



BOARD OF REGENTS DOCKET ITEM SUMMARY

Finance & Operations

October 7, 2021

AGENDA ITEM: Twin Cities Campus Master Plan

Review

Review + Action

Action

Discussion

This is a report required by Board policy.

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PURPOSE & KEY POINTS

The purpose of this item is to review the Twin Cities Campus Master Plan (Plan) visioning, big ideas, and specific recommendations affecting the future of the campus. The narrative and visual material included, as well as the presentation, represent the multiple components and final content of the Plan. Input and feedback received from the committee will inform the visual layout and format of this content in its final form. This summary reports on engagement activities that have occurred over the course of developing a future-oriented set of actions in the Plan. This Plan also incorporates the strategic real estate principles discussed in September.

The Plan overview is divided into six sections, with a focus on:

- A. Campus Plan Demographics
- B. Campus Community Engagement and Survey Findings
- C. Plan Vision
- D. Plan Drivers
- E. Big Ideas Framework
- F. Plan Recommendations

The Big Ideas Framework, previously discussed with the Board, outlines the overarching vision that define the Plan:

- 1. Support patient care and the provider experience in the Health Sciences
- 2. Promote innovation through partnership development
- 3. Reinvest in the campus core
- 4. Create a more inclusive campus
- 5. Enrich the Student Experience
- 6. Make campus easier to navigate and prioritize pedestrian, bicycle and transit circulation
- 7. Align future development with the public realm framework
- 8. Enhance financial resiliency

9. Use land and resources sustainably
10. Engage the River

An adopted campus master plan serves as a foundation to guide and inform future six-year capital plans.

The Finance & Operations Committee has been engaged in the development of the Plan throughout the process. Based on feedback received at this meeting, the visual layout, format, and narrative for the plan book will be developed between the October and December meetings. The plan book will be included in the December 2021 docket.

BACKGROUND INFORMATION

Board of Regents Policy: *Reservation and Delegation of Authority*, Article I, Section VIII, Subd. 5 states: "The Board reserves to itself authority to approve campus master plans and amendments thereto."

In addition to content on the proposed Plan, an overview of Twin Cities housing strategy is included. The summary provides history and context for today's housing program as well as outlines administrative recommendations and Board action have guided decisions in this area. Consideration of an updated Plan will be one component of how adopted plans, goals, and targets inform future housing plans.

TWIN CITIES CAMPUS PLAN

October 2021

This document provides an overview of the visioning, big ideas, and specific recommendations affecting the future of the Twin Cities campus.

A. Campus Plan Demographics

The future horizon for this plan is ten years, through 2030. Other recommendations for physical change are linked to a future horizon of thirty years, to 2050. Geographically, the scope of this effort addresses all three primary locations of the Twin Cities campus (West Bank, East Bank and Saint Paul, including the Como Area).

Demographics and Growth

The plan assumes that campus demographics will evolve over time with highlights noted below:

- The campus community will become more racially diverse as it has been steadily changing over the last ten years. This will be reflected in the student population, and in staff/faculty population as well.
- Visitor trips to campus, for events, business purposes, health care, or other outreach purposes, may increase slightly over the immediate ten-year horizon.
- The student population will be maintained at approximately 33,000 undergraduates, consistent with Board-adopted goals, over the ten-year horizon.
- Graduate student population is expected to hold steady.
- Faculty and staff headcounts will be maintained similar to the current population count with minor adjustments following requirements for teaching and support services.

B. Campus Community Engagement and Survey Findings

Since the start of the planning effort in February 2021, important contributions have informed the direction of this plan, coming from Regents and the administration as well as from operations staff. Communication with adjacent landowners and neighborhood organizations continues as the plan develops. Faculty governance will continue between the October and December Board Meetings.

The Campus Plan Advisory Committee, representing faculty students and staff from all aspects of the Twin Cities campus community, took on a critical role in identifying themes and directions the plan should address as it moves towards its final draft form. The membership roster of that Committee drew from faculty in Cde and Humphrey School as subject matter experts for planning, mobility and landscape architecture. Representatives of the Senate Committee on Finance and Planning, the President and Provost as well as the VP for Student Affairs, the VP for Human Resources and the VP for Equity and Diversity were engaged in the effort. Staff from CS, P&A were part of this committee as were student representatives from COGS and MSA. Professional student representative was invited to participate as was a member of the Student Senate.

Given the realities of the 2020-2021 academic year, and the limited ability to interact with others on campus in a traditional, face to face manner, the planning team committed to a significant survey effort. Working with the Office of Measurement Services, a survey was distributed by email directly to more than 9,000 members of the campus community in February-March 2021. More were invited to participate through use of myU, Brief, and other modes of electronic communication. Close to 2,800 responses were received, with respondents identifying as 60% staff (1,683 people), 26% students (715 people) and 12% faculty (344 people). Respondents described their favorite places on campus and locations they felt needed improvement, their own frequency and mode of travel to campus, specific challenges or conveniences with access to campus destinations, with room for open comments as well. A summary of key findings from this survey are included in the reference slides. The results have guided much of the development of the big ideas framework discussed below.

Additional channels have been used to communicate the plan's evolution and collect feedback as it came in through meetings, website activities and other presentation events.

C. Plan Vision

The 2021 Twin Cities Campus Plan establishes a Vision for a vibrant, inclusive, and welcoming environment responsive to the unique sense of place that defines East Bank, West Bank, and Saint Paul as well as the academic, research, innovation, service, and clinical care goals of MPact 2025.

The future vision for the West Bank capitalizes on the proposed demolition of Anderson Hall to renew the West Bank Plaza and provide a new facility focused on student inclusion, collaboration, and engagement. It also provides guidance for improving the mobility experience and improving the conditions along the campus – community interface. Future expansion opportunities are coordinated with the vision for Plaza renewal and improved accessibility and bicycle circulation.

The future vision for East Bank builds upon the iconic and memorable assembly of buildings and landscapes that shape the Knoll and Northrop Mall. It calls for the renewal and reinvestment in these core areas to create a more inclusive campus, enhance the student experience, engage the Mississippi River, and improve mobility while addressing a range of deferred maintenance and operational issues. The Vision also provides guidance for the most significant expansion of the Twin Cities Campus in over 50 years. Restoration of the city grid in the southeast corner of the campus establishes the context for the renewal of the Health Sciences, a new hospital, and undergraduate housing. It also aligns plans for the campus with private sector and partnership developments emerging in the surrounding context.

The future vision for Saint Paul builds upon the direction provided in the 2019 Strategic Facilities Plan. It acknowledges the importance of the open spaces, landscape, and agricultural fields to the character and mission of the programs located in Saint Paul. It calls for a renewed core centered on the Magrath Library and the Saint Paul Commons and provides direction for future university and private sector partnerships focused on bioengineering. A redevelopment strategy for the Commonwealth Terrace area plans for the next generation of affordable graduate and family housing. The Vision also preserves the agricultural lands and natural systems of the campus in support of funded research and the overall focus on sustainability and resiliency in Saint Paul.

D. Plan Drivers

There are a handful of primary drivers that the team considered as recommendations were developed. These drivers represent many of the powerful influences that are likely to shape the future of the Twin Cities Campus. The drivers are as follows:

1. University Mission
2. Board of Regents Systemwide Campus Planning Principles
3. Strategic Plan Commitments (MPact 2025)
 - a. Sustainability
 - b. Fiscal Stewardship
 - c. Student Success
 - d. Community Belonging
4. Comparative Regional Advantages
5. Post-COVID Campus
6. Equitable Access and Universal Design
7. Mobility

1. University Mission

As a land grant institution, the University exists to foster teaching and learning, advance research and deliver outstanding service and outreach to our local, state and global communities. These activities, along with the facilities, people, and support systems needed to ensure success are the basis of the plan's recommendations for future change at the Twin Cities campus.

2. Systemwide Campus Planning principles

The Board of Regents approved campus planning principles in February 2021, and listed below.

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

These principles will implement Commitment 5, Goal 3 of the Systemwide Strategic Plan and ensure that there are long term physical master plans for each of the system campuses, and that these plans are updated regularly to ensure they remain relevant to each campus community.

Physical plans for each of our campuses address questions of growth, capital renewal, and interaction with the surrounding community, all based on the priorities shaped by the institution's (research, learning, outreach) mission. These principles are a strong foundation for best practices in campus master planning, they reflect changes in good planning practice by

integrating important themes such as sustainability, inclusion, diversity, and innovation in the face of an uncertain future.

3. Systemwide Strategic Plan: MPact2025

The campus plan is also closely aligned with the systemwide strategic plan, [MPact 2025](#). In the case of the Twin Cities campus and its unique features and conditions, the plan’s ‘Big Ideas’ grew out of the analysis of conditions and feedback received from various stakeholders. The alignment of the Strategic Plan commitments to this framework provides a way of thinking about how the campus should change and has been an important influence on the key recommendations of the plan.






MPact 25 STRATEGIC COMMITMENTS		 Student Success	 Discovery, Innovation, & Impact	 MNtersections	 Community & Belonging	 Fiscal Stewardship
Support the patient & provider experience in Health Sciences			X	X	X	
Promote innovation through partnership development			X	X	X	
Reinvest in the campus core	X				X	X
Create a more inclusive campus	X			X	X	
Enrich the student experience	X				X	
Make the campus easier to navigate and prioritize pedestrian, bicycle & transit circulation				X	X	X
Align future development with the public realm framework				X	X	X
Enhance financial resiliency				X		X
Use land and resources sustainably		X		X		x
Engage the River				X	X	

Figure 1: MPact 2025 Commitments and Big Ideas Framework

Sustainability

In keeping with the values of the University, the Campus Plan promotes a sustainable approach to campus development. It addresses the social, environmental, and economic dimensions of sustainability in terms of the analysis conducted and the recommendations provided.

The Campus Plan supports the University’s sustainability goals and initiatives related to the physical environment, including the goal of achieving climate neutrality by 2050. The recommendations set out in the Campus Plan will support the upcoming Climate Action Plan update.

The Campus Plan addresses the following aspects of the campus environment:

- a. Landscape and ecology – the Plan guides operations to maintain and renew natural systems that are found on campus, in order to protect habitat areas and promote an appreciation of important resources which are also campus assets;
- b. Water Resources – the Plan encourages progressive stormwater management strategies and best management practices.
- c. Energy and Emissions – the Plan supports the energy management and climate neutrality goals of the University by recommending robust Energy Use Intensity (EUI) targets tailored to each of the capital improvement projects, in addition to the adopted policies. The University is a 2008 signatory of the Climate Commitment and has targeted 2050 to achieve climate neutrality.
- d. Mobility – the circulation network improvements focus on promoting accessibility, human powered movement, and bus / transit use. This also promotes health and wellness goals by encouraging exercise. The modal split of the University continues to be the focus of these efforts. Reduction in the use of single occupancy vehicles is aided by the increase in the number of students living in the areas surrounding the campus and by increased use of transit.

Fiscal Stewardship

Financial resiliency is an important measure for the University, especially in the aftermath of the Covid-19 Pandemic. Furthermore, in support of the systemwide Campus Planning Principles, the consideration of impact to cost of attendance has supported the development of the following principles:

- i. Reduce renewal backlog by using comprehensive assessment tools for every building on campus and coordinate investment with broader ideas such as restoring the core, creating an inclusive campus, and enhancing the student experience;
- ii. Prioritize opportunities to reduce the total need for space through hybrid education, work, and service delivery models and changes in occupancy of space;
- iii. Demolish obsolete and surplus buildings for the financial benefits as well as the campus design and development opportunities; and,
- iv. Strategically dispose of property that no longer serves the mission of the University in alignment with Board-reviewed real estate principles.

The university's capital planning process translates high priority investments to a Six Year Plan, revised and approved by the Board of Regents annually. This plan is a critical capital planning tool as it represents all funds- local college or academic unit as well as University funds, and state capital requests. One of the most important alignments once each campus has an approved plan is to ensure the appropriate time horizon and reconciliation of priorities across the University system.

Student Success

All students experience the Twin Cities campus differently. Survey results polling undergraduate and graduate students indicate that students living on campus feel welcomed in program and living spaces, including recreation and other student focused activities. However, there is less affiliation or affinity for other campus locations, or with faculty, advisors and staff.

The location, physical form and staffing of student service facilities is an important component of the Campus Plan, including academic support, wellness and mental health services. The locations and relative convenience of access of these services based on population density and concentrations of activity will guide thinking about where to invest in support facilities going forward.

Other tangible needs related to student success include expanding the variety and location of study and collaborative spaces, when students are on campus. Managing safe travel routes, lighting and other operational-based efforts to support students who live off campus is another component of student success that the University is committed to in the present day and on-going.

Community Belonging

The Twin Cities Campus is a gathering place for many Minnesotans, whether they have an affiliation with the University or are occasional visitors. Creating a more inclusive campus for all students, staff, students, alumni and visitors is a key aim as investment and renewal occurs in response to a more diverse campus population.

As the campus becomes more racially diverse as it recruits and retains staff students and faculty from many different backgrounds It will be important to maintain focus on actions that will link the physical place to an experience that feels more inclusive and representative.

Representation in terms of the people who are on campus, and how places are designed and operated/ used by members of the community are part of this focus. Equitable and a universal design approach to funding and retrofitting the vast amount of existing spaces (buildings, paths, facilities overall) is another example of how community belonging can be improved in the plan's future.

Neighborhood strategies to mutually benefit the University and local residents and business owners are an important part of community belonging as well. Investments in public safety and strengthening relationships with adjacent neighborhoods businesses and residents is a powerful component of this driver towards the campus' future.

4. Comparative Regional Advantages

The University of Minnesota Twin Cities is one of few major land grant universities located in a large and diverse metropolitan area and is one of just four campuses in the nation that have agricultural programs and a health sciences center with a major medical school. The University's position in the greater Minneapolis – Saint Paul area and its status as a Tier 1 R1 institution result in major strategic advantages. The location provides students and faculty/staff recruits with a host of opportunities for entrepreneurship and partnership made possible by the high number of Fortune 500 companies based in the Twin Cities, hovering between 15-18 of these entities over a multi-decade survey. This is one of the highest per capita ratios of any city in the United States. Corporations can be a signal of a strong startup culture as well, also borne out in regional data for the Twin Cities relative to its peers. The strong economic activity across multiple sectors, the cultural diversity of the metropolitan area, and the specialized facilities and lands support University activities in a mutual benefits equation.

All of the activity at the Twin Cities campus results in significant economic, employment, and government revenue impacts generated throughout the state. [Recent studies](#) of direct and indirect economic impact estimated the Twin Cities campus contribution at \$5.6 billion (FY17 data). The employment impacts of the campus supported more than 49,500 jobs throughout the state. Considering the campus's operations, an additional \$309.7 million was generated in state and local government revenue that is attributable to the Twin Cities campus.

The Saint Paul facility and land resources help the University attract students and faculty—resources that will be even more crucial as CFANS enhances its experiential learning opportunities. Saint Paul encompasses 185 acres of cropland and animal research facilities. These on-campus resources, close physical connection between cropland, animals, and facilities is essential for research. Access to research plots as well as growth chambers, facilities for plant and animal processing, and refrigerators and freezers for preservation are often critical components of successful research. Research funds to support this work have been awarded by federal agencies (majority), with other sponsored research from the State, industry, and non-profit foundations.

5. Post-COVID Campus

While there is no template for responding to the radical changes experienced in 2020 and 2021 as a result of the COVID-19 pandemic, the Campus Plan provides recommendations for the future in an intentional way informed by emerging trends and considerations.

Some of the trends considered in planning process include:

- The continued focus on Diversity, Equity, and Inclusion and the types of spaces and environments that will be required on campus;
- Rationalization of space and a focus on renovation, flexibility, and multi-purpose space;
- A focus on libraries as central academic success + support service location, especially as classes move online;
- Use of central campus areas for student engagement rather than administrative uses
- Hybrid learning, service delivery (financial aid, advising and counseling), and telework for some members of the campus population;
- Student convenience, with a focus on one-stop services for financial aid, records, and other services;
- Faculty and staff offices, with potential for more collaborative and shared spaces rather than private offices; and,
- Budget challenges focusing on cost reduction, finance, revenue generation and private partnerships.

6. Equitable Access and Universal Design

The principles of Universal Design provide a broader framework for evaluating future building, interior, and site design projects on the campus. Making campus more accessible creates a welcoming and inclusive place. This is especially important on a long-established campus, as buildings are renovated and when new facilities are designed and built. Accessibility affects everyone on campus, whether on their travel path, their entry into a building, or when using space over the course of a typical day. The plan recommendations will take a system-wide approach to applying these principles as capital investment decisions are made.

7. Mobility

Travel surveys tell us there are more than 84,000 trips per day to the Twin Cities campus, about 4,000 more than the last time the campus plan was updated in 2009. The campus community is moving around considerably over the course of the typical day, with highest ranking campus shuttles showing volumes moving between East Bank and Saint Paul, East Bank and West Bank, Dinkytown to Saint Paul, and Southeast Como neighborhood to East Bank and Dinkytown. Overall, most people (students, staff, faculty) are not coming to campus driving alone (on average this is about 25% of all travel). Once getting off transit, or parking a vehicle, or a bike, the majority of our campus community travels along a pathway, on foot or by other means. This is why the campus promotes non-motorized travel as the first priority in the most dense, core places of each location.

Physical accessibility of our buildings and connections such as Gopher Way are variable. There are immediate-term initiatives mapped in the final plan document that direct attention to some of the most important investments needed.

Congestion and delay on streets remains a challenge for some destinations particularly on the eastern edge of the East Bank. Solving these complex transportation challenges while maintaining optimal campus operations will require active work with partners at the city, county, and the state.

The fundamental challenges for the campus plan update related to mobility are:

- i. How do we best accommodate increasing demand on the Huron Corridor?
- ii. How do we effectively prioritize different modes of travel?
- iii. How do we plan for future travel patterns and technologies?
- iv. What are future parking needs and where can they be accommodated

E. Big Ideas Framework

Ten Big Ideas that build on existing conditions and aspirational goals for change inform the Campus Plan. The “Big Ideas” emerged from the consultation, surveys and analysis carried out during the planning process. They represent goals, actions, and opportunities for enhancing the Twin Cities campus in response to the identified planning drivers and the aspirations for the future. They can be traced directly to the specific actions called for in section F. The Big Ideas language will also provide guidance to support decision making when unforeseen opportunities arise, beyond the locations noted in this campus plan.

1. Support patient care and the provider experience in the Health Sciences
 - a. Reserve land and transportation capacity to support a future hospital
 - b. Relocate housing to riverfront sites when hospital relocation is complete
 - c. Manage the evolution of parking supply in the area related to changes resulting from expansion in the clinical campus related to the relocated hospital and housing redevelopment
 - d. Plan for future growth for academic and research activity between Harvard Street and Oak Street between academic core and clinical campus
2. Promote innovation through partnership development
 - a. Promote interaction between healthcare and innovation

- b. Direct initiatives to specific Innovation Corridor sites
 - East Gateway
 - 2407
 - Biotech District - Saint Paul
 - West Bank
- 3. Reinvest in the campus core
 - a. Recognize the campus' iconic character as an asset
 - b. Pursue selected demolitions such as Williamson Hall, Anderson Hall (West Bank), Peik Hall (Knoll), Mayo block redevelopment and other health sciences initiatives
 - c. Renovate West Bank plaza and Knoll landscape
 - d. Reinvest in Campus Centers: Saint Paul Commons, Coffman Union
 - e. Expand the connected open space system, including new open spaces in growth areas such as the clinical campus and East Gateway
- 4. Create a more inclusive campus
 - a. Design and build welcoming environment for Indigenous students
 - b. Reinvest in student focused spaces such as Student Unions, wellness and recreation, University-owned housing with consideration as to how to make such spaces more welcoming to all
 - c. Align with namings/renamings policy as developed
 - d. Invest in universal design through retrofitting and new construction
 - e. Provide daily use facilities for all - lactation, gender neutral restrooms, meditation and wellness rooms
- 5. Enrich the Student Experience
 - a. Expand study, classroom, and collaborative spaces
 - b. Enhance safety and manage safe routes, lighting, crime prevention through environmental design, and operations
 - c. Develop engagement and active participation strategy related to physical University presence in critical locations at multiple locations where the campus meets the neighborhood.
 - d. Locate student facing units and renovate spaces to support student service in prime location buildings such as Morrill, Appleby, Armory, Eddy
 - e. Add to student recreational fields and facilities.
 - f. Work with Minneapolis Park and Recreation Board towards improvements to and shared use of East River Flats Park
- 6. Make campus easier to navigate and prioritize pedestrian, bicycle and transit circulation
 - a. Create University-branded, unified, and user-friendly wayfinding to support all modes of travel and all types of trips (patients and first-time visitors) throughout campus, with digital and physical signage and navigation tools.
 - b. Define parking locations for the future considering daily use and visitor patterns.
 - c. Work with external agencies and others to advance access to and performance of regional road systems (such as Huron/I-94, State Highway 280)
 - d. Coordinate efforts to support a hierarchy of campus streets within the campus' jurisdiction, and plan for future needs as they emerge

7. Align future development with the public realm framework
 - a. Develop sites that enhance and benefit from existing iconic open spaces or connecting corridors.
 - b. Preserve opportunities to support expanded open space and public realm in key locations (Clinical Campus, East Gateway)

8. Enhance financial resiliency
 - a. Reduce renewal backlog by using comprehensive assessment tools for every building at all locations.
 - b. Prioritize opportunities to save space use through hybrid work models and changes in occupancy of space.
 - c. Pursue demolition sites for the financial benefits related to removing capital renewal needs as well as the campus building opportunities
 - d. Strategically dispose of properties that no longer serve the University's mission, in alignment with Board-reviewed real estate principles.

9. Use land and resources sustainably
 - a. Continue to manage mobility and mode choice as well as flexible work schedules to minimize increases in single occupant vehicle use.
 - b. Manage and expand resilient infrastructure corridors to be reserved in perpetuity
 - c. Identify land that should be reserved for sustainable infrastructure
 - energy plants, geothermal fields, solar arrays, etc.
 - electric vehicle charging stations
 - d. Continue to meet state SB 2030 standards for building/facility design, siting, and operations to reduce carbon emissions

10. Engage the River
 - a. Replace Anderson Hall on the West Bank, focused on active learning and student services
 - b. Work with Minneapolis Park Board to create usable spaces on river flats
 - c. Consider relocation of the southeast steam plant over a ten year future

F. Plan Recommendations

West Bank

The Campus Plan calls for the renewal of key West Bank buildings and the public realm while respecting the modernist planning and design principles that define its character and image. The intent is to renew and enhance the West Bank in support of the campus experience and to support the needs of the academic and research programs in the social sciences, the professional schools, and the arts. This includes introducing elements of the arts throughout the West Bank. With top ranked professional programs and arts, the vision is to create an environment that puts more of the activities on display making a center for Law, Management, and Public Affairs to assemble for cross-disciplinary events and activities.

The West Bank public realm and landscape occurs at the plaza level with extensive areas of occupied space beneath the plaza. Plaza accessibility, pedestrian routes, bike routes, and service / emergency routes are in need of a detailed rejuvenation plan to coordinate landscape and

circulation improvements. Consideration is needed as to the best way to move through the West Bank and provide connections to Riverside Avenue and the adjacent M Health Fairview Medical Center. Connections to future development opportunities north of the Law School are also needed. It is recommended that the University develop a detailed plan and strategy for restoring the West Bank Plaza and ground levels and in doing so, identify ways to improve the campus experience and create a more welcoming and inclusive campus.

The Campus Plan generally maintains the existing land use pattern in support of current and future activities; however, it illustrates potential changes and provides facility recommendations across the West Bank campus with the most significant proposed in the following areas: 1) Anderson Hall site, including transit improvements; 2) public realm investments at grade and below ground to support the core of the West Bank; and, 3) peripheral development at the north side of Washington Avenue, along 19th Avenue, and at strategic sites on Riverside Avenue.

The specific recommendations for West Bank are listed below and illustrated in the Board presentation

1. New pedestrian and bike connection to East Bank from Bridge 9 trail
2. Corridor and open space development north of Washington Avenue, including potential recreation and academic buildings
3. Student facing building (replacement of Anderson Hall) for student services and classrooms
4. Innovation Corridor: West Bank location, development to support activities of professional schools interactions with wider community
5. Academic commons (Wilson Library), renovation of existing building to relocate stacks collections and support collaborative and interactive activities and facilities
6. Academic expansion, program to be determined
7. Improved transit connections to revise current bus rider experience on West Bank
8. Wayfinding and pedestrian signage at key locations to support orientation to buildings and destinations
9. Student focused new open space, to support programming and activity in high pedestrian traffic location
10. Relocated parking (new structure) when academic expansion (#5) is imminent
11. Campus edge open space to bridge the Riverside Avenue edge at an important campus entry point
12. Washington Avenue Bridge improvements related to improved shelter for those using bridge as well as safety features to better distinguish between bike and pedestrian movement.

Phasing

Phasing for the recommendations on the West Bank are mapped in the Board presentation and are shown in two stages, as follows:

Near Term (0-10 years)

3. Student facing building (replacement)
5. Academic commons (Wilson Library)
7. Improved transit connections
8. Wayfinding and pedestrian signage
12. Washington Avenue Bridge improvements

Long Term (More than 10 years)

1. New pedestrian, bike connection to East Bank
2. Corridor and open space development
4. Innovation Corridor: West Bank
6. Academic expansion
9. Student focused new open space
10. Relocated parking (new structure)
11. Campus edge open space

East Bank

The vision for the East Bank is a composite of each of the sub-districts that comprise the area between the Mississippi River and the eastern boundary of the site. There are five districts described in the plan, with a supporting vision for the future land use and the public realm framework to each. The districts are mapped in the Board presentation

Major change areas on the East Bank are planned around the clinical campus, including the relocation of the hospital and expansion of clinical services including patient care and research. Hospital relocation and the evolution of academic research activity will free up sites along the Mississippi River bluff for housing development, allowing the Twin Cities campus to extend its residential district along the riverfront at a range of potential housing density. As new housing is built, it will be possible to incrementally demolish existing residence hall sites in the 'Superblock' and redevelop those locations as academic buildings, well-located within 1-2 blocks from the core academic health sciences and clinical campus district.

As partnership mixed use development occurs in the East Gateway and 2407 Joint Venture sites, these locations will also see change on the long-term horizon. The Biomedical Discovery District is expected to continue to expand in support of the University's strong research activity profile.

Renewal in the core of campus is an essential part of the plan's recommendations for East Bank. Landscapes such as Northrop Mall are important to this aspect of the plan. Select demolitions in the Old Campus Historic District and at the Mayo building south of Washington Avenue are planned.

