



UNIVERSITY OF MINNESOTA, CROOKSTON

2010 CAMPUS MASTER PLAN

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INTRODUCTION

CROOKSTON IN THE UNIVERSITY OF MINNESOTA SYSTEM

The University of Minnesota, Crookston is a four-year, public university with an enrollment of 1,300 full time students and 1,000 part time students. It serves as one of the University of Minnesota's four coordinate campuses.

Since its establishment in 1905, the 108 acre campus has served the educational needs of Northwest Minnesota. The University of Minnesota, Crookston campus opened first as a two-year technical institution in the fall of 1966. Baccalaureate degree programs were initiated in 1993. Today the University of Minnesota, Crookston delivers more than 28 applied-science undergraduate degree programs in agriculture, business, early childhood education, communications, biology, health sciences, equine sciences and natural resources. Several degree programs are offered entirely online.

CROOKSTON IN THE REGION

Situated on the northern edge of the city of Crookston (population 8,000) in northwestern Minnesota, the campus is approximately 25 miles from Grand Forks, N.D. and about 300 miles from the Twin Cities. The University of Minnesota, Crookston operates in a highly competitive regional environment, which has a stable population of about 40,000 students and four public four-year institutions located within 90 miles of Crookston.

Other important partnerships for the Crookston campus includes the University of Minnesota Northwest Research and Outreach

Center and University of Minnesota Extension as well as the Northwest Regional Sustainable Development Partnership. Applied research initiatives support the university's mission of serving the academic and research needs of the region, and collaboration with partner institutions located in the region such as the Agricultural Utilization Research Institute; USDA Red River Valley Agricultural Research Center and Valley Technical Park Business Incubator create needed synergies.

