



BOARD OF REGENTS DOCKET ITEM SUMMARY

Finance & Operations

December 10, 2020

AGENDA ITEM: Systemwide Strategic Plan Implementation: Principles to Guide Campus Master Plans

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

This is a report required by Board policy.

PRESENTERS: Michael Berthelsen, Vice President, University Services
Monique MacKenzie, Director of Campus and Capital Planning

PURPOSE & KEY POINTS

The purpose of this item is to review proposed systemwide campus master planning principles that will direct the upcoming updates of each campus master plan. In addition to reviewing the resolution, the committee also will discuss the proposed process steps and timeline for updating the Twin Cities campus Master Plan.

Systemwide Campus Master Planning Principles

The 2020 Systemwide Strategic Plan’s Commitment 5, Goal 3 seeks to “[b]uild comprehensive long range capital facilities and land holding strategies to drive strategic growth.” The action items for the goal includes establishing “new long-term physical master plans for each campus that serves our community and is updated regularly.” The Twin Cities campus will be the first system campus to fulfill this component of the Systemwide Strategic Plan.

The purpose of a campus master plan is to:

- Ensure the University’s academic mission is served by the physical campus.
- Establish the framework for the long-term evolution of the campus, building upon the physical attributes of each place.
- Identify the unique qualities of the campus that will be enhanced and areas that are expected to change.

The resolution will provide Board guidance for the future campus master plan updates across the system.

Twin Cities Campus Master Plan Process

Given the age of the Twin Cities campus Master Plan (adopted in 2009) and the extent of change on and adjacent to the campus, the administration has opted to begin with the Twin Cities campus. Other campus master plan updates will follow in future years. The plan will illustrate the principles and values that drive the features of the Twin Cities campus and guide decision-making about campus renewal and growth.

The new master plan will address the physical organization of the Twin Cities campus and its unique features and conditions. The future horizon for this plan is 10 years, through 2030. Geographically, the scope of this effort will address all three locations of the Twin Cities campus (West Bank, East Bank and St. Paul). Themes that are anticipated to be addressed in the plan are:

- Institutional strategy
- Academic activity
- Land ownership
- Sustainability
- Buildings and capital assets, developable area
- Near campus neighborhoods
- Open space and natural systems
- Campus utilities and transportation systems

The process to update the master plan will include the following:

- Master planning efforts will maximize engagement and decision making between October and May, to respect the academic calendar.
- A number of channels for input are planned to support the development of the plan through its phases, from the President's cabinet to a broadly representative advisory committee.
- Open forum meetings, focus groups, campus-wide survey tools and use of social media as well as a project website are planned to maximize involvement in the development of the plan.

The plan update will incorporate additional planning work that has been conducted in recent years, including the 2016 Twin Cities campus Development Framework and the draft 2019 St. Paul Strategic Facilities Plan, as well as the East Gateway and other district plans as applicable.

To maximize expertise and perspective, the University is working with an outside firm skilled in campus master planning. A competitive process concluded with the selection of the campus planning firm [Sasaki Inc](#) in May 2020. The master planning effort has been underway gathering information and preparing for a campus-wide launch, beginning with the Board's December meeting.

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."

The last campus master planning updates were completed as follows: Morris in 2008, Twin Cities in 2009, Crookston in 2011, Duluth in 2013, and Rochester in 2014.

Consistent with Board policy, the Board will be engaged in these efforts as the work advances on the Twin Cities campus, with visioning conversations expected in winter 2021 and a draft plan concept ready in late spring 2021. A completed plan is expected to be ready for Board review and action in fall 2021. Work on the other campus master plans will follow the same pattern of engagement.

PRESIDENT'S RECOMMENDATION

The President recommends approval of the resolution related to Systemwide Campus Master Planning Principles.



REGENTS OF THE UNIVERSITY OF MINNESOTA

RESOLUTION RELATED TO

Systemwide Campus Master Planning Principles

WHEREAS, in 1993, the Board of Regents (Board) adopted the following four campus master planning principles to direct the development of campus master plans on each of the University of Minnesota (University) campuses:

The principle of creating and maintaining a distinctive and aspiring vision for the physical development of each campus;

The principle of enriching the experience of all who come to the campus;

The principle of maximizing the value of existing physical assets while responding to emerging/changing physical needs;

The principle of an inclusive, accountable, and timely process for creating and implementing the master plan vision; and

WHEREAS, the 1993 Board resolution included a detailed articulation of how these principles should be used in campus master planning; and

WHEREAS, since that time, the University campuses have used such planning principles to guide the development and updates of campus master plans; and

WHEREAS, the 2020 University of Minnesota Systemwide Strategic Plan identifies the need to update each of the campus master plans, under Commitment 5, Goal 3 action item - "Establish new long-term physical master plans for each campus that serves our community and is updated regularly"; and

WHEREAS, campus master plans are intended to serve as frameworks for the long term evolution of all University campuses. These plans focus on the interaction between open spaces, existing buildings and supportive networks and services that enhance the unique qualities of place. Campus master plans are created as a flexible framework to support decision-makers when faced with issues that affect the future evolution of each campus.

NOW, THEREFORE, BE IT RESOLVED that the Board of Regents directs that the process to update each of the University campus master plans be guided by the following updated systemwide campus master planning principles. Each campus will uniquely interpret how these principles are reflected in their planning process and their campus master plans.

Establish a sustainable vision of how the physical setting of each campus will embody its distinctive history, mission, and future.

