

**rosemount**

**tactical study 1**

**tactical study**  
planning process outline  
**rosemount**  
university of minnesota

**physical planning office**

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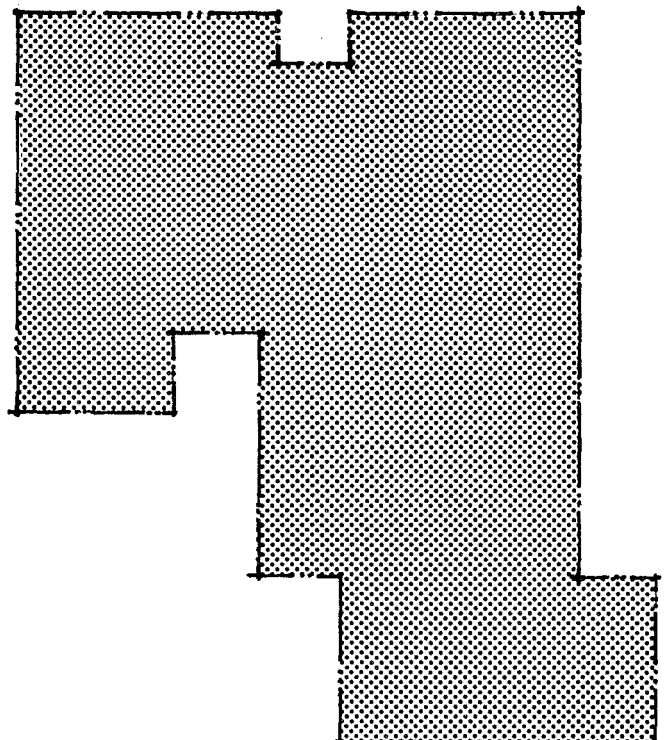
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## **summary**

The University of Minnesota Office of Physical Planning has been given the responsibility of formulating a Long Range Development Plan for the Rosemount site which is located in Dakota County.

The study is projected to be completed in September, 1974 and will involve participation by University staff, faculty, and students, interest groups having an impact or effect on the site, and consultant assistance where necessary.

## **purpose**

This Tactical Study outlines the work program used to accomplish that goal. The work program is based upon the characteristics of the site and its relationship to the University, local community, and metropolitan area. The report is divided into three major sections.

## **context**

In 1947 the University acquired 8,000 acres of the Gopher Ordnance Works from the United States Government. The Agricultural Experiment Station at Rosemount originated at that time, eventually expanding to the present 2,7000 acres. The Research Center hosted the Aeronautical Research Laboratories for over 10 years and currently provides land and facilities for University, public, and private space needs.

## **issues**

To establish the study program the context was refined by outlining some basic issues concerning the property. These academic, administrative, and physical planning issues helped establish the tasks to be accomplished. It is emphasized, however, that these issues represent only preliminary findings and will increase in number as the study proceeds and more interest groups become involved.

## **program**

The planning program inventories the existing conditions, identifies issues, and develops and evaluates them. The product of this process is a development guideline and policy plan for implementation by the University administration.

**purpose**

## **long range development plan**

The overall purpose of the Long Range Development Plan is to generate policies and plans which can be used as a guide for the future development of the Rosemount site as it relates to the University, the local community, and the Twin Cities Metropolitan Area.

