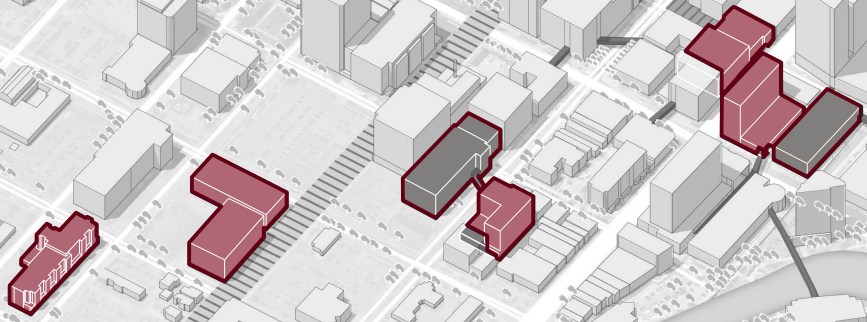




UNIVERSITY OF MINNESOTA



University of Minnesota Rochester Campus & Climate Action Plan Executive Summary

September 2024



This is a summary. To download the complete UMR Campus & Climate Action Plan, visit

<https://psre.umn.edu/Planning/Campus-Plans/Campus-Plans>

UMR People & Purpose

Since its launch in 2009 UMR has delivered an innovative learning experience that prepares graduates to make a difference in the world through a wide array of healthcare careers.

Grounding Values

UMR's values, as developed by the entire UMR community, articulate a collective belief in the transformative power of higher education.

Respect. *We value habits of interaction that demonstrate the worth and dignity of each person.*

Human Potential. *We value every person's capacity to learn, develop, imagine, create and contribute.*

Community. *We value collective work and a culture of trust that promotes collaboration, problem-solving and partnerships while creating belonging, accountability and courageous action.*

Diversity & Inclusiveness. *We value the range of human differences and the active pursuit and involvement of varied perspectives.*

Evidence-Based Decision Making. *We value strategic collection and careful assessment of data to inform our choices in all matters, including student learning and development.*

Vision

The University of Minnesota Rochester will inspire transformation in higher education through innovations that empower our graduates to solve the grand health challenges of the 21st century.

UMR offers an unparalleled education in the health sciences: integrated, hands-on curriculum; personalized attention; and a learning experience that is truly one-of-a-kind. Immersed in the heart of one of the nation's most health-focused communities, students engage with medical professionals on a daily basis and graduate prepared to transform knowledge into discovery in the ever-changing world of health care.

UMR's student body is diverse. Two-thirds of students come from populations typically underrepresented in higher education, including BIPOC (Black, Indigenous, People of Color), first-generation, and/or low-income families. At UMR there is no educational attainment gap for such underrepresented students. This diverse student community contributes to the diversification of the health care talent pipeline - a development

expected to enhance innovation and public health outcomes.

Strategic plans approved by the Board of Regents in 2019 support UMR's enrollment growth goals at three tiers: 1,000 (**Bold**), 1,500 (**Bolder**) and 2,500 students (**Boldest**). With strategic investment in the near term, enrollment could reach 1,500 students by fall 2028. At the current enrollment level there are near term facility needs such as faculty offices and classrooms. As enrollment exceeds 1,500, a need for additional student housing and dining space is anticipated.

At UMR, students are at the center, research informs practice, and partners make it possible.



