



BOARD OF REGENTS DOCKET ITEM SUMMARY

Finance & Operations

February 11, 2021

AGENDA ITEM: Development of the Twin Cities Campus Master Plan: Visioning the Campus' Evolution

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
Greg Havens, Principal, Sasaki

PURPOSE & KEY POINTS

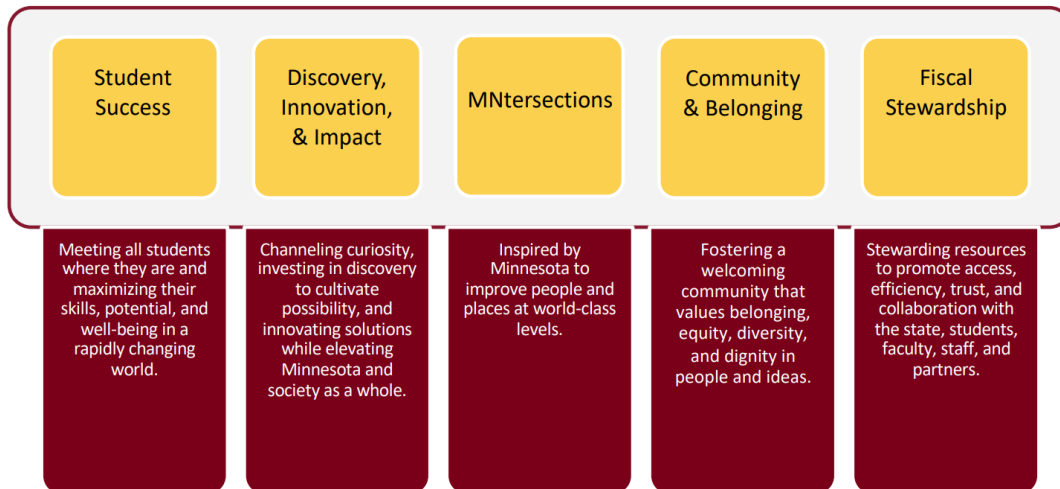
The purpose of this item is to discuss the emerging trends and themes related to the update of the Twin Cities campus master plan and how they relate to the MPact 2025 Systemwide Strategic Plan (MPact 2025).

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 Saint Paul).

Updating the Twin Cities campus master plan will build upon additional planning work that has been done over the past decade, including the 2016 Twin Cities campus Development Framework and the draft 2019 Saint Paul Strategic Facilities Plan, as well as the East Gateway project and other district plans as applicable.

MPact 2025 Systemwide Strategic Plan

One of the key drivers in developing the Twin Cities campus plan is alignment with the MPact 2025 plan. For purposes of visioning efforts now underway, the planning team has begun to match elements of the five commitments in MPact 2025 to specific planning initiatives, noted below.



Source: June 2020 Update on SWSP Part 3, Presentation to Board of Regents, p60

Matching Strategic Commitments to Campus Planning

The committee discussion will focus on the best ways to advance MPact 2025 commitments in the Twin Cities physical space. Included below is a list of questions intended to support the committee's conversation. Questions in **maroon** are included in the slides, but all questions listed are intended to support the discussion.

Commitment 1: Student Success

- Where and how can the student experience and a "holistic approach to wellness" be enhanced on campus?**
- What does a "holistic approach to wellness" mean for the campus? Have any physical opportunities already been explored?
- What impacts will new learning models have on the physical campus?

Commitment 2: Discovery, Innovation, and Impact

- Where are the existing research hubs on campus today? What aspects are/are not working well? What research focus areas would benefit from access to more collaboration space?
- What research activities successfully enhance collaboration today?
- Where are there opportunities for business, tech, and corporate partnership innovation on campus today?**
- What does this plan need to consider in order to elevate the University's national and international profile?
- How should this plan's outreach and engagement strategy reflect this Strategic Commitment?

Commitment 3: MNtersections

- What will elevate the University's leadership in next-generation health? What sorts of collaborations will this entail?

