

**UNIVERSITY OF MINNESOTA**

**BOARD OF REGENTS**

**Facilities and Operations Committee**

**Thursday, February 13, 2014**

**1:45 p.m. - 3:45 p.m.**

**600 McNamara Alumni Center, West Committee Room**

**Committee Members**

Clyde Allen, Chair  
Thomas Devine, Vice Chair  
Linda Cohen  
Dean Johnson  
Peggy Lucas  
Abdul Omari

**Student Representatives**

Hannah Keil  
Benjamin Metcalf

**A G E N D A**

1. Schematic Plans - Review/Action - P. Wheelock, S. Smith, N. Teague (pp. 2-6)
  - A. TCF Bank Stadium Improvements, Twin Cities Campus
2. Annual Report on Sustainability, Energy Management, and Utilities - P. Wheelock, J. Johnson, M. Berthelsen, J. Malmquist, A. Short (pp. 7-9)
3. Information Technology Planning - S. Studham (pp.10-11)
4. Campus Safety Update and Resolution - Review/Action - P. Wheelock (pp.12-16)



**UNIVERSITY OF MINNESOTA  
BOARD OF REGENTS**

**Facilities and Operations Committee**

**February 13, 2014**

**Agenda Item:** Schematic Plans

review       review/action       action       discussion

**Presenters:** Vice President Pamela Wheelock  
Assistant Vice President Suzanne Smith  
Athletic Director Norwood Teague

**Purpose:**

policy       background/context       oversight       strategic positioning

In accordance with Board of Regents Policy: *Reservation and Delegation of Authority*, review and act on the Schematic Plans for the following project:

- TCF Bank Stadium Improvements project located on the East Bank of the Twin Cities Campus

**Outline of Key Points/Policy Issues:**

The following Project Data Sheet addresses the basis for request, project scope, cost estimate, funding, and schedule. A map locating the project is also included.

The Minnesota Vikings football team is in the process of building a new football stadium on the site of their present location, the Mall of America Field at Hubert H. Humphrey Metrodome in downtown Minneapolis. TCF Bank Stadium is the only sports venue in the Minneapolis-St. Paul area that can accommodate the playing, seating, and operational needs of the Vikings while their new stadium is being constructed.

**Background Information:**

The University has entered into a facility use agreement with the Minnesota Vikings (approved by the Board of Regents in May 2013) to use the University of Minnesota's TCF Bank Stadium for up to four years, beginning in the fall of 2014.

**TCF Bank Stadium Improvements  
Minneapolis Campus  
Project No. 01-196-13-1737**

**1. Basis for Request:**

The Minnesota Vikings football team is in the process of building a new football stadium on the site of their present home, the existing Mall of America Field at Hubert H. Humphrey Metrodome. Therefore the Vikings wish to use the University of Minnesota's TCF Bank Stadium for up to four years, beginning in the fall of 2014. TCF Bank Stadium is the only sports venue in the Minneapolis-St. Paul area that can accommodate NFL games. The University has entered into a facility use agreement (approved by the Board of Regents in May 2013) with the Vikings to allow this to occur.

Capital Budget Metrics:

Fulfill our statewide mission by:

- Investing in facilities that leverage unique regional assets

Protecting public assets and investment by:

- Improving facility conditions, addressing code deficiencies, life safety, and accessibility requirements
- Prioritizing projects that decrease the amount of space and optimizing the use of existing space
- Making infrastructure investments that ensure reliability over the long term, lower energy and operating costs, and advance environmental stewardship

Recognize current extraordinary financial realities by:

- Honoring projects that have an identified source of payment for project costs

**2. Scope of Project:**

The scope of the project is driven by the needs of the Vikings to satisfy certain requirements of the National Football League (NFL) as well as the need to operate the stadium into December and possibly January of each season. The stadium was designed originally to be operated through the end of November. Areas of the stadium will require winterization to protect systems from freezing and potentially damaging the building. In addition, certain Vikings Game Day operations will function differently from University Game Day operations, thus requiring additional changes.

The project scope includes:

- Replacement of existing artificial turf to allow changes to markings, logos, etc. to accommodate both the Vikings and University needs and the removal and installation of a new artificial turf field after the Vikings use ends.
- Installation of a field heating system.
- Winterization of numerous spaces throughout the building.
- Build out of existing 8,000 SF shelled space for storage needs.
- Additional camera platforms and data wiring for NFL requirements.

