space on the first floor will also be allocated to the college's Solar Vehicle Project, which with the emerging developments in autonomous vehicle technologies will soon have a strong connection to work in robotics.

*RRC:* College of Science and Engineering

*RRC Contact:* Steven Crouch

*Project Manager:* Kevin Ross

### 3336 R&R - Athletics

*Vice President:* Intercollegiate Athletics

*Campus:* Twin Cities

*Facility:* Multiple

*Total Cost:* \$1,300

*Description:* Funding authorized in this request will be used for facility and infrastructure improvements, and repair and replacement projects in athletics venues on the Twin Cities campus.

*RRC:* Intercollegiate Athletics

*RRC Contact:* Elizabeth Goetz

*Project Manager:* various

### 3337 R&R -Twin Cities

*Vice President:* University Services

*Campus:* Twin Cities

*Facility:* TC Campus

*Total Cost:* \$9,250

*Description:* Funding authorized in this request will be used for facility and infrastructure improvements, and repair and replacement projects on the Twin Cities campus.

*RRC:* Facilities Management

*RRC Contact:* Mike Berthelsen

*Project Manager:* various

# UNIVERSITY OF MINNESOTA

## Project Description Report

---

### 3338 R&R - Utility Infrastructure

*Vice President:* University Services

*Campus:* Twin Cities

*Facility:* TC Campus

*Total Cost:* \$12,305

*Description:* Funding authorized in this request will be used for utility infrastructure improvements, and repair and replacement projects on the Twin Cities campus.

*RRC:* Facilities Management

*RRC Contact:* Mike Berthelsen

*Project Manager:* various

### 3339 R&R - Energy Conservation

*Vice President:* University Services

*Campus:* Twin Cities

*Facility:* TC Campus

*Total Cost:* \$4,000

*Description:* Funding authorized in this request will be used on the Twin Cities campus to enhance the energy efficiency of the buildings and infrastructure on the Twin Cities campus.

*RRC:* Facilities Management

*RRC Contact:* Mike Berthelsen

*Project Manager:* various

**University of Minnesota**  
**Potential Additions**  
**FY 2017 Annual Capital Improvement Budget**

<b>Campus</b>	<b>Resource Responsibility Center</b>	<b>Facility</b>	<b>Title</b>
UMTC	Intercollegiate Athletics	Athletes' Village	Linemen's Facility
UMTC	Intercollegiate Athletics	Athletes' Village	Climate Controlled Connections
UMTC	Public Safety	Consolidated Facility	Public Safety Facility
UMTC	University Services	Re-Use Warehouse	Renovation for Waste & Recycling Program
UMTC	Auxiliary Services	Superblock Dining	Renovation and Consolidation of Resident Dining
UMTC	Auxiliary Services	Pioneer Hall	Renovation of Residence Hall

# FY 2017 Annual Capital Improvement Budget

Board of Regents  
June 10, 2016



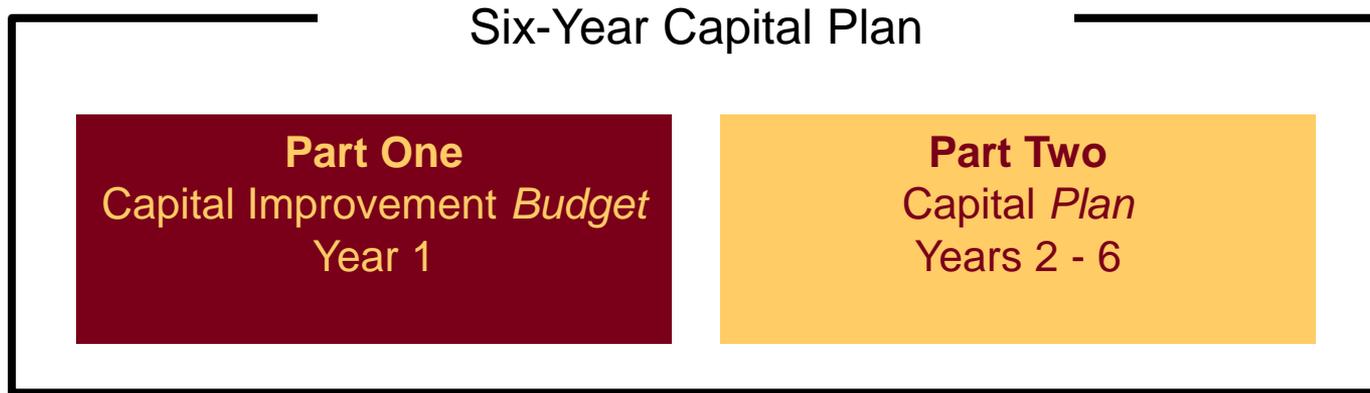
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# Capital Plan

