To: President Eric Kaler  
Vice Presidents, Chancellors, and Deans

From: Robert Jones, Senior Vice President, System Academic Administration  
Kathleen O'Brien, Vice President, University Services  
Richard Pfitzenreuter, Vice President & CFO

Re: FY 2012-FY2017 Six-Year Capital Plan

Date: September 8, 2011

This letter announces the opportunity for units to submit capital needs for consideration for inclusion in the six-year all-funds capital plan. The capital plan will identify the University’s capital priorities for funding from all sources, including state bonding, during the period FY2012 to FY2017.

The six-year capital plan will be reviewed/approved by the Board of Regents in February/March 2012. The attached set of documents address the submission process in detail. Instructions are being sent to Vice Presidents, Chancellors, and Deans.

**What exactly do I need to do for FY2012?**

Initiate the process of updating your capital needs by reviewing the attached list of priorities currently included in your compact document (*Attachment 2: Capital needs currently contained in compacts*).

For each capital need (new or previously identified) that your unit wishes to have considered for inclusion in the six-year capital planning process, regardless of the anticipated funding source, complete the attached capital need submittal form (*Attachment 3: Capital need submittal form*).

Collect all capital needs identified within your area of responsibility, assign numerical priority rankings to them, and return the prioritized capital needs to Dean Carlson ([carls064@umn.edu](mailto:carls064@umn.edu)) in Capital Planning and Project Management by **October 17, 2011**.

Senior academic officers and the Capital Oversight Group (COG) will conduct meetings with Chancellors, Vice Presidents, and Deans to review their prioritized capital needs. These meetings will be held from mid-October to late-November. Units will be contacted to arrange a specific meeting time. An overall process schedule is included in *Attachment 4: 2012 six-year plan schedule*.

**What do I need to have prepared for the meeting?**

Meetings are intended as a way for senior leadership to quickly learn more about the programmatic issues driving each capital need. Meetings will be attended by COG leadership, the appropriate unit vice president, the dean and any key collegiate staff identified by the dean. Meetings are expected to last approximately one hour.
Presenters should be prepared to give a brief overview (approximately 10 minutes) of broader strategic and programmatic issues and capital needs that need to be addressed in the next six years. Following that overview, the unit’s two or three highest priority capital needs should be presented. Unit representatives should plan to speak for about 10 minutes on each need in order to leave 15 minutes for questions and discussion.

What happens if my capital need is included in the six-year capital plan?
Recent experience has shown that the University’s most successful projects are those that have undergone a rigorous programmatic, financial and physical planning process. This level of advance planning can only occur if projects proceed in an orderly and controlled manner. Under this six-year capital planning model, projects advance through a variety of stages, each with their own requirements, as they progress towards implementation. These stages are briefly outlined below:

Proposal – All projects start out in the proposal stage. Project proposals will, as in the past, undergo review at the department, college and vice president/chancellor level before being submitted to University Budget & Finance. At this stage only the most basic information regarding the project program and scope is required. No formal study is necessary, as projects are not yet included in the six-year capital plan. All proposals should, however, be directly linked to a programmatic need identified in the sponsoring unit’s approved compact.

Planning & Feasibility – At this stage, potential funding sources are identified and priority projects are included in the six-year plan. The primary activity at this stage is the preparation of the project predesign document. A completed predesign requires approval by the Dean sponsoring the project, the appropriate academic Vice President or Chancellor, the Chief Financial Officer, and the Vice President for University Services.

Resource Acquisition – In this stage projects are expected to begin arranging the financing necessary for implementation. Projects that require fundraising as part of their self-financing requirement may now, and only now, begin their development activities. Any project wishing to begin fundraising activities prior to the Resource Acquisition stage must have the express, written permission of the President. Projects in the state funding category will be asked to assist in developing the official legislative request documentation as well as the promotional materials necessary to advance their project externally.

Implementation – Projects that have acquired full funding or have an approved financing plan are placed in the University’s annual all-funds capital budget. After approval of the annual capital budget by the Board of Regents, the projects are ready to proceed to implementation.

These guidelines will assist University leadership in focusing our limited resources on those initiatives which will have the greatest impact on the University’s overall mission and provide the sponsoring unit with a final product that truly meets its programmatic needs.