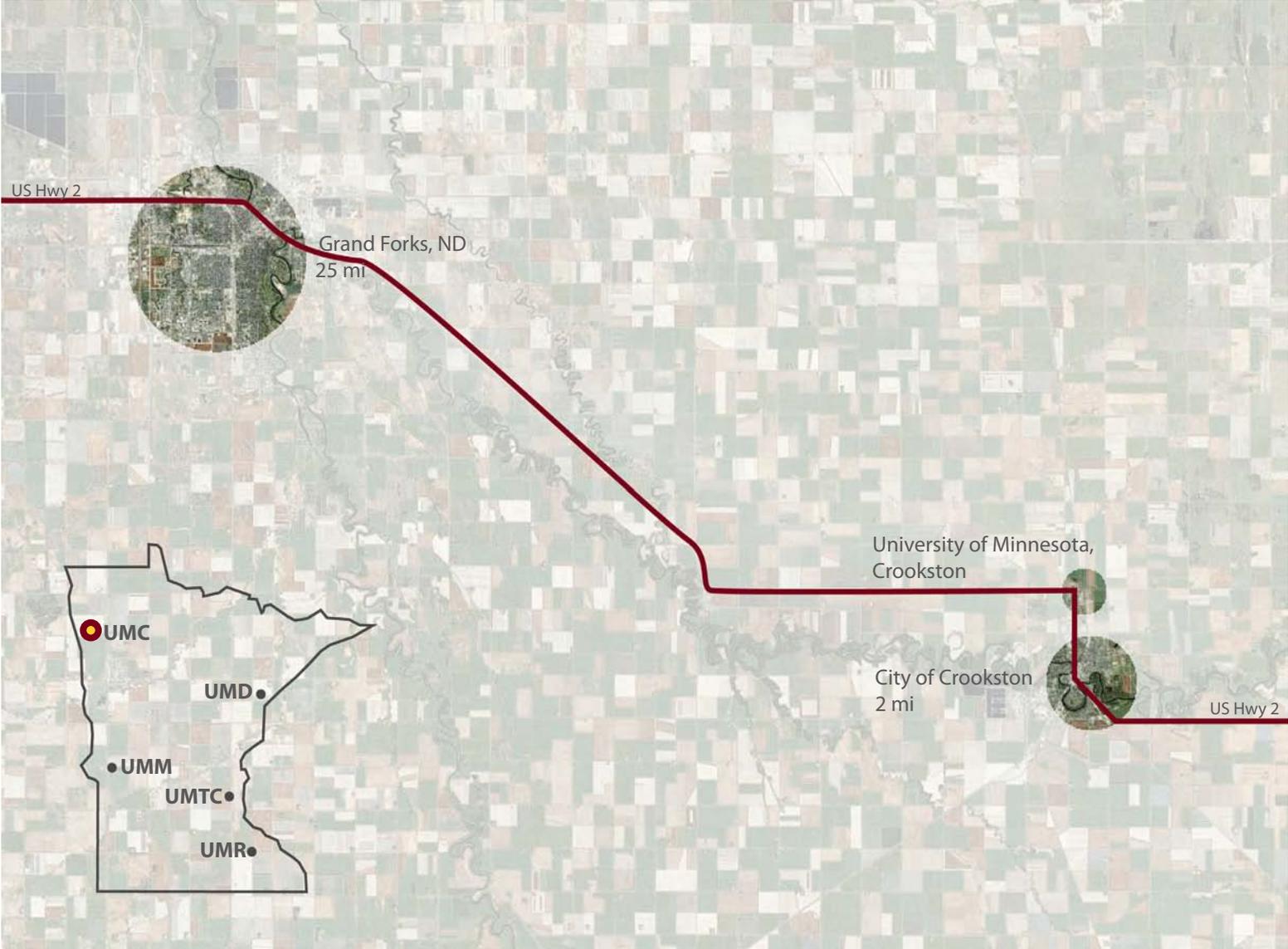


University of Minnesota, Crookston campus, 1933

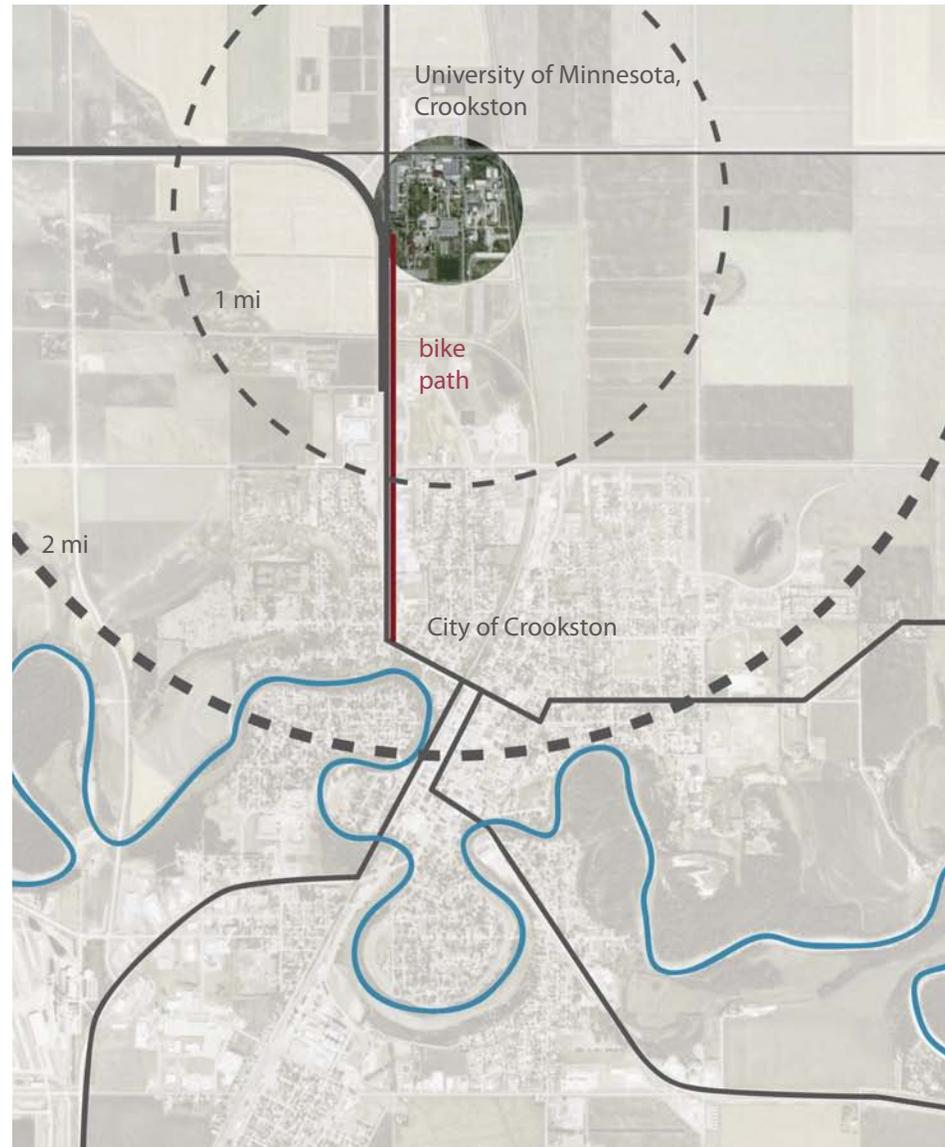


University of Minnesota, Crookston campus, 'Mall' 2005

INTRODUCTION



University of Minnesota, Crookston in the region



Crookston's close proximity to the University provides both entities with opportunities to share information, infrastructure and community resources.

INTRODUCTION

CAMPUS VISION

The University of Minnesota, Crookston is integral to the University's statewide land grant mission. The college provides its unique contribution through applied, career-oriented learning programs that combine theory, practice and experimentation in a technologically rich environment. The University of Minnesota, Crookston connects its teaching, research and outreach to serve the public good.¹

As a public, land-grant institution, the Crookston campus serves as a regional hub in northwestern Minnesota for:

- o undergraduate education leading to a University of Minnesota diploma
- o technology applications in higher education
- o innovation, entrepreneurship, and regional sustainability
- o leadership development
- o global and diverse cultural experiences²





ROLE OF THE MASTER PLAN

CHARGE FROM THE BOARD OF REGENTS

In 1993, the Board of Regents adopted the following four Campus Master Planning principles, to be applied to all campus master planning at University of Minnesota campuses:

- o Create and maintain a distinctive and inspiring vision for the physical development of each campus.
- o Enrich the experience of all who come to campus.
- o Maximize the value of existing physical assets while responding to emerging and changing physical needs.
- o Make use of an inclusive, accountable and timely process for creating and implementing the master plan vision.

