Finance & Operations Committee

February 2025

February 13, 2025

Approximately 15 min Following Adjournment of the Special Committee on Student Affairs and the Special Committee on University Workforce

Boardroom, McNamara Alumni Center

FIN - FEB 2025

BOARD OF REGENTS
DOCKET ITEM SUMMARY

Finance & Operations **February 13, 2025**

AGENDA ITEM: Crookston Campus Plan

☐ **Review** ☐ **Review + Action** ☒ **Action** ☐ **Discussion**

☐ *This is a report required by Board policy.*

PRESENTERS: Mary Holz-Clause, Chancellor, Crookston campus
Monique MacKenzie, Director of Campus and Capital Planning
Shane Stennes, Chief Sustainability Officer

PURPOSE & KEY POINTS

The purpose of this item is to act on the Crookston Campus Plan, the core components of which (Drivers, Principles, Big Ideas, and Implementation) are included in the docket along with supporting narrative, imagery, and illustrations of future opportunities related to recommendations on the Crookston campus. Supplemental material on the Crookston Climate Action Plan is also provided for reference and in support of the goals of the Campus Plan. No changes have been made to the campus plan since the committee reviewed it at the December 2024 meeting.

Campus plans are aspirational and guide potential future development. The recommendations embedded in this plan are not tied to specific funding. Implementation of any plan component is based on funding availability and would come to the Board for review and approval through the capital budget process.

BACKGROUND INFORMATION

Board of Regents Policy: *Reservation and Delegation of Authority*, Article I, Section VIII, Subd. 5 states: "The Board reserves to itself, or to one of its committees, authority to approve campus plans and amendments thereto." Board engagement on aspects of this plan has occurred at the following times:

- December 2024: *Crookston Campus Plan – Review*, Finance & Operations Committee
- May 2024: *Enrollment Strategy Plans and Financial Impacts: Crookston, Duluth, Morris, Rochester*, Board of Regents
- May 2021: *Campus Strategy: UMC,* Board of Regents
- February 2021: *Systemwide Strategic Plan Implementation: Campus Master Planning Principles – Action,* Finance & Operations Committee
- December 2020: *Systemwide Strategic Plan Implementation: Principles to Guide Campus Master Plans – Review,* Finance & Operations Committee

PRESIDENT'S RECOMMENDATION

The President recommends approval of the Crookston Campus Plan.

UNIVERSITY OF MINNESOTA

University of Minnesota Crookston Campus Plan

February 2025

Approved by the Regents of the University of Minnesota

DATE TBD

The University of Minnesota Crookston's Land Acknowledgement

Designed to be read in its entirety to honor past, present, and future contributions of Indigenous people.

We acknowledge that we gather as the University of Minnesota Crookston on the traditional land and water of the Anishinaabe and Dakota people, past and present, and we honor with gratitude the land itself and the people who have served as caretakers of Mother Earth throughout the generations.

We acknowledge the genocide and systems of oppression that have deprived Indigenous people of their lands and we honor and respect the diverse and beautiful peoples still connected to this land. We recognize the many contributions Native nations have made as the spiritual and physical caretakers of this land. We acknowledge the histories and cultural traditions that make this ceded and treaty lands special, and celebrate the talents and gifts of Indigenous populations of our region.

With this land acknowledgement we affirm the inherent sovereignty of Native nations. We strive to hold our university accountable to Indigenous peoples and pledge to support and advocate for their welfare. The University of Minnesota Crookston stands with the community members of Native nations and commits to building relationships with the American Indian communities through partnerships, academic pursuits, historical recognitions, and recruitment efforts to further our commitment to promoting diversity, and to create an equitable and inclusive future for this region.

Adopted March 2023 by the University of Minnesota Crookston
https://crk.umn.edu/land-acknowledgement

Contents

Introduction 1

Purpose of the Campus & Climate Action Plans

A Systems Approach

The University of Minnesota System is developing an integrated set of Campus and Climate Action Plans to align the future of each campus with systemwide goals. The coordinated plans will ensure alignment between physical place-based changes and climate action commitments at all campuses. The purpose of each set of plans is to develop consensus around a shared vision for the future of the campus, and to identify actionable steps for supporting its mission and goals.

Each campus of the University of Minnesota System plays a pivotal role in fulfilling the tripartite mission of the University; advancing learning, research, and outreach throughout Minnesota. Each has its own unique identity, valued by students, faculty, staff, and the surrounding community. This integrated planning effort provides each campus with a framework for future decision-making and implementation to support each individual institution's needs while advancing goals identified in the systemwide strategic plan, MPact 2025.

Campus and Climate Action at University of Minnesota Crookston

The University of Minnesota Crookston's coordinated Campus and Climate Action Plans articulate a vision and key recommendations that support the campus' mission and achieve systemwide climate action goals over the near- and long-term: ten years and thirty years, respectively. While the Plans are two separate documents, they work in tandem to achieve their goals—the Climate Action Plan should be read as a companion to the Campus Plan.

The Campus Plan presents an overview of plan drivers, existing campus conditions, and community input that contributed to its strategic direction. Information gathered during the engagement process informed several strategic "Big Ideas" that represent opportunities for meaningful improvements to the campus over near-term and long-term time horizons. The Big Ideas are followed by more details in the Recommendations section which present a vision for how campus improvements may be made over time.

> "Real. Hands-on. Ready."
>
> *- U of M Crookston*

The near-term is defined as the next 10 years; the long term is defined as the next 30 years.

Existing University of Minnesota Crookston Campus

U of M Crookston Facilities

Planning Process

The planning process for both the Campus and Climate Action Plans progressed from February 2024 through November 2024 and included the following phases of work.

Phase 1: Analysis and Visioning

During the initial Analysis and Visioning phase, the planning team explored existing conditions, reviewed past planning efforts, and gathered input from stakeholders. In February 2024, all students, faculty, and staff were invited to contribute to an interactive online mapping tool called MyCampus in order to help the planning team better understand how people experience the campus.

In March 2024, the planning team toured the campus and held in-person engagement events including an open house for students, focus group meetings, and meetings with campus leadership. An Advisory Committee composed of faculty, staff and student representatives convened to provide key guidance.

Phase 2: Scenario Planning

Based on the outcomes of Phase 1, the planning team developed a range of potential approaches to address campus needs and partnership priorities. During this process, the planning team worked to find consensus among campus leadership and stakeholders on projections of future trends, including enrollment growth, space needs, climate action, and other factors that impact campus activities, facilities, and infrastructure. The planning team held a Zoom forum and Advisory Committee meeting, and online meetings with U of M Crookston leadership in spring and summer 2024 to review analysis and engagement to date and review potential scenarios.

Phase 3: Draft Plan

In late August and September, the planning team assembled draft recommendations and presented the material on campus in September 2024. Comments and feedback from these sessions were integrated into the final plan.

Phase 4: Final Plan

During the final project phase, the team gathered feedback from stakeholders and University leadership on the draft Campus and Climate Action Plans, which informed final revisions to the recommendations. The team prepared the final report documents to be reviewed by the Board of Regents in November 2024.

A variety of in-person and virtual workshops were held throughout all phases of the planning process. Input from each of them guided the recommendations in this plan.

Engagement

Consistent with one of the Regents' approved campus planning principles, the planning work completed to date was designed to ensure an inclusive, accountable planning process. For the systemwide Campus and Climate Action Plans, there are a number of methods and activities that have been developed to learn about each campus community's aspirations for the future. These efforts include large group meetings, small focus groups, web-based communication, as well as conversations between students, faculty, staff and partners in the Crookston community.

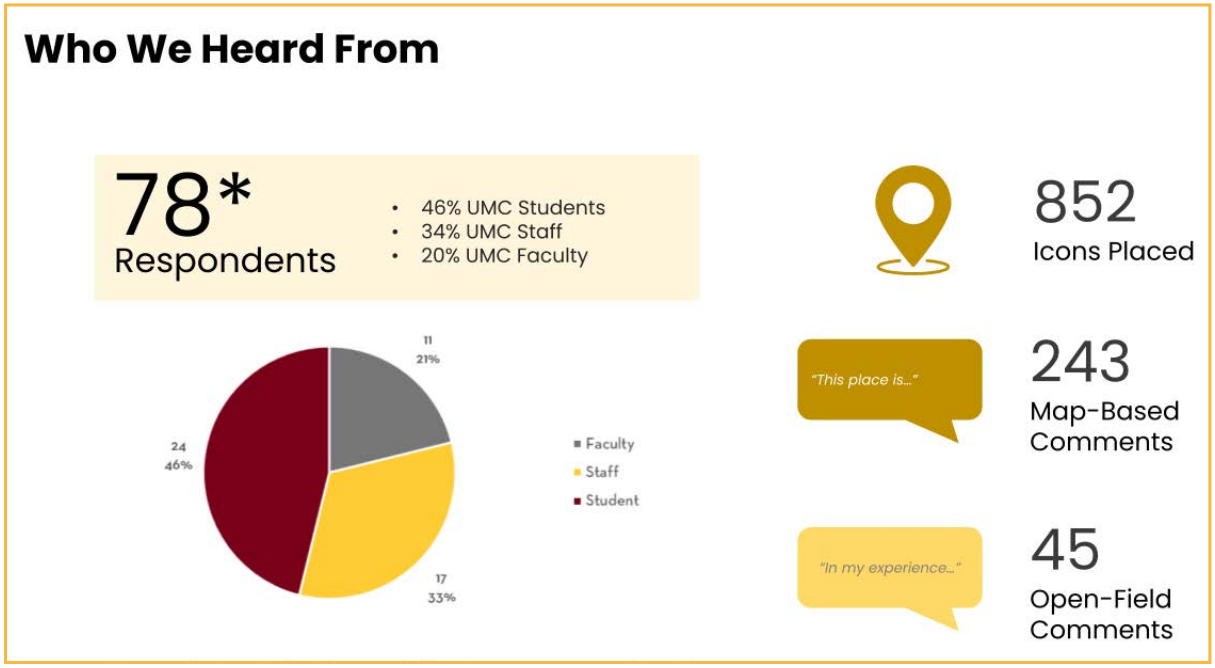
One of the tools used was an interactive mapping tool that asked respondents to designate places of significance (where people live, eat, study, work, and play.) This tool is known as the 'My Campus' mapping survey and will be used as part of campus planning at all system campus sites. Sasaki adapted this tool specifically for U of M Crookston.

Campus Community Input

Consistent with the Regents' approved campus planning principles, the planning work completed for U of M Crookston was designed to ensure an inclusive, accountable planning process. Engagement opportunities in various formats were designed to connect with U of M Crookston's community of students, faculty, staff, students, and external partners including online surveys and campus open houses.

Advisory Committee

An Advisory Committee comprising student representatives, faculty, and staff convened on a regular basis with the planning team to review the planning scope, to advise on engagement and communications plans, to discuss findings, and to comment on draft recommendations. Committee members also attended on-campus engagement events to help the planning team gather feedback from the campus community.



MyCampus Engagement Tool

To understand U of M Crookston's current state, the planning team engaged the campus community through an interactive mapping website, MyCampus, which asked respondents to designate places of significance (live, eat, study, work, and play, among others) and to add comments about their personal experiences.

U of M Crookston staff promoted MyCampus through campus-wide emails, social media posts, hallway video screens, posted flyers, weekly newsletters, and announcements in large assemblies. MyCampus was open for several weeks in February and March 2024. All students, faculty, and staff were invited to participate. A total of 78 individuals responded by marking more than 852 campus locations. Of respondents who identified themselves, 46% were students, 34% were staff, and 20% were faculty.

Focus Groups

A series of focus group meetings in June 2024 helped the planning team develop a deeper understanding of particular stakeholder interests. Focus group topics included athletics, mobility and transit, alumni and development, academic spaces, and residential and student life. Attendees shared feedback with the planning team in small group discussion; this feedback was used to refine ideas associated with each topic.

***Left*: Sampling of results from the MyCampus mapping activity: each point is a marker placed by a campus community survey-taker.**


CROOKSTON
BASEBALL

Plan Drivers & Principles 2

Plan Drivers

The Campus and Climate Action Plans are informed by a combination of key factors. The systemwide strategic plan, MPact 2025, is a planning resource common to all of the UMN System campuses, and outlines a vision for the future of the University as a whole. In addition to this document, other drivers which inform each distinctive campus plan include campus-level strategic plans, preceding planning studies, community stakeholder input, and the unique set of conditions at each campus. The key drivers that inform the Campus Plan are described in this section.

Systemwide Strategic Plan: MPact 2025

The U of M Crookston Campus Plan and Climate Action Plan advance the systemwide strategic plan, MPact 2025, through developing a comprehensive long-range capital facilities and landholding strategy to drive strategic growth. (Commitment 5, Action Items 5.3) and developing a climate action plan to contribute to building a fully sustainable future (Commitment 2, Action Items 3.2). Many of the recommendations in both plans embody other commitments outlined in the MPACT 2025 plan, as noted below. [1]

Student Success

The recommendations of the plan support the student experience with the intent of fostering inclusion for both commuter and resident students.

Discovery, Innovation, & Impact

Innovation and impact will be cultivated by strengthening department hubs and introducing new outdoor spaces to highlight campus programs.

MNtersections

U of M Crookston will demonstrate regional climate leadership by transitioning to fossil-free heating and renewing the campus landscape with functional elements that support climate goals.

Community & Belonging

The plan identifies strategies for students, faculty, and staff to gather year-round, both indoors and out.

Fiscal Stewardship

The plan supports fiscal stewardship by providing near- and long-term strategies for optimizing building use and energy efficiency, energy delivery systems, and a phased buildout of potential new assets.

1 https://president.umn.edu/mpact-2025

Board of Regents Systemwide Planning Principles

The Board of Regents approved campus planning principles in February 2021, listed below. These ensure the effectiveness of campus plans and are the foundation of Regents' review and ultimate approval of each location's campus plans. The UMN System has a long history of regularly updated campus plans.

- Establish a sustainable vision of how the physical setting of each campus will embody its distinctive history, mission, and future.
- Create an inclusive and welcoming experience for the increasingly diverse range of people who come to campus.
- Optimize existing physical assets to facilitate flexible and innovative solutions toward an enduring future.
- Consider the cost of attendance, investment, and operations when planning for each campus' future.
- Integrate each campus' master plan with the Systemwide Strategic Plan. Ensure an inclusive, accountable, and forward-looking process for developing and implementing the Campus Plan.[2]

2 The full text is available at https://regents.umn.edu/february-2021-board-regents-meeting

U of M Crookston Mission, Vision, Values

The mission, vision, and value statements were endorsed by the Crookston Campus Assembly on March 21, 2024.

Mission

The University of Minnesota Crookston delivers educational programs that build upon a broad academic foundation, combine theory and practice in a technologically rich environment. We prepare students for career success, advanced study, and engaged citizenship in a diverse world. We integrate teaching and learning, research and scholarly work, and outreach and engagement to serve the public good.

Vision

Envision a University of Minnesota Crookston that fulfills a modern land grant mission by ensuring we are passionate about learning and discovery to serve the public good. We will achieve this vision by:

- Creating and being leaders who are ethical and innovative, culturally and globally competent, and committed to engagement in their communities.
- Connecting all students – on campus and online – to each other, the campus, faculty, staff, alumni, and community.
- Conducting research and scholarly work that enhance learning and benefit the region and beyond.
- Cultivating a spirit of U of M Crookston Golden Eagle pride.

Values

Student Success: Realizing individual potential through intentional investment in students using high impact practices.

Diversity: Embracing the richness and value of individual differences, identities, ideas, beliefs, cultures, and communities.

Leadership: Fostering a culture of collaborative leadership at all levels embodying integrity, honesty, fairness, and respect.

Community: Building engaged relationships for the benefit of all.

Innovation: Promoting discovery and problem solving through creative and critical thinking, research, and scholarly work.

Sustainability: Balancing the environmental, economic, and societal needs of the present while safeguarding a vibrant future.

Quality: Using evidence, data, and best practices to improve academic programs, student support and services, and business and operational processes.

"Golden Eagle Pride" is the spirit of the University of Minnesota Crookston.

U of M Crookston Strategic Goals

Enrollment Management

Enrollment for the 2023-2024 academic year was 1,650 degree-seeking students. 1,016 of those students were online learners and 634 were on campus. U of M Crookston has developed a strategy, shared with the Board of Regents in May 2024, to increase enrollment to 2,100 total degree-seeking students over five years. The Plan uses these enrollment goals to imagine a future that supports approximately 850 on campus students.

The strategic enrollment documents indicate that a combination of recruiting approximately 250 new students to campus annually and achieving a first to second year retention rate of 80% is essential to achieve the future on campus enrollment goal. The five year enrollment strategy anticipates continued priority to regional new high school graduates to achieve these enrollment targets.

Diversity, Equity, Inclusion

The Plan prioritizes indoor and outdoor spaces that support diversity, equity, and inclusion. From improvements to gathering areas to club soccer field improvements, the Plan recognizes that small details in a place can support relationship- and community-building that helps student belonging and retention.

Golden Eagle Pride/Relationships & Engagement

Similarly, improvements to campus and places to "be" together year-round are important to cultivating Golden Eagle Pride. Improvements to the Sports Center support the visitor experience at athletic events and can be a conduit for connecting to the greater community.

Climate and Sustainability Commitments

Sustainability and climate action are integral to the University of Minnesota's mission. Institutionally, this work is founded on the Board of Regents Sustainability and Energy Efficiency Policy from 2004. The University also signed the American College and University Presidents' Climate Commitment (ACUPCC), now known as the Second Nature Carbon Commitment, in 2008 to achieve carbon neutrality by 2050 or sooner further. More recently the University renewed sustainability as a priority as articulated in MPact 2025 through the "Build a Fully Sustainable Future" commitment.

Planning Principles

The following principles reflect the University of Minnesota Crookston's values and contributions of the campus community during the planning process. They are intended to guide investment in the campus over the near- and long-term. In alignment with systemwide goals, they will be used as tools to maintain a growing, thriving campus.

1. **Optimize campus assets in the service of broader efforts, such as implementing the climate action plan, responding to changing pedagogy, and improving the student experience.**

2. **Celebrate the unique place and culture of U of M Crookston by fostering an environment that supports interaction and inclusion, connections to the land, and changing technology.**

3. **Invest in campus facilities responsibly to allow the campus community to flourish and serve as a resource to the region.**

4. **Respect current physical campus organization while responding to evolving physical needs.**

5. **Take advantage of opportunities to develop partnerships within and outside of the U of M Crookston community to provide mutual benefits.**

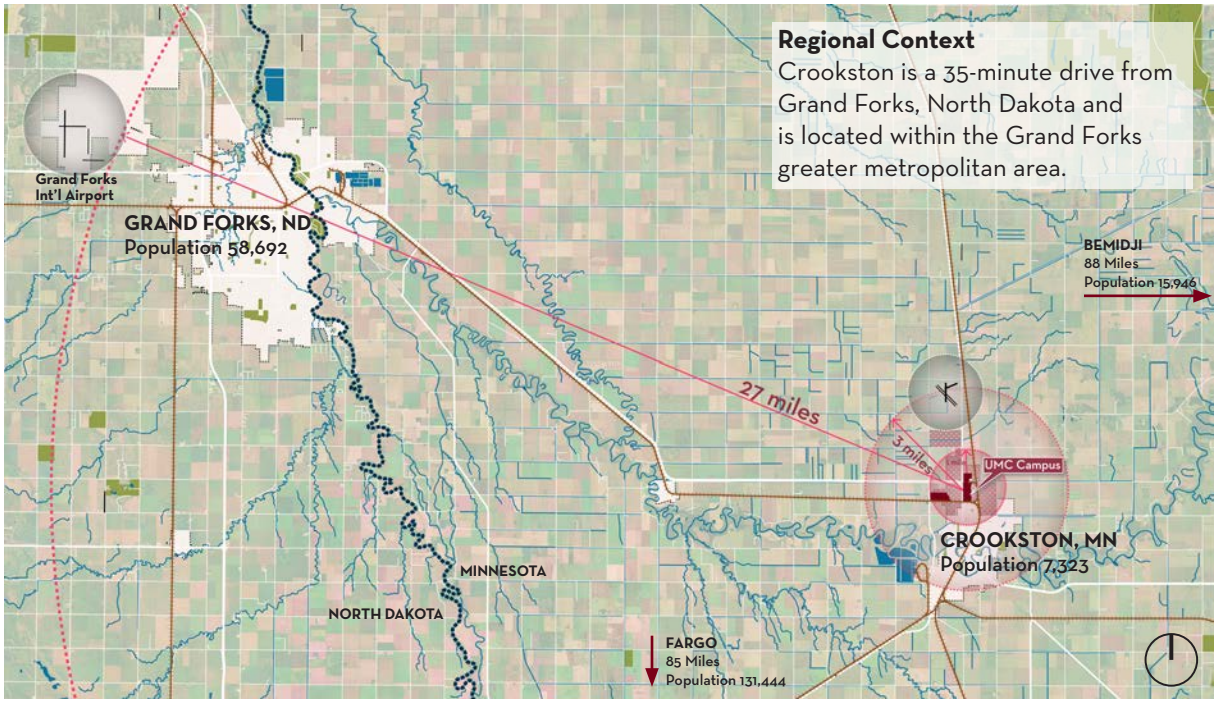
Existing Conditions Analysis 3

U of M Crookston Campus

Campus History

An educational institution at the U of M Crookston site was originally established in 1905 as a regional residential high school with a focus on agriculture, after ten years as an experimental agricultural research station (the Northwest Experiment Station). When classes at the then Northwest School of Agriculture (NWSA) began in 1906, the campus included the "School Building" at the site of the current Dowell Hall and a nearby farmhouse. In 1908, the school opened Owen Hall for agricultural related programs and activities, and then in 1910 the school opened Kiehle Hall to create space for administrative offices, a library and a gymnasium. The NWSA continued to function until 1965 when it was combined with the newly formed Agricultural and Technical Institute - Crookston. NWSA ultimately closed in 1968 with the creation of the University of Minnesota Technical College. Over its 63-year history, 5,433 students graduated from the NWSA. Many of the original character defining buildings of the campus were constructed for the NWSA during its existence including McCall, Selvig, in addition to Owen and Kiehle.

During the remainder of the twentieth century, the institution went through several transitions to become the four-year institution it is today. In 1988, the institution officially became the University of Minnesota Crookston. Offerings expanded through the 1990s to include a number of new baccalaureate degrees. In 1993, U of M Crookston became the first institution in the country to issue laptop computers to all students and faculty. In 1999, the school joined the Northern Sun Intercollegiate Conference to compete in Division II athletics. U of M Crookston continued to introduce programs through the early 2000s including the first of its online programs in 2006. From 1988 through the present, several new buildings were added to the campus replacing several constructed for NWSA. Facilities include: University Teaching and Outreach Center (UTOC), Dowell, Sargeant Student Center, an expanded Sports Center, the Wellness Center and three new residence halls: Evergreen, Centennial and Heritage. A broader overview of institutional history can be found at https://crk.umn.edu/campus-history.



Campus Character

The early buildings of the NWSA phase of development define the architectural charter of the campus. Constructed between 1905 and 1913 and designed by Clarence Johnson, these three story buildings feature gabled red tile roofs and yellow Chaska brick. Combined with the landscape, including the drainage system, and the shelter-belts or windbreaks established in the early years of development, these buildings shape the image and character of the campus today.


The campus in 1933.


Built in the 1940's, McCall Hall is one of the character-defining buildings on campus.

Crookston Community Context

U of M Crookston is located north of downtown Crookston along Minnesota Highway 2 and University Avenue. Crookston High School, big box retail, fast food, and hotel facilities are located just to the south of campus. A bike and pedestrian trail on the east side of University Avenue connects the campus to commercial areas of Crookston.

The campus is surrounded by agricultural land to the north, east, and west, much of which is owned and operated by the University's Northwest Research and Outreach Center (NWROC). NWROC conducts research and outreach tailored to the state's agricultural community. A biodiverse 85-acre parcel of conservation land to the west of the University, called the Red River Valley Natural Heritage Area, is a biodiverse 85-acre parcel of conservation land that serves as a teaching laboratory.[3]

Above: An aerial view of campus shows the expansive farmland in which it exists.

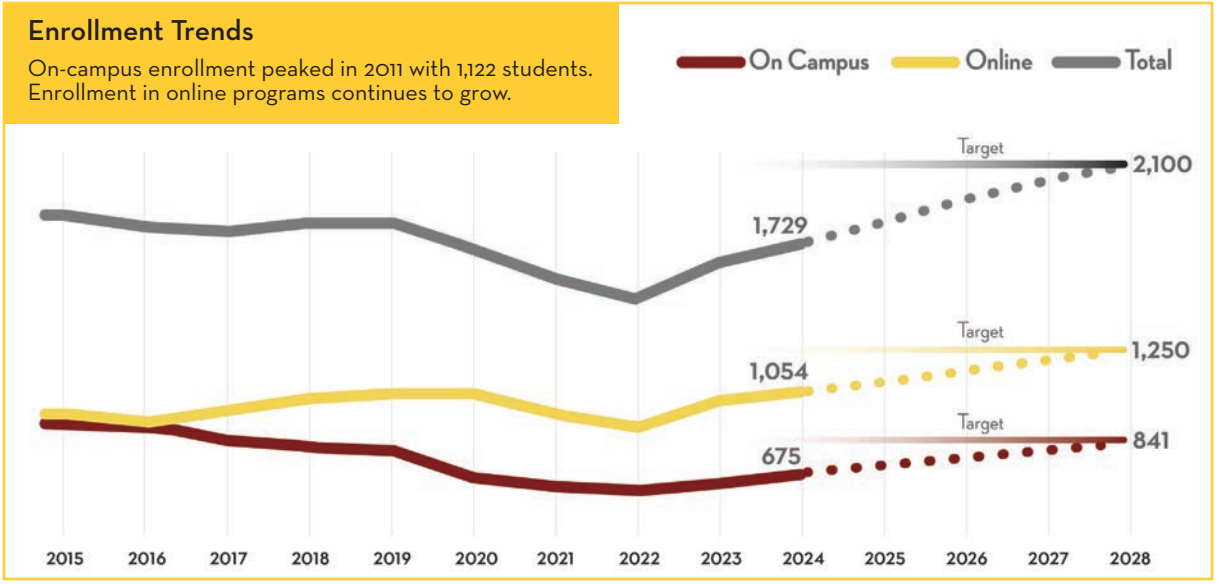
Campus Community: People & Enrollment

During the 2023-2024 academic year, U of M Crookston enrolled approximately 1,650 students. Of that number, 634 were on-campus students. 1,016 of those students were online learners. The University has a robust online student presence, with over 50% of students enrolled in online courses. Based on recent reporting, enrollment of both types has increased for Fall of 2024. The demographic breakdown shows a higher proportion of female students, at 58%. The student body is predominantly White (about 75%), with racial and ethnic minorities making up approximately 25% of the population. Approximately 41% of students are low-income.

The on campus student population are in the majority incoming from high school and the region. Athletics team participation is high among degree seeking students, as high as 42% in Fall 2024 and historically ranging between 35% and higher. Unique programs such as animal and equine science are a consistent draw for incoming students. In fall of 2024, 23% of students were enrolled in these programs.

Enrollment Trends

On-campus enrollment peaked in 2011 with 1,122 students. Enrollment in online programs continues to grow.

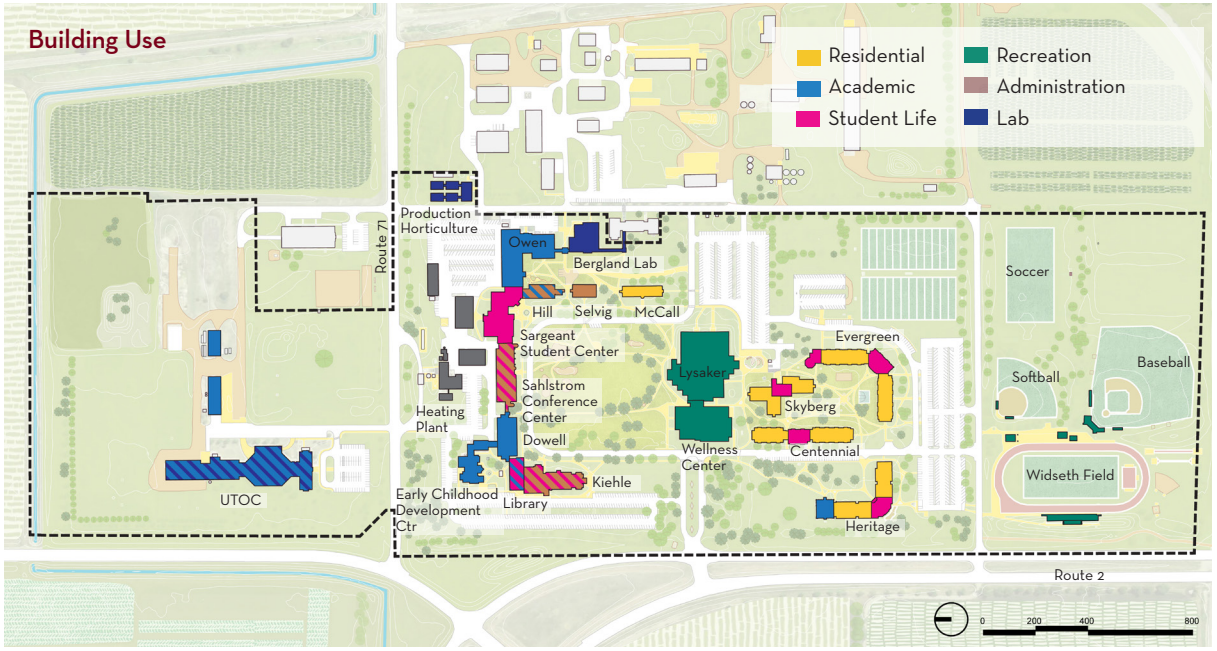


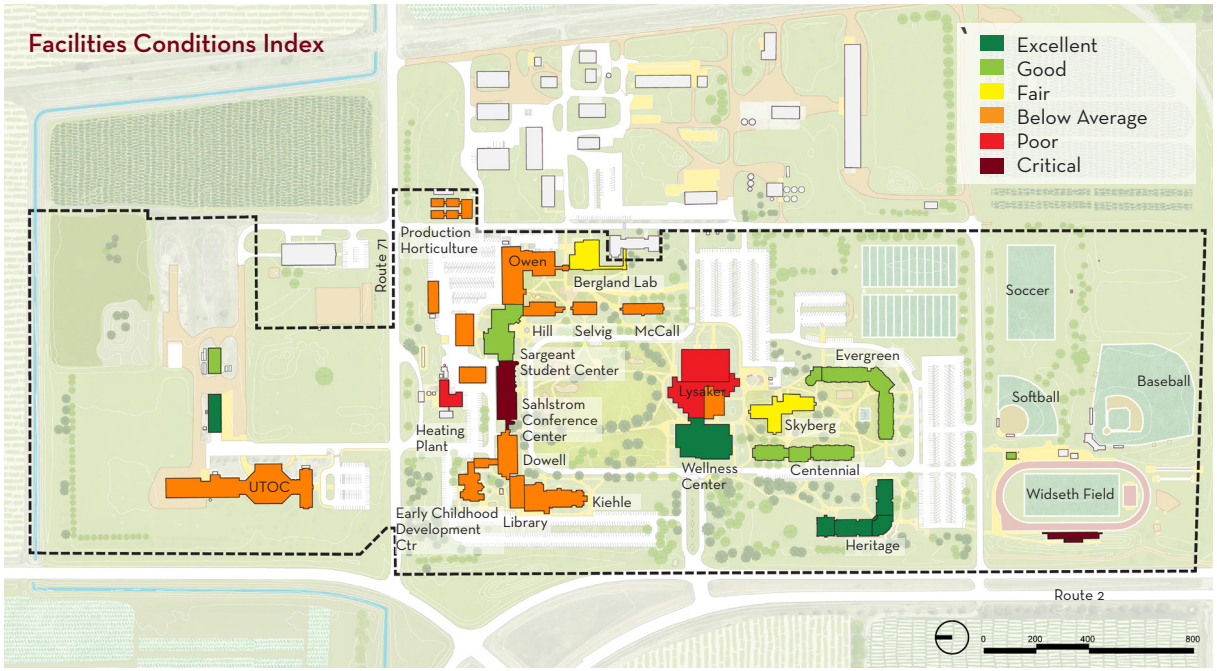
3 NWROC and the Red River Valley Heritage Area are outside the scope of this planning process.

Current Facilities: Building Use & Condition

The University of Minnesota Crookston campus covers 128 acres and has 724,357 gross square feet of buildings. There are presently 23 principal buildings on campus and another 19 secondary and support buildings. The location and orientation of the buildings reflect the campus's history as an agricultural research station: the buildings in the campus core are oriented towards the Mall to the south. Over time, buildings have been added onto and connected together. This reduces the amount of time students, staff, and faculty need to spend outside during the cold winter months. Building use is distributed with academic and dining uses primarily concentrated in the northern part of campus, with residential and recreational uses concentrated to the south.

A majority of buildings on campus were constructed over the past 60 years, though several of the character defining buildings were constructed from 1908 to 1920. While building ages and conditions vary, the majority of buildings are now over 30 years old. The most recent facilities conditions index (FCI) indicates that Sahlstrom Conference Center, Lysaker Gymnasium, and the Heating Plant require urgent attention, and that Owen, McCall, Dowell, Annex, Kiehle, and UTOC score as below average. The newer residential buildings, Centennial, Heritage, and Evergreen, score as good or excellent.





Space Needs Summary

The space utilization assessment evaluated current use and occupancy levels of U of M Crookston's facilities in order to understand its capacity to meet current and projected enrollment levels, pedagogical goals, and areas of strategic importance. The results of that analysis are summarized in this section.

Classrooms & Teaching Labs

Detailed analysis of current scheduling and utilization patterns shows there is more classroom and teaching lab space than required for the existing need and the enrollment goal of 850 students served on campus. The analysis also shows a need for more small classrooms for 20 seats or less. This presents an opportunity to right-size classrooms to accommodate modern teaching pedagogies.

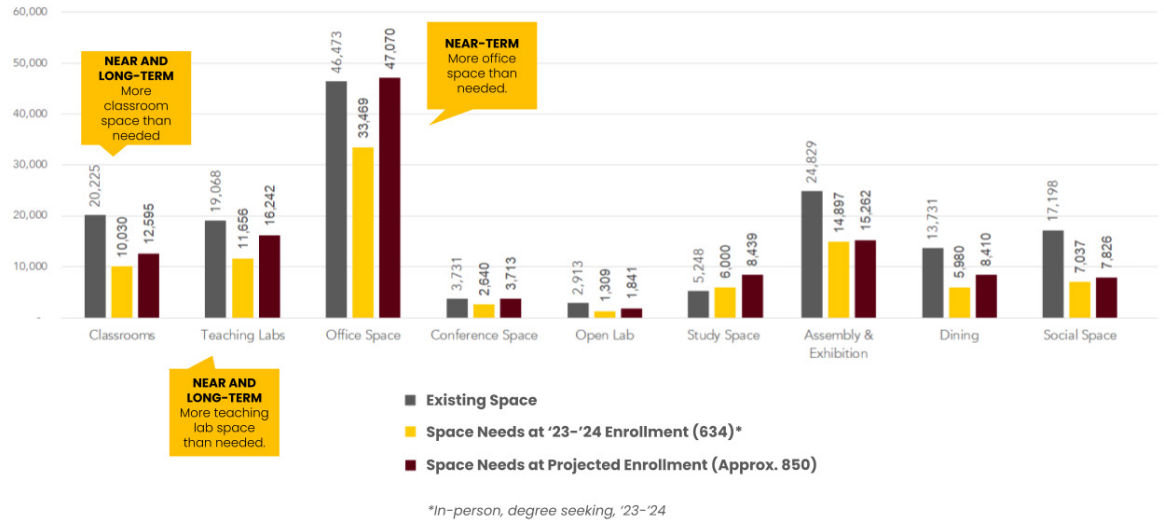
Office Space

The current demand for office space is more than required for the existing need, but approximately equivalent to future need at the enrollment goal of 850 students served on campus.

Study Space

Overall, study space is slightly undersized for the student population. Demand for more study space will increase slightly at the 850 students served on campus enrollment goal. Care should be taken when designing or redesigning study spaces: students often cited lack of natural light as a reason they avoid certain study areas.

Space Needs Summary by Type



*In-person, degree seeking, '23-'24

Campus Life

Social Spaces: Social spaces include lounges (e.g. Prairie Lounge; International Lounge), lobbies, and multi-purpose meeting rooms. The current supply is sufficient for both current and future populations, and could in fact support additional enrollment.

Dining: Dining spaces include all U of M Crookston-operated food service locations, including the Eagle's Nest, Evergreen Grill, and Brown Dining Hall. The current supply is sufficient for both current and future populations, and could in fact support additional enrollment.

Assembly: Assembly spaces include all large spaces where people gather for performances, faith-based events, announcements, and commencement (e.g. Bede Ballroom). The current supply is sufficient for both current and future populations, and could in fact support additional enrollment.

The space analysis was developed using an Excel-based model to identify space needs for the current and projected future population. The model integrates assumptions and data specific to U of M Crookston to generate the projected space need for each space category.
For most space use categories, projected space need is calculated by using the appropriate census data and a guideline for a given space type, typically on a square foot per FTE basis.[1] The projected space need is then compared to the existing space for the given category to determine whether a quantitative space surplus or deficit exists.

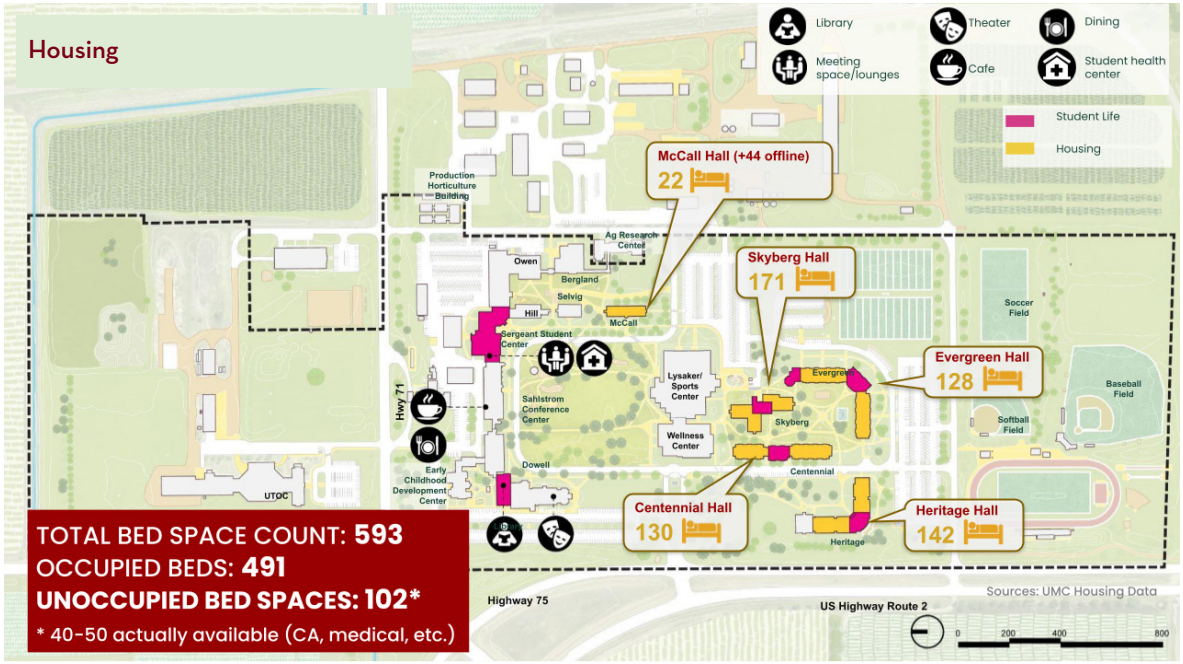
1 *Guidelines are based on the Association for Learning Environments (formerly CEFPI) and proprietary research from Sasaki's work on campuses nationally.*

Housing

U of M Crookston houses students in five residence halls of various sizes in the southern part of campus. Evergreen, Heritage, and Centennial are the most modern residence halls, with larger rooms and sufficient daylight. Centennial and Evergreen have apartment-style options and house primarily upperclassmen. Skyberg is an older underclassmen residence hall with smaller floor plans and less natural daylight; however, this option currently provides an important affordable on-campus housing option. McCall Hall is an older building with the two top floors currently offline and in need of renovation.

U of M Crookston has slightly more supply than demand for housing. In Fall 2024, the total bed space count totaled 593. (A single room with space for two beds is counted as two bed spaces.) The number of occupied beds is 491. The number of unoccupied bed spaces is 102. However, several of the unoccupied bed spaces are unavailable to become individual units due to medical or other concerns, so the final count of available open bed spaces is approximately 40-50.