- b. What does a “fully sustainable future” look like? What does the campus lack today to advance sustainability and environmental teaching, research, and convening power?
- c. **What opportunities exist on the East Bank, West Bank, and in Saint Paul to advance next-generation health, natural resources, and sustainable agricultural technology?**

Commitment 4: Community Belonging

- a. What areas of the campus do not cultivate a welcoming and inclusive climate?
- b. **What aspects of the physical campus do you think contribute to the goal of recruiting and retaining diverse talent?**
- c. How can this master plan advance understanding and nurture enduring partnerships with Tribal Nations, underserved local communities, and strategic partners?

Commitment 5: Fiscal Stewardship

- a. What innovative financing strategies is the University currently exploring?
- b. **What should be some of the University priorities when establishing a land retention, acquisition, and use strategy and addressing deferred maintenance in the existing buildings?**
- c. How should the master plan incorporate new thinking around risk management and safety?

Themes and Trends

Powerful forces have affected higher education in recent years. Financial challenges for individual students (cost of attendance), the perceived value of higher education, and declining funding to support ongoing activities are important influences as the University makes plans for the future. Under the mantle of the land grant mission, there are factors of equal importance related to outreach, inclusivity and diversity, and maintaining a local and global outlook concurrently.

Beyond these relatively long-standing trends, COVID-19’s swift and profound impact on higher education has prompted thinking about how learning, research, and outreach will be different in the near and mid-term future.

Some of the trends that are expected to drive change on the Twin Cities campus as it creates a clear vision as well as a flexible plan to guide its evolution are:

- Continued focus on diversity, equity, and inclusion.
- Use of central campus for student engagement rather than administrative uses.
- Hybrid campuses: assignment of remote learning and telework.
- Rationalization of space: focus on renovation, flexibility, and multi-purpose space.
- Expanded one-stop services designed for student convenience, for financial aid, advising services, and records.
- Counseling and telehealth services may have some digital presence.

- Faculty offices: potential for more collaborative and shared spaces rather than private offices.
- Budget challenges demanding a focus on cost reduction, finance, revenue generation, and public/private partnerships.

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.”

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.

Development of the Twin Cities Campus Master Plan: Visioning the Campus' Evolution

Michael Berthelsen, Vice President, University Services
Monique MacKenzie, Director, Campus and Capital Planning
Greg Havens, Principal, Sasaki

Finance & Operations Committee

February 11, 2021

SENIOR VICE PRESIDENT FOR FINANCE AND PLANNING

World Class Services for a World Class University



University Services

Stewardship • Integrity
Respect • Innovation • Safety

Agenda

1. Systemwide Strategic Plan Commitments
2. The Post COVID-19 Campus
3. Emerging Trends in Planning
4. Aligning Development Strategy and Strategic Commitments



1

Systemwide Strategic Plan Commitments

MPact 2025 Strategic Commitments

Student
Success

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

Discovery,
Innovation,
& Impact

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

MNtersections

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

Community
& Belonging

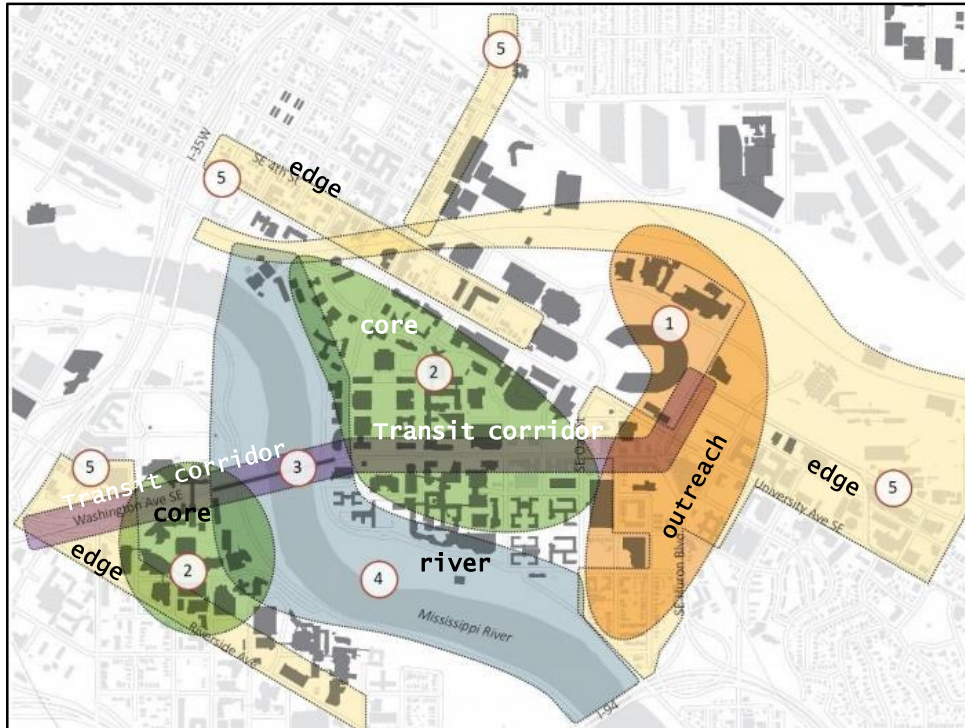
Fostering a welcoming community that values belonging, equity, diversity, and dignity in people and ideas.

