

FEASIBILITY STUDY

FOR

HUBERT H. HUMPHREY CONFERENCE CENTER

AN INTERIM REPORT

March 25, 1980

TABLE OF CONTENTS

	Page
Foreward	1
I. Introduction to report	3
II. Reasons for constructing a conference center	8
III. The programs for the center	20
IV. Conference facilities in the Twin Cities area	27
V. The case for a new center	31
VI. The facilities and services for the program	32
VII. Governance and management of the conference center	40
VIII. Budgeting for the center	43
IX. Estimated costs for construction, furniture and equipment	45

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CONFERENCE CENTER STUDY COMMITTEE

INTERIM REPORT

Foreward

This is an interim report from the study committee appointed by Vice President Donald Brown to assess the feasibility of constructing a conference center at the Oak and Washington site. Not all of the data could be gathered and analyzed in time for this interim report, and the results of that part of the study will be included in the final report. The committee does not expect that its recommendations and the cost figures supplied here will be altered by those parts of the study now in progress. The final committee report is expected to be completed June 1, 1980.

This proposed Hubert Humphrey Conference Center provides facilities for three separate, but related program activities. It will be helpful, at the outset, to clarify the assumptions and frame of reference that guided the committee in its study and recommendations for the Center. The three functions, in brief, are as follows:

1. A public policy retreat center.
2. A conference center for university sponsored continuing education programs.
3. A facility that will use educational media and technology to produce and disseminate educational and informational programs.

It will be helpful to understand how these functions relate to each other and to the various facilities and services in the Center. It is also necessary to understand the financial implications of each of these functions.

The public policy retreat center will have separate residential living quarters closely related to seminar meeting rooms and lounges that are designed specifically to further the sharing of ideas on important questions. These same facilities can be used for university sponsored conference and continuing education programs at times when not needed for public policy conferences. To a large degree, the program for the public policy retreat center must be initiated and developed by professional staff employed for that purpose. Launching the program function presupposes underwriting support for program development staff. Approximately \$4,100,000 will be needed for construction of the residential facilities. Plans and decisions to carry out this function in the center are contingent on the raising of funds for construction of the residential facilities and for program development costs.

The university sponsored continuing education programs and conferences may use at times all of the meeting rooms in the conference center--the auditorium and large meeting room as well as the small seminar rooms planned for the retreat center. Lodging rooms will be needed from time to time for conference participants and these would be provided by the hotel.

The media production facilities and services would be used when appropriate by the public policy retreat center and by the university sponsored continuing education programs. The media programs that are developed and produced would necessarily incur expenses that must be covered through program budgets.

The committee has presented a rationale and facilities plan whereby all three of the functions described above can be accommodated in the center. In so doing, the committee recognizes that substantial funds will need to be raised for constructing and operating the public policy retreat center. Should those funds not be forthcoming, a conference center without residential facilities could be constructed, with conference participants using the lodging facilities in the adjacent, privately run hotel.

Harold A. Miller, Chair

INTERIM REPORT ON FEASIBILITY STUDY
for a
CONFERENCE CENTER ON THE MINNEAPOLIS CAMPUS

I. Introduction to report

A. Purpose and scope of the report

This interim report is based on an initial study as to the feasibility of constructing a conference center at Oak and Washington Avenue, adjacent to the Hubert Humphrey Institute building and a proposed hotel. Such a center would provide conference space to serve the programming objectives of the Humphrey Institute and to meet the needs for a conference facility on the Minneapolis campus where various schools and colleges could conduct their continuing education programs. The availability of a nearby hotel would meet a long standing need for conference facilities with available lodging rooms on the University campus.

A major purpose for this report is to provide a program rationale for the construction of such a facility. Why is it needed? In what ways would it serve the University and the State? What is the nature, extent, and scope of the program activity that will be accommodated in the center?

A second major purpose for the report is an analysis of the facilities that should be constructed to house and facilitate these programs. This analysis will provide the basis for determining the capital outlay required to build this conference facility. In addition, this report will give attention to administrative and budgetary issues that need to be considered in planning for the construction and operation of a conference center.

A substantial number of the programs to be conducted in a proposed center are those sponsored by University departments. In responding to the request for early completion of an interim study, it was decided to examine initially only the University departments primarily involved in planning and conducting continuing education programs. These include departments in Continuing Education and Extension, the Office of Special Programs in the Agricultural Extension Service, departments of continuing education in the schools and colleges of the Health Sciences and the Industrial Relations Center and Executive Development Center of the School of Business. The vast majority of programs that would use the proposed center are conducted by these four units; and therefore, this study gives a substantial basis for indicating what programs, currently conducted, might be expected to use such a conference center. The new Business School addition is expected to accommodate a majority of the programs offered by the Industrial Relations Center and the Executive Development Center and these program activities are not included in this interim study and report. A comprehensive survey of all University departments will be conducted later to reflect the total University use of such a facility.

Four major program functions will be carried out in the center. Although they are treated separately here, they are related to each other and are not mutually exclusive:

- a. Conferences, meetings, and seminar sessions whose primary purpose is the sharing of ideas, discussion of policy questions, and the intellectual interaction between policy makers, scholars, researchers, and other conference participants.
- b. Continuing education programs designed to increase professional and occupational competence.
- c. Providing a residential learning environment similar to that of a retreat center where people will have a more intense, meaningful learning experience than is provided by the typical conference.
- d. Using media for presenting and disseminating educational programs to those not physically present. Such media to provide a significant multiplier factor in the educational outcomes to be achieved.

In the design of the center, we will seek ways for fulfilling each of these four objectives. In so doing, the combined synergistic effect can be a distinctive conference center that will receive national and international recognition.

Designing a conference center for the 1980's and 1990's must give attention to the energy shortage and its impact on travel by car and air. Of even greater importance is the impact of the rapidly changing technology and media production on program delivery. Can we and should we continue to bring people to programs when there are at hand highly sophisticated ways to bring quality programs to people by cable TV, video cassettes, video discs, computerized learning systems, etc.? In developing the design for this center these questions are addressed in two ways:

- a. Provision has been made for a substantial allocation of money for the equipment and technology that will make programs widely available by making extensive and innovative use of current technology.
- b. A substantial portion of the meeting facilities in the center and the residential component are designed expressly for those activities where personal interaction is a primary focus of the program. It is our conviction that no advances of technology--however sophisticated they may be--will displace the values and outcomes achieved in certain types of face to face learning. Therefore, we believe a center designed as this one is will find important uses and be a valuable asset to the University, to the State, and to the larger society.

It is recommended that the center provide an environment that reflects the international character of its programs with works of art, wall hangings, and other items of interior decoration and furniture that represent other countries and cultures. Without being lavish, the center should have a quality and ambience that will be conducive to a pleasant and memorable experience.

The specific recommendations on types of rooms, equipment, and services are described in Section VII with further details in Appendix A.

B. Critical elements in a Plan for Constructing and Operating a Conference Center

1. Program need and justification

A fundamental starting point in planning a conference center is the determination of the program that will use the center--the program for which the center is constructed. In succeeding sections is a detailed discussion of the various programs contemplated for a new conference center. The program rationale for constructing the center consists of four components.

- a. Programs planned by the Hubert Humphrey Institute on various areas of public policy, topics of international importance, programs for governmental officials at the local, state, and national levels. These are discussed below in Section III.
- b. University sponsored continuing education programs by Continuing Education and Extension, the Health Sciences, the Agricultural Extension Service and other academic units within the University of Minnesota. A new conference center will provide needed space for this extensive and growing number of continuing education programs that serve a broad range of audiences from government, business, agriculture, labor and the professions. These program activities are described below in Section III.
- c. A significant number of University related conferences, research symposia, and meetings of learned societies that bring together scholars and teachers in the various academic disciplines. A conference center on the University campus with residential facilities will attract many such groups to our campus and provide valuable stimulation to our faculty and students. The analysis of this aspect of the program will be the subject of a University-wide survey with results reported in the final report of the committee.
- d. A fourth major rationale for this building is predicated on our seeing the center as something different and something more than another university conference center. It would be a conference center located on the University campus, but serving in a special way interests and constituencies that lie outside the academic departments and colleges of the University. Under such an operational philosophy, public agencies, professional associations, groups from business, labor and agricultural might meet at this center, but without University involvement or sponsorship. Such meetings would, however, have many benefits--both direct and indirect to the University and to the welfare of the State. It is felt that this innovative concept would attract substantial financial support from private donors, and possibly from foundations as well.

2. Designing a center to accommodate program needs

A critical requirement in the design of a conference center is providing the environment and the capabilities to facilitate and enhance achievement of program objectives. One of the principal reasons why conference centers are needed and built these days lies in the fact that the typical commercial hotel or classroom building is not well suited to conference activity.

3. Interest and support of the faculty

The level and quality of program is a function of the interest and motivation of the faculty in developing such programs. It is important, for this reason, that there be a broad base of faculty interest in a conference center. Three sources of evidence on this point are available:

- a. Statements of interest and support from deans and directors of the various schools and colleges. Some are included in this interim report, Section II, and others will be included in the final report.
- b. An extensive number of high quality programs are currently offered that involve University faculty in the planning and teaching of the programs. This is convincing testimony of faculty interest and support.
- c. A University-wide survey is planned to provide additional evidence on this point and the results will be included in the final report.

4. Support and commitment of University administration

The importance of administrative support for a conference center was underscored at the recent University of Chicago conference on Planning and Operating a Conference Center. This administrative support at other universities often involves budgetary support for utilities and physical plant services. A realistic financial plan for operation of the proposed conference center would appear to involve some level of central fund support. This consideration is discussed below in Section VIII, with committee recommendations.

5. Interest and support of external clientele

The success of a conference center can be measured by its ability to meet the needs and concerns of the external audience it seeks to serve. Two kinds of evidence are available on this score:

- a. The extent to which their interest and participation in current activities demonstrates a wide and sustained level of support. In the sections that follow are reports on the number and range of groups served by University continuing education departments. The number of participants from these groups are included in the enrollment report. This record attests to the demonstrated interest and support of many external audiences for University continuing education programs.
- b. A survey will be conducted among selected external groups to determine their interest and support for construction of a conference facility and their expected degree of participation in programs conducted at that center. These results will be included in the final report.

6. Budgetary and fiscal plan for constructing and operating the conference center

Upon approval of the facility design recommendations in this report, the necessary information will be available for the Office of Physical Planning to estimate the cost for constructing a center with these facilities and with the necessary furniture and equipment.

The operation of a conference center entails significant operational and management costs that must be paid. The issues and alternatives for financing the center's operation are discussed in Section VIII.

7. Governance and management of the conference center

This conference center will serve the Hubert Humphrey Institute and many different academic units from the St. Paul and Minneapolis campuses. The center should also have close ties with governmental and public groups outside the University who will make extensive use of the center. Important issues concerning the governance of the center must be understood and resolved. In addition, a department or agency must have responsibility for day to day operation of the center. Final answers are not provided for these questions, but they are discussed in some detail in Section VIII of this report.

