SCFP SUBCOMMITTEE ON TWIN CITIES FACILITIES AND SUPPORT SERVICES (STCFSS)
MINUTES OF MEETING
MARCH 25, 2008

[In these minutes: AHC Projects Update, OIT Update, Northrop Update]

[These minutes reflect discussion and debate at a meeting of a committee of the University of Minnesota Senate; none of the comments, conclusions or actions reported in these minutes represent the views of, nor are they binding on, the Senate, the Administration or the Board of Regents.]

PRESENT: George Wilcox, chair, Keith Carlson, Brad Hoff for Michael Berthelsen, Bernadette Corley Troge, Steve Fitzgerald, Denny Olsen, Lorelee Wederstrom, Andrea Backes, Gary A. Davis, Gordon Girtz, Lyndel King, Patrice Morrow, Howard Towle

REGRETS: Anne Falken, Laurie Scheich, Amber Melaney

ABSENT: Daniel Malmo

GUESTS: Steve Cawley, Louis Hammond, Steven Rosenstone

I). Professor Wilcox called the meeting to order.

II). Members unanimously approved the February 19, 2008 minutes.

III). Lorelee Wederstrom, director, AHC Office of Facilities and Capital Planning, distributed copies of a PowerPoint presentation, which she used to supplement her Academic Health Center (AHC) facilities projects update.

Ms. Wederstrom began by outlining the core services provided by the AHC's Office of Facilities and Capital Planning:

- Strategic facility planning.
- Capital planning and programming.
- Space management.
- Classroom services and technology support.
- Research building management services.
- Safety and security coordination.
- Facility stewardship.

Last summer the Office of Facilities and Capital Planning looked at how its services connected with the University's strategic positioning efforts noted Ms. Wederstrom. This initiative resulted in the creation of Service Principles and Foundations for Success, which build not only on the University's strategic repositioning aspirations but the AHC's strategic planning efforts.

Service Principles include:

- Programmatic emphasis in all planning and delivery of services.
- Creative and highly productive partnering to leverage resources of people, space and capital.
- Measurable outcomes in support of the AHC's strategic priorities.

Foundations for Success include:

- Culture of accountability.
- Crystal clear performance expectations.
- Deep understanding of our service partners.
- Deeper understanding of our customer needs.

As part of the AHC's strategic planning efforts, time was spent understanding how the Office of Facilities and Capital Planning had grown. A summary the department's service growth from 1997 – 2007 was shared with members.

Ms. Wederstrom highlighted AHC capital planning projects that are currently underway:

- 4 feasibility studies.
- 3 projects in pre-design including the new Ambulatory Care Center.
- Participation in Twin Cities and Rochester campuses master planning.
- 31 projects in design.
- 11 projects in construction.
- 10 projects in occupancy and close-out.
- Multiple lease and renovation projects.

Next, Ms. Wederstrom underscored recently completed AHC projects:

- Equine Center.
- Avian BSL3 Necropsy Lab.
- Ben Pomeroy Student Alumni Learning Center.
- Moos 11 – Surgery Lab Renovation.
- Mayo Auditorium and Classrooms.
- Dentistry and AHC Simulation Labs.
- 717 Delaware (former Minnesota Department of Health building).
- Vet Med MRI Center.
- Life Sciences Building (Duluth campus).

Details regarding each of these projects were shared with members.

Ms. Wederstrom highlighted the major projects that are currently underway:

- Medical Biosciences Building.
- Children's Rehab Center - 1st floor computer room conversion.
- 2829 University Avenue – lease space office conversions.
- CMRR 16.4 Magnet.
- Mayo Chapel restoration.
- Institute for Health Informatics (programming only phase).
- Moos 3 Clinical Lab Sciences renovation (programming only phase).

Specifics concerning each of these projects were shared with members. Ms. Wederstrom emphasized that a significant amount of time is spent on programming to determine whether projects are financially, programmatically and strategically viable before they enter the capital-funding stream.

