

UNIVERSITY OF MINNESOTA

Crookston · Duluth · Morris · Rochester · Twin Cities

MEMORANDUM

May 1, 2017

To: Chancellors, Vice Presidents, and Deans

From: Brian Burnett, Senior Vice President, Finance and Operations
Karen Hanson, Executive Vice President and Provost

SUBJECT: 2017 Six Year Capital Plan – Proposals due June 1

As you know, each year the University presents for review and action to the Board of Regents an updated Six-Year Capital Improvement Plan. We are in the process of updating that plan and expect the President to finalize his recommendations in late August. The Board of Regents will review those recommendations in September and take action in October.

The first year of the Six-Year Capital Improvement Plan also serves as the basis for the University's request to the State for funding. However, at this point, we are not soliciting proposals for new state-funded projects. This is because the slower pace at which projects are being funded by the state has resulted in a sufficient number of projects that already have queued up for funding in future State requests. Again, since this plan is updated annually, there will be other opportunities to consider state funded projects for future years. Additional information about the Six-Year Capital Plan process and objectives is attached.

We are, however, soliciting information about major proposed RRC funded projects that are likely to occur in the next six-years. These would be collegiate or departmental projects costing more than \$2 million or any projects likely to have major programmatic implication, regardless of the cost, that require University debt, or significant University bridge financing.

The University will be placing an increased emphasis in this plan update on each submitting RRC's ability to fund the incremental operating (facility and programmatic) and debt costs associated with proposed projects. RRCs will be expected as part of the feasibility analysis stage to work with staff from the Office of Budget and Finance and University Services to develop preliminary estimates for operating and debt costs. RRCs should make the assumption that all incremental costs will need to be funded from RRC resources and should discuss operating cost impacts for projects in the Six-Year Plan as part of their annual budget meetings with the Office of Budget and Finance.

If your campus or college has projects meeting these criteria, please fill out the attached Capital Need Identification Form and submit it to Ian Baebenroth in Capital Planning and Project Management at ifb@umn.edu by June 1, 2017.

Thank you for your attention to this effort.

3 Attachments:
Capital Needs Identification Form
Projects currently in the planning process
Capital Process Overview Document

Overview

2017 Six-Year Capital Plan for FY2018 – FY2023

University of Minnesota

04/21/2017

Overview

The *2017 Six-Year Capital Plan* for the University of Minnesota establishes the University's capital requests to be submitted to the State for consideration; sets priorities and direction for continued capital project and academic planning efforts; identifies the impact of additional University debt; assigns responsibility for capital fundraising; and forecasts additional building operational costs. The plan is updated on an annual basis, and approved by the Board of Regents.

The President's recommended *2017 Six-Year Capital Plan* includes:

- 2018 state capital request
- Future state capital requests for 2019 through 2023
- Major projects scheduled to be financed with University resources during the period FY2019 through FY2023

Capital Process Leadership

The development of the University's overall capital improvements plan is guided by the Capital Strategy Group (CSG). The CSG includes:

- Executive Vice President and Provost
- Senior Vice President and Chief Financial Officer
- Vice President, Health Sciences and Medical School Dean
- Vice President, Research
- Vice President, University Services
- Vice President, University Relations

This group recommends a capital plan to the President, and the President recommends a plan for review and approval by the Board of Regents. The group is convened by the Vice President, University Services. Other system and campus executives are included and consulted as the need arises.

The role of this group is to provide overall leadership and strategy development for institutional capital issues, including:

- Establishing strategic capital goals for the institution
- Integrating academic planning with physical and financial planning
- Prioritizing competing requests for capital funding
- Reviewing the financial parameters of the overall capital plan
- Developing a six-year capital plan recommendation to the President
- Establishing capital and space allocation policies

The routine management of capital process and project issues is addressed by the Capital Oversight Group (COG), which includes the Executive Vice President and Provost, Vice President for University Services, and the Associate Vice President and Controller. This group is charged with coordinating routine activities associated with the University's capital planning, capital budget approvals, financing, communications, and construction activities.

Planning Process

Long-range strategic facility planning at the University of Minnesota begins with the academic planning process. Each year Vice Presidents, Chancellors, and Deans are asked to identify their most important program priorities and the facility improvements necessary to support those programs as part of the budget process. Through the academic planning process, academic leadership establishes the priorities for each college and campus. Facilities Management simultaneously evaluates the current condition of the buildings and infrastructure that support all academic programs. The capital planning process merges the academic priorities, available financial resources, facility needs, and facility conditions into specific project proposals.