Specific questions regarding the changes in the capital budget process or the status of previously submitted projects are best directed to Dean Carlson at 612-624-9555.
The following items are attached for your reference:

Attachment 1: Units invited to submit capital needs
Attachment 2: Capital needs currently contained in compacts
Attachment 3: Capital need identification form
Attachment 4: 2012 six-year plan schedule
Attachment 5: 2010 six-year capital plan
Attachment 6: 2012 legislative capital request
Attachment 7: Capital planning goals, principles & metrics
UNITS INVITED TO SUBMIT CAPITAL NEEDS

Robert Elde, Dean of College of Biological Sciences
Judith Buchanan, Interim Dean of School of Dentistry
Thomas Fisher, Dean of College of Design
Jean Quam, Dean of College of Education & Human Development
Beverly Durgan, Dean of Extension
Allen Levine, Dean of College of Food, Agricultural & Natural Resource Sciences
David Wippman, Dean of Law School
James Parente, Dean of College of Liberal Arts
Sri Zaheer, Interim Dean of Carlson School of Management
Aaron Friedman, Vice President of Health Sciences & Dean of Medical School
Connie Delaney, Dean of School of Nursing
Marilyn Speedie, Dean of College of Pharmacy
Greg Lindsey, Interim Dean of Humphrey Institute of Public Affairs
John Finnegan, Dean of School of Public Health
Steven Crouch, Dean of College of Science & Engineering
Gerald Rinehart, Vice Provost for Student Affairs
Wendy Lougee, University Librarian
Trevor Ames, Dean of College of Veterinary Medicine
Charles Casey, Chancellor UM Crookston
Lendley Black, Chancellor UM Duluth
Jacqueline Johnson, Chancellor UM Morris
Stephen Lehmkuhle, Chancellor UM Rochester
Amy Phenix, Chief of Staff, President's Office
Tim Mulcahy, Vice President for Research
Kathleen O'Brien, Vice President for University Services