Fiscal
Stewardship

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



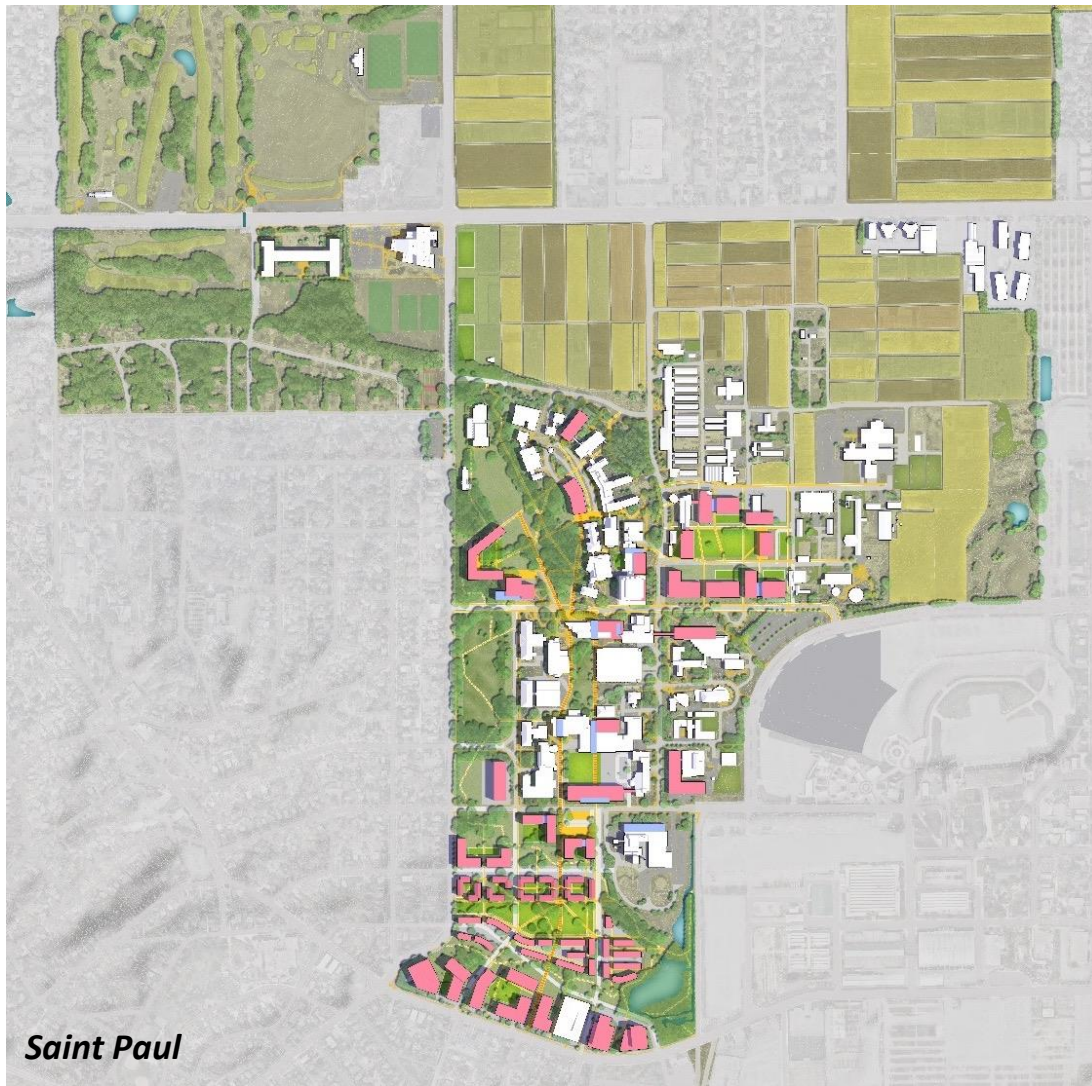
Campus Planning + Strategic Commitments



East and West Bank, Minneapolis

STRATEGIC COMMITMENTS

1. Student Success
 2. Discovery, Innovation, and Impact
 3. MNtersections
 4. Community Belonging
 5. Fiscal Stewardship (Master Plan)
- Build comprehensive long-range capital facilities and land-holding strategies to drive strategic growth.



Saint Paul

STRATEGIC COMMITMENTS

1. Student Success
 2. Discovery, Innovation, and Impact
 3. MNtersections
 4. Community Belonging
 5. Fiscal Stewardship (Master Plan)
- Build comprehensive long-range capital facilities and land-holding strategies to drive strategic growth.

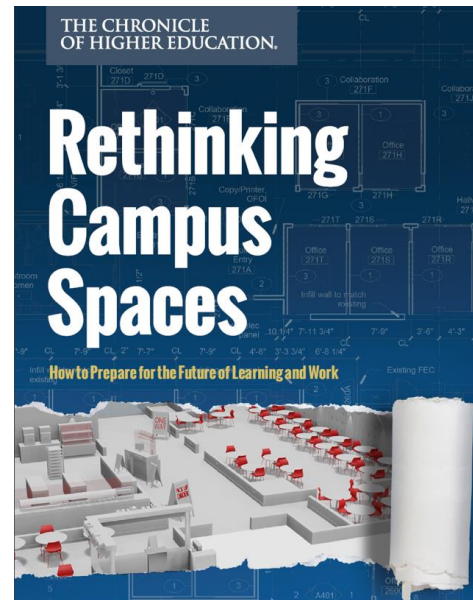
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The Post COVID-19 Campus



The Post COVID-19 Campus

- 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



3

Emerging Trends + Themes in Campus Planning



Trends + Themes in Campus Planning



Diversity, Equity,
and Inclusion



Student Support



Wellbeing



Technology



The "Blended"
Campus



The Year-Round
Campus



The Outdoor
Campus



Space Optimization



Work
Environments



Sustainability



Mobility



Financial
Resiliency

Draft Trends + Themes for UMTC

1. A Welcoming Inclusive Campus
2. The Hybrid / Blended Campus / space optimization
3. Innovation + Outreach through Partnerships
4. Sustainability
5. Financial Resiliency



Master Planning ‘Starter’ Questions

Student
Success

Discovery,
Innovation,
& Impact

MNtersections

Community
& Belonging

Fiscal
Stewardship

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?