Next, Ms. Wederstrom highlighted future AHC projects:

- Children's Hospital (in collaboration with the University's clinical partners, University of Minnesota Medical Center, Fairview and University of Minnesota Physicians).
- Ambulatory Care Center.
- Research lab renovations – Moos Tower 16, 17, 18.
- Veterinary Medicine Master Plan.
- CMRR expansion.
- Medical biosciences research facilities (currently at the legislature).

A member reported hearing that the AHC was considering buying the Shriner's Hospital. Ms. Wederstrom stated that this is a notion that is being discussed. She added that the Shriner's organization is potentially interested in putting an additional floor on the new Children's Hospital, which would allow them to sell their current property. If the Shriner's Hospital would go up for sale, the University would need to decide whether it would have an interest in the property.

Is the clinical science lab restoration of Moos 3 the hub for the accreditation of the Rochester campus asked a member? Yes, stated Ms. Wederstrom. The University is looking at this restoration as a connectivity point with the Rochester campus. The University is required for accreditation purposes to provide similar space for Twin Cities students.

Are there any future renovation plans for the Mayo Building asked a member? For future use, repurposing and adaptability, it was determined that the tower could be renovated, but the wings could not. Currently, no significant programmatic driver has been identified to support the relocation of the wing occupants into new space while replacement space is being built. The 'churn' costs would be cost-prohibitive in terms of renovating the lower levels of the Mayo Building.

IV). Professor Wilcox welcomed Vice President for Information Technology and Chief Information Officer Steve Cawley and Assistant Director of Networking and Telecommunication Services Louis Hammond. Vice President Cawley outlined the topics that would be covered as part of today's OIT update:

- Building cable assessment.
- Wireless update.
- Security issues as it relates to where servers are stored.
- Data Center.
- Storage strategies.

a). Vice President Cawley began by distributing a handout that illustrated which buildings on the Twin Cities campus have network copper capability. The goal is for all buildings on campus to be able to run gigabit Ethernet. The network infrastructure that was installed a couple of years ago provided gigabit Ethernet to desktops. To be able to run at gigabit speeds there are two requirements:

1. Computers must have a network card.
2. Copper wire must be current standard (distance from the router cannot exceed 300 meters; sufficient strands of copper are also required).

Since the network upgrade was installed, OIT has been working with Facilities Management and building occupants to try and financially leverage renovation costs that will bring all buildings on campus to full cable speed capacity. The estimated cost to fully renovate the Twin Cities campus is $5.5 million. Currently, this wire renovation project has no dedicated budget.

b). The University's wireless network is out of date and needs to be cycled out. There are funds in the NTS budget to recycle the campuses electronic data, voice data and wireless. This is a $3.5 million replacement project, which is currently underway stated Vice President Cawley.

Louis Hammond explained that the existing wireless infrastructure was built up from a co-op method. The new wireless infrastructure will be completely supported by OIT. OIT intends to create standards establishing protocol for installing access points.

The new wireless technology will be purchased from Trapeze Networks. It will use an 802.11n standard, which will allow for faster speed, e.g. some computers will be able to run at 150 megabytes per second. Among other things, the new product will also allow OIT to identify who is on the network, rogue access points.

Professor Wilcox asked whether this new technology would eliminate gaps in service. Not necessarily stated Mr. Hammond. OIT will be using a replacement strategy, which means that 2,200 access points will be replaced; in order to appropriately cover the entire campus there would need to be a total of 9,500 access points. With 2,200 access points, however, the University will have decent coverage without having to invest a lot in conduit.

Are incompatibility problems anticipated with the upgrade to the 802.11n standard asked a member? No, stated Mr. Hammond, there should be no compatibility problems.

Will OIT be subsidizing access point replacement costs for departments asked a member? Mr. Hammond explained that OIT will be replacing current access points with new access points, and disposing of the old technology.

c). OIT has been working diligently on issues related to security by trying to lock down the University's network. From a space standpoint, servers that contain private data need to be managed in a professionally managed data center. Limited server space on campus is one issue OIT is facing as it strives to professionally manage University data. OIT has

done a fair amount of renovation in the West Bank Office Building Data Center to create space for the centralization of the University's servers.