II. Reasons for constructing a conference center

The concept of developing a major conference center capable of serving an audience from local community leaders to world leaders in an intimate retreat setting on the campus of the University of Minnesota, and structurally integrated with the Hubert H. Humphrey Institute of Public Affairs is a fitting, indeed particularly appropriate, complement to the Humphrey memorial begun with the creation of the programs and facilities of the Humphrey Institute.

In a world dominated by a growing dependence on high technology forms of communications and information systems, the life of Hubert Humphrey stands as a testament to the value, and critical need, for personal contact as a fundamental ingredient in public policy formulation and implementation. His life is a constant reminder that programs and systems do not solve problems--people do. Therefore, the establishment of a distinguished center where people involved in the formulation, direction, and implementation of public policy issues can meet, discuss, debate, strategize, and engage in spirited verbal conflict should not only add to the Humphrey memorial, but should make a significant contribution to a humane and humanitarian public policy process.

Reflecting the range of people with whom Hubert Humphrey interacted and who have been impressed with his respect for all people from world leaders to the poorest and most powerless citizens, this center must be equipped with the facilities which will attract national and world leaders, in government, the private sector, and in the citizen and voluntary sectors. Moreover, it should offer these same elegant facilities and surroundings for those small businessmen and farmers, community groups, state and local government officials and agencies, civil rights organizations, clients and providers of social services, and active citizens at large who are engaged in the public policy process. It would be a tribute to the Humphrey tradition to insure that at least one major conference facility considers all of these audiences worthy of equal treatment:

A compelling case can be made for this multi-purpose facility whose basic design would reflect the range of programming options--present and anticipated that would be possible with such an integrated design concept.

The reasons for constructing such a center on the University campus can be grouped into three basic categories:

1. Educational
2. Administrative
3. Financial

Educational considerations

Through the construction of the Hubert Humphrey conference center, the programming efforts of its staff could be assured of a facility design which holds interactive educational considerations as its top priority. Commercial centers currently used for a significant portion of public policy and continuing education programming are multi-purpose facilities which often have educational ambience as a low priority in basic design. This becomes readily apparent particularly when innovative formats are made to conform to whatever is available at the local hotel. The Humphrey conference center, in contrast, would be designed with instructional flexibility, creativity, and planful interaction at its foundation. All ancillary services would serve to enhance this basic function.

With such a conference center, diversified programming options could be explored through the use of various communications technologies. Sophisticated media resources and specially equipped seminar facilities are generally unavailable from existing local suppliers of meeting space. Though these can sometimes be accommodated, they are almost always time consuming and difficult to arrange and are always very costly. These two factors tend to limit the scope of program delivery. By providing such distinctive services and facilities to its clientele the Humphrey conference center can expand the range of consumers to more non-traditional groups as well as increase the deliverable to groups currently served by conferences.

The Humphrey conference center could also enhance service to on-campus programs. The integration of conferences and courses in which the conference may be one segment of another on-going program provides an opportunity for innovative teaching/learning formats. The intermingling of policy groups with University faculty could provide vital interchange of ideas and perspectives benefiting both groups. In this same vein, an on-campus conference facility would increase faculty involvement in programming.

There are numerous examples on other campuses which support this. One notable example is the University of Georgia. One hundred and fifty faculty members participated in conference programs before the center was built; 700 participated afterwards.

Administrative considerations

A second area which would be well served by the Humphrey conference center is that of conference administration. In this area, a primary concern for planners of conference activities is space. The high demand and the low number of suitable sites makes programming difficult and costly. Community groups as well as University groups are forced to compete with commercial enterprises with the double effect of increasing the price to conference participants and in some cases decreasing the opportunities for timely programs. The Earle Brown Center on the St. Paul campus is over-booked and large numbers of programs which could and should be offered on campus simply cannot be accommodated. Availability of the Humphrey conference center could benefit both internal University units as well as groups external to the University.

Perhaps of even greater concern is the issue of control--control of use and quality control. If the Humphrey center is constructed with options for both retreat style accommodations as well as more traditional hotel accommodations, priority could be given to programs demanding such facilities. In terms of quality control, programs would not have to conform to the severe limitations of commercial meeting space which are spartan at best. Sacrifices would not have to be made in innovative format and delivery if such a facility as the Humphrey center was available and was controlled in design and use by groups with a vested interest in its programming.

An on-campus facility could increase the effectiveness of program management because it would eliminate many of the inefficiencies inherent in a system with such widely dispersed delivery sites and it would provide more efficient use of staff time. While the University may operate the Humphrey center, significant input from other user groups would be solicited through the formation of advisory groups.

Financial considerations

Through the construction of the Humphrey conference center, user groups could be assured of quality meeting space at reasonable cost. This has been a major attraction of the Earle Brown Center and would certainly be true of a new center. It should be noted, however, that certain portions of the facility, notably the retreat center, would not be self-supporting. Substantial dollars must be solicited for support of such a concept.

It should also be noted that as the market for continuing education programs becomes more and more competitive, the need to be able to provide residential meeting space options in order to continue to attract major programs become more apparent. There are currently over sixty universities and colleges which have residential conference centers. Of the "big ten" schools, only Northwestern and Minnesota do not have residential conference centers. Surely the flexibility and availability these residential centers can offer makes them more attractive programming sites. An added financial consideration is the issue of faculty accessibility to an on-campus site.

Finally, the conference center itself acts as a magnet to attract new programs. Examples of this have already been seen at the Earle Brown Center and on other campuses. With the addition of a residential component on the University of Minnesota campus, increased programming levels could be even more dramatic.

Support for a Humphrey conference center from University deans and directors

In the pages that follow are letters from several deans and directors at the University of Minnesota indicating their support for the Hubert Humphrey conference center. Additional letters will be included in the final report from those who have not had an opportunity to respond at this time.



UNIVERSITY OF MINNESOTA
TWIN CITIES

School of Nursing
3313 Powell Hall
500 Essex Street S.E.
Minneapolis, Minnesota 55455
(612) 373-3462

March 14, 1980

Dean Harold A. Miller
Continuing Education and Extension
150 Wesbrook Hall

Dear Dean Miller:

I have noted with great interest the development of the Hubert H. Humphrey Institute. The plans to develop a conference center contiguous to it seem to me to be a unique opportunity for the University to serve the people of Minnesota very well.

While many of our continuing education courses for nurses are offered in off-campus and non-metropolitan settings, there are a large number of nurses who could take advantage of programs offered in a continuing education facility on the Minneapolis Campus. That is particularly true if such a facility were located at the site of the HHH Institute at Oak and Washington. That would place the center within easy walking distance of our faculty.

You and your committee are to be commended on the work you are doing.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Inez G. Hinsvark'.

Inez G. Hinsvark, Ed.D., R.N., F.A.A.N.
Professor and Associate Dean
Acting Dean

IGH:dg



UNIVERSITY OF MINNESOTA
TWIN CITIES

Hubert H. Humphrey Institute of Public Affairs
909 Social Sciences
267 19th Avenue South
Minneapolis, Minnesota 55455
(612) 373-2653

March 14, 1980

Dean Harold Miller
Chairman, Conference Center Feasibility Committee
150 Wesbrook Hall
East Bank Campus.

Dear Hal:

I am writing to support the planning and construction of a major conference center contiguous to the Hubert H. Humphrey Institute.

The existence of a well-planned, comprehensive facility of that kind would certainly enlarge the impact of the Institute beyond the campus, on the state, national, and international communities.

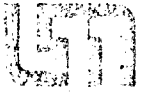
The Regents Advisory Committee has, of course, strongly advocated such a center; and everyone associated with planning for the future of the Institute has recognized the possibility and potential importance of creating that kind of center as part of a private development near the proposed Institute site.

Sincerely,

A handwritten signature in cursive script that reads "John R. Borchert" followed by a stylized flourish.

John R. Borchert
Interim Director

JRB/k1



UNIVERSITY OF MINNESOTA
TWIN CITIES

College of Education
104 Burton Hall
178 Pillsbury Drive S.E.
Minneapolis, Minnesota 55455

March 11, 1980

Harold A. Miller
Dean
Continuing Education and Extension
150 Wesbrook Hall

Dear Hal:

On behalf of the College of Education, I would like to offer this letter of support for the idea of a conference center on the East Bank to be located next to the Hubert H. Humphrey Institute.

Although a great many of the College of Education Continuing Education programs are carried out in off-campus sites, the construction of a residential continuing education center with sufficient parking space would strengthen our offerings.

If I can provide additional input to the committee studying the feasibility of building the conference center, please contact me.

Sincerely,

A handwritten signature in cursive script that reads "Bill".

William E. Gardner
Dean

WEG:rr



UNIVERSITY OF MINNESOTA
TWIN CITIES

College of Liberal Arts
215 Johnston Hall
101 Pleasant Street S.E.
Minneapolis, Minnesota 55455

March 7, 1980

Dean Harold A. Miller
Chairman
Conference Center Feasibility Study
Committee
150 Westbrook Hall

Dear Dean Miller:

As the College of Liberal Arts expands its outreach programs, there will be an increase of residential and day-long continuing education programs in the arts and sciences. In addition, the new community efforts of the Humphrey Institute will utilize a center for programs of international importance. Also, the continuing education programs of the School of Social Work will be able to utilize the center. This is particularly true as the Earle Brown Center, which was originally planned to accommodate nearly all University continuing education programs, was not adequately funded and is already overbooked.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Fred E. Lukermann'.

Fred E. Lukermann
Professor and Dean

FEL:jh



UNIVERSITY OF MINNESOTA
TWIN CITIES

College of Pharmacy
115 Appleby Hall
128 Pleasant Street S.E.
Minneapolis, Minnesota 55455

March 14, 1980

Dean Harold A. Miller
Continuing Education & Extension
150 Wesbrook Hall

Dear Hal:

I welcome the opportunity to write in support of a University conference center to be situated on the Minneapolis campus. It will provide a marvellous setting for scheduling our expanding continuing education program and, in addition, for a host of national and international meetings in which our different faculty members play a leading role.

As you are aware, we plan to introduce a number of certificate programs for Minnesota pharmacists in the near future. These are designed to meet the needs of pharmacists seeking to develop competence in a particular area of practice. Existing space facilities in the Health Sciences Center are not suited to programs in which participants come on campus for a good portion of a day. After the certificate programs are established, we plan to move towards offering the Pharm.D. degree on an extension basis to our Minnesota practitioners. This program will also require meeting space that is available for larger blocks of time than the traditional one hour periods.