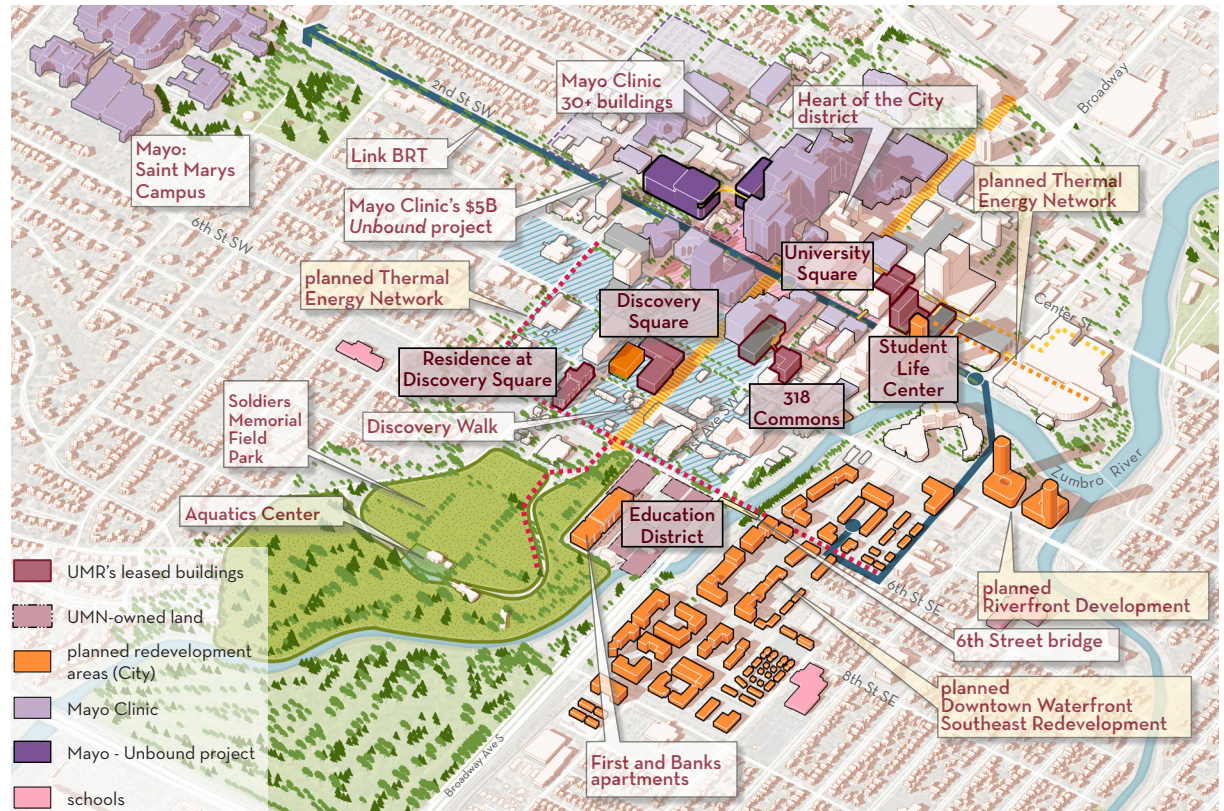
Dynamic Context

UMR has been embedded in the community of Rochester since 2009 and maintains close relationships with public and private institutions throughout the city and the region. This unique network is vital to UMR's continued future success.

Mayo Clinic is the largest landowner in downtown Rochester and is the state's largest private employer. In 2024, Mayo began implementation of its \$5B **Bold. Forward. Unbound.** digital health project to transform facilities in the downtown area, adjacent to UMR's campus core. Mayo's partnership enhances UMR's access to student internships and work-based learning experiences, critical facilities, and student employment opportunities, among many other benefits.

Destination Medical Center (DMC) is the state's largest economic development initiative, established in 2013 to invest in public infrastructure and spur the economic growth of Rochester as a global health and wellness destination. DMC initiatives span multiple downtown districts: The Heart of the City, Discovery Square, the Education District, and Downtown Waterfront. DMC teams with the City of Rochester to deliver public infrastructure projects, shepherds the Discovery Square innovation district, and activates downtown with programmed events -- all of which align with UMR's goals.

The **City of Rochester**, in partnership with DMC, is improving pedestrian corridors and investing in projects to activate parks and trails including Soldiers Memorial Field Park adjacent to the Education District. The University owns land in the District, purchased in part with City sales tax funds. New neighborhoods are planned in the Downtown Waterfront Southeast redevelopment area, just across the Zumbro River.



Climate action initiatives abound in Rochester. The City is implementing a Thermal Energy Network (TEN) to carry renewable geothermal energy to buildings downtown, including UMR-leased spaces; the TEN's success hinges on support from DMC and long-term commitments from building owners and tenants. The LinkBRT transit system and expanded bike-sharing programs will provide emissions-reducing mobility alternatives in and around downtown. Rochester Public Utilities (RPU) has committed to meet all of its energy needs through 100% renewable energy sources by 2030. All of these measures are essential if the University is to meet its commitment to carbon-neutrality by 2050, both as a lease tenant and as a landowner planning for future development.

UMR will maintain a presence in the Heart of the City even when significant enrollment growth drives development in the Education District. As a current lessee and as a landowner with plans to build and operate campus facilities serving hundreds of students, faculty, and staff, UMR has a central role in Rochester's future.