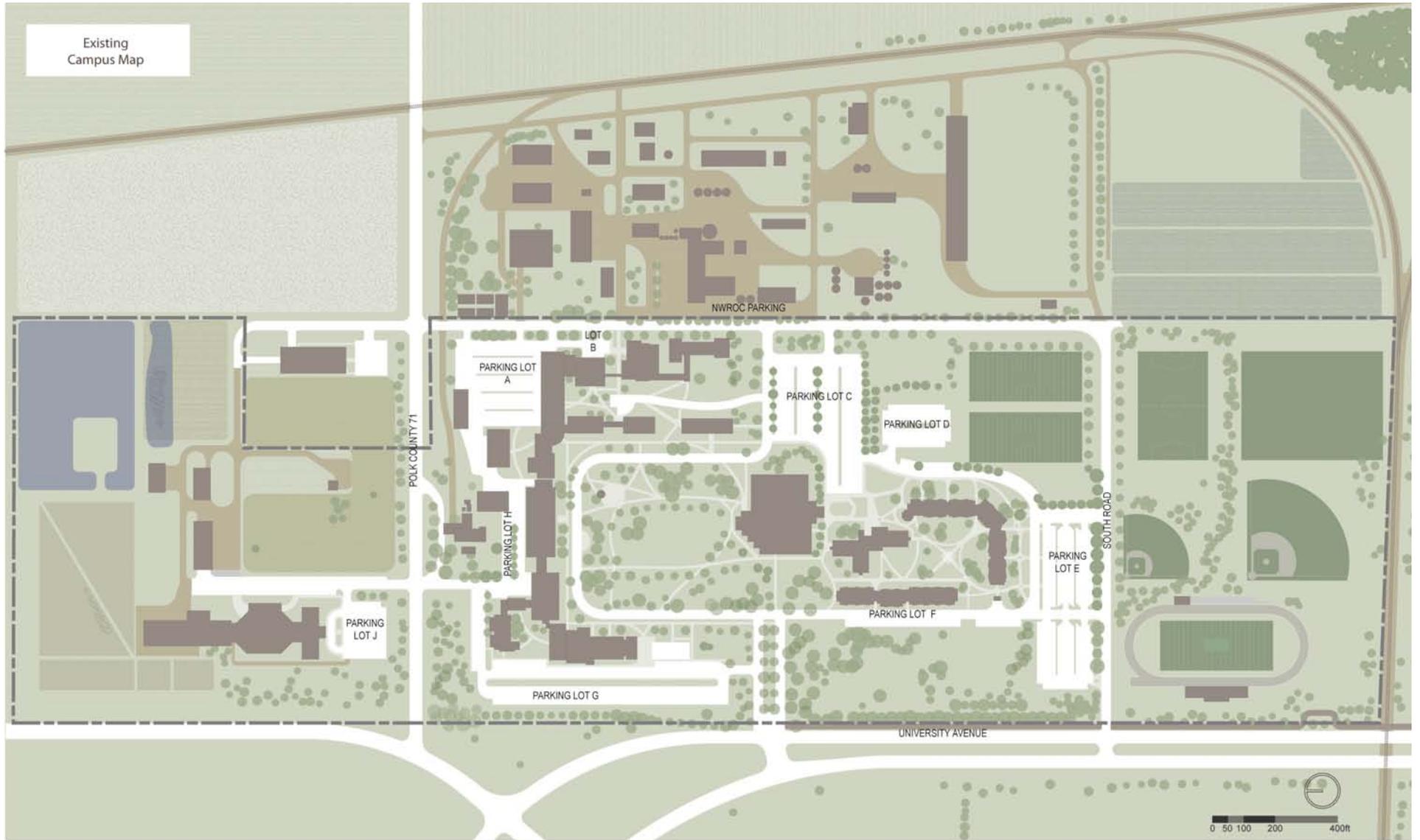
In September 1996, the Board of Regents adopted a resolution directing that campus master plans should be used to “guide the future development of the campuses in accordance with the four planning principles and the policies, procedures and strategies therein will be the basis for all future master planning decisions”.

In September of 2004, the Board of Regents approved a policy that directs the development of “sustainability objectives and targets in the area of (a) physical planning and development, including buildings and infrastructure; (b) operations; (c) transportation; (d) purchasing; and (e) waste management and abatement.”

CROOKSTON MASTER PLAN

The Crookston campus master plan establishes a framework to guide the evolution of the campus environment to support the academic mission. It also:

- a. **Informs the University Community and public of the University’s aspirations and development goals.**
- b. **Guides decisions of the Administration and Regents regarding capital investments, physical improvements and operational activities on campus, affecting buildings, landscapes and infrastructure.**
- c. **Acts as a tool for planners and designers to evaluate future development proposals to ensure that each capital project contributes to the achievement of the broader campus vision.**