Although many projects have both academic and organizational value, the projects that demonstrate both a programmatic urgency and implementation readiness are advanced for further analysis in the six-year timeframe. Other factors analyzed before projects are placed in the capital plan include:

- *Financial parameters* - The University reviews state economic forecasts, Minnesota Management and Budget debt capacity estimates and financial reports, past trends, and budget instruction documents to help shape the size of the overall capital plan relative to the State bonding bill. The University also projects its debt capacity annually and builds the capital plan in adherence to the debt guidelines expressed in Board of Regents policy. Lastly, the University evaluates its capacity to fundraise for specific projects.
- *Operating budget impact* - The University will be placing an increased emphasis in this plan update on each submitting RRC's ability to fund the incremental operating (facility and programmatic) and debt costs associated with proposed projects. RRCs will be expected as part of feasibility analysis stage to work with staff from the Office of Budget and Finance and University Services to develop preliminary estimates for operating and debt costs. RRCs should make the assumption that all incremental costs will need to be funded from RRC resources and should discuss operating cost impacts for projects in the Six-Year Plan as part of their annual budget meetings with the Office of Budget and Finance.
- *Timing and sequencing of projects* – Many capital projects depend upon other capital project “dominoes.” For example, Pillsbury Hall, a future home for College of Liberal Arts programs, could not be renovated until Earth Sciences moved out of the building and into a renovated Tate Lab, which in turn had to wait until Physics and Nanotechnology was completed.

- *Impact on academic programs (both research and instructional)* – The University manages the level of disruption that can be absorbed while still maintaining the operation of its research and teaching. Because the University does not close, renovations require “swing space” for programs to continue to operate and the institution needs to maintain a level of functional classrooms.
- *Health, safety, and regulatory requirements* – The University needs to maintain the health and safety of all its students, faculty, and staff, regardless of the program. These issues require some projects to be included in the capital plan.
- *Geographic Distribution* – The University is a system with programs and facilities across the State of Minnesota. Plans reflect the need to balance investment across the institution.

The capital improvement plan is built around four primary stages of project development, including a) Proposal/Project Definition; b) Planning and Feasibility; c) Resource Acquisition; and d) Implementation (Design and Construction).

To initiate a potential project (Proposal Stage), RRCs should submit a request to complete a Feasibility Study to Capital Planning and Project Management. The Feasibility Study request should be accompanied by a completed Capital Needs Identification Form. Requests will be reviewed with the respective Vice President and the Capital Strategy Group prior to initiating the study.

Potential projects with completed Feasibility Studies will be considered for inclusion in the Six-Year Capital Plan (Planning and Feasibility Stage). Projects included in the Six-Year Capital Plan are eligible to begin predesign, an exploratory process rooted in design and cost estimating that results in physical solutions to space and facility problems.

Projects in the Six-Year Capital Plan that have completed Predesigns and that require State funding are submitted to the State for consideration during the bonding process. Projects are eligible to begin fundraising once the predesign process is substantially complete.

Fully funded projects with completed predesign documents are approved by the Board of Regents in the Annual Capital Improvement Budget. Approved projects are then implemented by Capital Planning and Project Management with other key partners such as Facilities Management.

Project Costs

Project costs included in the later years of the Six-Year Capital Plan should be considered “order-of-magnitude estimates” because programming and predesign studies for each project have not been completed. Projections are based on square foot costs recently experienced with comparable building and space types at the University, applied to the estimated square footage of each project. Where Feasibility studies have been completed and better information

exists, this information is included. When predesign studies are completed and budgets approved the updated information will be included in the annual update.

Areas of Focus for the Six-Year Capital Plan

The Six-Year Capital Plan is largely a continuation of previously expressed priorities updated to reflect the outcome of the previous capital request to the State.

The Six-Year Capital Plan furthers the following objectives:

- Advance strategic plan priorities
- Enhance the campus-based experience
- Align projects with available revenue sources
- Increase utilization and functionality of physical assets
- Complete capital investment sequences
- Reduce total campus square footage

These objectives are the foundation of a long-term capital plan that balances programmatic needs against facility condition related needs, distributes opportunity geographically throughout the University system, and completes in-process capital investment sequences.