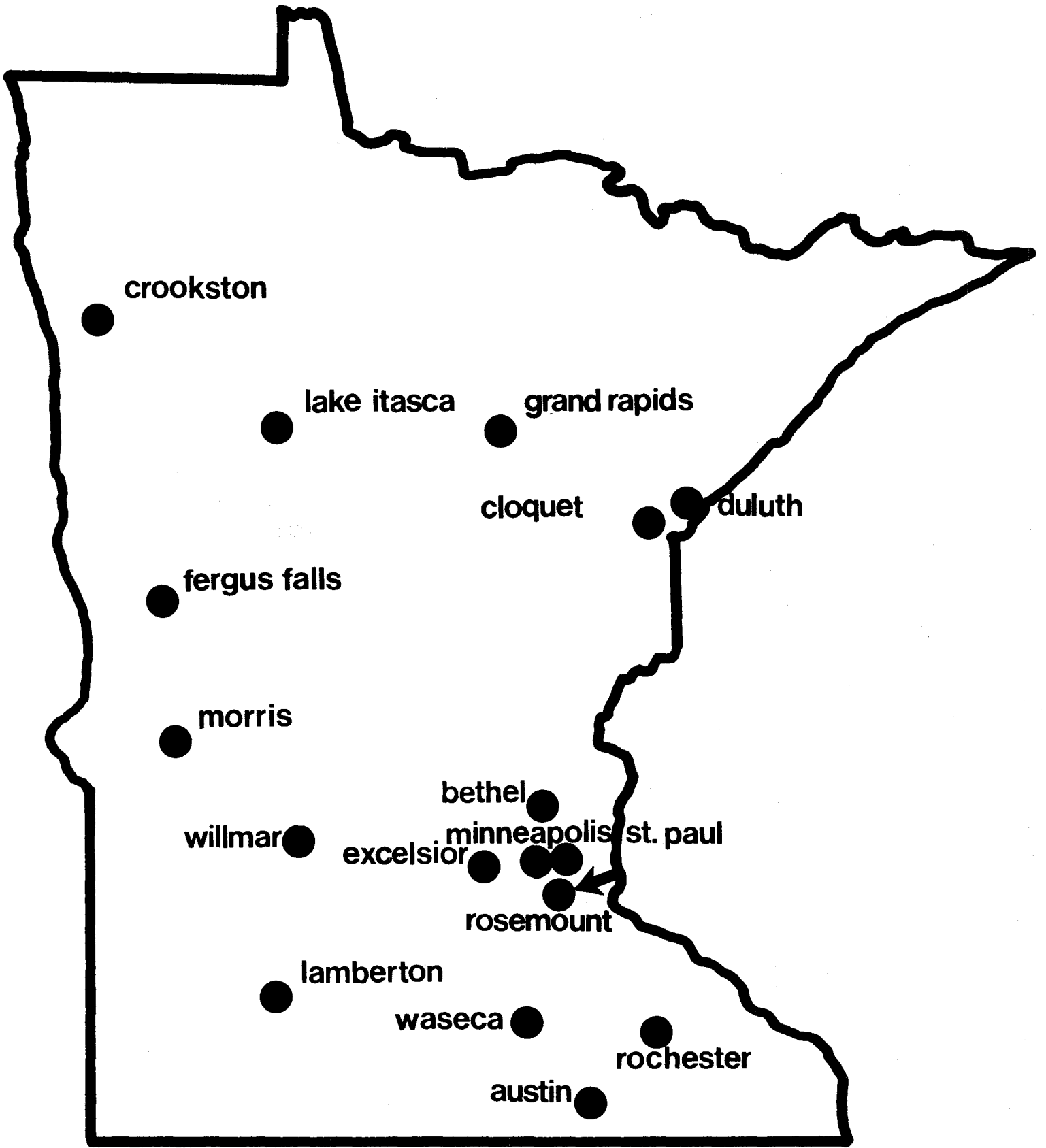
## **tactical study**

This report is basically a description of the proposed work program coupled with the formulation of management and coordination procedures for the development of the Long Range Development Plan. The planning program and associated management procedures represent the major output of this report.

To assure a realistic program it is necessary to orient the program activities to the context of the site or planning problem in question. This is developed through an understanding of the site as it relates to local and metropolitan planning, development pressures, and the University's activities and interests. This framework is further refined through the identification of issues generated within the general planning context.

Following is a brief description of the planning context of the Rosemount site accompanied by a more detailed discussion of major issues.

**planning context**



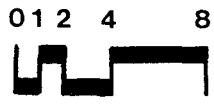
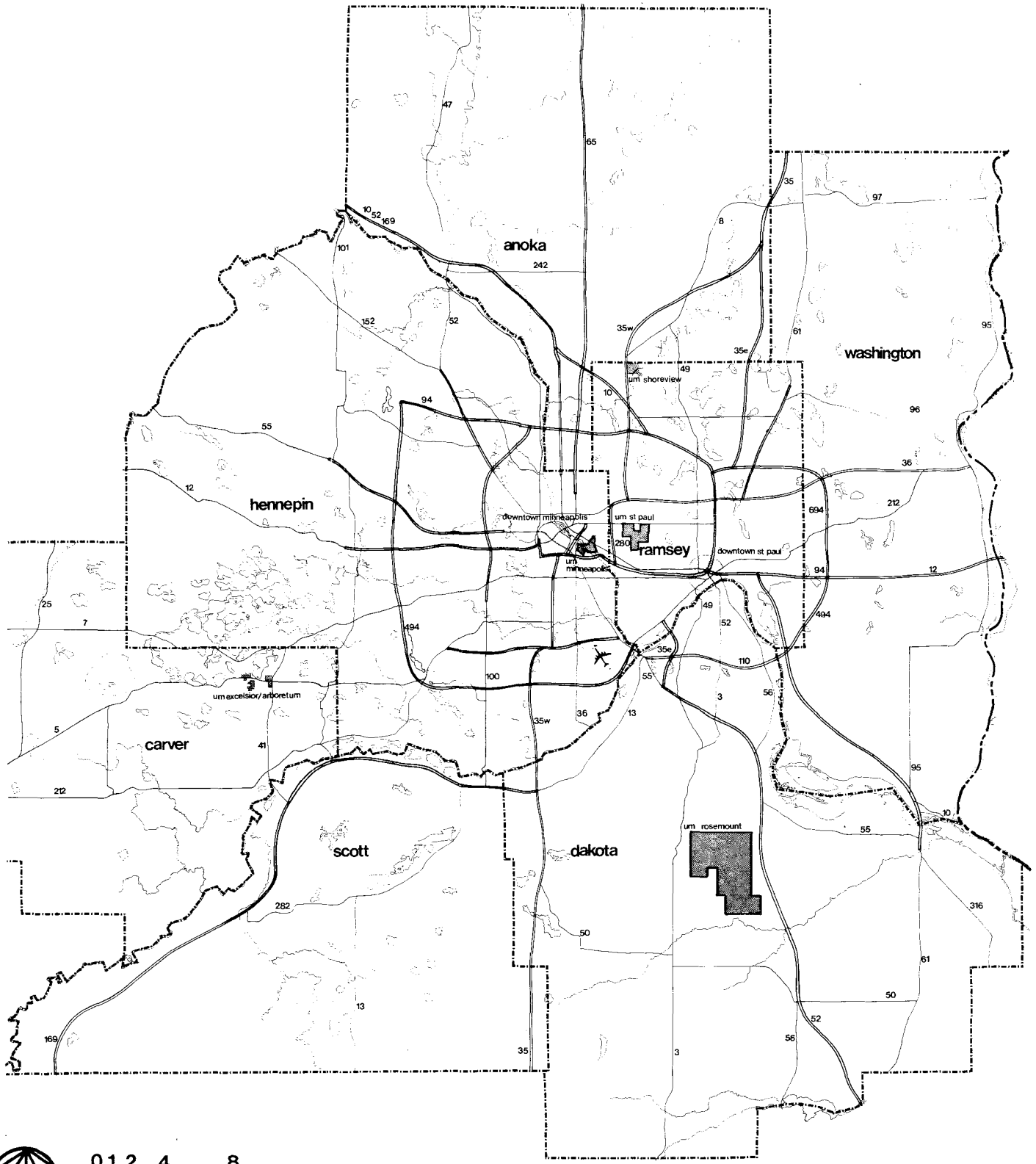


## **u of m system**

Higher education in Minnesota includes the University (Figure 1), the two and four-year State Colleges, private colleges, and vocational technical schools.