UMR's leased facilities and strategic partnerships are embedded in the dynamic context of downtown Rochester, where the next 10 years will bring even more growth and reasons to work in partnership than the previous decade.

Creating the plan together

To ensure the plan would be informed by UMR and the community, engagement was extensive and included large group meetings, small focus groups, website-based communication, and dozens of conversations with students, faculty, staff, and partners.

Over a ten month process, hundreds of comments were collected at campus events, Advisory Committee meetings, and consultations with UMR's diverse network of partners. The Campus & Climate Action Plan reflects community feedback and recognizes that UMR will remain embedded in downtown Rochester.

Planning Principles

These principles reflect UMR's values and are intended to guide investments in the UMR campus over the near-term and long-term in the downtown districts - including Heart of the City, Discovery Square, and the Education District. They will be used as tools to maintain a growing, thriving campus in alignment with systemwide goals.

Flexibility & Adaptability

Physical Space: Flexible spaces are important for a variety of learning and collaboration needs. Faculty and students need to be able to configure classroom and collaboration spaces for active learning as well as informal activities. This requires adequate space and moveable furniture and technology.

Decision-Making: Recommendations are needed that facilitate UMR growth in the near-term and support UMR stability in the long-term. UMR will need flexibility in terms of space use as enrollment increases.

Inclusivity & Welcoming

Continue supporting, and look to better support, the needs of all in academic, housing, and student life spaces. UMR is a diverse community of learners coming from a variety of backgrounds and many are the first in their families to attend college. Many come from rural areas and experience their first urban environment in Rochester. In response, great care is needed to ensure that welcoming, inclusive spaces are provided for the student body in academic, social and housing environments. UMR must also be responsive to safety concerns and foster a culture of safety.

Proximity & Connection

The proximity of UMR to Mayo Clinic and other community partners provides essential work-based learning and community engagement opportunities to UMR students. It is important that UMR facilities are within a 10 minute walk of one another and, where possible, connected via the skyway and subway network. Currently, all UMR facilities except those in Discovery Square are connected via this network.

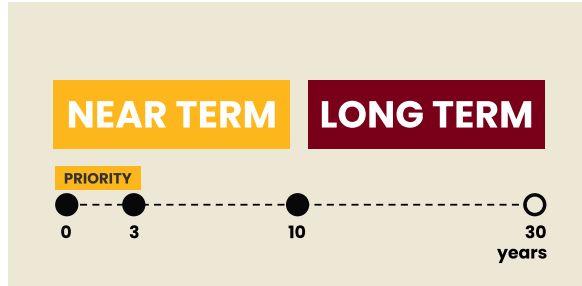
Optimization & Climate Action

Physical assets will be optimized to support all UMR and system-wide goals, including: student learning, campus culture, healthy buildings, climate action, and fiscal stewardship. Given that UMR is located in leased space, efficiency and emissions are key considerations.



Big Ideas, near-term and long-term

The Big Ideas summarize UMR's vision of a physical campus to support enrollment growth, new programs, and climate action. Given the uncertain timeline of enrollment growth and the intensity of ongoing urban redevelopment in Rochester, the Big Ideas provide flexibility while ensuring alignment with University priorities. The Campus Plans for each of the University's campuses define near-term as 10 years and long-term as 30 years. This plan also prioritizes UMR facility needs **today and through the next 3 years**.



<p>1 NEAR Create functional, healthy, and accessible UMR spaces in the Heart of the City.</p> <p>2 NEAR LONG CLIMATE ACTION Develop a smart lease approach to achieve campus and climate action goals.</p> <p>3 NEAR LONG Plan for new UMR specialty spaces.</p> <p>4 NEAR LONG CLIMATE ACTION Develop in the Education District to support enrollment growth.</p> <p>5 NEAR LONG Work with partners to create additional specialty spaces.</p>	<p>6 NEAR LONG CLIMATE ACTION Work with the City of Rochester and DMC on GHG emissions reduction goals and climate resilience—because UMR climate action success relies on collaboration.</p> <p>7 NEAR LONG CLIMATE ACTION Reduce emissions from vehicular transportation, and make sustainable commuting the easy choice.</p> <p>8 NEAR LONG CLIMATE ACTION Continue to expand integration of climate action, climate resilience, and sustainability into UMR curriculum and co-curricular activities.</p> <p>9 NEAR LONG CLIMATE ACTION Advance climate and community resilience priorities on campus.</p>
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Near-term Priorities

While the plan’s horizon for near-term initiatives is up to 10 years, UMR prioritizes some investments as important within the next 3 years.