The Six-Year Capital Plan advances five key strategic initiatives:

- Removal of buildings rated as *Critical* by the Facility Condition Assessment (FCA) - Currently, about one third of the buildings (7.7 million square feet) on the Twin Cities campus alone are rated critical or poor in the FCA. Still, students study and live in those buildings, staff work in those buildings, faculty office in those buildings, and patients receive care in those buildings. This is in conflict with our goal of being an “exceptional University”. This plan puts a strong emphasis on fixing or replacing some of our worst buildings. Higher Education Asset Preservation and Replacement (HEAPR) funding remains at the core of this strategy. Proposed investments involving Pillsbury, Child Development, Mayo Building, Biological Sciences Greenhouse, and several yet to be selected critical facilities are all designed to advance this strategic goal.

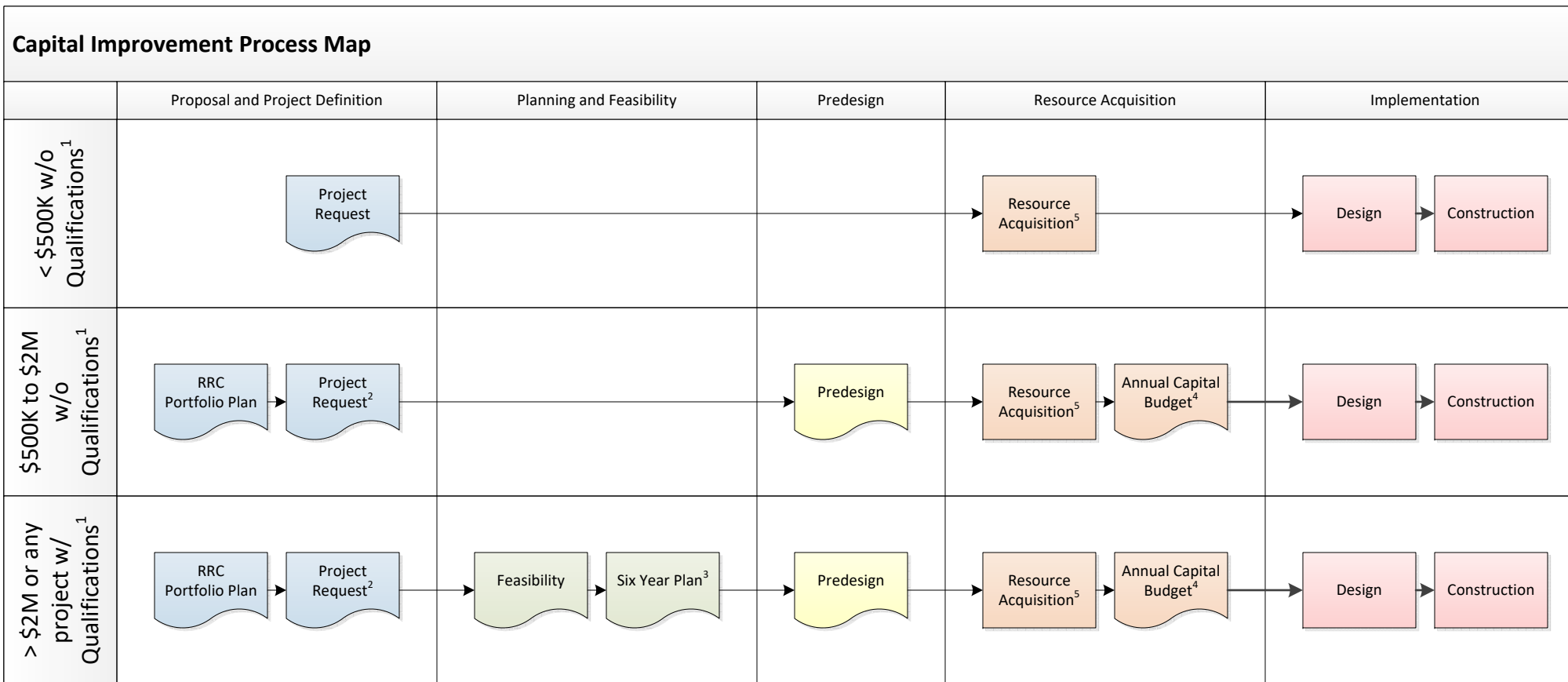
A key component of the University’s broader capital investment planning and HEAPR prioritization processes is the development of a building-by-building strategy. Under this initiative, Facilities Management is working to identify needs in each of the University’s 916 buildings, and to classify them as “keep up / catch up”, “sustain”, or “dispose” based on a combination of factors including facility condition, historic consideration, programmatic relevance, and adaptability. With this information, the University and its colleges and departments can plan investments and prioritize projects accordingly. The effort is nearly complete for supported buildings on the Twin Cities campus, and will be expanded to system campuses at a future date.