Existing campus plan

MASTER PLAN: VISION AND PRINCIPLES

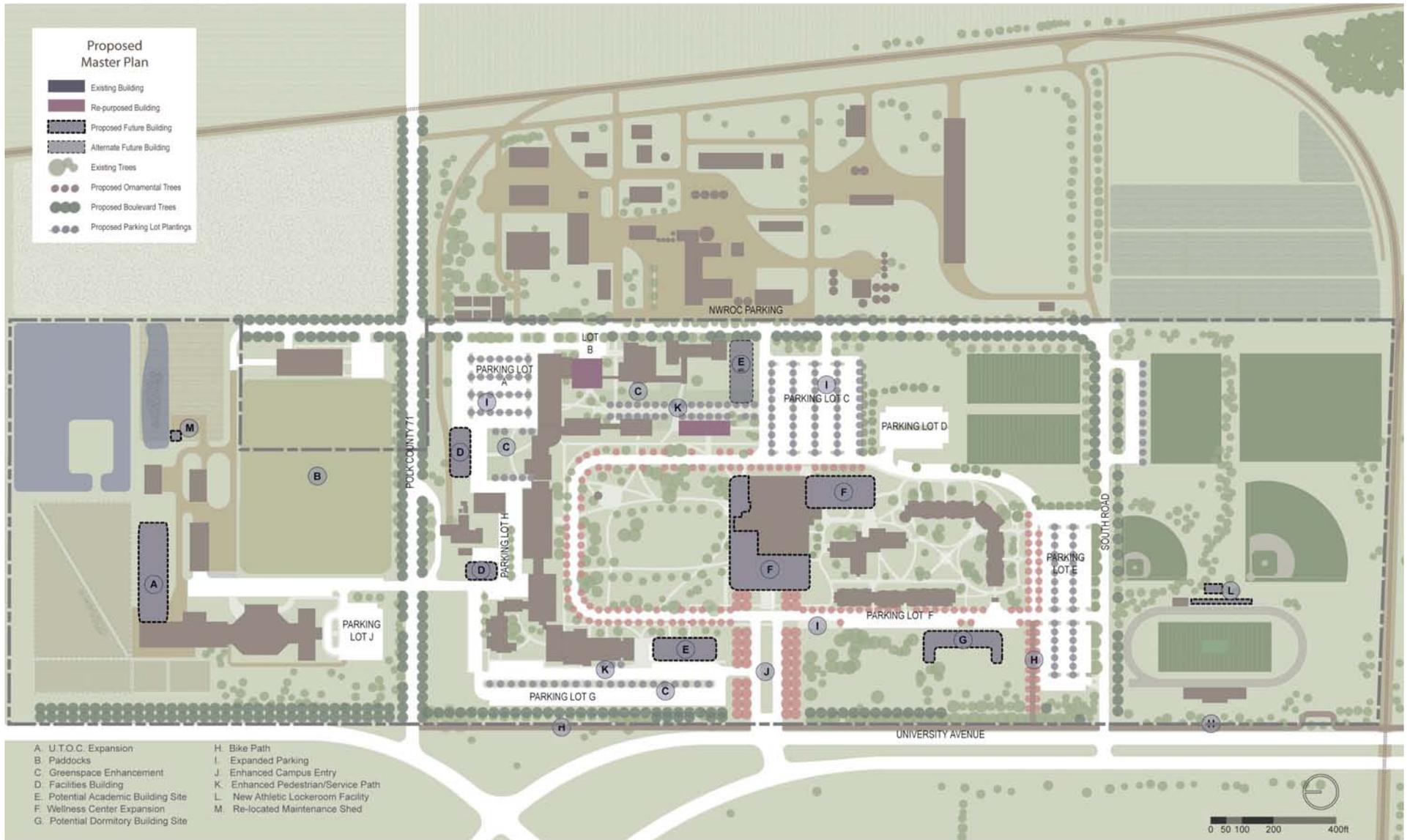
MASTER PLAN VISION

The University of Minnesota, Crookston campus is known as a long-established institution of higher learning, with a distinctive physical setting that serves northwestern Minnesota. Moving forward, the physical campus will be enhanced as a community that serves as a hub of educational, research and outreach activity in its region. Design, construction and operations activities will reinforce the campus' commitment to sustainability. Campus growth will be balanced between financial resources and goals for environmental and academic leadership.

COMPREHENSIVE PRINCIPLES

There are **three principles** that tell the story of the future of the University of Minnesota, Crookston's buildings and lands. These principles reflect the values the campus community holds in high esteem and that find their expression in campus buildings and lands.