The University of Minnesota state-wide system includes campuses at Minneapolis, St. Paul, Duluth, Morris, Crookston, and Waseca. The branch Experiment and Research Stations located at Crookston, Morris, Duluth, Waseca, Grand Rapids, Itasca, Excelsior, Cloquet, Lamberton, and Rosemount are an integral part of this system. The Agricultural Experiment Station at Rosemount in particular serves as an extension of activities of the St. Paul Campus.

The bulk of the University population is centered around the Twin Cities Campus which includes the East and West Bank facilities in Minneapolis and the St. Paul facility. Student population fluctuations affect the shifting of programs from one facility to another and planning efforts are being made to develop and consolidate programs in order to relieve overcrowding or obsolescence in some areas. Some of these plans affect the Rosemount site.

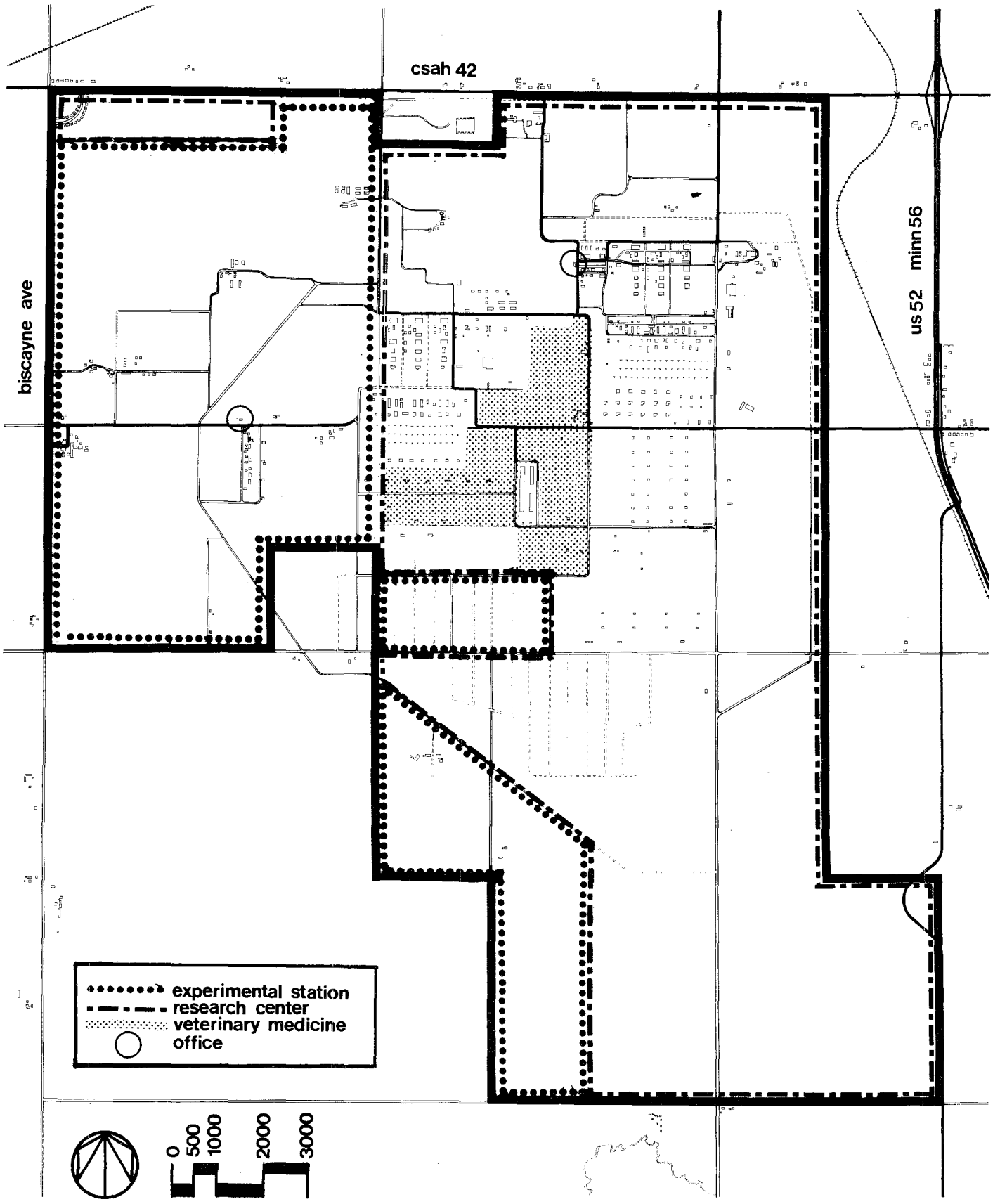


## **metropolitan perspective**

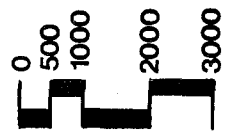
The Rosemount site is located 25 miles south of the Twin Cities Campus in central Dakota County. It consists of approximately 12.5 square miles or 8000 acres and represents one of the largest contiguous land holdings in the Metropolitan Area. The site lies within two local political jurisdictions: the Village of Rosemount, and Empire Township.