The specific recommendations for East Bank are listed below and illustrated in the Board presentation

1. Hospital relocation contingent on confirmed affiliation agreements and planning/engineering analysis to confirm key issues, such as transportation.
2. Clinical campus expansion, including development of clinical research capacity in the near-term future
3. Delaware connection, with ample pedestrian and landscape treatment in support of a street network connection to Huron Boulevard (east) and eventually to Oak Street and impacting the Oak Street parking ramp.
4. Essex Corridor, to create a wider corridor that will support vehicle traffic in some segments and be primarily pedestrian at other locations, between Church Street and Huron Boulevard. A key part of the future open space network.
5. Innovation Corridor: East Gateway is planned to be a large-scale, multiple decades long development focused on mixed use development complementary to University activity in the area.

6. Innovation Corridor: 2407 joint venture is planned to be a mid-scale change focused on mixed use development complementary to University activity in the area.
7. Stadium open space expansion, involving the relocation of occupants then demolition of the office building to create a premier open space supporting stadium and game day activities
8. Biomedical Discovery District research expansion will support essential expansion over time around the established neighborhood of applied research activity
9. Academic expansion will occur after housing has been redeveloped along the riverfront sites, capturing the value of the sites between the traditional core of health sciences buildings south of Washington Ave and the emerging clinical neighborhood.
10. Housing redevelopment will begin once the hospital relocation plan is confirmed. Redevelopment and replacement could result in a net increase in beds over the current bed count in the residential Superblock, subject to future needs.
11. River flats open space is owned by the Minneapolis Park Board, the University proposes to work together in planning for the future of the area, in support of recreational access and activities of interest to students and other members of the campus community.
12. Northrop Mall renewal is a critical component of investing in the iconic landscape in the core of the East Bank campus
13. Renovation of student-facing buildings, including candidates such as Morrill and Appleby as well as the Armory, to align iconic open spaces and student-facing services and improve physical access to these buildings, in order to enrich a student's daily campus experience
14. River focused visual connections at two locations, Appleby and Church Street/ Essex Corridor as locations with unique qualities that merit unique architectural and landscape treatment.
15. Selective demolitions, to remove obsolete, poor condition buildings, and in some cases restore landscapes (in the Old Campus Historic District) or capture the high value of adjacencies and location to build at other sites (at the Mayo Building).
16. Enhanced wayfinding throughout campus, to support orientation to buildings and destinations
17. Land acknowledgement opportunity, potentially including artwork related to community identity among tribal nations, related to the River.

Phasing

Phasing for the recommendations on the East Bank campus are mapped and shown in two stages, as follows below. Note that there are a few recommendations that will occur in the near term and long term (eg. selective demolitions, river-focused visual connections). Many of the changes in the vicinity of the housing and academic development on the southern part of campus will occur comprehensively in the longer term horizon.

Near Term (0-10 years)

7. Stadium open space expansion
12. Northrop Mall renewal
13. Renovation of student-facing buildings
14. River focused visual connections
15. Selective demolitions
16. Enhanced wayfinding throughout campus
17. Land acknowledgement opportunity

Long Term (More than 10 years)

1. Hospital relocation
2. Clinical campus expansion
3. Delaware Connection
4. Essex Corridor
5. Innovation Corridor: East Gateway
6. Innovation Corridor: 2407 joint venture
8. BDD research expansion
9. Academic expansion
10. Housing redevelopment
11. River flats open space
14. River focused visual connections
15. Selective demolitions

Saint Paul

The vision for Saint Paul aligns the programs, research activities, facilities, research land, and character of the campus with the overarching sustainability initiatives of the University as set out in MPACT 2025. The natural features of the campus combined with the agricultural fields and research land are critical to those initiatives. The 2019 Saint Paul Strategic Facilities Plan defined the purpose and principles that will guide the Saint Paul campus as follows:

- i. Create a discovery district focused on food, water, and the environment.
- ii. Promote regenerative campus design.
- iii. Reuse existing buildings in support of the academic and research mission.
- iv. Maintain an ecosystem of buildings—a system where activities in one building contribute to collaboration and innovation in adjacent buildings.
- v. Support interdisciplinary research and innovation.
- vi. Create experiential learning and public engagement environments.
- vii. Locate collaboration and social hubs to serve a variety of population groups.
- viii. Establish a destination for University of Minnesota students and the broader community.
- ix. Construct catalyst projects and quick wins.
- x. Maintain and enhance the agricultural land of the campus

The proposed land use pattern of the Saint Paul campus includes several areas supporting a range of activities and uses. The major areas include: 1) the academic zone with the main academic and research facilities; 2) the research lands; 3) the animal teaching and research area; 4) the animal support area; 5) athletics and recreation; 6) student-focused uses such as housing (Commonwealth Terrace and Bailey) and a reinvestment in the Student Center; 7) outreach areas; and, opportunity sites such as the Les Bolstad Golf Course.

The quality of the arable agricultural land on the Saint Paul Campus is a remarkable asset, especially given its location within the Twin Cities. The land is critical for advancing the land-grant mission of the University and the mission of CFANS and CVM. The proximity of these lands to the research labs and research support facilities is critical to the efficiency and delivery of ongoing academic and research programs. The productivity of the soil and the extensive longitudinal research records for many of the plots dating back to the establishment of the Agricultural Experiment Station/University Farm make the land highly valuable for ongoing research. The Campus Plan protects these lands for ongoing and future research and limits the encroachment of

development. The Plan also protects these lands in the interest of the University's sustainability and resiliency goals and emphasis on food, water, and soil security.

Open space networks in Saint Paul were studied in detail in the 2019 Strategic Facilities Plan. The result of that work proposed a Public Realm framework defined by a series of thematic activity and movement corridors, some of which are well-known and others that would bring great value as they are developed further. Buford Avenue is an important main street to the Saint Paul campus, and it is bisected by three north-south circulation corridors which build on existing street and landscape corridors present on the campus. Continued investment in iconic places such as the Lawn and the Bowl remain essential features of the Saint Paul campus for the future.

The specific recommendations for St Paul are listed below and illustrated in the Board presentation:

1. Innovation Corridor: Partnership District including plans to develop facilities and infrastructure to support biomanufacturing and prototyping activity
2. Student-focused space such as reinvestment in key student spaces for study, as well as retail and not retail services at the Student Center
3. Campus Commons, to re-purpose Magrath Library for academic collaboration and support services
4. Research Renewal, the potential for demolition of the worst condition, least adaptable buildings at Upper Buford Circle and replacement with a new research building in the area
5. Animal teaching facilities, to renovate and repurpose existing facilities with intentional design to support animal science and other disciplines' teaching and learning activity
6. Veterinary Med renewal, including small animal hospital, research facilities, and student learning needs
7. Community outreach: pavilion structure available for seasonal event use by University or affiliated community entities
8. Student housing redevelopment at affordable rates on the existing Commonwealth Terrace site
9. Mixed-use district along Como Avenue including higher density housing, services that support the campus and surrounding neighborhood.
10. Landscape renewal at Sarita Wetland/ Commonwealth Terrace to manage surface water and create a beautiful functional
11. Sustainable strategy opportunity and continued campus support at Como Area, including potential development of carbon-neutral and/or net positive utility infrastructure

Phasing for the recommendations on the St Paul campus are mapped and are shown in two stages, as follows:

Near term (0-10 years)

1. Innovation Corridor: Partnership District
2. Student focused space
3. Campus commons
11. Sustainable strategy opportunity and continued campus support at Como Area

Long term (More than 10 years)

4. Research renewal
5. Animal teaching facilities
6. Veterinary Med renewal

7. Community outreach
8. Student housing
9. Mixed-use district
10. Landscape renewal

University of Minnesota Twin Cities Campus Plan Draft Plan Materials

Board of Regents Finance and Operations Committee
7 October 2021

Today's Presentation- Agenda

- A. Twin Cities campus
- B. Plan Drivers
- C. Big Ideas
- D. What We've Heard
- E. Future Campus Recommendations
 - West Bank
 - East Bank
 - St Paul (including Como area)
- F. Future Change Overview

How will we use this Campus Plan to make real change on campus?

- Link mission and strategic priorities to needed physical changes
- Prioritize capital resources in planning tools such as the Six Year Capital Plan
- Initiate planning, design and operational requirements across multiple units in order to implement plan objectives
- Draw on the Plan as a communications tool to work with partners towards mutually beneficial efforts.

A. Twin Cities campus

UMTC Urban Peers

UMTC's location, host economy and mission provide unique opportunities relative to its urban peers.



What's changed since the last Plan was completed?



Enrollment and Campus Life



Learning and research



Events and Activities



Clinical Activity



Mobility, transit use, parking

Comparative Regional Advantage- Talent

The contributions of the University to the local economy...is the human capital that we train and send into our economy. Corporations no matter the industry are in need of the type of talent found in professional management, because those skills are applicable across different industries.”

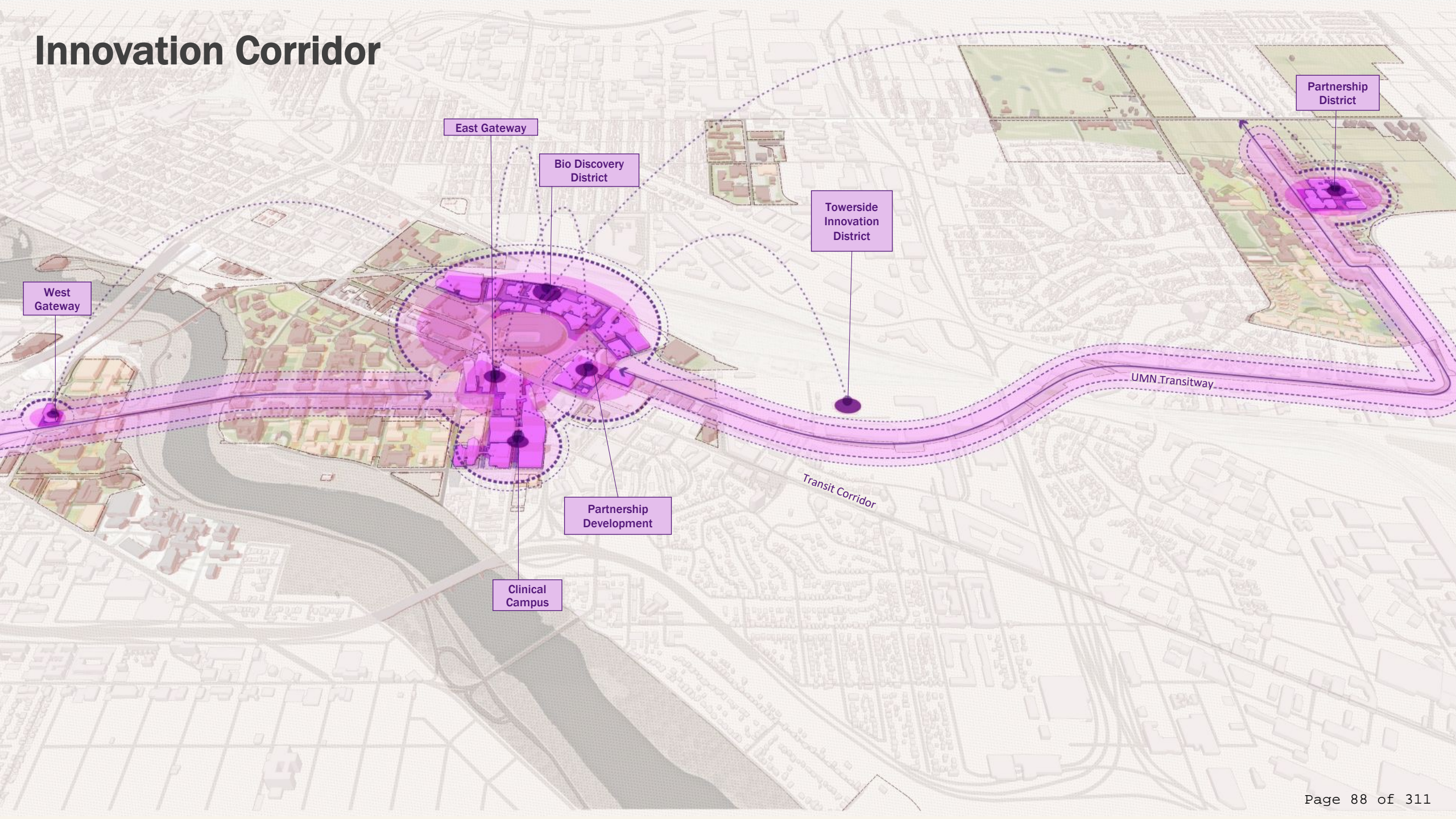
- Myles Shaver, PROFESSOR, CURTIS L. CARLSON CHAIR IN CORPORATE STRATEGY, Strategic Management & Entrepreneurship

Job Access **63.4%** Population with a commute time of less than 30 mins.
Peer Rank 1

Entrepreneurship **57.4%** Establishments surviving 5 years
Peer Rank 1

Talent Availability **40.5%** Population 25+with a bachelor’s degree or higher
Peer Rank 5

Innovation Corridor



West Gateway

East Gateway

Bio Discovery District

Towerside Innovation District

Partnership District

Partnership Development

Clinical Campus

Transit Corridor

UMN Transitway

The Planning Context



Minneapolis

MARCY
HOLMES

SOUTHEAST
COMO

DINKYTOWN

ST
ANTHONY
PARK

FALCON
HEIGHTS

Saint Paul

STADIUM
VILLAGE

PROSPECT PARK

CEDAR
RIVERSIDE

B. Plan Drivers

Plan Drivers

- University Mission Activity
- Regents' Systemwide Planning Principles
- Strategic Plan Commitments (MPact 2025)
 - Sustainability
 - Fiscal Stewardship
 - Student Success
 - Community Belonging
- Comparative Regional Advantages
- Post COVID campus
- Equitable Access and Universal Design
- Mobility

THE PLAN

Inspired by the State of Minnesota, MPact 2025 reflects our deepened commitment to research, teaching, and service, open access to opportunity, and forward-thinking innovation to advance the University's land-grant mission and impact the world.

MPact 2025 is specific and measurable. It has clear goals and action items. It is a guidepost for the kind of institution we want to be—and it will be adaptable to changing circumstances. Like most strategic plans, approximately 70% of this plan advances our historic mission and what we do well; 15% fixes where past practice got it wrong, or actually caused harm; and 15% promotes innovative ideas and operations. However, it is not a detailed playbook that provides an answer to every potential decision.



Commitments

Commitments represents the intersection of our values and action. They are like a spine to which all else is connected, and are intended to freely complement and interact with one another. The Commitments help us to articulate our vision at the 100,000 feet level, as well as provide direction to frame our organizational identity. The Commitments are inspiring, unifying, and impactful, but not constraining.



1: STUDENT SUCCESS

Meeting all students where they are and maximizing their skills, potential, and well-being in a rapidly changing world.



2: DISCOVERY, INNOVATION & IMPACT

Channeling curiosity, investing in discovery to cultivate possibility, and innovating solutions while elevating Minnesota and society as a whole.



3: MINTERSECTIONS

Inspired by Minnesota to improve people and places at world-class levels.



4: COMMUNITY & BELONGING

Fostering a welcoming community that values belonging, equity, diversity, and dignity in people and ideas.

5: FISCAL STEWARDSHIP

Stewarding resources to promote access, efficiency, trust, and collaboration with the state, students, faculty, staff, and partners.

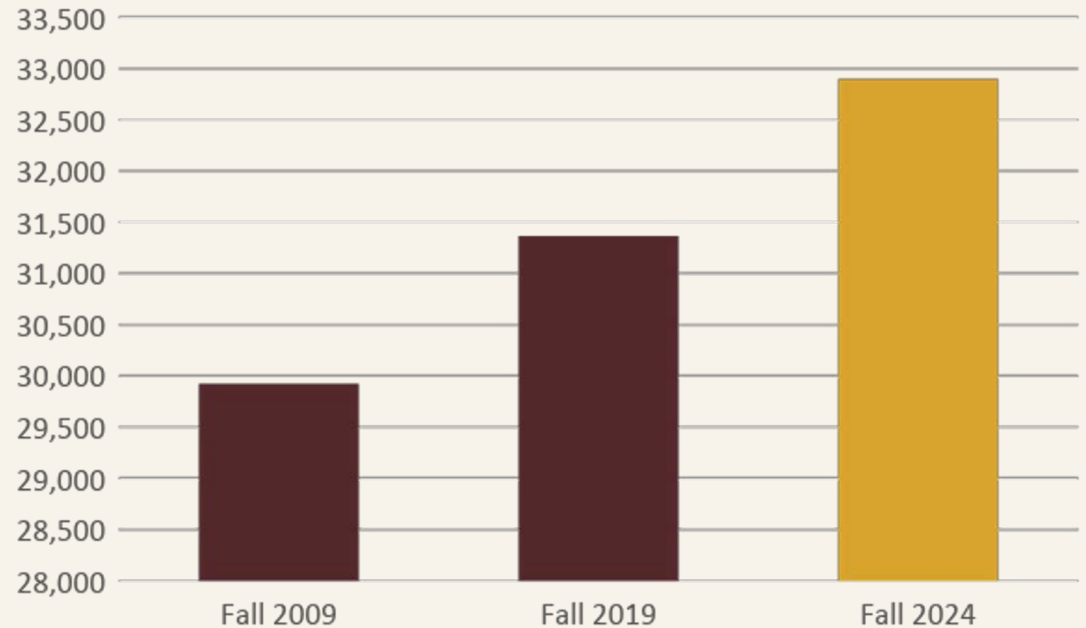
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MPact2025 Strategic Plan

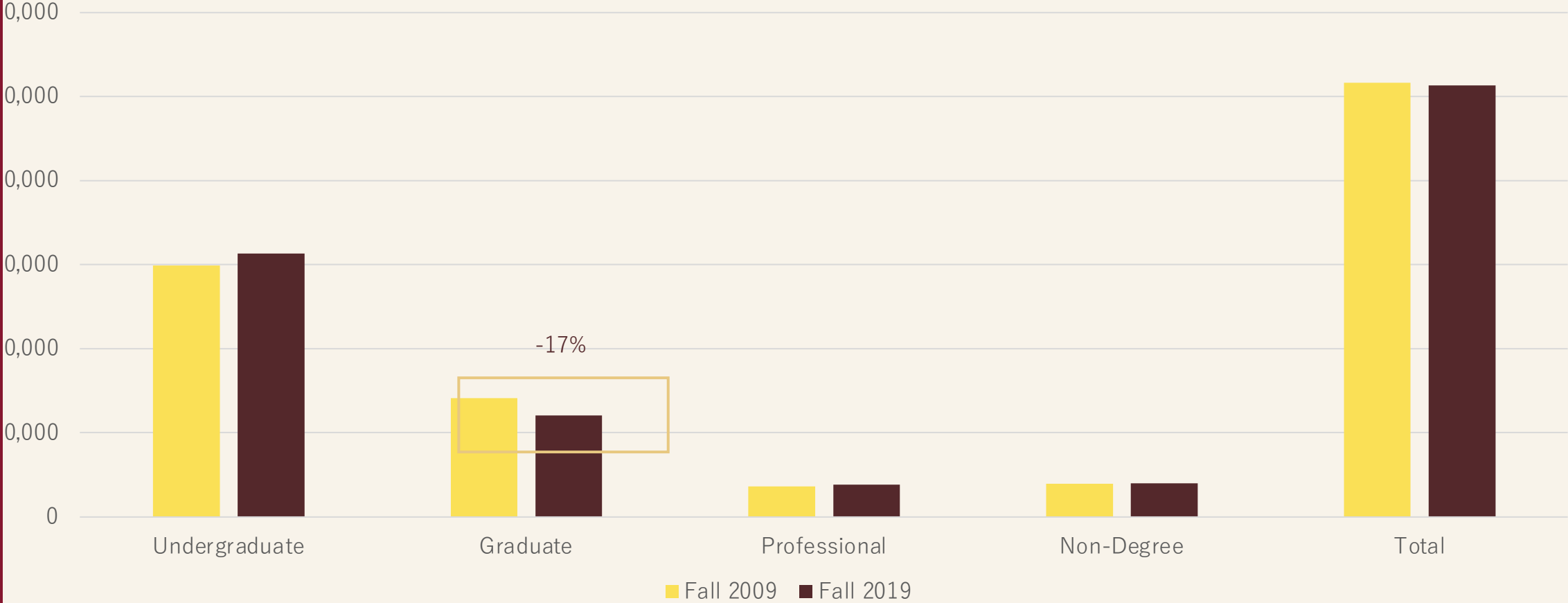
Enrollment Growth

10 Priority Areas for Enrollment Growth

1. Plan for modest undergraduate growth over the next five-year period.
2. Admit for success.
3. Maintain affordability and access for Minnesota students.
4. Provide a high-quality education and student experience.
5. Maintain commitment to transfer students.
6. Value ethnic, social, economic, and geographic diversity.
7. Support timely graduation.
8. Adjust enrollment levels and set tuition rates to provide revenues.
9. Continue to enhance need-based and merit-based financial aid programs.
10. Be attentive to state, national, and global workforce needs.



Enrollment by Academic Level



Source: University of Minnesota, Office of Institutional Research. <https://oir.umn.edu/student/enrollment>

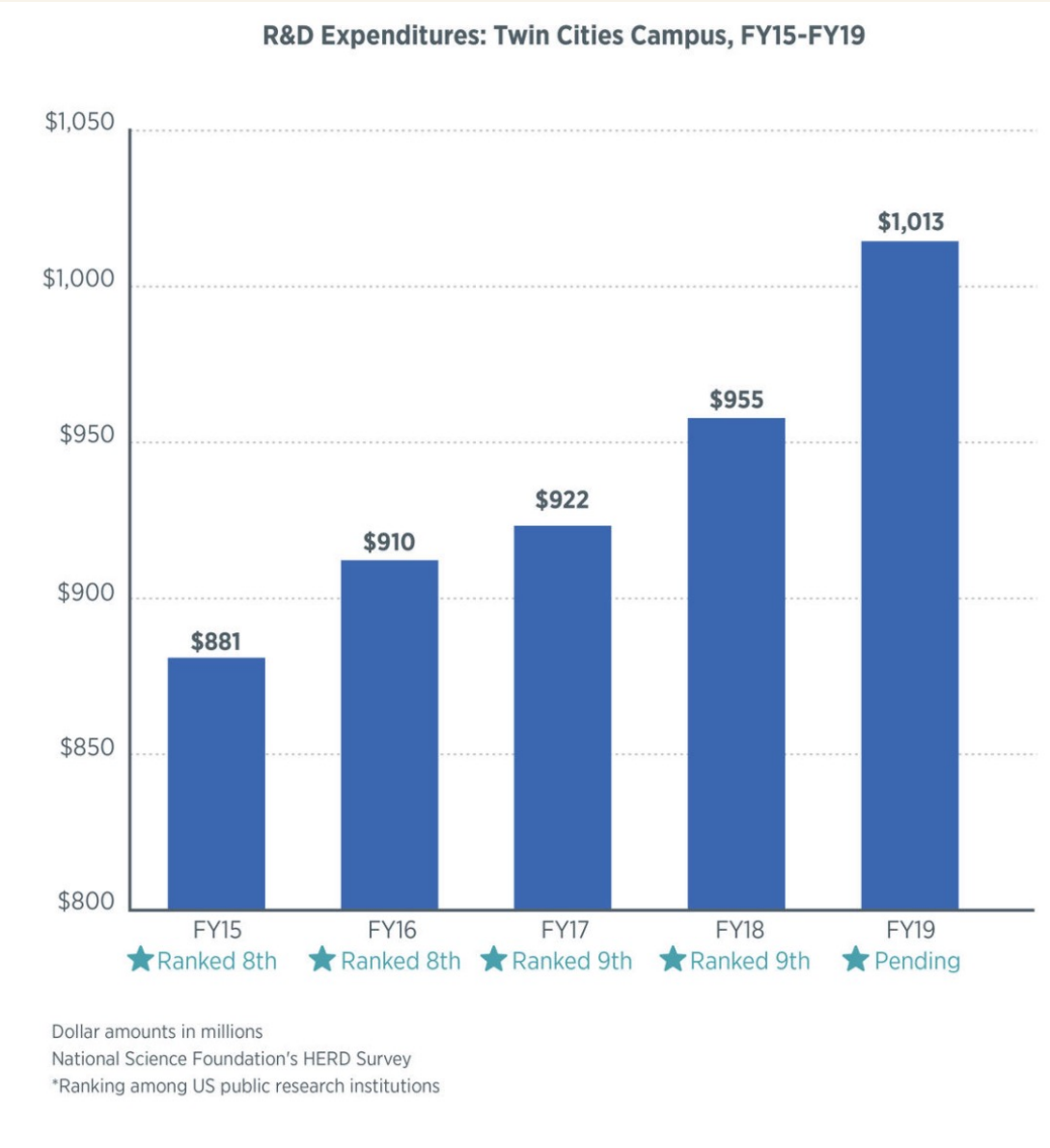
Research Profile

University of Minnesota R&D expenditures break the billion-dollar mark for the first time

September 17, 2020



The University of Minnesota's research and development (R&D) expenditures exceeded \$1 billion for the first time in Fiscal Year (FY) 2019 and external research awards in FY2020 to University researchers remained strong, even with interruptions created by COVID-19, according to the most recent figures available, which were released today.



Regents Systemwide Principles to Guide Campus Planning (Feb 2021)

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

Strategic Plan Commitments



Where and how can the student experience and a “holistic approach to wellness” be enhanced on campus?

Where are there opportunities for business, tech, and corporate partnership innovation on campus today?

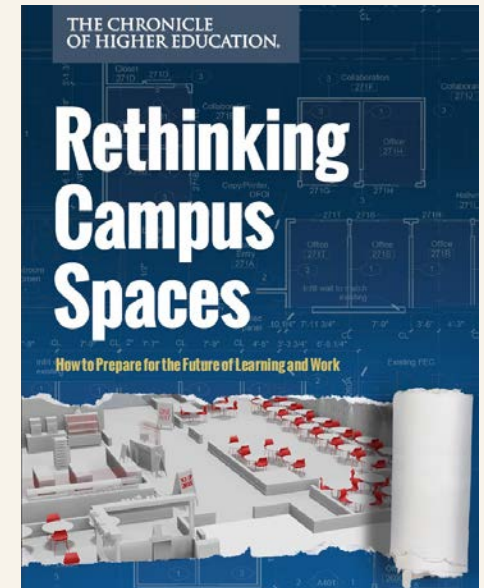
What opportunities exist on the East Bank, West Bank, and in Saint Paul to advance next-generation health, natural resources, and sustainable agricultural technology?

What aspects of the physical campus contribute to the goal of recruiting and retaining diverse talent?