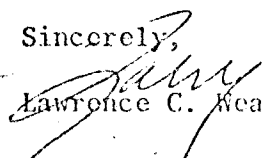
There is another area of our College activities for which a conference center would be especially helpful. Our faculty is very active in a number of regional and national pharmaceutical and scientific organizations that hold meetings from time to time in the Twin Cities area. These have had to be held in hotels and non-University conference centers in the absence of suitable accommodations at the University.

With the opening of our new facility in the Health Science Center later this year, we will be inaugurating a number of annual national symposia to acknowledge financial support for our new building.

Our College is also involved in international meetings. In 1976, the College sponsored the first International Congress on Clinical Pharmacy Education, with delegates from more than thirty countries. Professor Albert I. Wertheimer plays a leading role in the International Federation of Pharmacy, which draws delegates from more than fifty countries to its annual meetings. If translation facilities were available, Dr. Wertheimer would cherish the opportunity to invite this body to meet on our campus.

In sum, I wholeheartedly and enthusiastically support the concept of a conference center on the Minneapolis campus. I am sure that it will be well used by many of the different University units. If I can be of further assistance to you, do not hesitate to contact me.

Sincerely,


Lawrence C. Weaver, Dean

HEALTH SCIENCES



UNIVERSITY OF MINNESOTA
TWIN CITIES

School of Public Health
1360 Mayo Memorial Building
420 Delaware Street S.E.
Minneapolis, Minnesota 55455
(612) 373-8060

March 18, 1980

Dean Harold A. Miller
Continuing Education and Extension
150 Westbrook Hall
Minneapolis Campus

Dear Hal:

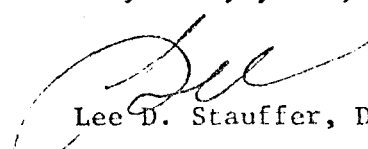
This is in response to your inquiry as to the possible interest the School of Public Health may have in a conference center on the East Bank of the Minneapolis campus.

I can assure you that the School is very serious in its continuing education outreach programs, as you know because of the role CEE plays in the coordination of the programs.

The School's Division of Epidemiology continues as sponsor of the three-week Annual Graduate Summer Session which is being held on campus this summer for the 14th year. This year's session will attract approximately 300 professionals from the United States and other countries. These sessions are now being held in classrooms with housing accommodated by dormitories. This year the Division of Epidemiology will also be hosting the Annual Meeting for the Society for Epidemiologic Research which is expected to attract 800-1,000 participants. Arrangements are being made to use large auditorium space on campus and Coffman Memorial Union, as well as nearby hotel space. A University is an ideal location for such a meeting, given the research atmosphere it lends. Yet classroom space is reserved, justly so, for teaching sessions and it has been difficult to make appropriate arrangements. Usually eight 2-week residence sessions as well as additional meetings, for the independent study programs for Hospital and Health Care Administration are held on and off campus each year, depending upon the availability of classroom space.

I do believe that a conference center would be particularly useful. No doubt, if the center is located at Oak and Washington near parking and residential space, there could well be other courses which might be developed and which would make use of the center. However, one caution which I see would be the cost of using the center. Rental of space would have to be competitive or lower than nearby hotels or other conference centers in order to be attractive, so that tuition or costs would not have to be passed on to the participants.

Very truly yours,



Lee D. Stauffer, Dean

LDS:me

HEALTH SCIENCES



UNIVERSITY OF MINNESOTA
TWIN CITIES

Office of the Dean
Medical School
Box 293 Mayo Memorial Building
420 Delaware Street S.E.
Minneapolis, Minnesota 55455
(612) 373-4570
Offices at 145 Owre Hall

March 18, 1980

Dean Harold A. Miller
Continuing Education and Extension
150 Wesbrook Hall

Dear Dean Miller:

I am pleased to have the opportunity to write to you in support for the idea of constructing a conference center adjacent to the Hubert H. Humphrey Institute which might be used in support of our Continuing Education and Extension Programs.

As you know, a large number of our Continuing Medical Education Programs must be conducted at off-campus sites because of the lack of facilities on campus. While the Earle Brown Center is an excellent facility for the conduct of many programs, it is at some distance from the Health Sciences campus. Also, it is heavily programmed by other users and, therefore, is not readily available to meet our needs.

A conference center with residential facilities constructed at the Oak and Washington site would be most convenient and desirable for our Continuing Medical Education Programs. Such a location would bring the registrants onto the campus and thus they would become better acquainted with the environment at this University. In addition, having a conference center on campus would permit more efficient utilization of faculty members in these programs. Finally, I suspect that if a conference center were functionally designed and constructed, it would greatly enhance the offerings that we could extend to our constituents.

I heartily endorse the proposal and urge that it be given serious consideration.

Yours truly,

N. L. Gault, Jr., M.D.
Dean

NLG/mh

cc: Dr. Douglas Fenderson



UNIVERSITY OF MINNESOTA
TWIN CITIES

Institute of Technology
107 Lind Hall
207 Church Street S.E.
Minneapolis, Minnesota 55455
(612) 373-2955

March 13, 1980

Dean Harold A. Miller
150 Wesbrook Hall
Minneapolis East Campus

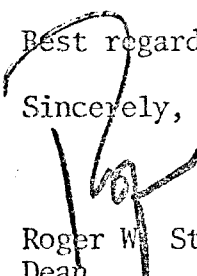
Dear Hal:

Your 6 March letter asked for my comments concerning a conference center to be located next to the Hubert Humphrey Institute.

As the Institute of Technology plans its outreach program, a wide variety of offerings are envisioned both on campus and in industrial settings throughout the community. Construction of a continuing education center with adequate parking, hotel, and media facilities within walking distance of the Institute of Technology will strengthen the continuing education programs in the Institute and I support its construction.

Best regards.

Sincerely,



Roger W. Staehle
Dean

RWS:nl



UNIVERSITY OF MINNESOTA
TWIN CITIES

College of Business Administration and
Graduate School of Business Administration
Business Administration Building
271 19th Avenue S.
Minneapolis, Minnesota 55455
(612) 373-4495

March 17, 1980

Dean Harold Miller
Chairman, Conference Center
Feasibility Study Committee
150 Wesbrook Hall
Main Campus

Dear Hal:

The Graduate School of Business Administration has plans for some conference space in the planned addition to the Business Tower. However, we expect to have an expanding program in the Executive Development Center which will soon exceed the conference space provided by the expansion. And, while we plan to continue to place programs in the Earle Brown Center, the existence of a large conference facility on the East Bank with adequate space for parking and residential facilities would be useful to us as we plan the development of our outreach efforts. (If such a center were located on the West Bank it would be of even greater use to us.)

Cordially,

A handwritten signature in cursive script that reads "Edward Foster".

Edward Foster
Associate Dean

EF:ms

III. The programs for the center

The programs for the center are expected to come in large measure from the Hubert Humphrey Institute and from departments in Continuing Education and Extension, the Health Sciences, and the Agricultural Extension Service. The programs for each of these units are described below.

It should be noted that program descriptions provide not only an outline for existing programs, and hence are more explicit in these instances, but also anticipate a level and style of programming activity that would be generated by the unique features of the Humphrey conference center.

A. The Hubert Humphrey Institute program

A public policy retreat center, such as described in this report, would have some important links to the activities of the Humphrey Institute and its programs. It would be a complement to the activities of the Humphrey Forum which will provide workshops, symposia, debates, and media programming to raise and discuss major issues. It will provide an opportunity to take many existing conferences and meetings which are presently taking place in other locations and bring them here where the public and students can observe first hand a range of institutions and people engaged in policy issues. It will serve as an expanded arena to explore and advance issues addressed through the Curt Carlson lecture series which will be part of the new Institute. Finally, it will draw on the facilities of the Humphrey Institute such as the hearing room, the simulation and gaming room, and closed circuit television facilities.

Link to the larger University:

In part, the Humphrey Institute will serve to link policy oriented programs, activities, and people within the University. To the extent that the public policy retreat center interacts with the Humphrey Institute, it will also interact with many other parts of the University. But the center should have a larger interactive role. The retreat center should be a place where the resources of the entire University, library facilities, media resources, medical school, laboratories, research centers and projects, technological equipment, and faculty can be integrated into conference activities. This process makes a distinction between a University conference center where these links would exist because the conference programming would originate from within the University, and a policy retreat center where those outside the University engaged in policy issues could draw upon appropriate resources of a major University to assist them in their activities and their policy agendas.

Audience:

The audience of the policy retreat center programming should be as broad as the range of people with whom Hubert Humphrey associated. There is every presumption that a center interested in furthering debate in the Humphrey tradition and bearing the Humphrey name should be able to serve the needs of local citizens while also drawing programs at the national and international levels. The key concept in the definition of the audience is that the center be oriented toward serving the public policy conference and retreat needs of government, private sector, and voluntary organizations outside of the University. The model, rather than the more traditional model of a center which serves the internal needs of the University (although this will constitute a substantial portion of the programming in the facility) is that the center will provide a means through which those outside the University raise issues of concern for them. This will benefit the University in that it creates a kind of "input box" for those outside to reach into the University on their

own terms. It will provide an opportunity for cooperation with units and people within the University. Finally, it will present a relevant form of community service from the University as it responds to these programming needs.

Brief list of examples of programming:

The following is a brief set of examples of the types of programs which we should expect to draw to the center:

Minnesota is a central part of the international grain trade and food market. The center would serve as an ideal site for international and national conferences, symposia, and meetings related to important issues in these areas. The University already has existing programming in these areas or has established relationships with business firms, government agencies, and international consultants in these areas. The center might originate new programs, or might bring to this site programs which now take place elsewhere due to lack of an appropriate facility here.

The Humphrey Institute has on its faculty two professors who have been actively involved in the nuclear power issue both nationally and as consultants and advisors to European governments. This provides a resource for developing national and international programming in this important issue.

The corporate sector in Minnesota is well known across the nation for their commitment to corporate responsibility and the public-private partnership for problem solving. This facility should provide a place where these activities can be advanced and explored. It would provide a place for expanding this process to a national level, and for addressing questions of corporate responsibility at an international level. Here the large number of major national and international corporations which are both located in Minnesota and engaged in these questions offers a unique opportunity to serve the interests and issues of these private sector groups in ways which raise these issues in a public setting.

The University of Minnesota serves as the host institution for the final session of the Hubert Humphrey North-South Fellowship program which brings to this country rising policy makers from many different nations. They attend separate universities while in this country. But at the end of the program, they are all gathered here at the University of Minnesota. This opportunity for creative programming for these future leaders would be greatly enhanced by an appropriately fitted facility for sessions designed to integrate and review their experiences in this country as they relate to problems in their countries at home.

The University of Minnesota has an internationally known center for underground shelter--the Underground Space Center. As this issue of earth sheltered housing and commercial uses grows, activities will emerge which should receive attention in a policy retreat setting. This center already has a wide range of contacts in this area. The location of the Underground Space Center represents a drawing card which would be further enhanced by the creation of the policy retreat center.