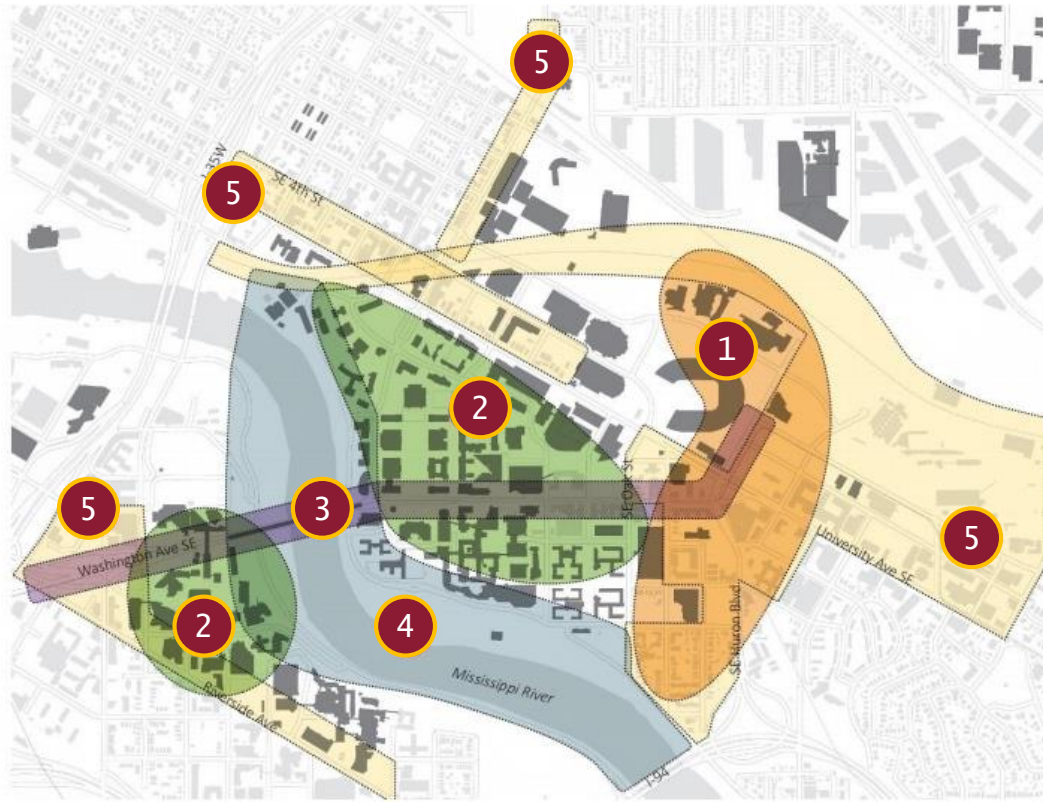


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Aligning Campus Planning + the Strategic Commitments