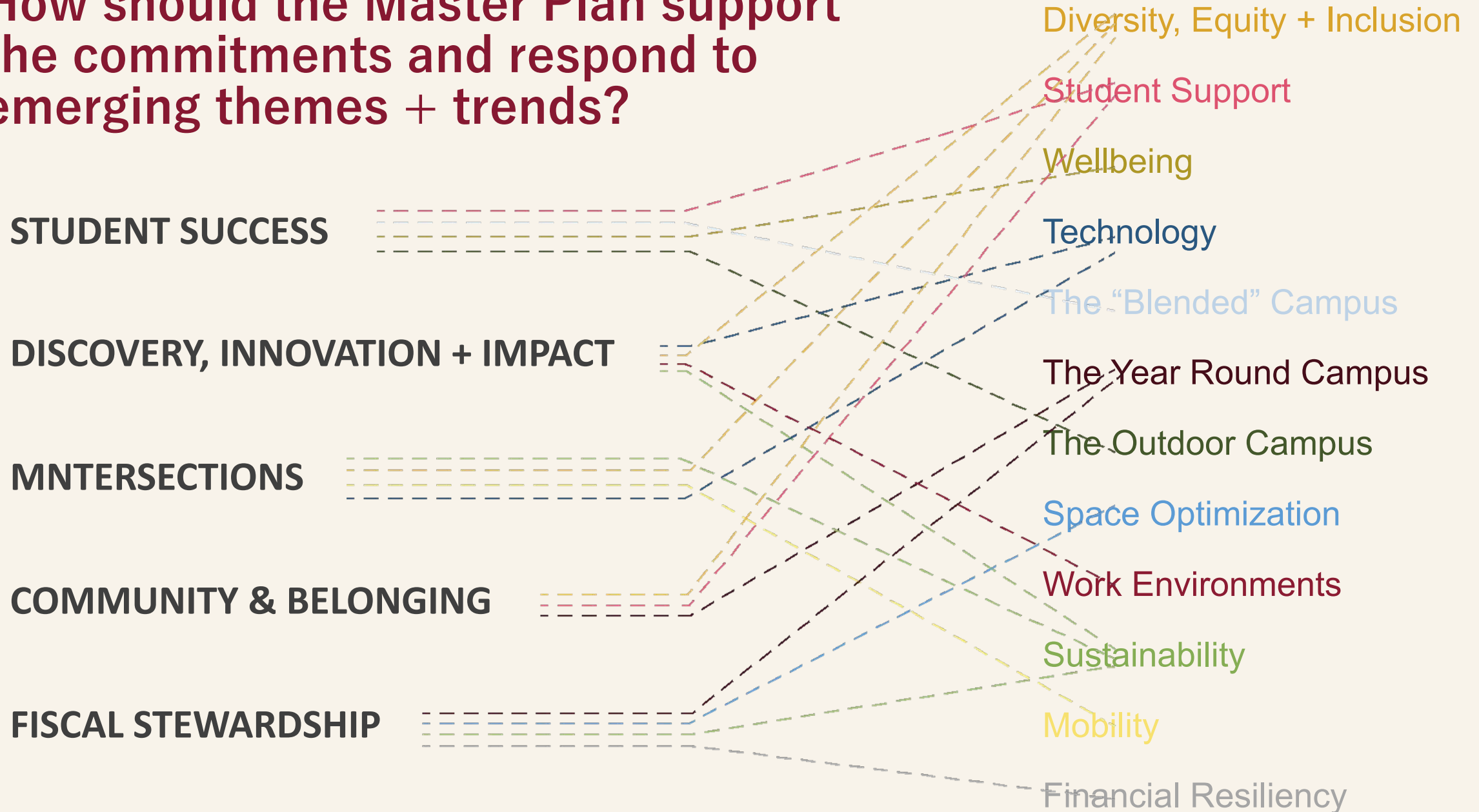
What should be priorities when establishing a land retention, acquisition, and use strategy and addressing deferred maintenance in the existing buildings?

Post COVID campus trends in Higher Education

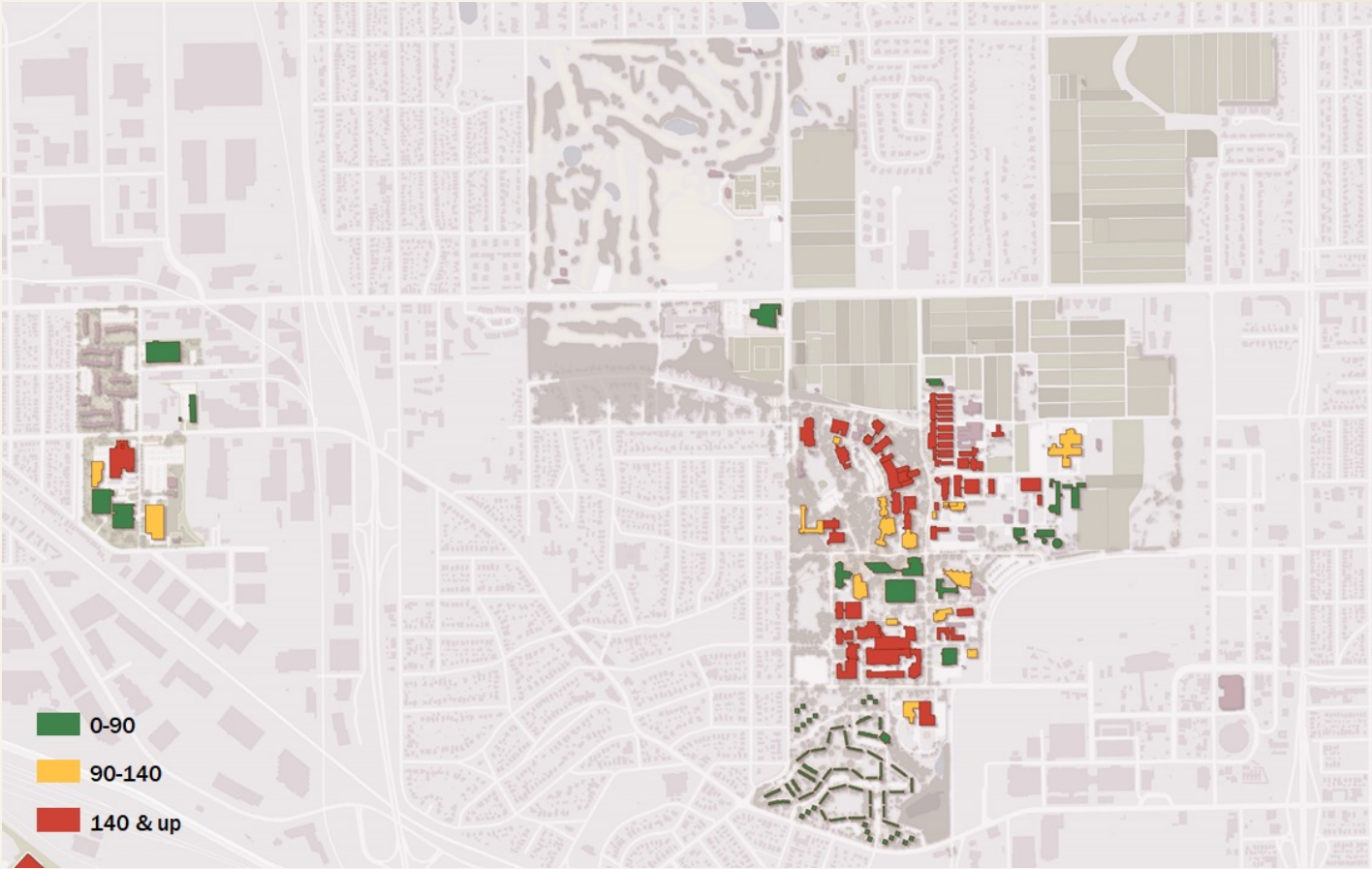
- Continued focus on diversity, equity, and inclusion
- Rationalization of space: focus on renovation, flexibility, and multi-purpose space
- Library as central academic success + support service location, especially as more classes move online
- Use of central campus for student engagement rather than administrative uses
- Continued trend toward Hybrid Campuses - remote learning and telework
- Continued trend toward online financial aid, advising, and counseling services
- Student Convenience – one-stop services for financial aid, and records
- Faculty offices: potential for more collaborative and shared spaces rather than private offices
- Budget challenges: a focus on cost reduction, finance, revenue generation, and public/private partnerships



How should the Master Plan support the commitments and respond to emerging themes + trends?



Sustainability- Energy Use



Source data: Baseline Energy Use Intensity (EUI, B3 Benchmarking), 2019

Equitable Access and Universal Design



Equitable Use

The design does not disadvantage or stigmatize any group of users



Tolerance for Error

The design minimizes hazards and the adverse consequences of accidental or unintended actions



Flexibility in Use

The design accommodates a wide range of individual preferences and abilities



Low Physical Effort

The design can be used efficiently and comfortably, and with a minimum of fatigue



Simple, Intuitive Use

Use of the design is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level



Size and Space for Approach & Use

Appropriate size and space is provided for approach, reach, manipulation, and use, regardless of the user's body size, posture, or mobility



Perceptible Information

The design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities

Challenges to mobility, accessibility and connections

- 1. How do we best accommodate increasing demand on the Huron Corridor?**
- 2. How do we effectively prioritize different modes of travel?**
- 3. How do we plan for future travel patterns and technologies?**
- 4. What are future parking needs and where can they be accommodated?**

C. Big Ideas

Big Ideas Framework

Campus Experience

1. Support patient care and the provider experience in the Health Sciences
2. Promote innovation through partnership development
3. Create a more inclusive campus
4. Enrich the student experience

Mobility

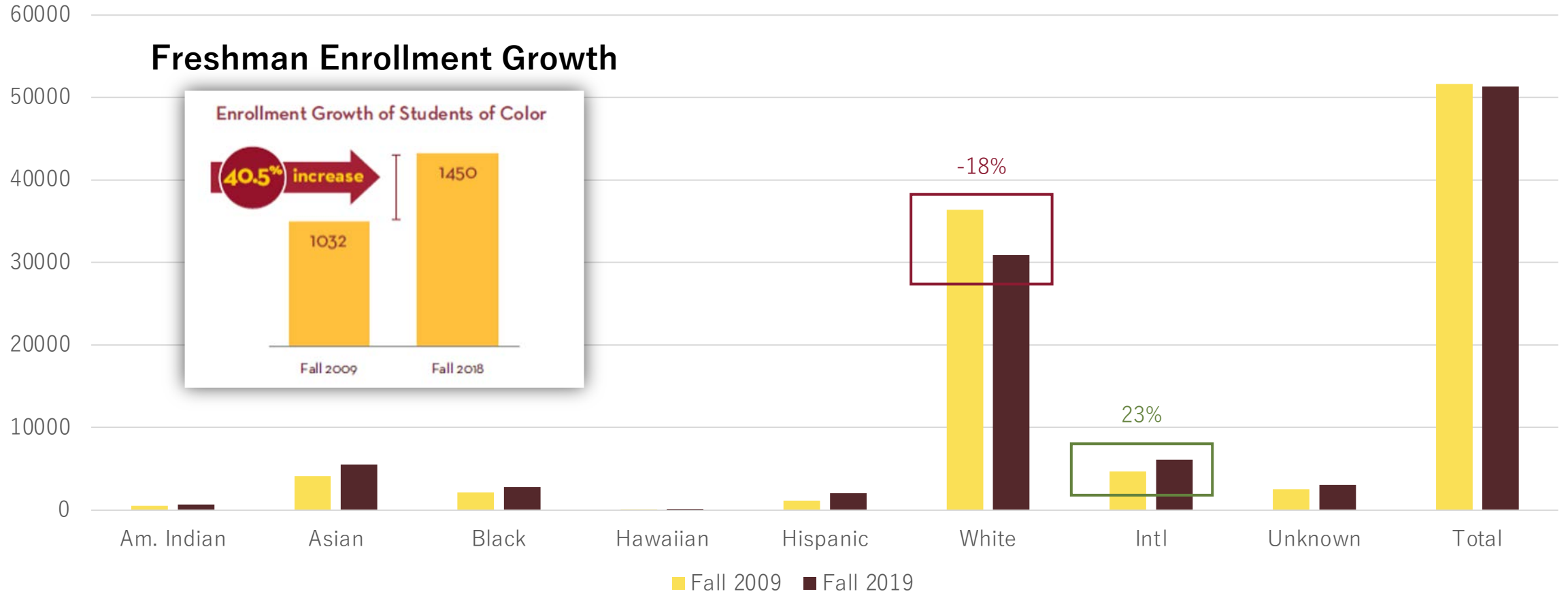
5. Make campus easier to navigate and prioritize pedestrian, bicycle and transit circulation

Land and Buildings

6. Reinvest in the campus core
7. Align future development with the public realm framework
8. Enhance financial resiliency
9. Use land and resources sustainably
10. Engage the River

Campus Experience

Students are increasingly diverse



Source: University of Minnesota, Office of Institutional Research. <https://oir.umn.edu/student/enrollment>

Inclusive Campus Considerations



CAMPUS HISTORY



LEARNING ENVIRONMENTS



IDENTITY SPACE



WELCOMING DESIGN



PUBLIC SPACE & LANDSCAPE



THRESHOLDS & GATEWAYS



ACCESSIBILITY / UNIVERSAL DESIGN



ART, MONUMENTS, & PLAQUES



BASIC NEEDS & SERVICES



RESOURCE ALLOCATION



CAMPUS CONNECTIVITY

Wellbeing and mental health- President's Initiative for Student Mental Health (PRISMH)



Student Services



Bruininks Hall One Stop



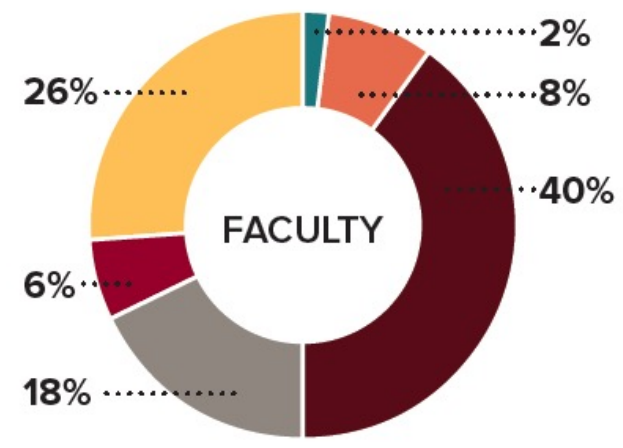
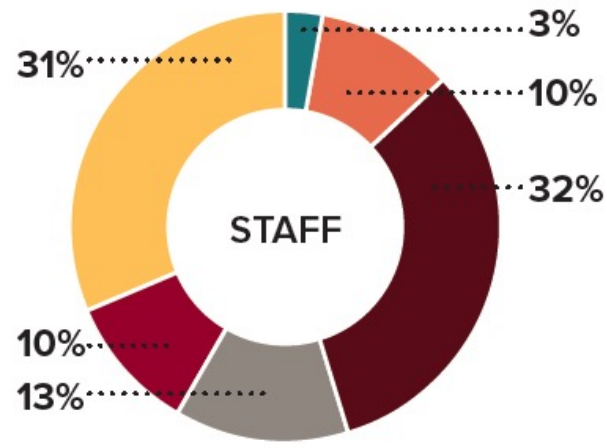
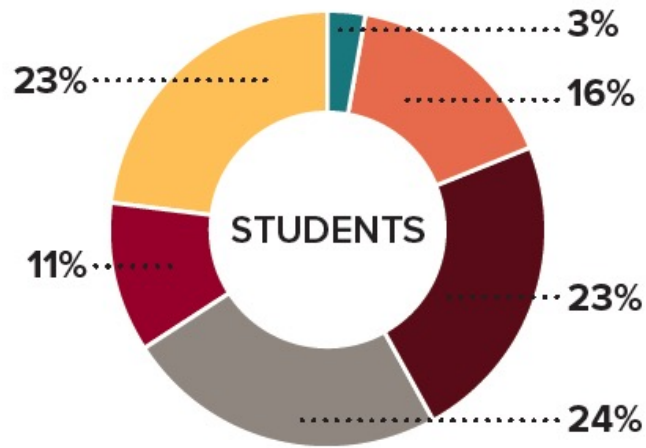
UCard office @ Union

Academic Support



Mobility

Future commuting travel patterns will impact our campus.



Students, Staff & Faculty (combined)

- U of M Campus Shuttle Bus
- Public Transit
- Walk
- Bicycle
- Drive Alone
- Carpool
- 0% Motorcycle
- 0% Moped
- 0% Other

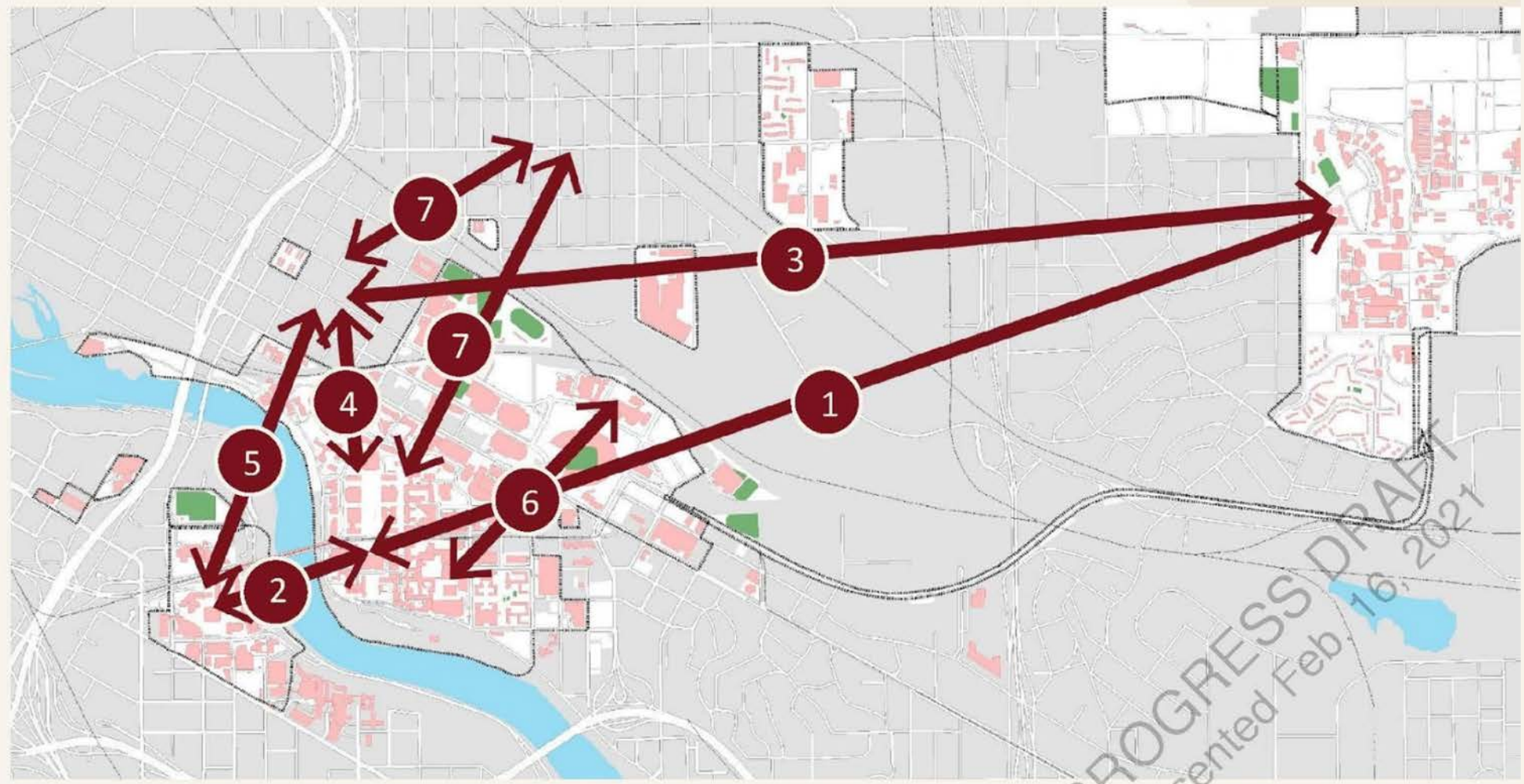
(Fall 2016 data*)

- Approximately 84,000 visits per day
 - Up from 80,000 in 2009

Where are people coming and going?

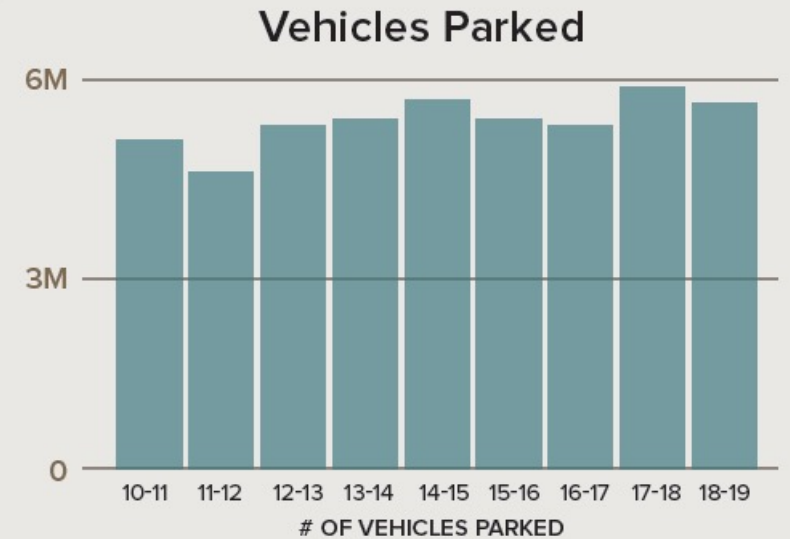
Top ranked Origins and Destinations, 2016

- 1. East Bank from/to St Paul Student Center Area
- 2. East Bank from/to West Bank
- 3. Dinkytown from/to St. Paul Student Center Area
- 4. East Bank from/to Dinkytown
- 5. West Bank from/to Dinkytown
- 6. BDD area from/to Health/Medical Area
- 7. Como area from/to East Bank and Dinkytown

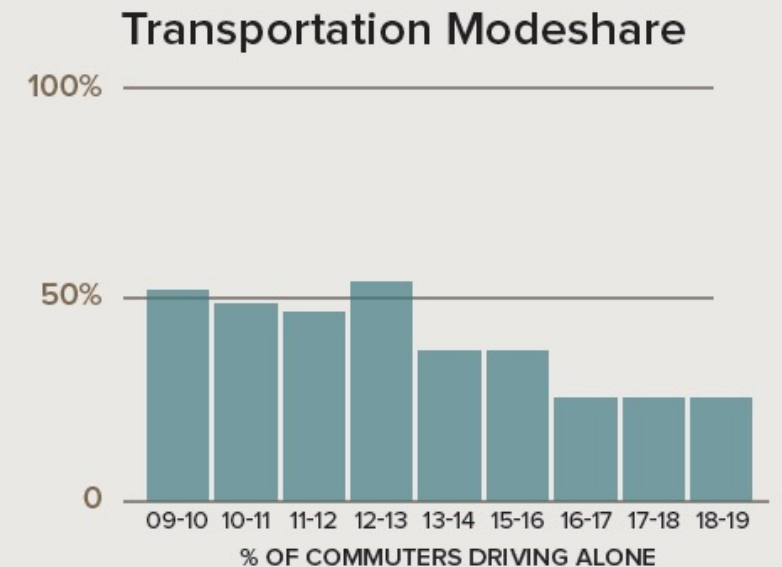


Change in parking demand

- 5.4 million cars parked in 2018-19
- Number of vehicles parked on campus has remained relatively steady in recent years
- Rate of auto commuters has decreased
 - 25% in 2016
- **Successfully accommodating increasing without increasing parking demand**
- **How can we continue this trend into the future?**

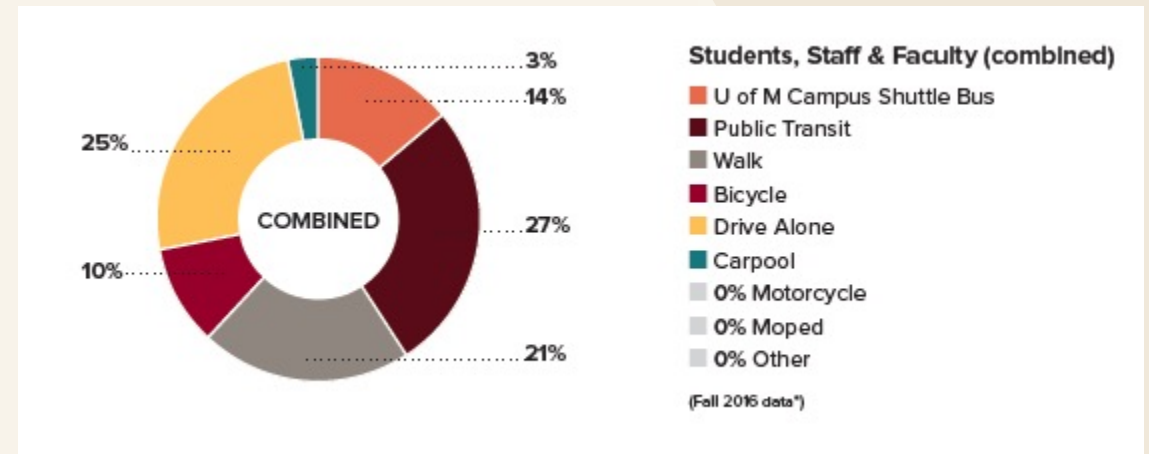


Total Vehicles Parked Annually On Campus



Percentage of Commuters Driving Alone

What if we're wrong?