In the area of community development, the Humphrey Institute and the Department of Community Programs have outreach activities and programming in community economic development. Neighborhood issues have become an important focus of national policy recently. Several major coalitions and associations of community organizations, and several public interest and research organizations have formed to advocate and lobby around these issues. More and more there has been a need for these organizations to meet and try to coordinate their activities and share their experiences. The policy retreat center would be an ideal facility to offer for these efforts in the future.

Many of the members of the research staff in the state legislature and many of the staff members of state and local government officials and agencies have attempted at different times to get the University to provide them with training and briefings to keep them up to date in research and contemporary activities and programs in their areas and to develop more efficient skills in research, evaluation, and management. Many people involved in voluntary sector organizations come with the same needs. The policy conference center would provide a site where this training could take place, and where advances could be made through the interaction and contact between the participants. Providing a setting where aids can meet each other, learn what different people are doing, and even meet citizens involved in similar issues, is a major part of the network building essential to informed public policy work.

In a similar fashion, executives of federal agencies and major staff members already have extension training programs. The quality of the facilities and the programming capabilities of the conference center staffs would make the Hubert H. Humphrey Conference Center a desirable place to locate many of these programs.

B. Programs in the Health Sciences

A second major contributor to programming in the conference center are the Health Sciences Units. With substantial programming already in place a more detailed description can be provided.

The Health Science audiences can be divided into five categories:

1. Health and helping professionals from the five-state area who will be attending continuing education programs developed by the units of the Health Sciences. The majority of their use will be in one-to three-day programs which may be presented on a yearly basis with the total number of programs of each unit occurring many times each year.
2. Groups of alumni who might wish to spend anywhere from a few hours to two days meeting. They could meet anywhere from a monthly basis all the way up to yearly. Special groups of alumni who are organized for particular purposes might meet only every two to five years.
3. Groups of national and/or international health and helping professionals who will be meeting anywhere from one to four days and on the basis of every one to five years.
4. Groups of faculty, either from individual units or interunit groups. Their typical meeting time will be from one-half to one day and will occur anywhere from yearly up to every three to five years.
5. Groups of students on either a unidisciplinary or interdisciplinary basis who will be meeting for a period of one to two days and may meet as often as every six months or on a one to three year basis.

Size of groups: Any of the above groups may vary in size from a low of eight to ten individuals all the way up to a maximum of approximately 500 individuals.

Nature of programs: As in the paragraph above, all groups will be treated as a unit, since there will be considerable overlap in the nature of programs between groups. Traditional workshops, conferences and lectures would be presented at the conference center as well as more specialized meetings. Some examples of these latter meetings would include scientific symposia, meetings for dialogue and problem solving, faculty retreats, and planning sessions. In addition, professional associations would probably use the center for meetings which had content of a more philosophical nature. The center would be ideal for meetings of interprofessional groups of students and/or practitioners. It could be expected that combined lecture/clinical sessions would be held at the center because of its proximity to the clinical services of the Health Sciences. Student-planned programs could also be held in the center, and because of the unique nature of the center, international audiences of health professionals, either physically present or connected by satellite, would make use of the center.

C. Programs from Continuing Education and Extension

The college of Continuing Education and Extension through its departments offers conference programs to serve a wide spectrum of publics. For convenience the clientele served may be grouped under several general headings:

1. Professional
2. Governmental
3. Occupational
4. Special Interest

In the professional category one would find: engineers (construction, waste, electrical, mechanical, civil), health professionals (physicians, nurses, hospital administrators, pharmacists, dieticians), clergy, social workers, chemical dependency counselors, psychologists, association executives, and educators. The trend toward mandatory continuing education is increasing in this category as various professional groups respond to the demand for increased accountability from their constituents. The geographic distribution for this segment is primarily regional although in some sectors a national audience is becoming more common. Areas for potential new program development are architecture and the sciences -- geology, astronomy, physics, etc.

The second group served extensively by CEE is the governmental sector. This would include state, county and city officials both elected and appointed. Programming for such groups as city clerks, newly elected officials, public works officials and community organizers characterize the network of programs and participants in this conference area. The audience in this category is almost exclusively Minnesota. Groups such as city/county engineers provide some overlap between this group and the professional groups served by CEE.

Occupational groups for whom conference programs are designed include: realtors, appraisers, corrections staff, cosmetologists, secretaries, accountants, business owners, managers, computer specialists, librarians, photo-journalists and communications personnel. Here again there is increased pressure for continuing education, both for relicensure and for general updating of skills in areas where new technologies are being rapidly advanced. An area under exploration for increased programming is journalism.

The last category "special interest" is a catch-all heading for the many groups served by CEE programs. CEE departments such as Continuing Education for Women, Continuing Education in Art, Music, Theatre, Education, Liberal Arts and General College provide programming which address topics of special interest in the humanities and a variety of general subject matter areas. Specific groups such as older adults, parents and family groups, and physical fitness for youth have a history of CEE conference activities. University faculty can find outlets for current research findings through CEE. Topics which do not clearly fall within a single academic discipline such as energy, adoption advocacy, lifestyle and health are also encompassed by CEE programs.

Conference programs in Continuing Education and Extension will vary in length from one day to three weeks, with the typical program being one or two days in length. The number of participants in each program range from 25 to 400 with a substantial majority of them falling between 25 and 125.

D. Programs from the Agricultural Extension Service

The description material on Agricultural Extension service programs was not available in time for this Interim Report. It will be included in the Final Report.

E. Three year statistical report on conference activity

The statistics below indicate the level and growth of conference activity from Continuing Education and Extension, the Health Sciences, and the Agricultural Extension Service. Not all of the programs reported here would potentially use a University conference center.

Table 1

1976-1977		1977-1978		1978-1979	
<u>Number of Programs</u>	<u>Number of Participants</u>	<u>Number of Programs</u>	<u>Number of Participants</u>	<u>Number of Programs</u>	<u>Number of Participants</u>
405	45,685	628	59,694	740	56,389

F. New programs for a new center

The proposed conference center will make possible and stimulate many new programs that will add significantly to those currently being conducted. While statistics for projected use are difficult it is felt that the addition of readily available retreat/residential options would of itself stimulate significant program growth. The Humphrey center would introduce a new concept in conference programming providing a range of possibilities not currently available.

A number of national programs are not now conducted here because of the lack of on-campus residential facilities. Many of these are meetings of learned societies and research groups with close relationships to University faculty. These meetings would provide a valuable enrichment to our academic community. Many such groups prefer to meet on a university campus and a number of universities have residential facilities desired by such groups. As one of the leading universities in the country, Minnesota is conspicuously lacking in this respect.

In the Health Sciences, it can be expected that more combined didactic/clinical programs would be held in the future. In addition, it would be expected that there would be far more emphasis on the use of telecommunications, either originating from or terminating at the conference center. Almost certainly there would be an increased number of periodic meetings of University support groups, and far more use by alumni for organizational or educational meetings. With the availability of an excellent conference center, it could be expected that there would be more combined professional association/university programs and thus greater dialogue and interaction could be expected between professional groups and faculty. The availability of advanced technology would certainly provide for greater flexibility of programming and therefore more active searching by the learner for effective educational methods. Intermingling of health professionals with public policy planners could be expected as a

natural result of the availability of the center and the staff of the Humphrey Institute for Public Affairs.

While these are exciting possibilities, they represent only a few of the potential activities which could be programmed through the center. Continuing education in the Health Sciences is expected to grow between 15% and 25% in terms of traditional programming by the year 1990. The availability of a center with advanced communication technology would certainly facilitate this growth.

The Institute of Technology and the Department of Conferences anticipate launching many new continuing education programs for engineering and scientific personnel in Minnesota. The Twin Cities area has a concentration of high technology firms and there are challenging opportunities whereby the University may assist them in updating their engineering and research staff. It is planned to develop seminars targeted to specific company needs. Establishment of Minnesota, Inc. in the Institute of Technology promises to be a catalyst for many continuing education programs that would use the conference center. In addition, we expect the University to enlarge its present use of telecommunications as a means of extending its teaching resources in the Institute of Technology. A conference center with residential facilities and media equipment will facilitate and stimulate program effort by Institute of Technology faculty and Conference Department program directors.

The Department of Conferences is initiating a cooperative program with the Minnesota Society of Association Executives. These trade association officers occupy important leadership positions with many Minnesota business and occupational groups. The initial program planned for their professional development is expected to lead eventually to programs planned for many of the associations they represent. It is a long range goal of the Department to develop many new programming relationships with associations not now being served.

IV. Conference Facilities in the Twin Cities Area

Existing facilities

Within the Twin Cities metropolitan area there are several kinds of facilities suitable for conferences. These include: hotels/motels, conference centers, and convention halls.

The first category, and by far the largest, is hotels and motels. For the purpose of this report, only hotels/motels which have meeting facilities will be included. These conference facilities, are for the most part, clustered in one of three areas: downtown Minneapolis, Downtown St. Paul, and on the I-494 strip in Bloomington.

A variety of meeting facilities are offered by these hotels; the prototype being one large ballroom (generally subdividable through the use of portable walls) with a capacity of 200-800, and several smaller rooms capable of holding 25-75 participants. The availability of meeting space at reasonable cost is a growing concern. Most facilities must be scheduled at least 9 to 12 months in advance, particularly if the conference is more than one day in length, and if it is a large group (more than 100 participants). The cost of the meeting space is generally tied to the number of sleeping rooms being used by conference participants. In some cases, meal functions, or a combination of sleeping rooms and meal functions, can be credited toward the rental price of the meeting room(s). Fewer and fewer hotels offer meeting space at a cost based only on meal functions. This appears to be a trend which will continue.

The chart below summarizes existing Twin Cities hotel/motel meeting facilities:

<u>Services*</u>	Mpls. Downtown	St. Paul Downtown	Bloomington	Other
Sleeping Accomodations:				
Less than 100 rooms	2	2	1	2
100-200 rooms	5	3	4	6
Over 200 rooms	9	2	8	0
Meeting Rooms				
Ballroom (capacity 500 or less)	8	5	4	3
Ballroom (capacity over 500)	4	1	8	1
Number of small meeting rooms				
1-5	2	6	4	7
6-10	4	1	3	1
11-15	3	0	3	0
More than 15	3	0	2	0

* Information on hotels/motels is taken from the publications of the Minneapolis Convention and Tourism Commission, the St. Paul Convention and Visitors Bureau, and the Bloomington Convention Bureau.

The second group of facilities available for meetings are those specifically designed as conference centers. Facilities in this category offer a wide range of prices, services, and amenities. Because this is a much smaller category than hotels/motels a brief description will be provided for each available site.

Commercial conference centers

Spring Hill Center: A secluded residential conference center 16 miles west of Minneapolis. The center has one large conference room which seats up to 100 persons, two smaller conference rooms which seat up to 30 persons, 3 lounges, and a library. There are overnight accommodations for 61 persons.