UMTC Development Strategy Areas, 2016

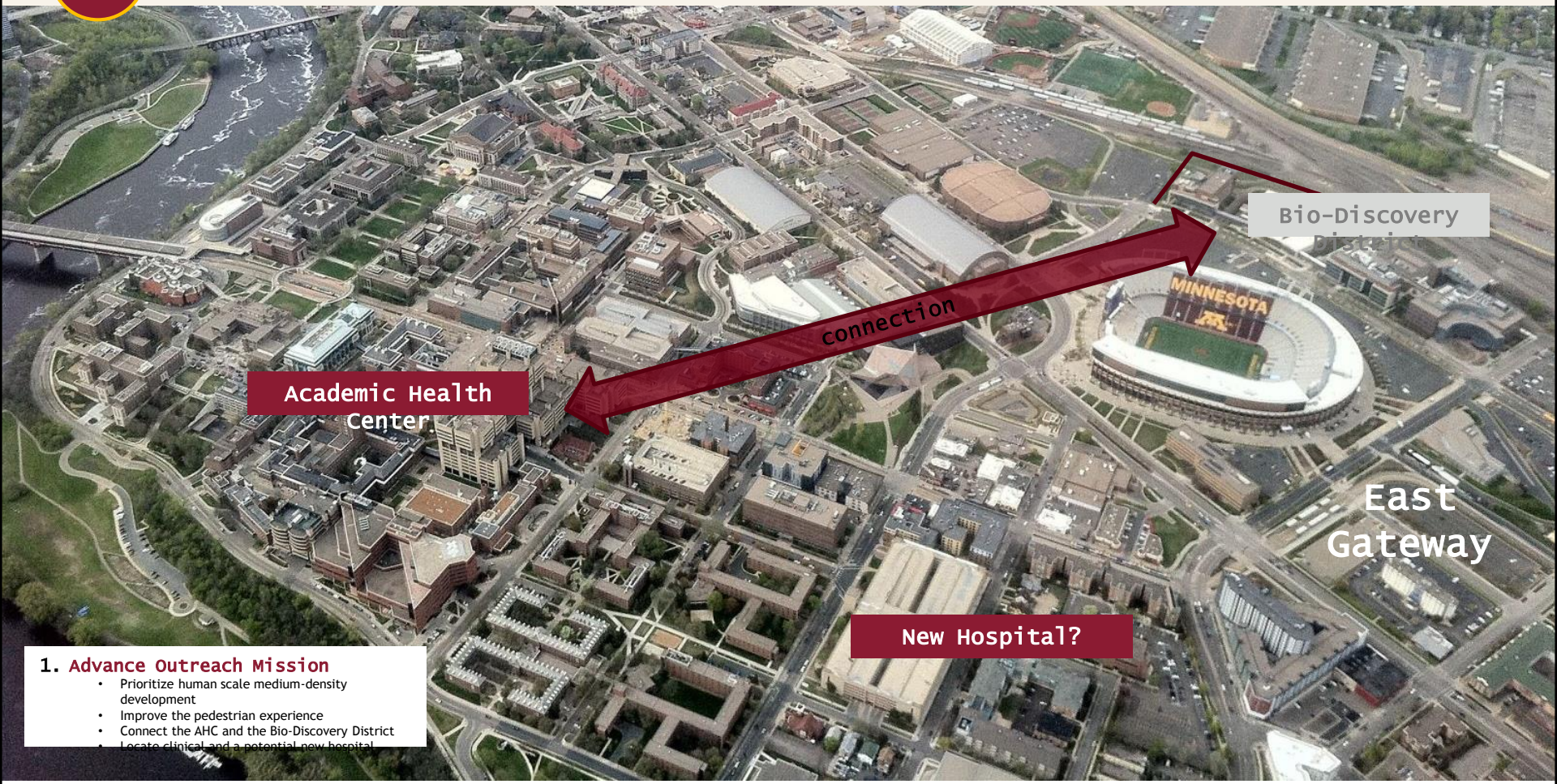


- 1. Advance Outreach Mission**
 - Prioritize human scale medium-density development
 - Improve the pedestrian experience
 - Connect the AHC and the BDD
 - Locate clinical and a potential new hospital
- 2. Reinvest in the campus core**
 - Prioritize the pedestrian experience
 - Locate collaboration spaces in ground floors
 - Maintain density
 - Improve path and open space connectivity
 - Design to discourage car use in campus core
 - Ensure safe paths, open spaces and entries
- 3. Reinforce the Transit Corridor**
 - Prioritize mixed-use development
 - Activate the street edge
 - Stitch together East and West Banks
 - Design a pedestrian-friendly environment
 - Create a distinct identity
- 4. Engage the River**
 - Create new physical and visual connections
 - Design riverfront open space sites
 - Design buildings with dual river and campus faces
 - Develop housing to support the student experience
- 5. Integrate Campus and Community Edges**
 - Participate in efforts in joint planning areas
 - Define land use patterns and density in context
 - Determine new build sites and decommission/demolition candidates
 - Improve safe routes to and through campus



1

Advance the outreach mission



Academic Health Center

Bio-Discovery District

connection

East Gateway

New Hospital?

- 1. Advance Outreach Mission**
- Prioritize human scale medium-density development
 - Improve the pedestrian experience
 - Connect the AHC and the Bio-Discovery District
 - Locate clinical and a potential new hospital



2

Reinvest in the campus CORE



2. Reinvest in the campus core

- Prioritize the pedestrian experience
- Locate collaboration spaces in ground floors
- Maintain density
- Improve path and open space connectivity
- Design to discourage car use in campus core
- Ensure safe paths, open spaces and entries



Reinforce the transit corridor

3. Reinforce the Transit Corridor

- Prioritize mixed-use development
- Activate the street edge
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- Design a pedestrian-friendly environment
- Create a distinct identity