- Advancing the Health Sciences – This plan proposes three large investments in improving the educational and clinical research spaces for the Medical School and the other colleges of the Academic Health Center (AHC). Phase I and II involve renovation and improved utilization of existing space in the AHC plus some new construction for an integrated Health Sciences Education Facility and the construction of a new Clinical Sciences Facility envisioned in the \$10 million of funding provided to the University by the State as an outcome of the 2015 session. A proposed Phase III would seek modern replacement space for programs currently housed in the Mayo Building, a complex of individual former hospital buildings constructed between 1920 and 1950 that are well past their useful life. The goal of this sequence of projects is to make significant progress towards the University’s goal of decommissioning the Mayo Building while advancing the quality and capability of the University’s health science programs in education, research, and clinical care.
- Modernizing St. Paul campus research laboratories – In the 2013 Six-Year Capital Plan the University identified a need to invest in St. Paul campus research laboratories and outlined a sequence of renovation, new construction, and decommissioning actions that focused on the needs of the College of Food, Agricultural, and Natural Resource Sciences (CFANS), the College of Veterinary Medicine (CVM) and the College of Biological Sciences (CBS). Leadership on the St. Paul Campus identified a need for facilities capable of supporting research to address the challenges of determining how safe, affordable, nutritious food can be provided for 9 billion people over the next 40 years while ensuring environmental sustainability, strengthening economic stability, and promoting public health.

The State provided funding to replace the Veterinary Isolation Facility in the 2015 session. The University is again requesting funds in 2016 to replace the obsolete and FCA critical Biological Sciences Greenhouse. Additional requests for FCA critical facility replacement and renovation projects are included in 2018 and 2020.

- Expanding capacity in STEM programs – Student demand for Science, Technology Engineering, and Math (STEM) programs as well as State performance measures related to STEM degrees has increased the need for additional laboratory facilities. Chemistry is a core component of most STEM programs and an inadequate supply of chemistry labs is restricting the University’s ability to meet demand and move students through the necessary course sequences. The University received design funding for the UMD Chemistry and Advance Materials Science building in 2014 and has included the balance of the project on the 2016 Capital Request. The Plant Growth Research Facility and Academic and Student Experience Investment program in the 2016 Capital Request make investments in STEM related teaching and research laboratories on the UMC and UMTC campuses. The Six-Year Capital Plan also includes funding on the Twin Cities Campus for an Undergraduate Teaching Laboratory Facility (2018) and a Chemistry Research Facility (2020).

- Repositioning Libraries for the 21st Century – In order to fuel the growth of scholarly understanding and new knowledge, institutions of higher education provide individuals with access to physical and digital collections that have traditionally been housed in campus library buildings. Growth in collections that have statewide and even national significance must be managed differently than the practices of the last 20 years. By virtue of their location and size, library spaces are in high demand for use by the campus community, to support collaboration, learning and other scholarly interaction. Capital investments are planned to provide appropriate storage and retrieval systems in order that physical materials remain accessible, but are no longer housed in the library buildings they currently occupy. Equally important will be investments in existing libraries so they remain the center of campus scholarship and exchange by creating flexible teaching, learning, and collaboration spaces. These investments will consider and address the needs across the University system of libraries and other collections. The FY2017 Annual Capital Budget included funding for the Rare Book Discovery Center. The Plan includes funding for Collections and Contemporary Learning on the Twin Cities campus to renovate Murphy Warehouse and Wilson Library in 2017 and 2018 and funding to update the Briggs Library on the Morris campus in 2018.