From Center: A meeting center (non-residential) located midway between St. Paul and Minneapolis can accommodate 50 to 2,000 persons for a variety of meeting functions. Has a main ballroom and one smaller meeting room.

Pattern Station: A non-residential conference center 45 minutes west of Minneapolis. Has one large conference room which has a capacity of 60 persons and several small breakout rooms which can accommodate up to 15 persons each.

University facilities

Earle Brown Center: A non-residential center on the St. Paul campus with 1 large meeting room and up to 8 smaller rooms.

Nolte Center: A non-residential center on the Minneapolis campus with one large meeting room and 3 smaller rooms.

The third group of facilities practical only for very large meetings are the convention centers. These multi-purpose municipal exhibition and meeting facilities have little value for most types of programming activities conducted by the University. The facilities are: The St. Paul Civic Center, the Minneapolis Auditorium, and Metropolitan Sports Center (Bloomington). These facilities are used primarily for national conventions, meetings, and exhibitions with capacities in excess of 10,000 participants.

Facilities under construction

Several hotels are currently in the process of adding to their existing facilities -- both in terms of sleeping rooms and comparable meeting space. Additionally a number of companies are constructing new hotel/motel facilities in Minneapolis, St. Paul, and Bloomington. The following chart summarizes those projects currently underway and scheduled for completion within the next two years.

Location	New Facility	Adding to Existing Facility	No. of Sleeping Rooms	Adding Mtg. Space
Bloomington				
Carlton Celebrity	No	Yes	300	Yes
Airport Marina	Yes	No	1,000	Yes
Holiday Inn	No	Yes	0	Yes
Econotel	Yes	No	98	No
Granada Royale	Yes	No	227	No
Capp Towers	Yes	No	256	No
Holiday Inn --				
Apple Tree Square	Yes	No	293	Yes
Budgetel	No	Yes	102	Yes*
Downtown Mpls.				
Hyatt Regency	Yes	No	530	Yes
Holiday Inn	No	Yes	240	No
Downtown St. Paul				
Ramada	No	Yes	150	Yes
Radisson Plaza	Yes	No	252	Yes
Other				
Pattern Station	No	yes	25	Yes

* No dining facilities available

Other construction plans confirmed but not yet underway will increase Twin City meeting facilities. These include a 600-700 room hotel planned by the Oxford Development Company in the area vacated by the Dyckman Hotel, the expansion of the Normandy Inn (150-200 additional rooms) and by 1983 a second Registry Hotel of 500 rooms to be constructed near France Avenue and I-494.

It would appear from the above information that available sleeping/meeting space will increase substantially over the next five years. To place this in perspective with the growth in demand it should be noted that in Bloomington (site of substantial hotel construction) for every hotel built there is an additional 450,000 sq. ft. of office complex constructed. One might extrapolate that such an increase in business activity will offset, to a large extent, any increase in conference facility availability.

Facilities in the developmental/exploratory stage

In the Twin Cities several organizations are studying the feasibility of building residential facilities specifically designed as conference centers. These plans are in some cases highly tentative; in others close to becoming a reality. Each of these projects will be briefly outlined below:

Wilson Learning Center plans to use the former Milwaukee Station in downtown Minneapolis as the site of a hotel/conference center complex. Facilities will include a 500 room hotel and extensive meeting space.

The State of Minnesota has conducted a feasibility study for a conference center to be developed at historic Fort Snelling. The market surveys are currently being analyzed and pending results (which on preliminary examination indicate sufficient demand) financing will be sought. The proposed design is for an executive type residential facility with meeting and lodging capacity for roughly 80-90 persons.

Several groups are exploring the feasibility of constructing residential conference facilities at the north end of the Butler Square Buildings (that section which currently has not been rehabilitated). This proposal is highly tentative. No definitive planning or market study has been commissioned yet.

Need for conference center at the University and its relationship to existing facilities

In considering the construction of the Humphrey Conference Center and its relationship to existing and projected Twin Cities facilities, several compelling factors need to be examined. While the aforementioned statistics for growth in the number of available sleeping rooms and meeting spaces seems adequate, crucial elements are lacking across the board with respect to the programming needs of the University and other constituencies of the center.

The most important consideration in the decision to build the Humphrey Conference Center is the issue of control. By having its own facility programs are assured priority booking of meeting space (and availability of convenient residential space). The existing situation in hotels assumes extensive lead time frequently not possible for public policy programs which tends to address "current events" and "recent developments" kinds of issues.

A second consideration in the conference center question is cost. The recent rise in the cost of meeting space has had significant impact on program costs. In addition to increases in existing charges many facilities which heretofore had provided "free" meeting space are now moving toward room rental charges irregardless of meal functions. These factors have contributed to the extensive use of the Earle Brown Center and would be a major factor in the utilization of an East Bank conference facility.

Other comparisons of a conference center at the University and existing facilities yield several advantages. The Humphrey Conference Center could:

- provide easy access of faculty and students to programs
- provide conference participants with access to the University resources, e.g., library, laboratories, etc.
- be designed as a self-contained conference facility with complete support systems to enhance programming efforts.
- be designed to suit the educational objectives of University and public policy programming as opposed to the multi-purposes of hotel/motel facilities.
- provide flexibility and a range of communication capabilities not practical in existing conference facilities.

V. The case for a new center

The extent and quality of programs described in Section III amply support and justify the construction of a conference center with residential facilities. The program rationale for constructing this center consists of these elements:

1. The imaginative plan of the Humphrey Institute for a residential/retreat center for public policy conferences.
2. The extensive continuing education programs currently offered by many University departments and colleges can be expected to require additional facilities in the years to come. They also need the capability for using new and emerging methods of presentation and delivery that a new center could provide.
3. A conference center with residential facilities will not only facilitate current programs, it will attract to the University many important professional associations, learned societies, and other groups that we would like to have meet here.
4. This center provides an opportunity for external organizations--both public and private--to meet on the University campus for purposes that are mutually advantageous.

It is recognized that the Twin Cities area has many conference facilities available and that new facilities--serving a variety of needs--may be constructed in the future. It is the judgment of the committee that the programs described in this proposal can best be accommodated in a facility planned, designed, and operated by the University and located on the University campus.

The facilities proposed here will supplement in an important way the facilities currently available for continuing education programs. They will provide the University of Minnesota with the kind of continuing education facilities available at other major universities--facilities that enable us to respond to the dynamic and growing need for continuing education in the future.

VI. The facilities and services for the program

In planning this conference facility, careful thought must be given to the functional relationship that exists between the three units planned for the Oak and Washington site: the Humbert Humphrey Institute, the conference center, and a privately owned hotel. These facilities should be planned to ensure that their functions are integrated in a way that is efficient and effective. Consideration must be given to several issues and questions: how will conference center programs be used by faculty and students in the Institute? Food service must be provided for those who are in the center, in the Institute, and in the hotel. How can a quality food service be provided in all three locations in the most efficient way? In what ways can the Hubert Humphrey Institute and the conference center share meeting rooms and other facilities? Can the hotel provide adequate recreational facilities for those attending residential programs? Can residential facilities for a conference center be shared with or operated by the hotel? These are illustrative of the questions that need intensive examination by the planners and architects for the center, the Institute, and the hotel.

The multiple program uses of this center require that the facilities be designed to further these individual program functions. Since these program functions are related closely to each other, the design of the center must facilitate and enhance these interrelationships. It will be useful to set forth the overall design considerations and functional relationships that influence the specific facility recommendations in this section.

The public policy retreat center should provide an environment that fosters the unique outcomes possible from residential continuing education. To serve the needs of a prestigious international audience and to serve major national conference and retreat needs, the center would have to have facilities attractive to these groups. This would certainly include attractive and proper living accommodations for such an audience. The living units should include a presidential suite for most distinguished visitors. This suite could also serve the needs of other programs which have such guests on campus. The Curt Carlson lecture series would attract such persons, as would many other University activities.

A living unit of about 100 units should be adequate for the "retreat" functions of such a center. While hotel facilities might be provided for larger groups, and while the conference center as a whole may well be designed for larger groups, the retreat concept requires certain size limitations in order to maximize the interpersonal interaction and dialogue around which this concept depends.

This concept further requires that living, dining, and conference and workroom facilities be integrated with each other, and separated from other uses and functions of the center so that participants really can live with each other's company during their stay at the center. When building such a facility for a retreat function within a major metropolitan area (as opposed to building such a center in a rural setting) it is essential that all the needs of participants be served within a discrete and integrated space with a minimum of contact with other activities, people, or programs.

It is critical within the retreat concept that the structure and amenities foster personal interaction and contacts. This means that attention must be given to informal, as well as formal, meeting areas. The facility must have "discussion pits" with appropriate furniture, fireplaces, etc.. If the living quarters are on more than one floor, then such lounge areas must be located on each floor as well, and near elevators, in order to maximize the opportunity for meeting and discussion. There must be several of these areas in the center, and they must be separated from other program activities and groups.

In order to maximize contact with the University resources and with other facilities outside the University, such as offices, studios, laboratories, libraries, simulation and gaming rooms, media, etc., detailed studies will have to be made of the requirements for telecommunications and media equipment both internal to the facility and for remote units.

Many of the programs may well utilize a concept common at such places as the Aspen Institute where programs include primary participants and observers. These observers may come from the participant groups, the media, students, or the general public (much like spectators' seats in Congress, state legislatures, and local government council chambers). Rooms will have to be designed for this process to operate with both groups in the same rooms and for transmission of activities in one location to remote locations.

Finally, the rooms set aside for the retreat function will generally not follow classroom layouts. They must be designed for a maximum of personal interaction and contact. It may also be important to provide for maximum use of audio-visual equipment and the participation of the media in ways which are least intrusive upon this personal interaction and the viewing of these activities by observers.

The University sponsored conferences and continuing education programs do not have a single unitary program focus as does the public policy retreat center. Programs will vary widely in terms of program purpose, format and methodology, size of group, and what is required in the way of lodging facilities and food services. To the extent possible, the center should facilitate the various types of programs scheduled there. Although most of the programs will be less than 200 in size, a number of programs will bring larger sized groups together and for this purpose a large meeting room and an auditorium are proposed.

Many of the departments that would use a conference center are on a self supporting basis and the larger size programs are particularly needed to generate needed income. Groups will range in size from 25 to 400, and rooms should be available that will comfortably and appropriately handle that size of group. Therefore, we are proposing a capability of breaking down larger rooms into smaller sizes.

The program design for many conferences consists of general sessions for the total group and subsequent concurrent sessions for special topics or small group discussions. Therefore, these programs need a large room for general sessions and several smaller rooms for concurrent small group sessions.