- Addition of temporary bleachers on the west plaza that will accommodate approximately 1,750 seats.

Impacts to the exterior and interior of the stadium will have virtually no visual impact. The most noticeable feature will be the replacement of the playing field with new artificial turf that will allow adjustment of field markings to comply with the requirements of the NCAA/Athletics and NFL/Vikings. In addition the removal of a planting area to accommodate the temporary bleachers will be needed. Both the planting area and the playing field will be restored at the end of the Vikings use of the stadium.

**3. Master Plan:**

The project is in compliance with the University of Minnesota, Twin Cities Campus Master Plan dated 2009 and is consistent with the East Gateway District Plan (2010).

**4. Environmental Issues:**

There are no environmental issues associated with this project.

**5. Cost Estimate:**

Construction Cost – includes design fees	\$6,134,000
Non Construction Cost	\$507,000
<hr/>	
Total Project Cost	\$6,641,000

**6. Capital Funding:**

The Minnesota Vikings	\$6,641,000
<hr/>	
Total Project Funding	\$6,641,000

**7. Capital Budget Approvals:**

This project was approved in the FY 2014 Annual Capital Improvement Budget by the Regents in June 2013 for \$6,641,000.

**8. Annual Operating and Maintenance Cost and Source of Revenue:**

Operating and maintenance costs, as well as game day expenses, will be paid for by the Minnesota Vikings per the terms of the facility use agreement.

**9. Time Schedule:**

Design completion	January 2014
Construction start	February 2014
Construction completion	July 2014

**10. Design / Builder**

Design/Build Contractor:  
Design/Build Architect:

MA Mortenson, Minnesota, MN  
Populous, Kansas City, MO

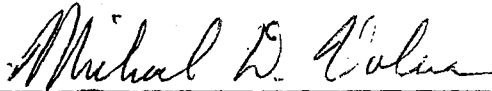
**11. Recommendation:**

The above described project scope of work, cost, funding, and schedule is appropriate:



1/31/14

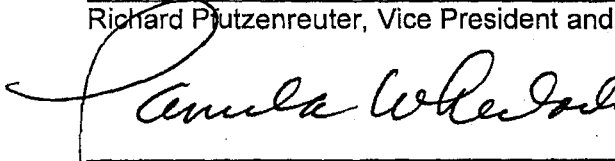
Norwood Teague, Athletic Director



on behalf of Richard Pfitzenreuter

1/31/14

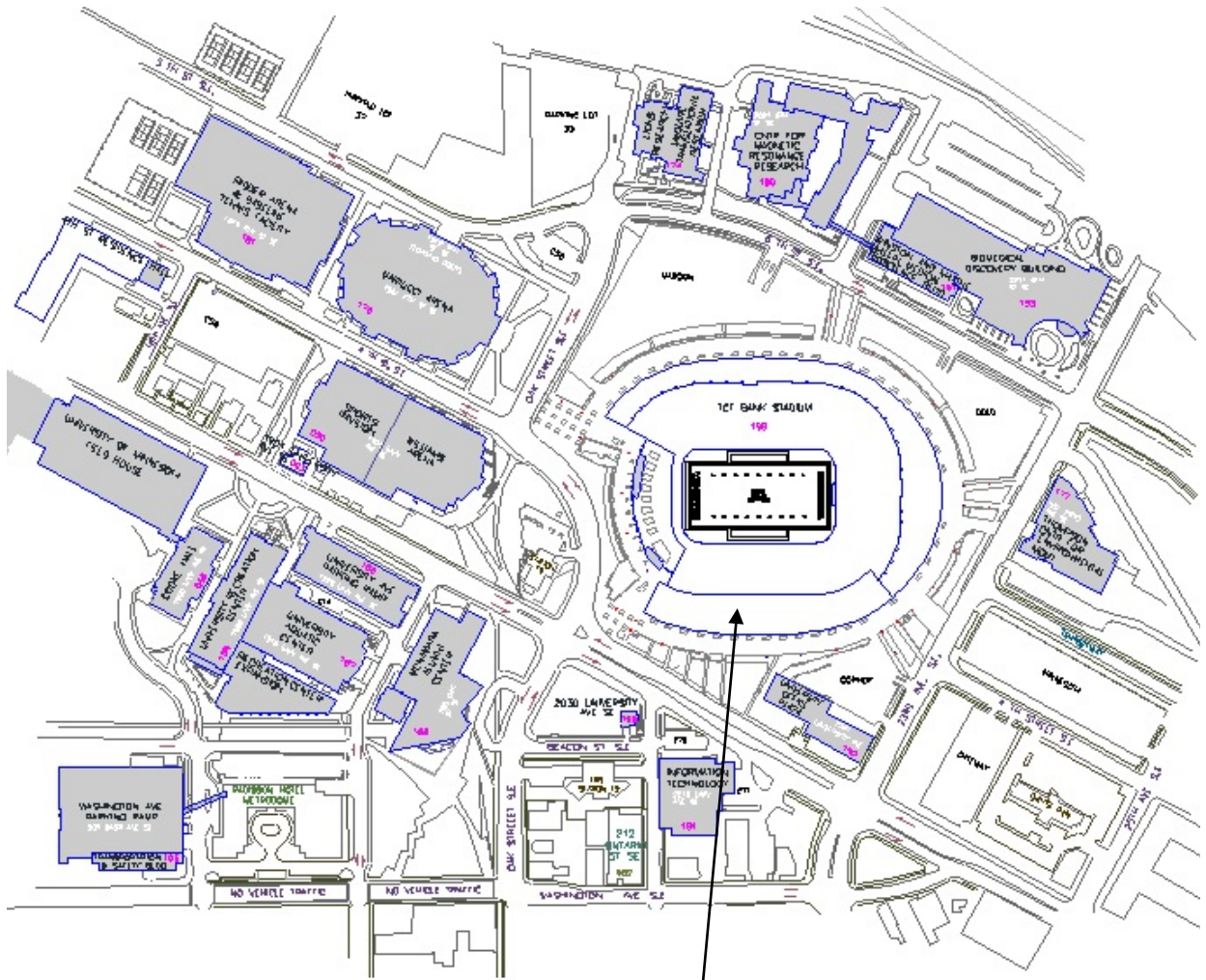
Richard Pfitzenreuter, Vice President and Chief Financial Officer



1/31/14

Pamela Wheelock, Vice President for University Services

SITE LOCATION MAP



**LOCATION**



## UNIVERSITY OF MINNESOTA BOARD OF REGENTS

**Facilities and Operations Committee**

**February 13, 2014**

**Agenda Item:** Annual Report on Sustainability, Energy Management, and Utilities

review       review/action       action       discussion

**Presenters:** Vice President Pamela Wheelock  
Chancellor Jacqueline Johnson  
Associate Vice President Michael Berthelsen  
Director Jerome Malmquist  
Director Amy Short

**Purpose:**

policy       background/context       oversight       strategic positioning

Provide an update on progress made to advance the Board of Regents Policy: *Sustainability and Energy Efficiency*, and related goals. Present information to the Board of Regents on sustainability themes, the utility systems of the campuses, and on steps taken to ensure reliable, cost effective, and sustainable utility services to support research, teaching, and outreach activities at the University.

**Outline of Key Points/Policy Issues:**

Board of Regents Policy: *Sustainability and Energy Efficiency* states, "The University is committed to incorporating sustainability into its teaching, research, and outreach and the operations that support them." The breadth of the policy – system-wide and across all University functions – makes it the responsibility of the entire University community.

As a result, efforts that advance sustainability at the institution are widespread and at all scales – from individual actions to live or work more sustainability, to grassroots initiatives within a department, to system-wide programs that benefit multiple campuses and communities. This diversity presents challenges, but it also provides a unique opportunity to model a variety of approaches and solutions to issues associated with the three aspects of sustainability: environmental, economic, and social justice.

Reflecting on the breadth of activity across the University's campuses, the following themes emerge:

- Energy management – Progress continues on using cleaner and more energy efficient sources of energy on our campuses.