Between 1960 and 1970 the Metropolitan Area population grew 22 percent, with concomitant urbanization and spiraling land values. During the same period, Dakota County experienced a growth rate of 78.5 percent. Development pressures occurred particularly in the northern fringes of the county. Currently, a growth rate ranging from 101% to 122% is projected for Dakota County from 1970 to 1985. The population of the communities west and north of the Rosemount site is predicted to triple during that period.

Coupled with the residential development trend for the area are some proposed major institutional and commercial developments. The proposed site for the Minnesota Zoological Garden is located about four miles northwest of the Rosemount site, and a major regional shopping center is proposed at the intersection of I-35W and County Road 42, approximately seven miles west of the site.



- ..... experimental station
- research center
- o veterinary medicine office



## background

The Rosemount property was originally the Gopher Ordnance Plant constructed in the mid-1940's for munitions production. The land, buildings, and some equipment were acquired by the University through Quitclaim Deeds of the United States Government Farm Credit Administration in August, 1947, and through the War Assets Administration in March, 1948. The terms and conditions by which the property was conveyed were based upon the University proposal of July 1, 1946, which presented an extensive survey of University departmental needs and proposed uses of the land and facilities: "In general, it is proposed to use these lands and facilities for development of research, education, public health, reforestation and State purposes of a similar nature."

The land, which was to be abrogated over 25 years, has since been released to the University and is no longer subject to the conditions of the original Quitclaim Deeds.

Based on the original negotiations, the property was developed into two research areas: the Rosemount Research Center, which occupies the eastern two-thirds of the site, and the Agricultural Experiment Station, located on the western one-third of the property.

### RESEARCH CENTER

In 1947 the Institute of Technology, Aeronautical Engineering Department, developed and directed the Aeronautical Research Laboratories, a project which was in operation for over 10 years and at one time employed over 200 people. The facilities and research program were terminated during the early part of the 1960's. Other activities on the site have included public health programs, cancer research programs involving animals, and Army and Navy ROTC programs.

Currently the Research Center is a support facility that accommodates a Veterinary Medicine research farm, provides animal housing facilities for University Hospitals, is the site for the Institute of Technology energy conservation house, and affords storage areas for University departments. Excess tillable land is leased to farmers, and the serviceable Ordnance Plant facilities are leased to private industry as storage or production space on a year-to-year basis when not in use by the University.

#### AGRICULTURAL EXPERIMENT STATION

Fourteen hundred and fifty acres were made available in 1947 for the agricultural research expansion program under the Institute of Agriculture based at the St. Paul Campus. The Station has now grown to 2700 acres making it the largest of the branch stations. Research work has first priority on the Station followed by production of seed for research use. When the requirements of these activities are met, the remaining facilities and resources are used in the production of feed for research herds and flocks. Except for certain feed additives, supplements, and some commercially prepared rations, the Station produces all of the feed required by the livestock at Rosemount and about 75% of the feed used by research animals on the St. Paul Campus.

Research is conducted at the Station by the College of Forestry and five Institute of Agriculture departments: Animal Science, Agronomy and Plant Genetics, Agricultural Engineering, Plant Pathology, and Soils. Each has an assigned site on the Station. Departments which conduct research in cooperation with other departments but do not have a site on the Station are Horticultural Science, Agricultural and Applied Economics, Entomology-Fisheries and Wildlife, and the College of Veterinary Medicine.

Research is also carried out in cooperation with the United States Department of Agriculture, the Agricultural Research Service, Soil Conservation Service, Metropolitan Sewer Board, Forestry Service, County Extension Service and other agencies concerned with agricultural and natural resource developments and information.

There are presently 45 projects conducted at the Station. Each project includes one or more activities for a total of 125-150 individual studies. Although research is often coordinated between other branch stations, many projects are conducted only at this Station, primarily because of the metropolitan setting and proximity to the Twin Cities Campus.

The Agricultural Experiment Station, at Rosemount is different in concept and operation than the other branch experiment stations. The outstate stations have a resident research staff while Rosemount does not; however, staff members at Rosemount coordinate their work with their respective departments on the St. Paul campus and are administratively responsible to the Rosemount Station superintendent. Project leaders commute between the St. Paul Campus and Rosemount to direct the work of resident herdsman and plot supervisors who carry out day-to-day activities of the project.

A general farm crew under the superintendent performs a service role in support of the Twin Cities Campus departmental research projects. Land not committed to research is operated as a general farm to produce feed for the herds and flocks at Rosemount and the St. Paul Campus.

Because new pollution control measures make it increasingly more difficult to keep large numbers of farm animals on the St. Paul Campus, some of the animal holding facilities are being shifted to the Rosemount site.

**issue identification**



**issue identification sheet  
rosemount property  
university of minnesota**

send to  
physical planning  
503 morrill hall  
university of minnesota  
minneapolis minnesota 55455

from

date

issue

sources of information

current situation

comments

recommendations

issue no.    task area no.    interest group no.

## **definition**

The issues in this study apply specifically to Rosemount and are the foundation on which future planning policy will be formed. As the project progresses and concerned interest groups become involved, these issues will increase in number and detail.

An issue has the following characteristics:

- It is a point of contention or debate.
- It clarifies the nature of planning problems.
- It is a source of policy options.
- It is a tool for broad participation in the planning process.