- o **Changes to campus lands and practices will achieve sustainability in design, construction and operations activity.**
- o **Investments in campus facilities will allow the campus to flourish as a complete community and a resource to the region.**
- o **Campus growth will be balanced between financial resources and goals for academic and environmental leadership.**



2010 Proposed Master Plan

MASTER PLAN: ASSUMPTIONS

STUDENT, FACULTY AND STAFF POPULATION

University of Minnesota, Crookston (UMC) undergraduate enrollment saw record increases within recent years. During fall 2009, the number of degree-seeking students attending the UMC campus jumped to 1,310 which is an 8.5% increase over fall 2008. The increase in enrollment has in turn filled the campus residence halls and apartment-style complexes (two of which are new within the last three years) to capacity. Not only has on-campus enrollment increased, but online enrollment also more than doubled from fall 2008 to fall 2009.

UMC delivers an applied, technology-driven education where students become leaders, innovate with technology, explore through research, gain global perspectives, and secure the careers they want. As one of five campuses comprising the University of Minnesota system, UMC delivers world-class University of Minnesota degrees in an affordable close-knit campus setting where faculty and staff personally invest in the success of each student. The campus offers twenty-eight bachelor's degree programs along with numerous minors online. Degree programs are administered through the following academic departments: Agriculture and Natural Resources; Liberal Arts and Education Business; and Math, Science, and Technology. University of Minnesota's Crookston degree programs are accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools.

Success in recruiting and retaining students has shown a steady

population of 2,100-2,300 students since 2005.

Since the completion of Centennial Hall in 2006 and a second residential building, Evergreen Hall, which opened in 2009, the resident population on campus has increased to just over 550. When the residential population is included in a count of other commuter students, faculty and staff, the daily population found on campus is approximately 2,000 people.



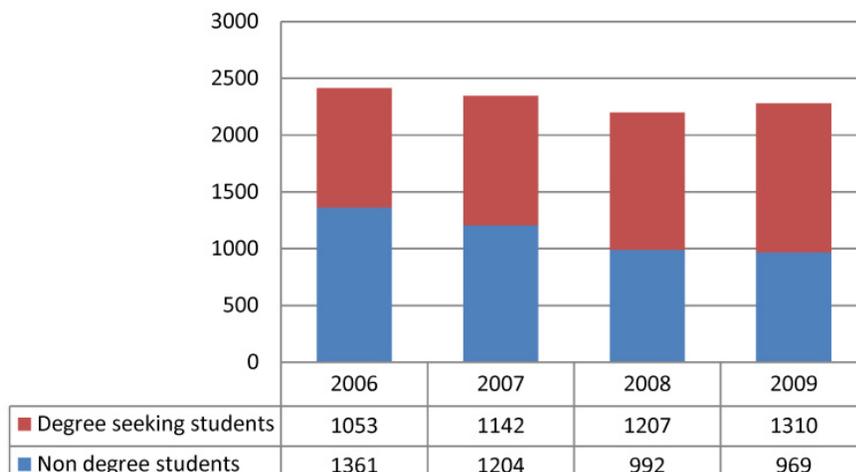
Looking forward, projections of degree students (both on-line and on-campus enrollment) show growth, reaching 1,500 fulltime students by 2012 and 1,700 by 2015.

Between 2008 and 2015, this increase in student population may support an increase in the faculty, adding another 12-fifteen

members. The number of faculty is anticipated to maintain a 1:16 ratio of faculty to students³. In 2009, faculty numbered approximately 50 and staff just over 200 people.