Integrate campus and community edges

Hospital and
clinics

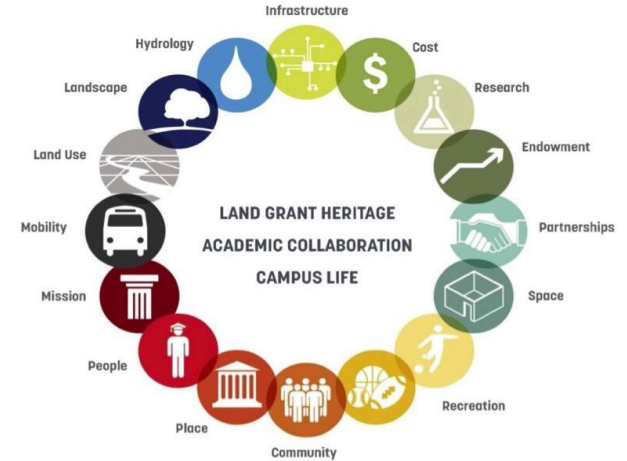
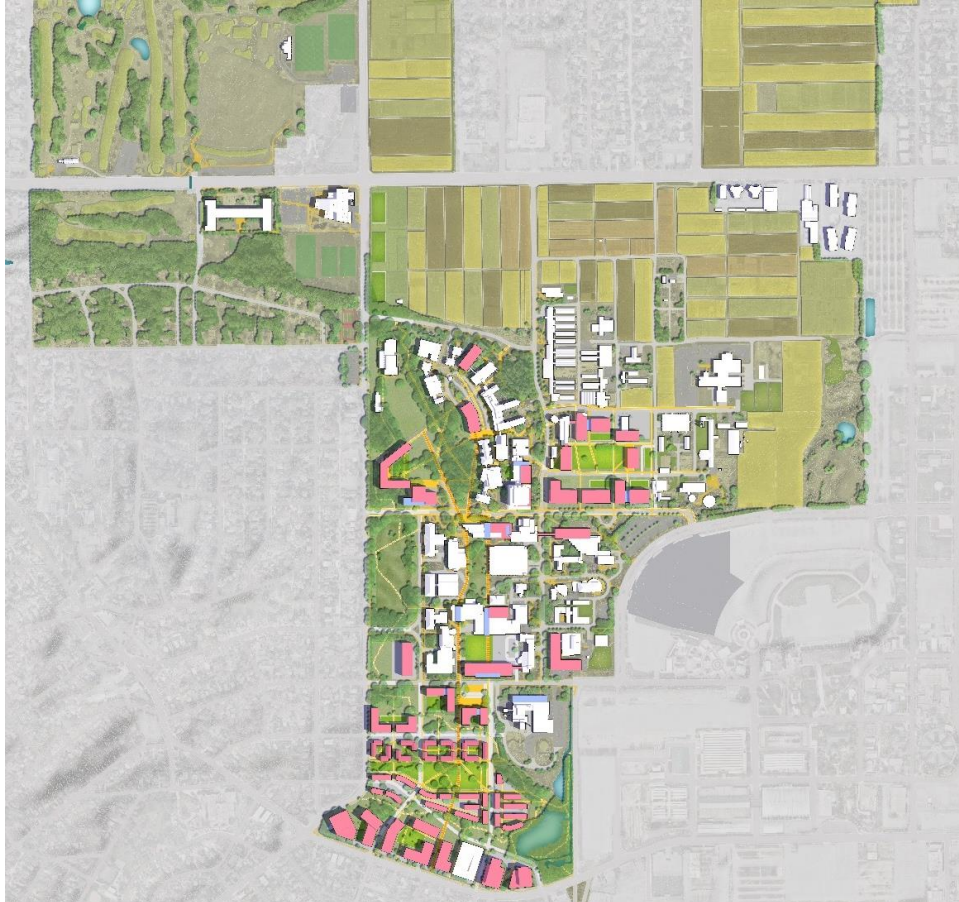
5. Integrate Campus & Community Edges

- Participate in efforts in joint planning areas
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edge