Add active learning classrooms

Based on fall 2023 enrollment, one additional active-learning classroom is needed immediately, and a total of three additional active learning classrooms will be needed over the next two to three years, depending on enrollment levels.

Potential sources of increased classroom capacity include scheduling efficiencies, space reallocation and remodeling within UMR’s existing footprint, and additional leased space. UMR will work with University planners to scope the need, explore alternatives, and deliver a capital project if necessary.

Add offices

Currently UMR needs just one additional faculty office, but ten more faculty-staff offices will be needed to support near-term enrollment growth and academic program expansion.

It is unlikely that repurposing existing space and displacing occupants in University Square or 318 Commons will yield a long-term solution, given the space needs and functional adjacencies that sustain UMR’s collaborative culture. UMR and University planners will scope the need, explore alternatives including consolidation and/or additional leased space possibly for an interim period, and deliver a capital project if necessary.

As enrollment grows, UMR and University planners will explore efficiencies of scale to understand at what point it will be more effective to create a suite of shared, small meeting rooms for such purposes.

As enrollment approaches the Bolder and Boldest goals, UMR and University space planners will scope space needs and evaluate options including building and/or leasing additional space.

Create a second academic house.

An academic house is a physical space that anchors collaborative activities by combining offices for faculty and success coaches, study areas, and social spaces to provide students with a supportive environment and a sense of collective identity.

As UMR expands, a second multidisciplinary faculty group will be housed together with success coaches to sustain the established high-support model for students, an effective approach demonstrated by the current faculty-student interaction space in 318 Commons.

Expand outdoor recreation

Soldiers Memorial Field Park presents many recreational opportunities adjacent to the Education District and within walking distance of existing UMR buildings. **UMR will continue to pursue partnership with the City to make more outdoor recreation facilities available to students, faculty and staff.**



Improve wayfinding and campus safety

UMR will partner with building owners, DMC and the City to ensure UMR-specific needs for wayfinding and campus safety are integrated with building operations and downtown initiatives.

Enhance student life in 318 Commons

The Nest, a former restaurant space on the ground floor of 318 Commons, is well suited to student recreation, informal food service (upgrades needed), and events.

An Academic House is:

- Focused*
- Bright*
- Flexible*
- Collaborative*
- Accessible*
- Friendly*
- Relaxed*

Create UMR specialty spaces

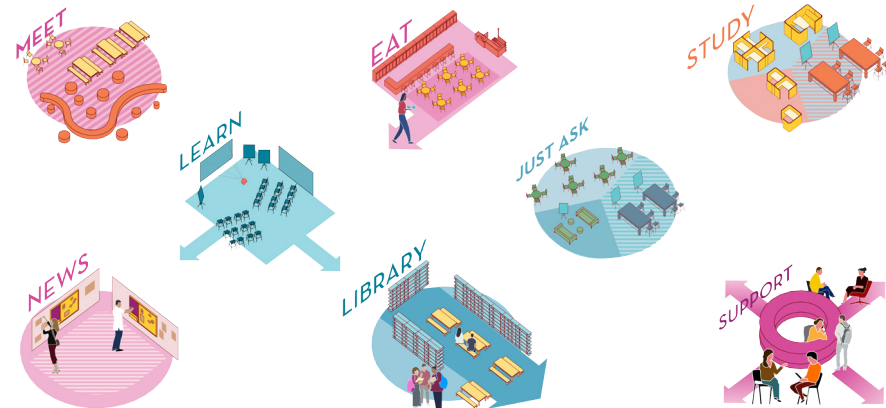
University Square anchors UMR's campus life. Renovations to the third and fourth floors will improve operations, yield space efficiencies, and strengthen UMR's identity as a welcoming downtown presence. Several aligned objectives should be pursued in the renovation and potential expansion of the current UMR footprint to support success-enhancing, evidence-based learning for all students:

- **Create a Heart of the Campus.** Remake University Square's third floor atrium and Chancellor's office suite as a welcoming campus living room for informal gathering -- a bustling and flexible social space with abundant natural light and downtown views.
- **Create an Internship and Career Center.** The Center will be a nexus of opportunities and training resources for UMR students as prospective interns, linking them to potential internship providers such as Mayo Clinic, Hormel Institute, and many others.
- **Create an Instructional Development Center.** This professional development center will leverage UMR's research-based pedagogy to serve faculty from higher education partner institutions and K-12 STEM educators across the state.