About a third of enrolled students currently live in off-campus housing, but options are limited and most are located at least two miles from campus.



Above: Traditional style dorms in Skyberg.

Above: Apartment-style dorms with kitchens in Centennial and Evergreen.

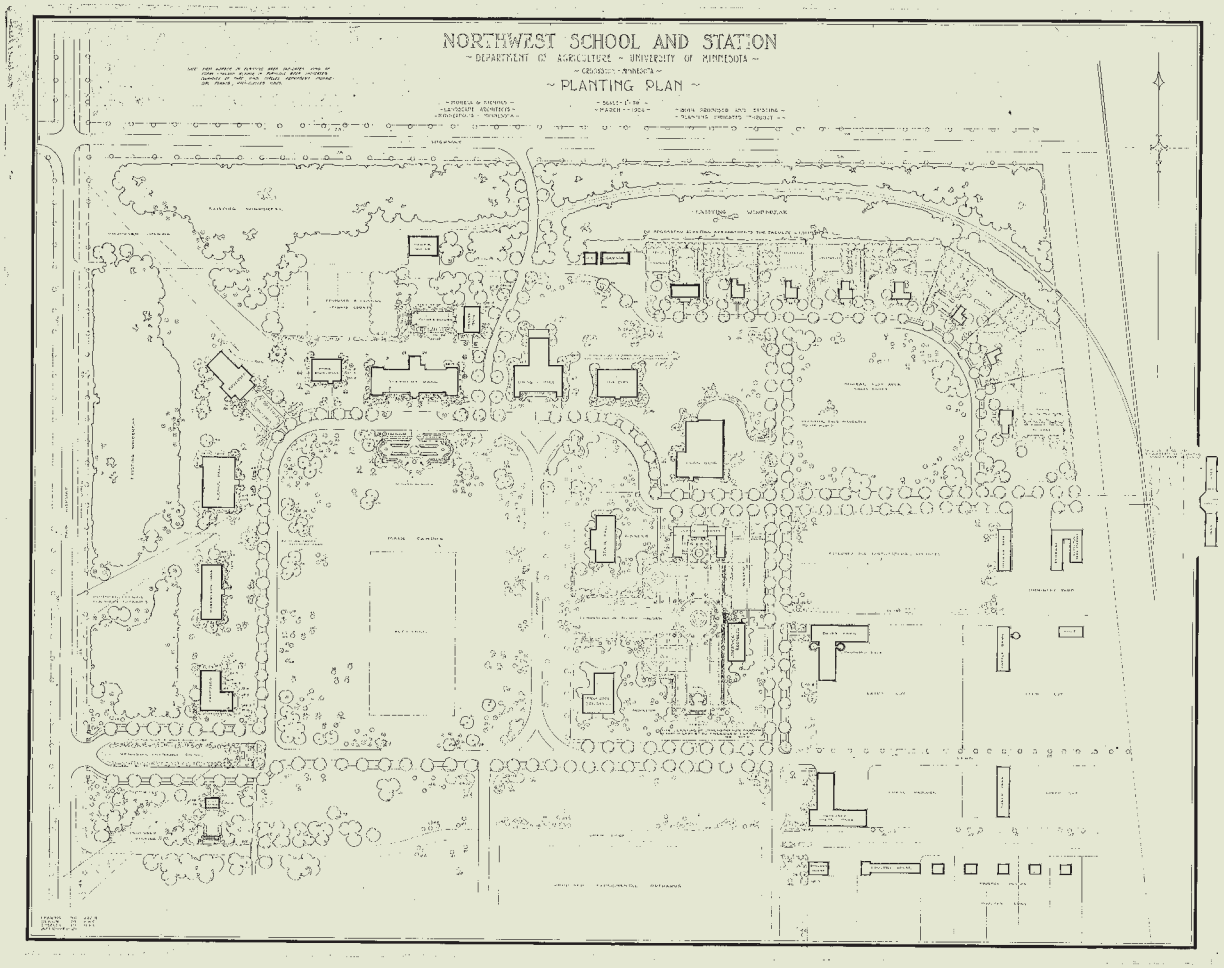
Landscape & Outdoor Recreation

Th U of M Crookston campus landscape is characterized by the prairie of the northern Minnesota region. Campus buildings frame a central green, the historical Campus Mall, creating a sheltered, courtyard-like space. The Mall has been a central feature of the campus since the first campus plan created by Morell in 1911. Today, the Mall includes the Peterson Gazebo, a popular gathering space for the campus community. Flower gardens are scattered throughout the mall and in small courtyards adjacent to buildings throughout campus. Deciduous and coniferous trees planted at various stages of campus development grow throughout the campus. An additional quad space is defined by the cluster of buildings on the east side of campus (Hill, Selvig, McCall, Agricultural Research Center, Bergland Lab and Owen), where U of M Crookston has created the "Nature Nook" and June Shaver Butterfly Garden—an experimental prairie ecosystem and butterfly garden. Other unique open space areas include the pond in the northeast corner of campus and the bee lawn north of Lot A. Evergreen, Centennial, and Skyberg Halls define a quad with outdoor recreation (e.g. volleyball, basketball) and social gathering space in the student residence hall area.

Trees on the north and west sides of the established core define the remnants of windbreaks planted in early campus development. Many of the windbreaks have been lost to development and storm damage.

Outdoor Recreation

Outdoor recreation areas include the Campus Mall for passive and informal activities as well as the athletics and recreation fields located on the southern end of the campus. These include the LeClair Football Practice Fields, Widseth Field, Baseball Field, Softball Field, Soccer Field and Recreation Field.



Above: The 1924 Planting Plan by Morell and Nichols shows historical shelter belts, or windbreaks; a view from the Mall to Owen; and various gardens and orchards around campus.

The campus in 1933.

Mobility and Connectivity

Pedestrian and Bike Connections

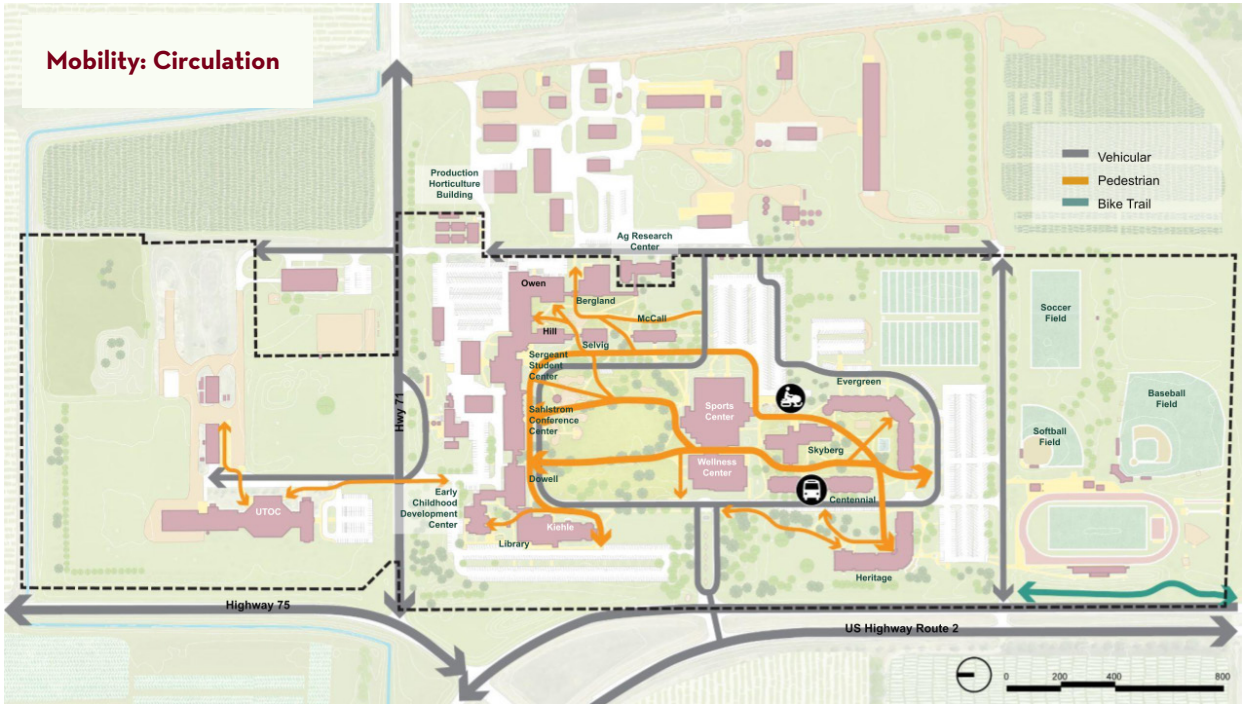
Outdoor and indoor pedestrian corridors provide access throughout campus. Several areas exist for improvements for safety and access to include, crossing Highway 71 from the main campus to UTOC and connecting the existing bike trail network, which ends at South Road, to the campus network. U of M Crookston provides access to bikes to students and employees through the Golden Eagle bike program.

Transit

Tri-Valley Transportation provides on-demand shuttle services within an eight county region at a no to low cost for students and employees. Jefferson Line and Greyhound also have a stop on campus from other regional transit hubs, but do not run frequently enough to be considered an option for commuting.

Commuter Travel

Data from the MyCampus engagement tool indicates that students, staff, and faculty primarily drive when commuting to campus. 60-65% of in-person students live on campus, and primarily walk to classes from their residence halls. Hybrid work and learning for in-person students and employees is relatively low.



Greenhouse Gas Emissions & Future Climate Predictions

Greenhouse Gas Emissions

The University of Minnesota Crookston campus covers 128 acres and has 724,357 gross square feet of buildings. The Northwest Research and Outreach Center (NWROC) is adjacent to the campus, but is largely out of the planning scope. One NWROC building is heated with the campus's district steam and therefore is counted for as part of the U of M Crookston Scope 1 emissions. All of NWROC's electrical consumption is also accounted for in the Scope 2 emissions. For fiscal year (FY) 2023, campus GHG emissions in metric tons of carbon dioxide equivalent (MTCO2e) are:

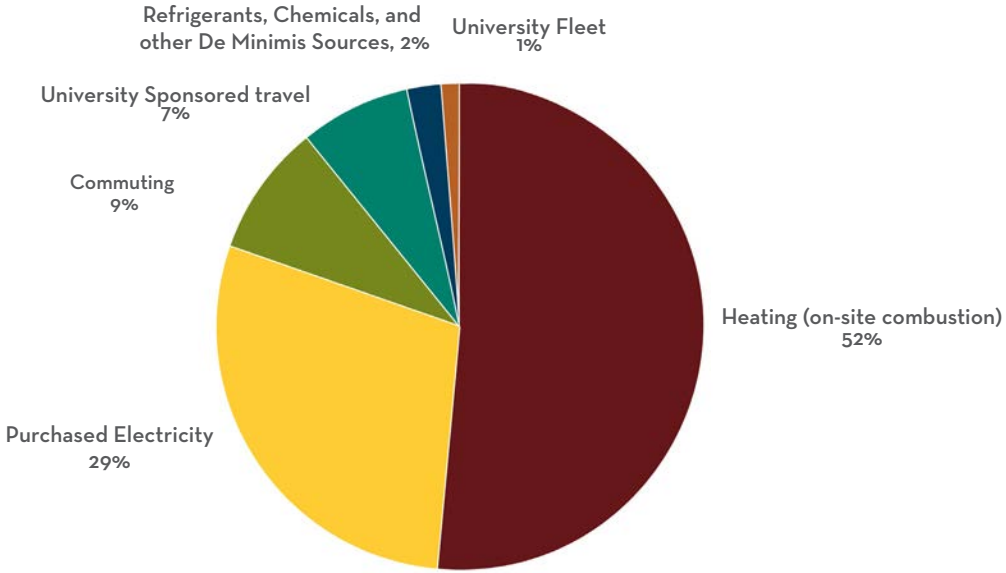
- 52%: On-site combustion (heating) - 5,949 MTCO2e
- 29%: Purchased electricity- 3,337 MTCO2e
- 9%: Commuting - 1,016 MTCO2e
- 7%: University sponsored travel - 850 MTCO2e
- 2%: Refrigerants, chemicals and other de minimis sources - 262 MTCO2e
- 1%: University fleet - 142 MTCO2e

Future Climate Predictions

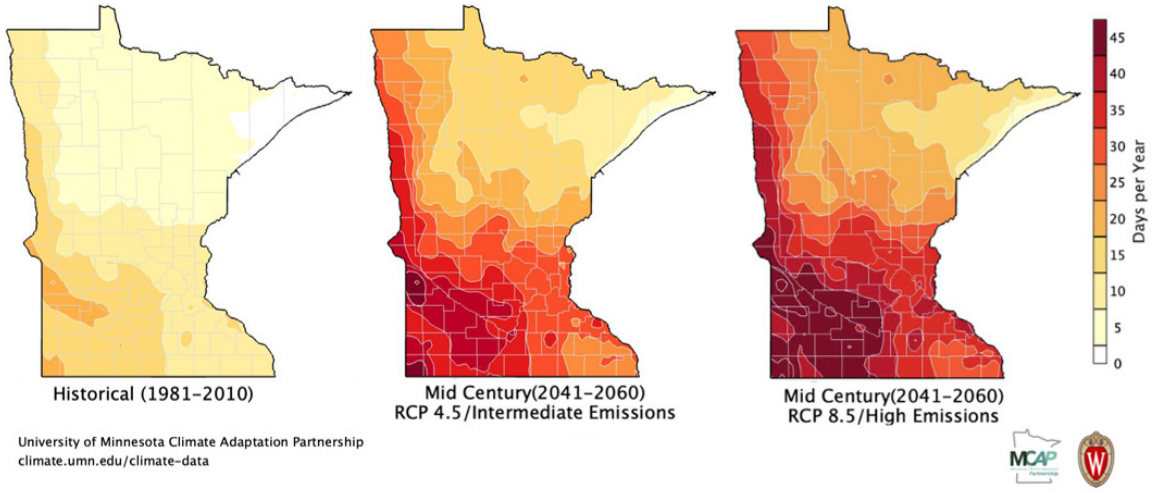
Climate modeling for the next thirty years in Polk County shows fewer extremely cold days and more extremely hot days. Polk County could experience a change in seasonal precipitation with less snow cover, wetter springs, drier summers, heavier rain events, and longer dry spells without measurable rainfall.[4]

4 https://climate.umn.edu/climate-change-northwest-minnesota

U of M Crookston Greenhouse Gas Emissions FY23



Days per Year Warmer than 90 degrees Fahrenheit



Planning Vision: Big Ideas

4

Big Ideas

The Campus Plan envisions a future that enhances the campus's unique physical features and programmatic needs in service of U of M Crookston's vision and mission while integrating strategies for campus decarbonization and resilience strategies as detailed in the Climate Action Plan. The Campus Plan provides a flexible approach to accommodate U of M Crookston's activities in both existing facilities and potential purpose-built facilities over the next 10 years and beyond. Recommendations include the thoughtful renovation of existing facilities to support teaching and learning, strategies to optimize space efficiently, and improvements to outdoor spaces that create opportunities for year-round community and belonging.

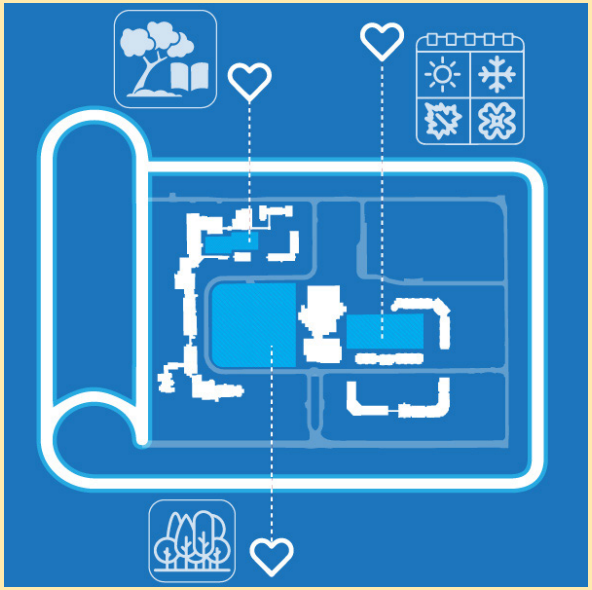
The plan for U of M Crookston is framed within five Big Ideas that emerged from the assessment and consultation process with the campus community. The Big Ideas represent actions that should shape the near- and long-term future of the U of M Crookston campus, and were developed in response to drivers articulated in Section II: Plan Drivers. The Climate Action Plan should be utilized as a companion document to this Campus Plan.

Big Idea 1.

Modernize and reinvest in the campus.

Big Idea 2.

Enrich and enhance the quads.

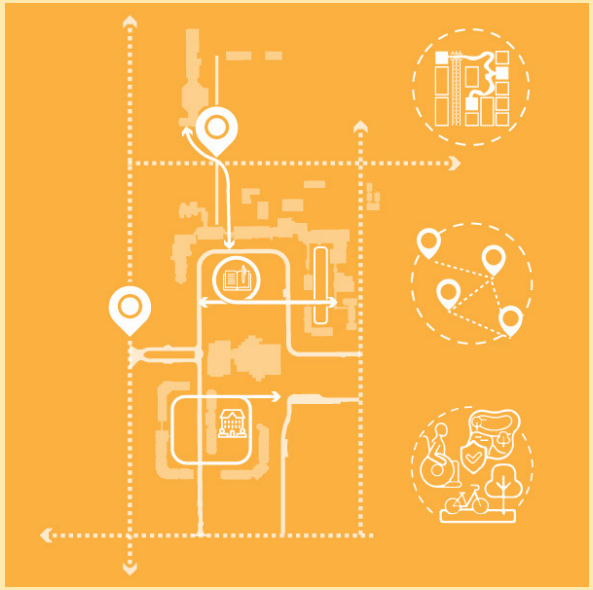


Big Idea 3.

Contribute to the working landscape.

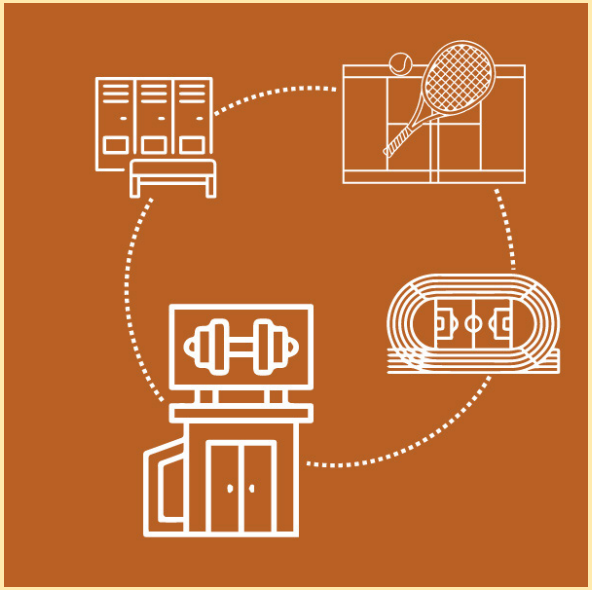
Big Idea 4.

Enhance campus connection and gateways.



Big Idea 5.

Reimagine space for athletics.



Big Idea 1: Modernize and reinvest in the campus.

The Campus Plan focuses on modernizing and reinvesting in existing facilities to support programmatic needs, meet energy efficiency goals, and address deferred maintenance.

1.1 Invest in remodeling academic and administrative spaces to modernize and meet needs.

Improving academic spaces in Owen, Dowell, Selvig, and UTOC will help to meet modern pedagogical needs. Flexible furniture, better daylighting strategies, and modern technological improvements will support staff and students.

1.2 Align space assignments with student, staff, and professor needs.

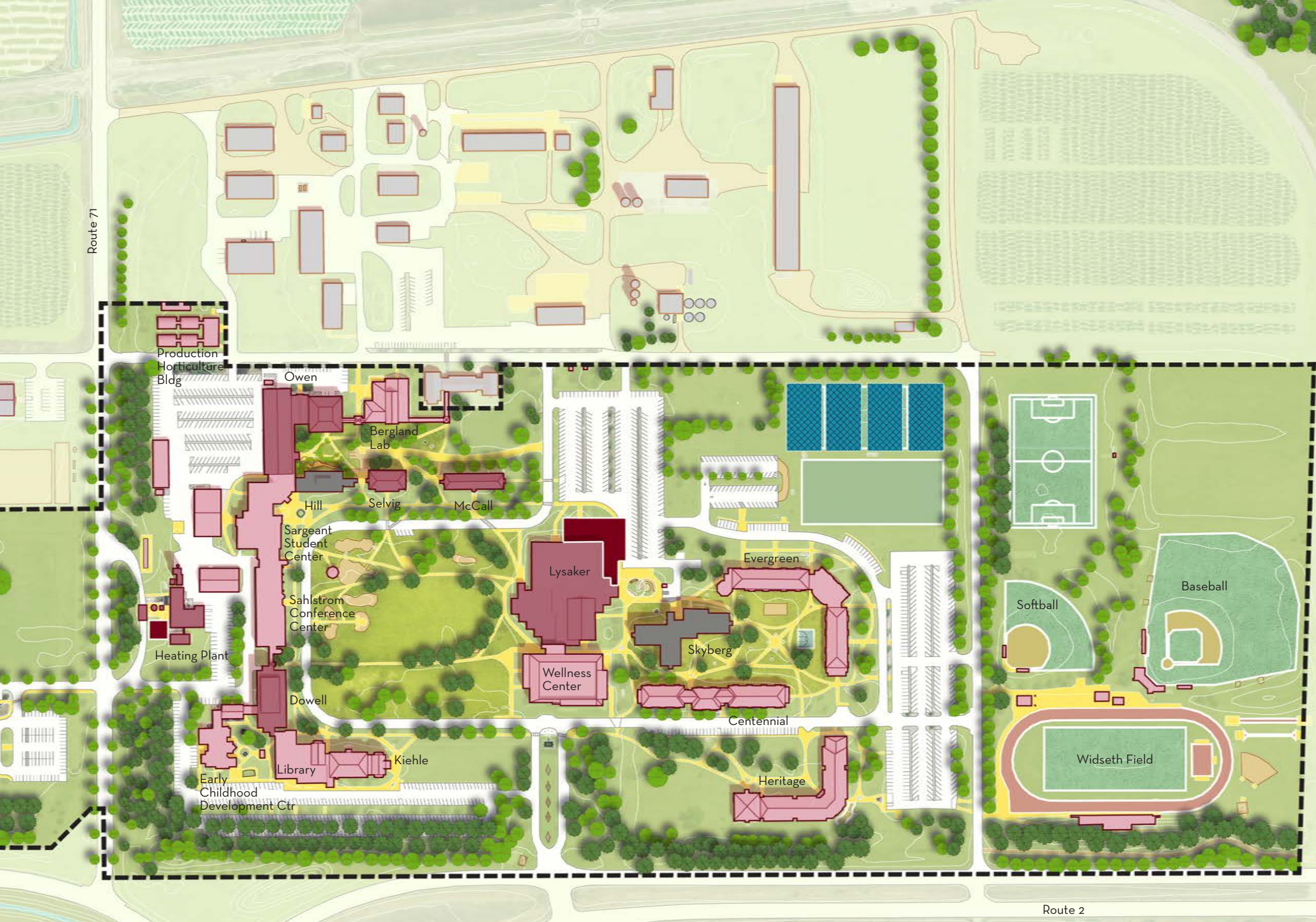
A more detailed space analysis will help support reconfiguration to make efficient use of space, and help create the right adjacencies between departments and programs.

1.3 Decarbonize buildings and the campus energy system.

Energy efficiency upgrades should occur in parallel to academic renovations. Recommendations for decarbonizing the existing buildings is coupled with the need to eliminate the use of fossil fuels to heat and cool the buildings. To that end, a comprehensive strategy is proposed to decarbonize the energy system by means of an electric boiler plant with thermal energy storage that reuses the campus steam plant.

1.4 Improve campus climate resilience.

Physical upgrades to campus that address ongoing maintenance needs and infrastructure conditions improve daily operations and the ability to respond to climate extremes. To support social resilience, an expanded space for a food pantry and free store will be established. Other climate resiliency considerations are further described in the Climate Action Plan.

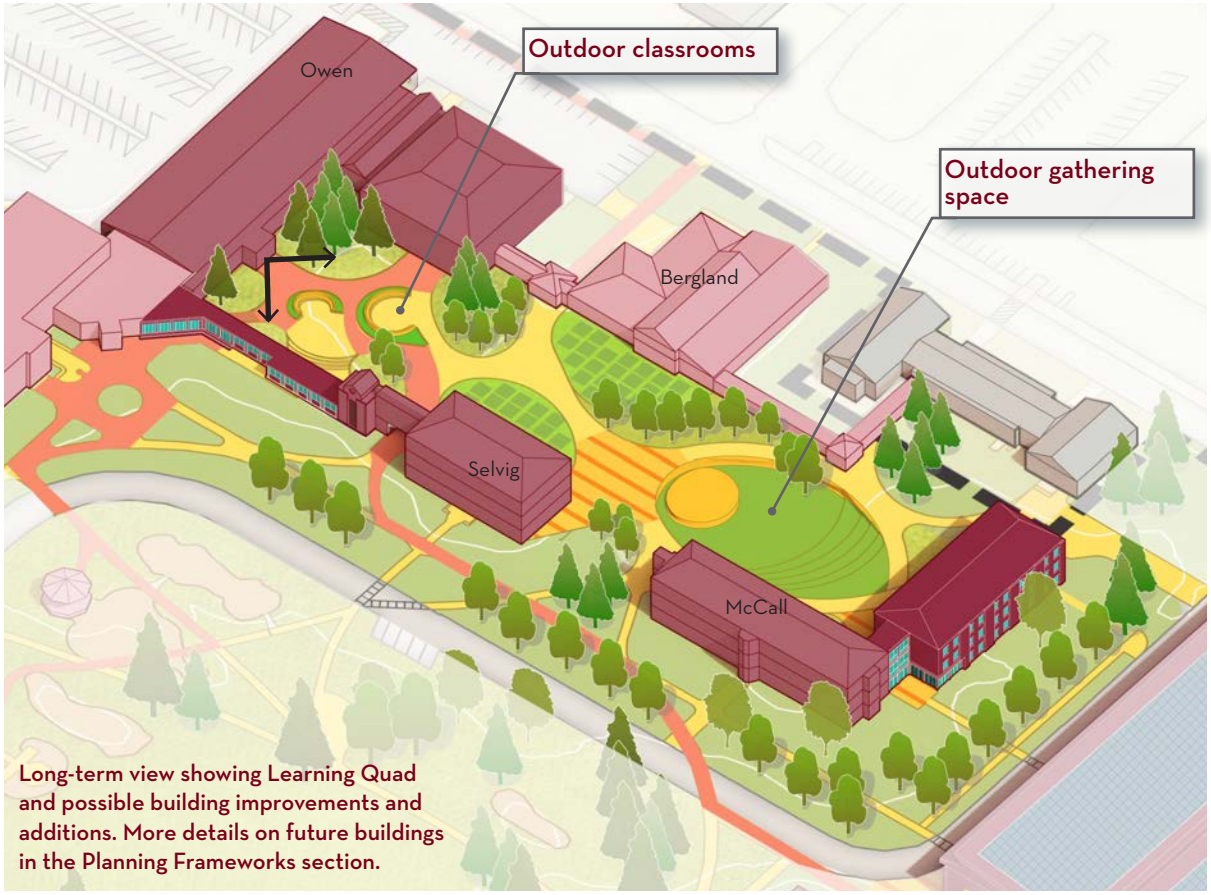

Route 71
Production Horticulture Bldg
Owen
Bergland Lab
Hill
Selvig
McCall
Sargeant Student Center
Sahlstrom Conference Center
Heating Plant
Lysaker
Evergreen
Skyberg
Wellness Center
Dowell
Centennial
Kiehle
Library
Early Childhood Development Ctr
Heritage
Softball
Baseball
Widseth Field
Route 2

Big Idea 2: Enrich and enhance the quads.

The U of M Crookston campus is defined by three quads defined by existing buildings and landscape features. The Campus Plan enhances these quads with the intent of: improving the campus experience year-round; enhancing aesthetics; and, improving thermal comfort with physical features that mitigate wind.

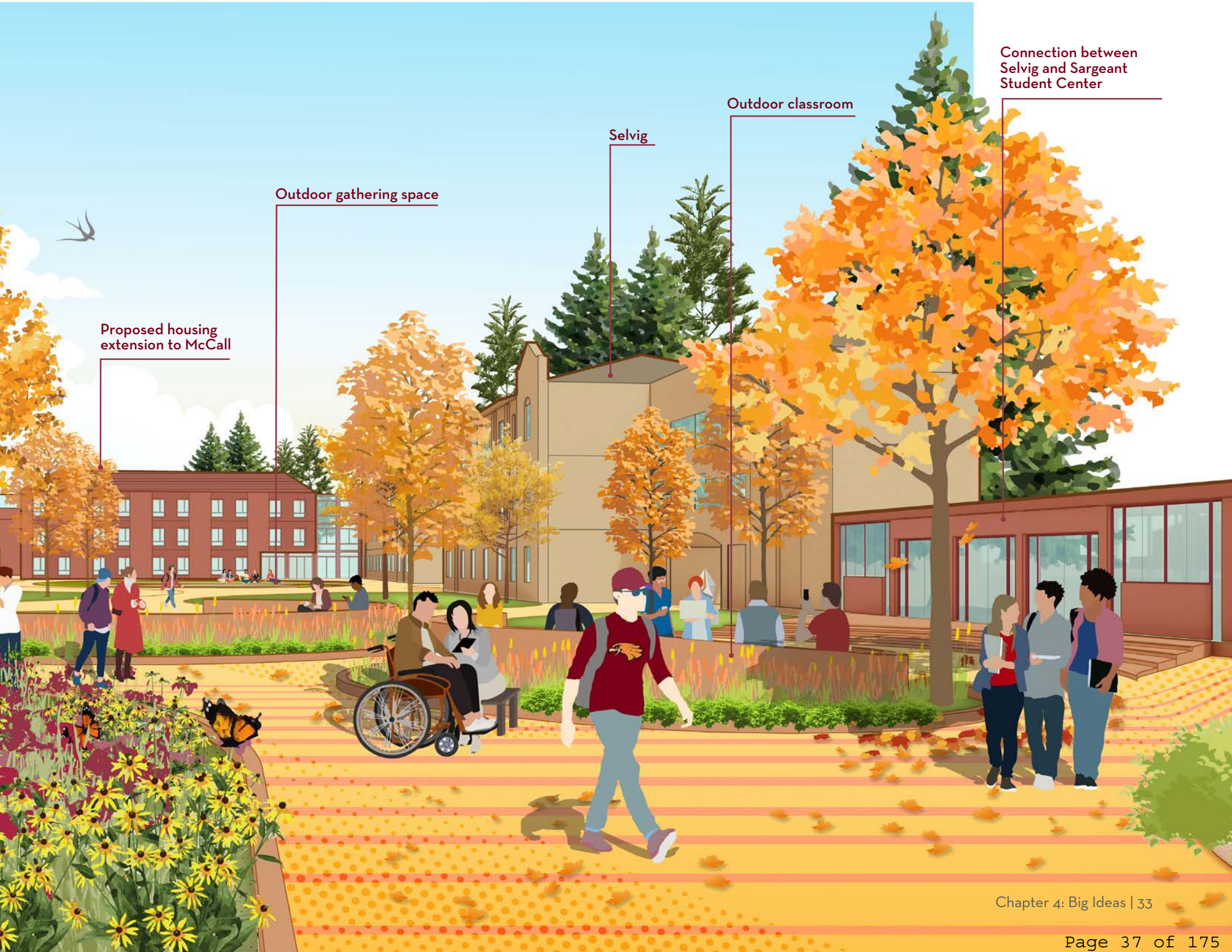
2.1 Create a Learning Quad with outdoor classrooms.

Input received from the campus community indicates a desire for more outdoor learning space. A new Learning Quad can be created out of an already beloved location by the Nature Nook with simple outdoor classrooms. Should Hill Hall be decommissioned in the future, this new outdoor classroom space adjacent to the Nature Nook would be a sight that welcomed students and visitors to campus, in addition to creating a new learning environment during the warmer months.



Long-term view showing Learning Quad and possible building improvements and additions. More details on future buildings in the Planning Frameworks section.

Long-term view of the Learning Quad landscape from Owen Hall


Connection between Selvig and Sargeant Student Center
Outdoor classroom
Selvig
Outdoor gathering space
Proposed housing extension to McCall

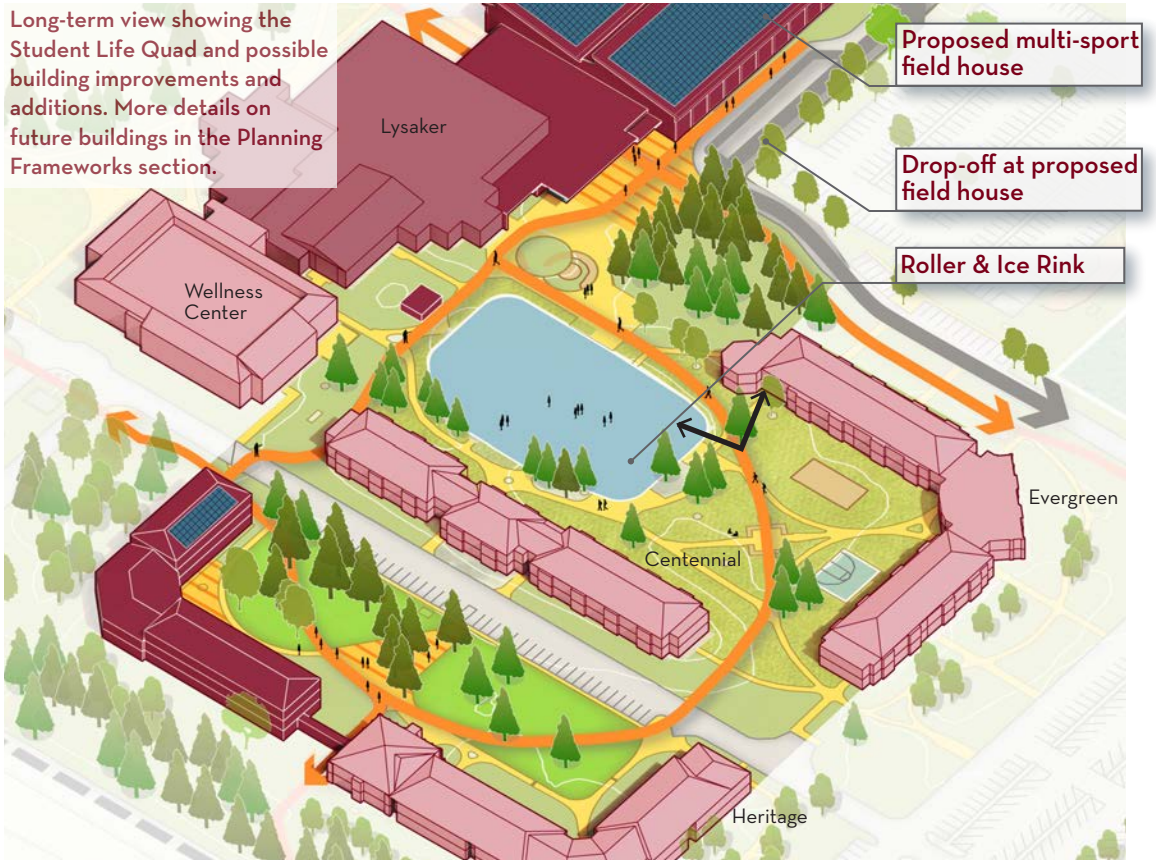
2.2 Create a four-season Student Life Quad.

In the near-term, improvements to fire pits, recreation courts, and outdoor seating will support student engagement year-round in the Student Life Quad. Should Skyberg Hall be demolished in the future, the quad can be activated with an outdoor skating rink with a warming hut that opens to a winter plaza. This south-facing, protected area is seen as a warming location during the shoulder seasons. The skating rink should be a combination roller-ice rink to enable year-round use.

2.3 Program the main quad with trees and natural winter interest.

Replanting trees lost to storms in the existing quads with more resilient varieties will support year-round visual interest and pedestrian experience. These additional trees help to mitigate winds, provide shade where appropriate, and contribute to the carbon sequestration potential of the campus. In addition to these functional outcomes, the trees are intended to enhance the campus aesthetics and provide visual interest, especially in the winter months. Sufficient space for field-based recreation should be maintained.

Long-term view showing the Student Life Quad and possible building improvements and additions. More details on future buildings in the Planning Frameworks section.



Long-term view of the Student Life Quad with the proposed roller and ice rink in the foreground


A multi-sport field house will support winter athletics.
University of Minnesota
CROOKSTON
Proposed roller and ice rink

Big Idea 3. Contribute to the working landscape.

In the 1930s, the U of M Crookston campus featured extensive windbreaks on the north and west sides of the campus that contributed to the comfort of the campus. Restoring the windbreaks will help mitigate winter winds for people and buildings while sequestering carbon in the landscape: "working" for the campus with multi-functional benefits.

3.1 Restore the windbreaks.

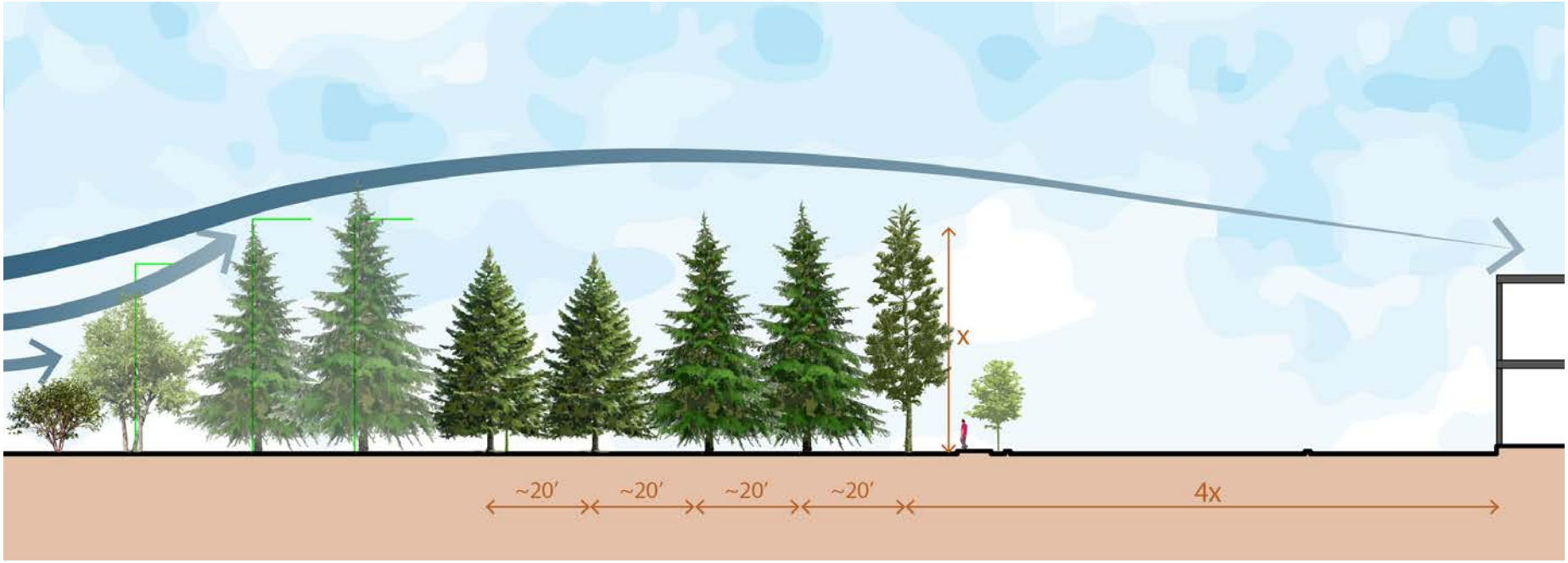
Windbreaks have been a feature of the U of M Crookston campus for over a hundred years. Restoring biodiverse windbreaks on the north and west perimeters of campus will shelter people, buildings, and animals. Tree species should be chosen for their variety, hardiness, resilience to climate change and invasive species, and maintenance needs. Windbreaks should be established by building soil and planting bareroot trees in layers. Trees will shelter four times the distance of their height.

3.2 Embrace multi-functional landscapes that support the campus and the student experience.

Formalize access to existing and potential sites that could be used frequently by professors and students for teaching or wellness, such as the pond, areas near UTOC, and the Nature Nook. In addition to improving access, these sites should be designed to provide multiple benefits including improved biodiversity, resilience, and water quality.

Above: Example of a walking trail through a windbreak.

Above: Windbreaks work best with multiple layers and species. Photo from USDA.