- Board of Regents policy directs the administration to develop a capital budget with a “six-year time horizon, updated annually”





# Annual Capital Improvement Budget

- Year 1 of the Six-Year Capital Plan
- Includes individual projects over \$500,000
- Projects need to have a completed predesign
- Projects must be fully funded
- Approved projects move into design and/or construction





# 2016 State Capital Request Update

- The capital improvement budget was updated to reflect the final legislative outcome
- All state requests have been removed from the Plan





# Sample University Projects

- Repair and Replacement (Systemwide)
- Rare Books Discovery Center (UMTC)
- Church Street Tunnel (UMTC)
- High Voltage Feeder Replacement (UMD)



# Changes Since May

<b>May Capital Budget Total</b>		<b>\$374,614,000</b>
Moved from Projects Under Consideration	Rare Books Discovery Center	4,950,000
	Wilson Library Renovation	3,850,000
	CSE Robotics Lab	12,200,000
	Faye Thompson Center Renovation	1,260,000
	HEAPR	(100,000,000)
Reflects outcome of legislative session	Chemistry/Advanced Materials Science	(40,750,000)
	Health Sciences Education Facility	(100,000,000)
	Plant Growth Research Facility	(6,600,000)
	Academic and Student Experience	(24,000,000)
	Pillsbury Hall Rehabilitation	(33,000,000)
<b>June Capital Budget Total</b>		<b>\$92,524,000</b>

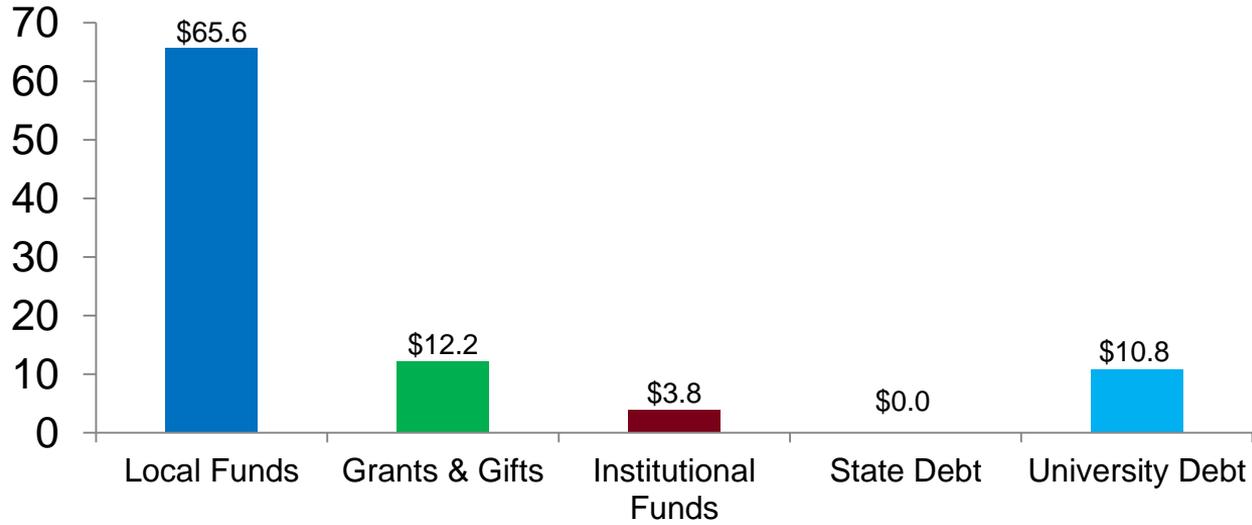


# Projects Under Consideration

Campus	Facility	Project
UMTC	Athletes' Village	Linemen's Facility
UMTC	Athletes' Village	Climate Controlled Connections
UMTC	Consolidated Facility	Public Safety Facility
UMTC	Pioneer Hall	Renovation of Residence Hall
UMTC	Superblock Dining	Renovation and Consolidation of Resident Dining
UMTC	Re-Use Warehouse	Renovation for Waste and Recycling Program