Academic Officers Participating in Capital Planning Process
E. Thomas Sullivan, Senior Vice President & Provost
Robert Jones, Senior Vice President for System Academic Administration
Aaron Friedman, Vice President of Health Sciences & Dean of Medical School
<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher Education Asset Preservation and Replacement (HEAPR)</td>
<td>Legislatively appropriated funds for capital renewal projects. Used for health, safety, and accessibility; building systems; utility infrastructure; and, energy efficiency. Regular bonding year requests have been $100M in recent years. The University usually receives $30M - $40M.</td>
</tr>
<tr>
<td>Repair and Replacement funding (R&amp;R)</td>
<td>O&amp;M funding for systemwide facility maintenance and renewal. Currently funded at $6.5M on the Twin Cities campus, with additional amounts at UMC, UMD, and UMM.</td>
</tr>
<tr>
<td>System-wide laboratory renovations</td>
<td>Targeted investment in research lab space. Projects are selected through an RFP process run through the Office of the Vice President for Research. Past requests have been between $5M - $10M.</td>
</tr>
<tr>
<td>System-wide classroom renovations</td>
<td>The University made this request from 2000 through 2008, in order to renovate and bring technology enhancements to general purpose classrooms throughout the system. Past requests have been between $3M - $5M.</td>
</tr>
<tr>
<td>Consolidation of student services space and renovation of Eddy Hall</td>
<td>In 2012 state capital request. This project would renovate the oldest building on campus for Admissions, while also funding a series of moves and minor renovations for the Registrar's Office and the Office of Student Financial Aid, resulting in the decommissioning of Fraser Hall and Williamson Hall. Approximately 180,000 sq. ft. removed from inventory.</td>
</tr>
<tr>
<td>Consolidation of Academic Health Center space</td>
<td>Decommissioning of the VFW building and associated moves. Approximately 26,000 square feet removed from inventory.</td>
</tr>
<tr>
<td>Library consolidation and repurposing</td>
<td>Several potential projects, including consolidation of St. Paul libraries, and repurposing of Wilson Library on the west bank for possible multiple space consolidation moves.</td>
</tr>
<tr>
<td>St. Paul lab renovation and consolidation</td>
<td>See CFANS requests</td>
</tr>
<tr>
<td>College of Liberal Arts (CLA)</td>
<td></td>
</tr>
<tr>
<td>Elliot Hall</td>
<td>Home of the Department of Psychology, one of CLA's highest ranked departments</td>
</tr>
<tr>
<td>Pillsbury Hall</td>
<td>Currently home to the Department of Geology, a long-time hope has been to relocate that department and remodel historic Pillsbury Hall for the English Department. Requires other dominos before we can get to this building.</td>
</tr>
<tr>
<td>College of Science and Engineering (CSE)</td>
<td></td>
</tr>
<tr>
<td>New-Physics/Nanotechnology</td>
<td>Currently in the University's 2011 bonding request. Provides new lab space and some student space for Physics, Astronomy, and the Center for Nanotechnology Applications.</td>
</tr>
<tr>
<td>Renovation of Tate Laboratory of Physics</td>
<td>Historic building on the mall. Potential department includes Geology and Geophysics, allowing other dominos.</td>
</tr>
<tr>
<td>Addition to Amundson Hall</td>
<td>Houses the Department of Chemical Engineering and Material Science. College estimates 30,000 sq. ft. addition, though we would need to confirm the site can hold that much space. Primarily lab spaces, intended to move research projects away from light rail.</td>
</tr>
<tr>
<td>ME infrastructure and Code Improvements</td>
<td>ME is really 2 buildings. This would be improvements to the &quot;older&quot; of the two halves. Currently in pre-design</td>
</tr>
<tr>
<td>Engines Lab</td>
<td>Currently on 4th floor of ME. Needs to be moved for safety and code reasons as well as program enhancement. Uses various fuels, etc. Would like to use whole vehicles. Currently transporting engines to 4th floor.</td>
</tr>
<tr>
<td>Project</td>
<td>Description</td>