- Our buildings – Our buildings and energy footprint are intertwined. Sustainable building standards help drive decisions that encourage choices for healthy indoor air, purchase of local materials, and features that reduce energy costs for the life of the building.
- Waste management – Diversion of waste to more sustainable disposable options increased in the past year through expanding collection of organic waste and enhancing collection efforts during student move-in/move-out times.
- Transportation – The availability of sustainable transportation options increased.
- Food – Students, faculty, and staff are engaged in transforming campus food options while developing emerging curriculum for sustainable food systems.
- Research – In 2013, 350 faculty members conducted over \$35 million of sustainability-related sponsored research.
- Education –The Resilient Communities Project linking Minnesota communities with University students and faculty entered its second year, and more than 470 sustainability-related courses were offered across the University. Duluth’s new Liberal Education requirement in Sustainability is resulting in new faculty networks and course integration of sustainability concepts.
- Living laboratories – Campus grounds are being used for demonstrating and educating students and the community on sustainable practices.
- Student engagement and leadership – In 2013 students from the Morris and Twin Cities campuses received the Association for the Advancement of Sustainability in Higher Education’s Student Leadership Award for their contribution to the Next Generation Environmental Congress, a gathering of nearly 200 students whose ideas made an impact on state legislation in 2013.

These themes are aligned with the guiding principles outlined in Board of Regents Policy: *Sustainability and Energy Efficiency*: leadership and modeling, operational improvements, energy efficiency, research, and education and outreach.

## **Energy Management and Utilities**

The University’s utilities are an essential part of the campus infrastructure. The University’s core functions of teaching, research, and outreach are dependent on the provision of cost effective, reliable, and consistent utility services including electricity, chilled water, steam, hot water, potable water, and stormwater management. Campus utilities staff are also concerned with providing reliable utility services. Without highly reliable services the work of University faculty and students can be disrupted, putting investments by the state, granting agencies, donors, and tuition payers in jeopardy.

Campus utilities have a large impact on achievement of the University’s sustainability goals, particularly operational sustainability. University utilities are inextricably linked to the achievement of core sustainability objectives given that greenhouse gas emissions related to powering, heating, and cooling University buildings account for over 80% of the institution’s carbon footprint. Board of Regents policy: *Sustainability and Energy Efficiency* specifically directs the institution to “increase energy efficiency, [and] reduce dependence on non-renewable energy.” In addition to this policy directive, in 2008 the University joined the American College and University Presidents’ Climate Commitment (ACUPCC). Signatories to the ACUPCC commit to achieving climate neutrality (i.e. net zero greenhouse gas emissions) and to develop a plan for attaining this goal. Each campus has developed a plan, with the reduction of greenhouse gases associated with providing electricity, heat, cooling, and other energy services to campus buildings a significant component of each plan.

Facilities and engineering staff at each campus are continually working to provide energy and other utility services that are environmentally and economically sustainable. From 2008 – 2012 these efforts have resulted in a 22% decrease in greenhouse gas emissions. Primary areas of activity include:

- Energy generation – Searching for and selecting cost effective ways of generating energy with reduced environmental impact, such as wind turbines in Morris or combined heat and power (CHP) in the Twin Cities.



- Energy efficiency and distribution – Pursuing energy conservation opportunities that reduce institutional operating costs, save energy, and reduce emissions to the environment. On the Twin Cities campus, energy conservation has resulted in over \$6.4 million in annual cost avoidance.
- Storm water management – Building and maintaining storm water infrastructure that reduces pollutants to adjacent bodies of water, such as the Mississippi River and Lake Superior.

### **The Future Path: Sustainability at the University**

In 2013 the University system sustainability committee began a process to examine how we encourage and best apply the talents and expertise of the University to transform our campuses, our students, and our world. These conversations are still underway in 2014, but key questions being considered are:

- How/can the University of Minnesota system advance a centralized approach to creating and modeling sustainability while at the same time working within the framework of the missions of five distinctive campuses?
- How will we track and measure our success in advancing our goals?