The meeting rooms and lounges for the public policy retreat center will serve admirably for nearly all of the conference and continuing education programs. Many of the groups can use the meeting room of the public policy retreat center for the size of group attending. The seminar rooms for the public policy retreat center would also be excellent space for the small, breakout rooms. It should also be noted that the residential facilities for the public policy retreat center

are also those that would be needed for some of the continuing education programs sponsored by University departments. Residential continuing education facilities are well suited to a number of program areas besides public policy discussions.

The facilities proposed here can compatibly serve the special needs for a public policy retreat center and for the broad scope of needs for continuing education programs. Scheduling priorities and policies can be established to eliminate or minimize conflicts between these two types of needs.

The third program function--utilizing media and communications technology--require that there be a workable means for producing and/or transmitting continuing education or informational programs presented in the center. Rooms must be designed so that audio and visual equipment can be used for these production and transmitting functions. The layout and design of meeting rooms must facilitate this function. In some instances, a balance may need to be struck between a design that is optimum for the continuing education conference staff and what is optimum for the media production staff.

The functions to be provided in the center are described below with recommendations as to the type of facilities needed. These recommendations are summarized in Table 2, with more specific details given in Appendix A.

A. Creating an environment for learning and sharing ideas

The center provides a place to which people come to share ideas; to discuss important questions; to further their professional competence; and to pursue professional, civic, and cultural objectives. The center should provide a setting in which these functions can be performed with optimum effectiveness. The purposes, format, and size of the programs conducted in the center will vary widely. It is important that the center be designed to serve well the broad diversity of programs to be held in the center.

1. The various rooms needed are listed below in terms of size, number needed, and type of seating.

<u>Room capacity</u>	<u>Number of rooms</u>	<u>Type of seating</u>
400	1	Auditorium, tablet arm seats
250-divisible	1	Classroom style
100	1	Tiered, U-shape
50	2	Tiered, U-shape
30-divisible	4	Seminar style

The meeting rooms proposed here are designed to meet the special program needs of intended users. Seven of the nine rooms are designed for relatively small groups where group interaction and sharing of ideas is a primary purpose. Three of these rooms will have tiered, U-shape seating with swivel chairs to facilitate participants interacting with each other. The auditorium and the 250 size meeting room will accommodate programs where formal presentations, illustrated lectures, and symposia are planned for larger groups. For many of these larger size programs, smaller rooms are needed when the entire group breaks up into special interest sections or discussions groups. The seven smaller rooms designed for discussion will serve that purpose.

TABLE 2

Summary of facility recommendations

Detailed specifications contined in Appendix A.

Meeting rooms

<u>Room capacity</u>	<u>Number of rooms</u>	<u>Type</u>	
400	1	Classroom style	Auditorium--divisible
250	1	Classroom style	Divisible
100	1	Seminar style	Tiered, U-shape seating
50	2	Seminar style	Tiered, U-shape seating
30	4	Seminar style	Divisible

Lounges and conference service areas

General area for refreshment breaks, registration, and displays

Lounge room for 50 for receptions, informal gatherings

Three small lounge areas for 10-15 adjacent to meeting rooms

Food service

A catering kitchen

Dining room for 250, with partitions

Two private dining rooms for 30 each

Groups larger than 250 to use hotel dining rooms

Lodging

100 separate rooms in retreat center

200 rooms in hotel

Office space

Center management staff

Offices for director, 3 office staff, 2 facilities set up staff and students

Room for duplicating equipment, Xeroxing, clerical work space

CEE programming staff

23 offices for program directors and program assistants

1 office for registration and accounting, 5 persons

2 general office areas for 14 secretarial personnel

Office space for visiting staff--2 small office areas

Other rooms

Press room for press conferences

Storage rooms for tables and chairs

Control room A-V and media equipment

Small preview room for speakers

Storage closet for programmers' materials

Two conference rooms for 20 persons each

2. Communications and media capabilities

Generally speaking there are two types of media considerations which should be taken into account in the planning of the new conference facility. First is the utilization of media for the participants in programs taking place at the center, and second, the origination of media materials from the center that can be made more generally available to specialized audiences not present and/or to the general public.

With respect to media utilization each room should be designed and equipped so that a full range of audio and visual materials can be displayed under as close to optimum conditions as possible. This should include provisions for film and slide projection, overhead projection, video (either tape playback or live reception) viewing, teleconferencing, etc.

As to media origination, the facilities should be designed and equipped so that audio and video recording can be made from selected rooms in the center. As a minimum requirement, these recordings would simply preserve what has transpired. Ideally, the facilities should be designed to achieve higher production values so that the resulting media product will be suitable for broad distribution. In addition to the recording capability, both audio and video originations should be capable of live transmission to cable companies and broadcast stations; interconnection of the facility, therefore, with Rarig Center for broadcast on KUOM and for transmission to cable companies is a minimal requirement.

Provisions should also be made for audio recording of sessions in all rooms and fast copy cassette duplicating equipment so that participants can secure audio cassettes of sessions. Closed circuit video transmission to the adjoining hotel should also be built into the plans.

To increase operating efficiency and quality of the media installation, there should be provision for a central control room that can house much of the centralized equipment and switching capability that will be required, and will minimize the amount of equipment that would have to be in each individual room.

Obviously, all of the above considerations have considerable ramifications on the ultimate design and construction of the building. The type, amount, and location of conduit will have to be carefully detailed. Lighting and illumination will have to be planned with media implications in mind. And acoustical considerations, both internal acoustics within rooms and acoustical separation between rooms, should be given very careful attention.

B. Food service

Considerable thought and analysis should be given to the various ways that food service can be provided in the center--given the presence of a private hotel and the Humphrey Institute. All meals for the conference center could be prepared in the hotel and served there. This plan would eliminate the sizeable cost for constructing kitchen and dining facilities in the conference

center but would entail problems of control and accessibility. A second alternative is the preparation and serving of all food in the conference center. This option would require substantial construction costs and might involve higher operating expenses. It has the advantages of accessibility and more control over the food service. A third range of options would provide for some dining space in the center with the food being prepared elsewhere by University Food Service or a catering firm. Such an option would be a compromise between the advantages and disadvantages of one and two above.

Experience elsewhere indicates that the serving and sale of alcoholic beverages is important and necessary for the successful operation of the kind of center proposed here.

The degree of control over the quality of food, flexibility of food service options, accessibility, and cost are the important criteria for deciding among the alternatives. This means striking a balance between alternative values. For example, the most accessible, high quality food service could be too costly. A number of options should be evaluated for providing food service in the conference center: the University Food Service, food service from a large hotel facility, and independent catering organizations. The committee recognizes the need for careful study of this question by qualified specialists. Based on our limited analysis, the following recommendations are made:

Kitchen facilities

Provide a catering kitchen for final preparation of food to be served in a center dining room for 250.

Dining area

One dining area for 250, with partitions
Two private dining rooms for 30 each

Other needs and considerations

Studies indicate that the number of programs with more than 250 participants are relatively few. It seemed questionable to the committee to construct a dining area for 400 participants that would seldom be needed. If it is possible to have dining facilities of this size in the hotel, such an arrangement would seem preferable to constructing a larger dining room in the conference center.

Many groups prefer to have individual choice line service for lunches, and provision should be made for that kind of service in the center.

C. Lodging rooms

Two different kinds of need exist for lodging facilities: lodging rooms for retreat conferences and hotel rooms for participants in residential programs.

1. Lodging rooms for retreat conference use

The retreat, living-learning concept discussed earlier makes necessary a group of lodging rooms to be associated closely with the meeting rooms and lounges to provide an integrated, functional unit in the center for achieving the distinctive programs of residential education.

It is proposed that 100 rooms be constructed for this purpose. These rooms would be well-appointed, large enough for two people, and physically separated from the hotel rooms. A suite for visiting dignitaries, diplomats, and high level government officers should be available in this residential unit.

Many practical, operational questions need to be evaluated: can the hotel and the conference center be so designed that the separate retreat unit can be constructed and managed? Would these rooms be rented by the hotel when not used by conference center participants? Can workable arrangements be made with the hotel to provide management and housekeeping services?

Financial issues related to the operation of a retreat conference unit are discussed elsewhere.

2. Hotel rooms for conference participants

The conference retreat unit involves substantial cost and may not prove to be feasible. In addition, it would not meet the lodging needs for larger groups. Attention needs to be given to other means for providing lodging rooms for conference participants. Although many universities have built and operate their own residential conference facilities, this option involves considerable financial outlay and a requirement that program activity provide sufficient income to operate residential conference facilities. It seems preferable to the committee that the lodging requirements for conference participants be met by an independently managed adjacent hotel, with a connecting covered concourse. An arrangement similar to this exists at Notre Dame University with their Kellogg Continuing Education Center connected to a University operated hotel. This plan is working well; however, the lodging facilities are managed by the University and not by a commercial hotel firm.

It would be desirable to have an arrangement with a private hotel adjacent to the center whereby conference center bookings would have priority.

It is recognized that the privately operated, adjacent hotel should also meet the needs of hospital patients and their families.

It is recommended that 300 rooms be available for conference participant use (100 in the retreat center and 200 in the hotel). These rooms should be equivalent to Holiday Inn or Ramada Inn standards.

D. Office space

1. Office space for building management staff

The following offices are recommended for the director and the staff:

Director's office

Offices for 3 secretarial and clerical personnel

Office and work space for facilities management personnel and student assistants

Two small office areas for visiting staff

Room for duplication of materials

2. Office space for programming staff

A substantial number of the programs in the center will be developed and conducted by CEE staff members. It is important that they have close access to the meeting areas where their programs are conducted. Considerable inefficiency and expense is involved having program staff commute from their office to the program. It is recommended that the following office space be provided for CEE staff with primary responsibility for administering conference programs using the conference center:

- 23 offices for program directors and program assistants
- 1 office for registration and accounting--5 staff members
- 2 general office areas for 14 secretarial personnel

E. Recreational facilities

Appropriate, diversified recreational facilities are an important requirement for those attending residential conference programs. Recreation and physical activity are particularly important for people involved in several day long conference sessions and meetings. New conference and hotel facilities constructed these days provide a broad range of options well beyond the typical swimming pool and pool table: tennis courts, racquet ball facilities, and even a small lake for sailing. Since recreational facilities would also be used by hotel guests, there is good reason to have them provided there. At a minimum, a swimming pool, sauna, and exercise room should be available. A game room for ping pong and pool should be associated with the residential conference unit.

University recreational facilities are available within a relatively short distance and arrangements for their use by conference participants should be investigated. It is also recommended that recreation specialists in the Department of Health and Physical Education be asked to propose new programming approaches to meet this need.

F. Parking

The typical conference program is less than 200 in size and will not place sizeable demands on the parking ramp. The larger programs for 400 could strain the capacity of the parking ramp to serve all the potential needs. To ensure that conference participants have convenient parking, it should be possible to reserve at least 350 spaces in the ramp.