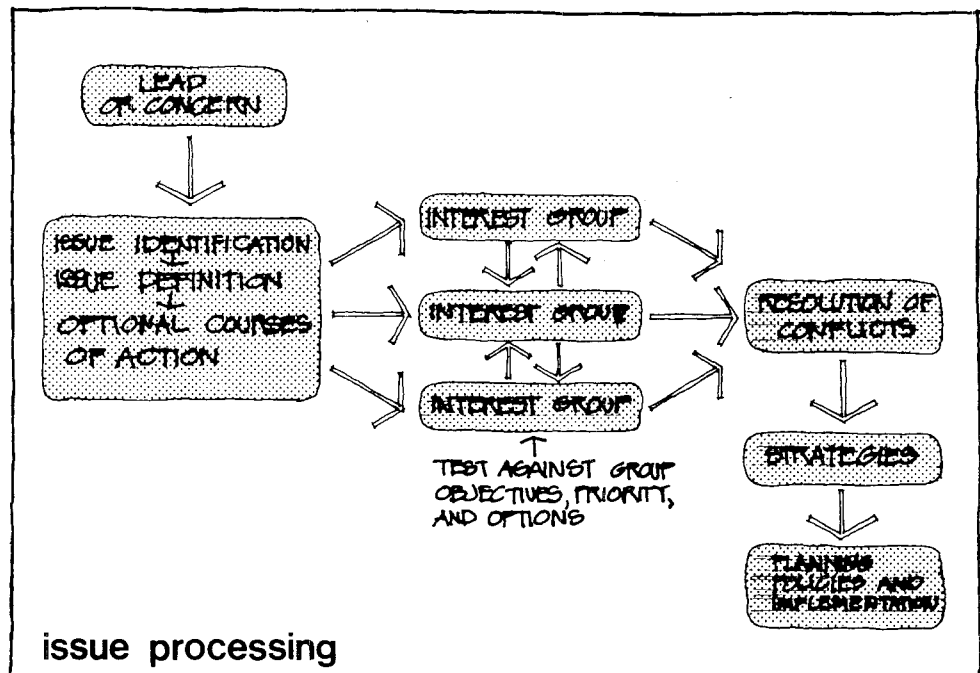
## **use**

Within the planning process an issue is generated and/or identified by discussion or literature. This issue is then defined and processed through the Issue Identification Sheet (opposite page) so that it acquires the above characteristics. It is then discussed by relevant interest groups, resulting in various objectives and courses of action. These objectives, placed in priority, form the basis for debate, which in turn leads to the resolution of conflicts and the making of policy. These policies become the major planning tools.

## general issue identification

In this Tactical Study some general issues have been identified. Suggested actions indicate what is necessary to obtain information on resources needed to resolve an issue. The issues discussed are only a beginning. Interested parties are encouraged to submit other relevant issues and comments on the issue identification sheet. The process of issue identification will be continued throughout the study in order to uncover and resolve conflicts among relevant interest groups.

It is recognized that the issues discussed in this study are interrelated. For convenience, however, this study groups those issues in three general categories: academic, administrative, and physical planning. In each category the issues are stated briefly, along with comments on the existing situation and policies, with further clarifying comments and recommendations for future changes.



## academic issues

### definition of future intentions

#### ISSUE 1

- What are the forecasts of academic program space needs which could make use of the facility?
- Have the academic units stated future intentions related to the Rosemount property in a manner which can be used as a basis for physical planning?
- What are some special future academic uses of the property including the Agricultural Experiment Station?
- What are the present relationships of the Twin Cities academic departments to the Rosemount facility?

#### CURRENT SITUATION

The Rosemount facility is divided into two operating units, the Research Center and the Agricultural Experiment Station.

#### The Research Center

The Research Center embraces approximately 5000 acres of the facility, a substantial portion of which is not utilized because of the Ordnance Plant facilities or topographic characteristics. The Research Center provides space for research programs, warehousing and production for both University programs and private concerns. Presently the facilities are being used by the University Hospitals for the storage of equipment, files, and excess chemicals.

The 250-acre Veterinary Medicine research farm is also located on the Research Center around which

isolation of a one-mile radius has been established in order to protect the research animals from any adjacent herds or flocks.

Part of the Research Center's land is being used by the School of Architecture for the site of an experimental energy conservation house. A building is also provided as headquarters for the project.

The University central administration uses one of the Research Center's buildings for storage of outdated file material.

Available space is rented to private enterprise, and tillable land is rented to farmers through public bid.

#### Experiment Station

The Experiment Station, which utilizes approximately 2700 acres of the Rosemount site for research and production, is viewed as an extension of the agricultural research programs of the St. Paul Campus. As such, projects are conducted on both the St. Paul Campus and the Rosemount experimental plotland depending on which area is most appropriate or available for the program.

Faculty within the Institute of Agriculture and the College of Agriculture are requested to draw up research proposals for final review and selection by the Director of Experiment Stations. Graduate students in the College of Agriculture also use the Rosemount facilities for research and laboratory work.

#### COMMENTS

Less than 4000 of the 8000 acres that constitute the Rosemount property are being used for academic programs by the Agricultural Experiment Station

**administrative  
issues**  
**site  
administration**

and the Research Center.

In order to provide responsible physical planning, it is necessary to know what academic needs are and will be. Those academic units within the University that have potential space needs which the Rosemount facility could accommodate should project actual land and space requirements so that policies and priorities may be determined.

ISSUE 2

Has the University defined and formalized the administrative channels of control over the Rosemount site?

CURRENT SITUATION

Programmatically the Rosemount site is administered by two University units, each dealing with only that part of the site it uses. The Institute of Agriculture is in charge of all programs carried on through the Experiment Station at Rosemount. The Research Center provides on-site control over all lands within its responsibility.

Although the Research Center provides land and space to other University departments as needed, the Research Center retains administrative control over the property. In turn, the Research Center superintendent is responsible to the Director of Physical Plant, the Assistant Vice President for Operations, and ultimately the Vice President of Finance, Planning and Operations.

The physical development of the two entities is administratively tied to the staff of the Vice President for Finance, Planning and Operations, which is responsible for all University-owned land and its physical development.