Above: Windbreaks shelter four times their height in distance.
Below: Tree and shrub species for windbreaks in Minnesota from UMN Extension. Source: https://extension.umn.edu/agroforestry/trees-shrubs-windbreaks

Trees to Consider

Coniferous Trees

- Eastern Red Cedar
- Meyer Spruce
- White Cedar
- White Spruce

Deciduous Trees

- American Elm
- American Linden
- Autumn Blaze Maple
- Black Walnut
- Bur Oak
- Eastern Cottonwood
- Hackberry
- Honeylocust
- Kentucky Coffeetree
- Northern Catalpa
- Red Oak
- Silver Maple
- White Oak

Small Trees

- American Plum
- Arnold Hawthorn
- Black Chokecherry
- Chokecherry
- Crabapples
- Nanking Cherry
- Pin Cherry

Shrubs

- American Cranberry Bush
- American Hazelnut
- Common Lilac
- Common Ninebark
- Dogwood(s)
- Elderberry
- Nannyberry
- Sandbar Willow
- Sand Cherry
- Serviceberry
- Silver Buffaloberry
- Silverberry

Big Idea 4: Enhance campus connection and gateways.

Two key goals of the Campus Plan are to improve pedestrian connectivity across the campus, and to activate campus gateways by means of new landscape and signage elements.

4.1 Create a safer crossing to UTOC.

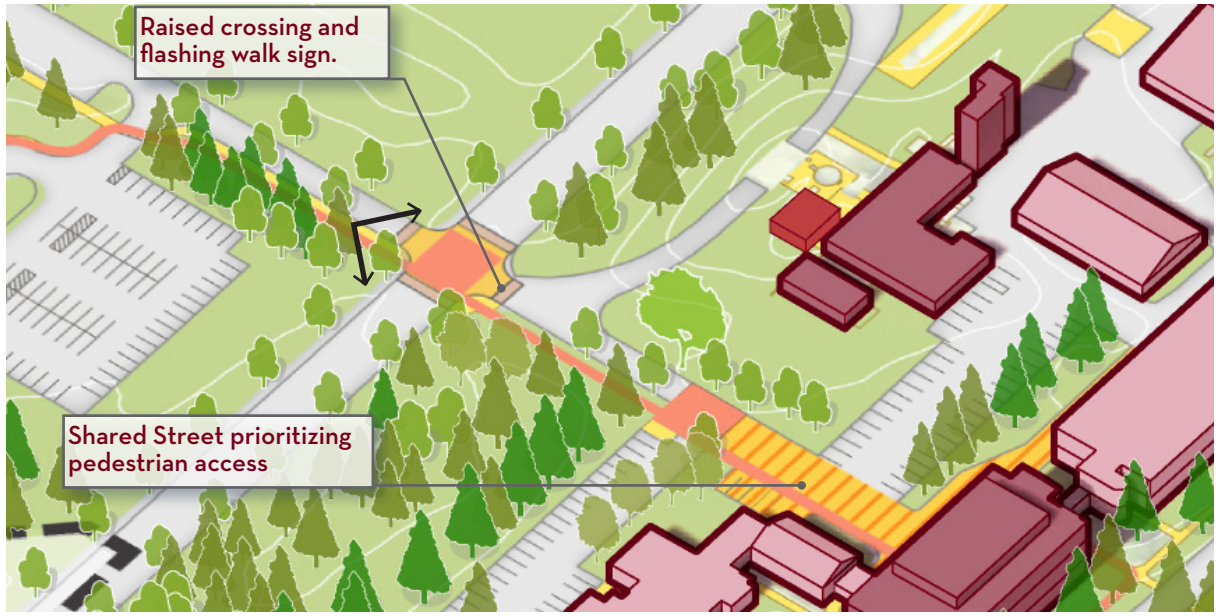
A key recommendation includes an enhanced route from Dowell across Highway 71 connecting to the UTOC facility. Traffic calming, new paving, and tree plantings are envisioned, to be explored in coordination with Polk County.

4.2 Create a "Learning Loop" around campus.

A new Learning Loop along the perimeter of campus creates a recreation path, connects spaces around campus used for curriculum and learning, and links with the existing bike route south of campus.

4.3 Support the electric vehicle transition.

Add several electric vehicle charging hubs on campus to serve different populations and purposes, including the University fleet, visitors, and residential students. The University fleet charging hub may also require upgrading existing vehicle storage facilities.




University
of Minnesota
Crookston Campus

Big Idea 5: Reimagine space for athletics.

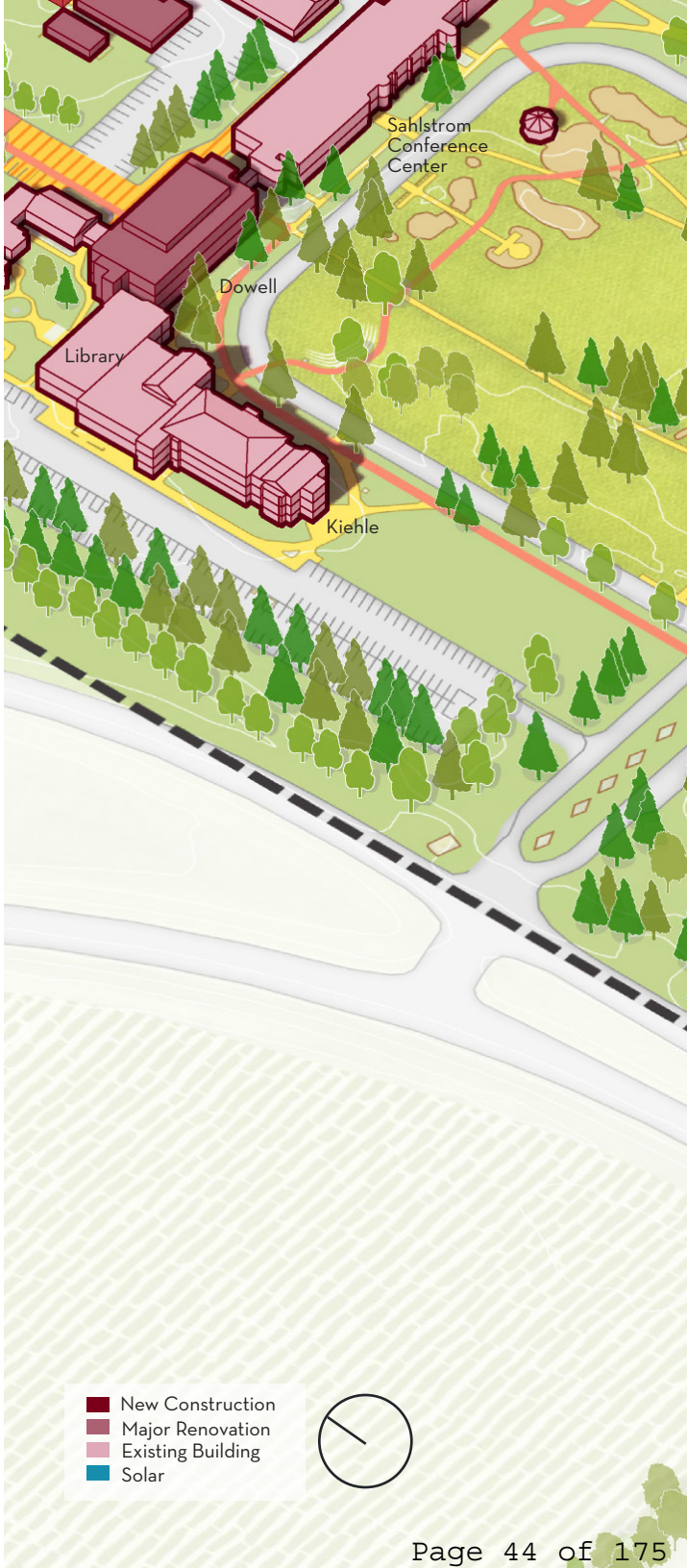
Student athletics are important to the culture of U of M Crookston. In support of existing and future programs and athletes, new facilities are planned to address both short- and long-term needs.

5.1 Build an addition to the Sports Center.

A proposed addition of approximately 15,000 square feet to the Sports Center provides much needed space including team locker rooms, office space for coaches, and sports medicine space. This addition supports the sports program, student athletes, and the fan experience by providing enhanced restroom and concession facilities. The addition will also address existing structural issues in the Sports Center.

5.2 Build a field house to support indoor athletics.

Longer term, the Campus Plan includes a field house; the goal of which is to support ongoing athletic programs, especially in the winter and early spring months. A highly flexible 64,000 square foot indoor facility would address the winter and spring practice needs of baseball and softball, provide a venue for indoor tennis, and support an indoor track and field program.




Selvig
McCall
An addition to Lysaker will improve athletic facilities for players, visitors, and staff.
A multi-sport field house will support winter athletics.
Lysaker
Wellness Center
A new entrance plaza will welcome all to the Sports Center and Field House.
Multi-use field
Evergreen
Soccer
Centennial
Improvements to the southern athletic fields and support buildings are needed.
Softball
Heritage
Baseball
Widseth Field
Route 2


GOLDEN EAGLES
CROOKSTON

Planning Recommendations 5

Academic & Administrative

The academic and administration recommendations identify strategies to modernize and reinvest in existing facilities to support programmatic needs, energy efficiency goals, and deferred maintenance. Based on current and projected space needs, no new construction of academic space is proposed. Instead, renovation and the reallocation of space within existing buildings is recommended to appropriately size classrooms and meet other teaching needs.

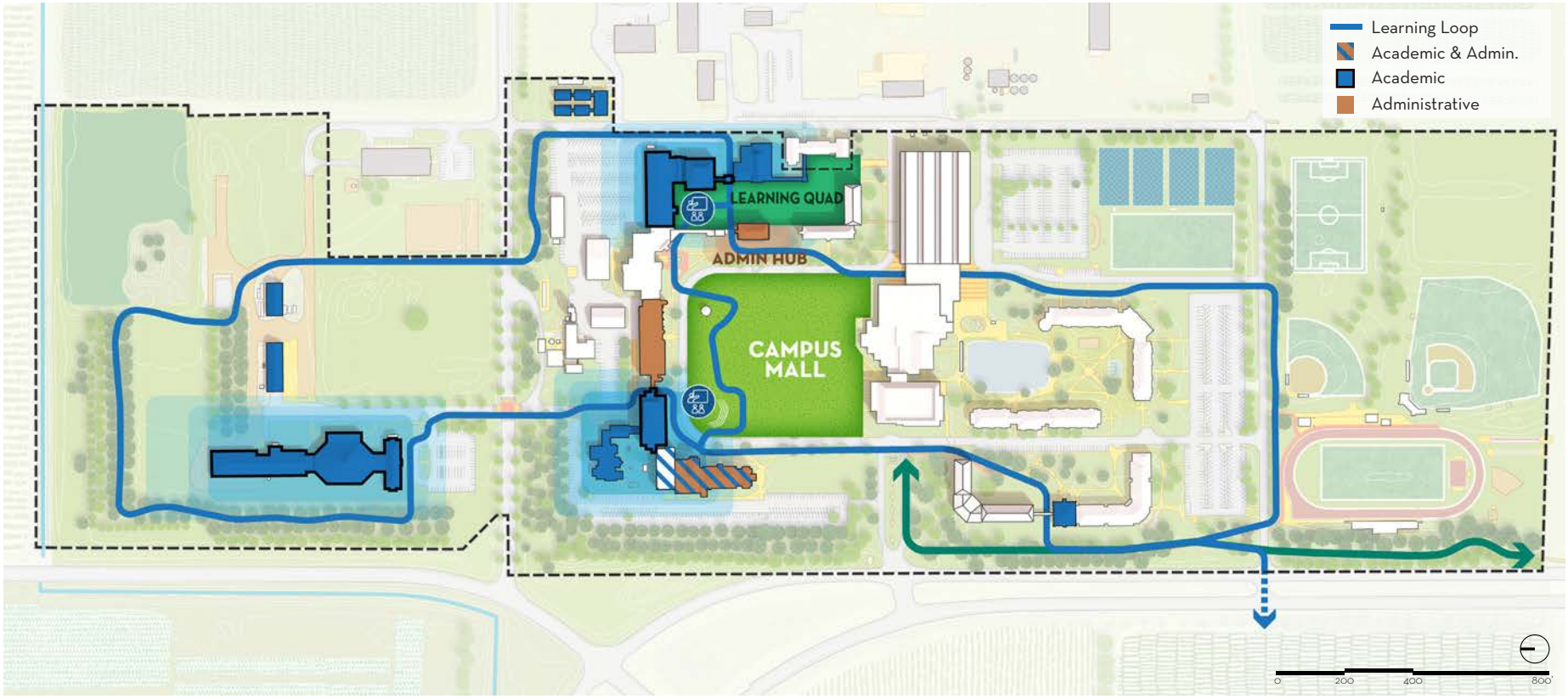
1. Invest in remodeling academic space to modernize learning spaces and meet pedagogical needs.

All classrooms that do not already have movable furniture, technology upgrades, and adequate lighting will benefit from those upgrades to meet modern pedagogical needs. Significant renovations to Owen, including the addition of a soils lab; the addition of an organic chemistry lab to Dowell; and minor renovations in Selvig will support program migration that will improve the utilization of existing space. Renovations to lab and classroom space in UTOC will help meet current teaching and learning needs.

2. Right-size where appropriate to support meaningful strategic investment.

The amount of space dedicated to classrooms, labs, office and student support space exceeds current and projected needs. This additional space contributes to operational and maintenance costs, and to the overall greenhouse gas emissions of the campus.

Once investments are made to modernize learning and office spaces, U of M Crookston may benefit from right-sizing the total amount of space provided to better support the population and mission. After investments have been made, and a detailed future space analysis and programming study has been



completed, Hill Hall and Skyberg Hall may be two buildings considered for decommissioning.

Hill Hall is identified as a potential candidate for decommissioning for several reasons:

- U of M Crookston is overbuilt for current and future enrollment: excess space is allocated for academic uses. This reduces funding available for the renovation, upkeep and operation of other facilities and contributes to the carbon emissions of the campus.
- Hill Hall is an older building which does not contribute to the architectural character and image of the campus. Investment in character-defining and higher quality buildings is a goal of the Campus Plan; buildings such as Selvig, Owen, Kiehle, Dowell and others that define the Campus Mall.
- Hill Hall presents accessibility challenges given its split level configuration.
- Classes and offices currently programmed in Hill could be moved to Dowell, Owen, Selvig, and the Student Center. (A detailed space study is required in the future.)

Skyberg is identified as a potential candidate for decommissioning for several reasons:

- Skyberg has been identified by many students and staff as an undesirable dormitory.
- The building does not contribute to the architectural character and image of the campus.
- The building is not energy efficient, nor is simple to retrofit into an energy efficient building.

Housing demand could be met by investments in McCall, a partially vacant, character-defining building on campus. An additional "wing" on the south side of McCall will create a higher performance building that complements the architectural character of the existing building and add more units of housing. Should there be a significant increase in demand for on-campus housing, a new building to the north of Heritage Hall could accommodate the need. Any new construction would be built to the Minnesota B3 Standard.

3. New outdoor classroom spaces can be connected by the Learning Loop.

Should Hill Hall be demolished, there is an opportunity to enhance the quad in its footprint. An outdoor classroom in this location would build on the ecological classroom that is the Nature Nook. Implementing another outdoor classroom outside of Dowell would create opportunities for courses in that building to spill outside in nice weather.

The whole of campus can be connected on a new walking trail, the Learning Loop, to support health and wellness, but also connect areas of campus that are already used in some experiential courses.

Above: Should Hill Hall be decommissioned, a corridor that prioritizes views to the Learning Quad from the campus entrance can connect Selvig to the Student Center.

Campus Life

The campus life recommendations highlight the gathering, dining, residential and student support facilities that contribute to the quality of life on campus. They take into consideration existing student life facilities and provides recommendations for improved housing and enhanced indoor recreation and athletic facilities.

Gathering and Dining Areas

The Campus Plan maintains the existing network of student dining and lounge facilities found in the Sahlstrom Conference Center with minor modifications proposed for the Sargeant Student Center. Renovations to several lounges could make more efficient use of space. For example, the game room can be right-sized to support the addition of office and/or student support spaces currently in other buildings. Space dedicated to a small free store/food pantry in the Student Center would be more accessible than the current area in Evergreen Hall and continue to meet an important need.

McCall Hall

McCall Hall is an architectural character-contributing building constructed in 1941 not currently utilized to its full potential. A renovation to the current building and an additional "wing" on the southern end will help meet housing demand and define the southern part of the Learning Quad. As with any new building, the addition to McCall will be constructed as an energy efficient building, meeting Minnesota B3 standards. This south-facing addition is located to maximize passive solar gain and to integrate solar panels where feasible.

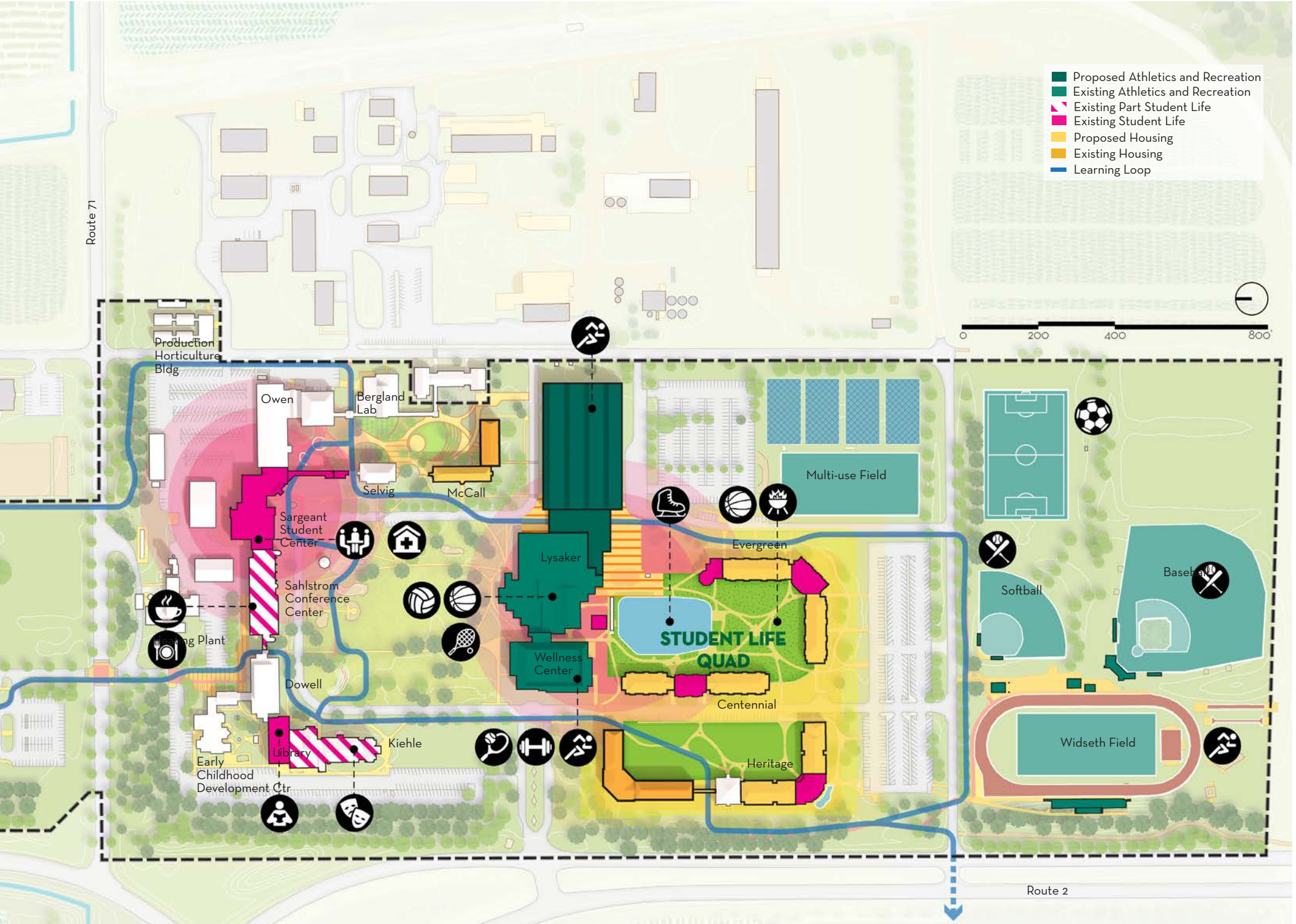
Skyberg Hall

Skyberg is a 1970s residence hall lacking the amenity, character, appeal, and energy efficiency of new residence halls such as Evergreen, Centennial, and Heritage Halls. Should housing demand be met by an addition to McCall, or an additional residential hall be constructed (see below), Skyberg could be demolished to make room for a four-season student recreation zone.

Future Housing

The Campus Plan identifies an optional and long-term location for additional campus housing, should it ever be required, north of Heritage Hall. Development of the site is envisioned to mirror Heritage Hall in scale and character. Opportunities for this site include the architectural contribution to the main campus gateway and the shelter this building provides from western winds.

As future housing is contemplated in this area, relocation of residential dining to this area of campus from the current location at the Conference Center should be considered in order to improve student experience. Renovated and expanded housing also provides an opportunity to consider alternative housing options. This could meet a need for new faculty, non-traditional students, or Crookston residents.


Proposed Athletics and Recreation
Existing Athletics and Recreation
Existing Part Student Life
Existing Student Life
Proposed Housing
Existing Housing
Learning Loop
0
200
400
800
Route 71
Production Horticulture Bldg
Owen
Bergland Lab
Selvig
McCall
Sargeant Student Center
Sahlstrom Conference Center
Dining Plant
Dowell
Library
Early Childhood Development Ctr
Kiehle
Lysaker
Wellness Center
Multi-use Field
Evergreen
STUDENT LIFE QUAD
Centennial
Heritage
Softball
Widseth Field
Route 2

Landscape

The landscape recommendations contribute significantly to the overall organizational structure of the campus. The recommendations respond to the existing open space structure and landscapes of the campus.

Campus Mall

The Campus Mall is the iconic central open space that has defined the character and image of the campus for many years. The Peterson Gazebo, located in the northeast corner of the Mall, serves as an outdoor gathering area in the warmer months. The pathway connecting the Sports Center and Wellness Center to Dowell Hall and the Sahlstrom Conference Center serves as an important connection for resident students moving to and from the academic core, dining, and residence halls.

A windbreak along the highway to reduce noise, new tree plantings to restore trees lost to storms, new lighting, and pathway improvements along this key connection from south to north will improve the Mall experience. An outdoor classroom by Dowell will support learning objectives and coursework in the warmer months. The Mall is also used for field-based recreation and space should be maintained for that activity.

The Learning Quad

The Campus Plan reimagines the north-south landscape defined by Owen, Bergland Laboratory, Selvig, McCall and the Agricultural Research Center as the Learning Quad. The idea is to enhance this existing landscape with an outdoor classroom and gathering area adjacent to the Nature Nook and June Shaver Butterfly Garden to support curriculum and coursework in the warmer months. Improvements to this quad can be made in the near-term. Should Hill Hall be demolished in the future, a new internal corridor linking Selvig to Owen with carefully placed doorways and windows could open visitors to the Learning Quad from their first entrance to campus. The 1924 campus planting plan offers inspiration for future landscape recommendations, and identifies the campus before Hill Hall was built.

Student Life Quad

Defined by the Wellness and Sports Center on the north, Evergreen Hall on the east and south, and Centennial Hall on the west, the Student Life Quad is reimagined in the Campus Plan as a four-season recreation zone. In the near-term, improvements to fire pits, recreation courts, and outdoor seating will support student engagement year-round. Should Skyberg Hall be demolished in the future, there is an opportunity to reimagine the quad with an outdoor skating rink with a warming hut that opens to a winter plaza. This south-facing, protected area is seen as a warming microclimate during the shoulder seasons. The skating rink could be a combination roller-ice rink to enable year-round use. Should the Sports Center receive an addition, the Student Life Quad would be a natural extension of the recreation space and a connection to residential life.

Learning Loop

A new Learning Loop along the perimeter of campus creates a recreation path, connects spaces around campus used for curriculum and learning, and links with the existing bike route south of campus. In some areas, the Learning Loop passes through existing and proposed windbreaks to enhance the experience.

Windbreaks

Windbreaks have been a consistent feature of the campus for at least one hundred years. Early photos from the 1930s indicate windbreaks along the northern and western perimeters of the campus. Defined by a thick band of deciduous and evergreen trees, portions of these windbreaks remain today. Climate resilient and biodiverse windbreaks can mitigate the intensity of winds along a horizontal plane of up to four times the height of the trees.

Recognizing the many benefits they offer, the Campus Plan recommends a series of windbreaks on the northern and western perimeters of the campus as well as in the campus interior. The windbreaks incorporate existing trees in some cases and introduce entirely new trees in others.

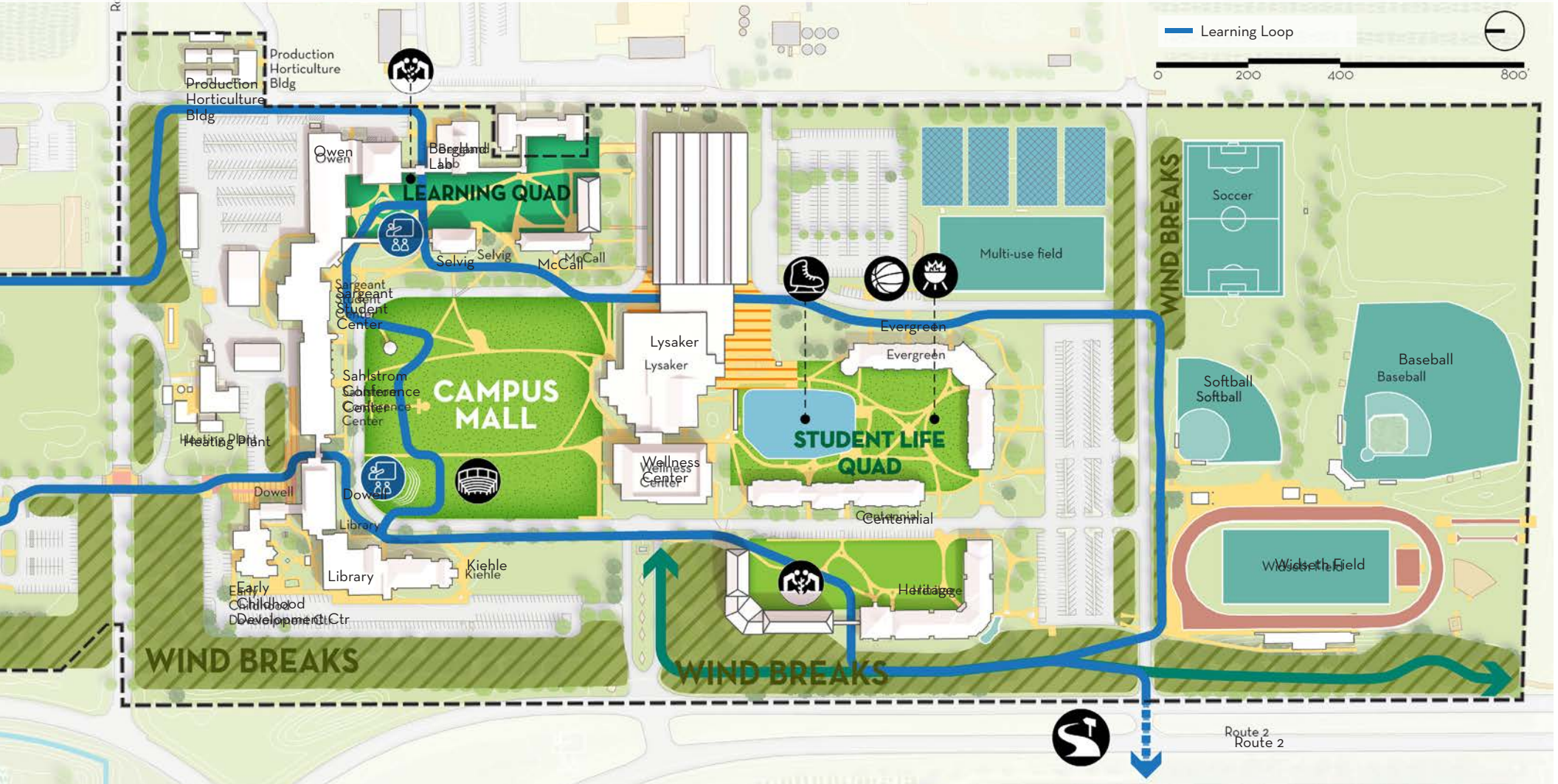
Windbreaks are imagined as multifunctional clusters of deciduous and evergreen trees located to:

- mitigate the predominant winter winds;
- reduce air infiltration on campus buildings;
- enhance biodiversity;
- improve the aesthetic qualities and visual interest of the campus landscape; and,
- contribute to the carbon sequestration potential of the campus.

Any work done on windbreaks or the learning loop need to account for potential future renovation or expansion of UTOC.

Enhance Biodiversity

There are numerous opportunities throughout campus to increase ecological value through the landscape. These include increasing native planting, expanding the use of bee lawns, and enhancing the form and function of the pond in the northeast. Any future improvements need to be considered in the context of available maintenance resources.



Mobility

The mobility recommendations provides an integrated system of interior and exterior pedestrian pathways, bike routes, vehicular circulation, and parking facilities across the campus.

Pedestrian Network

Pedestrian links across the campus include the interconnected interior routes that link many of the campus buildings. This interconnectivity is an important consideration, especially in the winter months. The existing routes are maintained in the Campus Plan and modified as needed in response to changes in building layout. Notably, a new interior route is proposed to connect Owen and Selvig if Hill Hall is decommissioned and removed. This new route is also considered as a part of a broader landscape strategy for the context where new outdoor learning environments are proposed.

New and enhanced external pedestrian routes are proposed as follows:

- Dowell to UTOC - an enhanced pathway featuring new paving, lighting, tree planting and traffic calming. More than 150 students in the Animal and Equine Science programs use this route multiple times a week. Traffic calming and safety measures for County Highway 71 will make this crossing safer for pedestrians and drivers.
- Student Life Quad - new pathways and connections designed to enhance the quad following the potential demolition of Skyberg Hall.
- Learning Loop - as part of the campus perimeter windbreak system, a new Learning Loop walking trail is proposed with the goal of enhancing campus recreation, connecting programmatic activities and connecting to the trail network of Crookston.

Bicycle Network

Cycling opportunities are somewhat limited in Crookston given the low density of bicycle facilities as well as weather conditions. Campus biking conditions will be improved by linking the terminus of the City's paved bike path at University Ave and South Road to the heart of campus. The goal is to improve connectivity for those who commute or run errands by bicycle and cycle for recreation and fitness.

Vehicular Network

The existing vehicular network of the campus is generally maintained in the Campus Plan. A few modifications are recommended in response to the field house proposed on the parking lot east of Lysaker Gymnasium (Lot C). Specifically, a new north-south road will create a vehicular gateway to this facility from South Road. A combination of existing parking lot related roads (Lots C, D and E) and a new roadway segment connecting to South Road form this new gateway road.

Vehicular Gateways

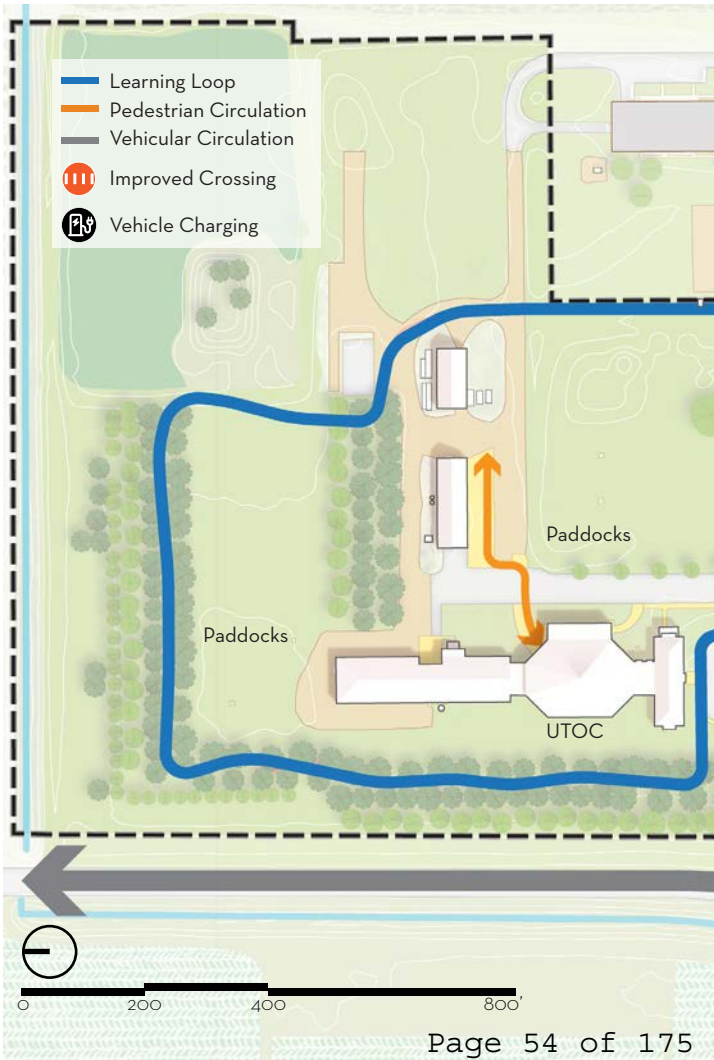
The Campus Plan calls for the enhancement of two major visitor gateways to the campus.

Main Gateway

The main campus gateway linking University Avenue and the Campus Mall is maintained and enhanced in the Campus Plan by means of new planting and the long term possibility of an additional residential facility north of Heritage Hall. This gateway continues to serve as the entrance to campus notably for visitors traveling to the Kiehle Auditorium and other buildings surrounding the Mall.

South Gateway

The Campus Plan reinforces and enhances the South Road gateway to the campus, especially for visitors traveling to the existing athletic venues (soccer, baseball and softball) and the proposed field house. A south entrance is proposed for this facility providing access not only to the spaces within this building but also to those in the Sports Center. A safe crossing across US Route 2 should be explored in coordination with MnDOT, as well as an improved connection to the Red River Valley Natural History Area to the west of campus.



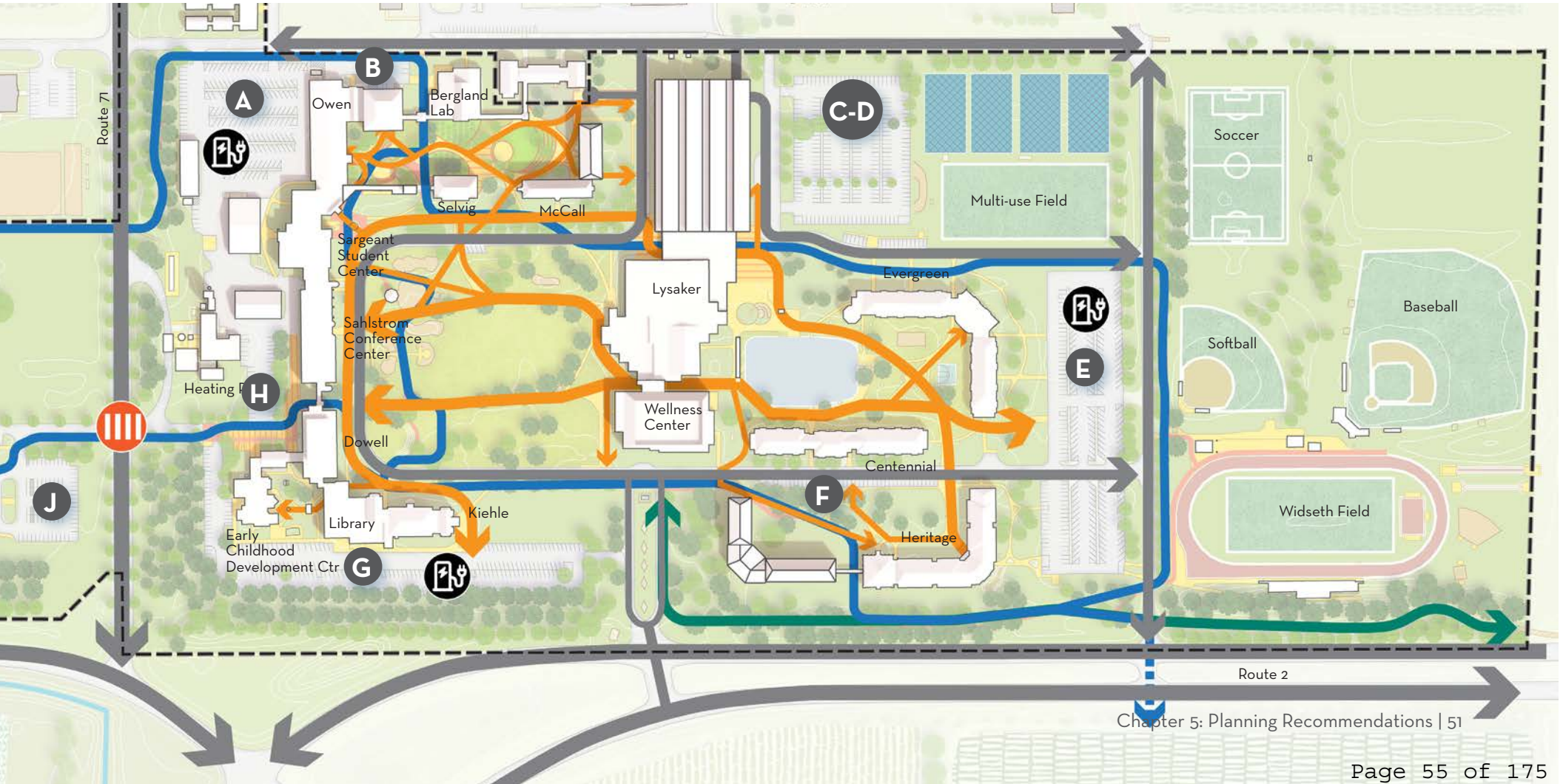
Parking

Parking is distributed around the perimeter of the campus in close proximity to campus facilities and outdoor field spaces. Changes to existing parking are limited to the area around the proposed field house which will be constructed on Lot C. To replace this parking and provide spaces for events in the new facility as well as the existing Sports Center, Lot D should be expanded to 241 spaces.

While a more detailed study is required, electric vehicle charging will likely be located in lots A, G, and E. Lot A would serve as an electric vehicle charging hub for University fleet vehicles. This may include upgrading existing vehicle storage facilities. A partnership with NWROC for shared charging capabilities should be explored. Lot G charging would likely serve visitors and employees, whereas Lot E would be better suited to students, particularly residential students.

Lot	Parking Spots	'23-'24 Permits
Total	1,030	790
A	125	N/A
B	25	N/A
C-D (Proposed)	241	N/A

Lot	Parking Spots	'23-'24 Permits
E	186	40
F	40	34
G	297	N/A
H	44	N/A
J	68	N/A



Athletics

The athletics recommendations provide an integrated approach to interior and exterior athletic facilities designed to support U of M Crookston's existing and potential programs. Particular emphasis is placed on interior facilities given the challenges of using exterior facilities during the winter months and early spring, most notably for baseball, softball, and track and field. New athletics facilities proposed in the Campus Plan include the following.

Re-envision the athletic fields.

The Campus Plan calls for the renovation of the track around Widseth Field and restoration of the field itself to serve as a flexible space for practice and recreation. The fields and facilities to the east will be improved to support soccer, softball, baseball, and other outdoor field sports. An updated north-south pedestrian route is proposed between Widseth and the baseball and softball fields to improve accessibility to these facilities and to improve the fan experience.

Expand the gym complex.