# Annual Capital Improvement Budget: \$92.5 million



13% of total from Grants & Gifts  
87% of total from U of M



# 2017 Capital Budget Resolution

- **WHEREAS**, the Board of Regents directed the administration to annually submit a capital improvement budget and a six-year capital plan; and
- **WHEREAS**, the Board has adopted principles to guide the formulation of the capital improvement budget and six-year capital plan; and
- **WHEREAS**, the Board recognizes the importance of sustaining and improving the University's facilities in support of teaching, research, and outreach; and
- **WHEREAS**, the administration has developed a capital planning framework designed to focus its capital planning efforts toward projects that support the University's institutional priorities within a financial strategy that is realistic; and
- **NOW, THEREFORE, BE IT RESOLVED**, that the Board of Regents approves the FY 2017 Capital Improvement Budget and reaffirms its prior year capital expenditure authorizations.



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# BOARD OF REGENTS DOCKET ITEM SUMMARY

Facilities, Planning, & Operations

June 9, 2016

**AGENDA ITEM:** Real Estate Transactions

Review

Review + Action

Action

Discussion

This is a report required by Board policy.

**PRESENTERS:** Pamela Wheelock, Vice President, University Services  
Susan Carlson Weinberg, Director of Real Estate

## PURPOSE & KEY POINTS

In accordance with Board of Regents Policy: *Reservation and Delegation of Authority*, the purpose of this item is to review and recommend approval of the following real estate transactions:

- A. Sale of 217.46 Acres of Salt Spring Lands, Bear Head Lake State Park, St. Louis County (University Salt Spring Lands)

The State of Minnesota Department of Natural Resources (DNR) will be purchasing the subject property for a sum of \$978,570, pursuant to a 2015 legislative appropriation for the purposes of acquiring this land.

## BACKGROUND INFORMATION

Board of Regents Policy: *Reservation and Delegation of Authority* states that “The Board reserves to itself authority to approve the purchase or sale of real property with a value greater than \$1,250,000, or larger than ten (10) acres,” and “leases of real property, easements, and other interests in real property if the initial term amount to be paid by or to the University exceeds \$1,250,000, consistent with Board policies.”

Pursuant to the Enabling Act of February 26, 1857, the Federal Government transferred the Salt Spring Lands to the State of Minnesota to aid in the development of salt brines in the state. Though title to the Salt Spring Lands is held by the State of Minnesota, Minnesota Statutes, section 92.05, provides that the Board of Regents shall have charge of the state salt lands; may execute, in its name, deeds of conveyance of these lands; and the proceeds of the sale of the lands when invested shall constitute a permanent fund called the University Salt Land Fund controlled and managed by the Board of Regents.

## PRESIDENT’S RECOMMENDATION

The President recommends approval of the following Real Estate transactions:

A. Sale of 217.46 Acres of Salt Spring Lands, Bear Head Lake State Park, St. Louis County  
(University Salt Spring Lands)

**SALE OF 217.46 ACRES OF SALT SPRING LANDS  
IN BEAR HEAD LAKE STATE PARK, ST. LOUIS COUNTY  
(UNIVERSITY SALT SPRING LANDS)**

**1. Recommended Action**

The President recommends that the appropriate administrative officers receive authorization to execute the appropriate documents providing for the sale of 217.46 acres of Salt Spring Lands in Bear Head Lake State Park, St. Louis County, to the Minnesota Department of Natural Resources (DNR).

**2. Location and Description of the Property**

The subject property is located on the northerly shoreline of Bear Head Lake in Bear Head Lake State Park, St. Louis County (see attached map).

The property consists of 217.46 acres of land. The legal description of the property is as follows:

Government Lots 6, 7 and 10, the Southwest Quarter of the Northeast Quarter, and the Northwest Quarter of the Southeast Quarter, all in Section 2, Township 61 North, Range 14 West, and the North Half of the Northeast Quarter of the Southwest Quarter, Section 1, Township 61 North, Range 14 West, St. Louis County;

Except minerals and mineral rights.

**3. Basis for the Request**

The subject 217.46 acres represents twenty two percent (22%) of the Salt Spring Lands totaling 970.48 acres in the Bear Head Lake State Park, St. Louis County.

In 2015, the Minnesota Legislature passed a \$1,000,000 one-time appropriation to the Minnesota Department of Natural Resources (DNR) to acquire Salt Spring Lands within the Bear Head Lake State Park. The DNR proceeded to identify Salt Spring Lands they desired to purchase. After appraisals were completed, the University and the DNR agreed on a valuation of \$4,500 per acre for the subject 217.46 acres.