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<tr>
<td>---------</td>
<td>-------------</td>
</tr>
<tr>
<td>20</td>
<td>Itasca Facilities Improvements</td>
</tr>
<tr>
<td>20</td>
<td>Greenhouses (with CFANS)</td>
</tr>
<tr>
<td>21</td>
<td>Itasca Phase II</td>
</tr>
<tr>
<td>22</td>
<td>Biosystems and Agricultural Engineering building (and the attached Engineering and Fisheries Building)</td>
</tr>
<tr>
<td>24</td>
<td>Kaufert Laboratory</td>
</tr>
<tr>
<td>25</td>
<td>Waste-to-Energy Demonstration Education &amp; Research Facility</td>
</tr>
<tr>
<td>26</td>
<td>Bell Museum of Natural History</td>
</tr>
<tr>
<td>27</td>
<td>New Child Development building</td>
</tr>
<tr>
<td>29</td>
<td>Renovation of Peik Hall</td>
</tr>
<tr>
<td>30</td>
<td>Renovate portions of Cooke Hall</td>
</tr>
<tr>
<td>33</td>
<td>Kinesiology labs currently in Rec Sports</td>
</tr>
<tr>
<td>36</td>
<td>Armory remodel</td>
</tr>
<tr>
<td>36</td>
<td>Additional studio space needed to expand certain programs.</td>
</tr>
<tr>
<td>37</td>
<td>Law School</td>
</tr>
<tr>
<td>38</td>
<td>Carlson School of Management (CSOM) -- Compact on March 21</td>
</tr>
<tr>
<td>39</td>
<td>Humphrey School of Public Affairs (MSP) -- Compact on March 28</td>
</tr>
<tr>
<td>40</td>
<td>MSH Civic Innovations Lab</td>
</tr>
<tr>
<td>Project</td>
<td>Description</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>43 School of Nursing</td>
<td>Currently in pre-design</td>
</tr>
<tr>
<td>44 Updated simulation center</td>
<td>Currently in pre-design</td>
</tr>
<tr>
<td>45 School of Public Health (SPH)</td>
<td></td>
</tr>
<tr>
<td>46 Probably Phillip-Wangensteen</td>
<td>Space consolidation, especially the desire to bring the Division of Epidemiology and Community Health back from the West Bank Office Building.</td>
</tr>
<tr>
<td>47 College of Veterinary Medicine (Vet Med)</td>
<td></td>
</tr>
<tr>
<td>48 Equine Center Phase ii</td>
<td>Will provide intensive care, animal isolation, and additional surgery and teaching spaces. College indicates expected funding through philanthropy.</td>
</tr>
<tr>
<td>49 Raptor Center</td>
<td>To replace deteriorating wooden bird housing and public display areas. College indicates expected funding through philanthropy.</td>
</tr>
<tr>
<td>50 BSL23 animal housing and research facilities</td>
<td>Need to replace existing inadequate animal isolation facilities constructed in the 1950's.</td>
</tr>
<tr>
<td>51 School of Pharmacy</td>
<td>Remodeling of about 11,000 sq. ft. of existing Twin Cities space, plus identification of advanced technology classrooms in Duluth.</td>
</tr>
<tr>
<td>52 Educational space at UMD and Twin Cities campuses</td>
<td></td>
</tr>
<tr>
<td>53 Consolidation of faculty and labs into few buildings</td>
<td>Needs to be part of a broader AHC space plan.</td>
</tr>
<tr>
<td>54 Renovation of the Duluth Life Sciences space</td>
<td>Would allow of expanded research facilities.</td>
</tr>
<tr>
<td>55 School of Dentistry</td>
<td></td>
</tr>
<tr>
<td>56 Renewal of dental clinics?</td>
<td></td>
</tr>
<tr>
<td>57 Medical School</td>
<td></td>
</tr>
<tr>
<td>58 Ambulatory Care Clinic (ACC)</td>
<td>Joint project with Fairview and UM-Physicians (UMP). Additional discussion required.</td>
</tr>
<tr>
<td>59 Biomed Final Project</td>
<td>Infectious disease or additional lab space. Funding is secured, but additional discussion required on program.</td>
</tr>
<tr>
<td>60 Phillip-Wangensteen</td>
<td>Infrastructure and building services. Related to improving patient care areas.</td>
</tr>
<tr>
<td>61 KE-Dwan</td>
<td>2nd and 3rd floors for improved research labs</td>
</tr>
<tr>
<td>62 VFW Building</td>
<td>Slated for decommissioning — site could be used for improved patient access.</td>
</tr>
<tr>
<td>63 University of Minnesota - Crookston (UMC)</td>
<td></td>
</tr>
<tr>
<td>64 Residence Hall</td>
<td>UMC continues to experience strong demand for on-campus housing. 137 bed facility is proposed.</td>
</tr>
<tr>
<td>65 Recreation Center</td>
<td>A new recreation center with additional gym and exercise areas is critical to campus strategies for recruitment and retention.</td>