Create an inclusive and welcoming experience for the increasingly diverse range of people who come to campus.

Optimize existing physical assets to facilitate flexible and innovative solutions toward an enduring future.

Consider the cost of attendance, investment and operations when planning for each campus' future.

Integrate each campus' master plan with the Systemwide Strategic Plan.

Ensure an inclusive, accountable, and forward-looking process for developing and implementing the master plan.

Systemwide Strategic Plan Implementation: Principles to Guide Campus Master Plans

Michael Berthelsen, Vice President, University Services
Monique MacKenzie, Director, Campus and Capital Planning

Finance & Operations Committee

December 10, 2020

SENIOR VICE PRESIDENT FOR FINANCE AND PLANNING

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University Services

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Presentation Agenda

Systemwide Strategic Plan Implementation: Campus Master Plan

- Strategic Plan Direction
- Outcomes of Campus Master Planning
- Regents Principles for Campus Planning

Twin Cities Campus Master Plan

- Engagement, Timeline
- Evolution of Twin Cities campus



Systemwide Strategic Plan Direction

Commitment 5: Fiscal Stewardship

GOAL 3

Build comprehensive long-range capital facilities and land-holding strategies to drive strategic growth.

ACTION

- Establish new long-term physical master plan for each campus that serves our community and is updated regularly.
- Advance innovative financing to support long term strategic objectives.
- Establish land retention, acquisition, and use strategy.



Outcomes of Campus Master Planning

Focus on **building a campus**, not individual facilities, and:

- Align with the Strategic Plan and University mission
- Determine the best overall use of existing land, development sites and facilities
- Ensure that daily decisions are part of a long-term vision
- Assist in fundraising
- Promote positive relationships with adjacent neighborhoods, municipalities and the region



What a Campus Master Plan doesn't do:

1. Identify all potential new building needs and specific development sites for the institution.
2. Design new buildings and landscaping but rather creates clear master planning principles based on the University's vision and goals.
3. Define a financial plan for construction.



Principles to Direct Campus Planning (1993)

1. The principle of creating and maintaining a distinctive and aspiring vision for the physical development of each campus;
2. The principle of enriching the experience of all who come to the campus;
3. The principle of maximizing the value of existing physical assets while responding to emerging/changing physical needs; and
4. The principle of an inclusive, accountable, and timely process for creating and implementing the master plan vision.



Introduction to our planning consultant: Sasaki

University of Pennsylvania Penn Connects 3.0



Penn Connects: Campus and Urban Connectivity

University of South Carolina Master Plan Update



Campus Master Plan

Sasaki's Current Campus Work



SASAKI



Factors to Consider Today (from Sasaki)

- Cost of attendance
- Best use of resources: adaptability, flexibility, utilization, operations
- Inclusion, diversity and welcoming physical environments
- Unique and distinctive experience of place
- Brand, image, identity
- Financial impacts



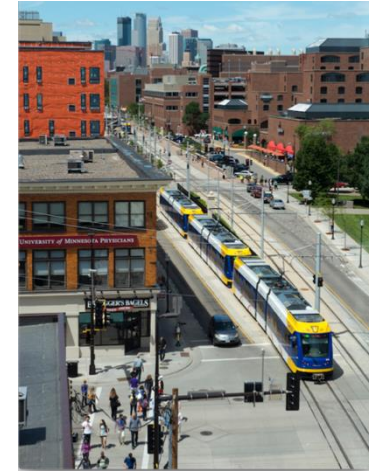
Recommended Principles to Direct Campus Planning (2020)

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.



Rationale for updating Twin Cities Campus Master Plan

- Date of last plan
- Changes on and near campus
- Best practices: 10 year cycle
- Future opportunities and challenges



Building on Prior Plans

- Twin Cities Campus Master Plan, 2009
- Development Framework, 2016
- Health Sciences District Plan, 2016
- East Gateway/Biomedical District, 2009
- St Paul Strategic Facilities Draft Plan, 2018



Engagement and Governance

<i>Group</i>	<i>Role</i>	<i>Activity Type</i>
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 • My Campus Survey
Advisory Committee	Advise, participate	<ul style="list-style-type: none"> • Work Sessions • My Campus survey
Stakeholders	Participate	<ul style="list-style-type: none"> • My Campus survey • Town Hall Presentations • 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"> • My Campus survey • Focus group interviews
Core Support Team <ul style="list-style-type: none"> • UServices Planning • URelations Communications 	Manage	<ul style="list-style-type: none"> • Daily/weekly scheduling • Record keeping • Advance process



Timeline

<i>Planning Phase</i>	<i>Targeted Dates</i>
Future Considerations and Assumptions	December 2020
Visioning the Campus' Evolution	February 2021
Scenarios and Alternatives	May 2021
Draft Plan	July 2021
Final Plan	Fall 2021

Consultation with Regents will happen at each of these phases.

Scope of the Campus Master Plan

- Academic direction
- Land ownership for Twin Cities campus
- Sustainability
- Buildings and capital assets, developable area
- Near campus neighborhoods
- Open space and natural systems
- Campus utilities and transportation systems



Key Questions for Master Plan Update

- Topics for February master plan visioning conversation
 - Financial Resiliency
 - Student support: how to improve campus experience
 - Near campus environment
 - Diversity, equity, inclusion
 - Mobility
 - Outdoor spaces
 - Work environment, space optimization
 - Others?





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