If parking demand **decreases 20%?**

- Likely to create excess supply, higher parking availability in all districts

If parking demand **increases 20%?**

- Likely to create a parking deficit
- West Bank and St. Paul will absorb demand as East Bank fills up
- May be manageable, or may required additional supply

If Huron Corridor development creates **higher demand?**

- Huron Corridor area will see significant deficit of parking
- Spots available on campus, but not where they're most needed
- Additional parking supply likely needed

Land and Buildings

Innovation Corridor



West Gateway

East Gateway

Bio Discovery District

Towerside Innovation District

Partnership District

Partnership Development

Clinical Campus

Transit Corridor

UMN Transitway

Campus Open Spaces

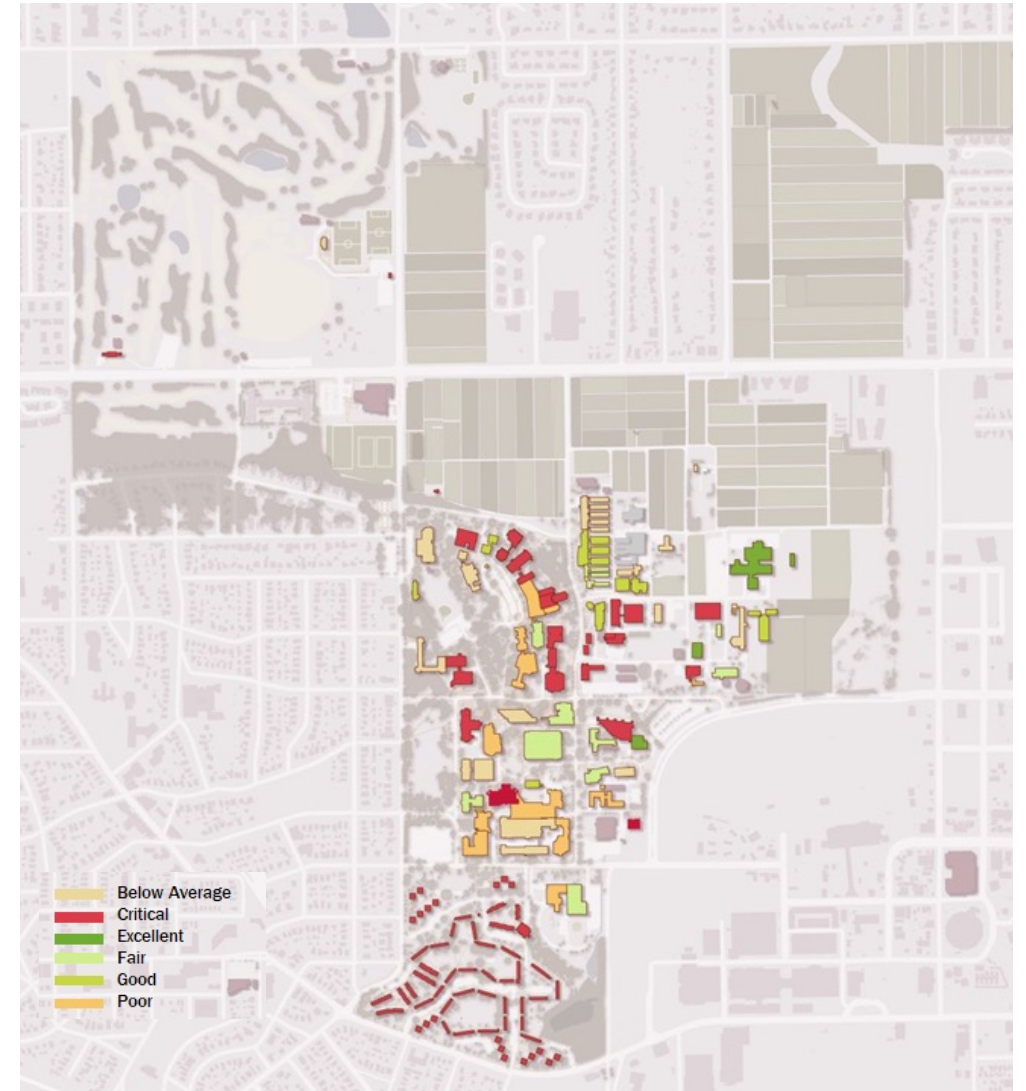


A Sustainable Future: Master Plan Support for Climate Action Goals

Goal: support growth in campus activity while reducing energy use, water use and carbon emissions

- Maximize use of existing facilities through renewal and renovation to meet reduced
- Invest in renewable infrastructure to support heating and cooling needs while meeting targets for reductions in energy, water, carbon emissions
- Plan, design and build new facilities and utilities to the state's leading standards (SB 2030)

Sustainability- Building Condition



Predominant Space Use

- Classroom
- Lab
- Office
- Library/study
- Athletics and Recreation
- Special use
- Support
- Healthcare
- Housing



Predominant Space Use

- Academic/Research
- Administration
- Residential
- Campus Life
- Community
- Support
- USDA

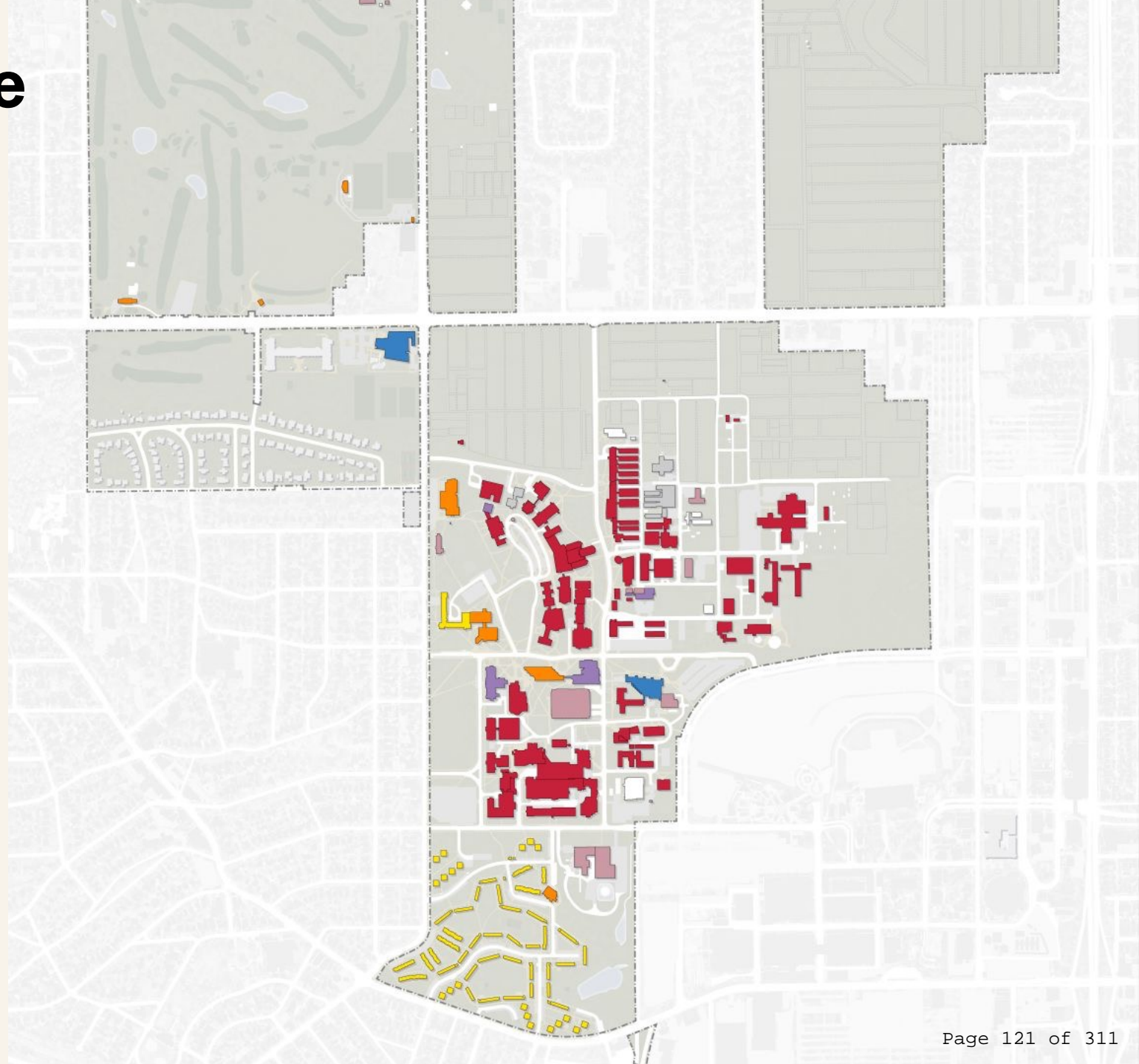
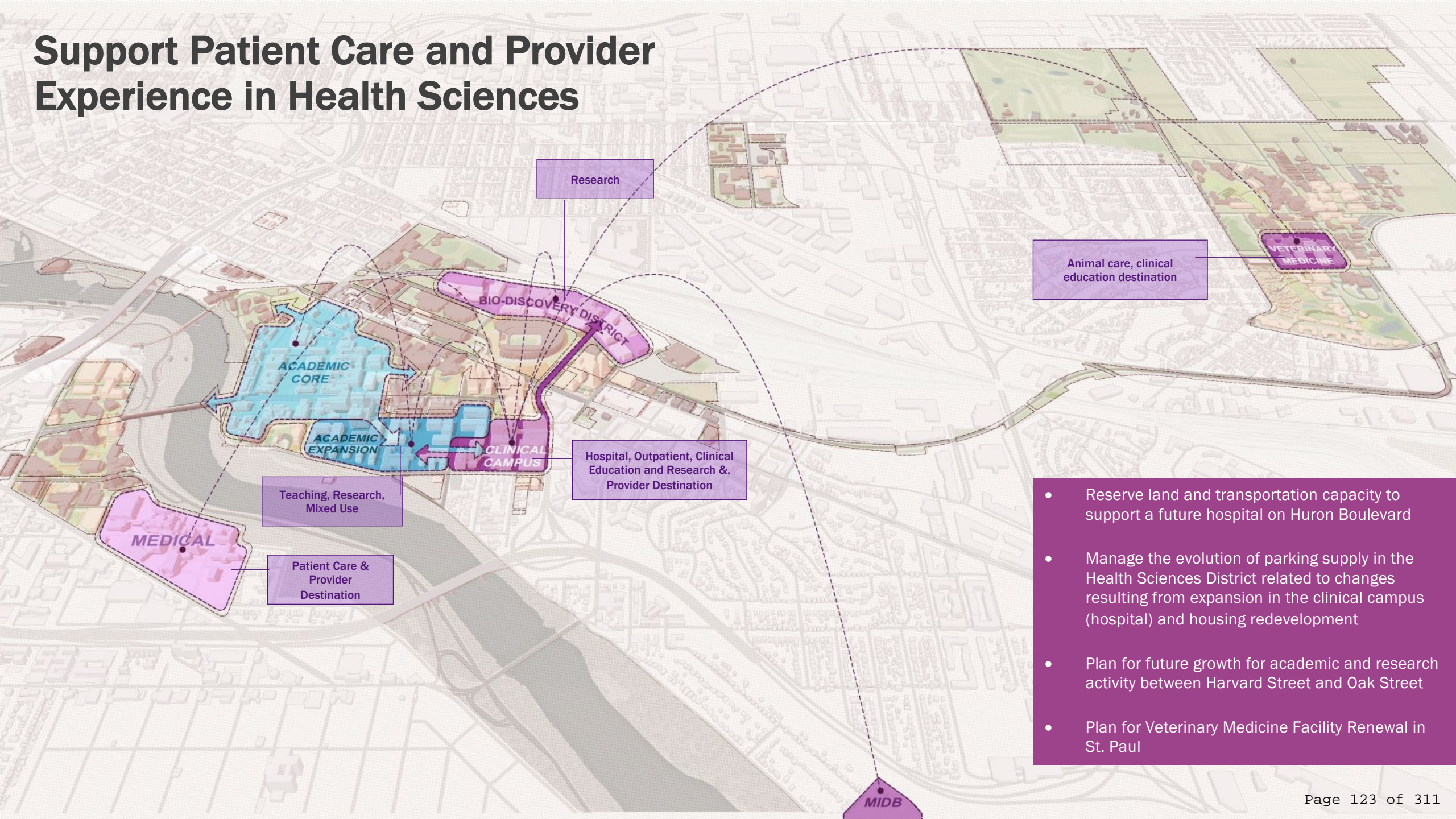


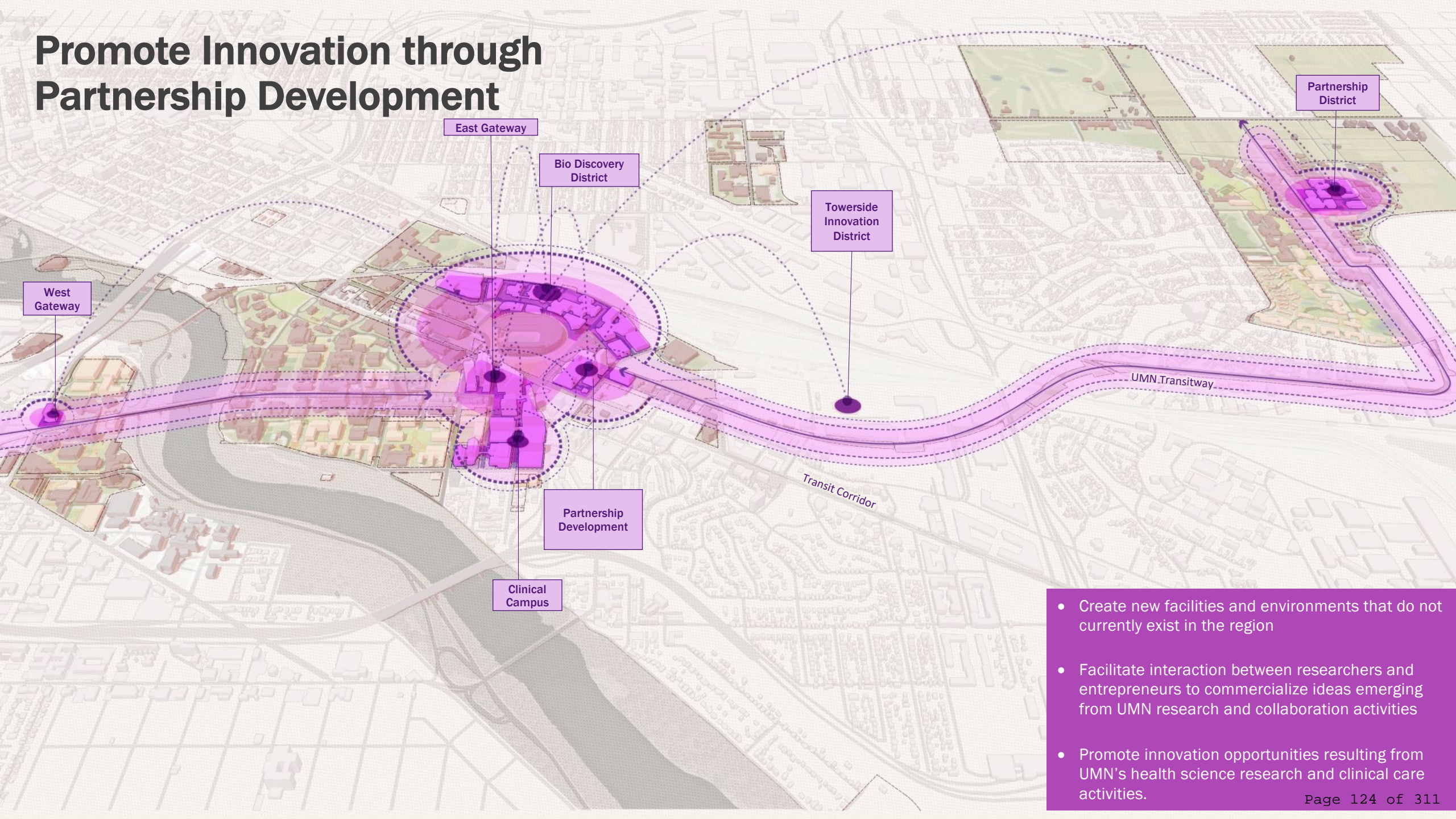
Illustration of Big Ideas

Support Patient Care and Provider Experience in Health Sciences



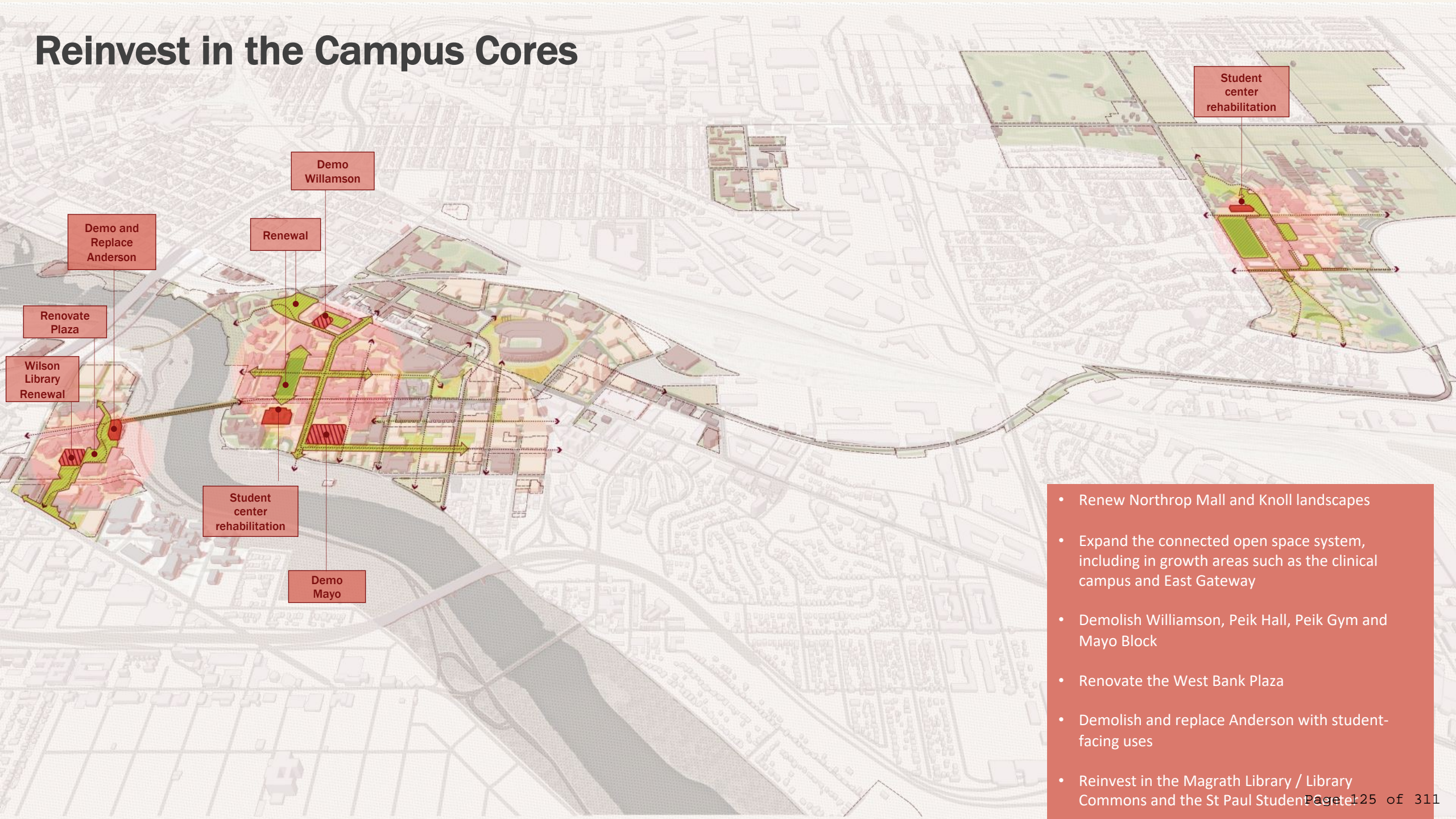
- Reserve land and transportation capacity to support a future hospital on Huron Boulevard
- Manage the evolution of parking supply in the Health Sciences District related to changes resulting from expansion in the clinical campus (hospital) and housing redevelopment
- Plan for future growth for academic and research activity between Harvard Street and Oak Street
- Plan for Veterinary Medicine Facility Renewal in St. Paul

Promote Innovation through Partnership Development



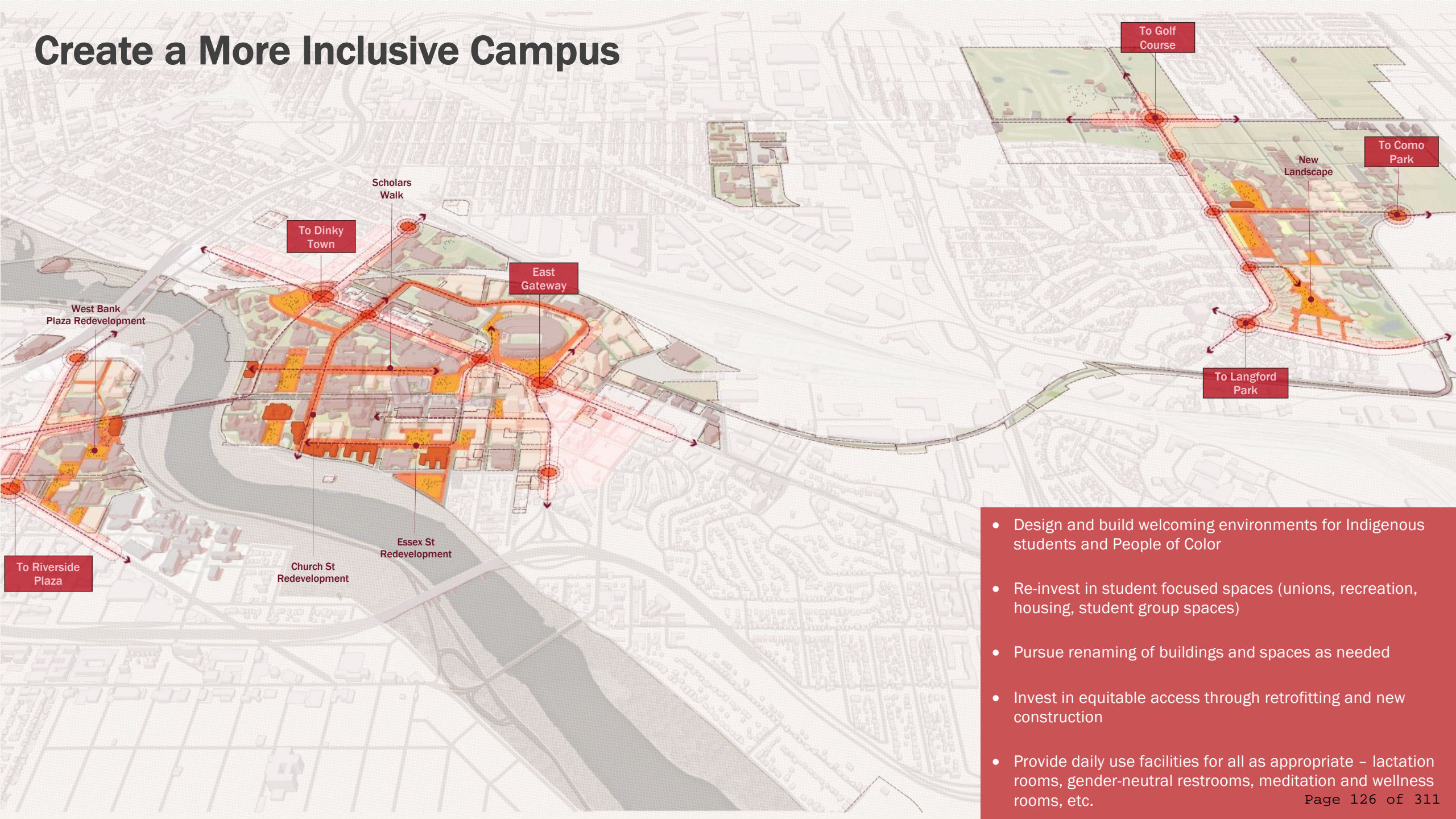
- Create new facilities and environments that do not currently exist in the region
- Facilitate interaction between researchers and entrepreneurs to commercialize ideas emerging from UMN research and collaboration activities
- Promote innovation opportunities resulting from UMN's health science research and clinical care activities.

Reinvest in the Campus Cores



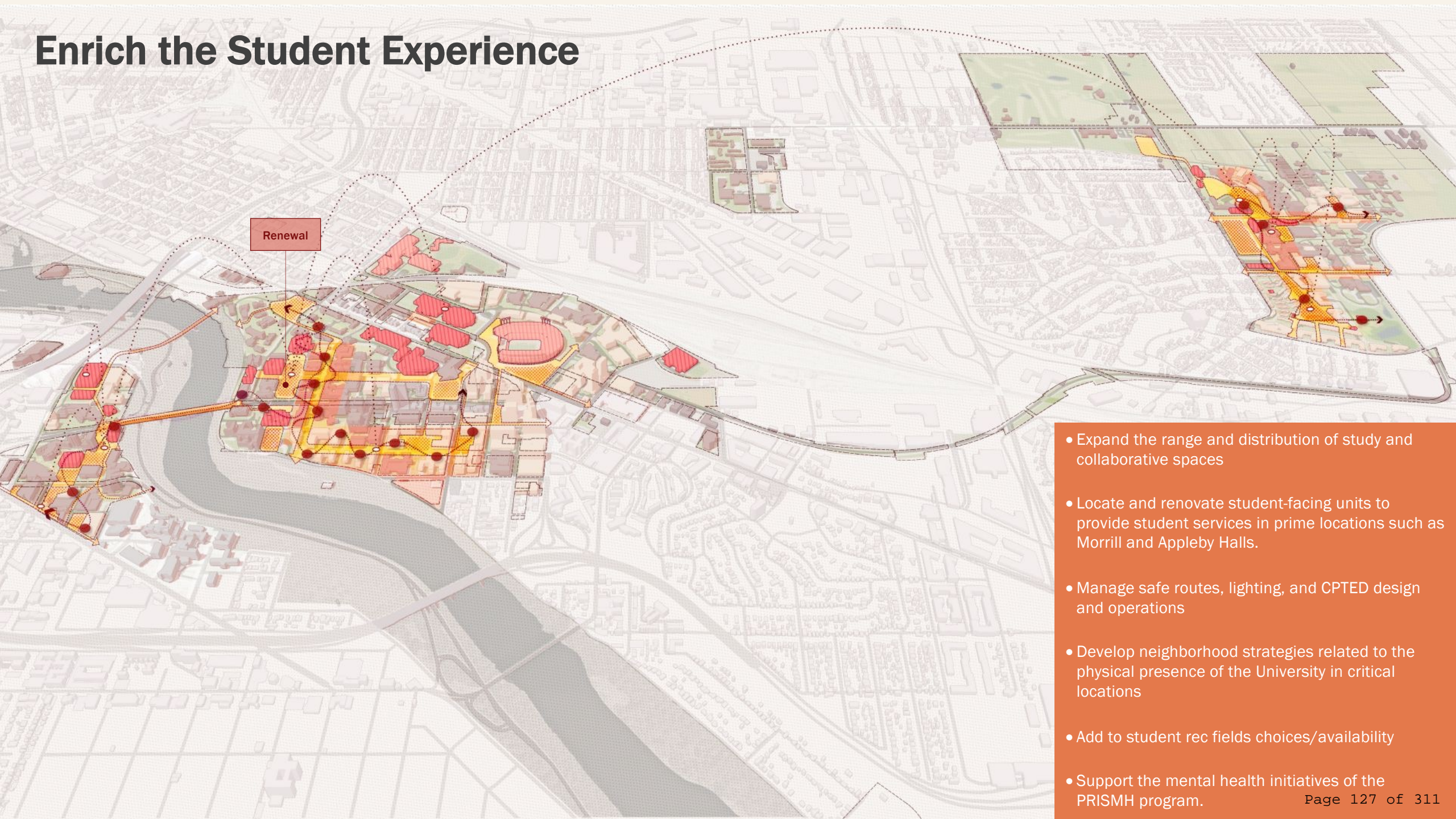
- Renew Northrop Mall and Knoll landscapes
- Expand the connected open space system, including in growth areas such as the clinical campus and East Gateway
- Demolish Williamson, Peik Hall, Peik Gym and Mayo Block
- Renovate the West Bank Plaza
- Demolish and replace Anderson with student-facing uses
- Reinvest in the Magrath Library / Library Commons and the St Paul Student Center

Create a More Inclusive Campus



- Design and build welcoming environments for Indigenous students and People of Color
- Re-invest in student focused spaces (unions, recreation, housing, student group spaces)
- Pursue renaming of buildings and spaces as needed
- Invest in equitable access through retrofitting and new construction
- Provide daily use facilities for all as appropriate – lactation rooms, gender-neutral restrooms, meditation and wellness rooms, etc.