## COMMENTS

In order to provide proper physical planning for the property, an information system should be established so that an accurate data base for all University-owned land can be developed. A system should also be developed whereby the information is processed and directed to the appropriate offices for use and implementation.

### **evaluation center**

#### ISSUE 3

Does the University have within its administrative organization a unit capable of comprehensive evaluation of the academic and administrative options open to it for the use of the Rosemount facility; a unit which can coordinate the gathering of information, identify options, and analyze options based upon current and predictive data?

#### CURRENT SITUATION

Recognizing the need outlined above, the University implemented the Management Planning and Information Services office in 1971.

At the present time the working relationship between the University's Office of Physical Planning and the Office of Management Planning and Information Services has not been formalized. A formal relationship of this type was proposed by an administrative organizational consultant during the work on the Long Range Development Plan for the St. Paul Campus.

#### COMMENTS

The implementation of a systematic working relationship between the Office of Physical Planning and the Office of Management Planning and Information Services would assist in the development

of comprehensive planning within the University. This systematic working relationship is necessary for the development of goal definition and directions necessary to achieve the goals. Of equal importance is the working relationship of academic planning to the comprehensive planning process and the systematic procedures by which academic programming is developed within the total framework.

**financial  
projections**

ISSUE 4

What financial resources from governmental and other sources are likely to be available for the continued support of the Rosemount facilities?

CURRENT SITUATION

Research Center

At the present time the Research Center has two sources of funding:

1. The University budget allocation for the Research Center's operational expenses.
2. The income received from rental of Research Center facilities and property.

During the current fiscal year approximately one-third of the Research Center's funding came from on-site income. The University has never made a direct legislative building request for the development of the Rosemount Research Center.

Agricultural Experiment Station

The Agricultural Experiment Station at Rosemount receives its funds from three sources: the University budget allocation, surplus support crops, and the Agricultural Research Special.



The Agricultural Research Special is an appropriation from the Legislature for the express purpose of doing agricultural research. Based on the merit of individual projects, the funds are distributed through the Director of the Experiment Stations.

Since the establishment of the Agricultural Experiment Stations, the University has been making legislative building requests for their development. Up until 1967 no building requests were approved by the Legislature for the Rosemount site and consequently Rosemount lagged behind the rest of the Experiment Stations in its physical development. Before that time the Experiment Station at Rosemount used its income from the sale of surplus crops and animals to finance the construction of buildings.

Since 1967, when the University acquired full title to the Rosemount property, the Legislature has been granting the requested building funds. Today this Experiment Station site is on more equitable standing with other stations around the State.

#### COMMENTS

The Research Center is not a self-sustaining operation and no major changes are projected in the near future.

The Experiment Station will continue to receive operating funds from the University budget allocation, the Agricultural Research Special appropriation, and the possible sale of surplus crop production.

## physical planning issues

### scope of input

#### ISSUE 5

What should be the scope of the planning process, and what agencies and interest groups should participate?

#### CURRENT SITUATION

The University functions as part of an urban and rural society, and the planning process must be developed in the context of the property location. The Rosemount location occurs within overlapping state and community planning frameworks which are changing in response to developing needs.

The University planning process operates in three major areas:

1. Management and program planning, which develops policy objectives, generates program alternatives, and provides the comprehensive predictive/evaluation function.
2. Physical planning, which provides the physical framework required for established and future programs. This includes the analysis of present and proposed policies on physical development.
3. Financial planning, which allocates existing resources and predicts the availability of future financial resources providing broad scale and ultimate limits in determining the scope of the planning process.

#### COMMENTS

The scope of the planning project should include the larger community as well as University depart-

ments using the Rosemount facility. It should include student, faculty, staff, and administrative groups, specific user groups, community groups, business interests, related institutions (both educational and other), and governmental agencies (planning, fiscal, and service).

### **planning and development trends**

#### ISSUE 6

- What is the status of planning efforts developed by other agencies and interest groups having an effect or direct impact on the Rosemount property?
- What do surrounding economic development trends indicate regarding the future environment of the Rosemount property?

#### CURRENT SITUATION

The property is located in the north central region of Dakota County, an area under pressures for residential development which subsequently demand goods, services, improved transportation, and commercial/industrial activity centers.

#### COMMENTS

Once a comprehensive evaluation has been made of University and local land use requirements, planning criteria can be more accurately defined, guidelines strengthened, and response more easily made to competing pressures and interests in the future development of the Rosemount site.

**non-university  
facility needs**

ISSUE 7

- What community and regional land and facility needs exist which the site might accommodate?
- What role should the property have in the provision of facilities which complement University long range goals and functions?
- What role should the property have in the provision of facilities which do not complement University long range goals and functions?

CURRENT SITUATION

Agricultural Experiment Station

Besides being a major facility devoted to agricultural research under the Institute of Agriculture, the site provides land and program space for related educational and research activities of the U.S. Department of Agriculture, the Agricultural Extension Division, and various interest groups within the agricultural industry.

Research Center

Buildings and land not utilized for University purposes are leased out to the Dakota County Vocational-Technical School and commercial/industrial companies. Tillable land is leased to farmers. Various recreational groups have access to the site for periodic use, and a 10-mile snowmobile trail provides the community with a winter sport facility not available or appropriate within a residential neighborhood or private landholding.

COMMENTS

The extent to which the site can provide social, recreational, and commercial benefit to the community and region should be examined. However, it is also necessary to determine the cost and/or benefit of these special provisions to the University in view of its current and future programs and policies.

# planning program

## **program**

The planning program outlines three major areas: management (Tactical Study), planning guidelines and goals (Long Range Development Plan), and application (Implementation). It is a program to develop sound ideas and policy which will enable the University administration to provide more effective, creative, and orderly direction for the Rosemount site.