**4. Details of Transaction**

The sale price is \$978,570, cash. The parties desire to close the transaction on or before June 30, 2016.

**5. Use of Proceeds**

The University Salt Land Fund will receive the net proceeds from the sale of the subject property.

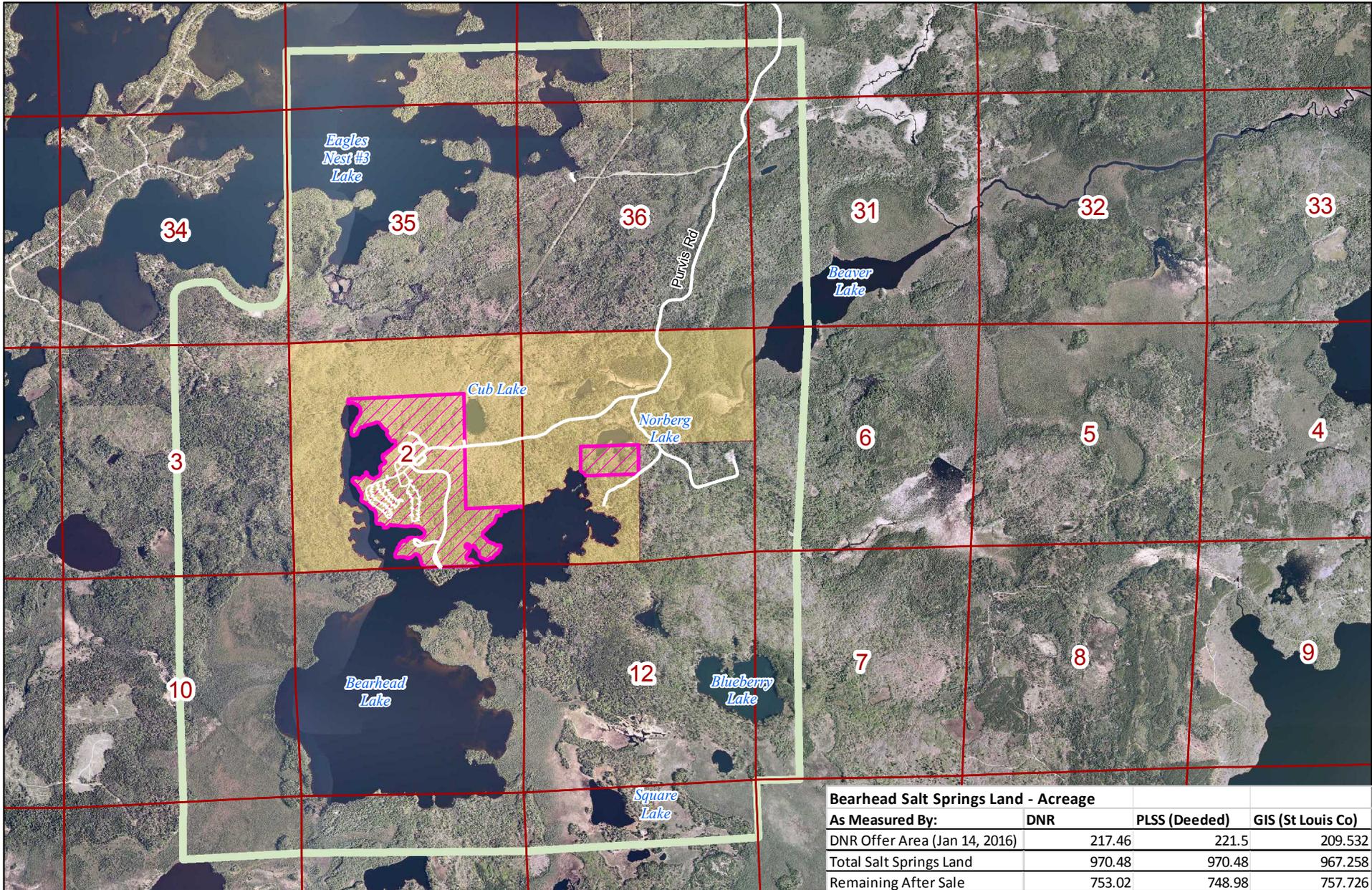
**6. Recommendations**

The above-described real estate transaction is appropriate:

 26 May 2016  
Karen Hanson, Executive Vice President for Academic Affairs and Provost

 5/25/16  
Richard H. Pfitzenreuter III, Vice President for Finance and CFO

 5/25/16  
Pamela Wheelock, Vice President for University Services



Bearhead Salt Springs Land - Acreage			
As Measured By:	DNR	PLSS (Deeded)	GIS (St Louis Co)
DNR Offer Area (Jan 14, 2016)	217.46	221.5	209.532
Total Salt Springs Land	970.48	970.48	967.258
Remaining After Sale	753.02	748.98	757.726

Real Estate Inventory



University of Minnesota

**DNR Offer to Purchase:  
Salt Springs Lands  
Bear Head State Park, St. Louis County**

- DNR Offer of January 14, 2016
- Salt Spring Lands
- Bear Head State Park Boundary
- PLS Sections



This map is intended to be used for planning purposes only and should not be relied upon where a survey is required.

Base Data: Real Estate Office  
St Louis County, MNDNR, MNDOT,  
MnGEO

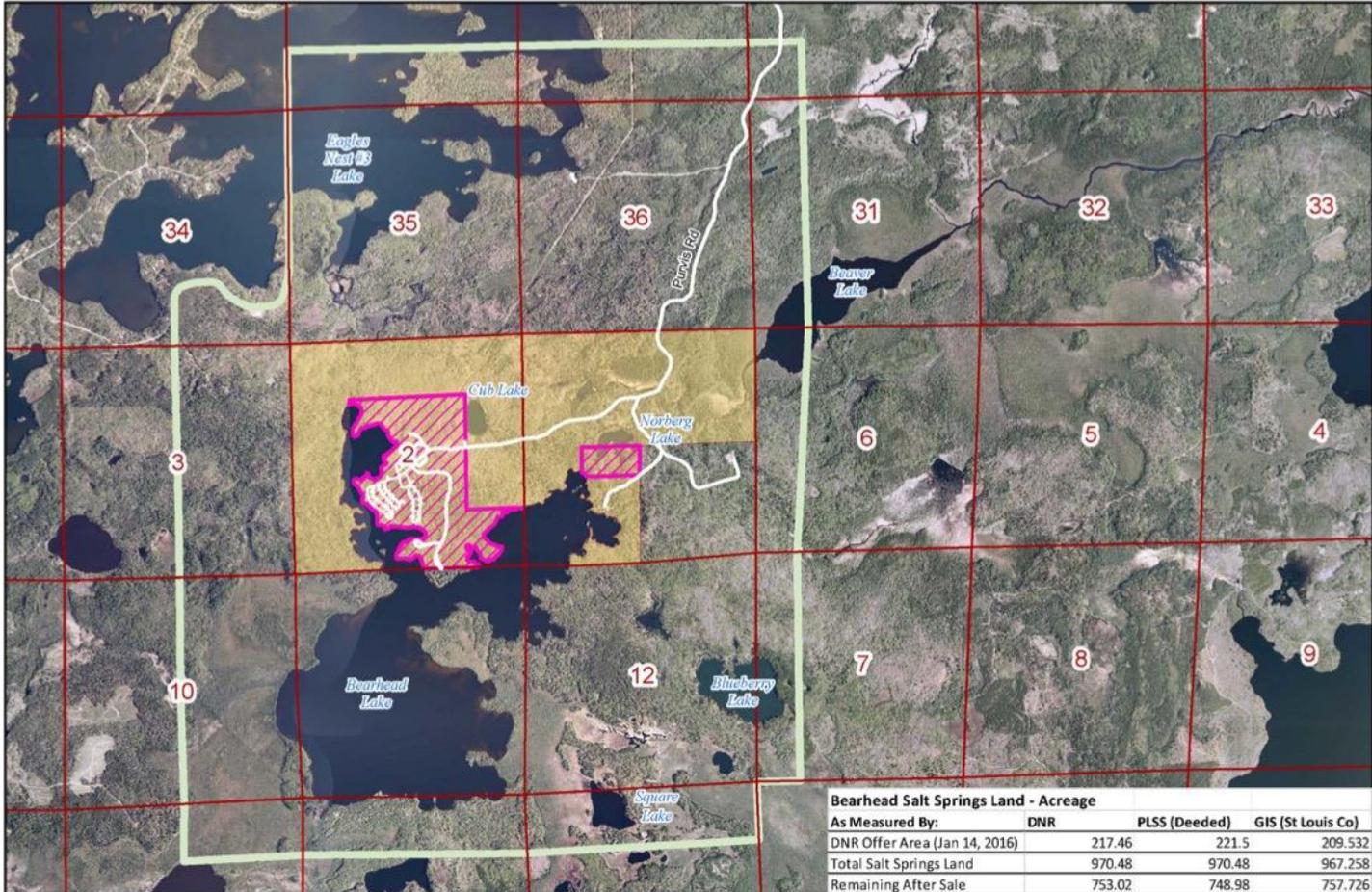
# Real Estate Transactions

Board of Regents Facilities, Planning, and Operations Committee  
June 9, 2016



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Bearhead Salt Springs Land - Acreage			
As Measured By:	DNR	PLSS (Deeded)	GIS (St Louis Co)
DNR Offer Area (Jan 14, 2016)	217.46	221.5	209.532
Total Salt Springs Land	970.48	970.48	967.258
Remaining After Sale	753.02	748.98	757.726

Real Estate Inventory

University of Minnesota

**DNR Offer to Purchase:  
Salt Springs Lands**  
**Bear Head State Park, St. Louis County**

DNR Offer of January 14, 2016  
 Salt Spring Lands  
 Bear Head State Park Boundary  
 PLS Sections

0 0.5 Miles

This map is intended to be used for planning purposes only and should not be relied upon where a survey is required.

Base Data: Real Estate Office  
St Louis County, MNDNR, MNGCOT, MnGEO



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# BOARD OF REGENTS DOCKET ITEM SUMMARY

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**Facilities, Planning, & Operations**

**June 9, 2016**

**AGENDA ITEM:** Information Items

**Review**

**Review + Action**

**Action**

**Discussion**

*This is a report required by Board policy.*

**PRESENTERS:** Pamela Wheelock, Vice President, University Services

## **PURPOSE & KEY POINTS**

The purpose of this item is to provide the Board of Regents with an update on the following Information Item:

- Capital Planning and Project Management Semi-Annual Project Report

## **BACKGROUND INFORMATION**

This report includes projects in process that have been approved in the annual capital improvement budget and require Board approval of the schematic design. The report highlights progress performed and challenges encountered in delivering the project scope of work within the approved budget and schedule. The Capital Planning and Project Management Semi-Annual Project Report is presented in the summer and in the winter to provide performance information in support of annual capital improvement budget and six-year capital improvement plan decision making.

# Capital Planning & Project Management

## Semi-Annual Project Report

June 1, 2016

Projects	Scope	Schedule	Budget	Project Budget	Est. Design Completion	Est Sub Completion
<b>Projects in Design</b>						
Chemistry and Advanced Material Science Building, UMD	●	●	●	\$43,000,000	November 2016	On Hold
Veterinary Isolation Laboratories	●	●	●	\$29,500,000	July 2016	December 2017
<b>Projects in Construction</b>						
Athletes Village, UMTC	●	●	●	\$166,000,000		January 2018
Bee Discovery and Pollinator Center, Landscape Arboretum	●	●	●	\$6,619,814		June 2016
Bee Research Laboratory, UMTC	●	●	●	\$6,450,000		July 2016
Bell Museum, UMTC	●	●	●	\$64,225,000		August 2017
Combined Heat and Power Plant, UMTC	●	●	●	\$112,981,000		October 2016
Mechanical Lab Renovation, UMTS	●	●	●	\$5,045,000		August 2016
Minnesota Poultry Testing Lab, Willmar	●	●	●	\$8,529,000		August 2016
Residence Hall Dining Center Renovation, UMD	●	●	●	\$5,250,000		August 2016
Tate Science and Teaching Renovation, UMTC	●	●	●	\$92,500,000		July 2017
Wellness Center, UMC	●	●	●	\$15,000,000		June 2016
<b>Recently Completed Projects</b>						
Aquatic Invasive Species Lab, UMTC	●	●	●	\$6,750,000		December 2015
M Health Clinics and Surgery Center, UMTC	●	●	●	\$165,372,086		December 2015
				<b>Total Portfolio Budget:</b>	<b>\$727,221,900</b>	
				Projects from \$1,000,000 - \$5,000,000:	0	
				Projects from \$5,000,000 - \$20,000,000:	7	
				Projects over \$20,000,000:	7	
				<b>Total Project Count:</b>	<b>14</b>	

## PROJECTS IN DESIGN

1



### Chemistry and Advanced Material Science Building, UMD

#### Description

A new 58,000 SF facility supporting chemical and applied science research and academics.