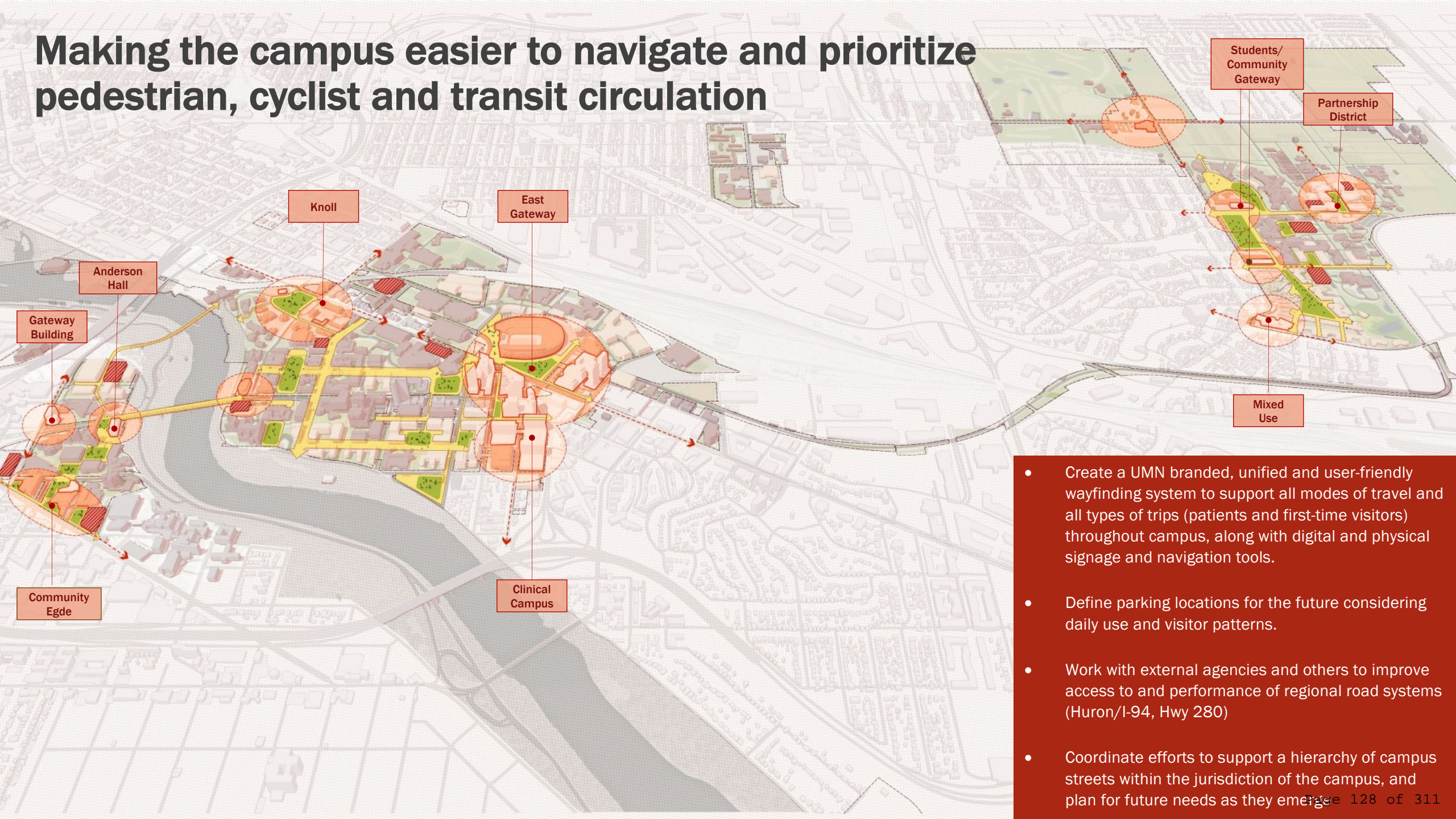
Enrich the Student Experience



Renewal

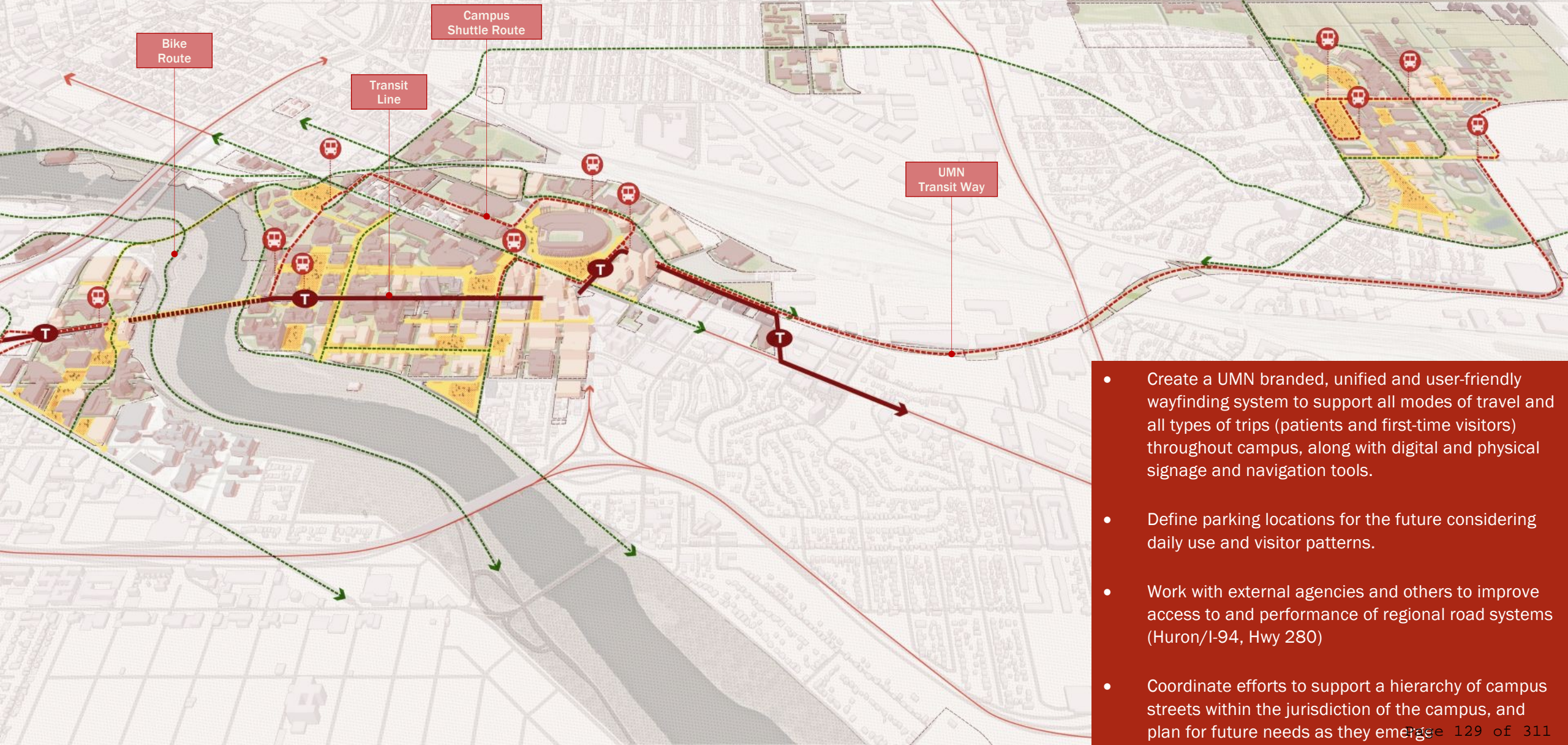
- Expand the range and distribution of study and collaborative spaces
- Locate and renovate student-facing units to provide student services in prime locations such as Morrill and Appleby Halls.
- Manage safe routes, lighting, and CPTED design and operations
- Develop neighborhood strategies related to the physical presence of the University in critical locations
- Add to student rec fields choices/availability
- Support the mental health initiatives of the PRISMH program.

Making the campus easier to navigate and prioritize pedestrian, cyclist and transit circulation



- Create a UMN branded, unified and user-friendly wayfinding system to support all modes of travel and all types of trips (patients and first-time visitors) throughout campus, along with digital and physical signage and navigation tools.
- Define parking locations for the future considering daily use and visitor patterns.
- Work with external agencies and others to improve access to and performance of regional road systems (Huron/I-94, Hwy 280)
- Coordinate efforts to support a hierarchy of campus streets within the jurisdiction of the campus, and plan for future needs as they emerge

Making the campus easier to navigate and prioritize pedestrian, cyclist and transit circulation



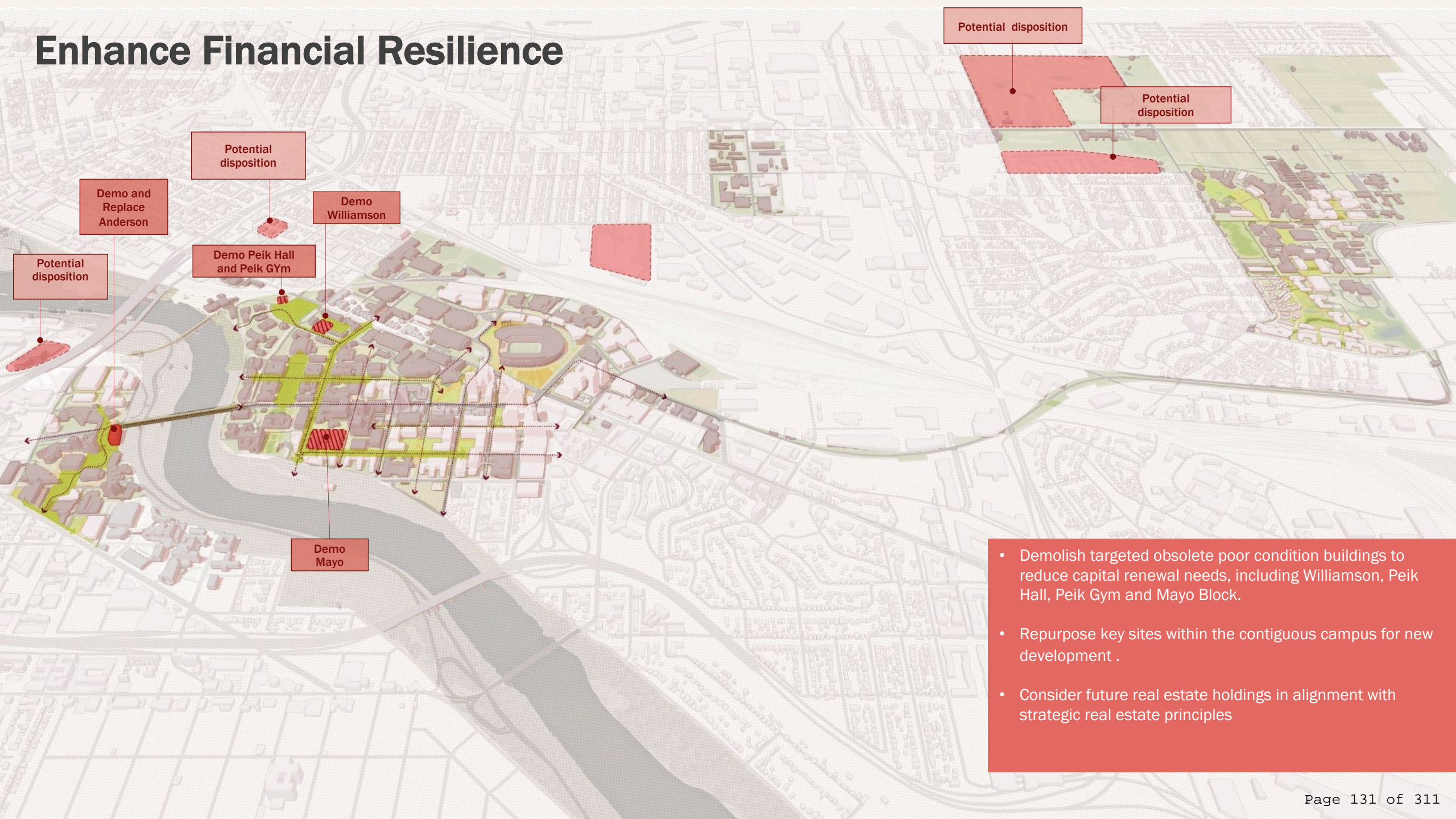
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- Coordinate efforts to support a hierarchy of campus streets within the jurisdiction of the campus, and plan for future needs as they emerge

Align future development with public realm improvements



- Reinvest in sites that would benefit from proximity to existing iconic open spaces or connecting corridors, based on future use
- Locate new buildings on or adjacent to sites that support expanded open space and public realm in key locations (Health Science District and East Gateway)

Enhance Financial Resilience



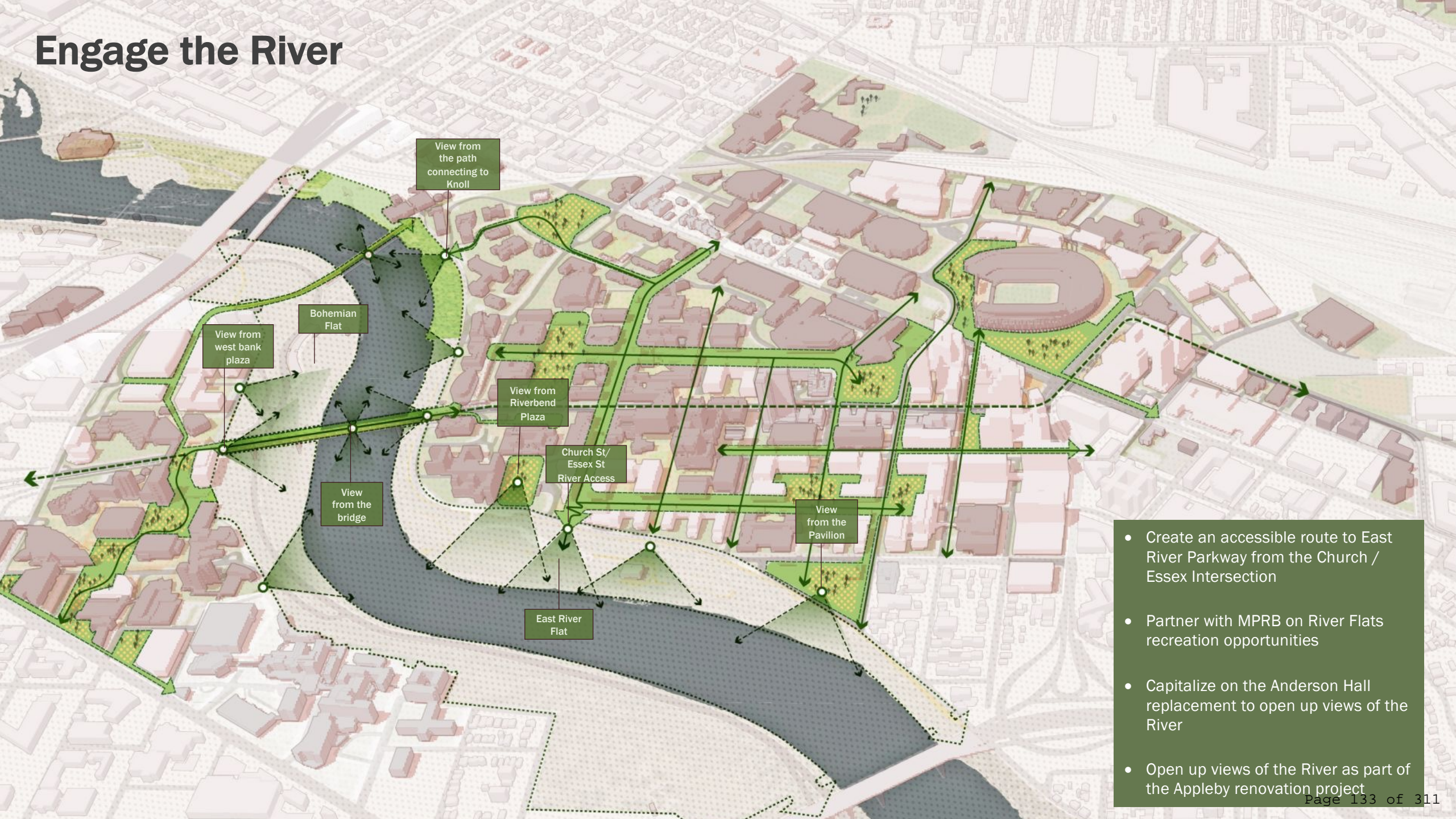
- Demolish targeted obsolete poor condition buildings to reduce capital renewal needs, including Williamson, Peik Hall, Peik Gym and Mayo Block.
- Repurpose key sites within the contiguous campus for new development .
- Consider future real estate holdings in alignment with strategic real estate principles

Use Land and Resources Sustainably



- Renew natural landscape and ecosystems to protect habitat and use resources wisely
- Maximize use of existing facilities through renewal that supports growth and uses reduced energy.
- Plan, design and build new facilities and utilities to meet the State’s leading design standard (SB 2030).
- Improve mobility connections for non- motorized travel to all campus destinations
- Expand sustainable energy infrastructure
- Maintain agricultural research land
- Expand the Sarita Wetland
- Consider future opportunity at the golf course site

Engage the River



- Create an accessible route to East River Parkway from the Church / Essex Intersection
- Partner with MPRB on River Flats recreation opportunities
- Capitalize on the Anderson Hall replacement to open up views of the River
- Open up views of the River as part of the Appleby renovation project

D. What We've Heard

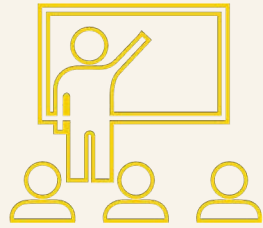
Engagement & Governance

Group	Role	Activity Type
Board of Regents	Approval Authority	<ul style="list-style-type: none"> • Work Sessions • Milestone driven decisions
President and Cabinet	Direct, recommend to Board	<ul style="list-style-type: none"> • Work Sessions • Milestone driven decisions • Campus Plan Update Survey
Advisory Committee	Advise, participate	<ul style="list-style-type: none"> • Work Sessions • Campus Plan Update Survey
Stakeholders	Participate	<ul style="list-style-type: none"> • Campus Plan Update Survey • Town Hall Presentation • Listening Sessions • Focus group interviews
Subject Matter Experts <ul style="list-style-type: none"> • U of M Faculty and Staff 	Participate	<ul style="list-style-type: none"> • Campus Plan Update Survey • Focus groups • UServices staff workshops

Meetings, Focus Groups and Town Hall Discussions

- Advisory Committee meetings (7x)
- Staff and other subject matter experts
- Student representatives and advisory Boards
- Neighborhoods and business associations
- UMN Foundation
- UMN Alumni Association
- Staff at municipalities and agencies
 - Minneapolis (City, Park Board)
 - MnDOT
- Campus survey
- Project website as broadcast tool
- Public access to prior presentations
- Webinar presentation of plan overview

Advisory Committee Topics and Themes



Student Experience



The River



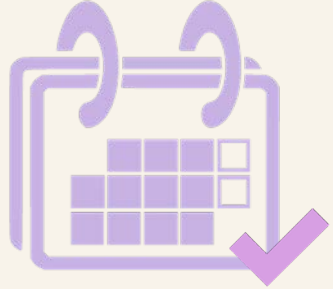
Mobility



Getting To/Around Campus



Parking



Implementation

Advisory Committee Interests:

- **Student Experience** – How can the Twin Cities campus plan support the student experience? Where are the opportunities to expand and enhance affordable housing choices, inclusivity and belonging, safe spaces, health and wellness, and evolving pedagogies? How should the plan prioritize reinvestment in the academic cores?
- **The River** – How can the University strengthen its relationship to the Mississippi River through physical and visual connections as well as partnerships? Which buildings and locations could facilitate these connections and support teaching, research and recreational opportunities? How should the urban campus complement the river corridor?
- **Mobility** – How can transit facilities contribute to an attractive, inviting and navigable campus? How can mobility hubs and micro-mobility options support “last mile” access as mode-share shifts away from single-occupancy vehicles? How can the Gopher Way be extended and made more accessible?
- **Getting to and around Campus** – What components contribute to a more welcoming, equitable and accessible campus? How to better connect the West Bank, East Bank, and St. Paul campuses? Where are the key arrival points and what are those experiences like? How can signage and wayfinding be used to continue to make campus navigation easier?
- **Parking** – How are the University’s parking lots and ramps used today? Who is using them, and how often? What are the implications of relocating parking to the campus peripheries? How does this impact access to key buildings in the core? How much parking should be integrated with destinations such as medical clinics and event venues?
- **Implementation** – Which initiatives can be implemented to improve the campus experience in the near term?

Surveys and Other Data

- **UMTC Campus Plan Update survey**
 - 9,000+ invitations
 - 1,800+ respondents (Feb-March 2021): 60% staff, 26% students and 12% faculty
 - Many comments on mobility and access, equity and inclusivity, the value of open spaces and the River, and more...
- **Other surveys (select)**
 - 2021 Student Experience in the Research University (SERU) Undergrad & gradSERU
 - 2019 Multicultural Student Success Committee Report
 - 2020 Student Unions and Activities: student preferences
 - 2020 Big Ten Housing Capacity and Rate
 - Office of Classroom Management: classroom and study space preferences
 - Recreation and Wellness: student interests and activities
- **Previous studies and plans (select!!)**
 - 2021 President's Systemwide Strategic Planning
 - 2018-2025 UMTC Undergraduate Enrollment Plan
 - 2020 St. Paul Campus Strategic Facilities Plan
 - 2019 Como Area Utility and Energy Masterplan
 - 2018 Academic Health Center Strategic Facilities Master Plan
 - 2016 Minneapolis Campus Development Framework
 - 2016 Campus Traveller Mode Share & Origin-Destination Study
 - 2009 Climate Action Plan

Summary of Survey Questions

Experience

- How often do you use Twin Cities campus space or attend events?
- What types of places enrich your experience on the Twin Cities campus?
- What types of student life spaces are most important for creating a sense of community?
- What types of academic spaces are most important for student success?

Mobility

- How often do you travel to campus? What mode of transportation do you use? How do you get around when you arrive at campus?
- Where are the most common destinations for you?
- What are the biggest challenges to moving around on campus?

Buildings and Land

- What are your favorite places to spend time?
- What places are favorites? What places need more attention, resources, renewal?

Student Hang Out Locations

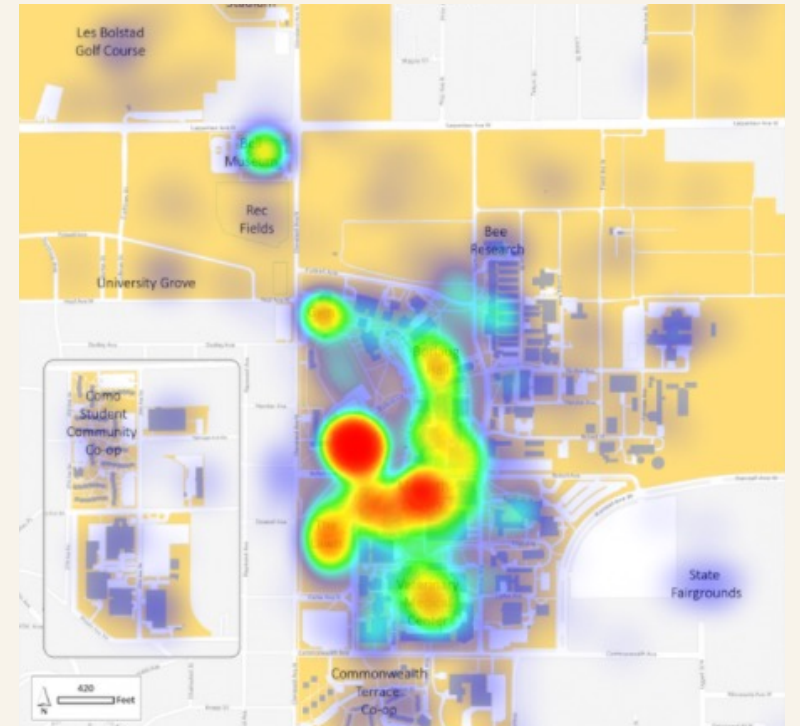
West Bank



East Bank



St. Paul



East Bank: Ped & Bike Comments



PEDESTRIAN/BIKE/VEHICULAR CONFLICTS

Connection between East and West Bank; conflict between cyclists vs. pedestrians vs. cars (pedestrians are always on the losing end! Cyclists can be careless and put people in danger—people in cars and on foot); crossing University Ave into campus could be safer and smoother.

PEDESTRIAN & BICYCLE CONFLICTS

Intersections could be more pedestrian friendly. One place that always feels very dangerous to me is the space right before one enters the east side of the pedestrian bridge over the river, and on the West Bank, where there are bike paths right in the middle of walk areas and they are really hard to navigate as a pedestrian when there are tons of bikes speeding by. (people ride fast)

SCOOTER POLICIES

All campus locations would benefit from strict enforcement of banning scooters from sidewalks, parking lots et al. Get rid of the scooters! They are dangerous for pedestrians, bikers, and cars.

PEDESTRIANS / LIGHT RAIL

Change the light rail signals so that pedestrians take precedence. The goal would be to minimize the time pedestrians have to wait to cross the tracks. Crossing Washington Avenue is not as easy with light rail

BIKE LANE PARTNERSHIPS

Partner with the city of Minneapolis to continue to improve bike access from the Minneapolis Como neighborhood - one of the main access points is down 15th Ave, under the train tracks and past the McDonalds and Dinkydome, and that stretch feels super dangerous.