The "Heart of the Campus" is:

*Distinctly UMR
Bustling
Welcoming
Social
Connected
Open
High quality
Focused*



Collaborate with partners to create shared specialty spaces

UMR continues to build relationships with existing and potential partners to identify shared needs and potential project delivery pathways for those spaces so specialized that they would be infeasible for any one entity to develop or operate efficiently alone. These partner-hosted facilities could be developed and operated by one or more of UMR's partners such as DMC, Mayo, the City, or others.

- **Immersion Learning Lab** - A space featuring emerging technologies to prepare students for the next generation of health care will benefit UMR, the School of Nursing and other education partners. Similarly, expanding access to existing Mayo-hosted active learning spaces will strengthen UMR students' opportunities to experience a world-class clinical care and research setting.
- **Gymnasium** - UMR does not have convenient access to a gymnasium for year-round recreation, a need regularly expressed by students, faculty, and staff. The workout room

and pool in the Student Life Center are not sufficient to serve the entire UMR community today or as enrollment grows. UMR will continue to engage partners to explore opportunities for a gym located near campus.

- **Childcare** - Access to childcare services downtown is a major recruitment and retention consideration, but financial challenges make it infeasible to pursue as a UMR-hosted service. UMR and the University will work with DMC and others to explore potential sites and operational models to deliver childcare, including the potential to co-locate in the Education District.



Collaborate with Partners on Climate Action

UMR shares carbon neutrality, sustainability, and climate resiliency goals with many partners, including the City and DMC. UMR will continue to advocate and support initiatives in alignment with the plan's drivers and principles.

- **Green Leasing Strategies and the City's Thermal Energy Network (TEN)** - Lease extension options for University Square, Residence at Discovery Square, and 318 Commons will expire in the near-term. Connecting campus buildings to the City's planned TEN is central to UMR's climate action goals. (It is also important that Rochester Public Utilities meet its commitment to 100% renewable electricity by 2030.) The University's Real Estate Office will work closely with UMR leadership and operations staff to develop a smart leasing strategy as a basis to engage current and potential lessors around terms for green lease agreements, such as readying UMR-occupied buildings for connection to the TEN. The Climate Action Plan provides more detail.
- **Transit and Mobility Improvements** - The implementation of LinkBRT - which is planned to be free of charge for all users - and other mobility improvements to the downtown area will support UMR's commuting goal and will enhance connectivity among UMR buildings. Public electric vehicle charging infrastructure will also support the adoption of electric vehicles by the UMR community. Both depend on partnership between the City and DMC.
- **Community Resilience** - The City's Sustainability and Resiliency Action Plan aligns with UMR's strategies to build resilience on campus and in the community by expanding access to necessities such as food and shelter, and by investing in utilities infrastructure.

Activate the Education District

In the near-term, UMR welcomes opportunities to activate the Education District, for example by hosting pop-up events or allowing the City to extend riverfront trails across University land to connect to the park. To support such uses, the University's Real Estate Office would develop agreements with partners in consultation with UMR.