### **Related Information**

The University regularly publishes a comprehensive report on its sustainability activities at <http://www.uservices.umn.edu/sustainableU/>

### **Background Information:**

February 2013: Report on Energy Management and Utilities to the Facilities and Operations Committee

December 2012: Report on Sustainability to the Facilities and Operations Committee

2005-2011: Regular reports on Sustainability presented to the Facilities Committee

July 2004: Board of Regents adopts the policy: *Sustainability and Energy Efficiency*



**UNIVERSITY OF MINNESOTA  
BOARD OF REGENTS**

**Facilities and Operations Committee**

**February 13, 2014**

**Agenda Item:** Information Technology Planning

review       review/action       action       discussion

**Presenters:** Vice President/CIO Scott Studham

**Purpose:**

policy       background/context       oversight       strategic positioning

The purpose of the first part of this discussion is to update the committee about progress towards setting and implementing University IT priorities.

In addition, this presentation will provide the committee an opportunity to discuss:

1. the mid-term strategy to manage technology influx
2. the long term capital IT planning process

**Outline of Key Points/Policy Issues:**

**Part I – Near-Term**

There are many ideas about what IT should be doing. IT engages students, faculty, staff, governance groups, deans, and business partners to direct work via the University’s IT Governance process:

1. University students, faculty, and staff voice their near-term technology needs to University leadership via individual meetings with Associate CIOs and via an input survey.
2. Those competing needs are synthesized and weighed against each other so that trends and priorities can be identified in a transparent manner.
3. University executives use this information to set direction.

Once near-term priorities are established for the University, they are implemented as projects under the “Community of Practice” model. Under this model, all 1,300+ staff who work in the IT job family at the University, regardless which college, campus, or unit they report to, can join that Community of Practice and work on the initiative.

In addition to ongoing, long-term projects such as the migration to Gmail, the Enterprise System Upgrade Program, and the consolidation of the IT help desks, we have focused on four

areas. VP Studham will share updates on the activities of the following four Communities of Practice:

- **Academic Tools:** Improve the usability and effectiveness of our current academic technology tools (e.g., Moodle).
- **Enhanced User Support:** Improve end user support and computer management practices by creating and assisting in the implementation of a collection of Standard Operating Procedures (SOPs).
- **Wifi:** Improve wireless coverage
- **Modernizing Learning Spaces:** Create a structure to rapidly affect change in learning spaces (classrooms, labs, and managed informal learning spaces) and use the new structure to modernize these spaces to better support Bring-Your-Own-Device.

## **Part II - Mid-Term**

Given the rapid pace at which technologies change and evolve, the mid-term management of technology is much more complicated than simply selecting any individual technology. It involves establishing a technology roadmap that extends beyond five years so that the University can engage in an informed process of nurturing and monitoring innovation.

Information technologies supporting teaching and learning are in a constant state of change (evolution) and maturity. In an attempt to stay current with this dynamically changing environment, the University of Minnesota's information technologists track emerging and established technologies on an academic technology "hype-cycle."

A hype-cycle is a branded graphical representation developed and used by IT research and advisory firm Gartner to illustrate the maturity and adoption of technologies and applications. VP Studham will demonstrate how using this model to create a comprehensive view of teaching and learning technologies enables targeted innovation and timely re-adjustments to emerging technologies.

## **Part III – Long-Term**

VP Studham will provide an overview of the IT Capital Plan and the major investment opportunities. IT Capital Planning is a strategic component of aligning the University's IT investment. As a result of IT Capital Planning, the University maintains a list of long-term IT capital investment projects (for which funding sources may or may not have been identified). The process ensures that our large, programmatic technology projects align with the strategic goals of the University to recruit and retain the best and brightest students; to recruit and support innovative and world class faculty and staff; and to inspire innovation, exploration, and discovery, all while being responsible stewards of resources. The IT Capital Plan identified current projects including Enterprise System Upgrade Program, future PeopleSoft enhancements, enterprise asset management, research compliance, digital preservation, virtual learning labs, and course management enhancements.

## **Background Information:**

March 2013: Report to the Board of Regents on "The University's Technology Landscape." This presentation included "how IT works at the U" and the "IT Six Year Plan," and introduced the Board to the technology hype-cycle.

The Board of Regents has heard other periodic reports on information technology, including updates on specific projects such as the Enterprise System Upgrade.