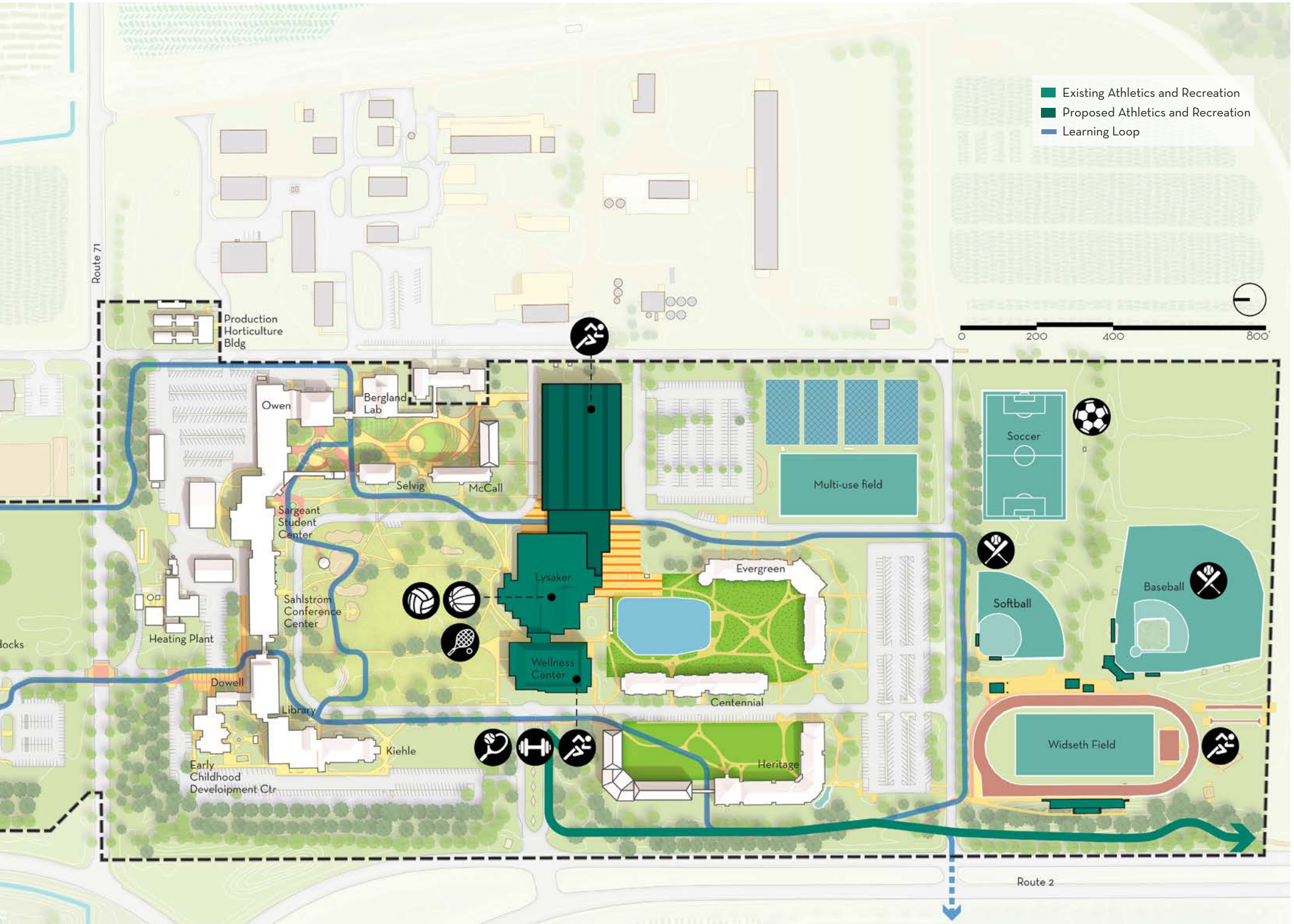
An addition to the southeast corner of the Lysaker Gym will create additional team locker rooms, coaches offices, restrooms, and concession space. These new spaces are intended to address current needs for ongoing programs and to provide amenities for the visitor experience. Currently, restroom and concession areas are inadequately sized for the number of people attending sporting events.

The proposed addition will also create a new entry from the southern entrance in close proximity to visitor parking areas. Structural improvements and upgrades to the south side of Lysaker Gym are part of the addition. Should a larger field house be constructed in the future, this expansion will create a connection between the two.

Create an indoor field house.

A field house to the east of the existing Sports Center on parking Lot C will support athletic programs in the winter and early spring conditions that limit outdoor sports. The 64,000-square-foot field house will be a highly flexible facility that can accommodate a range of existing and potential athletic programs including space for multi-sport practice, a track, and tennis courts.

A poured synthetic surface can accommodate baseball, softball, track and field, and tennis training needs. Batting and throwing cages can be suspended from above and tennis nets can be removed as needed. This highly flexible facility can be used for a variety of sports, as well as for occasional large events such as convocation or a banquet.


Existing Athletics and Recreation
Proposed Athletics and Recreation
Learning Loop
0
200
400
800
Route 71
Production Horticulture Bldg
Owen
Bergland Lab
Selvig
McCall
Sargeant Student Center
Sahlstrom Conference Center
Heating Plant
Dowell
Library
Kiehle
Early Childhood Development Ctr
Lysaker
Wellness Center
Evergreen
Centennial
Heritage
Multi-use field
Soccer
Softball
Baseball
Widseth Field
Route 2

Decarbonization & Resilience Framework

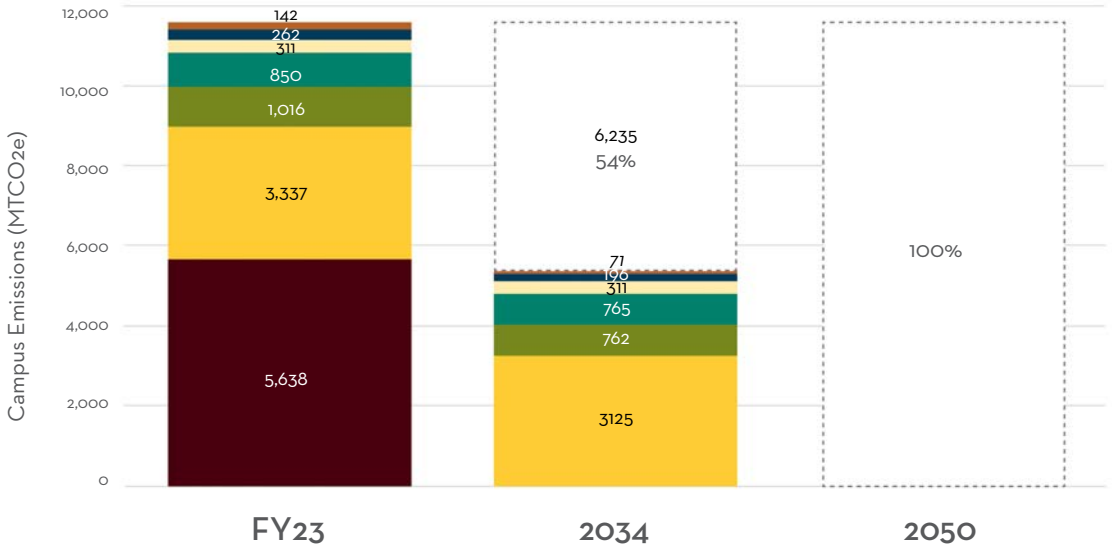
Additional details on the decarbonization and resilience strategies recommended for U of M Crookston can be found in the Climate Action Plan. The following provides a high level summary and examples most relevant to the Campus Plan.

Next Generation Heating and Energy Systems

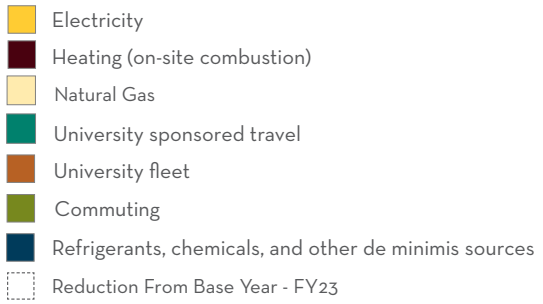
The Campus and Climate Action Plans assume that U of M Crookston's electric utility will meet state requirements to provide 100% clean electricity by 2040. With this assumption, U of M Crookston will have a clean energy source for heating campus. Currently, the campus is primarily heated through a steam distribution network, or district, fueled by a coal power plant. The plant is in poor condition and is need of upgrades. To transition to a next generation heating system, U of M Crookston will update to a electric boiler and thermal energy storage unit to fuel the steam district system. Buildings that are heated independently will continue to do so and will leverage technologies such as air-source heat pumps, electric boilers and/or ground source heat pumps. The Campus Plan also calls for install up to one megawatt of solar on campus to stay within the electric utility's allowable net metering threshold. Renewable energy generation that exceeds this threshold is possible and therefore multiple sites have been identified as potential solar locations.

Building Energy Demand

Every building on campus represents an opportunity to pursue energy conservation measures. Buildings undergoing upgrades and major renovations will be candidates for greater demand reductions, but all buildings will receive a limited level of intervention. New buildings and large renovations will be designed to meet or exceed a net zero operating target as defined by the Minnesota Buildings, Benchmarks, and Beyond (B3) Guidelines and Sustainable Building 2030 Energy Standards (SB2030). To reach this target, the constructed buildings will be highly energy efficient and will source renewable energy on campus.



The Climate Action Plan calls for a 54% reduction in emissions by 2034 compared to the 2023 baseline on the path to carbon neutrality by 2050.



Sustainable Transportation Options

U of M Crookston will complete an electric vehicle charging assessment in partnership with NWROC to support electrification of both fleets to battery electric (BEV) and plug-in hybrid vehicles (PHEV). Based on this assessment, U of M Crookston will consider the need for a buildout of a new or renovated storage garage or charging hub to support electrification of the fleet.

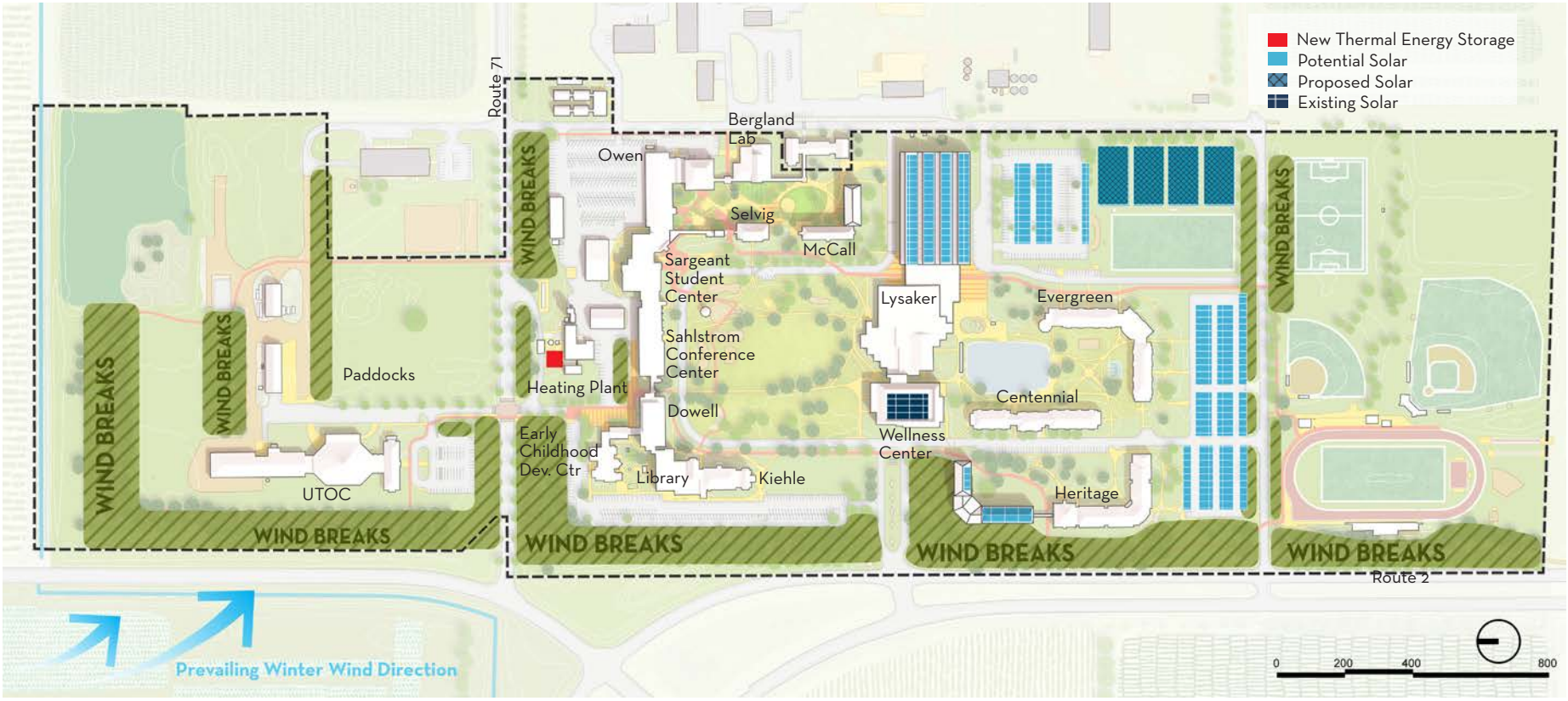
Given the campus's geographic location and climate, driving is predicted to remain a consistent way that students, visitors, and employees come to campus. U of M Crookston can encourage drivers to adopt electric vehicles through investing in charging hubs on campus for different users. The extension and improvements of bike trails to and through campus may also attract more walkers and cyclists. Other opportunities exist related to partnerships with the Tri-Valley Heartland Express, carpooling, and education as detailed in the CAP.

Campus Resiliency Strategies

Climate change doesn't stop at the border of campus. Partnerships with local and regional stakeholders will advance adaptation and resiliency efforts across the community, environment, and infrastructure systems. The following recommendations from the U of M Crookston Climate Action Plan should be considered as physical improvements are made in alignment with the Campus Plan:

- Identify and provide for the needs of the populations most vulnerable to climate change risks.
- Identify campus location to expand food pantry and free store.
- Plant climate adaptive trees.
- Design stormwater management capacity for future needs.
- Reduce water consumption on campus.
- Reduce the volume of waste generated on campus.
- Incorporate climate projections into design of campus buildings and infrastructure.
- Plan for grid capacity and conditions in partnership with the electric utility.
- Establish back-up energy sources serving critical functions as the priority.
- Install air conditioning systems in buildings that are regularly used in the summer months.

Decarbonization & Resilience Framework



Implementation 6

Near-Term Horizon (0-10 years)

The near-term recommendations prioritizes changes that support teaching, learning, working, and playing at U of M Crookston.

Academic & Administration

- Support modern pedagogies by conducting major and minor renovations in targeted buildings.
- Conduct a space needs analysis to right-size campus. Hill Hall may be a likely option for decommissioning.

Landscape

- Plant robust, biodiverse, and climate resilient wind breaks.
- Create the Learning Loop around campus.

Athletics

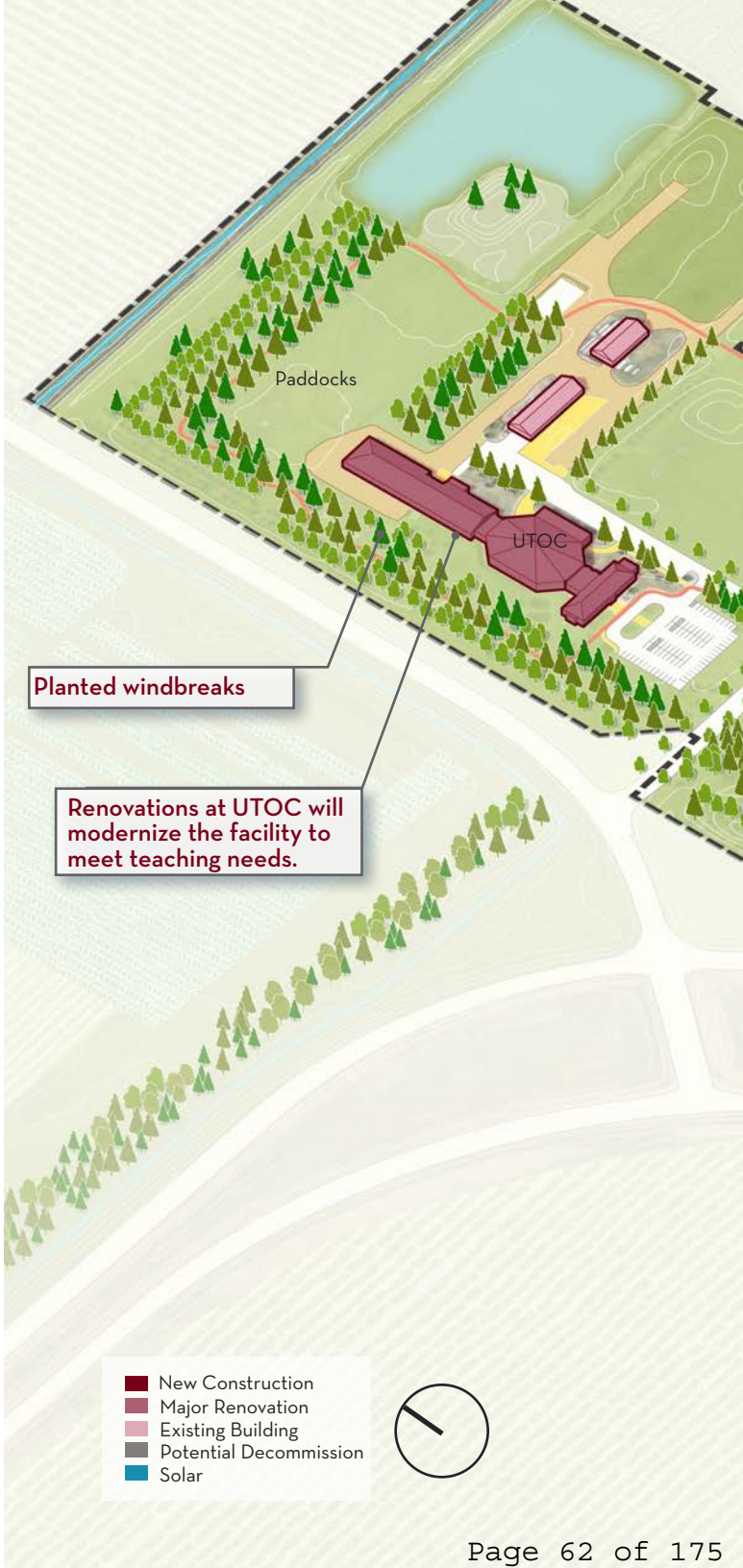
- Renovate Widseth Field and the track, and improve adjacent athletic support facilities.
- Build an addition in the southeast corner of the Lysaker Gym to add athletic support and team/visitor space, as well as fix structural issues.

Housing

- Renovate McCall to create housing on the upper floors.
- Assess future housing demand; consider decommissioning Skyberg.

Decarbonization

- Complete energy savings measures throughout campus (e.g. LED lighting, building controls, retrocommissioning).
- Construct a new electric-powered steam plant with thermal energy storage.
- Add a ground-mount solar array up to 1 megawatt.
- Install electric vehicle charging hubs for a variety of users.



Near-Term Horizon

Long-Term Horizon (10-30 years)

The long-term recommendations prioritize changes that support teaching, learning, working, and playing at U of M Crookston.

Academic & Administration

- Based on the space needs analysis, align programs in appropriate buildings to support efficient utilization and smart collaboration.
- Decommission Hill Hall if needs are met elsewhere through renovation.
- Continue minor and major renovations as determined by the space needs analysis and future conditions.

Landscape

- Create a new Learning Quad.
- Create a new four-season Student Life Quad.

Athletics

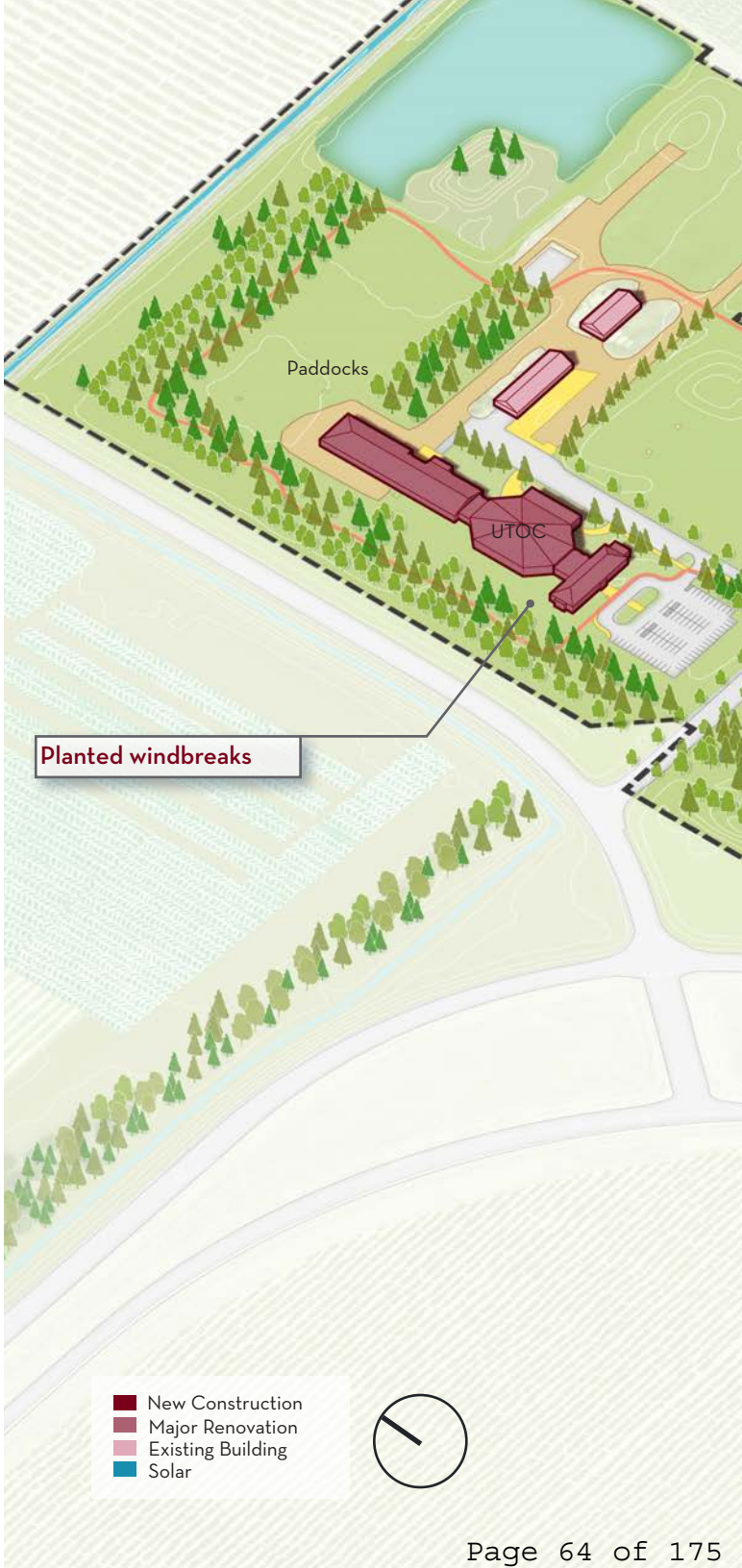
- Construct a new multi-sport field house to support winter athletics.

Housing

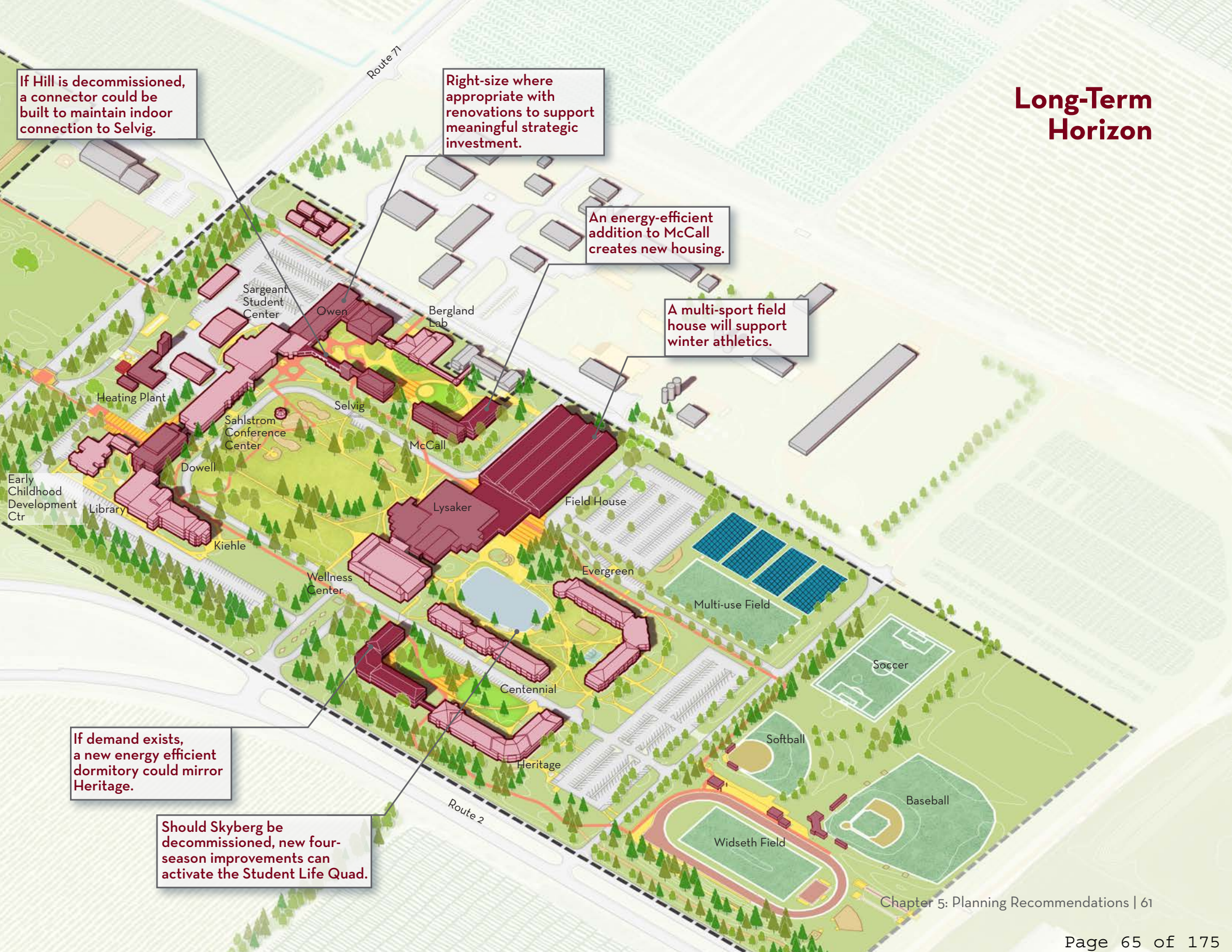
- Add a wing to McCall Hall.
- Build new energy efficient housing that mirrors Heritage Hall as needed to match demand.

Decarbonization

- Transition buildings independent from the district steam system to an energy efficient and decarbonized solution.
- Continue to implement energy savings measures and electric vehicle charging support across campus.



Long-Term Horizon



Implementation

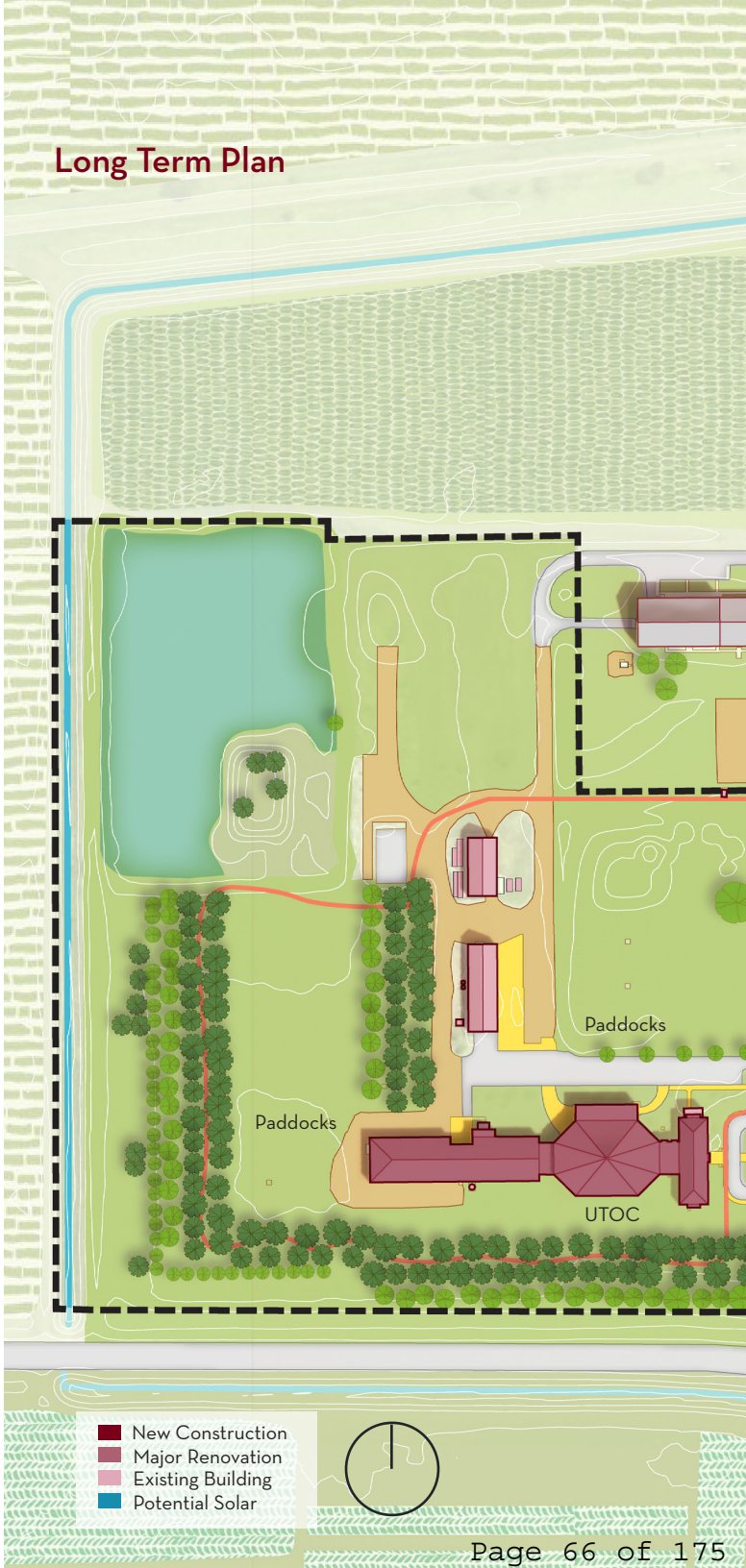
The Campus Plan provides a framework to guide investment in facilities in response to enrollment and U of M Crookston's mission. Given the uncertainty of future enrollment, the Big Ideas and recommendations provide flexibility while ensuring alignment with University priorities.

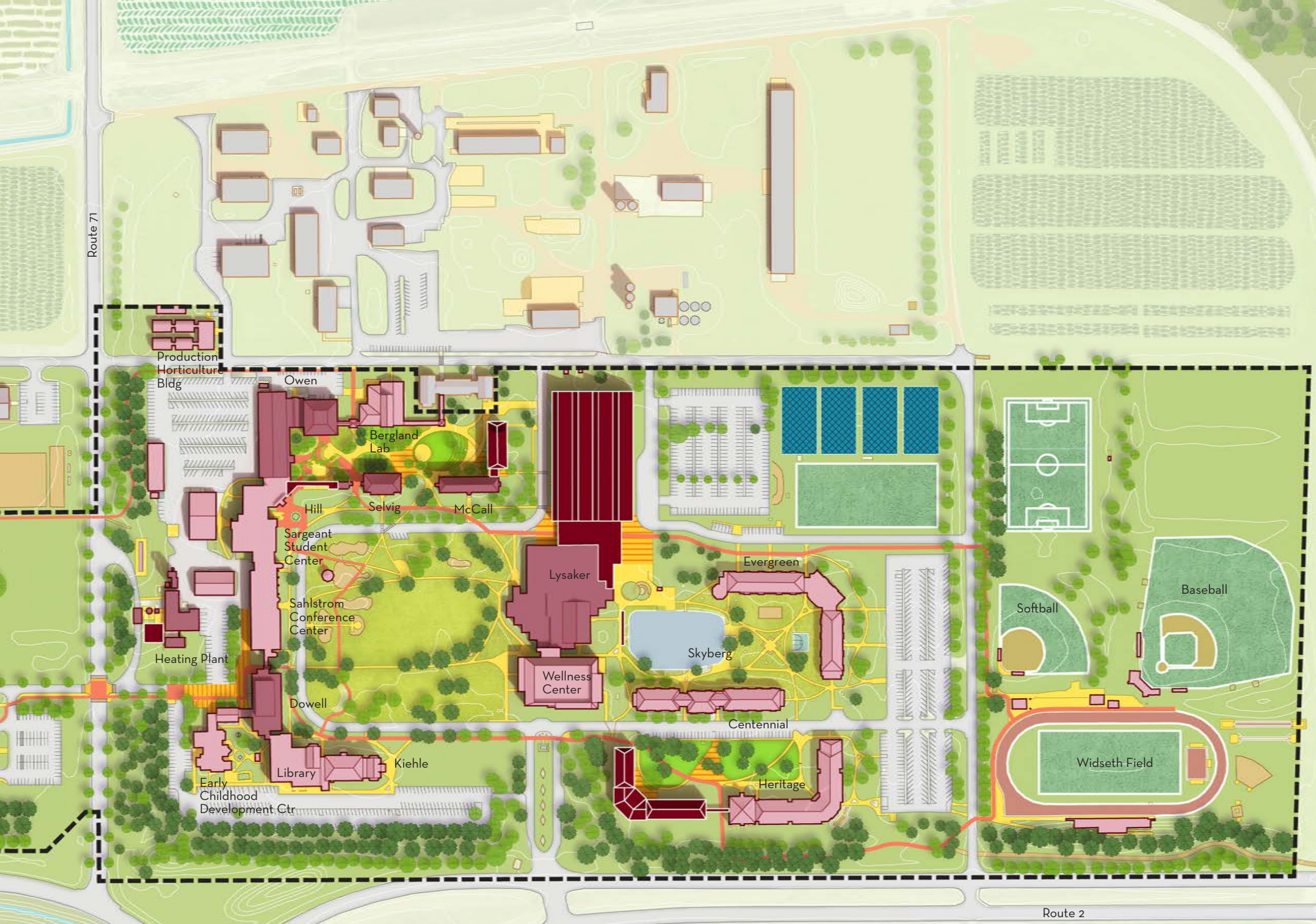
Campus plans are guides to support strategic decision based on the mission-driven needs of the University and specific campus. All of the investments noted in this document will require further exploration and review. Some of the recommendations are small in scale, others are transformative and can only be achieved through a series of incremental steps. Still others depend on the involvement of other parties to move forward, such as potential housing on the campus.

The plan does not define details for specific capital and facility projects, either in their physical form or in cost. Future project development will get underway when funding is secured and provide better knowledge of the scope and timeline for these proposals. A number of additional planning efforts are expected to follow after the Campus Plan is approved, noted here:

- Windbreak Revitalization Plan
- Cultural Resources Inventory: The University will compile an inventory of eligible historic resources consistent with State requirements. This effort will inform an understanding of how to maintain the integrity of key resources while meeting University needs for teaching, research and outreach, maintenance and operations requirements as well as universal accessibility (ADA).
- Energy Master Plan

Long Term Plan




Route 71
Production Horticulture Bldg
Owen
Bergland Lab
Hill
Selvig
McCall
Sargeant Student Center
Sahlstrom Conference Center
Heating Plant
Dowell
Library
Kiehle
Early Childhood Development Ctr
Lysaker
Wellness Center
Skyberg
Evergreen
Centennial
Heritage
Softball
Baseball
Widseth Field
Route 2

Acknowledgements 7

Acknowledgments

Chancellor

Mary Holz-Clause, Ph.D.

Advisory Committee

The Advisory Committee met frequently throughout the planning process. Their time, perspectives, and expertise were incredibly valuable.

Jacob Bell, Faculty - Humanities, Liberal Arts, Education

Sydney Campbell, Student Representative

Katy Chapman, Faculty, Sustainability Director

Amberly Cox, Admissions Assistant Director

Steph Helgesen, Athletic Director

Al Fattal, Faculty - Business

Leslie Lekatz, Faculty - Agriculture and Natural Resources

Chris Mechell, Technology Support Specialist

Ryan Moe, Facilities Director

Brooke Novak, Student Affairs

Hannah Rovegno, Student Representative

Louis Siegel, Student Representative

Sharon Stewart, Faculty - Math, Science, Technology

Chris Winjum, Assistant to the Chancellor

Campus Leadership

In addition to those who served on the Advisory Committee, the following members of the Senior Leadership Team contributed valuable experience and expertise.

Brandy Chaffee, Director of Alumni and Donor Relations

Sue Erickson, Director of Institutional Engagement and Interim Director of Admissions

Lynsey Huseth, Director of Strategic Marketing and Communications

Rosemary Johnsen, Vice Chancellor for Academic and Student Affairs

Tony Kern, Associate Vice Chancellor of Agriculture & Natural Resources and Math, Science & Technology

Tricia Sanders, Director of Finance

Dale Scully, Associate Vice Chancellor for Student Affairs

Jess Bengston, Communication Specialist

Focus Groups and Additional Stakeholders

Many members of the U of M Crookston community participated through focus groups, stakeholder meetings, and workshops and their insights helped shape both the Campus Plan and Climate Action Plan..

Focus Groups

- Athletics
- Academic Spaces and Online Education
- Residence and Student Life
- Community
- Energy and Decarbonization Technical Advisory Committee
- Alumni and Development
- Mobility and Transit

Stakeholders

Crookston Students for Sustainable Development

Empower Crookston

Empowering Small Minnesota Communities

UMN Northwest Research and Outreach Center (NWROC)

UMN Extension - Northwest Regional Sustainable Development Partnership

Crookston Campus Community

Thank you to the many U of M Crookston students, faculty, and staff who shared their perspectives online and in conversations with the planning team.

UNIVERSITY OF MINNESOTA

Crookston Climate Action Plan

December 2024

Presented to the Regents of the University of Minnesota

December 12, 2024

Approved by President Rebecca Cunningham

December 2, 2024

The University of Minnesota Crookston's Land Acknowledgement

This is to be read in its entirety to honor past, present, and future contributions of Indigenous people.

We acknowledge that we gather as the University of Minnesota Crookston on the traditional land and water of the Anishinaabe and Dakota people, past and present, and we honor with gratitude the land itself and the people who have served as caretakers of Mother Earth throughout the generations.

We acknowledge the genocide and systems of oppression that have deprived Indigenous people of their lands and we honor and respect the diverse and beautiful peoples still connected to this land. We recognize the many contributions Native nations have made as the spiritual and physical caretakers of this land. We acknowledge the histories and cultural traditions that make this ceded and treaty lands special, and celebrate the talents and gifts of Indigenous populations of our region.

With this land acknowledgement we affirm the inherent sovereignty of Native nations. We strive to hold our university accountable to Indigenous peoples and pledge to support and advocate for their welfare. The University of Minnesota Crookston stands with the community members of Native nations and commits to building relationships with the American Indian communities through partnerships, academic pursuits, historical recognitions, and recruitment efforts to further our commitment to promoting diversity, and to create an equitable and inclusive future for this region.

Adopted March 2023 by the University of Minnesota Crookston
https://crk.umn.edu/land-acknowledgement

Contents

Executive Summary

Executive Summary

Climate change is one of the greatest challenges of the 21st century and impacts people, communities, and ecosystems—both locally and globally. The University of Minnesota Crookston Climate Action Plan (CAP) is a road map to address climate change through strategic mitigation and adaptation in alignment with the campus mission, goals, and objectives. The CAP charts the course to reduce campus greenhouse gas (GHG) emissions by 54% by 2034 compared to 2023 levels and achieve carbon neutrality by 2050.

The CAP was developed in tandem with the Campus Plan to address intrinsically linked strategic goals stated in MPact 2025 Systemwide Strategic Plan. Together, the CAP and the Campus Plan advance MPact 2025's commitments to build a fully sustainable future and to develop a comprehensive long-range capital facilities and landholding strategy.

Greenhouse Gas Reduction Targets

The University of Minnesota's commitment to achieving carbon neutrality by 2050 or sooner was made in 2008 when the University joined the American College and University Presidents' Climate Commitment (ACUPCC), now known as the Second Nature Carbon Commitment. This Plan has reduction targets for 2034 and 2050, and primarily focuses on reducing GHG emissions from the largest sources: the fuels and technologies used for generating campus heating, cooling, electricity, and transportation.

54% GHG Emissions Reduction by 2034

Install solar on campus and eliminate fossil fuel usage for heating, while the electric utility progresses on providing carbon-free electricity.

Reduce energy demand by installing conservation measures across campus.

Encourage commuters to carpool and work with partners to expand sustainable transportation options, such as transit and electric vehicle charging.

Establish a charging hub and transition vehicles and equipment to electric or lower-carbon options for campus operations.

Create a systemwide mission-driven carbon offsets program for University sponsored travel.