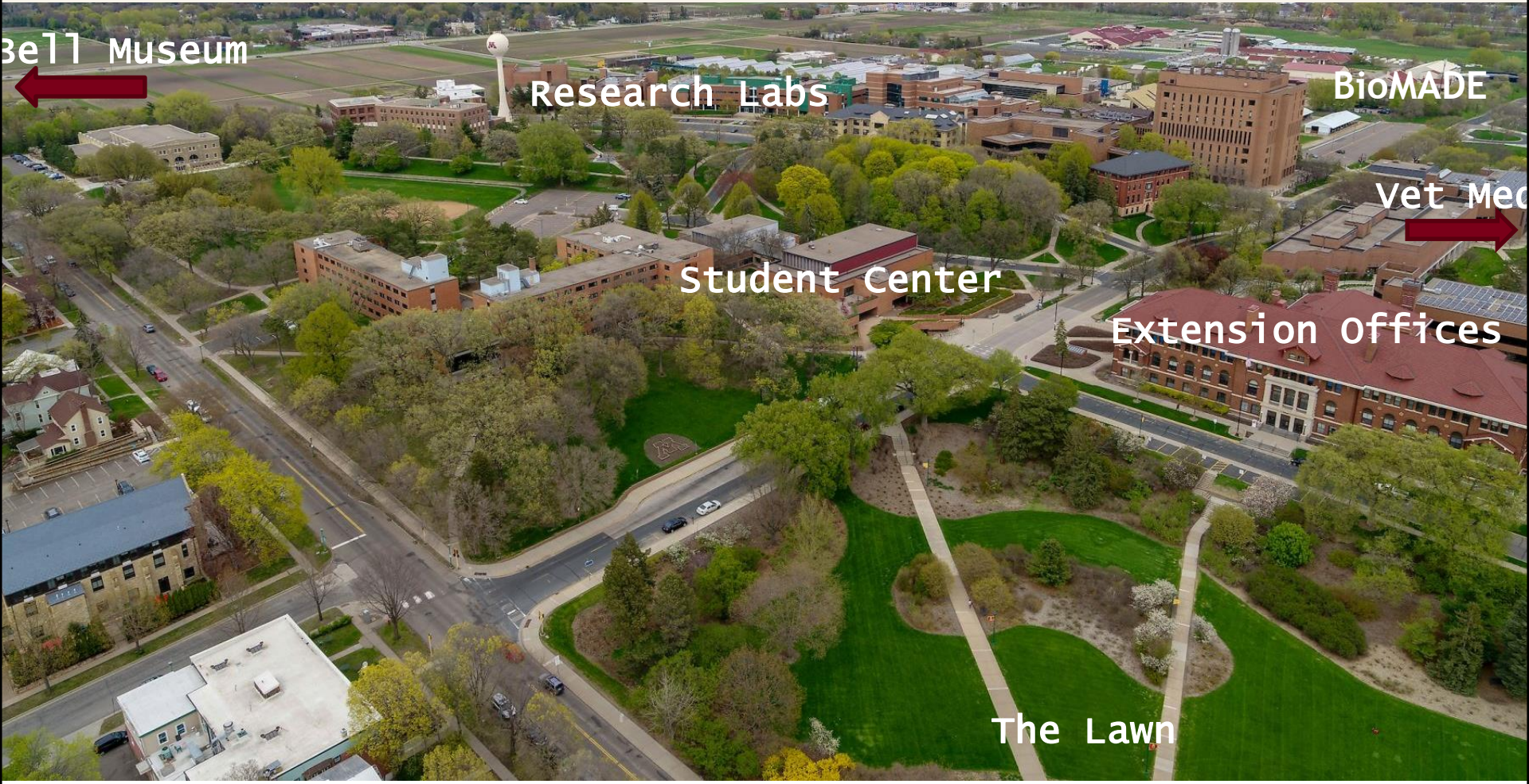
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Saint Paul Strategic Facility Plan, 2018



- Land grant mission in an urban setting (Food, Agriculture, Environment, Education)
- Focused on interactions between managed lands, natural ecosystems, and technology
- Building and inviting community engagement
- Advancing research partnerships

Research and community outreach hub



Smart farming, sustainable food, + natural resources



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