BIKE LANES

More dedicated bike lanes (for example, the bike lanes on the west bank are just painted lines that go over uncomfortable level changes and surfaces) More connections in the east bank medical area. There's a lot of dead ends within that campus.

BIKE SAFETY & AMENITIES

Bike and pedestrian intersections & paths. Sometimes visibility for bikers and peds is challenging even when the lanes are clearly marked. Buildings can obstruct view which is dangerous. As a biker and a ped, I would appreciate more investment in bike safety, sheltered storage, mirrors for blind intersections, and increased surveillance of bike rack areas.

East Bank: Gopher Way Comments



UNIVERSAL DESIGN

There is a certain lack of universal design that could really improve our campus and show that we are more inclusive and welcoming to ALL people. Showing that we thought about folks before they even entered our spaces.

GOPHER WAY EXPANSION / SIGNAGE

Expanding the Gopher Way and adding better signage and audio cues for people with low vision/blind.

ACCESSIBILITY

Tunnels or skyways for those in wheel chairs, crutches, or visually impaired. We need campus to be welcoming to people of all motilities.

Winter: Mobility Comments

I am disabled. It is extremely hard to walk around campus as well as take buses, particularly in the winter. I purposely pick classes to be near one another, which limits my options considerably. The door to door ride service is not something I have tried because I am scared because of previous bad experiences with similar services. I cannot drive, or ride a bike or scooter. Please, please do more to accommodate disabled students safely.

Quicker campus connectors--less waiting in winter!

A tunnel to the CSC. It is difficult for disabled faculty to perform clinical service in the winter and with COVID.

Indoor walkways to reduce street & sidewalk congestion and improve winter walking across campus/es

Accessibility - easy access to all buildings (elevators that work and ramps that are functional even in winter)

Larger bus stop facilities that can house everyone that uses it (esp. in winter)

More skyways to connect campus during winter months. For many, the tunnels feel unsafe and we just refuse to use the tunnels.

Larger bus stop facilities that can house everyone that uses it (esp. in winter)

Skyways and tunnels for connecting locations. The Gopher Way is a good start, but it has too many breaks and times where winter eliminates it as an option.

It is terrible to get between the biomedical discovery district and east and west bank hospitals during the winter. These locations are not well connected by shuttles or transit.




E. Recommendations

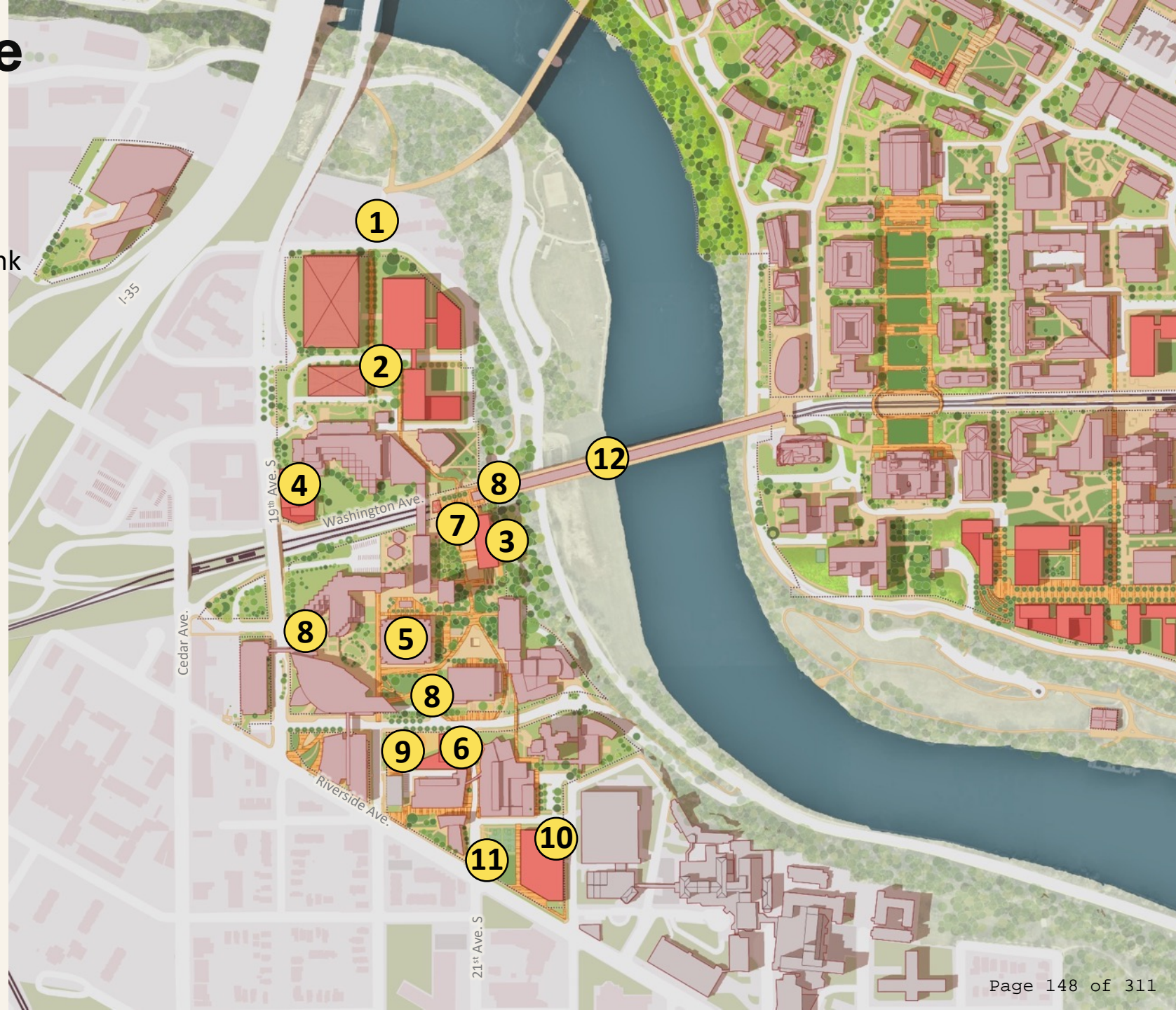
West Bank

West Bank Future State Recommendations

1. New pedestrian, bike connection to East Bank
2. Corridor and open space development
3. Student facing building (replacement)
4. Innovation Corridor: West Bank
5. Academic commons (Wilson Library)
6. Academic expansion
7. Improved transit connections
8. Wayfinding and pedestrian signage
9. Student focused new open space
10. Relocated parking (new structure)
11. Campus edge open space
12. Washington Avenue Bridge improvements

Legend

-  Existing building
-  Proposed building
-  Potential recreation site

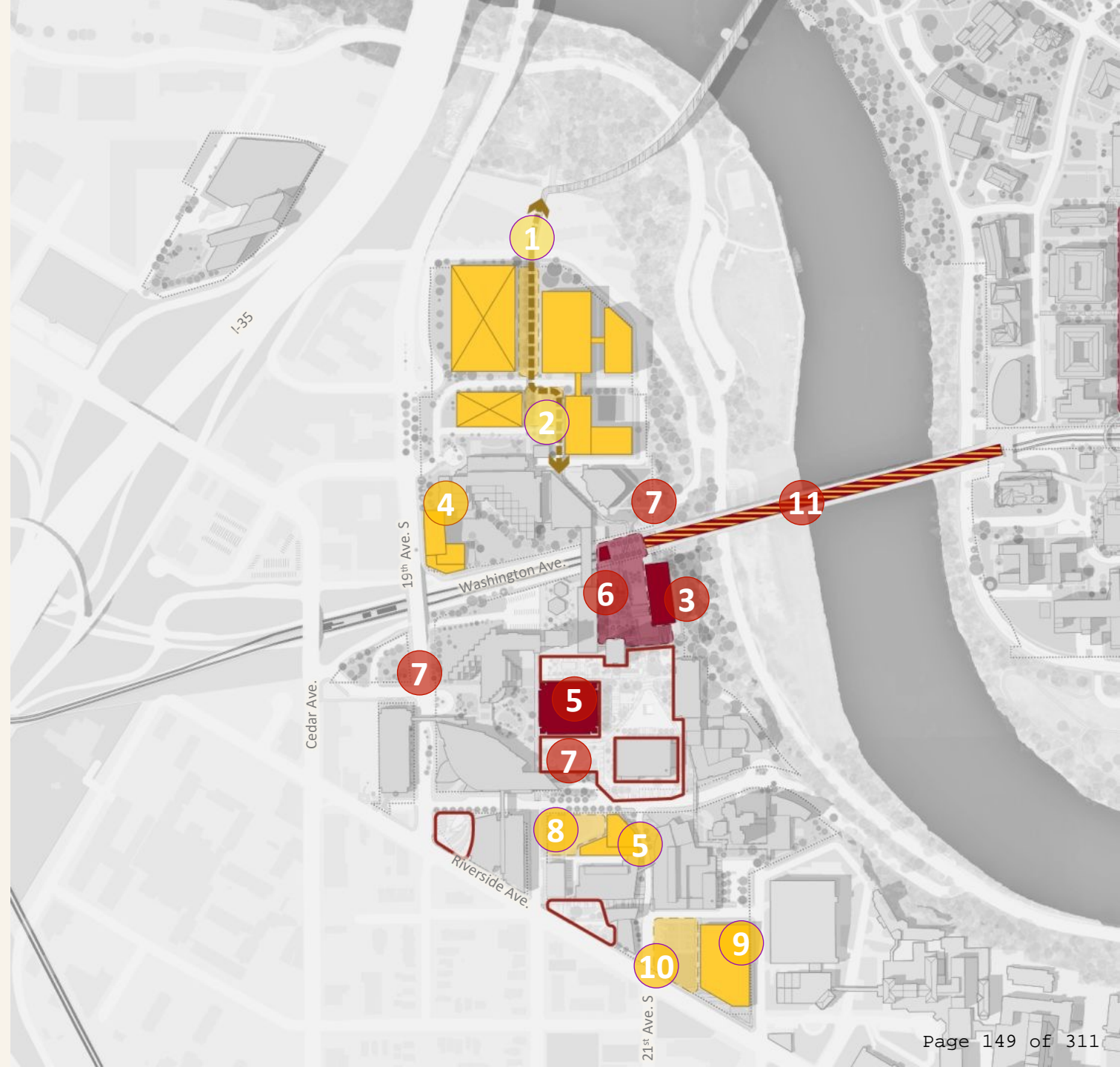


West Bank Future State-Phasing

1. New pedestrian, bike connection to East Bank
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12. Washington Avenue Bridge improvements

Legend

- 0 to 10 Years
- +10 Years



Future West Bank view from the east



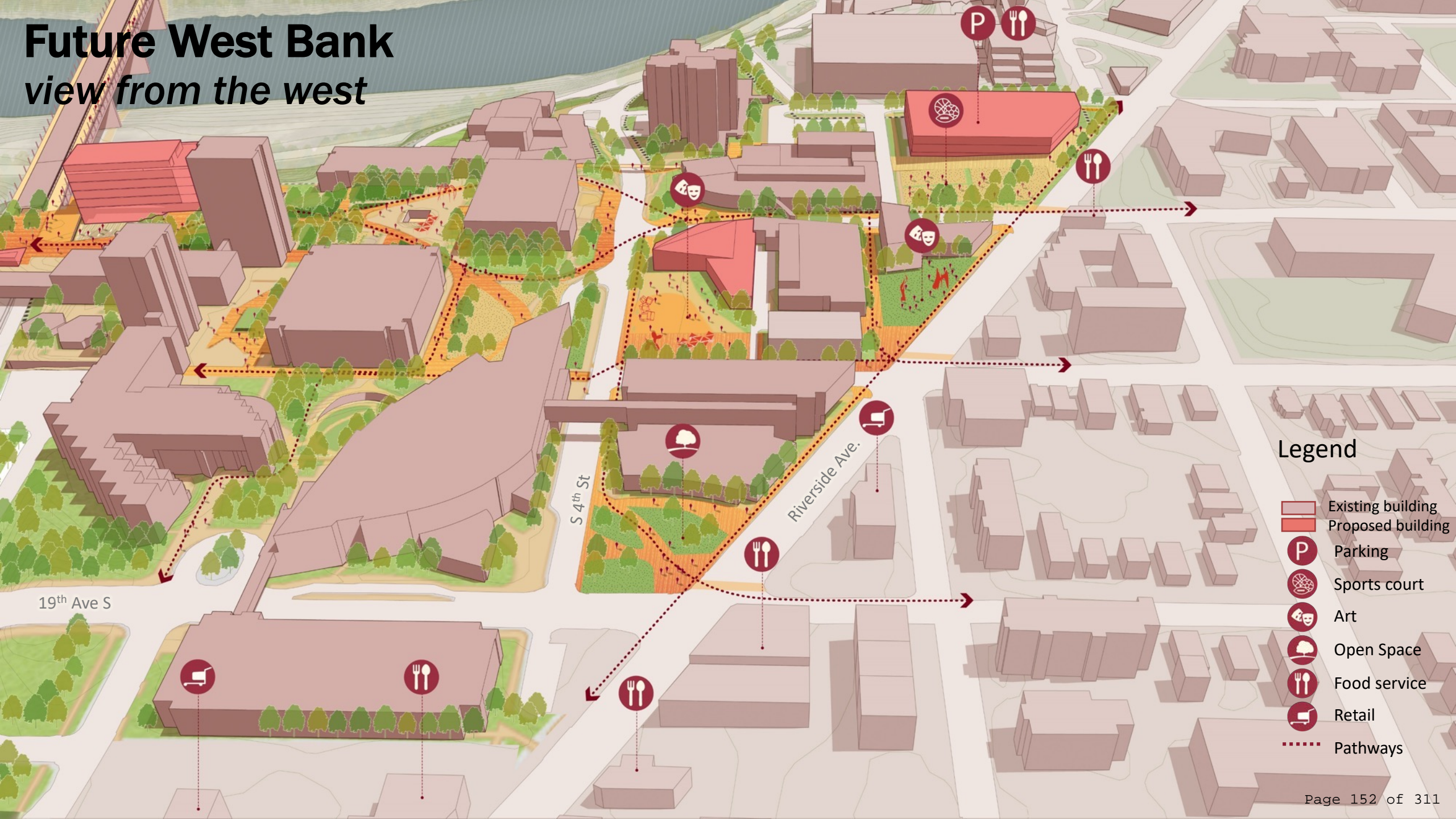
- Legend**
- Parking
 - Sports
 - Art
 - Open Space
 - Food Service
 - Public Transit
 - Existing Building
 - Proposed Building
 - Pathways

Anderson Hall Replacement



- Legend**
-  Classroom
 -  Student Lounge
 -  Building Entrance
 -  Food Service
 -  Public Transit

Future West Bank view from the west



Legend

- Existing building
- Proposed building
- Parking
- Sports court
- Art
- Open Space
- Food service
- Retail
- Pathways

Precedent: Transit Hub



Community Edge: Landscape Strategy

- A series of open spaces with distinct character
- Art is the unifying scheme
- Elevate pedestrian experience with installations, streetscape improvements and ground floor programs

1. S 4th Street Improvement
2. Riverside Ave Plaza
3. Arts Plaza
4. Sculpture Lawn
5. Arts Walk
6. Community Sports Park
7. Event Lawn
8. Food Court Plaza






E. Recommendations

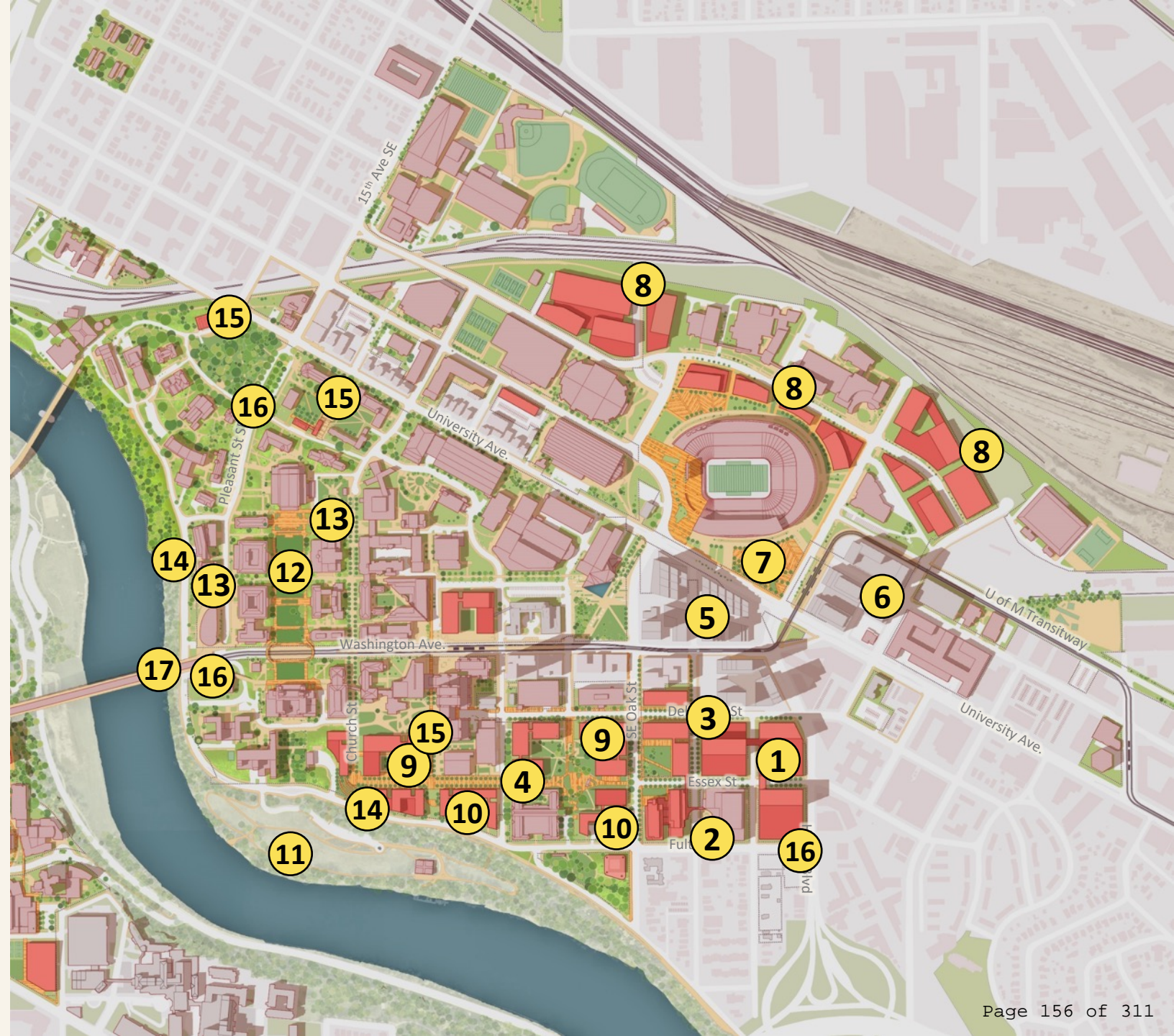
East Bank

East Bank Future State Recommendations

1. Hospital relocation
2. Clinical campus expansion
3. Delaware Connection
4. Essex Corridor
5. Innovation Corridor: East Gateway
6. Innovation Corridor: 2407 joint venture
7. Stadium open space expansion
8. BDD research expansion
9. Academic expansion
10. Housing redevelopment
11. River flats open space
12. Northrop Mall renewal
13. Renovation of student-facing buildings
14. River focused visual connections
15. Selective demolitions
16. Enhanced wayfinding throughout campus
17. Land acknowledgement opportunity

Legend

-  Existing building
-  Proposed building
-  East Gateway / 2407

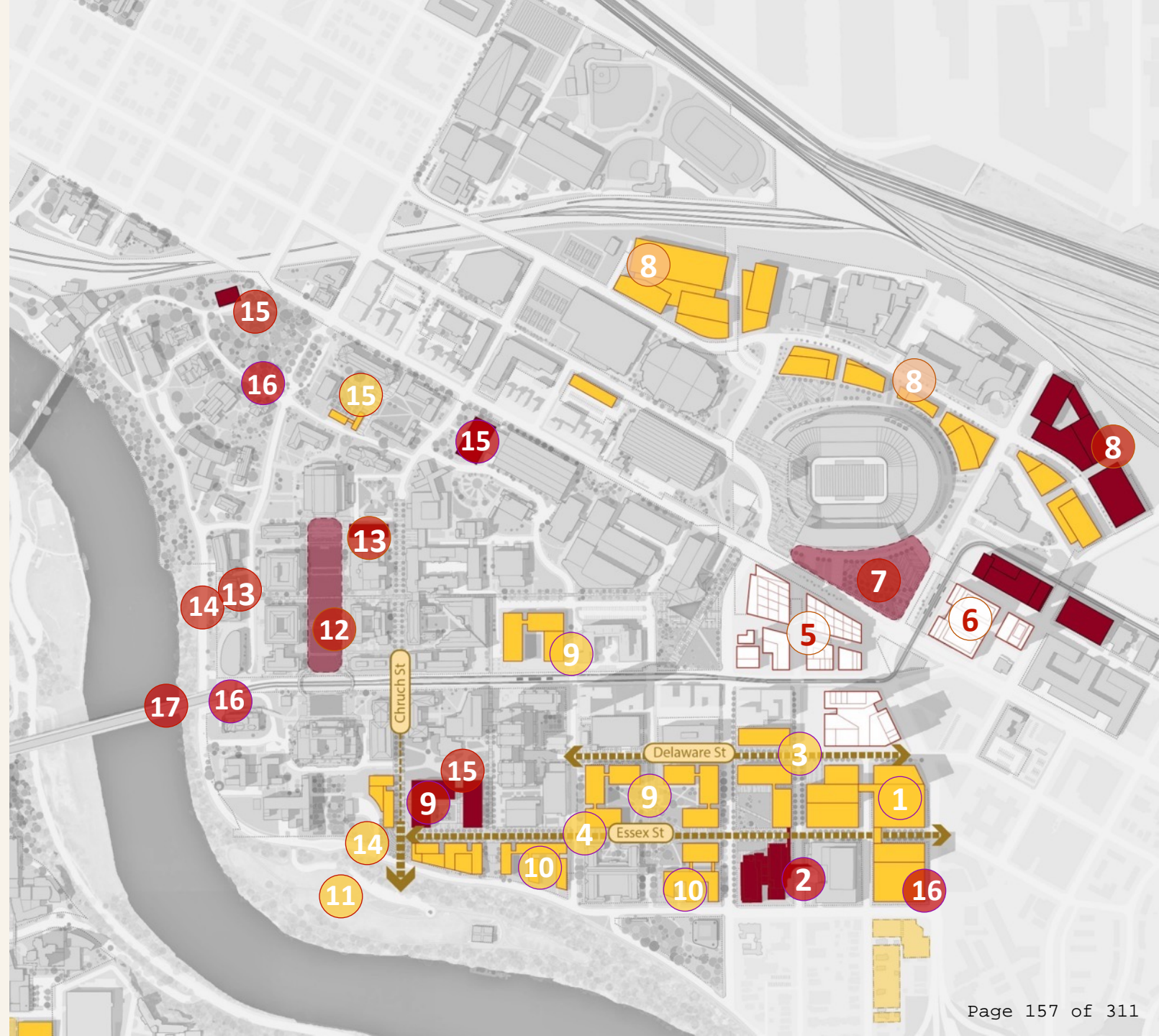


East Bank Future State Phasing

1. Hospital relocation
2. Clinical campus expansion
3. Delaware Connection
4. Essex Corridor
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13. Renovation of student-facing buildings
14. River focused visual connections
15. Selective demolitions
16. Enhanced wayfinding throughout campus
17. Land acknowledgement opportunity

Legend

- 0 to 10 Years
- +10 Years
- Partnership Timeline





Future East Bank

view from the east





Legend

-  Existing building
-  Proposed building

The Knoll

- Demolish Peik Hall and open up the Knoll landscape
- Reforest Peik Hall site with similar mix of species at Knoll
- Introduce a Mobility Hub at the Peik Gym Site and Williamson
- Connections to Dinkytown, campus core and river overlook
- Seating areas along pathways