Emissions Reduction Strategies 2034-2050

- Utility meets the state regulation to provide 100% carbon-free electricity
- Make sustainable commuting the easy choice
- All-electric campus vehicle and equipment fleet
- Purchase carbon offsets and flights using sustainable aviation fuel

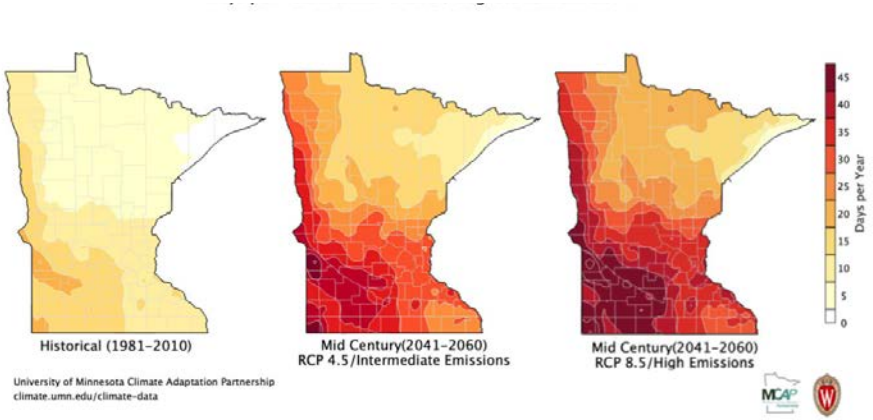
MCTCO2e *refers to metric tons of carbon dioxide equivalent. The unit "CO2e" represents an amount of a GHG whose atmospheric impact has been standardized to that of one unit mass of carbon dioxide (CO2), based on the global warming potential (GWP) of the gas.*

Greenhouse gas emissions (GHG) *and* ***carbon*** *are often used interchangeably, but they are different. GHG emissions are the gases released into the atmosphere that contribute heat (the GHG effect and global warming). Carbon emissions are a significant contributor to GHGs. Other contributing gases are methane, nitrous oxide, and fluorinated gases.*

Climate Change Projections for Polk County

Climate modeling for the next thirty years for Northwest Minnesota shows fewer days below freezing and more days above 90°F. Average annual precipitation in Northwest Minnesota is projected to remain relatively constant or slightly increase, which is similar to the statewide projections. The timing and intensity of precipitation is expected to shift with wetter springs, drier summers, heavier rain events, and longer dry spells without measurable rainfall.[1] The CAP identifies the following adaptation and resiliency measures to respond to the projected change in climate:

Figure 1: Average Number of Days Per Year When the Daily High Exceeds 90°F.
Source: University of Minnesota Climate Action Partnership. (2023b.). As modified from University of Wisconsin Probabilistic Downscaling v2.0. | David Lorenz and the Nelson Institute Center for Climatic Research. https://climate.umn.edu/our-changing-climate/extreme-events



Adaptation Measures

Community

- Educate the community about climate change and climate risks.
- Encourage and incentivize faculty members to conduct research climate solutions specific to Northwest Minnesota.
- Identify and provide for the needs of the populations most vulnerable to climate change risks.
- Ensure the campus community is appropriately informed of available physical and mental health care.
- Address campus resilience in campus safety and emergency management plans, including offering shelter to the larger Crookston community.
- Prioritize field projects that serve environmental justice neighborhoods and communities.
- Identify campus location to expand the food pantry and locate the free store.

Environment

- Plant climate adaptive trees and vegetation.
- Design stormwater management capacity for future needs.
- Reduce water consumption on campus.
- Reduce the volume of waste generated on campus through strategies for smart procurement, recycling, and composting.

Infrastructure

- Incorporate climate projections into the design of campus buildings and infrastructure.
- Partner within the region to increase use and access of public transportation in general and to provide for the campus commuting needs.
- Develop an understanding of, and plan for, grid capacity and conditions in partnership with the electric utility.
- Be energy efficient in building design and operation.
- Establish back-up energy sources prioritizing critical functions.
- Install air conditioning systems in buildings that are regularly used in the summer months.

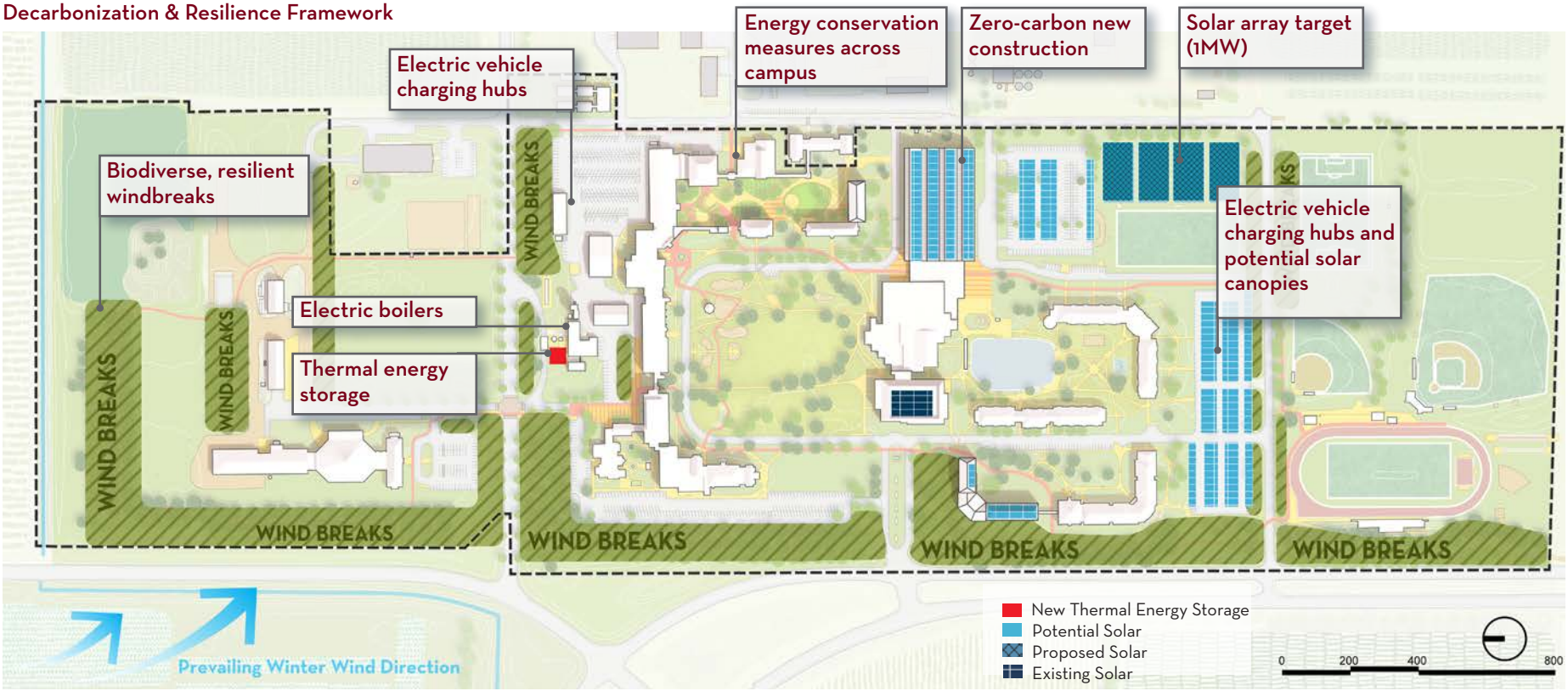
Implementation Partnership

During the planning process, common themes and cross-cutting initiatives emerged as critical components to achieving mitigation and adaptation goals and strategies of U of M Crookston's Climate Action Plan. The cross-cutting initiatives highlight how cultural, structural, and systemic changes will be necessary to go beyond the current status quo or business as usual.

U of M Crookston and the UMN's Systemwide Office of Sustainability will partner to prioritize immediate term actions, build a culture of sustainability, increase capacity on campus, coordinate partnerships and develop financial strategies to advance implementation. Implementation will also be advanced through University leadership efforts, such as securing funding for capital and operational investments identified in the Plan.

1 https://climate.umn.edu/climate-change-northwest-minnesota

Decarbonization & Resilience Framework



Decarbonization & Resilience Strategies on Campus

Detailed strategies to support emissions reduction and resilience on campus are included in Chapters 2 and 3. Highlights of the plan are illustrated above, and include:

- on-site solar energy,
- electric boilers,
- thermal energy storage,
- biodiverse wind breaks, and;
- energy conservation measures in all buildings.

Above: U of M Crookston's hands-on learning approach often brings students, like this biology course, outside into the field.

Introduction 1

Campus and Climate Action at University of Minnesota Crookston

A Systems Approach

The University of Minnesota System is developing an integrated set of Campus and Climate Action Plans to align the future of each campus with systemwide goals. The coordinated plans will ensure alignment between physical place-based changes and climate action commitments at all campuses. The purpose of each set of plans is to develop consensus around a shared vision for the future of the campus and to identify actionable steps for supporting its mission and goals.

Each campus of the University of Minnesota System plays a pivotal role in fulfilling the mission of the University; advancing learning, research, and outreach throughout Minnesota. Each has its own unique identity, valued by students, faculty, staff, and the surrounding community. This integrated planning effort provides each campus with a framework for future decision-making and implementation to support each individual campuses' needs while advancing goals identified in the systemwide strategic plan, MPact 2025.

Planning Process

The University of Minnesota Crookston's coordinated Campus and Climate Action Plans articulate a vision and key recommendations that support the campus's mission and achieve systemwide climate action goals over the near- and long-term: ten years and thirty years, respectively. The Plans work in tandem to achieve their goals. For more information about the planning process, please refer to the Campus Plan.

Plan Drivers

The systemwide strategic plan, MPact 2025, is a planning resource common to all of the UMN System campuses, and outlines a vision for the future of the University as a whole. Additional drivers, which inform each campus plan, include campus-level strategic plans, preceding planning studies, community stakeholder input, and the unique set of conditions at each campus. The key drivers that inform the Climate Action Plan are described in this section.

Systemwide Strategic Plan: MPact 2025

The Campus Plan and the Climate Action Plan advance the systemwide strategic plan, MPact 2025, through developing a comprehensive long-range capital facilities and landholding strategy to drive strategic growth (Commitment 5, Action Items 5.3) and a climate action plan to contribute to building a fully sustainable future (Commitment 2, Action Items 3.2). Many of the recommendations in both plans embody other commitments outlined in the MPACT 2025 plan, such as:

Student Success

Students are more likely to succeed when campus programming improves their personal resiliency through enhancing access to basic needs. Employers also increasingly expect graduates to be well-versed in emerging trends and technologies, including sustainability and climate action. Students gain these skills when a campus culture of sustainability is evident throughout teaching, research, and campus life experiences.

Discovery, Innovation, & Impact

The CAP prioritizes strategies and technologies that can serve as a model, such as the installation of electric boilers and thermal energy storage. Partnerships with faculty, extension, and regional partners will help research, trial, and disseminate information about climate change solutions specific to Northwest Minnesota.

MNtersections

The ambition of this Plan demonstrates state and worldwide leadership in sustainability through establishing a pathway to carbon neutrality and commitment to climate resiliency as a place-based institution.

Community & Belonging

The U of M Crookston campus has focused on developing a culture of sustainability in alignment with the United Nations Sustainable Development Goals (SDGs) that is further supported through the CAP. SDGs incorporate values of equity, diversity, and inclusion.

Fiscal Stewardship

The CAP provides near-term and long-term strategies for optimizing building usage and energy efficiency that have both fiscal and sustainability benefits. University resource strengths and constraints were considered in the selection of strategies to reach carbon neutrality.

Board of Regents Systemwide Planning Principles

The Board of Regents established campus planning principles (2021) to ensure the effectiveness of campus plans and are used by the Regents in review and approval of campus plans. These include:

- Establish a sustainable vision of how the physical setting of each campus will embody its distinctive history, mission, and future.
- Create an inclusive and welcoming experience for the increasingly diverse range of people who come to campus.
- Optimize existing physical assets to facilitate flexible and innovative solutions toward an enduring future.
- Consider the cost of attendance, investment, and operations when planning for each campus's future.
- Integrate each campus's master plan with the Systemwide Strategic Plan.
- Ensure an inclusive, accountable, and forward-looking process for developing and implementing the Campus Plan.[2]

2 The full text is available at https://regents.umn.edu/february-2021-board-regents-meeting

Campus Community Input

The Campus and Climate Action Plans were developed through a rich engagement process that solicited regular input from an advisory committee, faculty, staff, and students through interviews, open houses, and map-based data collection activities. The engagement process focused discussion on a near-term and long-term horizon. Updates to the plans will occur approximately every ten years to describe and provide for shifting needs and priorities for the U of M Crookston campus.

An advisory committee comprised of student representatives, faculty, and staff convened on a regular basis with the planning team to review the planning scope, to advise on engagement and communications plans, to discuss findings, and to comment on draft recommendations. Committee members also attended on-campus engagement events to help the planning team gather feedback from the campus community.

The CAP convened an energy decarbonization technical advisory group comprised of systemwide and campus sustainability staff, campus facilities management, and technical experts from the UMN energy management team to brainstorm, prioritize, vet, and select preferred pathways to carbon neutrality for campus heating and electricity.

Right: Students, staff, and faculty joined various open houses and focus groups to share their perspective on the plan direction and draft materials.

University of Minnesota Crookston Mission, Vision, and Values

The mission, vision, and value statements were endorsed by the U of M Crookston Campus Assembly on March 21, 2024.

Mission

The University of Minnesota Crookston delivers educational programs that build upon a broad academic foundation, combine theory and practice in a technologically rich environment. We prepare students for career success, advanced study, and engaged citizenship in a diverse world. We integrate teaching and learning, research and scholarly work, and outreach and engagement to serve the public good.

Vision

Envision a University of Minnesota Crookston that fulfills a modern land grant mission by ensuring we are passionate about learning and discovery to serve the public good. We will achieve this vision by:

- Creating and being leaders who are ethical and innovative, culturally and globally competent, and committed to engagement in their communities.
- Connecting all students – on campus and online – to each other, the campus, faculty, staff, alumni, and community.
- Conducting research and scholarly work that enhance learning and benefit the region and beyond.
- Cultivating a spirit of U of M Crookston Golden Eagle pride.

Values

- **Student Success:** Realizing individual potential through intentional investment in students using high impact practices.
- **Diversity:** Embracing the richness and value of individual differences, identities, ideas, beliefs, cultures, and communities.
- **Leadership:** Fostering a culture of collaborative leadership at all levels embodying integrity, honesty, fairness, and respect.
- **Community:** Building engaged relationships for the benefit of all.
- **Innovation:** Promoting discovery and problem solving through creative and critical thinking, research, and scholarly work.
- **Sustainability:** Balancing the environmental, economic, and societal needs of the present, while safeguarding a vibrant future.
- **Quality**: Using evidence, data, and best practices to improve academic programs, student support and services, and business and operational processes.

Working Towards Environmental Justice

Black, Indigenous and other people of color (BIPOC) and low income communities disproportionately bear the burdens of environmental pollution and climate change. The CAP will lead to reducing carbon emissions and other air pollutants that negatively impact human and environmental health near census tracts identified as environmental justice areas of concern by the Minnesota Pollution Control Agency, including the agency's recognition that much of the City of Crookston is categorized as a low income census track. While the CAP's implementation is important, much work remains to be done. As such, environmental justice is an enduring University concern.

Climate and Sustainability Commitments

Sustainability and climate action is integral to the University of Minnesota's mission. Institutionally, this work is founded on the Board of Regents Sustainability and Energy Efficiency Policy from 2004. The University also signed the American College and University Presidents' Climate Commitment (ACUPCC), now known as the Second Nature Carbon Commitment, in 2008 to achieve carbon neutrality by 2050 or sooner. More recently the University renewed sustainability as a priority as articulated in MPact 2025 through the "Build a Fully Sustainable Future" commitment.

Climate Action Precedents

This Plan is an update to the Action Plan for Climate Neutrality and Sustainability at the U of M Crookston (2010).[3] The 2010 Plan called for carbon neutrality by 2030. Although the campus is not on track to reach this target, important steps have been taken and many strategies remain relevant moving forward:

Strategies Implemented Since 2010

- Installed LED lights in several campus buildings.
- Installed solar array on the Wellness Center.
- Completed feasibility study to decarbonize the heating system.
- Installed an electric vehicle charger on campus.
- Promoted plant-based and low-impact food choices in the dining hall.
- Established campus waste diversion programs through selected composting, reuse, and recycling initiatives.
- Encouraged and cataloged research across the Sustainable Development Goals and recognized as a top performer in this area.
- Engaged the campus community through a variety of events, communications, internships.
- Established a Green Office program.
- Offered on-campus and online course offerings and created an online sustainability minor.

New and Enhanced Strategies to Implement

- Invest comprehensively in energy conservation.
- Expand bus service, encourage carpooling, and transition to a cleaner fleet.
- Develop a better understanding of the opportunities and benefits of increasing the purchase of food from local sources.
- Expand campus waste diversion.
- Expand faculty and student research related to sustainability and climate change.
- Regularly communicate sustainability progress within the University and to external audiences.
- Expand the campus community engagement with sustainability experts outside of the University system.
- Integrate sustainability into campus policy, plans, and procedures.

Climate Change in Minnesota

Climate modeling shows that Minnesota will experience warmer and wetter spring and winter seasons, an increase in annual average temperatures, more extreme storms with intense flooding, alterations to ecosystems, destruction or accelerated deterioration of property, new and exaggerated challenges to public health and reduced agricultural yield.[4] In Northwest Minnesota, the average annual temperature is projected to increase by 4.0-4.7°F, and the average annual precipitation is projected to increase up to 1 inch by mid-century, depending on the emissions scenario.[5] For more information on climate change projections, see Chapter 3.

Minnesota Executive Order 19-37 created the state's Climate Change Subcabinet and Governor's Advisory Council on Climate Change, charging them with the responsibility to coordinate state efforts to mitigate climate change and advance resiliency. The Subcabinet and Advisory Council led the creation of the Minnesota Climate Framework. The Framework sets a vision to address and prepare for climate change and meet the state's carbon neutrality by 2050 commitment.[6]

Planning Principles

These principles reflect the University of Minnesota Crookston's values and contributions of the campus community during the planning process. They are intended to guide investment in the campus over the near- and long-term. In alignment with systemwide goals, they will be used as tools to maintain a growing, thriving campus.

- Optimize campus assets in the service of broader efforts, such as implementing the climate action plan, responding to changing pedagogy, and improving the student experience.
- Celebrate the unique place and culture of U of M Crookston by fostering an environment that supports interaction and inclusion, connections to the land, and changing technology.
- Invest in campus facilities responsibly to allow the campus community to flourish and serve as a resource to the region.
- Respect current physical campus organization, while responding to evolving physical needs.
- Take advantage of opportunities to develop partnerships within and outside of the U of M Crookston community to provide mutual benefits.

3 https://crk.umn.edu/sites/crk.umn.edu/files/2022-03/u-of-m-crookston-climate-neutrality-and-sustainability-action-plan.pdf

4 https://climate.umn.edu/

5 https://climate.umn.edu/climate-change-northwest-minnesota

6 https://climate.state.mn.us/minnesotas-climate-action-framework

Carbon Mitigation 2

Categorizing U of M Crookston Greenhouse Gas Emissions

U of M Crookston first reported campus GHG emissions in 2009 and started reporting annually in 2018. Emissions have remained relatively constant during this term. Year-to-year differences can be attributed to seasonal weather extremes, changes in accounting methodology, on-campus population changes, and the consistency of data quality. With the issuance of this Plan, U of M Crookston renews its commitment to accurate and complete annual accounting of campus GHG emissions relating to:

Scope 1 - Emissions from sources controlled or owned by an organization

- Heating and other onsite combustion
- University fleet
- Fugitive emissions (refrigerants, chemicals, animals, fertilizers, other de minimis sources)

Scope 2 - Emissions from the purchase of energy

- Purchased electricity

Scope 3 - Emissions associated with assets that are not owned or controlled by the reporting entity

- Commuting
- University sponsored travel

In the future, the University will evaluate if additional data can be collected across more categories of emissions to expand its climate action focus.

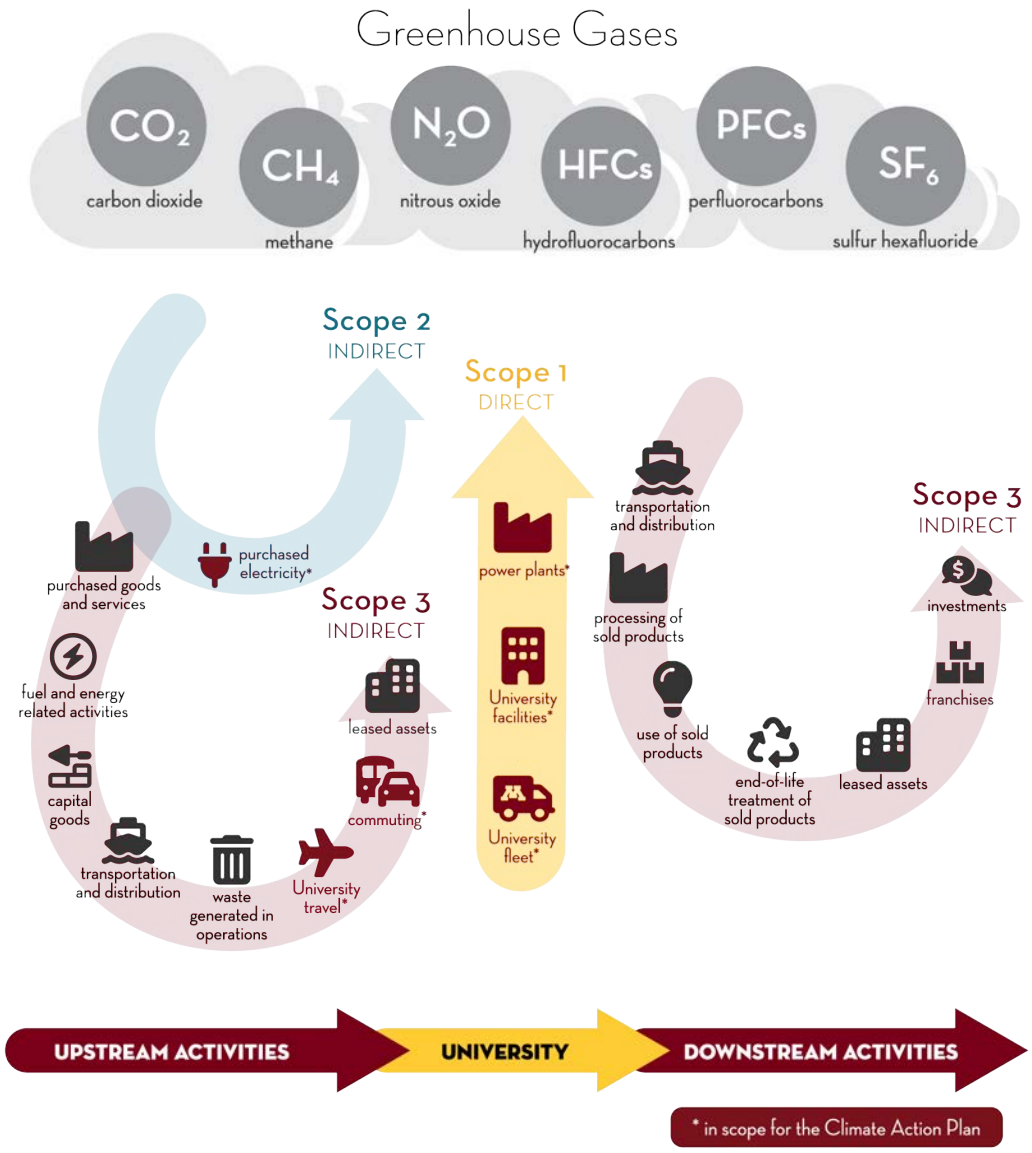


Figure 2: Emission scopes illustration.
Modified by UMN based on WRI/WBCSD Corporate Value Chain (Scope 3) Accounting and Reporting Standard (PDF), page 5 (https://ghgprotocol.org/sites/default/files/standards/Corporate-Value-Chain-Accounting-Reporing-Standard_041613_2.pdf).

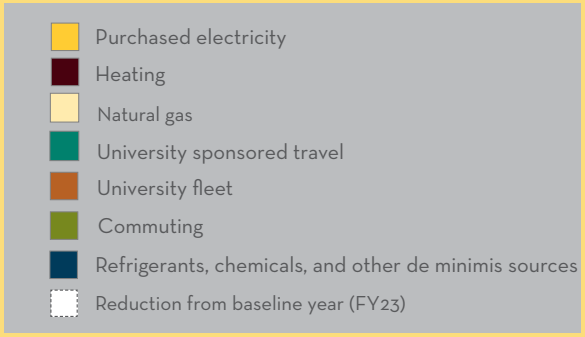
U of M Crookston Greenhouse Gas Emissions

The University of Minnesota Crookston campus covers 128 acres and has 724,357 gross square feet of buildings. The Northwest Research and Outreach Center (NWROC) is adjacent to the campus, but is largely out of the planning scope. One NWROC building is heated with steam from the campus's district system and therefore is accounted for as part of the U of M Crookston Scope 1 emissions. All of NWROC's electrical consumption is also accounted for in the Scope 2 emissions.

Total GHG emissions for the U of M Crookston campus in 2023 was approximately 11,556 MTCO2e. The campus's coal-fired heat plant accounted for over 50% of emissions. See Figure 3 for more details.

The Path to Carbon Neutrality

The CAP outlines U of M Crookston's path to eliminating its GHG emissions, marking near- and long-term emissions reduction goals U of M Crookston will eliminate 54% of its GHG emissions (compared to FY23) in the next decade and all GHG emissions by 2050.



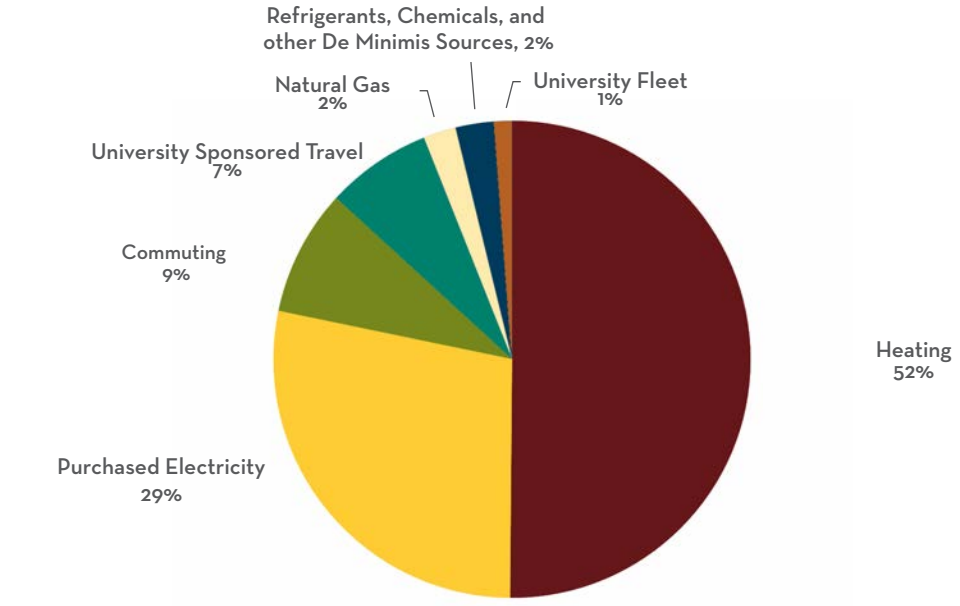


Figure 3: FY2023 U of M Crookston estimated GHG emissions by source.

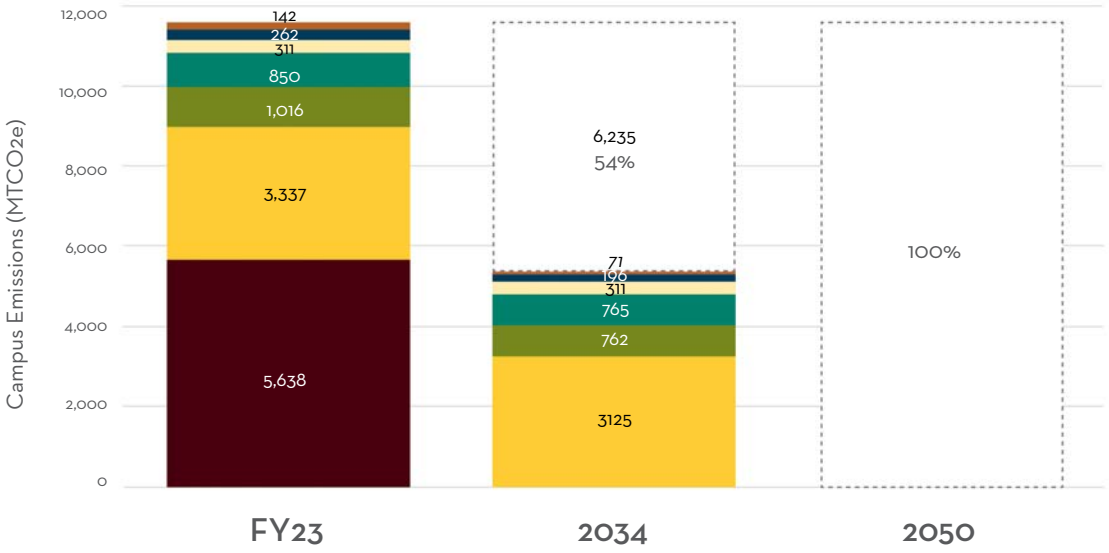


Figure 4: U of M Crookston emissions reduction goals following the CAP path to carbon neutrality.

Near-term (2024-2034)

In the next decade, today's inventoried GHG emissions will be reduced from approximately 11,556 MTCO2e/yr to 5,321 MTCO2e/yr.

Next Generation Heating and Energy Systems

The fossil fuels that heat campus buildings—coal, natural gas, propane and electricity—are the major sources of U of M Crookston's GHG emissions. The transition to a new electric steam district heating system is planned for the near-term resulting in an net emissions reduction of 5,311 MTCO2e (59% reduction in coal and electricity emissions excluding energy conservation measures [ECMs]). The CAP assumes that the electric utility will progress towards providing clean electricity and 1 megawatt of solar energy will be installed on campus.

Building Energy Demand

Every building on campus represents an opportunity to pursue energy conservation measures. Buildings undergoing upgrades and major renovations will be candidates for greater demand reductions, but all buildings will receive a limited level of intervention. At the 2023 electricity and heating GHG emission factors, ECMs would reduce annual GHG emissions by 1,326 MTCO2e per year.

University Fleet

U of M Crookston will complete an electric vehicle charging assessment in partnership with NWROC to support electrification of both fleets to battery electric (BEV) and plug-in hybrid vehicles (PHEV). Based on this assessment, U of M Crookston will consider the need for a buildout of a new or renovated storage garage to support electrification of the fleet. Replacing vehicles with BEVs or PHEVs alongside right-sizing vehicles and strategically maintaining and reassigning vehicles will help support the near- and long-term emission targets. Lastly, much of U of M Crookston's fuel usage comes from off-road vehicles and lawn equipment, which will transition to electric models. After implementing these recommendations, U of M Crookston aims to reduce emissions from fuel usage by 50% by 2034.

University Sponsored Travel

U of M Crookston will promote more sustainable modes of transportation and other carbon-reducing travel strategies when possible, and procure quality carbon offsets. The illustrations in the Plan depict a 10% decrease in air travel emissions.

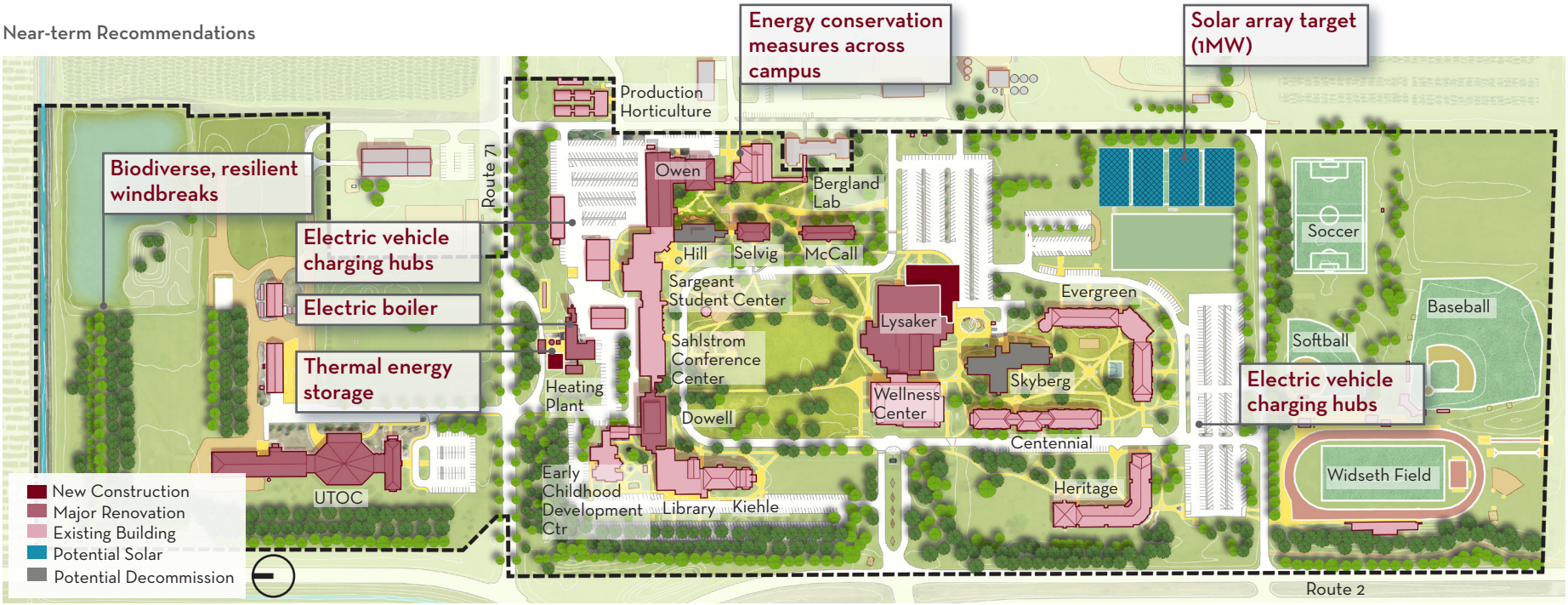
Campus Commuting

Given the geographic location and climate of the campus, driving is predicted to remain a consistent way that students and employees will commute to campus. Given this, U of M Crookston can encourage drivers to adopt electric vehicles through investing in charging on campus and providing educational materials. Opportunities also exist to expand the campus's existing partnership with the Tri-Valley Heartland Express to provide regularly scheduled routes from typical student and employee housing apartments and Grand Forks. Carpool education and matching, especially for students, may reduce the number of commuters traveling alone and drive down emissions. The extension and improvements of bike trails to campus in partnership with the City, may increase walking and biking in the near-term. The Plan sets a target to reduce commuting emissions by 25% by 2034 through the strategies described above.

Livestock, Agricultural Practices, Fugitive Emissions and De Minimis Sources

U of M Crookston will explore innovative solutions to address emissions from livestock and agricultural practices. In following federal guidance and regulations, U of M Crookston will reduce emissions from refrigerants and other fugitive or de minimis sources. This will require new systems of GHG accounting.

Near-term Recommendations



Campus Plan Alignment

The Campus Plan prioritizes the following changes to support teaching, learning, working, and playing at U of M Crookston over the next 10 years. Recommendations fall into the following frameworks:

Academic & Administration

- Support modern pedagogies by conducting major and minor renovations in targeted buildings.
- Conduct a space needs analysis to right-size campus. Hill Hall may be a likely option for decommissioning.

Athletics

- Renovate Widseth Field and improve adjacent athletic support facilities.
- Build an addition in the southeast corner of the Lysaker Gym to add athletic support and team/visitor space, as well as repair existing structural issues.

Decarbonization

- Complete energy savings measures throughout campus (e.g. LED lighting, building controls, retrocommissioning).
- Construct a new electric-powered steam plant with thermal energy storage.
- Add a ground-mounted solar array up to 1 megawatt.
- Install electric vehicle charging hubs for a variety of users.

Housing

- Renovate McCall.
- Assess future housing demand; consider decommissioning Skyberg.

Landscape

- Plant robust, biodiverse, and climate resilient wind breaks.
- Create a Learning Loop around campus.

Long-term (2034-2050)

By 2050, the GHG emissions that are currently inventoried will be fully eliminated.

Next Generation Heating and Energy Systems

Evergreen Hall, Heritage Hall, and Production Horticulture will transition from natural gas heating to being entirely supported by electricity to produce heat. Technologies such as air-source heat pumps, electric boilers and/or ground source heat pumps will be installed to ensure that these buildings are optimally efficient in their electricity use. They will be served by low temperature hot water. Centennial Hall will be upgraded from electric baseboard heat to one of these more efficient technologies.

U of M Crookston will continue operating its all electric heating plant. Campus electricity use in total (heating plant, load growth, building and site plug load, demand from independently heated buildings, air conditioning) will transition from 2,337 MTCO2e at the end of the near-term, to zero as Otter Tail Power Company will generate all of its electricity from renewable sources.

Building Energy Demand

The Campus Plan discusses the potential for two new campus buildings: a field house and a residence hall. These will be designed to meet or exceed a net zero operating target as defined by the Minnesota Buildings, Benchmarks, and Beyond (B3) Guidelines and Sustainable Building 2030 Energy Standards (SB2030). To reach this target, the new buildings will be highly energy efficient and will source renewable energy on campus, likely through rooftop solar installations.

The Campus Plan identifies opportunities for right-sizing the total square footage of the campus after a more detailed space allocation study is completed and implemented. In response, the Campus Plan identifies Hill Hall and Skyberg Hall as potential buildings for removal that would represent a GHG emissions reduction of approximately 482 MTCO2e from the reference case accounting.[7]

University Fleet

U of M Crookston will continue to purchase electric vehicle options for the fleet, expanding adoption of electric vehicles for medium and heavy-duty vehicles. With that, it will expand electric vehicle charging on campus as needed to accommodate growing charging demands. The long-term goal is to fully electrify the fleet. With the electricity supply assumed to be 100% carbon free in 2040, an all-electric fleet can be considered decarbonized past that milestone.

University Sponsored Travel

U of M Crookston will promote more sustainable modes of transit and other carbon-reducing travel strategies, virtual meetings when possible, and procurement of high quality carbon offsets.

7 Because this is a potential move to be decided on at a later date, it is not assumed to occur in the GHG accounting of this Plan.

Sustainable aviation fuel (SAF) and other technologies may be more available and flights utilizing these will be preferred. The University will convene a working group to make recommendations on the attributes and appropriate use of offsets, to address travel emissions. The carbon offset program will be mission-aligned.

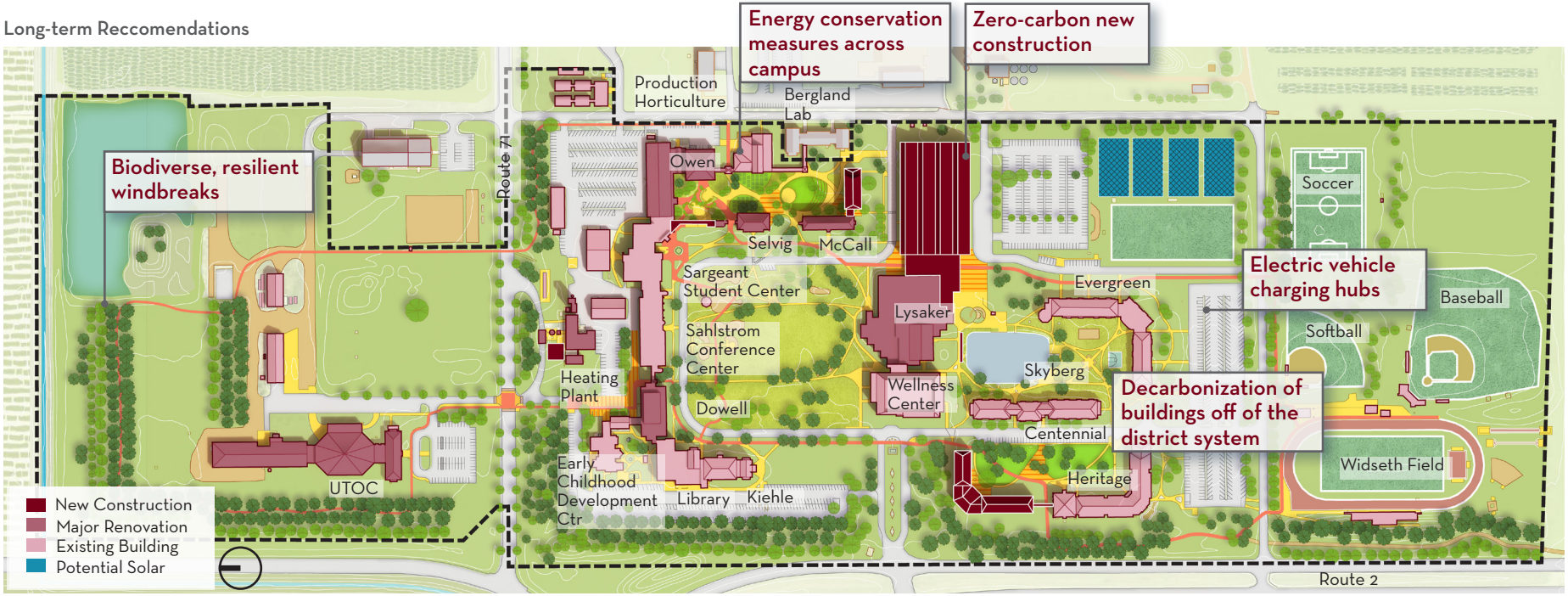
Campus Commuting

The Plan assumes that by 2050 all commuters will drive an electric vehicle or use a sustainable form of transportation. This will require continued investment into electric vehicle charging and support and education on the transition away from fossil fuel powered vehicles. If these targets are not achieved, U of M Crookston will consider alternatives, such as high quality carbon offsets.