## **reports**

The two reports of the planning program are the Tactical Study and the Long Range Development Plan. The major steps taken in the planning process to produce these reports will be explained in the following texts. The tasks to be performed within each phase and planning process step are itemized on the planning program diagram.

### **I. Tactical Study**

The Tactical Study delineates the nature, extent, and direction of the work to be accomplished and organizes the work into a logical sequence. The steps in this phase are:

1. Establish Context of Planning Program and General Issue Identification
2. Establish Organization and Control
3. Establish Broad Goals and Structure of Planning Program

What ensues from this phase is the Tactical Report.

The next three phases expand upon the Tactical Study to formulate a program plan and policy for site development.

## **II.** Inventory

The collection of information and data provides the base from which planning is developed.

### 4. Assemble Planning Data

All pertinent information will be inventoried so that a comprehensive information base can be established which considers the physical, functional, and social interrelationships of the site.

### 5. Analysis of Present Conditions and Trends

### 6. Existing parameters will be identified through:

- a) an inventory of physical site limitations and opportunities,
- b) a recognition of existing policies and programs,
- c) the distribution of issue identification sheets to all interest groups.

## **III.** Analysis

During this phase a more refined focus on the direction of the Rosemount plan should take shape. The steps are:

### 7. Formulate Objectives

Once base data has been inventoried and parameters or constraints are made clearer by the University administration, specific objectives can be determined.

### 8. Development of Goals

The initial development of goals is based on the data analysis and objectives.

#### 9. Development of Guidelines to Test Goals

Once goals are determined, they must be tested against specific standards or criteria to determine the feasibility of a given goal. For example, if animal holding facilities on the St. Paul Campus are deemed inadequate and are required to move because of PCA regulations, a goal might be to move them to Rosemount. However, this goal must be tested against standards for establishing the new facility and weighed against other potentially conflicting goals.

### **IV. Synthesis**

Goals and objectives will be refined and translated into policies and a physical plan.

#### 10. Evaluation

Evaluate goals and objectives as they relate to physical site constraints, development guidelines, and each other. The net result of this step will be to refine the goals and objectives and to establish priorities.

#### 11. Prepare Alternative Policies and Programs

Alternative policies and program developed with a 2 to 10 year period time frame will be prepared for consideration.

#### 12. Refine Development Policies and plans

Determination of a recommended plan and the refinement of the policies and procedure for carrying out that plan.

Phases II, III, and IV, incorporated as the Long Range Development Plan report, embody the comprehensive planning process. They are deemed complete when adopted by the administration responsible for carrying out the study recommendations.



## V. Implementation and Monitoring Structure

The third portion of the Long Range Development Plan is the implementation and monitoring structure. This is an internal self-evaluating planning feedback system that will integrate the administrative functions of the Office of Finance, Planning and Operations with the implementation of the physical plan. It will include the evaluation and implementation of ongoing academic and administrative policies and their effect on the physical plan for Rosemount. In turn, the Long Range Development Plan will furnish direction and flexible guidelines for the formulation of academic and administrative policy.

13. Decision to Adopt/Revise the Long Range Development Plan

14. Implementation of Procedures

The study will acknowledge existing procedures for implementation of the approved plan and will modify or supplement them as necessary.

15. Monitoring Effectiveness of Plans and Policies

A system for monitoring the effectiveness of future development within the context of the plan will be developed. This will in effect test the validity of the plan and provide for an avenue of change if new or unforeseen circumstances occur.

16. Revise Goals if Major Changes Occur

If a plan or policy change becomes necessary, it will be accomplished through the established process so that ad hoc solutions which may be out of context will not jeopardize the integrity of the plan.

#### 17. Revise Objectives if Major Changes Occur

In order to effect a goal change, the objectives which lead toward that goal must also be reconsidered and revised where necessary. For example, if a goal were to provide a combination of educational facilities on the property and student enrollments and academic program emphasis changed, the degree to which those educational facilities would be funded and developed would have to be changed.

## **planning program diagram**

The planning program diagram (Figure 6) illustrates the interrelationship of tasks and products and presents the sequence in which they should occur during the planning process.

The diagram is divided into two basic parts: functions which are relative to the University of Minnesota central administration, and functions which are the responsibility of the Office of Physical Planning, academic departments, and necessary consultants. Each part can be expanded into further tasks if necessary. Time spans are indicated for each planning phase.

The planning process does not stop at the end of the project. Rather, it is an ongoing process, and it is the responsibility of the University central administration and the Office of Physical Planning to keep the process alive and functioning. Each phase of the process should be in a continuous state of update and review so that any new information can be added to aid future planning decisions.

The planning program diagram should be the main monitoring tool for the planning process, and it, too, should be continuously revised as changes take place and additional information or issue areas are brought to light.