</tr>
<tr>
<td>66 General classroom, laboratory, and office building</td>
<td>No additional detail</td>
</tr>
<tr>
<td>67 University of Minnesota - Duluth (UMD)</td>
<td></td>
</tr>
<tr>
<td>68 American Indian Learning Resources Center</td>
<td>In 2012 state capital request. 17 programs scattered across campus will be co-located in this facility. UMD has one of the largest American Indian programs in the country.</td>
</tr>
<tr>
<td>69 Heller Hall renovation</td>
<td>Home of Computer Science and Geological Sciences.</td>
</tr>
<tr>
<td>70 Kirby Student Center remodel</td>
<td></td>
</tr>
<tr>
<td>71 Malosky Stadium programmatic space</td>
<td></td>
</tr>
<tr>
<td>72 Marshall Performing Arts Center</td>
<td>Safety Issues</td>
</tr>
<tr>
<td>73 Tweed Museum</td>
<td>Water Infiltration issues</td>
</tr>
<tr>
<td>74 Glensheen</td>
<td>Historic preservation</td>
</tr>
<tr>
<td>Project Description</td>
<td>University of Minnesota - Morris (UMM)</td>
</tr>
<tr>
<td>---------------------</td>
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</tr>
<tr>
<td><strong>Green Prairie Living and Learning Community</strong></td>
<td>New residence hall with between 74 and 106 beds depending on final scale and scope. Newest current residence hall was built in 1971.</td>
</tr>
<tr>
<td><strong>Blakely Hall Renovation</strong></td>
<td>Currently a residence hall, would probably be renovated as an academic building given its location. Must do Green Prairie first at current enrollment levels.</td>
</tr>
<tr>
<td><strong>Briggs Library</strong></td>
<td>Modernization of the campus library into a learning commons.</td>
</tr>
<tr>
<td><strong>University of Minnesota - Rochester (UMR)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Initial campus building</strong></td>
<td>UMR currently leases all of its facilities in downtown Rochester. The campus anticipates building its first campus building (possibly in partnership with the Mayo Clinic or co-located with a Mayo building). Decision will be dictated by enrollment growth.</td>
</tr>
<tr>
<td><strong>Student Affairs - Twin Cities</strong></td>
<td></td>
</tr>
<tr>
<td><strong><code>Bubble Fields</code></strong></td>
<td>Rec Sports wishes to construct a super-sized bubble field on the East Bank, near the baseball stadium. Would like to construct others on the West Bank and St. Paul in the future. Supported by the Student Capital Enhancement Fee.</td>
</tr>
<tr>
<td><strong>West Bank Recreation Center</strong></td>
<td>Rec Sports would like to construct a rec center facility on the West Bank, where none now exists. Could be partially supported by the current Student Capital Enhancement Fee.</td>
</tr>
<tr>
<td><strong>St. Paul Student Center</strong></td>
<td>Aging facility will likely need significant investment in the future.</td>
</tr>
<tr>
<td><strong>Golf Course clubhouse and course investment</strong></td>
<td>Current clubhouse has been condemned.</td>
</tr>
<tr>
<td><strong>Intercollegiate Athletics - Twin Cities</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Baseball Stadium</strong></td>
<td>A two phase fundraising and reconstruction plan has begun.</td>
</tr>
<tr>
<td><strong>Basketball Practice Facility</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Fieldhouse Indoor Track</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Men's and Women's Gymnastic Practice Facility</strong></td>
<td></td>
</tr>
<tr>
<td><strong>University Services</strong></td>
<td></td>
</tr>
<tr>
<td><strong>New housing project at 6th and University</strong></td>
<td>660-bed facility proposed, with dining services.</td>
</tr>
<tr>
<td><strong>Superblock dining facility renovation</strong></td>
<td>Would serve Frontier, Pioneer, Territorial, and Centennial residential life facilities.</td>
</tr>
<tr>
<td><strong>Twin Cities boiler project</strong></td>
<td>In 2012 state capital request. Project would replace boiler capacity on Minneapolis campus and provide needed redundancy for operations.</td>
</tr>
</tbody>
</table>
CAPITAL NEED IDENTIFICATION FORM
2012-2017 Six-Year Capital Improvements Plan
University of Minnesota