Notes

- Qualifications:
 - Potential investment in DNI Building
 - Need significant amount of additional space
 - Consideration for State capital budget request.
 - Need for University Debt
 - Broader campus impacts
 - Neighborhood impacts
 - Strategic Implications
 - Other issues identified by members or staff of Capital Strategy Group
- Projects with potential to exceed \$500,000 or with qualifications shown above may be required to submit a Capital Needs Identification Form to complete the Project Request.
- CSG directs the preparation of the Six Year Plan. Projects to be considered for the SYP must complete Feasibility. CSG has discretion to advance projects into predesign outside of the Regents approved Six Year Plan.
- COG directs the preparation of the Annual Capital Budget. Projects to be considered for the ACB must complete predesign.
- Fundraising Requirements:
 - To focus the University's fundraising efforts on the University's highest priority capital projects, fundraising for capital projects is only allowed when a feasibility study has been developed by CPPM and approved by the Capital Strategy Group.
 - To start predesign: funding equivalent to all associated fees and expenses must be provided. Typically 1 percent of the estimated total project cost.
 - Projects relying on fundraising as part of their financing plan must meet the following thresholds to advance.
 - To start schematic design: 25 percent of gift must be received in cash or pledges at the University foundation.
 - To start construction: 80 percent of gift must be received in cash or pledges at the University foundation and an acknowledgement from the foundation must be received by University Budget and Finance that the balance of funds can be raised in a reasonable timeframe.

Roles and Responsibilities

	Proposal and Project Definition	Planning and Feasibility	Predesign	Resource Acquisition	Implementation
Approval	AVP / Dean for Sponsoring Unit	Capital Strategy Group	Capital Oversight Group	Capital Oversight Group	Capital Oversight Group
Phase Lead	RRC Facilities Lead	CPPM Planning and Space	CPPM Design	CPPM Planning / Finance / Gov. Rel.	CPPM Design & Construction
Support	User Group	RRC Facilities Lead CPPM Design User Group Finance Facilities Management	RRC Facilities Lead CPPM Planning and Space User Group Finance Facilities Management	RRC Facilities Lead CPPM Design User Group Finance Facilities Management	RRC Facilities Lead CPPM Planning and Space User Group Internal Stakeholders: FM, EM, OCM, OIT, DEHS, others
Objective	"What is the problem?"	"How big is the problem – scope, scale, alternatives? Is this a problem we should be trying to solve? Is this the most important problem to solve now? What is the funding strategy? What are the priorities?"	"What are we going to do? How much will it cost? Who is going to pay? "	"Show me the money"	"Are we there yet? On Budget? On Schedule?"