# rosemount / u. of m. - planning program

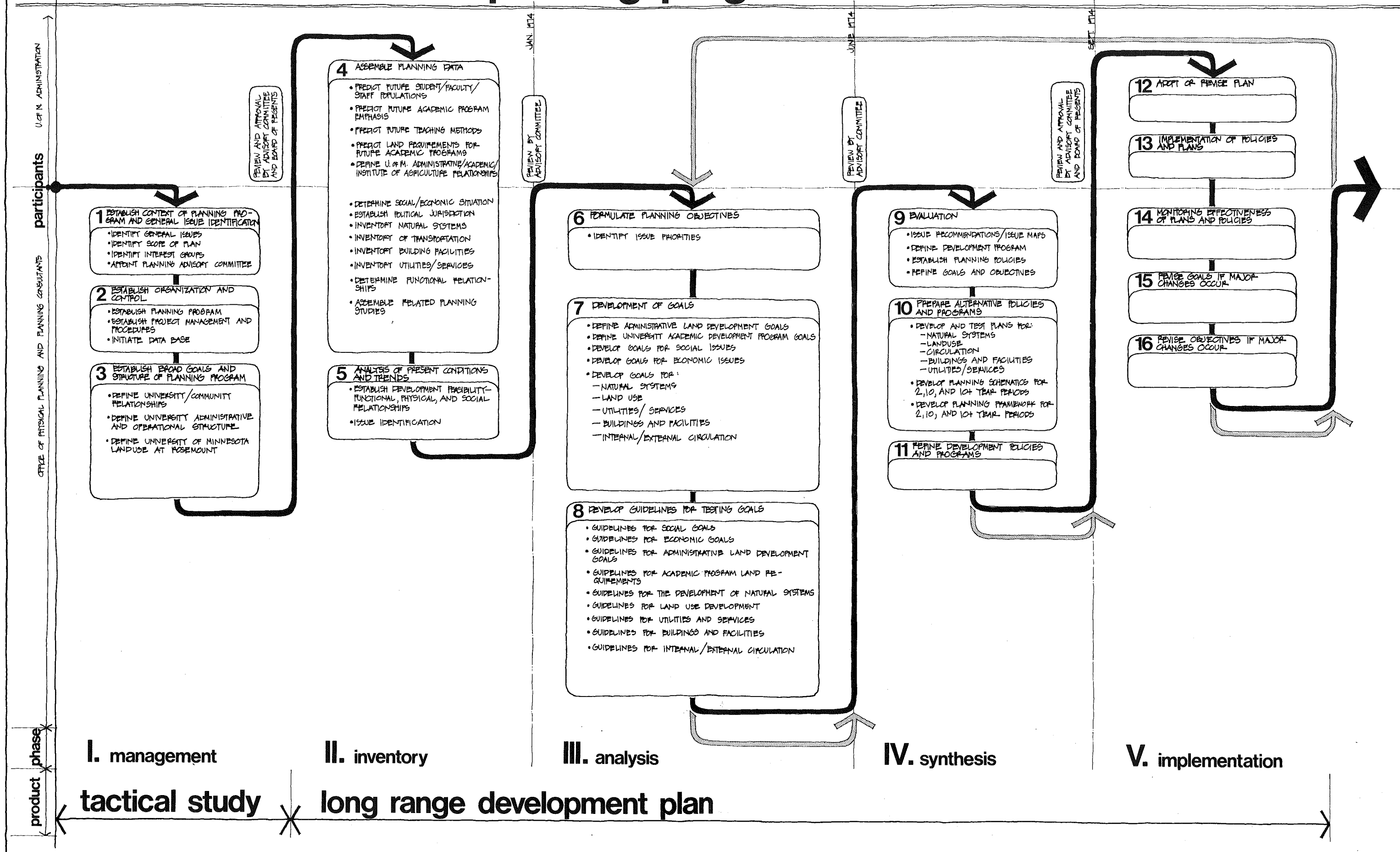


fig. 6

## planning horizons

Plans projected over different time periods should reflect the differing state of certainty and generality that projecting deeper into the future creates. The Planning Horizons projected within this study have different purposes and are addressed to different time scales, becoming less specific the further projections are made into the future.

Crisis planning indicates those responses necessary to accommodate sudden pressures for planning decisions which are not a normal outcome of the planning process. This could be created by any sudden shift in attitudes or perceived needs. (It is also a useful category in which to place present construction efforts that are not as yet part of a long range plan.) The objective in crisis planning is to move projects from this category as fast as possible into the rational planning process. The ideal state is reached when there are no crisis planning components.

Current planning indicates a coordination of those projects that are currently in the programming, building committee, or implementation stages. They can be fairly specifically quantified, and together they form the predictable horizon. Time scale: two years.

Framework planning indicates the main coordinating thrust of the planning as opposed to the implementation effort. Land use is determined and circulation is organized in this time scale, and it forms the reservoir from which individual projects spin off and into which they fit. Time scale: up to ten years.

Options planning indicates a coordination of long term goals and the consideration of options, flexibility, change, and growth. Time scale: over ten years.

## **project coordination**

There are three levels of project coordination that will be implemented during the planning process. The first takes place through periodic self-review on the part of the Physical Planning staff and others with technical involvement relating to specific tasks and interests.

The second level of coordination is represented by regular communication with the heads of the various departments within the Office of Physical Planning.

The third level involves periodic major presentations to the University of Minnesota administration through the Rosemount Planning Advisory Committee. The Committee serves as a review board for all work done by the Physical Planning Office before the work is finally approved as part of the Long Range Development Plan. The Committee will be chaired by Mr. Clinton Hewitt, Assistant Vice President of Physical Planning, within the Office of Finance, Planning and Operations. The members of the Planning Advisory Committee are: Mr. Donald Brown, Director of Investments and Cash Management; Mr. C. Luverne Carlson, Assistant Vice President, Support Services and Operations; Dr. William Hueg, Director, Agricultural Experiment Stations; Mr. Greg Kittelsen, Assistant Director of Planning; Mr. Paul Kopietz, Assistant Director, Engineering and Construction; Dr. Wesley Sundquist, Head and Professor of Agricultural and Applied Economics; and Dr. Milton Trapold, Director, Space Programming and Management.

The three levels of coordination will continue throughout the duration of the project, with communication between groups taking place through correspondence and minutes of meetings. The project will be coordinated through the Office of Physical Planning under the supervision of the Assistant Director of Planning.

The Long Range Development Plan will be submitted to the Board of Regents for final acceptance and approval.