The colleges are being very supportive of OIT's centralization efforts and are moving their servers into the Data Center. OIT offers departments a couple of different service options:

- Facility only service – a centralized storage space for housing servers; departments continue to manage their own servers.
- OIT runs a college's server.
- Server virtualization.

Recognizing that the University will soon run out of server space if it stays on its current path, there is a project underway, which is awaiting funding decisions, to build a new Data Center in one of the University's existing warehouses in the Como area. This is an estimated $12 million project. Assuming funding is secured for this project, construction is expected to commence this fall.

d). In terms of storage noted Vice President Cawley, OIT is centrally providing all faculty and staff with 725 usable terabytes (a terabyte is equivalent to 1,000 gigabytes) of storage space in an attempt to eliminate the use of local file servers.

Professor Wilcox thanked Vice President Cawley and Mr. Hammond for the OIT updates.

V). Professor Wilcox welcomed Steven Rosenstone, vice president for scholarly and cultural affairs, who was invited to provide the committee with a Northrop Auditorium update.

Vice President Rosenstone stated that in his new role one of his responsibilities involves leading the transformation of Northrop Auditorium into an academic and cultural center of distinction for students, faculty, and the community.

According to Vice President Rosenstone, phase one of the project, which involved the restoration of the building's exterior, was recently completed at a cost of $13.3 million, roughly $6 million under budget. The University is now poised to begin phase two of the project, which draws upon the recommendations of the Northrop Advisory Committee.

The Northrop Advisory Committee came to the following conclusions:

1. Northrop, as currently configured and used, makes a very modest contribution to the academic priorities of the University of Minnesota, and a modest contribution to the vision and goal of the University becoming one of the top three public research universities in the world.
2. Given the substantial investment the University makes to the maintenance and upkeep of Northrop, and the more substantial investment the University plans to make in its renovation, Northrop must play a more central role in the academic life of the institution.

Given the Advisory Committee's recommendation that Northop be transformed into a dynamic, academic and cultural center at the core of the life of the institution, the University needs to seriously consider its academic priorities as decisions are made about how the building should be configured.

Vice President Rosenstone emphasized that while the building is safe, its systems are fragile enough that the building could be closed at any time. A forensic study of the building uncovered that there is not a single aspect of the building that is without issue. The University wants to avoid a situation where Facilities Management is forced to close the building.

The Advisory Committee looked at several different scenarios for reconfiguring Northop Auditorium and the most cost effective scenario was to gut the entire interior of the building with the exception of the grand foyer. Under no scenario will the building be able to accommodate more than about a 3,500-seat auditorium once all codes are met. Currently, the building includes a 4,800-seat auditorium. To do this level of renovation, only to end up with a poorly configured and acoustically poor 3,500-seat auditorium, not to mention the lost opportunity of other space that could be recaptured, does not make sense.

The priorities for the reconfigured building include:

- An acoustically superior, state-of-the art 2,800-seat auditorium.
- A home for University Honors.
- A home for the Institute for Advanced Study.
- 3,500 square feet dedicated to student study and lounge space.
- Approximately 15 seminar and classrooms.
- A 225-seat auditorium that can be used for smaller performances, screenings and lectures.
- In addition to the foyer, a 2,000 square foot space that will be available for gatherings both before and after events.
- Back of the house dressing rooms, technology support, etc.
- Front of the house ticketing space and the like.
- Restrooms.
- A modest amount of administrative space and a shared financial service unit.

Roughly 40% of the existing assigned square feet in Northrop will be reallocated to academic priorities such as Honors, Institute for Advanced Study, classrooms, and student study and lounge space.

The timeframe for this project calls for the renovation to begin the summer of 2009. The project is expected to last about 24 months with the building coming back on-line in the fall of 2011. Project drivers include:

- The fragile systems in Northrop provide a sense of urgency for this project.