G. Other design considerations and building specifications

Appendix A contains more detailed specifications for the conference center building, including special rooms, storage areas, provisions for handicapped, etc. This list is not a definitive and complete list, but it does contain some of the special features and provisions that should be provided.

VII. Governance and management of the conference center

A. Governance and control

The purposes of this conference center and its association with the Hubert Humphrey Institute give it a different character than the typical university conference center. Funds for its erection and for program support may come from those who see the center serving a broader range of interests and concerns than just those sponsored by or related to the University. It might be desirable to encourage groups from government, labor, agriculture, and the professions to use this center for some of their meetings and policy discussions. In order that the center be open to this external agenda, consideration should be given to a different mode of governance, in addition to the typical university run center. These two alternatives are discussed below:

1. A quasi-independent center on the University campus that serves both University programs and certain external programs that would appropriately use such a center. This could attract and stimulate activities that would further goals and objectives of the Humphrey Institute as well as other academic and professional interests within the University. The center could be related more directly to governmental units and the legislature if it were perceived as "their center" -- not the University center. Many practical questions need to be addressed: How would it be financed? How complicated and ambiguous are the management problems? How does one deal with questions of eligibility and priority between external programs and University programs?
2. A University conference center for University sponsored and University related programs. This option places the center under University direction. It does not preclude, however, collaboration between the Hubert Humphrey Institute and University departments with many external groups. In fact, the University currently has many such external relationships in programs it conducts. The lines of authority and decision making might be more workable under this plan. On the other hand, this governance arrangement may not be as attractive to some interested donors and may restrict the broader range of programs and relationships under option 1.

The committee is open to both approaches and are recommending that they be given further study by University administration and representatives of the Institute Advisory Committee.

B. Conference center policy advisory board and policy determination for the center

No matter what mode of governance is adopted, the center needs a policy advisory board that reflects the interests and concerns of those who use the center and are directly affected by its operation. This board would recommend policy in a number of important areas: eligibility for using the center, scheduling and priority policy, levels of user fees, building use policies, policies on food service, and general oversight on how the building is managed.

Groups to be represented might include the Hubert Humphrey Institute faculty or staff, University programming staff who conduct programs in the center, and external clientele who use the center. In addition, the center director, the food service manager, and administrative staff from Continuing Education and Extension, the Agricultural Extension Service, and the Health Sciences might serve as either voting or ex-officio members. A similar policy advisory committee has been used with the Earle Brown Continuing Education Center.

The policy advisory committee must make recommendations to some designated office or group of individuals for final decisions. If there is a quasi-independent operation of the center, responsibility must be designated for this decision making authority. If the center is a University operated center, some University office or group of officers must make final policy decisions. With the Earle Brown Continuing Education Center, final policy decisions are made by the Dean of Continuing Education and Extension and the Director of the Agricultural Extension Service. For the proposed center, a similar decision making body might be constituted with senior administrative officers from the Hubert Humphrey Institute, Continuing Education and Extension, the Agricultural Extension Service, and the Health Sciences.

C. Operational management of the center

To some extent, management of the center relates to the issues of governance discussed above. It is possible, however, under either of the governance options to assign management responsibility to a department within the University to carry out the policies that have been set. If a University department is to be responsible for day to day operation, three alternatives are possible:

1. Center director reporting through the Department of Conferences of Continuing Education and Extension.
2. Center director reporting directly to the Dean of Continuing Education and Extension.
3. Center director reporting to a designated officer in the Office of the Vice President of Academic Affairs or the Vice President of Finance.

There is some logic and precedence in following alternative 1. The manager of the Earle Brown Center is a staff member in the Office of Special Programs of the Agricultural Extension Service. It seems appropriate that the director of the conference center be associated with a unit that has experience and responsibility for conference administration, and this unit is the Department of Conferences on the Minneapolis Campus.

D. Management issues related to the Public Policy Retreat Center

Designing a hotel and conference center alone, without the retreat concept, and designing a retreat facility are different challenges. The retreat concept holds the promise of making a significant contribution to the Humphrey memorial, but it requires consideration of problems which would not exist, or which would be much less noticeable, in a more traditional hotel and conference center design.

First, there is the need to integrate the residential, conference, recreational, and dining needs into a whole for the retreat concept. Facilities which cannot do this simply will not attract programs suited to this policy retreat function.

Second, there is the need to hold lodging rooms for this one function. This may mean vacancy rates higher than a hotel could allow. In addition, the appointments of these rooms may well exceed normal hotel standards.

Third, the size of many of the retreat functions will be small in relationship to the costs of setting up the program. That is, overhead expenses are often constant. In large programs, fees and other income can be expected to pay for these costs, but in small programs this is not likely to be the case. Moreover, in order to insure that the facility is available for some public policy uses which cannot always be anticipated and booked far in advance, the facility will not be as fully booked as might normally be in the case with an income producing center. One should recognize that the appointments and technical equipment needs of these smaller rooms will add other costs which will enrich the quality of the programs and attract a wide range of users, local, nationally, and internationally, but will not pay for themselves.

Fourth, because the retreat programs will often not use all the facilities, many other programs will also take place there. Thus, there will be a management problem involved in scheduling different user groups so that their concurrent activities do not interfere with each other.

Fifth, in order to develop programs that reach a national and international audience, there will be a need for a program development and marketing staff, in addition to the normal staff required to administer the operations of the conference center. It should be expected that this staff would not generate enough income from the programming to pay for itself. Indeed, part of the concept of the retreat center would have to be that special endowment, or other funds be provided as part of the memorial function of this policy retreat concept.

Thus, the creation of a conference center with the facilities, programming, and potential for a policy retreat center concept requires detailed consideration of a range of problems concerning: (1) budget and finance; (2) management; (3) architecture; and (4) programming and personnel.

VIII. Budgeting for the centerA. Operational expense items

1. Utilities, management, security and insurance.
It is estimated that these costs would total approximately \$648,000 per year.* At the Earle Brown Continuing Education Center, these costs are charged against the central University operations budget and are supported by legislative appropriations.
2. Conference center management.
These costs would include the salary of the director, secretarial and clerical personnel, facilities and equipment set up personnel, and office expenses. These would be in the range of \$100,000 per year. At the Earle Brown Center, a substantial part of these costs are borne by user fees, but part are temporarily covered from central funds. There has been no final determination as to how these costs are to be covered in the future.
3. Depreciation fund.
An important, often overlooked need in any operational budget for a conference center is a depreciation fund for replacing furniture, carpeting, painting and redecorating, and equipment. The furniture, carpeting and equipment receive heavy, daily use and if funds for replacement and renovation are not available, the conference center becomes a shabby, down-at-the-heels place that is no longer an asset. In addition, the new technologies will soon antedate older equipment, and it is essential that the center have modern equipment that represents the current state of the art in facilitating the educational process. It is proposed that a depreciation fund be established, based on a percentage of the total outlay for furniture and equipment. At present, no depreciation fund has been established for the Earle Brown Center.

B. Alternative sources of income for operational costs

1. User fees.
User fees are a valid, necessary means for defraying some of the operating expenses for a conference center. The policy advisory committee should be involved in recommending a fair, appropriate level of user fees (difficult as that is to do). Differential fees may need to be set so that some external groups would pay a larger share of operating expenses than would University groups. An important criterion in setting fees is the effect of fees on potential users. If fees discourage the less affluent from using the center, it becomes a diminished University resource for serving all of society. In addition, it is contrary to the egalitarian spirit of Hubert Humphrey.

At the Earle Brown Center, user fees are charged for all groups that use the Center: \$1.00 per person per day plus \$10.00 to \$15.00 per day for break out rooms. Since the income does not pay for all management costs, there has been strong urging from Central Administration that user fees be increased sufficiently to cover all Center management expenses. Some programming personnel who use the Earle Brown Center have indicated that further increases in building use charges will force potential clients into less costly facilities and will be counterproductive. It is impossible, of course, to determine an "acceptable" charge for conference center use, since the budgetary situation for various programs differs widely. Some groups have trouble paying fees that others would find quite modest.

*Based on costs projected to 1983.

It seems logical and fair to charge the same user fees at a new conference center as will be charged at the Earle Brown Center -- whatever those might be. At this point, it seems unrealistic to expect that user fees could assume more than the expenses involved in management of the center. If users were to pay for utilities, physical plant services, insurance, and depreciation this would increase to exorbitant levels the present scale of user fees.

In considering the question of user fees, special attention should be given to the budgetary basis on which many University continuing education programs are administered. These programs are expected to recover all the costs associated with them -- including administrative services. This self support concept results in rather sizable fees being charged to program participants. In comparing our fees for conference programs with those of other universities, our charges are at the high end of the scale.

The committee recommends that the center not be constructed on the assumption that operational costs be recovered from user fees.

2. Legislative funds and/or central administrative support.
Since this is a facility that serves important educational needs of the State and its citizens, it seems appropriate that some legislative funds be directed toward its support. The University of Chicago conducted a recent survey on how universities finance their conference centers. Among 55 universities who had conference centers, 25 were public universities. For 18 of these institutions, the conference centers operated at a loss and were receiving subsidies for operating costs. The other 7 universities reported a profit.

In any discussion of comparable financial operation of conference centers, one must take into account a wide range of special factors and considerations. The realities of our situation at Minnesota and the prevailing practices at many other public institutions gives support to our view that some measure of legislative support is needed and warranted for the operating expenses of a conference center.

3. Building endowment.
Some of the operational costs could be covered with endowment funds. Raising such funds would require additional grants and donations above and beyond the costs of building construction. If such funds can be acquired, it would provide an important and needed base of continuing financial support.

Recommendations

1. User fees for a new conference center be consistent with those at the Earle Brown Continuing Education Center and used to cover center management expenses.
2. The cost for utilities, maintenance, security, and custodial services be covered through legislative funds.
3. Funds for depreciation be covered by building endowment or by legislative funding.

IX. Estimated costs for construction, furniture, and equipment

The estimations given below for construction costs and the equipment and furniture for the building are based on mid-construction costs as of February, 1984. If the project is undertaken earlier than anticipated in the Development Schedule, these costs might be lower. If the project is undertaken later than the Schedule provides, these costs could be higher. The Development Schedule is given in Appendix B.

The costs for video and telecommunications equipment is based on 1980 cost figures.