Legend

-  Existing building
-  Proposed building

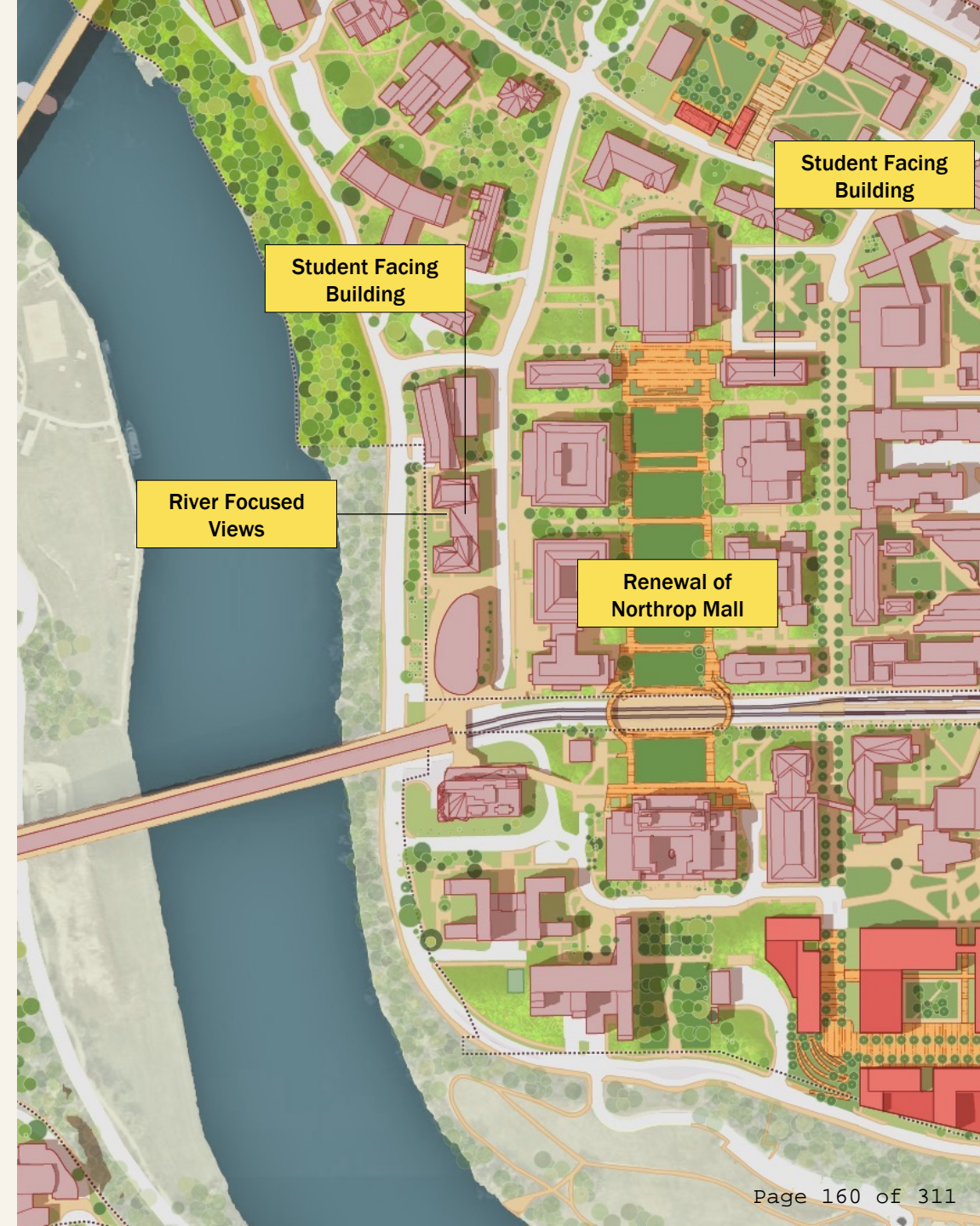


Academic Core

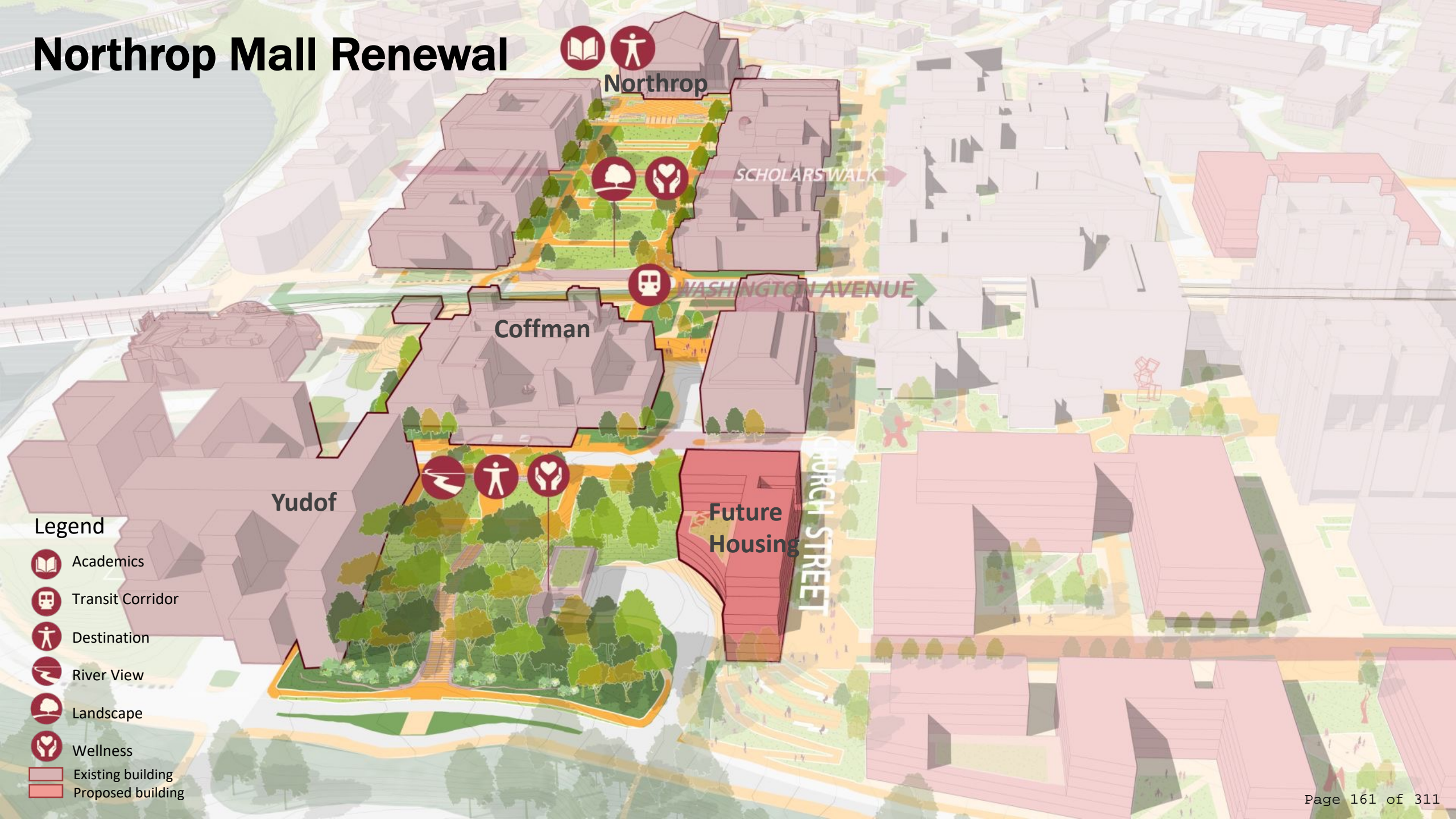
- Reinvest in the open space that defines Northrop Mall
- Renovate buildings adjacent to iconic open spaces to complement student-facing activity
- Create river focused connections (visual or physical) when investing in building and landscapes
- Allocate resources to renewing adaptable, older buildings in support of core academic activity






Legend

- Existing building
- Proposed building

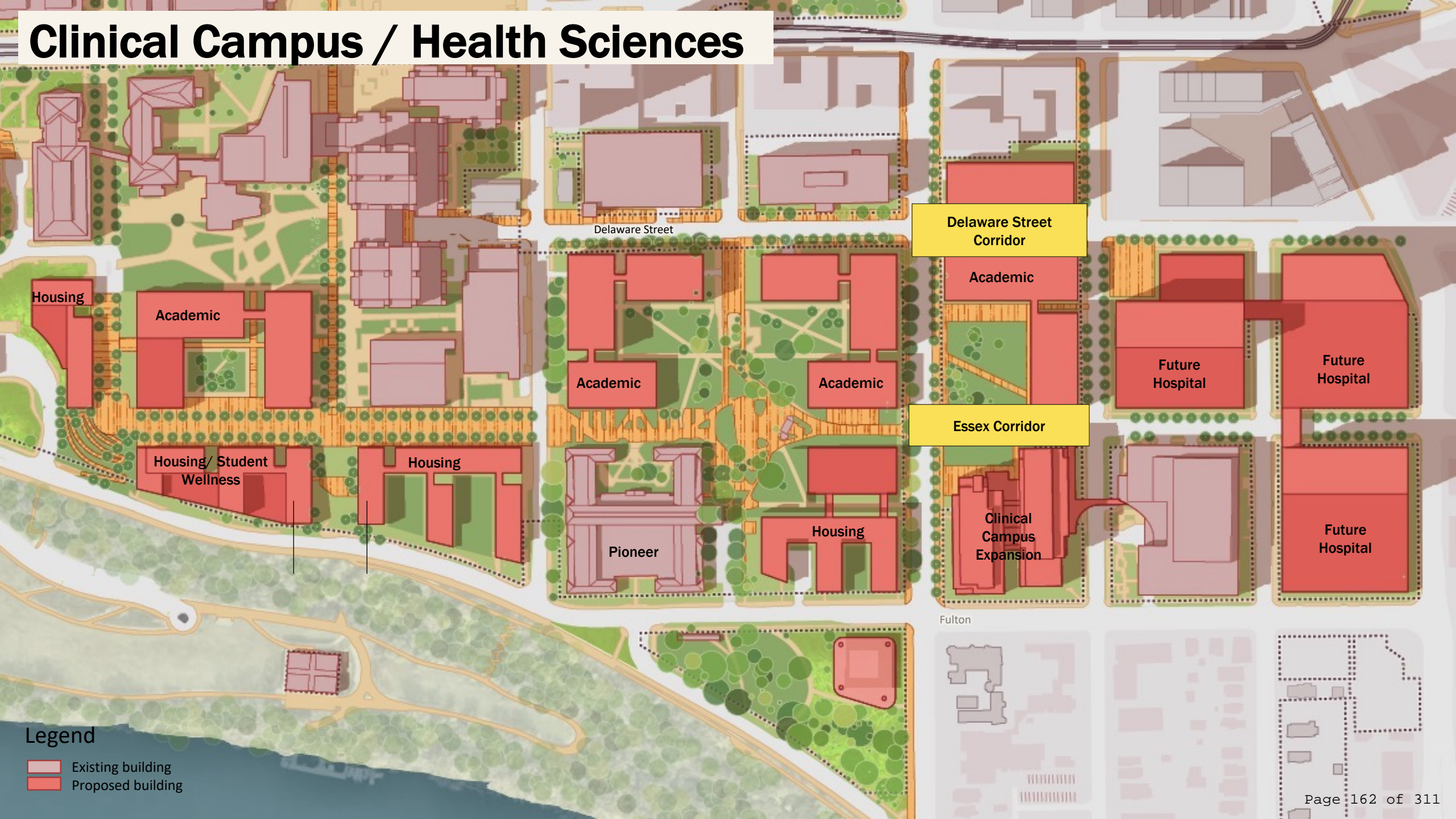


Northrop Mall Renewal



- Legend**
-  Academics
 -  Transit Corridor
 -  Destination
 -  River View
 -  Landscape
 -  Wellness
 -  Existing building
 -  Proposed building

Clinical Campus / Health Sciences



Housing

Academic

Housing/ Student Wellness

Housing

Delaware Street

Academic

Pioneer

Housing

Delaware Street Corridor

Academic

Essex Corridor

Clinical Campus Expansion

Fulton

Future Hospital

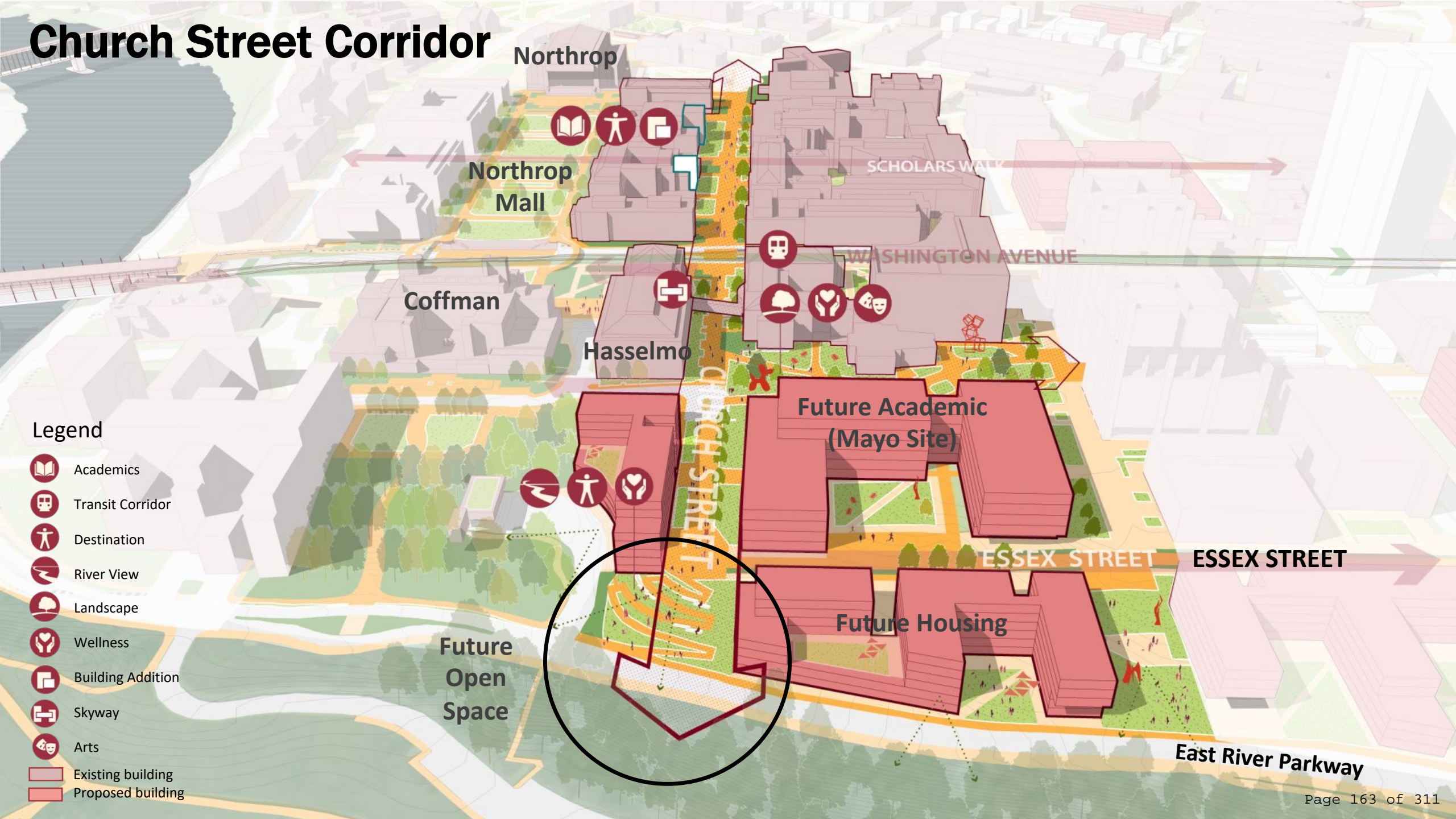
Future Hospital

Future Hospital

Legend

- Existing building
- Proposed building

Church Street Corridor



Northrop

Northrop Mall

Coffman

Hasselmo

Future Academic (Mayo Site)

Future Housing

Future Open Space

SCHOLARS WALK

WASHINGTON AVENUE

ESSEX STREET

ESSEX STREET

East River Parkway

Legend

- Academics
- Transit Corridor
- Destination
- River View
- Landscape
- Wellness
- Building Addition
- Skyway
- Arts
- Existing building
- Proposed building

Future Landmark, Church & Essex



Legend

-  Bike Lane
-  Housing
-  Gathering Place
-  Academic
-  Landscape
-  Proposed Building

Accessible Ramps connecting
Church / Essex Intersection
and East River Parkway

Essex Street Corridor

Downtown Minneapolis



Legend

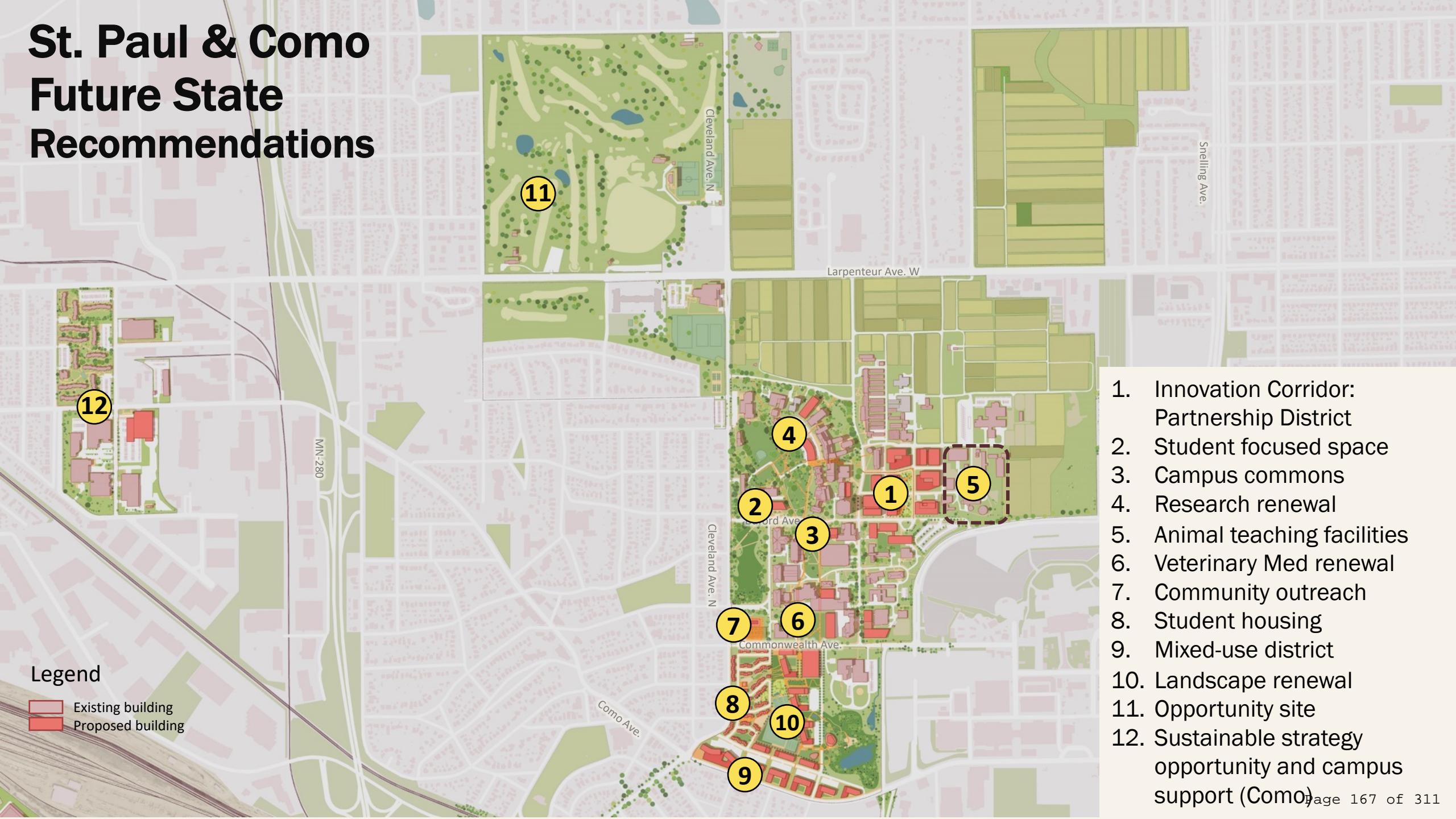
- Existing building
- Proposed building

- Bike Lane
- Transit Corridor
- Destination
- River View
- Landscape
- Wellness
- Sustainability
- Skyway

E. Recommendations

St. Paul

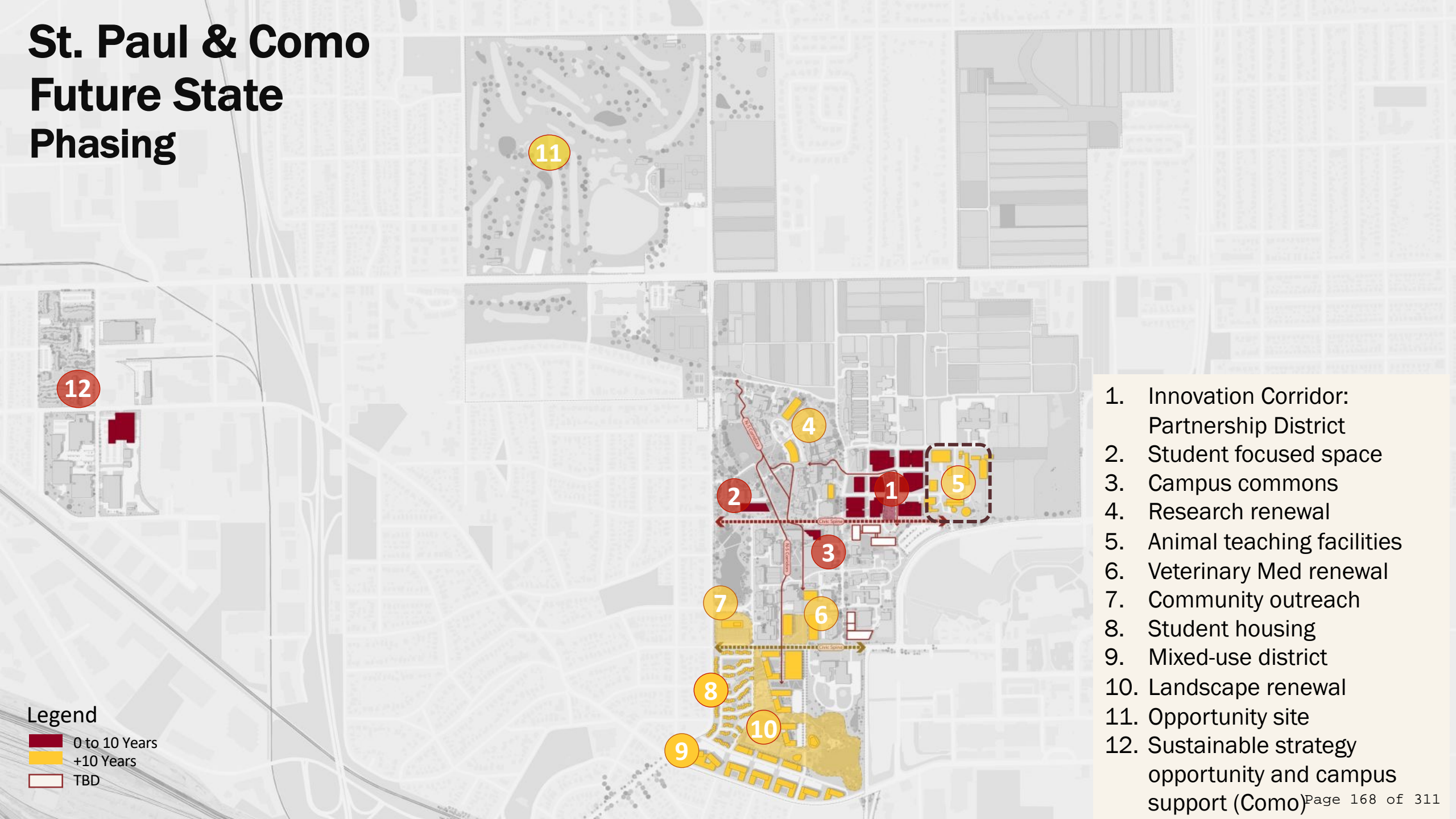
St. Paul & Como Future State Recommendations



1. Innovation Corridor: Partnership District
2. Student focused space
3. Campus commons
4. Research renewal
5. Animal teaching facilities
6. Veterinary Med renewal
7. Community outreach
8. Student housing
9. Mixed-use district
10. Landscape renewal
11. Opportunity site
12. Sustainable strategy opportunity and campus support (Como)

Legend
 Existing building
 Proposed building

St. Paul & Como Future State Phasing



- Legend**
- 0 to 10 Years
 - +10 Years
 - TBD

1. Innovation Corridor: Partnership District
2. Student focused space
3. Campus commons
4. Research renewal
5. Animal teaching facilities
6. Veterinary Med renewal
7. Community outreach
8. Student housing
9. Mixed-use district
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St Paul Campus





- Legend**
- Existing building
 - Proposed building

Partnership Development

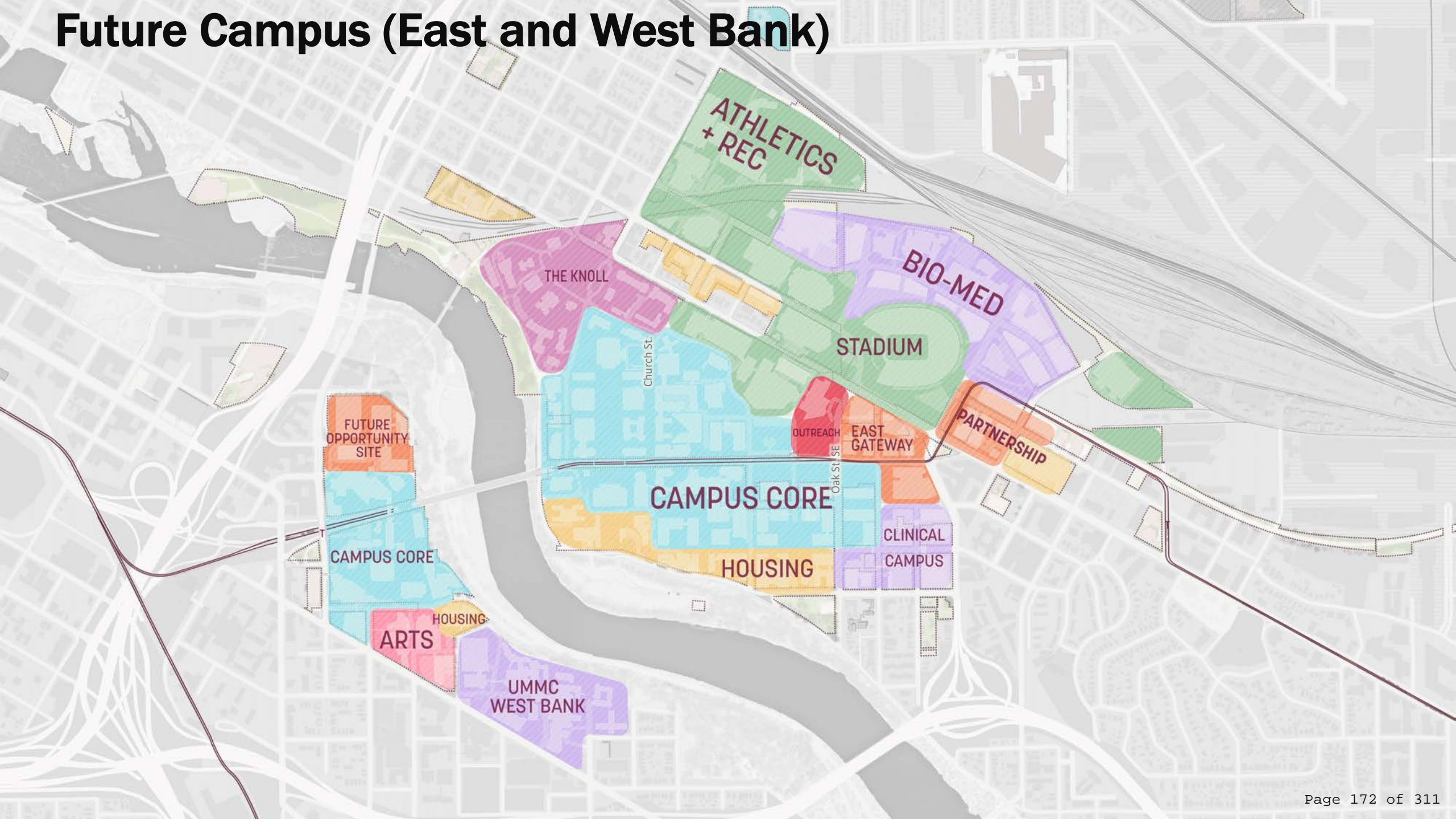


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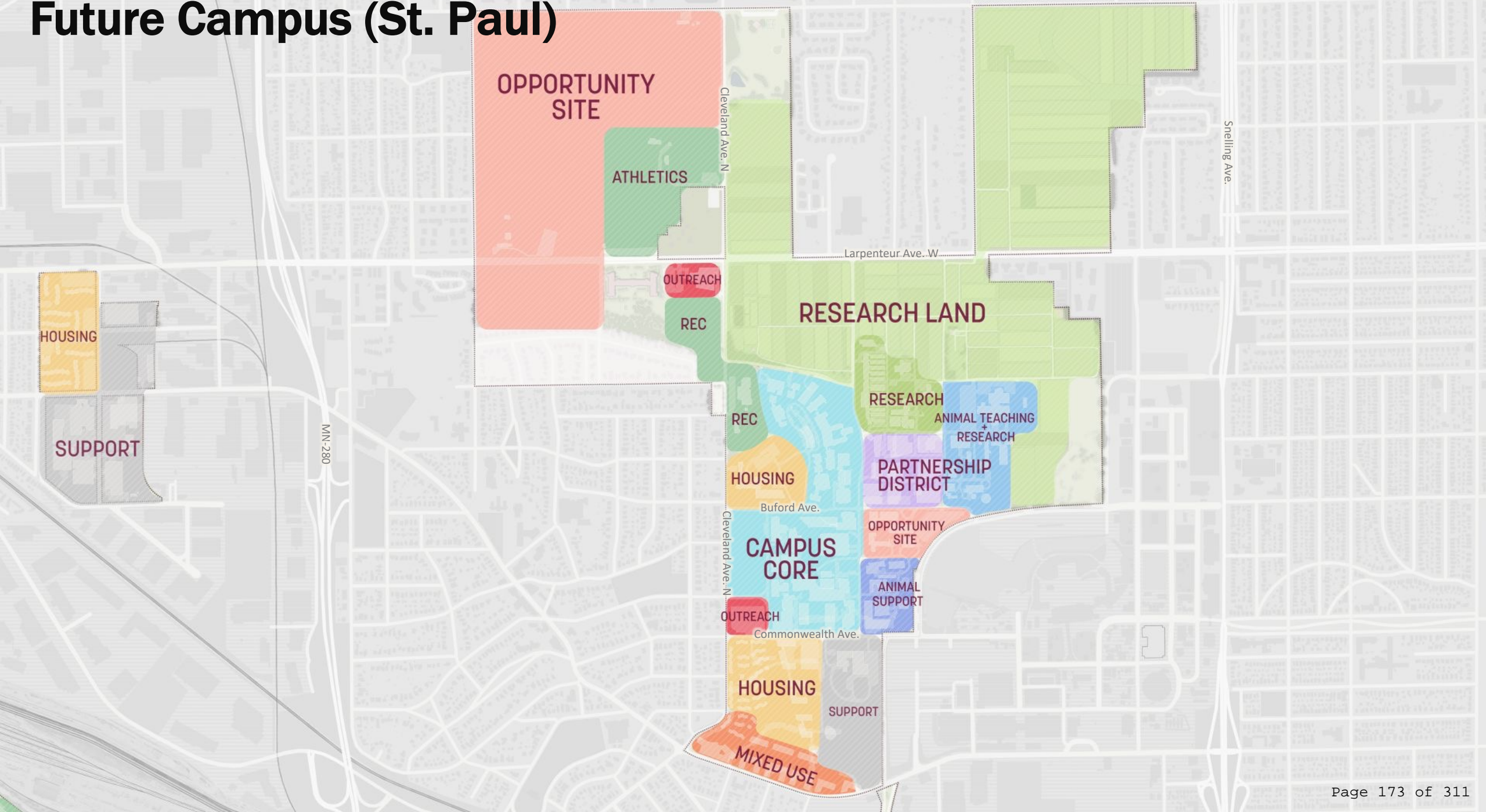
-  Existing building
-  Proposed building

F. Future Campus Overview

Future Campus (East and West Bank)



Future Campus (St. Paul)



Next Steps

Website and email

- Prior presentations and findings
- Comments, through September 15th

<http://z.umn.edu/campusplan>
planning@umn.edu

Focus group meetings

- Various

Regents Review

- October 2021

<https://regents.umn.edu/meeting-materials>

Regents Action

- December 2021



Thank you!