**UNIVERSITY OF MINNESOTA  
BOARD OF REGENTS**

**Facilities and Operations Committee**

**February 13, 2014**

**Agenda Item:** Campus Safety Update

review       review/action       action       discussion

**Presenters:** Vice President Pamela Wheelock

**Purpose:**

policy       background/context       oversight       strategic positioning

Board of Regents Policy: *Health and Safety* states “*Health and Safety* encompasses personal security; public safety; emergency preparedness; public health; workplace safety; protection of environmental, physical, and monetary resources; and safe and healthful facilities.” More specifically, these functional areas also include building security, campus design, research safety, traffic planning and enforcement, effective policing, community education, and a shared responsibility for safety.

**Outline of Key Points/Policy Issues:**

The University of Minnesota - Twin Cities continues to evolve from its history as a commuter campus to one where 86% of first year students live on campus, and where student-centric private housing development near campus has exploded in recent years. The additional population density near campus has impacted how students arrive to campus as well as public safety in the neighborhoods.

While crime on the Twin Cities campus remains near historic lows, the neighborhoods near campus have seen an uptick in crimes against persons and against properties this fall. Robberies, burglaries, and assaults affect the livability of the neighborhood. Students and their parents do not differentiate between crime that happens within the boundaries of our campus and crime that happens near campus where students live and recreate. The Jeanne Clery Act requires the University to issue timely warnings when crimes represent an ongoing threat to safety and emergency notifications of imminent threats. Because we include near-campus incidents in the scope, the quantity and frequency of alerts are higher than if just on-campus crimes were reported. As a result, our University communities are better informed of incidents than is the case for most communities.

As spring semester begins, the University is focusing in on a multi-pronged approach to promote safety on and near the Twin Cities campus. The effort involves multiple University offices along with student government, local law enforcement agency partners, public officials,

and nearby neighborhoods, and is focused on four areas: education, environment, enforcement, and engagement.

### **Education**

The University will continue to inform the campus community about safety concerns via Crime Alerts and Public Safety Updates, while collaborating with student government and other campus leaders to spread awareness among students regarding safety tips and resources. For example:

- SAFE U, a new student awareness campaign to include posters, table tents, digital signs, social media outreach, and a web presence, has been rolled out to heighten consciousness about the pressing issue of safety.
- An enhanced “Safety and U” website designed to provide current information, including what the U is doing to promote safety and things students and others can do to promote safety for themselves and others.
- Student Affairs is exploring expanding self-defense and personal safety workshops, in addition to several for-credit options that already exist.
- Student Affairs is also reviewing its procedures for assisting victims of crime. While The Aurora Center actively works to assist victims of sexual violence, opportunities are being explored to better connect victims of other crimes with available University and community resources.
- We are communicating proactively through local media and other vehicles to students, faculty, staff, parents, prospective students, and others about public safety issues and efforts.

### **Environment**

The University has identified immediate improvements and long-term opportunities for investments in the physical environment to make campus – particularly well-traveled corridors – safer.

The University has upgraded transportation by:

- Extending hours of the Campus Connector bus service between the Minneapolis and St. Paul campuses to 2 a.m., seven days a week during spring semester.
- Extending the hours of the Washington Avenue Bridge Circulator and East Bank Circulator bus services to 2 a.m., Monday through Thursday, as of January 21, 2014.
- Implementing a new Weekend Circulator bus service between the East and West Banks as of Friday, January 24. The bus runs 6:30 p.m. Fridays to 2 a.m. Saturdays; 9:30 a.m. Saturdays to 2 a.m. Sundays; and 9:30 a.m. Sundays until 2 a.m. Mondays.
- Expanding the Gopher Chauffeur for a second time. The free transportation service operates from 10 p.m. to 2:30 a.m. on Thursday, Friday, and Saturday nights during the semester and resumed on Thursday, January 23.

The U is also addressing highly traveled pathways on and surrounding campus by:

- Immediately changing light fixtures along the campus-side of University Avenue between 12th and Oak Streets from yellow sodium bulbs to white metal halide bulbs to increase the brightness and consistency of light.
- Developing a plan to improve lighting in other high-traveled corridors, including Church Street north of Washington Avenue.
- Continuing to work with Xcel Energy to fix burned out or other problem lighting fixtures off campus.
- Developing a plan to add security cameras on highly-traveled pedestrian routes (e.g., University Avenue and Church Street).
- Facilities and grounds crews also assessed landscaping on campus and found no need for immediate changes to ensure visibility and safe corridors.