Project Name:

Campus:

Building Name:

College/Administrative Unit/Department:

Description of Capital Need:
- What programmatic needs will be accommodated by the proposed project?
- What are the inadequacies of the existing facilities that prevent the fulfillment of programmatic and operational needs?

Justification:
- How will the proposal advance the University's capital planning goals, principles, and metrics of ensuring student success, ensuring faculty research productivity and scholarly impact, fulfilling the University's statewide mission, and protecting public assets and investments?
- What is the expected impact on the college, department, and/or program's national ranking and on the University's quality and competitiveness?
- What alternatives have been considered for accommodating the facility need?

Anticipated Program Operating Impact:
- What are the projected annual program costs (e.g., faculty, staff, program operations) and annual revenue (e.g., tuition, research overhead, external sales) related to the project?

Project Timing:
- What is the desired timeline for addressing the facility need?
- Why is the timing important?

Funding Source:
- What is the anticipated source of funding for the project?

- **October - November:** Capital planning meetings with collegiate and support units with significant capital issues
  - Focus on long-term strategic academic directions with facilities impacts, academic program changes and needed facility enhancements, connections with University strategic plans, and academic outcomes/metrics
  - Attended by COG leadership, Senior Vice President, Dean, and associated staff
  - Generally 45-60 minutes in length per unit
  - Agenda begins with the projects identified in the strategic planning compacts this spring

- **November - December:** Follow-up analysis with units on highest priority capital needs
  - Highest priority capital needs defined by Senior Vice Presidents and COG leadership
  - Iterative analysis by capital planning and finance staff, working with colleges and campuses
  - Focused on:
    - Academic business plans – new revenue opportunities, plan to pay for additional faculty, staff, equipment, etc.
    - Project finance plans – state capital request, fundraising targets, source of University funds, timing of debt issuance, etc.
    - Facility costs and issues – project costs, operating costs, master plan impact, etc.
  - Scenario building, sequencing options

- **December - January:** Plan development and consultation
  - COG formulates analysis and draft plans in consultation with senior leadership
  - Reviewed with executive leadership
  - Consulted with faculty governance

- **January:** Presidential approval and recommendation to the Board of Regents

  Goal is Board of Regents review in February, action in March
  Docket deadline: January 27, 2012
Attachment 1: University of Minnesota 2010-2015 Six Year Capital Plan

2010 Previously Approved and Proposed Projects

<table>
<thead>
<tr>
<th>2010 State Capital Request</th>
<th>Total</th>
<th>State Responsibility</th>
<th>U of MN Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>HEAPR</td>
<td>100,000</td>
<td>100,000</td>
<td>0</td>
</tr>
<tr>
<td>Folwell Hall Renovation</td>
<td>36,500</td>
<td>24,333</td>
<td>12,167</td>
</tr>
<tr>
<td>American Indian Learning Center</td>
<td>10,000</td>
<td>6,667</td>
<td>3,333</td>
</tr>
<tr>
<td>New Science &amp; Technology (Physics and Nano)</td>
<td>80,000</td>
<td>53,333</td>
<td>26,667</td>
</tr>
<tr>
<td>General Laboratory Renovation</td>
<td>10,000</td>
<td>6,667</td>
<td>3,333</td>
</tr>
<tr>
<td>Itasca Biological Station</td>
<td>5,500</td>
<td>3,667</td>
<td>1,833</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>242,000</strong></td>
<td><strong>194,667</strong></td>
<td><strong>47,333</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Biomedical Facilities Projects</th>
<th>Total</th>
<th>State Responsibility</th>
<th>U of MN Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project #2: Cancer Biomedical Research Building</td>
<td>85,000</td>
<td>63,750</td>
<td>21,250</td>
</tr>
<tr>
<td>Project #3: Cardiology Biomedical Research Building</td>
<td>86,100</td>
<td>64,575</td>
<td>21,525</td>
</tr>
<tr>
<td>Project #4: Infectious Disease and Neuroscience Biomedical Research Building and Infrastructure</td>
<td>67,600</td>
<td>50,700</td>
<td>16,900</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>238,700</strong></td>
<td><strong>179,025</strong></td>
<td><strong>59,675</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2010 Proposed University-Funded Projects</th>
<th>Total</th>
<th>State Responsibility</th>
<th>U of MN Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Twin Cities East Bank Recreation Center Expansion</td>
<td>59,000</td>
<td>0</td>
<td>59,000</td>
</tr>
<tr>
<td>Northrop Auditorium Renovation</td>
<td>70,000</td>
<td>0</td>
<td>70,000</td>
</tr>
<tr>
<td>1000 Humboldt Ave. Renovation and Buildout</td>
<td>5,500</td>
<td>0</td>
<td>5,500</td>
</tr>
<tr>
<td>Auxillary Units Repair and Renovation Projects</td>
<td>15,100</td>
<td>0</td>
<td>15,100</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>149,600</strong></td>
<td><strong>0</strong></td>
<td><strong>149,600</strong></td>
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</tbody>
</table>
# 2012 Capital Request