**Status** Approved schematic design at the Regents October 2015 meeting. Project not funded in 2016 Bonding Bill. Project on hold.

Scope  Schedule  Budget



### Veterinary Isolation Facility, UMTC

#### Description

Demolish and replace existing facility with a new 31,140 SF bio-containment facility to support the University's growing infectious diseases research initiatives.

**Status** Construction scheduled to begin in June 2016. Approved schematic design at the Regents February 2016 meeting.

Scope  Schedule  Budget

## PROJECTS IN CONSTRUCTION



### Athletes Village, UMTC

#### Description

A new 321,000 SF Athletes Village supporting excellence in academics and advance training practices as well as a hub for the entire Athletics department.

**Status** Approved schematic design, capital budget amendment and final notice at the Regents October 2015 meeting. Site work and utilities underway.

Scope  Schedule  Budget



### Bee Discovery and Pollinator Center, Landscape Arboretum

#### Description

A new 6,700 SF facility and 4,500 SF outdoor space that will create year-round learning opportunities for children and adults to learn about the lives of bees.

**Status** Scope revised to add parking lot expansion and City realignment of road and water line. Additional resources, \$237,814 provided to fully fund scope.

Scope  Schedule  Budget



**Bee Research Laboratory, UMTC**

**Description**

A 10,700 SF academic research laboratory located on the St. Paul campus for research work in bee health and biodiversity, training and outreach.

**Status** Substantial Completion and Occupancy expected in July 2016.

- Scope
- Schedule
- Budget



**Bell Museum, UMTC**

**Description**

A new museum and planetarium that will provide a center for research, education, and public engagement around Minnesota's natural environments.

**Status** Construction is underway with site clearing, excavation and footings. Substantial Completion expected in September 2017.

- Scope
- Schedule
- Budget



**Combined Heat and Power Plant, UMTC**

**Description**

Installation of new combined heat and power equipment in the existing Old Main Utility Building that will reduce the University's carbon footprint and provide the best long-term solution.

**Status** Substantial completion expected in October 2016. Evaluation of use of contingency funds for electrical distribution is anticipated late summer 2016.

- Scope
- Schedule
- Budget



**Mechanical Engineering Lab Renovations, UMTC**

**Description**

The Lab Renovation project will renovate 30,000 SF on the 3rd and 4th floors of Mechanical Engineering for flexible research and teaching labs.

**Status** Construction is underway. Substantial Completion is expected in expected in July 2016.

- Scope
- Schedule
- Budget



**Minnesota Poultry Testing Lab, Willmar**

**Description**

This project is 11,900 gross square feet which includes the renovation of the existing facility and an 8,235 square foot addition of laboratory and office space for avian flu testing.

**Status** Construction began January 2016. Substantial completion is scheduled for August 2016.

● Scope ● Schedule ● Budget



**Residence Hall Dining Center Renovation, UMD**

**Description**

Renovation of 18,632 SF of the Residence Hall Dining Center to update space and to better serve student needs.

**Status** Construction began March 2016. Substantial completion is scheduled for August 2016.

● Scope ● Schedule ● Budget



**Tate Science and Teaching Renovation, UMTC**

**Description**

Renovation of the existing facility and new construction, totaling 229,500 SF. Includes the rehabilitation of the exterior and new infrastructure to support the program.

**Status** Interior demolition is complete. Construction is in progress. Substantial completion is scheduled for July 2017.

● Scope ● Schedule ● Budget



**Wellness Center, UMC**

**Description**

New 36,700 SF facility includes a two-court gymnasium, suspended running track, classroom, fitness/cardio areas, general locker rooms, and a multipurpose room for group exercise.

**Status** Construction is in progress. Substantial completion is scheduled for June 2016.

● Scope ● Schedule ● Budget



## Aquatic Invasive Species Lab, UMTC

### Description

Renovation of 10,170 SF that adds significant research, office, and building upgrades to the Minnesota Aquatic Invasive Species Research Center located on the St. Paul campus.

**Status** Project is complete.

● Scope    ● Schedule    ● Budget



## M Health Clinics and Surgery Center, UMTC

### Description

A new 341,000 SF facility to provide clinical space, support incorporation of education and research for team-based care, while enhancing patient care and experience.

**Status** Project is complete.

● Scope    ● Schedule    ● Budget