Twin Cities Housing Strategy Overview

Board of Regents • September 2021

This University housing overview provides context for the housing component of the Twin Cities campus master plan. It outlines the history of the campus' shift from a commuter to residential model, development of the housing program, Board actions informing housing strategy, and an update on the near-campus housing market. Current Board guidance regarding enrollment, housing targets, and the location of future housing inventory were established in 2016 and continue to guide the work of the housing staff and planning for capital investment.

University-owned and managed housing will continue to respond to and support the goals set by the Board and University leadership. In order to facilitate long-term planning, the following questions should be considered and resolved in order to guide the administration's work:

- What are the long-term undergraduate enrollment targets?
- What are the housing targets for first-year, second-year, and transfer students?
- What principles should guide University housing?
- What is the strategy for University capital and land holdings regarding apartment-style housing?

Overview

University-owned and managed housing exists to support the institution's academic mission, student development, and Board-adopted enrollment goals. University housing provides distinct facilities and programs that, in the aggregate, help students build a supportive social network. Institutional data show a clear correlation between a first-year University housing experience and higher GPA, higher retention rates, and higher four-year graduation rates. On the Twin Cities campus, Housing and Residential Life (HRL) manages this program. As a self-sustaining auxiliary service, HRL is required to generate revenues to cover expenses. This means that a carefully managed housing supply is critical to supplying enough capacity to support enrollment goals without an overabundance of vacant inventory that is not generating revenue.

HRL builds or leases sufficient capacity to meet Board-adopted enrollment goals. The current enrollment strategy, [adopted in March 2016](#), calls for undergraduate enrollment of 32,000-33,000 through 2024 with the following targets for students living in University-managed housing:

- 90% of first-year students
- 25% of those students returning for a second-year
- 10% of transfer students

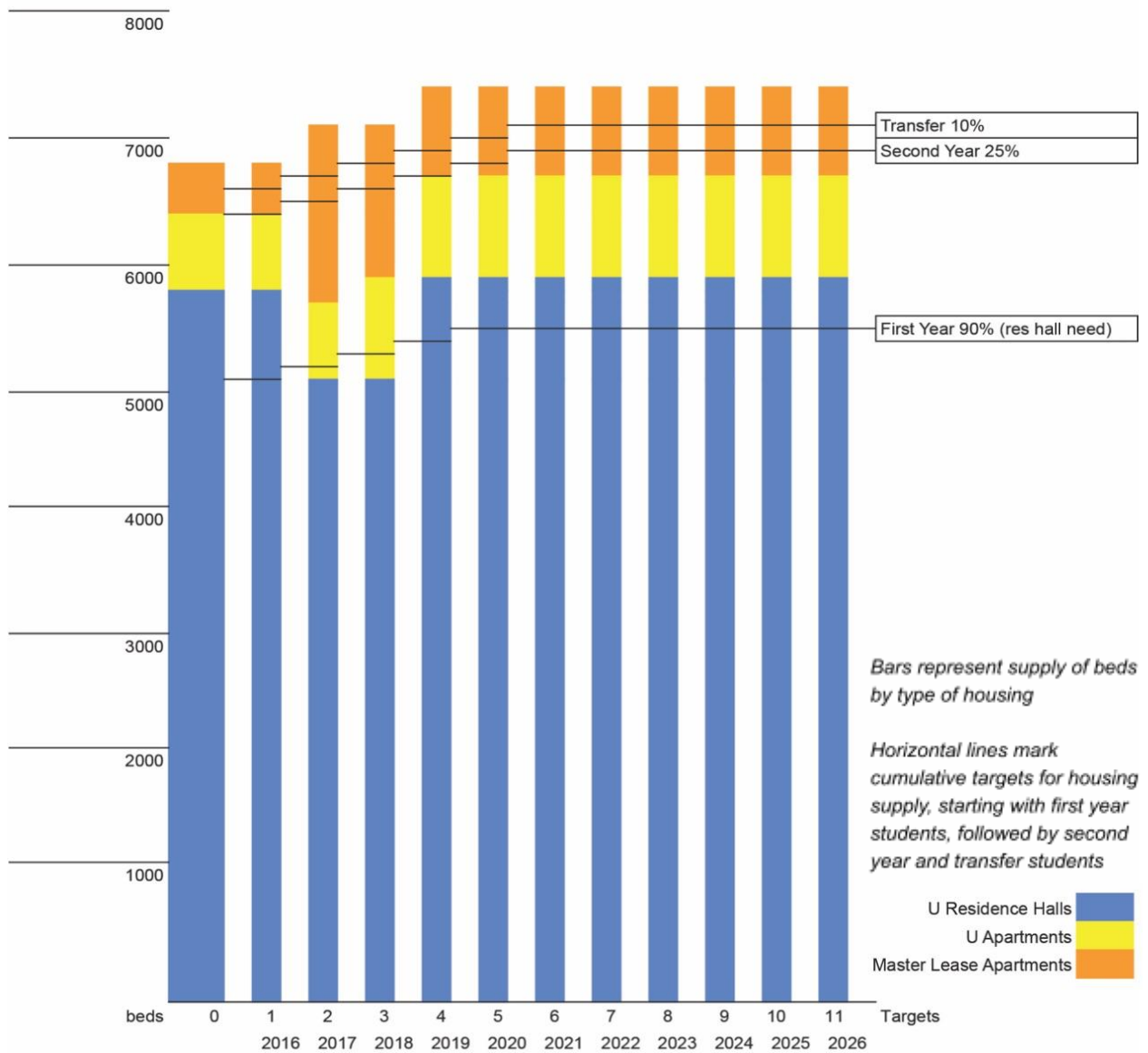
With the exception of FY2021 and the enrollment impacts from COVID-19, HRL is meeting housing targets for first-year and transfer students. And while the number of students returning for a second-year has been approximately 15% versus the target 25%, all second year students

who wish to are likewise accommodated in University housing. We are not seeing high demand for second-year students to live in University-managed housing.

The following chart was developed in response to the current Board-adopted enrollment plan. It shows that there is more than enough capacity to provide housing for the undergraduate student body that reflects the Board's enrollment and housing goals.

University Owned/Managed Housing Supply and Demand Forecast

July 2018



Types of University-Managed Housing

Residence Hall and Apartment Housing (primarily for undergraduates)

The University offers residence hall and apartment style housing for students, generally undergraduates. Available capital has largely been leveraged to build and maintain a residence hall experience, primarily for first-year students.

Current capacity (fall 2021) for University-managed residence halls and apartments is 7,558 beds, distributed as follows:

- Residence Halls 5,976
- Apartments 1,582 (includes 769 master leased beds)

Residence hall style housing design is integral to the type of academic and social support and community building that comes with the residence hall experience. It places students into smaller shared rooms with amenities such as a comprehensive dining program, laundry, and other activities outside of their private space designed to support the student's transition from home to more independent apartment living. Students' academic success is best served by starting their time at the University in University-owned facilities with a high level of supportive services, designed specifically to build community, nurture relationships, and enable student life staff to check in on student's well being and mental health. Students and parents both expect this type of model. Since this type of facility is not typically built by the private sector, the University is largely responsible for ensuring that it has an adequate supply of residence hall facilities to meet demand for (primarily) first-year student housing.

Apartment style housing is of greater interest to the private sector because it is not unique to the academic experience and can serve a broader market. University-owned apartment stock was built in the late-1990s and early-2000s, prior to significant private sector investment in the near-campus neighborhoods. Over the past two decades, the University has benefitted from the interest and willingness of the private sector to invest in apartment-style housing for upper division and graduate/professional students. Nearly 20,000 beds have been built during this time with more under construction. When additional capacity has been desired for University-managed apartment housing, master leasing entire buildings (short-term leases that do not impact the institution's debt capacity) has provided the ability to quickly shift inventory and respond to changing student preferences and variability in demand.

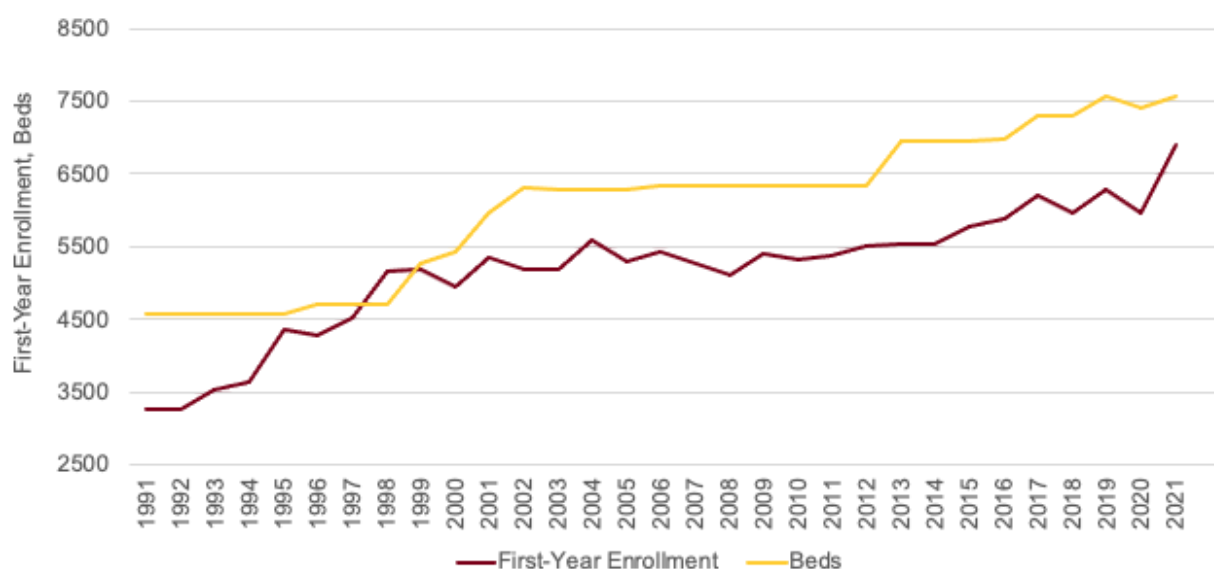
Cooperative Housing

The University also owns and oversees the Como Student Community and Commonwealth Terrace Cooperative. These facilities provide approximately 3,000 beds in 813 units, primarily serving graduate students and students with families. Because these facilities are managed by the cooperative and their respective student boards, they are typically not included in the discussion of available housing for undergraduates (residence halls and apartments).

Housing Responds to Institutional Priorities and Enrollment Targets

In the early-1990s, Admissions began to market living on campus as an important component of the University experience. HRL supported this effort by guaranteeing housing for all first-year undergraduate students who are admitted and submit a housing application by May 1. This has resulted in approximately 88%-89% of the first-year class living in University managed housing for the last ten years prior to COVID-19 (fall 2020 dropped to 49.2%, but has recovered for fall 2021 and is anticipated to be 76-78%). As enrollment has grown, University-managed housing has also grown through both new construction and master leasing facilities to avoid overbuilding and to manage room and board rate increases.

The chart below shows the parallel growth of enrollment and housing over the past thirty years.



Over this same time period, the Twin Cities campus has shifted away from the commuter campus model and towards the current residential and near-campus model. This has dramatically changed the housing landscape for both the University and the private sector. Because of the unique nature of residence hall-style housing, combined with strong encouragement that first-year students live on campus, first year enrollment is the single biggest factor driving demand for University-owned housing.

Through the mid-2000's, the University prioritized limiting rate increases for housing to control the total cost of attendance. This strategy pushed the University's housing rates to the lowest or near-lowest among its Big Ten peers, but led to underinvestment in housing and a clear need for reinvestment in and upgrading of facilities. Significant reinvestment in University-owned facilities began in the mid-2010s and has continued to this day. These facilities are built to remain in inventory for the long term, and it is usually more cost-effective to renovate and upgrade than it is to demolish and rebuild the same type of housing.

In the mid-2010s, the Board and University leadership engaged in long-term planning for the health sciences and the southeast gateway area. This vision, [adopted by the Board in July 2016](#), informs the locations for future new housing, which facilities are best suited for reinvestment, and ensures housing is aligned with campus plans. This vision and information will be considered by the Board in the new Twin Cities Campus Plan.

Housing and Affordability

Affordability of student housing is a critical component of the overall cost of attendance. Student housing rates include funding for a wide variety of student support services and programs not universally available to students in non-University housing. These include live-in professional staff, community advisors, 24/7 on-site management, utilities, student common spaces, and intentionally designed educational and social programs that focus on student development and community building.

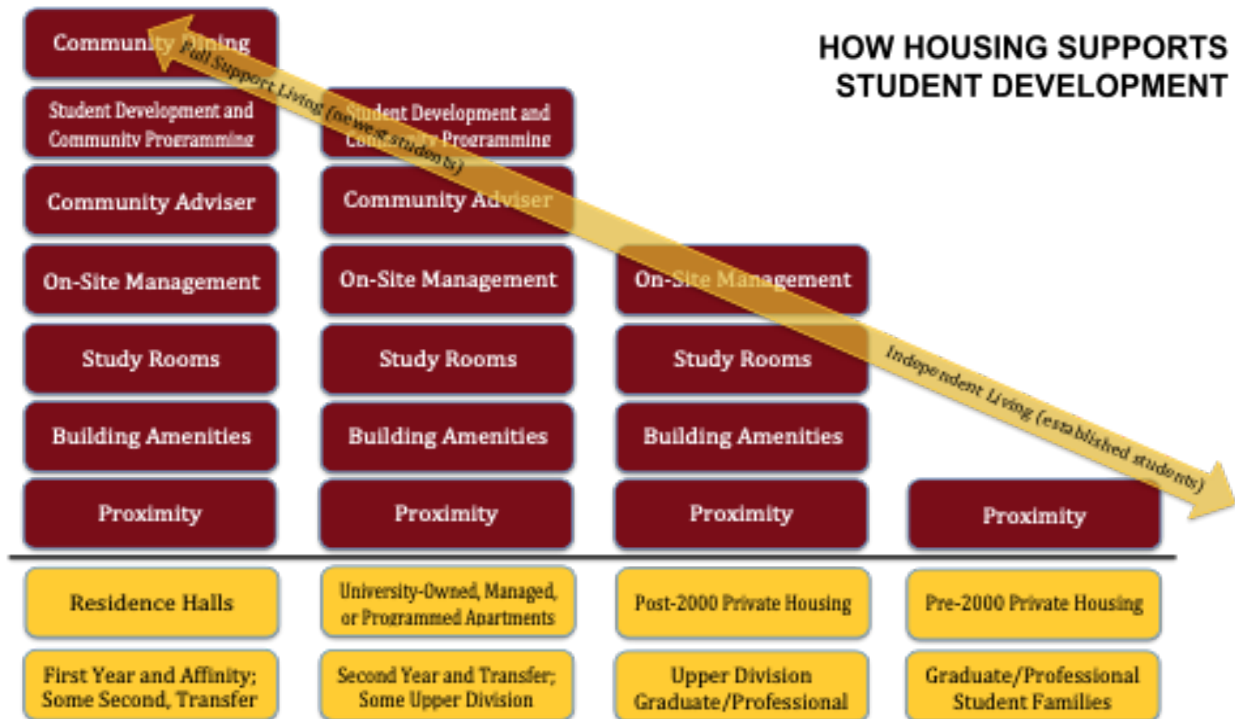
Rates also fund facilities costs for long-term improvements and on-going maintenance/repair costs in all residence halls and apartments, including residential dining facilities. Unlike non-auxiliary facilities, HRL fully funds depreciation to pay for all capital projects, renewals/replacements, and furnishings/equipment in the residence halls, apartments, and residential dining facilities (with the exception of FY2021 due to COVID-19). These funds are maintained in reserve accounts to fund capital projects and equipment replacements. Construction of new facilities or additions to existing buildings is financed by University issued bond debt, with principal and interest paid by HRL through room rate revenue. At present, there is approximately \$175 million in outstanding debt on University-owned housing.

Housing Principles

The purpose and goals of student housing change over the course of their time at the University. The following principles support decision making for University housing:

- **Safe**. Housing and the neighborhoods where the housing is located should provide a safe and healthy living environment.
- **Affordable**. Housing costs should align with the University's financial aid model allowance for housing used in calculating the University's total cost of attendance.
- **Convenient**. Housing should have readily available access to campus via transit, bicycle, walking, or other modes of convenient, affordable transportation, as well as access to the greater Twin Cities community.
- **Supportive**. Housing should offer appropriate levels of services and programs to support student success and community throughout their University career.
- **Well-Maintained**. Housing assets should be stewarded through managed costs, planned investment schedules, and adequate resource allocation.
- **Aligned**. Housing supports the institution's goals for enrollment and retention and responds to adopted long-term plans.

This philosophy is illustrated in the following chart:



Current Housing Inventory (undergraduate focus)

The University owns and manages nine (9) traditional residence halls, three (3) apartment buildings. The University has also master leased the Radius apartment building, located in the Dinkytown on 15th Avenue Southeast, since 2017. Under this arrangement, the University pays rent to the building owner and HRL in turn manages occupancy, collects rent, and staffs the building. All HRL policies and procedures apply to the occupants and essentially, from a student perspective, the facility operates just like any other University residence hall or apartment. The University previously master leased the east side of University Village from 1999-2019, followed by master leases with Radius and Keeler Apartments (prior to purchasing Keeler in 2018). These are mapped at the end of this document.

<u>Residence Halls</u>	<u>Year(s) Built/Expanded</u>	<u>Current Capacity</u>
Bailey Hall (Saint Paul)	1956, 1978	504
Centennial Hall (East Bank)	1949	691
Comstock Hall (East Bank)	1940, 1958	553
Frontier Hall (East Bank)	1958, 2002	735
Middlebrook Hall (West Bank)	1967, 2001	911
Pioneer Hall (East Bank)	1928, 2019	758
Sanford Hall (East Bank)	1920, 1967, 2002	526
Territorial Hall (East Bank)	1957, 1999	695
17th Avenue (East Bank)	2013	600
Total Residence Halls		5,976

<u>Apartments</u>	<u>Year(s) Built/Expanded</u>	<u>Current Capacity</u>
Keeler (East Bank)	2003 (purchased 2018)	164
Radius (East Bank)	2017 (master lease)	769
Wilkins (East Bank)	1996	134
Yudof (East Bank)	2002	505
Total Apartments		1,582
Total Housing Capacity		7,558

Near-Campus Housing Inventory

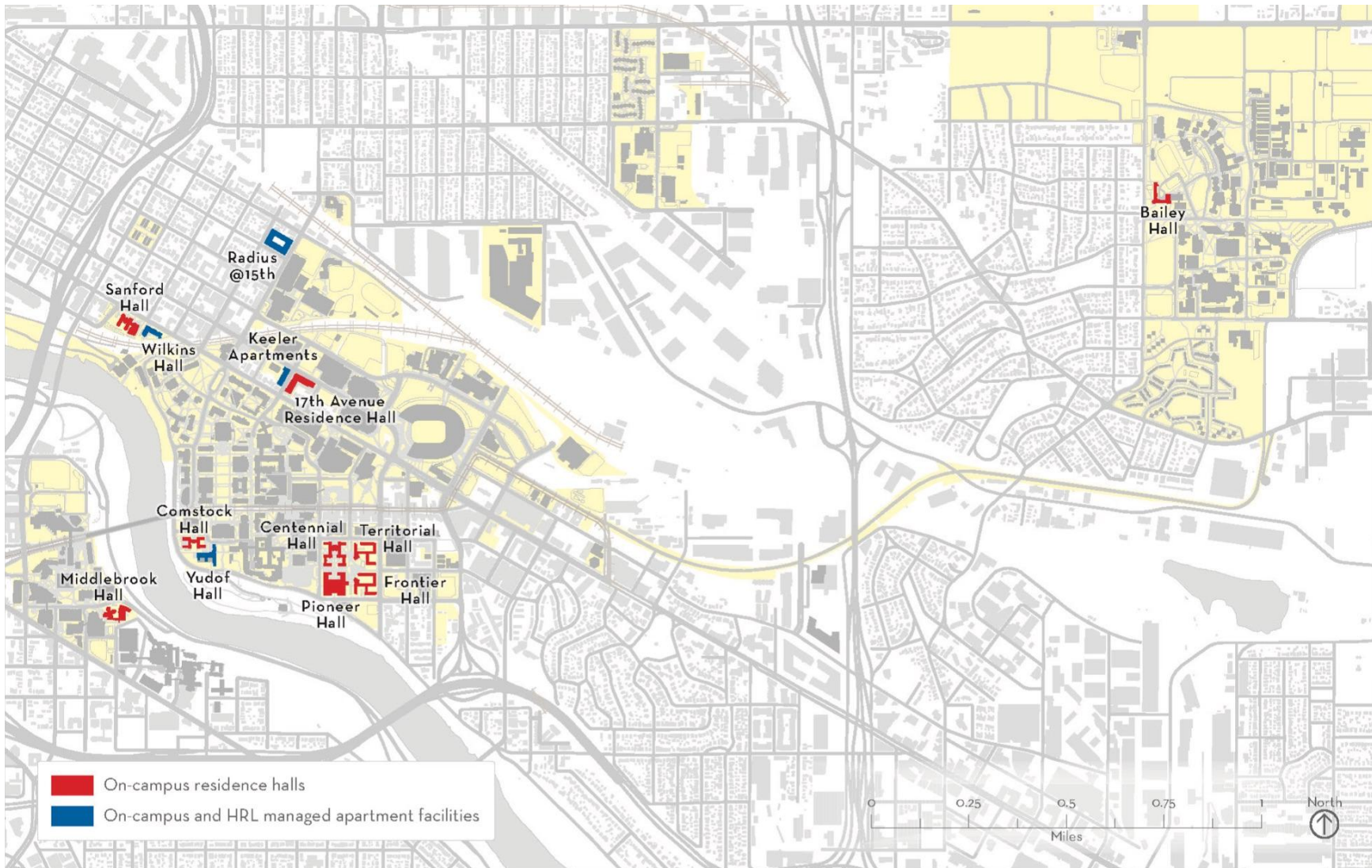
The University and the Foundation conduct an annual scan of the private sector (non-University) housing market surrounding campus. Information is obtained on average apartment rents as well as the capacity and vacancy rates in the larger complexes. There are currently over 14,000 apartments in 325 properties, with an estimated 20,355 shared and private bedrooms surrounding the Twin Cities campus. A map is provided at the end of this document that outlines the density and location of near-campus apartments (includes University-owned and Greek facilities).

Non-Profit Housing Inventory

In addition to private-sector apartments, non profit housing provides over 3,000 beds near campus. This includes about 1,300 Greek housing beds, approximately 1,000 beds in the University Foundation owned and managed Dinnaken Properties, and 500 units of non-University co-op housing in Dinkytown.

Residence Hall and Apartment Inventory

This map outlines the location of University-owned and managed residence halls and apartments for the Twin Cities campus.



Near-Campus Housing Inventory

This map outlines the density and location of near-campus apartments (includes University-owned and Greek facilities)