- Coordination between the Northrop project and the Science Teaching and Student Services (STSS) project will be critical, as the chillers for the STSS project will be housed in the basement of Northrop.
- Realizing the University's academic priorities.

Vice President Rosenstone stated that the RFP process to identify an architect is underway. Schematics will likely begin late this summer, and be completed when construction begins in the summer of 2009.

Members' questions/comments included:

- Is the University still looking at making the main auditorium high tech? This is still the University's intent stated Vice President Rosenstone. A Technology Advisory Committee will be formed to think creatively about various technology options for the facility. Ideally, the facility will offer:
    - The University the ability to hold international conferences and be able to broadcast activity in Northrop in high-definition anywhere in the world.
    - Creative visualization capabilities.
    - Individualized experiences.
- Please comment on the previously proposed partnership with Twin Cities Public Television (TPT). Vice President Rosenstone stated that he shepherded further consultation within the University and TPT shepherded further consultation within their organization as it related to a University/TPT Northrop Auditorium partnership. In a meeting with TPT President and CEO Jim Pagliarini in late November/early December, Vice President Rosenstone reported that both the University and TPT separately came to the same conclusion that allocating 2,000 square feet in Northrop Auditorium to build a permanent TPT studio was not a good idea. The University and TPT both agreed that a deeper partnership should be developed, but it would need to involve a mobile facility on campus.
- Is the tuck-pointing always done before the interior of the building is gutted? Vice President Rosenstone stated that the exterior of the building was in such poor shape that there was a real concern about the integrity of the shell, e.g. water seeping into the building. A decision was made to intervene immediately to protect the shell from the elements in order to avoid damage to the interior of the building.
- How will this project be funded? Phase II of the Northrop project is estimated to cost $70 million. Vice President Rosenstone noted that he has been assigned the task of raising $30 million in private funding ($20 million for the capital portion of the project and $10 million for an endowment). No final decision has been made about how the remaining $50 million will be raised, but the President wants to find creative strategies for raising this money. The University wants to avoid a specific legislative request for Northrop or adding it to the cost pool structure. Other revenue streams are being identified to pay for the bonds. Ultimately, this project will be funded with a mix of private and public monies.
- How does a renovated 2,800-seat Northrop Auditorium mesh with other venues in the Twin Cities, e.g. Xcel Energy Center, Guthrie? Vice President Rosenstone stated that the University has looked at this very carefully, and simulated the

potential financial risk with having 2,800-seat auditorium as opposed to 3,500-seat auditorium. Based on this analysis, the University believes its financial risk stands at approximately $100,000 per year. Further considerations include the gains the University will realize from reallocating space in the building for other academic priorities and opportunities that a superior quality, technology-rich auditorium will present. Fundamentally, stated Vice President Rosenstone, the University is not in competition with the Ordway or Orchestra Hall. The University is an educational institution, and performance decisions should advance its academic priorities. Currently, the average Northrop event fills 2,300 seats. As presently configured, Northrop's acoustics are poor; unless the University builds a high quality facility it will never have live acoustic music in Northrop. The brand of Northrop is excellence – it represents the best the University does both culturally and academically. Having said this, the University has decided to take on the risk of $100,000/year for the upside of what Northrop will offer both culturally and academically once it has been renovated.

- Where does the Ted Mann Concert Hall fit into the Northrop renovation equation? Ted Mann has 1,200 seats noted Vice President Rosenstone, and has tremendous acoustics. This facility tried to get in the rental business, and restructured its financial model under this assumption. Unfortunately, these efforts proved unsuccessful. The School of Music currently uses Ted Mann for performances, concerts, operas, etc. Vice President Rosenstone stated that he was charged by President Bruininks to think broadly about what happens in all of the University's venues. Therefore, it is his goal to make sure all performances are in their appropriate venue.

Professor Wilcox thanked Vice President Rosenstone for this update.

VI). Hearing no further business, Professor Wilcox adjourned the meeting.

Renee Dempsey
University Senate