A summary of projected costs is given below:

1. Construction costs for conference center	\$11,600,000
2. Construction costs for hotel rooms for Public Policy Retreat Center	4,100,000
3. Grant total for hotel rooms and conference center	15,700,000
4. Costs for electronic equipment	832,100
5. Total estimated project cost	<u>\$16,532,100</u>

Further detail supporting these cost estimates is provided in the following Appendices:

Appendix C	Program Summary for Construction
Appendix D	Preliminary Budget Summary for Construction
Appendix E	List of Electronic Equipment and Costs

APPENDIX A

Proposed Specifications on Rooms and Facilities for Conference Center

1. Auditorium

Size: 400

- Capabilities:
- a. Divisible with good accoustical separation, if possible
 - b. Table arms on chairs
 - c. Wheelchair positions
 - d. Stage lighting
 - e. Standard A-V projection equipment
 - f. Amplification capabilities for deaf
 - g. Large screen TV projection
 - h. Newest technology in lighting and heat-air conditioning
 - i. Participant response system for voting/quizzing

2. Meeting rooms

<u>Number</u>	<u>Room capacity</u>	<u>Type</u>
1	250 classroom style	Divisible in half
1	100 " "	Tiered seating for interaction
2	50 " "	" " " "
4	30 seminar style	Divisible in half

Divisible rooms to have good accoustical separation

3. Lounge areas

- a. General lounge and reception area outside of auditorium to handle refreshment breaks, registration, informal conversation between sessions, and displays.
- b. A separate lounge room, well appointed, fireplace, for small receptions--for 50 people.
- c. 3 small lounges adjacent to meeting room complex. Open, informal areas for small group discussion. Two with fireplaces.

4. Dining and food service

- a. Dining room for 250 with partitions
- b. Catering kitchen
- c. 2 small private rooms for 30

When groups larger than 250 meet, they would eat in hotel dining room

5. Lodging facilities

In proposed hotel, 100 rooms would be built for and identified with conference center meeting area as a residential conference unit. These would be attractively appointed, and would include a suite for dignitaries. These rooms to be constructed with center funds. Ten rooms to accommodate handicapped. 200 additional rooms should be available in an adjacent hotel for conference participants. These rooms should be of Holiday Inn or Ramada Inn quality.

6. Office space for center management staff

- a. Director's office
- b. Office space for 3 secretarial and clerical personnel and office for 2 facilities staff persons and student assistants
- c. Large room for duplicating equipment, Xeroxing, clerical work space

7. Office space for CEE programming staff

- a. 23 offices for program staff
- b. Office for registration and accounting --5 persons
- c. 2 general office areas for 14 secretarial personnel

8. Other room requirements

- a. Control room for all A-V and media equipment
- b. Office space for visiting staff--2 small offices in manager's office area
- c. Storage closet for programmers to store material before a program
- d. Small room for previewing A-V material
- e. Ample storage area for tables and chairs for meeting rooms
- f. Press room for news coverage and interviews
- g. 2 small conference rooms for planning committees capacity--20

9. Audio-Visual and media capabilities

Sheldon Goldstein is preparing in a separate section the full complement of media equipment that he would recommend.

10. Other building needs and attributes

- a. Lockers for coats
- b. If multi-story, ramps between floors as well as elevators would be desirable

11. Furniture specifications

- a. 300 stackable, conference-purpose chairs (like those in Earle Brown Center)
- b. 150 swivel, tilt arm chairs for seminar rooms
- c. Tiered, interaction meeting rooms equipped with continuous tables and with swivel chairs (similar to Law School)
- d. Sufficient 18 inch tables for 250 size meeting room and seminar rooms

APPENDIX B

HUBERT H. HUMPHREY

CONFERENCE CENTER

DEVELOPMENT SCHEDULE

Program Draft Completed	April	1980
Administration Review Completed	July	1980
Final Program Completed	October	1980
Regents Approved and Funding Authorization	March	1981
Funding Appeal Initiated	April	1981
Funding Substantially Completed	October	1981
*Schematic Drawings Completed	January	1982
Regent Approval of Drawings	February	1982
Working Drawings Completed	November	1982
Review and Advertise for Bids	December	1982
Bids Received	January	1983
Award and Start Construction	February	1983
Mid Construction	February	1984
Construction Completed	February	1985

*Note: If schematic design were to be completed before funding initiated and working drawings done concurrent with funding, then 3/4's of a years time could be saved. At 15% annual inflation this would save almost twice the amount of design fees expended.

APPENDIX C
CONFERENCE CENTER
PROGRAM SUMMARY

1. Auditorium Facilities

1.01	Seating Area (400 seats @ 10 sf each)	4,000 sq. ft.
1.02	Stage Area and Storage	600 sq. ft.
1.03	Projection Room and Control Room	320 sq. ft.
		<hr/>
		4,920 sq. ft.

2. Meeting Rooms

2.01	Divisible Classroom (250 seats @ 16 sf each)	4,000 sq. ft.
2.02	Tiered Classroom (100 seats @ 25 sf each)	2,500 sq. ft.
2.03	Tiered Seminar Room (50 seats @ 28 sf each)	1,400 sq. ft.
2.04	Tiered Seminar Room (50 seats @ 28 sf each)	1,400 sq. ft.
2.05	Conference Room (30 seats @ 25 sf each)	750 sq. ft.
2.06	Conference Room (30 seats @ 25 sf each)	750 sq. ft.
2.07	Conference Room (30 seats @ 25 sf each)	750 sq. ft.
2.08	Conference Room (30 seats @ 25 sf each)	750 sq. ft.
2.09	Storage Areas (7 @ 14 sf each)	100 sq. ft.
		<hr/>
		12,400 sq. ft.

3. Lounge - Assembly Space

3.01	Reception, Registration, Display, Waiting (200 people @ 8 sf each)	1,600 sq. ft.
3.02	Lounge - Discussion Room (50 people @ 30 sf each)	1,500 sq. ft.
3.03	Discussion Area (15 people @ 25 sf each)	375 sq. ft.
3.04	Discussion Area (15 people @ 25 sf each)	375 sq. ft.
3.05	Discussion Area (15 people @ 25 sf each)	375 sq. ft.
		<hr/>
		4,225 sq. ft.

50
CONFERENCE CENTER
PROGRAM SUMMARY

4.	Administration	
4.01	Director's Office (1 @ 160 sf)	160 sq. ft.
4.02	Secretarial Area	460 sq. ft.
4.03-4	Facility Staff Space (2 @ 100 sf)	200 sq. ft.
4.05	Workroom	250 sq. ft.
4.06-7	Visting Staff Office (2 @ 100 sf)	200 sq. ft.
		<hr/>
		1,270 sq. ft.
5.	Programming Offices	
5.01-5.23	Private Office (23 @ 120 sf each)	2,760 sq. ft.
5.24	Registration/Accounting Office (5 @ 120 sf each)	600 sq. ft.
5.25	Secretarial Pool (7 people)	700 sq. ft.
5.26	Secretarial Pool (7 people)	700 sq. ft.
		<hr/>
		4,760 sq. ft.
6.	Dining and Food Service	
6.01	Dining Room (250 seats @15 sf each)	3,750 sq. ft.
6.02	Private Dining (30 seats @ 15 sf each)	450 sq. ft.
6.03	Private Dining (30 seats @ 15 sf each)	450 sq. ft.
6.04	Catering Kitchen (70% of Dining Area)	2,000 sq. ft.
		<hr/>
		6,650 sq. ft.
7.	Service Space	
7.01	Media Control Room	400 sq. ft.
7.02	Audio-Visual Preview	100 sq. ft.
7.03	Storage (Tables and Chairs)	1,000 sq. ft.
7.04	Press Room	500 sq. ft.
7.05	Planning Conference Rooms (15 people)	225 sq. ft.
7.06	Planning Conference Rooms (15 people)	225 sq. ft.

CONFERENCE CENTER
PROGRAM SUMMARY

7. Service Space (continued)

7.07 Coat Storage Area

Locker Space (200 lockers) 400 sq. ft.

Open Hanging (300 coats) 300 sq. ft.

7.08 Ramp Between Floors 1,600 sq. ft.

7.09 Custodial Office and Storage 150 sq. ft.

4,900 sq. ft.

TOTAL ASSIGNABLE SQUARE FEET 39,125

TOTAL GROSS SQUARE FEET (@ 60% eff.) 65,000

8. Hotel Rooms

8.01 100 Rooms @ 240 sf each 24,000 sq. ft.

TOTAL ASSIGNABLE SQUARE FEET 24,000

TOTAL GROSS SQUARE FEET (@52% eff.
or 460 gsf/room) 46,153

APPENDIX D

HUBERT H. HUMPHREY

CONFERENCE CENTER

PRELIMINARY BUDGET SUMMARY

CONFERENCE CENTER

Construction Costs*		\$ 8,500,000
Non Building Costs		\$ 3,100,000
Consultant Fees	650,000	
Equipment, Furnishings	1,400,000	
Site work (Utilities and Landscaping)	550,000	
Other (Supervision, Contingency and Miscellaneous)	500,000	
TOTAL PROJECT COST		\$ 11,600,000

HOTEL ROOMS (100)

Construction Costs*		\$ 3,300,000
Non Building Costs		\$ 800,000
Consultant Fees	205,000	
Equipment, Furnishings	240,000	
Site work (Share of Utilities and Landscaping Costs)	175,000	
Other (Supervision, Contingency and Miscellaneous)	180,000	
TOTAL PROJECT COST		\$ 4,100,000
GRAND TOTAL HOTEL ROOMS AND CONFERENCE CENTER		\$ 15,700,000

*Mid-construction February, 1984

APPENDIX E

ESTIMATE

Electronic Equipment for New Conference Center

1. Camera CEI-310 or equal	6@	\$53,000.00	\$ 312,000.00
2. Video Switcher with special effect	3@	25,000.00	75,000.00
3. Production Monitoring Equipment			93,100.00
4. Telecine Equipment	2@	30,000.00	60,000.00
5. Telecine Equipment	2@	25,000.00	50,000.00
6. Character Generator	3@	5,000.00	15,000.00
7. Terminal Equipment			19,800.00
8. Video Audio Demodulator	3@	725.00	2,175.00
9. Video Audio Modulator	6@	1,450.00	8,700.00
10. Audio Mixing	6@	6,000.00	36,000.00
11. Audio Processing			4,800.00
12. Cable (Audio, Video, Camera and Terminal)		lot	40,225.00
13. Video Recorder VPR-2/1"	2@	94,000.00	188,000.00
14. Video Recorder Sony VR-260 Umatic	6@	6,000.00	36,000.00
15. Audio Recorder Reel to Reel	6@	3,800.00	21,600.00
16. Audio Recorder Cassette	6@	450.00	3,700.00
17. Microphones	25@	200.00	5,000.00
18. Large Screen TV Projector	2@	58,000.00	116,000.00
19. Miscellaneous Cable, connector, Terminal Hardware, Custom Panels, etc.			10,000.00
20. Color TV Monitors for Classrooms	36@	1,000.00	<u>36,000.00</u>
		Total --	\$1,132,100.00
		Less --	300,000.00
		TOTAL --	\$ 832,000.00

Subsequent to the submission of this estimate, it was decided to reduce the amount of equipment by eliminating 3 cameras and the associated equipment required for them. These deletions reduce the amount by \$300,000. It will be possible with the above equipment to handle one complex production at a time -- rather than two -- as was originally projected.