Livestock, Agricultural Practices, Fugitive Emissions and De Minimis Sources

As the campus expands its expertise in accounting for its GHG emissions and the mitigation programs that correspond to it, the campus will eliminate GHG emissions associated with fugitive emissions and other de minimis sources.

Long-term Reccomendations



Campus Plan Alignment

The Campus Plan prioritizes the following changes to support teaching, learning, working, and playing at U of M Crookston over the next 30 years. Recommendations fall into the following frameworks:

Academic & Administration

- Based on the space needs analysis, align programs in appropriate buildings to support efficient utilization and smart collaboration.
- Decommission Hill Hall if needs are met elsewhere through renovation.

Athletics

- Construct a new multi-sport field house to support winter athletics.

Housing

- Add a wing to McCall Hall
- Build new energy efficient housing that mirrors Heritage Hall as needed to match demand.

Decarbonization

- Transition buildings independent from the district steam system to an energy efficient and decarbonized solution.
- Continue to implement energy savings measures and electric vehicle charging support across campus.

Energy Systems

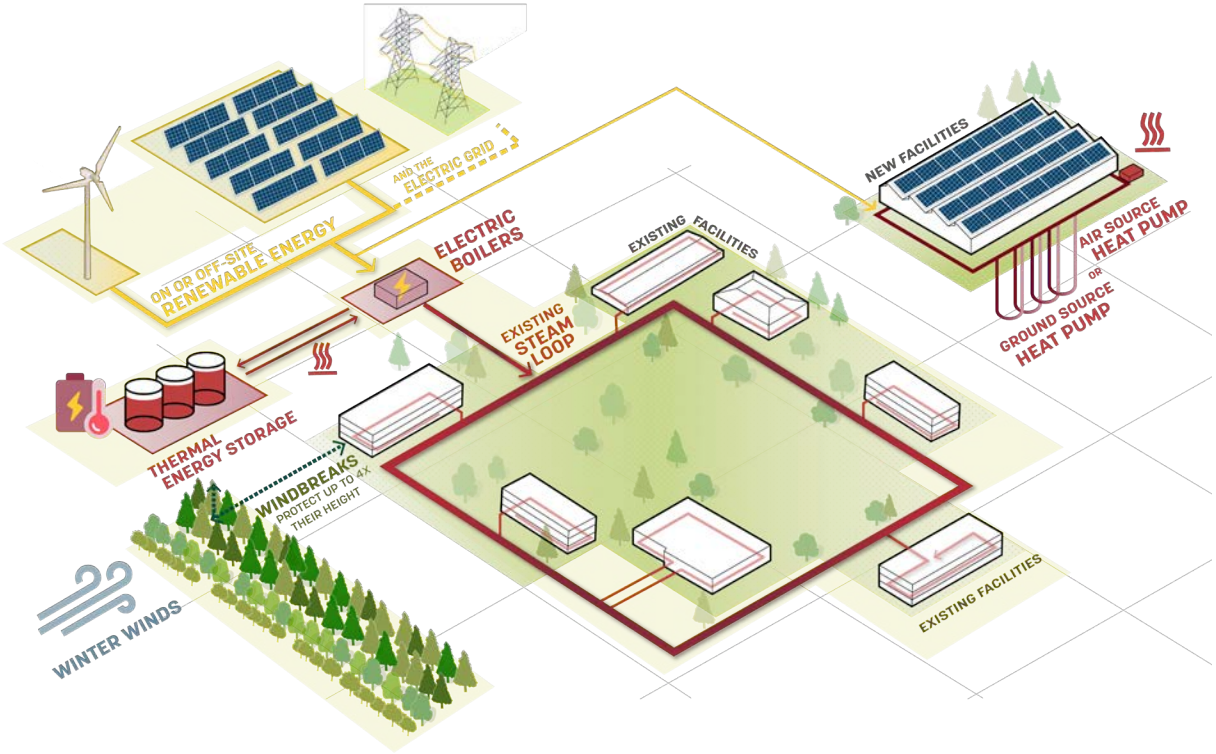
This section describes the decision-making process used to identify energy decarbonization strategies and describes the outcomes in more detail.

Establishing Next Generation Heating and Electric Systems

Energy emissions account for over 80% of U of M Crookston's GHG profile by burning fossil fuels to heat and provide electricity to campus. Buildings on campus are primarily heated through a district system that delivers heat through a steam distribution network fueled by a coal power plant. The plant is in inferior condition and the campus is challenged to find qualified operators. Buildings heated independently use natural gas and electricity. This Plan's aim is to identify carbon neutral fuel sources for heating and electricity systems and to reduce energy demand.

The energy decarbonization technical advisory group was engaged in the decision-making process to determine pathways for eliminating emissions associated with campus heating, pursuing on-campus renewables, and reducing energy demand. The technical advisory group established criteria to screen alternative fuel sources, technologies, and approaches to reduce and eliminate GHG emissions associated with energy.

- Technologies and strategies were screened for: reliability, contribution to resilience, flexibility to incorporate emerging technologies, ability to provide for campus growth and development, sufficient land availability, reasonable operations and maintenance responsibility, and eligibility for external funding.
- Fuel sources were screened for: current and future availability, and reasonable operations and maintenance responsibilities.



Above: A diagram of the campus heating system. Electricity from on- and off-campus renewable sources, as well as the grid, will power electric boilers supported by a thermal energy storage plant. Steam heat generated by the electric boilers will travel through the existing campus steam infrastructure to all buildings on the campus steam loop. Any new buildings, or buildings not connected to the campus loop, will be heated with air-source or ground-source heat pumps.

Clean Utility Electricity for the Campus

Minnesota Senate File 4 of the 93rd Legislature (2023-2024) requires electric utilities to provide 100% clean electricity by 2040. The law drives investments to ensure that the state will be served by reliable, affordable, and safe energy resources. The CAP process assumed that the campus's local utility, Otter Tail Power Company, would meet this regulatory requirement, which would provide the region with a carbon free fuel source. At this writing, Otter Tail Power has not published a schedule or details for compliance.

Reference Case

To evaluate carbon mitigation strategies, the energy decarbonization technical advisory group compared potential emissions reductions to a reference case or "business as usual" scenario. The reference case presents the emissions that would be generated if the campus continued with its existing systems (assumed to be replaced in-kind to avoid system failure).[8] Both the reference case and the decarbonization pathways reflected changes in building square footage and type, as illustrated in the Campus Plan, and the assumption that the electric utility will make progress towards meeting the carbon free electricity target. Note, the reference case carries forward the current estimated emissions for the University Fleet, University Sponsored Travel, Commuting, and Livestock, Agricultural Practices, Fugitive Emissions and De Minimis Sources.

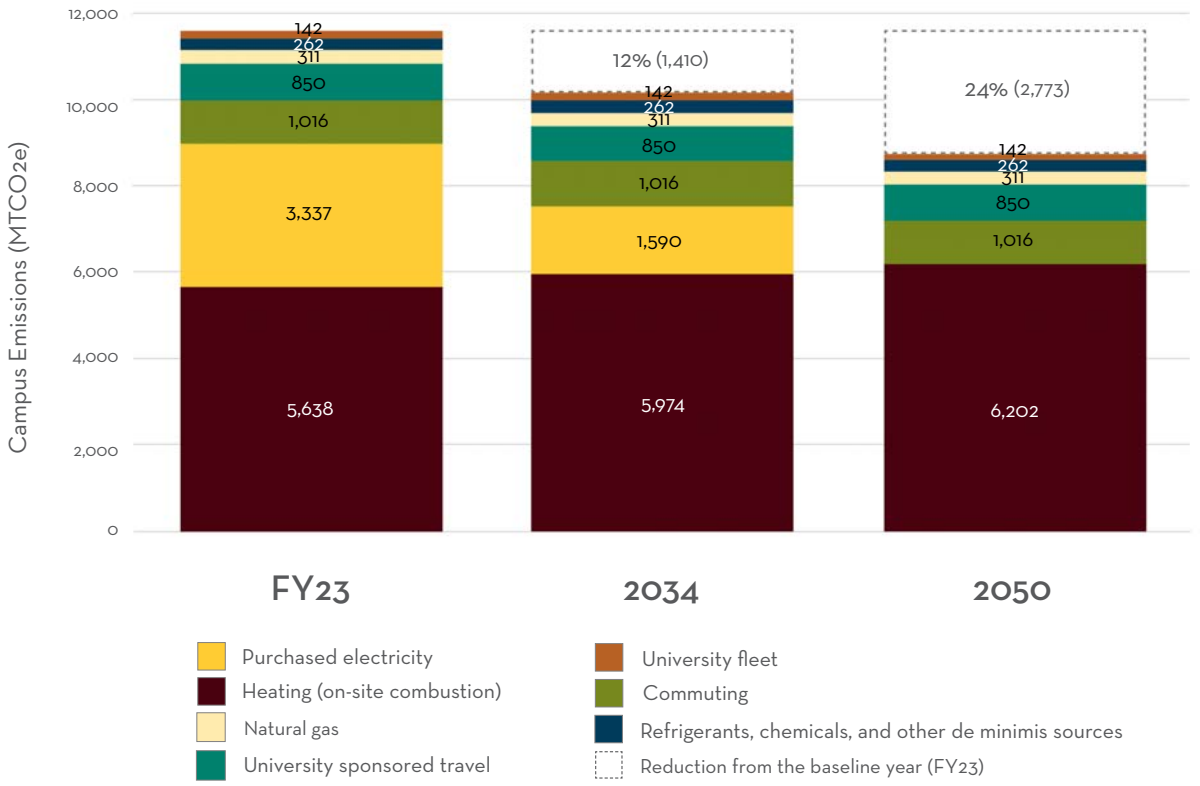
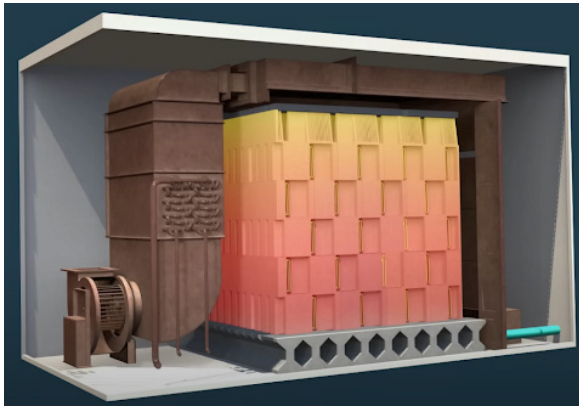


Figure 5: Reference case: This is a look at GHG emissions with a "business as usual" approach. The reduction in emissions accounts for the electric utility meeting state regulations to be carbon free by 2040.

8 The CAP uses the campus GHG emissions accounting to represent current data. When modeling the reference case and its alternatives the CAP generates a regression based model from historical data and estimates the electricity GHG emissions factor. The result is utility . This result is a slightly lower set of GHG emissions for the campus. For simplicity and transparency, this CAP reports on the published set of data: FY2023.

Campus Heating System Decarbonization Pathways

The following fuels and technologies were screened and considered by the energy decarbonization technical advisory group to replace existing heating systems on campus: combustion of biofuels, combustion of renewable natural gas, combined heat and power, electric/electrode (resistance), compound dynamic displacement heat pumps, positive displacement heat pumps, building exhaust recovery, air source heat pumps, low temperature geothermal, thermal storage (hot or cold water), and high temperature thermal energy storage (TES). These were then organized into logical combinations of fuels, technologies and approaches. Three approaches were selected for detailed study and are presented as follows.



Above: High-temperature thermal energy storage system works like a heat battery and increases the efficiency of electric heat plants. Image courtesy of Rondo Energy.

Option 1

Option 1 was a relatively simple approach to electrifying the existing district steam system. Steam electrification would be accomplished with electric/electrode (resistance) boilers, high temperature TES and using a carbon neutral fuel as a back-up source for peak winter conditions and in an emergency (interruption of electricity to the campus).

Option 2

Option 2 was a combined heating and cooling system that would replace steam with low temperature hot water and implement a campus chilled water system by installing a combination of central water-to-water heat pumps, low-temperature geothermal, electric/electrode (resistance) boilers, building exhaust heat recovery, disabled economizers, hot water TES, and cooling towers.

Option 3

Option 3 was a decentralized approach that would electrify the heating system at each individual building and abandon the use of a district system.

Choosing a Solution

Each option assumed the pursuit of on-campus renewable energy and building energy demand reduction, but none of the options are reliant upon these strategies. Discussion with the energy decarbonization technical advisory group included a comparison of the options to one another and the reference case, which focused on life cycle costs, emissions over the near- and long-term, annual emissions, maintenance, ease of operations, campus impact and resiliency.

Ultimately, the technical advisory group selected Option 1 to retire the campus coal plant and continue to use the campus-wide steam distribution infrastructure. Coal boilers will be replaced with electric steam boilers coupled with a high temperature TES unit. With the electricity grid assumed to be carbon free by 2040, electrifying the steam system will eliminate emissions associated with district heating. Operating electric resistance assets, while nearly 100% efficient (an improvement over fossil fuel combustion systems which are 70-85% efficient) can be expensive to operate. Electricity is often three to five times more expensive per unit of energy than fossil fuels.

However, the high temperature TES can help stabilize fuel costs. U of M Crookston will explore petitioning the electric utility to shift from a standard demand charge to a time-of-use rate structure. Otter Tail Power Company offers a very favorable time-of-use rate structure. The campus TES will be key to accessing this rate structure as high temperature TES uses high heat capacity media such as sand, salts, or bricks to store heat at high temperatures. During on-peak electricity periods, the high temperature TES can be dispatched and provide heat to campus without needing to run the electric boilers. During off-peak times, the TES can be recharged with electric resistance heaters when electricity costs are low. In addition to reducing electricity costs, the high temperature TES serves as a resiliency asset. Should the power be interrupted, the high temperature TES can provide heat to campus until power is restored. High temperature TES systems are viable, but unusual at this scale. Installing one on campus would be a signature investment for the system and a symbol of its commitment to innovation in decarbonization.

Buildings heated independently – Evergreen Hall, Heritage Hall, Centennial Hall, and Production Horticulture – will continue to do so and will leverage electrified systems. Technologies such as air-source heat pumps, electric boilers and/

or ground source heat pumps will be installed to ensure that these buildings are optimally efficient in their electricity use. The electrification of these buildings is slated to occur in the long-term and is estimated to add 800,000 kilowatt hours per year of electricity usage to the campus.

The CAP is being immediately followed by an all-University energy and utility plan to further study the technical feasibility and details. For example, the EUP will investigate if the electrical grid service to campus needs to be upgraded and, if so, by what date.

Building Energy Demand

U of M Crookston will reduce building energy demand through investing in energy conservation measures (ECMs). The optimal opportunity to install ECMs is during upgrades to address deferred maintenance and renovations to provide for program use changes. The Plan recommends a moderate level (generally, these are investments with a payback of up to fifteen years) of investment in energy conservation where the Campus Plan calls for renovations (Dowell, Owen, Selvig, Lysaker, UTOC, and McCall) and more limited energy conservation investments elsewhere. Minimally, energy conservation measures in every building should include LED lighting, air sealing, upgraded building controls, exhaust air heat recovery, temperature setbacks, and retro-commissioning. These investments will yield a 13% reduction in heating energy consumption and 17% reduction in building electricity consumption. At the 2023 electricity and heating GHG emission factors, these ECMs would reduce annual GHG emissions by 1,326 MTCO2e/yr.

The Campus Plan identifies opportunities for right-sizing the total square footage of the campus and adding new buildings. The Campus Plan includes options for decommissioning buildings if other spaces are properly renovated and configured. Should Hill Hall and Skyberg be removed, that would represent a GHG emissions reduction of approximately 482 MTCO2e from the reference case accounting. The Campus Plan also discusses the potential for two new campus buildings: a field house and a residence hall. These will be designed to meet or exceed a net zero operating target as defined by the Minnesota Buildings, Benchmarks, and Beyond (B3) Guidelines and Sustainable Building 2030 Energy Standards (SB2030). To reach this target, the new buildings will be highly energy efficient and will source renewable energy on campus, likely through rooftop solar installations.

Campus Electricity Generation

The campus has several locations to generate renewable electricity via ground, rooftop, and/or parking lot canopy solar photovoltaic arrays. The locations, as illustrated in the Decarbonization and Resilience Framework in the Executive Summary, equate to a full buildout capacity of 5,119 kilowatts (kW), producing an estimated 6,220 megawatt hours (MWh) of electricity per year. This is equivalent to 31% of the electricity consumption in 2050. However, the CAP recommends and assumes the build out of a 1.2 megawatt system (of direct current (DC) or 1 megawatt of alternating current (AC)) to stay within the electric utility's allowable net metering threshold. Renewable energy generation that exceeds this threshold is possible if the campus and its local electricity utility can reach an agreement for the rate of electricity exported from campus or if U of M Crookston can use all the electricity generated on-campus. Reducing greenhouse gas emissions through solar installations has a near-term value that will decrease over time as the electric utility transitions to 100% clean energy. The enduring value of solar on campus is energy independence, ensuring an energy supply at a known cost, and creating a visible display of the campus commitment to sustainability.

U of M Crookston is an unlikely candidate for wind energy given typical wind siting proximity to occupied buildings. However, U of M Crookston might be able to pursue partnerships with NWROC and/or neighbors to the campus to generate wind energy offsite but in close proximity to campus.[9] Should the campus succeed in developing a wind energy partnership at the scale of one of the turbines located at the University of Minnesota Morris, it would generate an additional 5,518 MWh of electricity per year, assuming an operation at a capacity factor of around 38%. As with solar installations, the greening of the electricity grid means that the value of wind energy in the long run is one of energy security and cost control.

University Fleet

U of M Crookston maintains a 28 vehicle fleet, several off-road vehicles, and lawn equipment. The fleet accounts for approximately one percent (1%) of the campus's total emissions (142 MTCO2e in FY23). The on-road vehicles in use are gas-powered and account for sixty percent (60%) of the fleet emissions. Diesel usage from off-road vehicles and lawn equipment accounts for the remaining forty percent (40%) of fleet emissions. The fleet inventory is expected to remain relatively stable in the near- and long-term. The rental fleet use is largely used to serve class field trips, athletic competitions, student club experiences, and admissions. It accounts for 50% of all vehicle usage and facilities and plant operations accounts for the remaining vehicle use.

9 The scope of this study did not allow for exploration with the electricity utility that serves the campus to establish the extent to which it can generate its own electricity. This will be accomplished through the University's Energy and Utility Plan, which is scheduled to immediately follow issuance of this report and explore the concepts presented in this Plan in greater detail.

Assuming market advancement in the availability and affordability of electric vehicles (EVs) and an advancing network of public charging stations on state roads and highways, the campus will be able to reduce its emissions from gasoline powered vehicles by at least forty percent (40%) in the near-term. U of M Crookston's advancement of this goal depends on the availability of reputable and affordable vehicles in the market and manufacturers meeting their stated targets for future production of electric vehicle types. U of M Crookston aims to reduce emissions from gasoline powered vehicles in the near-term by:

- replacing sedans, SUVs, and light duty vehicles with battery-electric and plug-in hybrid models,
- right-sizing vehicles, and;
- strategically maintaining and reassigning vehicles to delay purchase of gasoline powered vehicles until a suitable and affordable electric option is available.

Rental pool vehicles are regularly used for trips that currently exceed the range that a battery-electric vehicle (BEV) may travel on a single charge. Plug-in hybrid electric vehicles (PHEV) may provide additional assurances for these vehicles until an efficient charging network across the state is built out. The rental pool will also maintain a mix of gas and electric vehicles in the near-term.

To support electrification of the fleet, U of M Crookston will complete an electric vehicle charging assessment in partnership with NWROC to fully understand future electrical demand of both fleets on the shared campus. Based on the results of this analysis, the campus will consider if a new or renovated garage(s) as a charging hub near the current storage location/heating plant is needed. Drivers and rental pool users will be provided electric vehicle training and information about vehicle usage in winter, charging best practices, and long-trip planning.

U of M Crookston will begin to replace diesel powered off-road and lawn equipment with electric options with the near-term goal of reducing diesel fuel emissions by two-thirds. Combined with the emissions reduction from on-road vehicles, U of M Crookston will reduce emissions associated with fuel usage by 50% by 2034.

University Sponsored Travel

The UMN system advances campus ability to reduce GHG emissions associated with University sponsored travel by:

- Procuring carbon-free or sustainable transportation modes,
- Increasing utilization of carbon-reducing travel strategies, and;
- Developing a program for purchasing high quality carbon offsets with co-benefits linked to the type of travel.

In the near-term, travelers can use the University's travel registration system to see the carbon impact of the flight options they are considering and select a lower emissions flight, such as purchasing a direct flight. Other sustainable travel modes (i.e. trains) may be possible depending upon the location of travel. A systemwide committee will also be formed to consider offset options related to the type of travel that have additional co-benefits. In the long-term as airlines transition to sustainable aviation fuels (SAF), flights from airlines adopting and utilizing this technology will be prioritized. A Greater MSP-led coalition of partners with the State of Minnesota launched the first large-scale SAF hub in the Midwest in Minneapolis in 2023, stating, "SAF can reduce the lifecycle carbon emissions of flying by more than 80 percent."[10] Multiple University of Minnesota researchers are advancing this important work.

University sponsored air travel is estimated by the UMN system to account for 7% of U of M Crookston's current GHG emissions. The UMN system has limited University sponsored travel data and will improve records of sponsored air and ground travel. This Plan assumes a 10% decrease in air travel emissions in the near-term. Should the campus maintain the same amount of air travel, this will reduce associated GHG emissions from 850 to 765 MTCO2e per year.

Campus Commuting

Data generated through the CAP planning survey estimates that U of M Crookston's commuting-related GHG emissions is approximately 9% of the total emissions. Currently, employees account for approximately 30% of the campus population and 50% of emissions because a greater number of employees commute in fossil fuel powered or internal combustion engines (ICE) and single-occupancy vehicles (SOV) compared to students. This calculation takes into account hybrid work and learning as well as students living on campus.

At current commuting mode splits, or distribution of how people travel, projected enrollment growth has the potential to increase U of M Crookston's emissions from commuting. To combat this, U of M Crookston will focus on shifting commuters from fossil fuel powered or ICE and SOV to more sustainable options - like carpooling, shuttle buses, and electric vehicles.

U of M Crookston will strive to reduce emissions from commuting by 25% in the near-term

10 https://www.greatermsp.org/pages/saf/

by employing new programs and initiatives. Recommendations to promote sustainable commuting, include:

- Invest in carpool education and matching, especially for students.
- Explore a partnership with Tri-Valley Heartland Express for shuttles for regularly scheduled routes from typical student and employee housing apartments and Grand Forks to campus.
- Extend and improve bike trails into campus.
- Supply EV chargers for visitors near Kiehle Hall.
- Assess demand and growth for EV chargers for residential students and commuters and develop hubs, for example in parking lots near residential buildings.
- Increase training outreach to employees about electric vehicles.

This target is also based on the following assumptions:

- Increase the percentage of students that live on campus.
- Hybrid work and learning for in-person community remains relatively constant.
- Small increase in walk/bike, which is likely to be seasonal.
- The bus/shuttle increase is manageable within one or two small transit buses.
- Carpooling is likely to be the easiest mode shift option for students.
- Increases in the EV percentage in the near-term for faculty and staff match the statewide target.

Livestock, Agricultural Practices, Fugitive Emissions and De Minimis Sources

Livestock and agricultural practices, such as storage of manure, emit methane, nitrous oxide, and carbon dioxide. The US EPA reports that each cow generates between 154 and 264 pounds of methane gas each year and that methane is more than 28 times the potency of carbon dioxide as a greenhouse gas. Innovation in agricultural practices, some the subject of federal incentives, is expected to accelerate the agricultural industry's practices to limit these emissions. As the campus expands its capacity to account for GHG emissions, it will also focus on total emissions from animals and agricultural practices.

Fugitive emissions are unintentional emissions from pressurized containment such as appliances, storage tanks, and piped systems, including refrigerants. The Clean Air Act and the Montreal Protocol compel phasing out use of refrigerants that are, or contain, hydrofluorocarbons. The US EPA's schedule is to totally ban the use of hydrofluorocarbons in 2030. Alternative fuels that offer similar efficiency and capacity are available. Fertilizers also generate fugitive emissions and this is a particular concern where fertilizers are used intensely, such as on an agricultural campus.

With support from the University System's record keeping infrastructure, the campus will expand GHG emissions accounting to include refrigerants and to identify and account for other de minimis sources. Federal guidance on refrigerant replacements will be followed. Programs such as green lab initiatives and procurement changes to limit chemicals used in cleaning and in fertilizer products will significantly mitigate the associated emissions.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Climate Adaptation 3

Planning for Climate Change

The Intergovernmental Panel on Climate Change (IPCC) is the United Nations body for assessing the science related to climate change. The IPCC synthesizes the work of nearly 1,000 climate scientists. IPCC reports are recognized as the penultimate climate change data source and are the basis for international and national policies to mitigate climate change. The IPCC's Sixth Assessment Report finds that human-induced global warming is responsible for 2°F of warming and documents the impacts of that change. Human-generated GHG emissions, including carbon dioxide and methane, are primary drivers of climate change and thus are the focus of global and local activity to reduce emissions.

Climate Modeling For Polk County

Climate modeling for this Plan was sourced from the University of Minnesota's Climate Adaptation Partnership's CliMAT model, an interactive online tool that provides highly localized climate projections for Minnesota.[11] Climate models provide projections for various annual trends and change based upon different GHG emission scenarios. The higher emissions scenarios result in greater changes compared to the current climate. Polk County could experience more extremely hot days, fewer days below freezing or with snow cover, and a change in seasonal precipitation with wetter springs, drier summers, heavier rain events, and longer dry spells without measurable rainfall.

Polk County Climate Data	Historical Record (1995-2014)	Intermediate Emissions 2040-2059 (RCP 4.5)	High Emissions: 2040-2059 (RCP 8.5)
Average daily maximum temperature	52°F	56°F	57°F
Number of days above 95°F	9 days	23 days	30 days
Number of days with a maximum below 32°F	169 days	148 days	146 days
Total annual increase precipitation	24"	25"	22"
Number of days with precipitation above 1"	5 days	5 days	4 days

11 Liess, S. Roop, H.A., Twine, T.E., Noe, R., Meyer, N., Fernandez, A., Dolma, D., Gorman, J., Clark, S., Mosel, J., Farris, A., Hoppe, B., Neff, P. 2023. Fine-scale Climate Projections over Minnesota for the 21st Century. Prepared for the University of Minnesota Climate Adaptation Partnership. V1 released October 2023.

Climate Adaptation Planning: U of M Crookston and the City of Crookston

The City of Crookston's concern to address climate change is evidenced in the city's Population Vulnerability Assessment and Climate Adaptation Framework (2018) which shows the climate risk for the campus to be limited as compared to other parts of the city. Still, the report's adaptation measures offer climate enhancements that can also benefit the campus. These "no regrets" activities work to adapt to and/or mitigate climate change and promote other goals.

Adaptation and resilience measures for U of M Crookston, many of which are also identified for the City of Crookston include:

Community

- Educate the community about climate change and climate risks.
- Encourage and incentivize faculty members to conduct research that addresses climate change solutions specific to Northwest Minnesota.
- Identify and provide for the needs of the populations most vulnerable to climate change risks.
- Ensure the campus community is appropriately informed of available physical and mental health care.
- Address campus resilience in campus safety and emergency management plans, including offering shelter to the larger Crookston community.
- Prioritize field projects that serve environmental justice neighborhoods and communities.
- Identify a campus location to expand the food pantry and to locate the free store.

Environment

- Plant climate adaptive trees and other vegetation.
- Design stormwater management capacity for future needs.
- Reduce water consumption on campus.
- Reduce the volume of waste generated on campus through strategies for smart procurement, recycling and composting.

Infrastructure

- Incorporate climate projections into the design of campus buildings and infrastructure.
- Partner within the region to increase use and access of public transportation in general and to provide for the campus commuting needs.
- Develop an understanding of, and plan for, grid capacity and conditions in partnership with the electric utility.
- Be energy efficient in building design and operation.
- Establish back-up energy sources serving critical functions as the priority.
- Install air conditioning systems in buildings that are regularly used in the summer months.

The University of Minnesota Climate Adaptation Partnership (MCAP) is a multi-sector, statewide group that leverages academic research to advance climate adaptation and capacity-building. Created in 2008, the mission of the partnership is to "support thriving communities and landscapes through collaboration, capacity building and advancing climate-informed decision-making." [13] *The partnership is supported by the University of Minnesota Extension and the College of Food Agricultural and Natural Resource Sciences. MCAP projects address a range of topics, such as explaining atmospheric river hazards, supporting mental health professionals in addressing climate change impacts, launching a climate-smart agricultural extension program, and a variety of specific applications of climate modeling. MCAP offers other scientists, academics, and the public a number of tools and resources to advance their knowledge and educational impact at the state and local level.*

Implementation Support 4

Implementation Support

The wisdom of the 2010 Climate Action Plan endures in stating: "Serious implementation of an action plan to achieve climate neutrality is no small matter and requires a culture change... From an institutional perspective, when sustainability is included as a priority in campus strategic planning and master planning documents, this sends a powerful message to the campus community. Recommended approaches include... creating an innovative and creative campus community where all are included and all can participate."

During the planning process, common themes or cross-cutting initiatives emerged as critical components to achieving mitigation and adaptation goals of the Climate Action Plan. The cross-cutting initiatives highlight how cultural, structural, and systemic changes will be necessary to go beyond the current status quo or business as usual.

Advancing Campus Sustainability Culture

As described in the 2010 Climate Action Plan, the Center for Sustainability and Crookston Students for Sustainable Development (CSSD) leads the campus on "the journey towards a more sustainable, energy efficient, and climate neutral campus." The Center works with faculty, staff, and students to inspire life choices that conserve resources, are good for all people, and are good for the planet. The Center for Sustainability and CSSD foster dialogue and discovery of practices that lead to individual and institutional actions towards sustainability.

U of M Crookston looks to build on its existing momentum to create a culture of sustainability through strategic outreach, programming support, and investments. In addition to current engagement efforts and initiatives as described in Chapter 1, U of M Crookston will continue to advance a culture of sustainability on campus through strategies such as:

1. Expanding the sustainability element of the first-year orientation program.
2. Encouraging and incentivizing faculty members to maintain or introduce the UN Sustainable Development Goals into the curriculum and research.
3. Recognizing faculty, staff, and students for their efforts to promote and deploy the UN Sustainable Development Goals at the campus level.
4. Integrating sustainability and climate action into campus policy, all campus plans, and procedures.

Plan Financing and Funding

Funding to accomplish the goals of the CAP will be a blend of familiar resources and innovative financing means. For actions within U of M Crookston's direct financial control, grants, alignment of internal resources and procurement processes, and seeking other external resources will help move initiatives forward.

Strategies to fund climate action that are in development or use by the University include:

- Pursuing grants and incentives that align with the Plan's objectives.
- Creating a task force to recommend on the use and value of a carbon price.
- Increasing capacity, tools and support to implementation strategies.
- Pursuing funds available from the Inflation Reduction Act, if applicable to energy and utility investments.
- Incorporate CAP recommendations in the annual operating budget, annual capital budget, and 6 year capital plan requests and regularly inform the campus community of budgeted elements.
- Present financial requests using the proposed project's total cost of ownership. The University Board of Regents Policy "Sustainability and Energy Efficiency" commits the University to use a life-cycle cost approach to establish the total cost of ownership when considering investments.
- U of M Crookston will structure its capital and operating budgeting processes to identify proposed elements that work to reduce use of fossil fuels, reduce energy use, and advance other sustainability initiatives. It will assess how these fare in priority setting and it will inform the campus community of budgeted elements that advance its energy management and sustainability objectives.

Internal Capacity

Sustainability and climate action are integral to the University's mission. All members of the campus community play an important role in advancing sustainability and climate action in their work and studies. To advance strategies found in the 2024 Campus and 2024 Climate Action Plans for Crookston, the University's systemwide resources within sustainability, planning facilities management, administration and other offices will provide additional active support. In addition, U of M Crookston does not currently have a full-time employee position dedicated to sustainability. In the near-term, student positions and AmeriCorps positions, such as ClimateCorps and GreenCorps, may help to increase capacity. In the long-term, the U of M Crookston will consider adding additional employee capacity to support the implementation of the CAP. This could take on a variety forms from adding new staff positions to creating more dual-appointments for faculty leading on-campus implementation efforts.

Partnerships and Related Initiatives

Empower Crookston is a group of regional partners including U of M Crookston, the City of Crookston, Crookston Economic Development Authority, Northwest Regional Sustainable Development Partnerships, CERTs, Otter Tail Power, Fresh Energy and others. This group is working closely to advance sustainability and clean energy initiatives in the region as a subthread to the Empowering Small Minnesota Communities program through the MN Design Center. Partnerships through Empower Crookston will be explored for the collective benefit of the region, which could include the co-development grant proposals, linking curriculum to community priorities, and identifying shared resources.

Other UMN partnerships and initiatives will also continue to advance the CAP strategies. For example, the Energy and Utility Plan led UMN Energy Management as a systemwide effort will complete a detailed technical analysis of the CAP goals. The Northwest Research and Outreach Center will be a critical partner through the EUP and fleet decarbonization given their reliance upon U of M Crookston's electric service and shared needs.

Plan Implementation

U of M Crookston and the University of Minnesota's Systemwide Office of Sustainability will partner to prioritize immediate term actions, build a culture of sustainability, increase capacity on campus, coordinate partnerships and develop financial strategies to advance implementation. Implementation will also be advanced through University leadership efforts, such as securing funding for capital and operational investments identified in the Plan.

Acknowledgements 5

Acknowledgements

Chancellor

Mary Holz-Clause, Ph.D.

Advisory Committee

The Advisory Committee met frequently throughout the planning process. Their time, perspectives, and expertise were incredibly valuable.

Jacob Bell, Faculty - Humanities, Liberal Arts, Education

Sydney Campbell, Student Representative

Katy Chapman, Faculty, Sustainability Director

Amberly Cox, Admissions Assistant Director

Steph Helgesen, Athletic Director

Al Fattal, Faculty - Business

Leslie Lekatz, Faculty - Agriculture and Natural Resources

Chris Mechell, Technology Support Specialist

Ryan Moe, Facilities Director

Brooke Novak, Student Affairs

Hannah Rovegno, Student Representative

Louis Siegel, Student Representative

Sharon Stewart, Faculty - Math, Science, Technology

Chris Winjum, Assistant to the Chancellor

Campus Leadership

In addition to those who served on the Advisory Committee, the following members of the Senior Leadership Team contributed valuable experience and expertise.

Brandy Chaffee, Director of Alumni and Donor Relations

Sue Erickson, Director of Institutional Engagement and Interim Director of Admissions

Lynsey Huseth, Director of Strategic Marketing and Communications

Rosemary Johnsen, Vice Chancellor for Academic and Student Affairs

Tony Kern, Associate Vice Chancellor of Agriculture & Natural Resources and Math, Science & Technology

Tricia Sanders, Director of Finance

Dale Scully, Associate Vice Chancellor for Student Affairs

Jess Bengston, Communication Specialist

Focus Groups and Additional Stakeholders

Many members of the U of M Crookston community participated through focus groups, stakeholder meetings, and workshops and their insights helped shape both the Campus Plan and Climate Action Plan.

Focus Groups

- Athletics
- Academic Spaces and Online Education
- Residence and Student Life
- Community
- Energy and Decarbonization Technical Advisory Committee
- Alumni and Development
- Mobility and Transit

Stakeholders

Crookston Students for Sustainable Development

Empower Crookston

Empowering Small Minnesota Communities

UMN Northwest Research and Outreach Center (NWROC)

UMN Extension - Northwest Regional Sustainable Development Partnership

Crookston Campus Community

Thank you to the many U of M Crookston students, faculty, and staff who shared their perspectives online and in conversations with the planning team.

Appendices 6

Appendix A: Definitions

- Carbon neutral – a balance between emitting and absorbing carbon dioxide from the atmosphere.
- Decarbonization - the process of reducing greenhouse gas emissions. When associated with energy consumption, this is inclusive of energy conservation and fuel switching, oftentimes through electrification.
- Electrification - the process of converting building and campus heating sources from combustion (typically natural gas and other fossil fuels) to electrified sources (typically heat pumps).
- Energy Conservation Measure (ECM) - reduces the energy use of a particular piece of equipment or building systems. ECMs can have varying impacts on reducing energy consumption (total energy consumed) or reducing energy demand (rate at which energy is consumed).
- Geothermal (also referred to as geo-exchange) – this technology uses water and geothermal wells instead of air as a heat source and heat sink, depending on the required mode of operation. Typically, ground source heat pumps are paired with a bore field consisting of an array of wells drilled 500-1,000 feet deep. Units operate in either heating or cooling mode. They are more efficient than air source systems because of the temperate source/sink temperatures. A set of valves directs the chilled hot water and hot water to the appropriate building distribution system. Hot water temperatures more than 140°F are challenging for this equipment type so terminal equipment retrofits are often required.
- Greenhouse gas emissions - sometimes referred to as “GHG emissions", “carbon pollution,” and/or “carbon emissions,” are pollutants emitted by an entity that contributes to climate change. These emissions are gases that trap excess heat in the earth's atmosphere. Carbon dioxide is the most common greenhouse gas and is sometimes used to represent all greenhouse gases. Other greenhouse gases are methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, sulfur hexafluoride, and nitrogen trifluoride. Often these emissions are a result of combusting fossil fuels, but can also be from refrigeration systems and/or agriculture.
- Renewable natural gas – highly processed biogas used as a substitute for fossil fuel-based natural gas.
- Solar photovoltaics (PV) – technology that converts sunlight to electricity.
- MTCO2e or MTCDE - Metric tons of carbon dioxide equivalent. This accounts for CO_2 emissions, as well as the global warming impact of other emitted gases like NOx and SOx. The metric is meant to account for the overall global warming impact of an emission stream.

Appendix B: GHG Methodology

- **Coal (heating) -** FY2023 data was sourced from the SIMAP database. Modeled 2025 consumption was estimated by creating an outdoor air temperature based linear regression and subsequent hourly heating demand model. An average coal to steam efficiency was calculated from historical steam generation and coal consumption logs. The heating demand model was used to estimate the consumption of coal for the reference case and alternatives cases up to the point of transition of the central plant. 4,058 lbs CO_2e/ton was used as the emission factor for coal. This was sourced from the SIMAP 2022 Emissions factors table.

- **Electricity** - FY2023 electricity related emissions were sourced from SIMAP. Historical electricity data was used in the modeled cases. Modeled 2025 electricity was divided into two categories: central utility plant (CUP) and all other (non-CUP). The reference case assumed that 5% of the annual campus electricity was related to the existing coal plant. Building load growth, energy savings measures, and renewable energy installations were added and subtracted from each model's non-CUP electricity load. An energy model was run for each year of the analysis with the modified heating and cooling demand of campus. Constant equipment performance curves were utilized and pieces of equipment were dispatched in order to maximize energy cost savings. The result was an hourly demand profile of the CUP for electricity. This was then aggregated into annual values and added to the Non-CUP electricity usage. The total electricity usage of campus was then multiplied by the forecasted Otter Tail Power GHG emissions factor. These factors were estimated from publicly available historical data and were projected to achieve the state mandated 100% clean energy by 2040. The interpolation was linear between 2025 and 2040 since, at the time of this writing, Otter Tail Power Company has not published a plan or timeline to achieve the 2040 mandate.

- **Fleet** – Fuel usage data is collected each time fleet vehicles are refueled. The total amount gallons of fuel by fiscal year are entered into the Sustainability Indicator Management and Analysis Platform (SIMAP) to estimate the emissions. University emissions inventory for FY2023 was used as the basis for estimating 142 $MTCO_2e$ as the 2024 emissions from this source.

- **Commuting** – Commute data was collected from employees and students through the MyCampus survey about their primary commute mode, distance traveled, and the number of commuting days in the Fall (which was assumed for the entire fiscal year). A consistent survey tool will need to be developed to calculate commuting emissions in the future. Greenhouse gas emissions associated with student, faculty and staff commuting data was largely generated through use of SIMAP. The current electric vehicle adoption rate (0.4%) was entered for staff and faculty. The annual commuting duration for faculty was assumed to be nine months to match their appointment, staff were assumed to commute 50 weeks to account for vacation, and students commuted for 34 weeks to account for the academic calendar. Data and information provided through this study and data from the University's FY23 commuting emission calculations were used to estimate $MTCO_2e$ as the 2024 greenhouse gas emissions for this source.