Concepts Submitted for Six Year Plan Consideration

Project Title	Responsible VP	Requesting Unit	Proposed Facility	Proposed Funding Source	SYP Plan Year	Project Stage
PWB Release Space Renovations	SVP Health Sciences	AHCSH	Phillips-Wangensteen Building	State Bonding; University Debt	Not in plan	0. Concept
Chemistry Building Renovation	Chancellor, Duluth	UMD	Chemistry Building	University Debt, Other	Not in plan	0. Concept
Campus Parking Structure	Chancellor, Duluth	UMD	New Facility	University Debt; Fees; Other	Not in plan	0. Concept
Kirby Student Center Expansion	Chancellor, Duluth	UMD	Kirby Student Center	University Debt; Fees; Other	Not in plan	0. Concept
LSH 1st Floor Renovation & Expansion	Chancellor, Duluth	UMD	Lake Superior Hall	University Debt; Fees	Not in plan	0. Concept
Wellness Center	Chancellor, Duluth	UMD	New Facility	University Debt; Fees; Other	Not in plan	0. Concept
Human Performance Lab	EVPP Academic Affairs	CEHD	TBD	Departmental	Not in plan	0. Concept
Murphy Warehouse Elm Street Bldg Demolition	VP, CFO, Treasurer	UFIN	Murphy Warehouse	University Debt	Not in plan	0. Concept
American Indian Learning Resource Center	Chancellor, Duluth	UMD	New Facility	University Debt, Other	Not in plan	1. CNIF
Men's and Women's Competition Track Facility	President	ATHL	New Facility	Fundraising; University Debt	Not in plan	1. CNIF
Bierman and Gibson-Nagurski Remodel	President	ATHL	Multiple	Departmental	Not in plan	1. CNIF
Cowles Stadium Improvements	President	ATHL	Jane Sage Cowles Softball Stadium	Departmental; Fundraising	Not in plan	1. CNIF
Gibson-Nagurski Indoor Field Remodel	President	ATHL	Gibson-Nagurski	Departmental; Fundraising	Not in plan	1. CNIF
Gopher Volleyball Performance Center	President	ATHL	Sports Pavilion	Fundraising	Not in plan	1. CNIF
Mariucci Arena Rink and Refrigeration System Replacement	President	ATHL	Mariucci Arena	Departmental	Not in plan	1. CNIF
Men's and Women's Gymnastics Facility	President	ATHL	New Facility	Fundraising	Not in plan	1. CNIF
Ridder Arena Refrigeration System Replacement	President	ATHL	Ridder Arena	Departmental	Not in plan	1. CNIF
Siebert Field Phase 3	President	ATHL	Siebert Field	Fundraising	Not in plan	1. CNIF
Wrestling Practice Facility	President	ATHL	Bierman Field Athletic Building	Fundraising	Not in plan	1. CNIF
Oral Surgery Clinic Renovation	EVPP Academic Affairs	DENT	Moos Tower	Fundraising; Departmental	Not in plan	1. CNIF
Elliott Hall Replacement	EVPP Academic Affairs	CLA	Elliott Hall	State Bonding; University Debt	Not in plan	1. CNIF
Fieldhouse Siding Replacement	EVPP Academic Affairs	STDAF	Fieldhouse	Departmental; HEAPR	2017 (HEAPR)	1. CNIF
Rec Center Roof Replacement	EVPP Academic Affairs	STDAF	Rec Center	Departmental; HEAPR	2017 (HEAPR)	1. CNIF
St. Paul Field Replacement	EVPP Academic Affairs	STDAF	St. Paul Rec Fields	Departmental; Student Fees	Not in plan	1. CNIF
St. Paul Gymnasium Add/Reno	EVPP Academic Affairs	STDAF	St. Paul Gymnasium	Departments; Student Fees	Not in plan	1. CNIF
Innovation Center	EVPP Academic Affairs	DESGN	New Facility	Fundraising; State Bonding	Not in plan	2. Feasibility
MN Landscape Arboretum - Conservatory	EVPP Academic Affairs	CFANS	New Facility	Fundraising	Under Consideration	2. Feasibility
Medical Discovery Team - Duluth	Chancellor, Duluth	UMD	TBD	TBD	Under Consideration	2. Feasibility
Dairy Research Facilities	EVPP Academic Affairs	CFANS	New Facility	Fundraising; State Bonding	Under Consideration	2. Feasibility

Concepts Submitted for Six Year Plan Consideration

Project Title	Responsible VP	Requesting Unit	Proposed Facility	Proposed Funding Source	SYP Plan Year	Project Stage
Lions Eye Institute	SVP Health Sciences	MED	Biomedical Discovery District	Fundraising	Not in plan	2. Feasibility
MDT - CMRR Imaging Across Multiple Scales	SVP Health Sciences	MED	Center for Magnetic Resonance Research	State Bonding; University Debt	Under Consideration	2. Feasibility
Athletic Facilities Targeted Improvement Projects	President	ATHL	Multiple	TBD	Under Consideration	2. Feasibility
Turkey Research Facility	EVPP Academic Affairs	CFANS	TBD	University Debt	Not in plan	2. Feasibility
Wellness Teaching and Learning Center	Chancellor, Morris	UMM	PE Center and Addition	State Bonding; University Debt	Not in plan	2. Feasibility
UMM Eco Center	Chancellor, Morris	UMM	New Facility	Fundraising	Under Consideration	2. Feasibility
AS/VM 2nd Floor Research Labs Renovation	EVPP Academic Affairs	VETMD	Animal Science / Veterinary Medicine	University Debt	Not in plan	2. Feasibility
Duluth Health Sciences	Chancellor, Duluth	UMD	TBD	TBD	Not in plan	2. Feasibility
Shepherd Laboratories Floor 3-5 Renovation	EVPP Academic Affairs	CSENG	Shepherd Laboratories	Departmental; University Debt	Not in plan	2. Feasibility
Boynton Health Services Bldg Systems and Interior Remodel	EVPP Academic Affairs	STDAF	Boynton Health Services	Departmental; University Debt	Under Consideration	2. Feasibility
St. Paul Student Center Replacement	EVPP Academic Affairs	STDAF	New Facility	Departmental; Student Fees	Not in plan	2. Feasibility
Center for Transportation Studies Relocation	VP Research	RSRCH	TBD	Departmental; University Debt	Under Consideration	2. Feasibility
Center for Student Success	EVPP Academic Affairs	UEDUC	10 Church Street	State Bonding; University Debt	Under Consideration	2. Feasibility
Joint Venture Development	EVPP Academic Affairs	AAPRV	New Facility	University Debt	Under Consideration	2. Feasibility
Replacement of Dehumidification and Air Handling Systems	EVPP Academic Affairs	STDAF	University Aquatic Center	Departmental; Fundraising; HEAPR	Not in plan	2. Feasibility