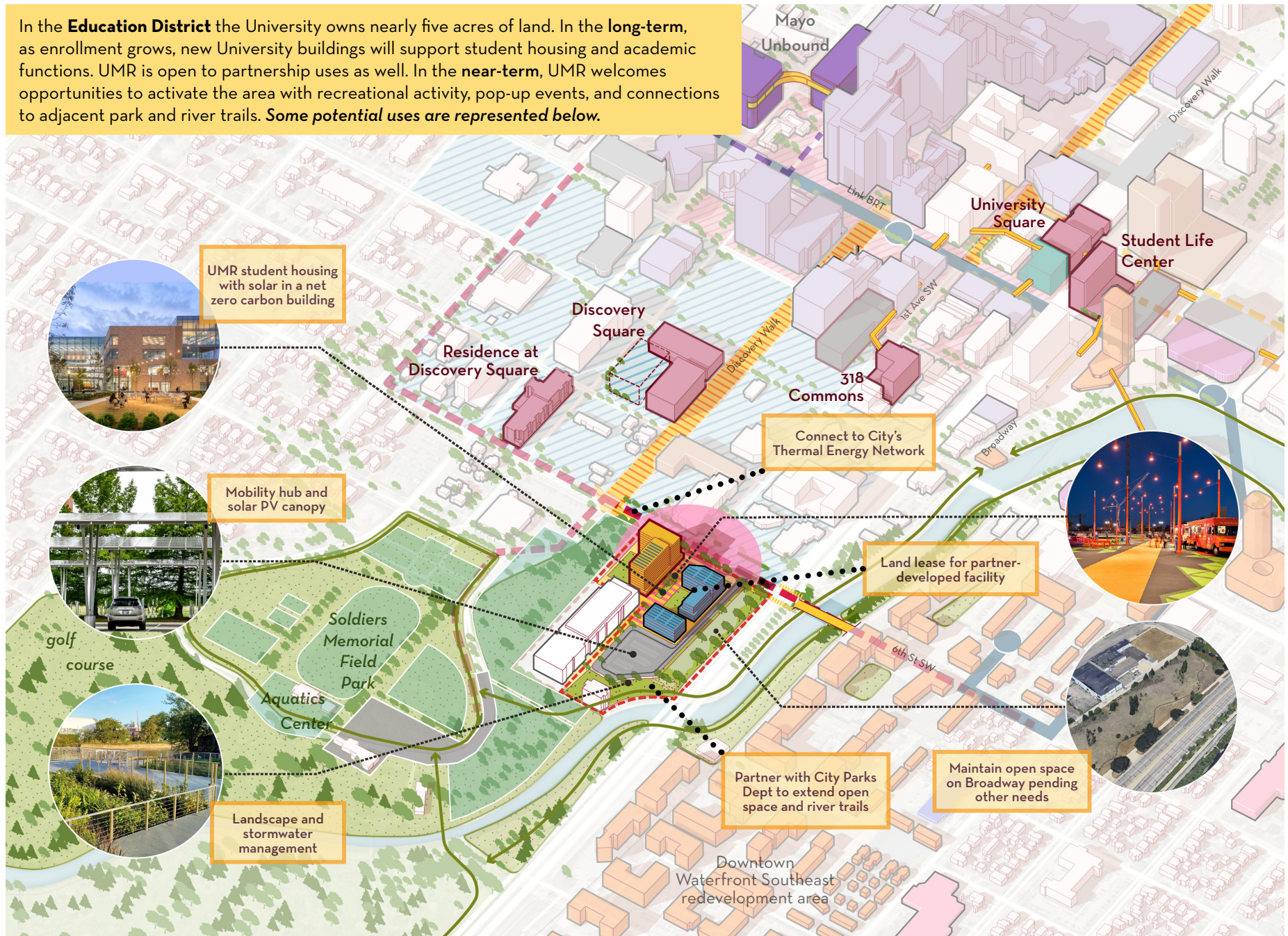
In the long-term, as enrollment moves beyond the Bolder goal of 1,500 and approaches the Boldest goal of 2,500, the University will scope construction of major new facilities in the Education District to provide student housing and academic spaces. Other potential uses to be explored with partners include a mobility hub, and other campus amenities. The current lease extension options for the Student Life Center, One Discovery Square, and Two Discovery Square will expire in the long-term. The University's Real Estate Office and UMR leadership will evaluate whether to relocate these uses to the Education District, or to apply the smart leasing approach downtown. In any scenario, UMR will continue to have a strategic leased presence downtown.



The City of Rochester's Thermal Energy Network (TEN) will provide renewable geothermal heating and cooling to public and private buildings. A successful pilot project at City Hall has encouraged the City and DMC to expand the system downtown. UMR and the University's Real Estate Office will engage current and prospective lessors of UMR space to plan for connections to the TEN. In the Education District, future University buildings will connect to TEN extensions.

Renewable energy sources such as the City's TEN, solar panels on buildings, and Rochester Public Utilities electricity are essential if UMR is to achieve carbon neutrality goals.

In the **Education District** the University owns nearly five acres of land. In the **long-term**, as enrollment grows, new University buildings will support student housing and academic functions. UMR is open to partnership uses as well. In the **near-term**, UMR welcomes opportunities to activate the area with recreational activity, pop-up events, and connections to adjacent park and river trails. *Some potential uses are represented below.*





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