- **University Sponsored Travel -** The University's central finance office provided purchasing data for flights, which was converted to passenger miles and emissions. Only air travel emissions are partially reported at this time. For example, study abroad has not been tracked because students purchase air travel independently. Other types of air travel are partially tracked through University purchasing systems. In the future, data on passenger miles travels, and reasons for travel can be collected to improve the understanding of University sponsored travel emissions and better inform climate action going forward. Data gathering, including emissions related to ground transportation, is another area to improve upon. University data for FY2023 was used to estimate 850 $MTCO_2e$ as the 2024 greenhouse gas emissions for this source.

- **Livestock, Agricultural Practices, Fugitive Emissions and De minimis Sources** - The number of animals and livestock on campus varies throughout the year, but the total headcount on campus was used to calculate emissions using SIMAP. Headcount was collected for cows, goats, horses, and sheep. The University also uses fertilizers for campus land care. The amount of pounds of fertilizer along with the nitrogen content is entered into SIMAP, which calculates the emissions for this category. The University does not currently track refrigerant emissions. With new EPA regulations and support from University Environmental Health and Safety, this will likely be collected in the future.

University of Minnesota Crookston Campus and Climate Action Plans

Board of Regents | Finance & Operations Committee | February 13, 2025

Mary Holz-Clause
Chancellor

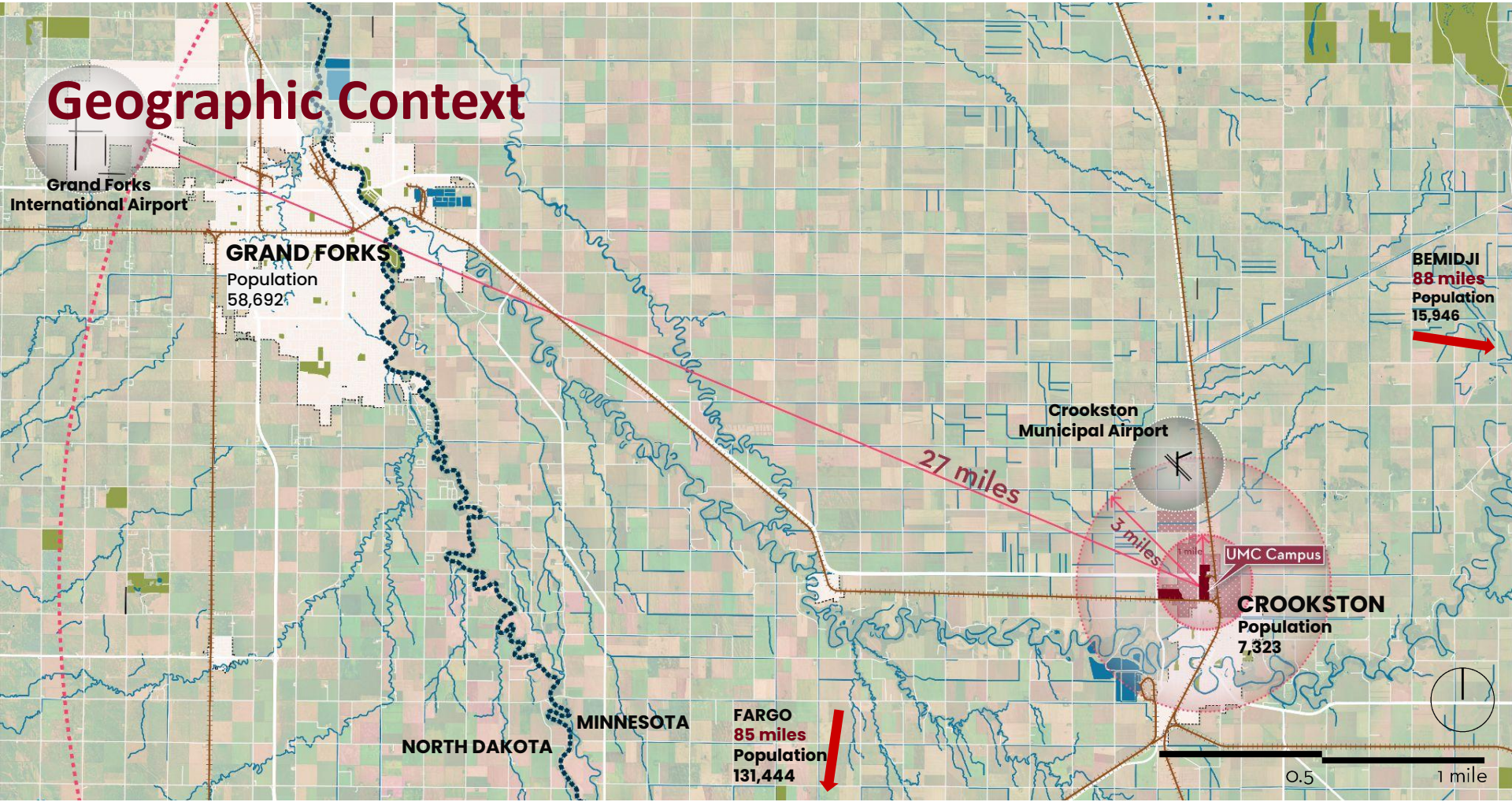
Shane Stennes
Chief Sustainability Officer

Monique MacKenzie
Director of Campus and Capital Planning

Looking to the Future of UMN Crookston

Why undertake campus and climate action planning (CCAP) together?

1. Advance **MPact 2025's systemwide commitment**
2. Develop **principles** to guide decisions about the **physical campus**
3. Explore **partnerships** to meet shared goals
4. Identify strategies to achieve **carbon neutrality by 2050** and **build resilience** to climate change


Geographic Context
Grand Forks International Airport
GRAND FORKS
Population
58,692
27 miles
Crookston Municipal Airport
3 miles
1 mile
UMC Campus
CROOKSTON
Population
7,323
BEMIDJI
88 miles
Population
15,946
MINNESOTA
NORTH DAKOTA
FARGO
85 miles
Population
131,444
0.5
1 mile

Big Ideas

1. **Modernize and reinvest in the campus.**

2. **Enrich and enhance the three quads.**

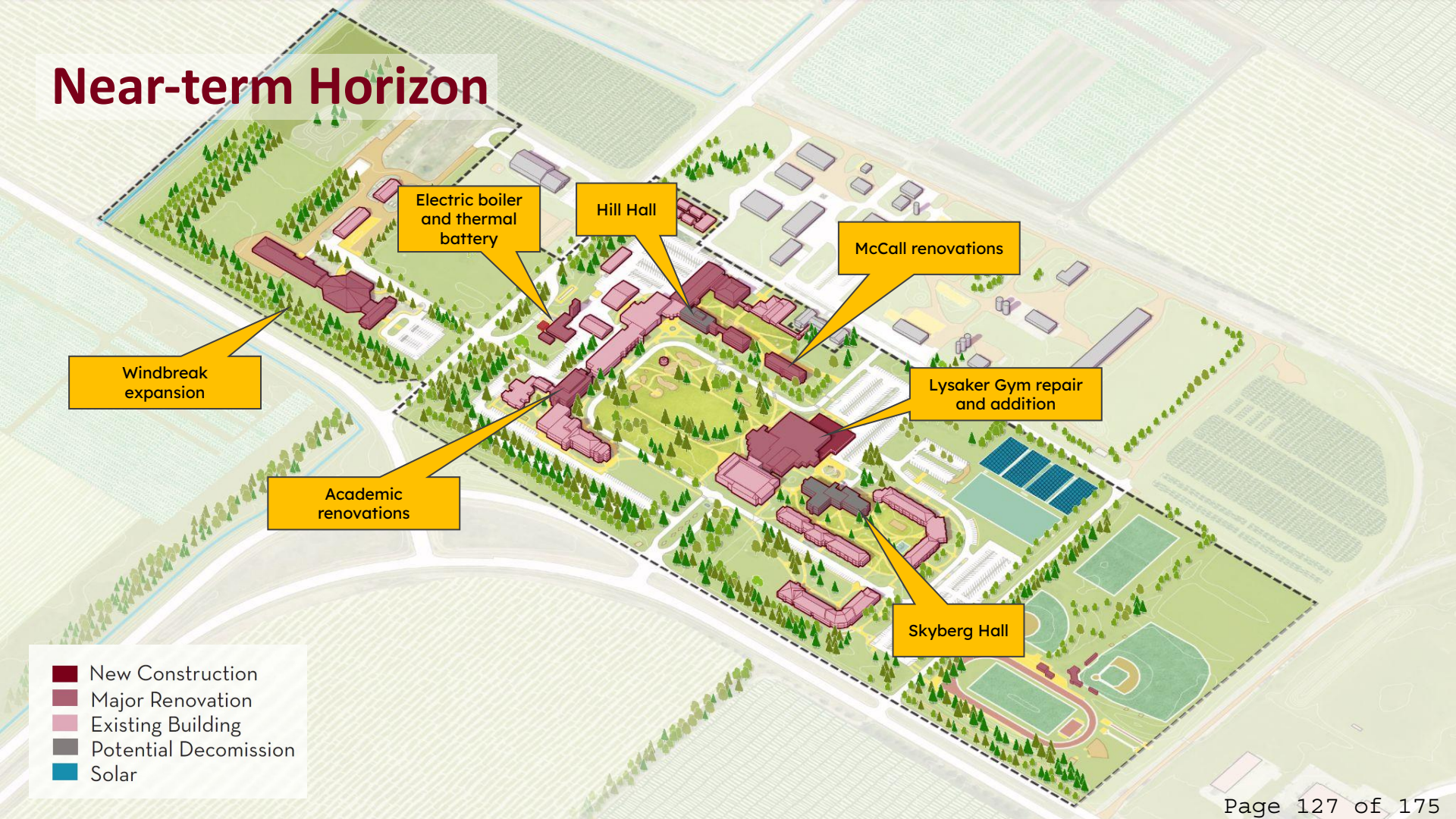
Big Ideas

3. Contribute to the working landscape.

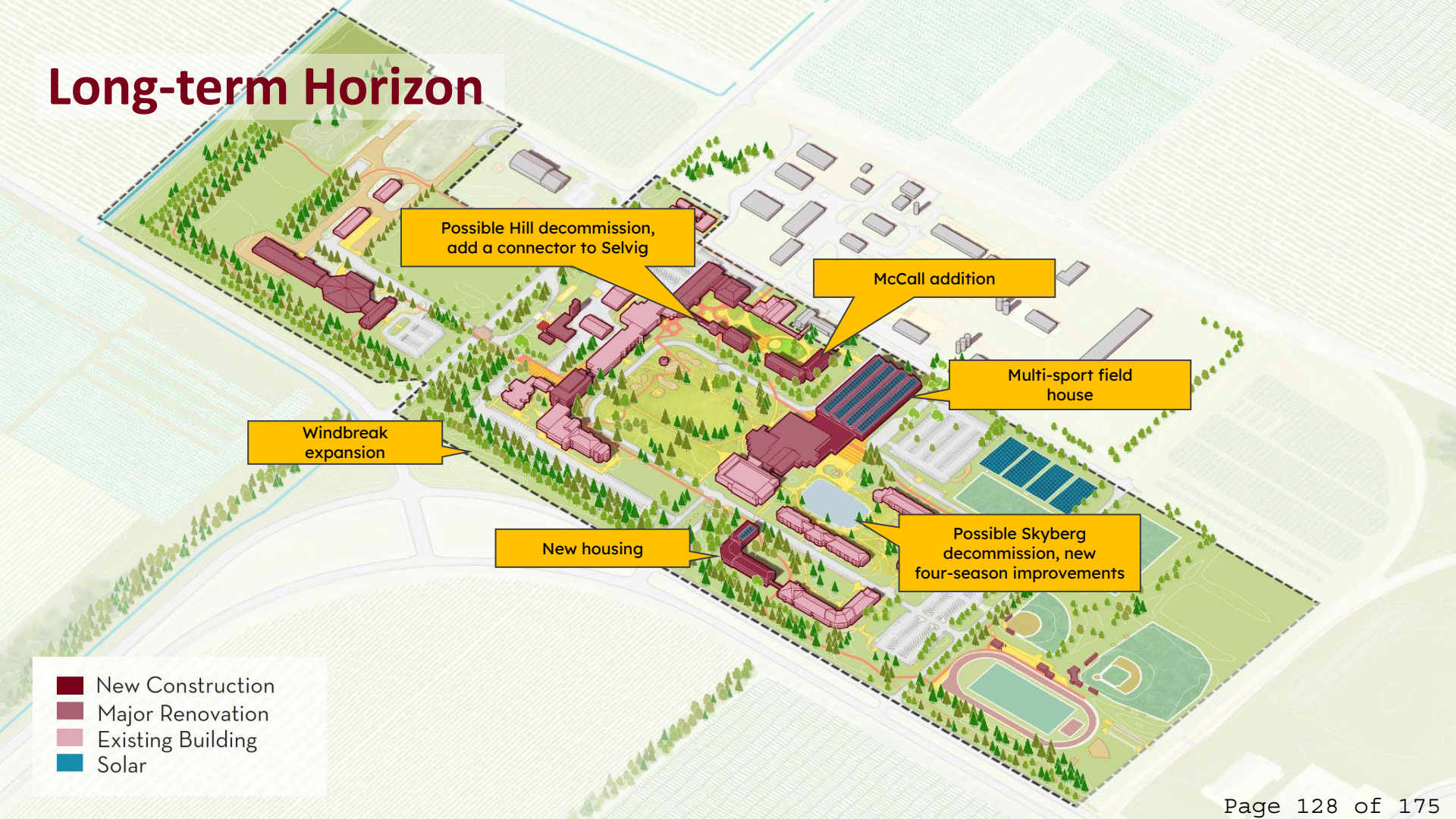
4. Enhance campus connections and gateways.

5. Reimagine space for athletics.

Near-term Horizon



Long-term Horizon



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BOARD OF REGENTS
DOCKET ITEM SUMMARY

Finance & Operations **February 13, 2025**

AGENDA ITEM: FY 2026 Annual Operating Budget Framework

☐ **Review** ☐ **Review + Action** ☐ **Action** ☒ **Discussion**

☐ *This is a report required by Board policy.*

PRESENTERS: Julie Tonneson, Vice President and Budget Director

PURPOSE & KEY POINTS

The purpose of this item is to discuss the FY 2026 Annual Operating Budget Framework, highlighting revenue and expense categories. This is the final committee discussion on the FY 2026 budget before the presentation of the President's Recommended Annual Operating Budget for FY 2026 at the June 2025 meeting.

Budget Development

Budget planning starts each year with the development of the budget framework: a high-level set of assumptions regarding changes in revenues and expenditures that summarizes plans for achieving a balanced budget. It focuses on the state appropriation and tuition as the significant unrestricted funds available to support the maintenance and operations of the University's core missions.

The other funds of the institution (fees, auxiliary and other unrestricted sales, restricted grants, contracts, gifts, etc.) are incorporated into detailed budget planning for each relevant unit and are estimated and provided at the total University level as part of the recommended annual operating budget. In any given year among different units of the University, increases and decreases in these other funds can play a significant role in supporting program enhancements and general cost increases in existing activities. In addition, in times of significant budget disruptions, available Central Reserves funds can be accessed to cover one-time needs or bridge to future revenue growth or spending reductions. The recommended annual operating budget presented in June will be an all-funds budget and the process to arrive at that point requires more detailed conversations, and ultimately decisions, on variables that will impact the state appropriation and tuition portion of the budget in particular.

Budget development is a process of asking and answering questions about what to plan as the incremental changes for each major resource and each major expenditure category. For example, answering questions about the goals for tuition rate changes and internal reallocations, coupled with goals for salary increases and addressing programmatic initiatives, may first lead to an imbalanced budget plan. If so, that requires going back to each question and adjusting answers until final plans balance the budget to address University goals in the best way possible. The primary

variables driving budget planning at the systemwide level are described below and will be the topic of conversation for this agenda item.

Resource and Expenditure Categories

Resource Categories

State Appropriation

In the biennial budget proposal to the State for the 2026–27 biennium, the University is requesting a continuation of base health care access fund appropriation ($2,157,000 annually for primary care education initiatives), cigarette tax appropriation ($22,250,000 annually for the academic health center), and general fund appropriations ($740,732,000 annually as Operations & Maintenance and State Specials) with incremental increases for the following (as approved by the Board of Regents in October 2024):

1. An incremental recurring base increase for core mission support, including a priority investment in the University's current workforce. The additional appropriation would contribute to holding down tuition increases, supporting student services, ensuring delivery of high-quality instruction, research, and public service, and providing safe, maintained spaces for students, faculty, staff, and the public. The request is for $120 millionin new funding across the biennium. Currently, projected general inflation indicates annual cost increases of roughly $70–$80 million per year. In addition, there are known cost categories that will experience inflation above that of the general Consumer Price Index (CPI) rate, and the University has been under-investing in some key spending areas that are now prioritized for future investment (compensation and facility maintenance in particular). Combined, the inflation and other prioritized spending needs lead to an estimated total expenditure growth of $265 million by the end of the biennium. The biennial budget request proposes a partnership with the State of Minnesota to fund this required level of spending: 45 percent from the State in new O&M appropriation ($120 million), and 55 percent from the University ($145 million) through increased tuition revenue (enrollment and tuition rate increases), increased reliance on other unit revenues where possible, and additional internal spending reductions on lower priority items or associated with scope reduction. If the State funds this request, specific allocation of dollars across the institution will be determined through the internal annual budget development process as directed by the President and approved by the Board.

2. The second portion of the biennial budget request is moving our priorities forward. The University is proposing a series of high-priority funding opportunities spanning the University's three missions of teaching and learning, research and discovery, and outreach and public service. These three proposed investments were selected because they support the State and build on initiatives already underway at the University. Funding for these three requests will advance that work to a new level, better serving students, businesses, communities, and the state more broadly. In ascending order of magnitude they are:

    - Enhancing the Student Experience – $30 million recurring requested in FY26 for the biennium would provide additional programs, services, and learning experiences for students across the entire University system. Funding would be used for direct student support, staffing for increased service levels, advanced

technology tools and data infrastructure, and a consistent funding stream for classroom improvements.

- Research to Drive Economic Growth – $40 million recurring requested in FY26 for the biennium to capitalize on the University's strengths in four areas of research, development, and innovation: biomanufacturing, advanced agriculture, hypersonics, and green energy-green iron. These research priorities are aligned with projects already supported by the State and Minnesota-based companies, and aligned with federal priorities. State funding will be used to hire new faculty, researchers, data analysts, and other research personnel; support postdocs, students, and other trainees; and purchase required infrastructure, equipment, and supplies.
- Healthiest State for All Minnesotans – $45 million recurring requested in FY26 for the biennium to begin implementation of the University of Minnesota Health Sciences Strategic Plan. Minnesota is known as the best state for healthcare in the nation, but we need to take action to continue to improve health outcomes for all Minnesotans and ensure everyone has access to top-quality healthcare. State resources will be used to tackle workforce shortages, health inequalities, insufficient access to healthcare across the state, and health outcomes. This request is separate from but supports and aligns with the recently stated proposed goals and vision for the "all-Minnesota" healthcare solution between the University and Essentia Health.

Tuition

Decisions related to resident and nonresident undergraduate rates for FY26 need to consider a variety of factors: projected cost increases (inflation), desired investments in excellence, available increases in state appropriations, the tuition level rank by campus in their various comparison groups, the availability of need-based financial aid for students, and the financial burden placed on all students and families.

For FY26, each one percent increase in **resident** undergraduate tuition is equivalent to the following in estimated incremental new tuition revenue:

- Twin Cities campus = $4.0 million
- Other system campuses combined = $1.2 million

For FY 2026, each one percent increase in **nonresident** undergraduate tuition is equivalent to the following in estimated incremental new tuition revenue:

- Twin Cities campus = $1.4 million
- Other system campuses combined = $0.1 million

The graduate and professional tuition rates vary by school and program, often reflecting market rates, unique program rankings and student demand, earnings potential for students, and student debt load at graduation. Most of these rates have generally increased at the same rate as the Twin Cities resident undergraduate rate over the last several years, with professional program rate changes varying based on the considerations just mentioned. Each one percent increase in these tuition rates (if all were to be raised at the same rate) would generate an estimated $3.7 million in new tuition revenue.

Reallocation

Reallocation in the budget planning context means that decisions are made to reduce spending in some areas/activities to pay for cost increases and investments in other areas/activities—on a recurring basis. In each of the last ten years, planned reallocations have been incorporated into the budget framework in the range of 1 to 2.5 percent of total unit allocations (state appropriation and tuition for academic units and general O&M for support units). The amount of reallocation required has not been identical (across-the-board) for all units. It has varied based on each unit's unique financial circumstances and needs. The total amount incorporated into the budget has been calculated as that needed to balance the budget in combination with planned revenue increases and priority costs and investments.

As the University plans the budget for FY26, planned spending reductions and reallocations will continue to be an essential part of balancing the budget, even as the focus or goals may shift from year to year. Even with stable or growing state support, the need to reprioritize the use of resources will remain. It is apparent that in the last ten years the University has underinvested in critical support functions and has not advanced transformative-level investments. As a result, the need for revenue growth and internal reallocations has grown in magnitude, and the University has embarked on a variety of planning exercises to create a range of reallocation options for the budget: a standard process using a traditional base across all academic and support functions for which each 1 percent reallocation "frees up" $22 million for redeployment in the budget, and a supplemental planning exercise for the academic units to think through optional scenarios for a 7 percent reduction on a revised base (would equate to roughly 4.25 percent of the traditional base). Options resulting from this process will be considered along with changes in other revenues and choices on the spending side of the equation to arrive at a recommended balanced budget for next year.

Expenditure Categories

Inflation

The University experiences inflation in many different ways. Like a personal household, costs for some items in a given year may grow significantly, while prices for other items remain flat or even decrease. The University could be considered a collection of many different "households" or "cities." Given the diversity in purpose and activities found across campuses, colleges, and support units, inflation affects these units differently. For example, just prior to the pandemic, University Libraries faced inflation rates on collections materials and subscriptions well beyond what is captured in the different aggregate inflation indices, and virtually no other University unit has had to manage that expense. In some years, prices for materials used in art classes (precious metals), labs (gases and chemicals), or facility projects (lumber) might be high, but again, those costs impact only some specific units. These examples are combined with more general cost increases experienced broadly for salaries, fringe benefits, utilities, office supplies, etc.

This environment leads the University to manage inflationary costs in three primary ways:

1. Some cost increases are addressed at the institutional level through planning as part of the budget framework. These items are identified and estimated as required obligations when making resource decisions. This is true for utilities, debt service, technology maintenance agreements, and so forth, as well as for compensation

(general salary pool and fringe benefits). The institution makes decisions on how to support these cost increases in building the budget framework during the budget development process.

2. For other general cost increases that will impact all units but to varying degrees (sometimes in insignificant amounts), units are asked to manage them within their local budget planning processes. No institutional-level decision is made on how to handle the costs of pens and paper, for example. Each unit assesses its need and buys these types of items over time, budgeting for a revolving set of needs annually (same total dollar amount but varying purchases each year, for example). They will use reserves and balances if necessary and rely on the annual variances in the budget (actual expenditures less than budgeted) if their budgeted line items are insufficient.

3. Finally, units are asked to note areas of significant financial concern related to their programming and operations during the annual budget development process. This process allows units to communicate projected cost increases exceeding the general categories mentioned above, which subsequently require central decisions about whether to invest a portion of the planned investment pool to cover these costs or to direct the unit to reallocate resources to cover these costs internally. The previous example of library collections falls into this category. Often a portion of the investment pool is allocated to impacted units to support these costs.

This approach requires monitoring inflation rates to recognize and plan for the categories above, but decisions are not made to apply a standard percent across all expenditures. The inflation indices monitored by the University include the Consumer Price Index for Urban Consumers (CPI-U), the Personal Consumption Expenditure Price Index (PCEI), and the Higher Education Price Index (HEPI). The first two measure price increases for a "market basket of goods and services" purchased by U.S. consumers. The HEPI measures price increases for goods and services purchased by colleges and universities (excluding research-focused purchases), so it is more heavily weighted toward changes in personnel costs, including subcategories reflecting market-influenced prices for faculty.

Compensation

Over the past 20 years, compensation has accounted for a steady 60 to 65 percent of University annual spending. The annual percentage change in the general compensation pool for planning purposes, as part of the budgeting process, represents an average increase across all employees. A variety of factors determines the "pool" increase: the national/regional cost of living (inflation rate analysis as mentioned above), the average projected compensation increases in competitive industries or institutions, recent experience related to recruitment and retention of employees, and the balance between available resources (including required internal reallocations), other framework costs, and investment plans.

For FY26 budget planning, the cost related to fringe benefits and each one percent increase in the general salary pool would be as follows:

- Estimated step increases for labor represented employees + fringe increase assuming no salary increase for all other employee groups state and tuition funds = $1.3 million

- One percent salary increase for all employee groups state and tuition funds = $14.6 million
- Estimated step increases for labor represented employees + fringe increase assuming no salary increase for all employee groups **all** funds = $2.6 million
- One percent salary increase for all other employees **all** funds = $29.7 million

Facilities/Operations/Strategic Choices

In all other categories of spending, the University must address costs, and there are choices to be made from a longer-term, strategic perspective that will have immediate budgetary implications. Funding for items such as utilities, debt service, vendor licensing, maintenance contracts, etc., will be incorporated into the recommended budget based on known or estimated cost increases. For other more discretionary items for core operations or strategic programmatic opportunities, a decision needs to be made on the size of the pool, given other variables in balancing the framework.

Current estimated increases in required facilities and technology costs are as follows:

- Facilities Expenses = $20.4 million
- Technology Licensing/Maintenance = $2.6 million

Increases for other operating and strategic cost categories based on process discussions to date are estimated as follows:

- Essential Core Operations = $20 to $40 million
- Strategic Choices = $15 to $25 million

BACKGROUND INFORMATION

The Board discussed aspects of the FY 2026 annual operating budget framework at three Finance & Operations Committee meetings:

- December 2024: *FY 2026 Budget Variables and Levers*
- October 2024: *President's Recommended FY 2026–27 Biennial Budget Request – Action*
- September 2024: *President's Recommended FY 2026–27 Biennial Budget Request – Review*

The committee will review the President's Recommended FY 2026 Annual Operating Budget at the June meeting and take action at a special meeting later in June.

FY 2026 Annual Operating Budget Framework

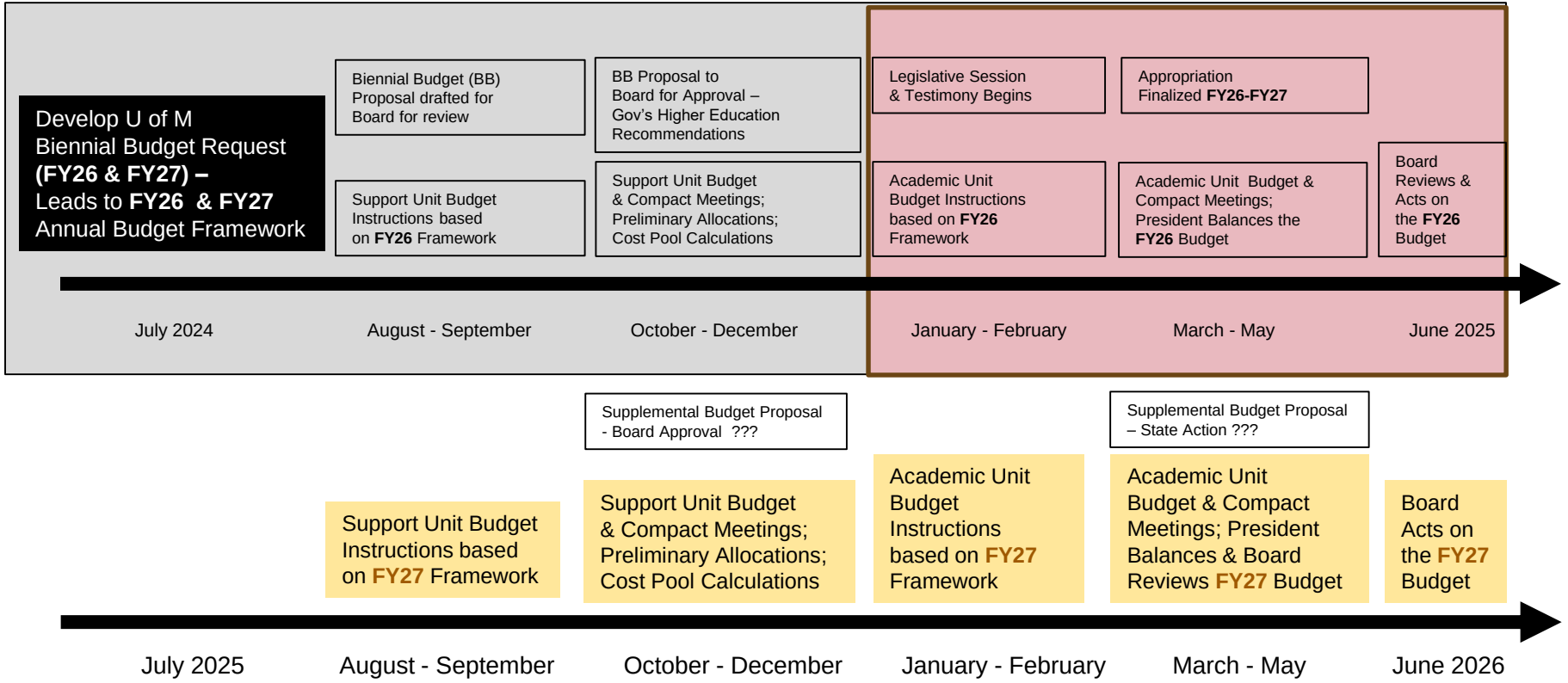
Board of Regents | Finance & Operations | February 13, 2025

Julie Tonneson
Vice President & Budget Director

Today's Agenda – FY 2026 Budget Framework

- Framework as part of the Budget Process
- Resource Options – Update from December
- Expenditure Estimates – Updates from December
- Pulling it all together – Example Scenarios

A Typical Budget Process Timeline - Review



FY 2025 Framework – Approved Budget

Incremental Recurring Resources	Proposed
Appropriation for Core Mission	$0
O&M Set Aside in FY24 for the FY25 budget	$9,000,000
Unit Reallocations	$17,500,000
Central Reallocations	$4,500,000
One-Time Balances to Bridge	$6,000,000
Tuition Revenue – Change to FY25	$42,200,000
Unit – FY24 Tuition & Other Revenue Increases	$20,000,000
Total: Incremental Resources	$99,200,000
Incremental Recurring Expenditures	
Compensation and Benefits	$35,900,000
Core Operations and Services	$19,300,000
Program Enhancements & Student Aid	$18,100,000
FY24 Tuition Challenges	$16,400,000
Facilities and Technology Infrastructure	$9,100,000
Total: Incremental Expenditures	$98,800,000
Balance	**$400,000**

FY 2025 Budget Plan: Framework Funds Highlighted

University of Minnesota	All Funds Budget Plan FY25		
RESOURCES			
a **Carry Forward**	**$1,640,051,972**		
Revenue Current Funds (By Fund)			
State Appropriation	$676,294,000		13%
Tuition	$1,086,454,943		21%
State Special	$103,445,000		2%
Sales, Fees, and Misc	$471,704,321		9%
Indirect Cost Recovery	$236,990,918		5%
Auxiliary Enterprises	$457,159,026		9%
Internal Sales	$293,857,845		6%
Private Practice	$165,238,092		3%
Federal Appropriations	$19,800,000		0%
Gifts & Endowment Income	$357,950,644		7%
Restricted Grants, Contracts & Misc	$384,817,558		8%
b **Total Nonsponsored Revenues**	**$4,253,712,346**		
c **Resources Expended MY/Sponsored Funds**	**$830,000,000**		16%
d **Total Annual Revenues - Current Funds (b+c)**	**$5,083,712,346**		100%
e **Total Resources All Current Funds (a+d)**	**$6,723,764,318**		

Budget Variables

"What do we want to plan for in..."

- state appropriations?
- tuition rates at each level and for each campus?
- targeted reallocation across all units?
- growth in other resources to apply to framework costs?

- general salary increase (applying known fringe rate changes)?
- "must-do" cost increases related to facilities, technology, safety, and compliance
- investment beyond "must do" – priorities that we should address

Resource Options and Planning

State $$

$235M Request over the Biennium

(partnership: state = 45%/U = 55%)

Tuition

TC resident UG	$4.0m per 1%
TC NRNR UG	$1.4m per 1%
UMC/D/M/R	$1.3m per 1%
Grad & Prof	$3.7m per 1%

<u>Ideally from Request For FY26</u>

$55M – Core Costs

$55M – Enhancements

Scenario Planning

<u>Rate Increases Reflect?</u>

- Inflation
- Avg. Change in Recent Years
- State Funding Level
- Available Student Aid
- University Costs/Needs

Resource Options and Planning

Reallocations

~$22m per 1%

Factors to Consider
Efficiency Goals
Recent Under-Investments
Priorities
Strategic Scope Reductions

Other Revenues

~$20m per 1% of nonsponsored base

Key Possibilities
FY25 Tuition>Budget
ICR
Endowment Earnings
Sales Income

Expenditure Estimates and Planning - Maintain the Core

Compensation

Salaries & Fringe

Each 1% -
- "other funds" = $15.1m
- State & Tuition = $14.6m

Steps/fringe @ 0% salary = $1.3m & $1.3m

Compliance and Market ~$10-$15M base increase

Facilities/Tech.

Facilities

- Utilities - +8%/$7-8M
- Debt Service - +20%/$12M
- Leases - +$200K
- R&R - +investment - $?

Technology Licensing & Maintenance - +$2.6M

Supplies/Gen. Ops

Inflation and program driven purchases

Units cover within "churn" of their budgets or

Units bring forward for central consideration as "significant financial concerns" = targeted investment (next slide)

Beyond the Core –
Invest in Advancing Our Goals

Strengthen ✦ Advance ✦ Leap

Investment pool need has grown; now $35.0-$85.0m+

Lower side or < ⇨ Resources are constrained and/or core needs are greater
Higher side or > ⇨ After periods of under-investment or strategic plan implementation

Putting it all together

The budget can be built in different ways based on overarching goals and variable values

Framework Funds

Incremental Resources - Examples			Incremental Expenditures - Examples			
					each	
Tuition	1.0%	5.5%	**Compensation**	0.0%	1.0%	
TC Resident Undergrad	$4.0m	$22.0m	Fringe Alone/Steps	$1.3m		4%=$59.5m
System Campus Res Undergrad	$1.2m	$6.6m	Salary Increase (assoc. fringe)	$0m	$14.6m	
TC NRNR Undergrad	$1.4m	$7.7m				
System Campus NRNR Undergrad	$0.1m	$0.6m				
Resident Grad & Professional	$1.9m	$10.5m	**Other Costs**	Minimum	Invest	Advance
NRNR Grad & Professional	$1.8m	$9.9m				
			Facilities	$20.4m	$28.0m	$40.0m+
	Request		Technology	$2.6m	$5.0m	$8.0m+
State Appropriation	$110.0m		Maintain/Strengthen Core	$20.0m	$40.0m	$50.0m+
			Strategic Program Pool	$15.0m	$25.0m	$35.0m+
	1.0%	2.0%				
Internal Reallocation	$22.0m	$44.0m				

Modeling Scenarios

FY26 Example Frameworks for Incremental Budget Changes

	Resources	Example 1			Example 2		Primary Decision Points
1	Tuition-Res Undergrad	18,000,000	*3.50%*		23,200,000	*4.50%*	✓
2	Tuition-Nonres Undergrad	6,000,000	*4.00%*		8,500,000	*5.50%*	✓
3	Tuition-Grad & Professional	10,800,000	*3.00%*		16,300,000	*4.50%*	✓
5	New State Appropriation-Core Mission	55,000,000			27,500,000		
6	New State Appropriation-Targeted	55,000,000			27,500,000		
8	Reallocation	44,000,000			82,500,000		✓
10	Other Revenues-TBD	-			-		
11	**Total Resources**	**188,800,000**			**185,500,000**		
14	**Costs**						
16	**Compensation - Fringe no salary/Steps**	**1,300,000**			**1,300,000**		
17	Compensation - Salary Increase	58,200,000	*4.00%*		54,600,000	*3.75%*	✓
18	**Facilities**	**20,400,000**			**20,400,000**		
19	**Tech Licenses/Maint.**	**2,600,000**			**2,600,000**		
20	**New State $-Initiatives**	**55,000,000**			**27,500,000**		
21	Program/Service Investments (Core +)	45,000,000			55,000,000		✓
22	Strategic Initiative Funds	6,000,000			24,000,000		✓
23	**Total Challenge/Spend**	**188,500,000**			**185,400,000**		
25	**Balance - Resources over Challenge**	300,000			100,000		

Immediate thoughts on priority variables?

BOARD OF REGENTS
DOCKET ITEM SUMMARY

Finance & Operations **February 13, 2025**

AGENDA ITEM: Consent Report

☐ **Review** ☒ **Review + Action** ☐ **Action** ☐ **Discussion**

☐ *This is a report required by Board policy.*

PRESENTERS: Gregg Goldman, Executive Vice President for Finance and Operations

PURPOSE & KEY POINTS

Update to Central Reserves Budget

The purpose of this item is to seek approval to update the Central Reserves budget for the current fiscal year. Under Board of Regents Policy: *Central Reserves Fund* Section II, Subd. 3 any modifications to the Central Reserves budget requires Board approval.

The FY 2025 approved budget includes planned allocations of $52,699,967 for a variety of purposes spread across several University units. Approval is requested to increase the total allocations this fiscal year by $2 million to address the final cost of the Northrop East Parapet Wall Repair Project, for a new total of $54,699,967. This project was an emergency response in 2023 to severe snow and ice damage, restoring critical infrastructure for research operations, enhancing safety with reinforced structures, and implementing preventative measures at a total cost of roughly $7 million. A final funding plan was not incorporated into the FY25 budget earlier pending information on insurance coverage, which has now been determined will cover all but $2 million.

The FY25 approved Central Reserves budget includes a projected uncommitted ending balance of $91.3 million. Allocating $2 million to this project will leave the projected ending balance at $89.3 million. A discussion of the Board policy and corresponding plans for the use of the fund going forward is currently planned for the committee's May meeting.

Purchase of Goods and Services $5,000,000 and Over

The purpose of this item is to seek approval for purchases of goods and services of $5,000,000 and over.

- To Allied Blacktop Co. for an estimated $1,200,000 for annual asphalt maintenance for Parking and Transportation Services (PTS) on the Twin Cities campus for the period of April 1, 2025 through March 31, 2026, with optional contract extensions estimated at $4,800,000 through March 31, 2030. The total contract value if the optional contract extensions are exercised would be an estimated $6,000,000. PTS is self-funded and will fund the cost of the

contract through future parking revenue. Allied Blacktop Co. was selected as the result of a competitive Request for Proposal (RFP) conducted by Purchasing Services. One supplier responded to the RFP and was not a targeted business.

- To Extend Health, LLC, a Willis Towers Watson company, for an estimated $32,000,000 for health coverage for Medicare-enrolled retirees through a health exchange marketplace, for the Office of Human Resources for the period of January 1, 2026 through December 31, 2027, with optional contract extensions estimated at $62,000,000 through December 31, 2031. The total contract value if the optional contract extensions are exercised would be an estimated $94,000,000. There is no cost to the University for this coverage since retirees will pay all premium costs for the healthcare coverage they enroll in through the marketplace. Extend Health, LLC was selected as the result of a competitive process conducted by Purchasing Services. Two suppliers responded to the RFP and neither was a targeted business.

- To GE Vernova Operations, LLC (General Electric) for an estimated $13,500,000 for a long-term service agreement (LTSA) for the LM2500 combustion turbines and generator at the Twin Cities campus main energy plant, for the Department of Energy Management for the period of February 17, 2025 through December 31, 2030. The costs associated with this LTSA have been factored into Energy Management's approved FY 2026 budget and are paid for through the central utility cost pool. GE Vernova Operations, LCC was selected through an RFP by the University's contract operations and maintenance provider Veolia Energy Services at the request of the Department of Energy Management in 2022. Three suppliers responded to the RFP and none were a targeted business.