Concepts Submitted for Six Year Plan Consideration

Project Title	Responsible VP	Requesting Unit	Proposed Facility	Proposed Funding Source	SYP Plan Year	Project Stage
Child Development Replacement	EVPP Academic Affairs	CEHD	New Facility	State Bonding; University Debt	2018	3. Predesign
MN Landscape Arboretum - Master Gardener's House	EVPP Academic Affairs	CFANS	New Facility	Fundraising	Not in plan	3. Predesign
Forestry Research Sites	EVPP Academic Affairs	CFANS	Multiple	State Bonding; University Debt; Fundraising	2018	3. Predesign
CMRR Removal of 9.4T 65cm Scanner	SVP Health Sciences	MED	Center for Magnetic Resonance Research	Fundraising; Departmental	Not in plan	3. Predesign
Chemistry Teaching Laboratory Facility	EVPP Academic Affairs	CSENG	Fraser Hall	State Bonding; University Debt	2018	3. Predesign
Men's and Women's Year Round Golf Facility	President	ATHL	New Facility	Fundraising	Under Consideration	3. Predesign
Collections and Contemporary Learning and Scholarship	EVPP Academic Affairs	LIBR	Murphy Warehouse	State Bonding; University Debt	2017	3. Predesign
Briggs Library 21st Century Learning Commons	Chancellor, Morris	UMM	Briggs Library	State Bonding; University Debt	2018	3. Predesign
Glensheen Facility Investment	Chancellor, Duluth	UMD	Glensheen	State Bonding	Under Consideration	3. Predesign
Plant Growth Facility: Biological Sciences Conservatory	EVPP Academic Affairs	CBS	Plant Growth Facilities, West	State Bonding; University Debt	2017	3. Predesign (complete)
ASEI: BioSci Teaching and Research Renovation	EVPP Academic Affairs	CBS	Biological Sciences Center	State Bonding; University Debt	2017	3. Predesign (complete)
MN Landscape Arboretum - Horticulture and Operations HQ	EVPP Academic Affairs	CFANS	New Facility	Fundraising	Not in plan	3. Predesign (complete)
MN Landscape Arboretum - Red Barn	EVPP Academic Affairs	CFANS	New Facility	Fundraising	Not in plan	3. Predesign (complete)
St. Paul Labs Phase I	EVPP Academic Affairs	AAPRV	New Facility	State Bonding; University Debt	2018	3. Predesign (complete)
Pillsbury Hall Renovation	EVPP Academic Affairs	CLA	Pillsbury Hall	State Bonding; University Debt	2017	3. Predesign (complete)
Research Greenhouse	Chancellor, Duluth	UMD	New Facility	Fundraising	Not in plan	3. Predesign (complete)
ASEI: UMC Dowel Hall	Chancellor, Crookston	UMC	Dowell Hall	State Bonding; University Debt	2017	3. Predesign (complete)
ASEI: UMC Owen Hall	Chancellor, Crookston	UMC	Owen Hall	State Bonding; University Debt	2017	3. Predesign (complete)
ASEI: UMC Sahlstrom Hall	Chancellor, Crookston	UMC	Sahlstrom Hall	State Bonding; University Debt	2017	3. Predesign (complete)
ASEI: UMM Blakely Hall	Chancellor, Morris	UMM	Blakely Hall	State Bonding; University Debt	2017	3. Predesign (complete)
ASEI: UMM Humanities	Chancellor, Morris	UMM	Humanities Building	State Bonding; University Debt	2017	3. Predesign (complete)
ASEI: A. B. Anderson Hall Renovation	Chancellor, Duluth	UMD	A.B. Anderson Hall	State Bonding; University Debt	2017	3. Predesign (complete)
Chemistry and Advanced Materials Science Building	Chancellor, Duluth	UMD	New Facility	State Bonding; University Debt	2017	4. Design
Health Science Education Center	SVP Health Sciences	AHCSH	New Facility / PWB	State Bonding; University Debt	2017	4. Design