**8/23/2011**

<table>
<thead>
<tr>
<th>Location</th>
<th>Project</th>
<th>Total</th>
<th>State</th>
<th>U of MN</th>
</tr>
</thead>
<tbody>
<tr>
<td>SYSTEM</td>
<td>HEAPR</td>
<td>$90,000</td>
<td>$90,000</td>
<td>$-</td>
</tr>
<tr>
<td>UMTC</td>
<td>Ambulatory Care Clinic</td>
<td>$200,000</td>
<td>$100,000</td>
<td>$100,000</td>
</tr>
<tr>
<td>UMTC</td>
<td>Old Main Utility Building Renovation</td>
<td>$81,000</td>
<td>$54,000</td>
<td>$27,000</td>
</tr>
<tr>
<td>STATEWIDE</td>
<td>Itasca Facilities Improvements</td>
<td>$6,090</td>
<td>$4,060</td>
<td>$2,030</td>
</tr>
<tr>
<td>UMTC</td>
<td>Eddy Hall &amp; Space Optimization</td>
<td>$21,000</td>
<td>$14,000</td>
<td>$7,000</td>
</tr>
<tr>
<td>UMD</td>
<td>American Indian Learning Resource Center</td>
<td>$11,025</td>
<td>$7,350</td>
<td>$3,675</td>
</tr>
</tbody>
</table>

**Total:** $409,115  $269,410  $139,705
CAPITAL PLANNING GOALS, PRINCIPLES, AND METRICS
UNIVERSITY OF MINNESOTA 2012-2017 CAPITAL PLAN

First and foremost, the academic mission of the University of Minnesota drives any facility investment strategy. Successful achievement of the mission is dependent on having appropriate facilities and infrastructure. Specific capital projects for 2012-2017 will support academic priorities and facility conditions. Capital projects for 2012-2017 should meet one or more of the following goals:

Ensure student success by:
- Creating facilities that are directly related to recruiting, retaining, educating, supporting, and graduating students
- Creating facilities that improve teaching and learning outcomes
- Creating facilities that uniquely enhance student satisfaction

Measures to evaluate projects under this goal include: Direct links between projects and measures of student success, including 2nd and 3rd year retention rates; 4 year graduation rates; defined and measurable learning outcomes; and/or overall student satisfaction as measured through the National Survey of Student Engagement (NSSE).

Ensure faculty research productivity and scholarly impact by:
- Providing space conducive to the conduct of contemporary research in order to attract and retain world-class faculty
- Providing regulatory, code and life safety upgrades for facilities which leverage the highest priority funded research
- Creating flexible spaces that adapt to new science and research trends
- Providing research facilities that will allow competitive responses to unique research opportunities aligned with strategic priorities

Measures to evaluate projects under this goal include: Direct links between projects and measures of research productivity and impact, including numbers of highly cited research publications; number of technology disclosures, licenses and start-ups; increases in research space productivity measures; increase in the number of major research awards, research center awards and centers of excellence; and, increases in research expenditures and competitive rankings.

Fulfill our statewide mission by:
- Creating specific facilities and spaces needed to achieve unique mission elements on coordinate campuses, research and outreach centers, and field stations
- Investing in facilities that leverage unique regional assets
- Viewing facilities as only one tool in delivering academic programs, and ensuring that additional debt and operating costs do not hinder the success of academic programming

Measures to evaluate projects under this goal include: Facility utilization/efficiency measures, by campus; maintain and attempt to reduce the facilities conditions need index (FCNI) on coordinate campuses; strategic impact and academic business case analysis for projects, as defined by the President and Sr. Vice Presidents.
Protect public assets and investment by:
- Implementing campus master plans and advancing the University’s sustainability goals
- Leveraging facility investments to advance the academic mission and priorities
- Improving facility conditions, addressing code deficiencies, life safety and accessibility requirements
- Decommissioning buildings that are obsolete and do not merit reuse for the academic mission
- 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

Measures to evaluate projects under this goal include: Maintain and attempt to reduce the facilities conditions need index (FCNI); progress on University sustainability goals; decrease total amount of space; improve utilities and energy management principles performance.

Responsibly manage the University’s finances by:
- Limiting leverage/reliance on Foundation assets for increased debt capacity
- Advancing projects that have a new/noncurrent source of payment for debt costs, while also minimizing the impact of new capital costs on student tuition and fees
- Leveraging state capital funding opportunities in conjunction with University and/or resources to complete critical projects that serve to improve infrastructure and benefit the common good
- Monitoring the financial condition of academic units to ensure their capacity to cover their portion of capital costs

Measures to evaluate projects under this goal include: 6-year plan maintains key debt ratios as defined by the President and the Chief Financial Officer; maintain the institution’s Aa1/AA bond rating; produce full cost analysis/academic business plans for all projects.