Off-Cycle Tuition Rate Changes

The purpose of this item is to seek approval of off-cycle tuition rate changes. The President recommends approval of tuition rates for the following programs for Summer 2025, Fall 2025, and Spring 2026:

	2024–2025 (Effective Summer 2024) Current Semester Rates		2025–2026 (Effective Summer 2025) Proposed Semester Rates		2025–2026 % Change	
	Resident	**Nonresident**	**Resident**	**Nonresident**	**Resident**	**Nonresident**
Twin Cities						
Carlson School of Management						
Master of Science in Finance						
Per Credit	$1,115.00	$1,585.00	$1,165.00	$1,670.00	4.5%	5.4%

The proposed tuition rate increases for the Carlson School of Management's Master of Science in Finance program reflect strong enrollment demand and would maintain competitiveness, with the program ranked 10th among U.S. public universities and 60th globally by QS World University Rankings. These proposed rates, which do not impact current students, will be included in the President's Recommended FY26 Annual Operating Budget at the June 2025 meeting.

BACKGROUND INFORMATION

Approvals are sought in compliance with Board of Regents Policy as follows:

- Update to Central Reserves Fund: *Central Reserves Fund*, Section II, Subd. 3.
- Purchase of Goods and Services $5,000,000 and Over: *Reservation and Delegation of Authority*, Article I, Section VII, Subd. 6.
- Off-Cycle Tuition Rate Changes: *Reservation and Delegation of Authority*, Article I, Section V, Subd. 3.

PRESIDENT'S RECOMMENDATION

The President recommends approval of the Consent Report.

Purchase of Goods and Services $5,000,000 and over

To Allied Blacktop Co. for an estimated $1,200,000 for annual asphalt maintenance for Parking and Transportation Services (PTS) on the Twin Cities campus for the period of April 1, 2025 through March 31, 2026, with optional contract extensions estimated at $4,800,000 through March 31, 2030. The total contract value if the optional contract extensions are exercised would be an estimated $6,000,000.

Parking and Transportation Services (PTS) is responsible for the administration of the majority of the Twin Cities campus area streets and parking facilities, which includes approximately 11 miles of streets and 120 separate parking lots. Asphalt structural integrity and subsequent safety are an integral part of the University's daily transportation requirements. The result of the contract will be comprehensive seasonal maintenance, including curb and gutter repair, seal coating, patching, crack sealing, mill and overlays, and other repairs required to ensure the accessibility, safety, and structural integrity and longevity of these asphalt surfaces.

Allied Blacktop Co. was selected through a Request for Proposal conducted by Purchasing Services. One supplier responded to the RFP and it was not a targeted business.

PTS is self-funded and will fund the cost of the contract through future parking revenue.

Submitted by: Eric Torgerson
Project Manager, Parking and Transportation Services

Approval for this item requested by:

Alice Roberts-Davis December 23, 2024
Vice President, University Services
(Signature on file in Purchasing Services)

Purchase of Goods and Services $5,000,000 and over

To Extend Health, LLC, a Willis Towers Watson company, for an estimated $32,000,000 for health coverage for Medicare-enrolled retirees for the Office of Human Resources for the period of January 1, 2026 through December 31, 2027, with optional contract extensions estimated at $62,000,000 through December 31, 2031. The total contract value if the optional contract extensions are exercised would be an estimated $94,000,000.

The University will provide access to an individual health exchange marketplace for retiree coverage. This will provide retirees access to a health plan that offers choice and high-quality, comprehensive, and cost-effective care. This is in alignment with the guiding principle in the Board of Regents policy: Employee Health Benefits.

Extend Health, LLC was selected through a Request for Proposal conducted by Purchasing Services.

There is no cost to the University for this coverage since retirees will pay all premiums for the healthcare coverage they enroll in through the marketplace.

Submitted by: Katie Kolodge
Benefits Consultant, Time Away

Approval for this item requested by:

Kenneth Horstman — January 13, 2025
Vice President, Office of Human Resources
(Signature on file in Purchasing Services)

Purchase of Goods and Services $5,000,000 and over

To GE Vernova Operations, LLC (General Electric) for an estimated $13,500,000 for a long-term service agreement (LTSA) for the LM2500 combustion turbines and generator at the Twin Cities' campus main energy plant, for the Department of Energy Management for the period of February 17, 2025 through December 31, 2030.

The University of Minnesota's Main Energy Plant (MEP) was commissioned in 2017. MEP is the main plant at the University and operates on a continual basis to generate steam for campus heat and other uses, as well as electrical power and chilled water for air conditioning.

GE Vernova Operations, LLC was selected through a Request for Proposal conducted by the University's contract operations and maintenance provider Veolia Energy Services at the request of the Department of Energy Management in 2022.

The costs associated with this LTSA have been factored into Energy Management's approved FY26 budget and are paid for through the central utility cost pool. Three vendors responded to the RFP, none were a targeted business.

Submitted by: Jeffrey Davis
Director, Energy Management

Approval for this item requested by:

Alice Roberts-Davis January 2, 2025
Vice President, University Services
(Signature on file in Purchasing Services)

University of Minnesota Off-Cycle Tuition Rates

To accommodate industry-driven schedules for working professionals, specialized post-baccalaureate programs are sometimes built to operate on an academic year of summer-fall-spring rather than the traditional fall-spring-summer. For communication and implementation purposes, final tuition rates for these programs must be set prior to the May/June presentation of rates in the operating budget for the next fiscal year.

Currently there is one specialized program operating on this type of schedule. The President recommends approval of the tuition rates for this program for Summer 2025, Fall 2025, and Spring 2024:

	2024-2025 (Effective Summer 2024) Semester Rates		2025-2026 (Effective Summer 2025) Semester Rates		2025-2026 % Change	
	Resident	Nonresident	Resident	Nonresident	Resident	Nonresident
Twin Cities						
Carlson School of Management						
Master of Science in Finance						
Per Credit	$1,115.00	$1,585.00	$1,165.00	$1,670.00	4.5%	5.4%

The proposed increases for the Carlson School program result in rates that remain competitive with peer programs and reflect strong demand for enrollment. The Master of Science in Finance (MSFIN) is a one-year program so there is no impact on current students. Student demand for this program continues to be strong as this program is ranked 10th among U.S. Public Universities; 17th in the U.S.; and 60th Globally by QS World University Rankings.

All other recommended tuition rates for the 2025-2026 academic year will be included in the President's Recommended Operating Budget for FY26 submitted to the Board of Regents for review in June 2025.

BOARD OF REGENTS
DOCKET ITEM SUMMARY

Finance & Operations **February 13, 2025**

AGENDA ITEM: Information Items

☐ **Review** ☐ **Review + Action** ☐ **Action** ☒ **Discussion**

☒ *This is a report required by Board policy.*

PRESENTERS: Gregg Goldman, Executive Vice President for Finance and Operations

PURPOSE & KEY POINTS

A. Central Reserves General Contingency Allocations
B. Reports to the State of Minnesota
   - Capital Appropriations Expenditures Report
   - Contamination Remediation of University Land in Rosemount, MN
   - University of Minnesota Preliminary Report of Unemployment Insurance Aid

A. Central Reserves General Contingency Allocations

Allocations from the Central Reserves General Contingency greater than $250,000 require Board approval. There are no items requiring approval during this period. A summary of General Contingency allocations for this fiscal year is included in the docket.

B. Reports to the State of Minnesota

The purpose of this item is to provide the committee with the following reports submitted to the State of Minnesota as required by Minnesota Statutes:

Capital Appropriations Expenditures Report

This report is an annual update on projects funded through Higher Education Asset Preservation and Replacement (HEAPR), as well as state-funded capital projects. This report highlights the University's commitment to leveraging state investments for the stewardship of University facilities and the advancement of our mission.

Contamination Remediation of University Land in Rosemount, MN

This report outlines the University's efforts in collaboration with the U.S. Department of Defense to address contamination at the former Gopher Ordnance Works site in Rosemount, Minnesota. Following a $13 million settlement in 2024, the University is developing a Response Action Plan for submission to the Minnesota Pollution Control Agency in 2025, prioritizing remediation in areas impacted by redevelopment activities.

University of Minnesota Preliminary Report of Unemployment Insurance Aid

This preliminary report provides data on unemployment benefits paid to non-exempt University employees furloughed between academic terms, with $368,287 reimbursable costs for summer 2024 claims. Full fiscal year comparisons will be available after FY 2025.

Central Reserves General Contingency Allocations
Finance & Operations Committee
45689

	Recipient	Amount	Running Balance	Purpose
1	**Fiscal Year 2025** (7/1/2024-6/30/2025)			
2	**Carryforward from FY24 to FY25**		**$1,791,621**	
3	FY25 General Contingency Allocation	$1,000,000	$2,791,621	
4	**New FY25 items this reporting period:**			
5	Capital Project Management	$123,839	$2,915,459	Radio K tower project: return of unused funds transferred to Capital Project Management for painting and structural repair of radio transmitter tower.
6	**Current Balance**		**$2,915,459**	
7	**Commitments (to be transferred in future periods)**			
8	Capital Project Management	($100,000)	$2,815,459	Dentistry amalgam waste project: install onsite mercury amalgam separator in the Dental Simulation Lab.
9	Board of Regents	($67,000)	$2,748,459	FY25 portion of the contract with Cambridge Hill Partners for consulting services for the Board of Regents.
10	Board of Regents	($404,330)	$2,344,130	Presidential Search: expenses incurred in FY23 and FY24 related to the search for a new University President. This includes direct expenses such as search firm fees, travel and meeting costs, costs for multiple candidate interviews, and transition costs, and indirect expenses related to University employee time to staff the search. Approved by Board of Regents, September, 2024.
11	**Projected Balance with Commitments**		**$2,344,130**	

* Items $250,000 or more subject to Board approval.

Capital Appropriations Expenditure Report

In fulfillment of MN 135A.046 subd. 3 and
In fulfillment of 2020 Minn. Laws Chap. 3 Art. 1 Sec. 2 Subd. 7 and
In fulfillment of 2023 Minn. Laws Chap. 72 Art. 1 Sec. 2 Subd. 5

Calendar Year 2024

UNIVERSITY OF MINNESOTA
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Contents

Major Projects - Spending Status

Year	Major Projects Allocation	% Spent or Encumbered Under Contract	% Spent, Encumbered or Otherwise Obligated to Projects
2020	$ 35,848,472 [1]	100%	100%
2023	$ 92,600,000	78%	100%

Notes

[1] The original appropriation amount for major projects was $36,886,000, of which, $1,037,528 was converted to HEAPR per session law provisions (below). Written notice, dated August 2, 2024, was provided to the commissioner of management and budget.

Session Laws 2020 and 2023 state that, "Upon substantial completion of a project authorized in this section and after written notice to the commissioner of management and budget, the Board of Regents must use any money remaining in the appropriation for that project for HEAPR under Minnesota Statutes, section 135A.046."

Definitions

Allocation: The State appropriation for each project.
Spent: The amount the University has paid to contractors from signed contracts.
Encumbered: This includes:
a. Project amount specifically under contract with a general contractor, architect, engineer, or other vendor.
b. Internal project where work has begun and/or internal purchase order/work has been completed.
Obligated: Funds required to complete the project that are not yet under contract.

Percentages are rounded

HEAPR - Spending Status

Year	HEAPR Allocation	% Spent or Encumbered Under Contract	% Spent, Encumbered or Otherwise Obligated to Projects
2020	$ 38,495,000	100%	100%
2023	$ 43,350,000	68%	85%

Notes

The University routinely reallocates HEAPR funds to eligible campus projects. As projects are completed any remaining funds are reallocated to the next highest priority campus HEAPR project. The spending report represents the current status and actual amount spent on each HEAPR project.

Definitions

Allocation: The State appropriation for each project.
Spent: The amount the University has paid to contractors from signed contracts.
Encumbered: This includes:
a. Project amount specifically under contract with a general contractor, architect, engineer, or other vendor.
b. Internal project where work has begun and/or internal purchase order/work has been completed.
Obligated: Funds required to complete the project that are not yet under contract.

Percentages are rounded

Applicable Statutes

135A.046 ASSET PRESERVATION AND REPLACEMENT.

Subdivision 1.**Purpose.**

The legislature recognizes that postsecondary governing boards operate campus physical plants that in number, size, and programmatic use differ significantly from the physical plants operated by state departments and agencies. However, the legislature recognizes the need for standards to aid in categorizing and funding capital projects. The purpose of this section is to provide standards for those higher education projects that are intended to preserve and replace existing campus facilities.

Subd. 2.**Standards.**

Capital budget expenditures for Higher Education Asset Preservation and Replacement (HEAPR) projects must be for one or more of the following: code compliance including health and safety, Americans with Disabilities Act requirements, hazardous material abatement, access improvement, or air quality improvement; building energy efficiency improvements using current best practices; or building or infrastructure repairs necessary to preserve the interior and exterior of existing buildings; or renewal to support the existing programmatic mission of the campuses. Up to ten percent of an appropriation awarded under this section may be used for design costs for projects eligible to be funded from this account in anticipation of future funding from the account.

Subd. 3.**Reporting priorities.**

Each postsecondary governing board shall establish priorities within its Higher Education Asset Preservation and Replacement projects. By January 15 of each year, it shall submit to the commissioner of management and budget and to the chairs of the higher education finance divisions, the senate Finance Committee, and the house of representatives Capital Investment Committee a list of the projects that have been paid for with money from a higher education asset preservation and replacement appropriation during the preceding calendar year as well as a list of those priority projects for which Higher Education Asset Preservation and Replacement appropriations will be sought in that year's legislative session.

3.197 REQUIRED REPORTS.

A report to the legislature must contain, at the beginning of the report, the cost of preparing the report, including any costs incurred by another agency or another level of government.

Per the requirements set forth in Minnesota Statue 3.197, the cost to prepare this report was $300.

University of Minnesota

Status Report: Total Capital Appropriations 2018 to 2023
Forecasted through 12/31/2024 - Definitions on last page

(A) Project Name	(B) Appropriation Amount	(C) Spent and/or Encumbered	(D) Obligated	(E) (B-C-D) Unencumbered	(F) Status	(G) Substantial Completion	(H) Comments
2023 State Capital Appropriations: Major Projects							
Fraser Chemistry Undergraduate Teaching Facility	92,600,000	72,638,753	19,961,247	0	Construction	9/9/2025	
Subtotal - '23 Appropriations: Major Projects	**92,600,000**	**72,638,753**	**19,961,247**	**0**			
2023 State Capital Appropriations: HEAPR Projects							
Completed HEAPR Projects - Subtotal	4,978,912	4,978,912	0	0			
Active HEAPR Projects							
Campus Wide Critical Infrastructure Renewal	4,757,307	0	0	4,757,307	Programming	Various	
Campus Wide Smart Labs Infrastructure Renewal	500,000	0	0	500,000	Programming	Various	
Fieldhouse Accessible Restroom Upgrade	850,000	850,000	0	0	Construction	1/8/2025	
Mayo NMR Secondary Switchgear Replcmnt	2,462,472	1,248,171	1,214,301	0	Construction	11/22/2025	
Mayo Meditation Plaza Water Infiltration	200,000	29,096	170,904	0	Schematic Design	8/15/2025	
Como Switch Station High Voltage Gear	4,000,000	3,640,207	359,793	0	Procurement	9/30/2026	
Diehl Hall Exterior Plaza Water Infiltration	300,000	33,190	266,810	0	Schematic Design	8/15/2025	
Food Ops Rooftop Mech Units Replacement	131,000	131,000	0	0	Construction	5/15/2025	
Shepherd Hall Mechanical Capital Renewal	1,239,634	1,239,634	0	0	Construction	4/18/2025	
KE Dwan Fire Curtain Replacement	600,000	600,000	0	0	Procurement	6/30/2025	
PWB Generator & Fire Pump Replacement	13,600	10,950	2,651	0	Design Development	10/31/2025	
Weaver-Densford Plaza Water Infiltration	200,000	25,857	174,143	0	Schematic Design	8/15/2025	
Keller Hall Exterior Leak Repair	150,000	150,000	0	0	Construction	3/31/2025	
MCB Valves and Controls Replacement	750,000	750,000	0	0	Construction	9/30/2025	
717 Delaware Window/Walls Water Infiltration	1,500,000	1,325,448	0	174,552	Substantial Completion	11/4/2024	
Anderson Hall Structural Repairs	734,088	684,648	49,440	0	Construction	3/31/2025	
Mondale Hall Accessible Restroom Upgrade	150,000	0	0	150,000	Programming	Various	
Mondale Hall Partial Roof Replacement	605,000	471,366	0	133,634	Substantial Completion	7/30/2024	
Mondale Hall Fire Sprinkler Renewal	875,000	599,062	0	275,938	Substantial Completion	7/15/2024	
Andersen Library Exterior Envelope Repairs	1,800,000	1,341,744	0	458,256	Pacloseout	11/7/2024	
2023 Elevator Modernizations	5,513,060	5,231,755	281,305	0	Construction Documents	1/30/2026	
Multiple Roof Design	2,750,000	31,342	2,718,658	0	Construction Documents	9/30/2025	
Vet Med Center South Fire Alarm/Sprinkler	1,100,000	905,764	194,236	0	Construction Documents	9/30/2025	
McNeal Hall Roof Replacement	870,510	782,433	88,077	0	Construction	6/30/2025	
Vet Science Fire Alarm Installation	1,250,000	1,174,050	75,950	0	Construction	4/30/2025	
Necropsy/Digester Air Handling Unit	572,500	572,500	0	0	Construction	12/31/2025	
Borlaug Hall Accessible Restroom Upgrade	150,000	13,266	136,734	0	Design Development	3/31/2025	
Ecology Building Exterior Leak Corrections	1,491,988	1,151,037	340,951	0	Construction	5/31/2025	
UMM Campus Utility Storm & Sanitary Upgrades	120,000	30,000	90,000	0	Construction	7/31/2025	
UMM Critical Infrastructure Renewal	482,845	482,845	0	0	Construction	7/31/2025	
UMM Heating Plant Ventilation Fan Upgrades	67,992	67,992	0	0	Construction	7/31/2025	
UMM Heating Plant Controls/Commissioning Upgrades	137,991	125,000	12,991	0	Construction	7/31/2025	
UMM Humanities Fine Arts Roof Replacement	249,367	249,358	9	0	Construction	7/31/2025	
UMC Critical Infrastructure Renewal	27,630	0	0	27,630	Programming	Various	
UMC Heating Plant Flue Replacement	813,088	178,159	634,930	0	Construction Documents	7/31/2025	
UMC Lysacker Gym Foundation Settling	24,000	5,260	18,740	0	Design Development	7/31/2025	
SWROC Unallocated HEAPR Balances	2,780	0	0	2,780	Programming	Various	
SWROC Res Equip Bldg Roof Replacement	20,000	20,000	0	0	Construction	7/31/2025	
WCROC Swine Nursery Emergency Generator	75,000	38,002	36,998	0	Construction	6/30/2025	

University of Minnesota

Status Report: Total Capital Appropriations 2018 to 2023
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(A) Project Name	(B) Appropriation Amount	(C) Spent and/or Encumbered	(D) Obligated	(E) (B-C-D) Unencumbered	(F) Status	(G) Substantial Completion	(H) Comments
NWROC Sanitary Sewer System Repair	56,790	12,802	43,988	0	Construction	7/31/2025	
NWROC Ag Res Ctr Replace Exterior Doors	11,579	0	11,579	0	Procurement	3/31/2025	
NWROC Agronomy Res Lab Replace Exterior Doors	7,291	0	7,291	0	Procurement	3/31/2025	
NWROC Maintenance/Farm Ops Replace Exterior Doors	4,339	4,399	(59)	0	Construction	3/31/2025	
SROC Unallocated HEAPR Balances	61,703	0	0	61,703	Programming	Various	
SROC Main Office Roof Replacement	95,000	59,930	35,070	0	Construction	8/31/2025	
SROC Main Office Stucco Renewal	50,000	41,900	8,100	0	Construction	3/31/2025	
Rosemount Shop Bldg Roof Replacement	142,917	142,917	0	0	Construction	7/31/2025	
HRC Multiple Roof Replacements	326,555	63,116	263,438	0	Construction Documents	7/31/2025	
Itasca Lodging Ext Envelope Renewal	78,060	22,520	55,540	0	Construction	8/31/2025	
Active HEAPR Projects - Subtotal	38,371,088	24,536,719	7,292,569	6,541,799			
Subtotal - '23 Appropriations: HEAPR	**43,350,000**	**29,515,632**	**7,292,569**	**6,541,799**			
Total - 2023 State Capital Appropriations	**135,950,000**	**102,154,385**	**27,253,816**	**6,541,799**			
2020 State Capital Appropriations: Major Projects							
Institute of Child Development Bldg Replacement	28,162,472	28,162,472	0	0	Closed	Occupied	1,037,527.86 converted to 2020 HEAPR
Fraser Hall Chemistry Undergraduate Teaching Facility	3,286,000	3,286,000	0	0	Construction	9/9/2025	
A.B. Anderson Hall Renovation	4,400,000	4,400,000	0	(0)	PA Closeout	Occupied	
Subtotal - '20 Appropriations: Major Projects	**35,848,472**	**35,848,472**	**0**	**0**			
2020 State Capital Appropriation: Converted HEAPR							
Mayo NMR Secondar Switchgear Replacement	1,037,528	1,037,528	0	0	Construction	11/11/2025	
Subtotal - '20 Appropriations: Converted HEAPR	**1,037,528**	**1,037,528**	**0**	**0**			
2020 State Capital Appropriations: HEAPR Projects							
Completed HEAPR Projects - Subtotal	34,941,510	34,941,510	0	(0)			
Active HEAPR Projects							
Shepherd Lab Floors 3-5 Renovation	2,382,366	2,382,366	0	0	Construction	4/18/2025	
UMM Heating Plant Chiller Control Panel	327,316	327,316	0	0	Construction	3/31/2025	
UMC Campus Wide Electrical Distribution Phase 3	659,658	659,658	0	0	Pacloseout	3/31/2025	
UMC Heating Plant Flue Replacement	73,412	73,412	0	0	Construction Documents	7/31/2025	
NCROC Admin Bldg Heating & Cooling RTU Replacemen	13,363	13,363	0	0	Pacloseout	Occupied	
SWROC Res Equip Bldg Roof Replacement	22,780	22,780	0	0	Construction	7/31/2025	
Rosemount Shop Bldg Roof Replacement	14,885	14,885	0	0	Construction	7/31/2025	
HRC Multiple Roof Replacements	59,711	59,711	0	0	Construction Documents	6/30/2025	
Active HEAPR Projects - Subtotal	3,553,490	3,553,490	0	0			
Subtotal - '20 Appropriations: HEAPR Projects	**38,495,000**	**38,495,000**	**0**	**(0)**			
Total - 2020 State Capital Appropriations	**75,381,000**	**75,381,000**	**0**	**0**			

University of Minnesota

Status Report: Total Capital Appropriations 2018 to 2023
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(A) Project Name	(B) Appropriation Amount	(C) Spent and/or Encumbered	(D) Obligated	(E) (B-C-D) Unencumbered	(F) Status	(G) Substantial Completion	(H) Comments
2018 State Capital Appropriations: Major Projects							
Pillsbury Hall Rehabilitation	22,638,137	22,638,137	0	0	Closed	Occupied	1,361,863.19 was converted to HEAPR
UMD Glensheen Renewal	4,000,000	4,000,000	0	0	Substantial Completion	Occupied	
Morris Teaching and Learning Spaces	2,444,959	2,444,959	0	0	Closed	Occupied	748,421.64 converted to HEAPR/6,619.51 canceled
Crookston Teaching and Learning Spaces	3,159,658	3,159,658	0	0	Closed	Occupied	40,341.65 was converted to HEAPR
Subtotal - '18 Appropriations: Major Projects	**32,242,754**	**32,242,754**	**0**	**0**			
2018 State Capital Appropriations: HEAPR Projects							
Completed HEAPR Projects - Subtotal	47,150,626	47,150,626	0	0			
Subtotal - '18 Appropriations: HEAPR Projects	**47,150,626**	**47,150,626**	**0**	**0**			
Total - 2018 State Capital Appropriations	**79,393,380**	**79,393,380**	**0**	**0**			
Grand Totals - 2018 to 2023	**290,724,380**	**256,928,765**	**27,253,816**	**6,541,799**			

University of Minnesota

Status Report: Total Capital Appropriations 2018 to 2023
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(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)
Project Name	Appropriation Amount	Spent and/or Encumbered	Obligated	(B-C-D) Unencumbered	Status	Substantial Completion	Comments

Notes:

1) Definitions of columns:
   B. Appropriation Amount: The state appropriation for each project. Although HEAPR funds are appropriated in a block of funds, they are detailed in this report by the University's allocation.
   C. Spent or Encumbered: This includes three categories.
      a. Amount the University has paid to contractors from signed contracts.
      b. Project amount specifically under contract with a general contractor, architect, engineer, or other vendor.
      c. Internal project where work has begun and/or internal purchase order/work has been completed.
   D. Obligated: Funds required to complete the project that are not yet under contract.
   E. Unencumbered: Contingency funds remaining in the project after the construction phase.

2) Definitions of project phases:
   a. Programming: Defining in detail the scope of the project , describing the facility components required to accommodate the academic/operational program, and establishing the functional and physical relationships of those components.
   b. Schematic Design Development: Evaluating alternatives for meeting the project program and establishing the general size, shape, and massing of building elements; exterior finishes; and Design Development criteria for structural, mechanical, and electrical systems.
   c. Design Development: Developing the preliminary Design Development into a detailed Design Development that establishes final floor plans, building elevations, interior and exterior materials, room finishes, building systems, furnishings, and equipment.
   d. Construction Documents: Preparing detailed drawings and specifications required to obtain bids and to describe and direct the construction work.
   e. Procurement: Soliciting bids from contractors for completing the work described in the construction documents.
   f. Construction: Mobilizing of the contractor's equipment, purchasing of building materials, and implementing the work described in the construction documents.
   g. Substantial Completion: Completing work on the project to a point that the Owner can occupy and use the facility for its intended use.
   h. Pacloseout: Making final payments to contractors and vendors, closing all contracts, and preparing the final project accounting.

University of Minnesota

Status Report: Total Capital Appropriations 2018 to 2023
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(A) Project Name	(B) Appropriation Amount	(C) Spent and/or Encumbered	(D) Obligated	(E) (B-C-D) Unencumbered	(F) Status	(G) Substantial Completion	(H) Comments
Summary of University State Capital Appropriations							
Total Dollars by Status							
2023 Appropriations							
Major Projects	92,600,000	72,638,753	19,961,247	0			
HEAPR Projects	43,350,000	29,515,632	7,292,569	6,541,799			
Subtotal	135,950,000	102,154,385	27,253,816	6,541,799			
2020 Appropriations							
Major Projects	35,848,472	35,848,472	0	0			
HEAPR Projects	39,532,528	39,532,528	0	(0)			
Subtotal	75,381,000	75,381,000	0	0			
2018 Appropriations							
Major Projects	32,242,754	32,242,754	0	0			
HEAPR Projects	47,150,626	47,150,626	0	0			
Subtotal	79,393,380	79,393,380	0	0			
Major Projects	160,691,226	140,729,979	19,961,247	0			
HEAPR Projects Only	130,033,154	116,198,786	7,292,569	6,541,799			
Grand Total: 2018-2023 Appropriations	290,724,380	256,928,765	27,253,816	6,541,799			
Total Percent by Status							
2023 Appropriations							
Major Projects	92,600,000.00	78%	22%	0%			
HEAPR Projects	43,350,000.00	68%	17%	15%			
Subtotal	135,950,000.00	75%	20%	5%			
2020 Appropriations							
Major Projects	35,848,472.14	100%	0%	0%			
HEAPR Projects	39,532,527.86	100%	0%	0%			
Subtotal	75,381,000.00	100%	0%	0%			
2018 Appropriations							
Major Projects	32,242,754.01	100%	0%	0%			
HEAPR Projects	47,150,626.48	100%	0%	0%			
Subtotal	79,393,380.49	100%	0%	0%			
Major Projects	160,691,226.15	88%	12%	0%			
HEAPR Projects Only	130,033,154.34	89%	6%	5%			
Grand Total: 2018-2023 Appropriations	290,724,380.49	88%	9%	2%			

2025 HEAPR Request - University of Minnesota

PRELIMINARY

Projects are not listed in priorty order and may be adjusted to reflect facility condition changes and final cost estimates.

Category	Location	Project Title	$200M
CROOKSTON CAMPUS			
Utility Infrastructure	Campus Utility Infrastructure	Critical utility system improvements	$ 2,000,000
Building Envelope	Lysaker Gym	Structural analysis and remediation	$ 750,000
Utility Infrastructure	Kiehl Hall	Electrical supply to Data Center	$ 350,000
Utility Infrastructure	Heating Plant	Stabilize critical components for reliability	$ 250,000
Life Safety / Code	Crookston Campus	Fire panel upgrades; multiple buildings	$ 250,000
Building Envelope	Hill Hall	Roof replacement	$ 200,000
Building Envelope	UTOC	Roof replacement	$ 189,472
			$ 3,989,472
DULUTH CAMPUS			
Mechanical	Library Annex	HVAC and code renewal	$ 12,000,000
Life Safety / Code	Duluth Campus	Critical infrastructure renewal	$ 1,956,463
Building Envelope	A.B. Anderson Hall	Roof replacement	$ 800,000
Utility Infrastructure	Duluth Campus	Electrical feeder switch replacement	$ 750,000
Building Envelope	Sports and Health Center	Roof replacement	$ 600,000
Building Envelope	Voss Kovach Hall	Roof replacement	$ 600,000
Mechanical	Weber Music Hall	Lighting controls	$ 500,000
Life Safety / Code	Research Lab Building	Pedestrian bridge stabilization	$ 400,000
Building Envelope	Marshall W Alworth Hall	Roof replacement	$ 300,000
			$ 17,906,463
MORRIS CAMPUS			
Life Safety / Code	Multi-Ethnic Resource Center	Code and life safety improvements	$ 5,927,906
			$ 5,927,906
RESEARCH AND OUTREACH CENTERS AND FIELD STATIONS			
Multiple	Itasca (Lake Itasca)	Address 3 projects in 2 buildings including foundation reconstruction, envelope renewal, and geothermal conversion.	$ 362,500
Multiple	Cedar Creek (East Bethel)	Address 6 projects in 5 buildings including septic system replacement, building envelope repairs and multiple ADA improvements.	$ 357,792
Multiple	Horticultural Research Center (Chanhassen)	Address 2 projects in the Lab and Main Office for HVAC and roof, as well as various site safety improvements.	$ 885,381
Multiple	Southwest Research and Outreach (Lamberton)	Address 5 projects in 5 buildings including envelope repairs, fire alarms, ADA, and building controls.	$ 612,500
Multiple	West Central Research and Outreach (Morris)	Address 3 projects in 2 buildings including roofs, siding, and windows.	$ 600,000
Multiple	North Central Research and Outreach (Grand Rapids)	Address 2 projects in 2 priority buildings including roof, foundation, and HVAC, as well as campuswide wastewater infrastructure renewal.	$ 580,000
Multiple	Rosemount Research and Outreach (Rosemount)	Address 3 projects in 3 buildings focusing on exterior envelope renewal.	$ 575,000

2025 HEAPR Request - University of Minnesota

PRELIMINARY

Projects are not listed in priorty order and may be adjusted to reflect facility condition changes and final cost estimates.

Category	Location	Project Title	$200M
Multiple	Southern Research and Outreach (Waseca)	Address 4 projects in 2 buildings including HVAC and lighting.	$ 450,000
Multiple	Northwest Research and Outreach (Crookston)	Address 4 projects in 3 buildings including utility infrastructure, fire life safety, code and ADA.	$ 401,267
Multiple	Hubachek Wilderness Research (Ely)	Address 2 campuswide infrastructure projects - water distribution and electrical infrastructure.	$ 348,625
			$ 5,173,065

TWIN CITIES CAMPUS

Multiple	Food Science & Nutrition	Capital renewal	$ 25,000,000
Life Safety / Code	Washington Ave Pedestrian Bridge	Rail and enclosure improvements	$ 15,000,000
Life Safety / Code	Moos Tower	Code compliance upgrades	$ 15,000,000
Multiple	Eddy Hall	Capital renewal	$ 12,000,000
Life Safety / Code	Phillips Wangensteen Bldg (PWB)	Fire Pump and generator replacement	$ 6,750,000
Building Envelope	Vincent Hall	Window replacement	$ 6,500,000
Building Envelope	Pattee Hall	Exterior envelope, foundation and waterproofing	$ 5,500,000
Multiple	Poultry Teaching Facility	HVAC, roof and lighting renewal	$ 5,000,000
Building Envelope	West Bank District	Wilson Plaza waterproofing and repair	$ 5,000,000
Life Safety / Code	UMTC Campus Wide	Critical life safety and code renewal	$ 3,853,094
Utility Infrastructure	Kolthoff Hall	Secondary electrical room code improvements	$ 3,750,000
Utility Infrastructure	UMTC Campus Wide	Critical utility infrastructure renewal	$ 3,500,000
Mechanical	UMTC Campus Wide	Critical mechanical system renewal	$ 3,500,000
Building Envelope	UMTC Campus Wide	Critical building envelope renewal	$ 3,500,000
Building Envelope	717 Delaware	Water infiltration repairs - phase 2	$ 3,500,000
Utility Infrastructure	717 Delaware	Secondary switchgear replacement	$ 3,500,000
Building Envelope	Biological Sciences	Window replacement and tuckpointing	$ 3,500,000
Building Envelope	Shevlin Hall	Exterior envelope upgrades	$ 3,500,000
Building Envelope	Civil Engineering	Concrete waterproofing and replacement	$ 3,000,000
Life Safety / Code	Ferguson Hall	Fire sprinkler extension and renewal	$ 3,000,000
Building Envelope	Elliott Hall	Roof replacement	$ 2,800,000
Building Envelope	McNeal Hall	Roof and curtain wall replacement	$ 2,500,000
Life Safety / Code	2829 University Ave	Elevator modernization	$ 2,400,000
Energy Efficiency	UMTC Campus Wide	Research labs infrastructure renewal	$ 2,000,000
Building Envelope	Animal Sciences / Vet Med	Roof replacement	$ 1,800,000
Mechanical	St Paul Gym	Air Handling Unit replacement	$ 1,750,000
Mechanical	KE Dwan	HVAC Controls	$ 1,700,000
Life Safety / Code	Heller Hall	Elevator modernization	$ 1,600,000
Life Safety / Code	Burton Hall	Elevator, fire alarm and sprinkler upgrade	$ 1,500,000
Mechanical	Molecular Cellular Biology (MCB)	HVAC valves and controls replacement	$ 1,200,000
Life Safety / Code	KE Dwan	Fire alarm replacement	$ 1,200,000
Building Envelope	Mondale Hall	Water infiltration remediation	$ 1,200,000
Life Safety / Code	Borlaug Hall	Elevator modernization	$ 1,100,000
Life Safety / Code	Soils Building	Loading dock safety improvements	$ 1,100,000
Utility Infrastructure	UMTC Campus Wide	High voltage infrastructure renewal	$ 1,000,000
Life Safety / Code	Amundson Hall	Elevator modernization	$ 900,000
Building Envelope	Nolte Center	Roof replacement	$ 850,000

2025 HEAPR Request - University of Minnesota

PRELIMINARY

Projects are not listed in priorty order and may be adjusted to reflect facility condition changes and final cost estimates.

Category	Location	Project Title	$200M
Life Safety / Code	Appleby Hall	Elevator modernization	$ 700,000
Life Safety / Code	Multiple	Accessible entrances and amenities upgrades	$ 650,000
Mechanical	Plant Growth West	Emergency power alterations and replacement	$ 600,000
Building Envelope	Morrill Hall	Roof and parapet repairs	$ 600,000
Life Safety / Code	Burton Hall	Elevator modernization	$ 550,000
Life Safety / Code	Coffey Hall	Elevator modernization	$ 550,000
Life Safety / Code	Appleby Hall	Elevator, fire alarm and sprinkler upgrade	$ 500,000
Life Safety / Code	Johnston Hall	Fire sprinkler and alarm upgrades	$ 500,000
Utility Infrastructure	MPLS Utilities - Steam	Repair cracking roof at deep tunnel intersect	$ 500,000
Life Safety / Code	Shevlin Hall	Fire Sprinkler extension	$ 500,000
Building Envelope	Rapson Hall	West areawell waterproofing	$ 400,000
Mechanical	MPLS Utilities - Electrical	E-Generator loadbank connections	$ 200,000
Life Safety / Code	Children's Rehab	Accessible restroom upgrade	$ 150,000
Life Safety / Code	Ruttan Hall	Accessible restroom upgrade	$ 150,000
			$ 167,003,094
		TOTAL - ALL CAMPUSES	**$ 200,000,000**

UNIVERSITY OF MINNESOTA

Crookston • Duluth • Morris • Rochester • Twin Cities

Office of the Executive Vice President
for Finance and Operations

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100 Church Street S.E.
Minneapolis, MN 55455

January 22, 2025

Elizabeth Lincoln, Director
Legislative Reference Library
645 State Office Bldg.
100 Rev. Dr. Martin Luther King Jr. Blvd.
St. Paul, MN 55155-1050

Dear Ms. Lincoln:

On behalf of the Board of Regents of the University of Minnesota, I submit this letter as the annual report to the Legislature under Minnesota Statutes Section 137.52(b). The report outlines the University's efforts, in collaboration with the United States Department of Defense, to address environmental impacts associated with the former Gopher Ordnance Works (GOW), a World War II smokeless powder production facility located on University land in Rosemount, Minnesota. That land includes Vermillion Highlands: A Research, Recreation and Wildlife Management Area, which is managed under a cooperative agreement between the University and the Department of Natural Resources. Per Minn. Stat. §3.187, the cost to prepare this report was $840.00.

Background
GOW was operated by E.I. du Pont de Nemours and Company during World War II on behalf of the United States government. Over decades, the University and federal and state agencies have worked to identify and mitigate contamination on the site.

Settlement and Funding
In 2024, following discovery and motion practice in the University's federal cost recovery action, the University, the Army Corps and E.I. du Pont de Nemours and Company reached a settlement of all claims in the litigation. The settlement terms are documented in a Consent Decree entered by the Court on September 4, 2024. Under the Consent Decree, the United States paid $13 million to the University to be applied against past and future response costs at the site. The University is required under the Consent Decree to ensure that all necessary remediation of the site is completed with oversight by the Minnesota Pollution Control Agency (MCPA).

Future Plans
The priorities and timeline for site cleanup will be guided by anticipated land use changes. The University is currently developing planning steps and schedules and expects to submit an initial Response Action Plan to the MPCA in 2025. This plan will address contamination in closest proximity to ongoing and anticipated redevelopment activities at the site.

The University remains committed to fulfilling its obligations under the Consent Decree and advancing environmental stewardship in partnership with the State.

Sincerely,

Gregg Goldman
Executive Vice President for Finance and Operations

cc: Brian Steeves, Executive Director and Corporate Secretary, Board of Regents
Douglas Peterson, General Counsel, University of Minnesota
Alice Roberts-Davis, Vice President, University Services
Melisa Lòpez Franzen, Executive Director of Government and Community Relations
Leslie Krueger, Assistant Vice President for Planning, Space, and Real Estate
Gretchen Miller, Central Region Wildlife Manager, DNR, Vermillion Highlands Joint Steering Committee

Report Title: University of Minnesota Preliminary Report of Unemployment Insurance Aid

Per the requirements set forth in Minnesota Statue 3.197, the approximate cost to prepare this report was $515.

Description:

Chapter 55, Section 30 of the 2023 Session Laws amended Minn. Stat. 268.085, Subd. 7 to extend unemployment benefits to non-exempt educational institution employees who are furloughed from work between academic terms. This change was effective May 28, 2023.

Chapter 41, Section 4, Subd. 2 (f) appropriated $366,000 in fiscal year 2024 and $366,000 in fiscal year 2025 for unemployment insurance aid to reimburse the University of Minnesota for anticipated additional costs. Section 32 of same chapter states that by January 15 of each year, the University of Minnesota, in consultation with the Department of Employment and Economic Development, must report to the higher education committees of the legislature the balances in unemployment insurance aid accounts and information about the annual changes in reimbursable costs for higher education workers receiving unemployment insurance benefits. It further states that to the extent possible, the report must break out the costs by campus and major job classes.

Because Fiscal Year 2025 ends on June 30, 2025, we have insufficient data to provide a full fiscal year comparison of reimbursable costs. In consultation with the Department of Employment and Economic Development, we have prepared preliminary data as follows based on summer 2024 claims experience for non-exempt employees who were temporarily without work during that period:

Unemployment Benefits Paid Between Academic Terms, Summer 2024

	Non-Exempt Employment Category				
Campus	Civil Service	Clerical	Service & Maintenance	Technical	TOTAL
Crookston	$0	$4,837	$9,520	$0	$14,357
Duluth	$28,970	$34,323	$86,896	$12,720	$162,909
Morris	$5,724	$9,225	$5,743	$3,417	$24,109
Rochester	$0	$0	$0	$0	$0
Twin Cities	$29,073	$26,740	$111,100	$0	$166,912
TOTAL	$63,767	$75,124	$213,258	$16,137	$368,287