Work is underway to balance the University’s traditionally public and open buildings with current security realities by:

- Implementing a building access program by the end of the spring semester, which will limit access to non-students, faculty, or staff outside of regular University business hours. Implementation will roll out in three phases throughout the spring semester. The first phase of the pilot program began in seven buildings on the West Bank campus on Monday, February 3, 2014.
- Contracting work to convert all occupied buildings on the Twin Cities campus to electronic card access. Upgrades will allow the University to control building access more consistently, instantly, and centrally. Work is already underway, with designs, bidding, and installation at 97 buildings continuing throughout the spring semester.

### **Enforcement**

The University will continue to deploy undercover and uniformed police patrols on campus – and off-campus in conjunction with other local law enforcement – to deter people seeking to do harm, to prevent crimes, and to catch criminals. Targeted and aggressive patrols on campus and in adjacent neighborhoods by UMPD, in collaboration with partner agencies, has resulted in more than 20 arrests and gun seizures since September 2013.

Recent or new initiatives include:

- UMPD added three officers in mid-December, increasing its ranks to 50.
- UMPD added four officers to existing resources from 9:30 p.m. to 3 a.m. Thursday through Saturdays during the spring semester.
- University Services and UMPD will add 20-30 additional student staff to the Security Monitor Program to reach a total of 150 staff, while increasing the hourly pay rate for student monitors.
- UMPD will continue to collaborate with the Minneapolis Police Department 2nd Precinct, the Metro Transit Police Department, the Hennepin County Sheriff's Office, and Minnesota State Patrol.
- Minneapolis Police Department has announced the addition of seven new officers in the Second Precinct, beginning in early February.

### **Engagement**

The safety of students, faculty, and staff is of the highest priority at the University of Minnesota. The campus and surrounding neighborhoods will all be safer when everyone plays a role in promoting and encouraging safety. University leaders are committed to strengthening these partnerships by:

- Hosting a student “Town Hall” meeting on February 26, 2014, a forum for students to interact directly with President Eric Kaler and others regarding public safety.
- Engaging with African American students, faculty, and staff at a forum to discuss campus safety and the impact of racial profiling and racial stereotypes on campus climate – and ways to address these issues together in our community. This conversation took place on January 29, 2014.
- Playing a lead role in convening a metro-wide “Public Safety Strategy Session” with law enforcement agencies, public safety experts, and civic leaders. This session took place on January 28, 2014.
- Focusing University outreach to nearby neighborhoods, landlords, and the business community, to encourage them to develop and implement their own local safety-related investments.
- Advocating for federal and state legislation mandating “kill switch” technology and other measures to discourage the resale of stolen electronic devices.

### **Background Information:**

The Board of Regents receives regular reports regarding safety issues. Recent past reports include:

- December 2013 – Facilities and Operations Committee: Ensuring a Safe University

- October 2012 – Facilities and Operations Committee: Report on Public Safety; Board of Regents Work Session: Lessons from the Freeh Report
- March 2011 – Facilities Committee: Public Safety Overview
- September 2009 – Faculty, Staff and Student Affairs Committee: H1N1 Preparedness
- May 2007 – Audit Committee: University Preparedness for All-Hazard Emergencies
- November 2006 – Facilities Committee: Public Safety Overview

**President's Recommendation for Action:**

The President recommends approval of the resolution before the Facilities and Operations committee.



## REGENTS OF THE UNIVERSITY OF MINNESOTA

### RESOLUTION RELATED TO PUBLIC SAFETY

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**WHEREAS,** The safety of students, faculty, staff, and visitors is of the highest priority for the University; and

**WHEREAS,** The University is implementing a collaborative, multi-pronged approach to promote public safety on and near the Twin Cities campus that is focused on four areas: education, environment, enforcement, and engagement; and

**WHEREAS,** This broad approach engages multiple partners both on and off campus to address immediate concerns and begin necessary long-term security enhancements to campus; and

**WHEREAS,** The administration has established a budget and re-allocated funding resources to implement some of the new campus safety measures.

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Regents supports the administration's decision to re-allocate Facilities Management Repair and Replacement (R & R) funds to invest at least \$4.1 million for use on campus safety projects.