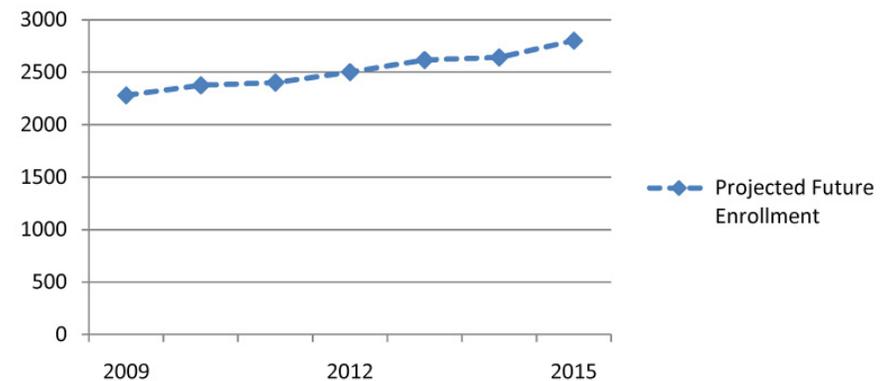
Most of Crookston's future growth will come in the form of online student enrollment. The physical repercussions of supporting an online learning community are predominantly related to technology infrastructure. Other important non-physical factors associated with enrollment of this nature are administrative support. For planning purposes, the 2009 master plan recommendations assume a continued on-campus presence of approximately 2,000 daily campus users.

UMC Enrollment, 2005-2009



University of Minnesota, Crookston student population has increased and consistently held to over 2100 since 2005.

UMC Projected Future Enrollment



University of Minnesota, Crookston student population is projected to increase steadily in the near future.

MASTER PLAN: ASSUMPTIONS

FINANCIAL CONSIDERATIONS

Given the economic constraints experienced regionally and nationally, and the direct effect these factors have had on the University of Minnesota's budgets, there will be increased pressure on Crookston as on every other University of Minnesota campus to create area/ regional partnerships that can generate grant-funded revenues and achieve higher utilization of some facilities.

The level of central budget support for the Crookston campus that was experienced in the last ten-year planning horizon, relative to other coordinate campuses, may not be sustained between 2010 and 2020.

PHYSICAL SETTING

Campus and residential life will continue to be supported with new construction when adequate financial resources are secured. Examples anticipated within the next ten years includes a Wellness Center addition (recreational fitness); expanded housing capacity of approximately 80-120 beds and the shared use of campus and other facilities to house University of Minnesota, Crookston programs that may serve recreational and outreach uses.⁴

One of the campus master plan's comprehensive themes is that of sustainability. Many sustainability goals reached through changes in operations and renovation of existing facilities can best be achieved through renovation and retrofitting. Given the age of existing buildings, facilities and landscapes, there will be a sustained need over the next ten years for ongoing investment

based on program need, physical condition of structures, historical integrity and a building's functional role within campus. Some near-term candidates for investment are campus building heating and cooling systems and Owen Hall.

The role of the campus as an outreach resource to the broader community of Crookston and Northwest Minnesota will be maintained. Specifically, the plan anticipates that links between educational programs and campus/community infrastructure⁵ will be strengthened. Other potential examples include an opportunity to support sustainable housing construction technology through a demonstration project housed on campus⁶, and sponsoring a digester⁷ as a collaborative project between University of Minnesota, Crookston programs, Northwest Research and Outreach Center and the regional community of agricultural producers.

As the online student population increases, it is possible that additional administrative support and facilities may be needed. More intensive use for existing facilities may be required as a cost effective way to meeting increased demands. This approach to facility reuse would also serve as a supportive element in the University of Minnesota, Crookston's sustainability strategy.

More research land and facilities are desired to sustain the campus' leadership in key fields (agriculture, natural resources, equine science). Partnerships with other institutions, such as the Northwest

Research and Outreach Center, the Northwest Regional Sustainable Development Partnership, or the University of Minnesota Extension ⁸ will be critical to achieving these goals, as limited financial resources constrain the ability to act independently.

The status of needed future investments in facilities infrastructure (steam heat, chilled water, sanitary and water) will be detailed as implementation occurs. As recently as 2006, upgrades to the coal-powered campus steam plant; and improvements to the steam distribution network as well as the extension of City-owned water main to the campus ensure continued reliability for the short term future. New development will require investment in steam, chilled water and electrical infrastructure.

Other building-focused changes expected on campus will focus on energy conservation measures within existing structures and adjustments to building efficiency.

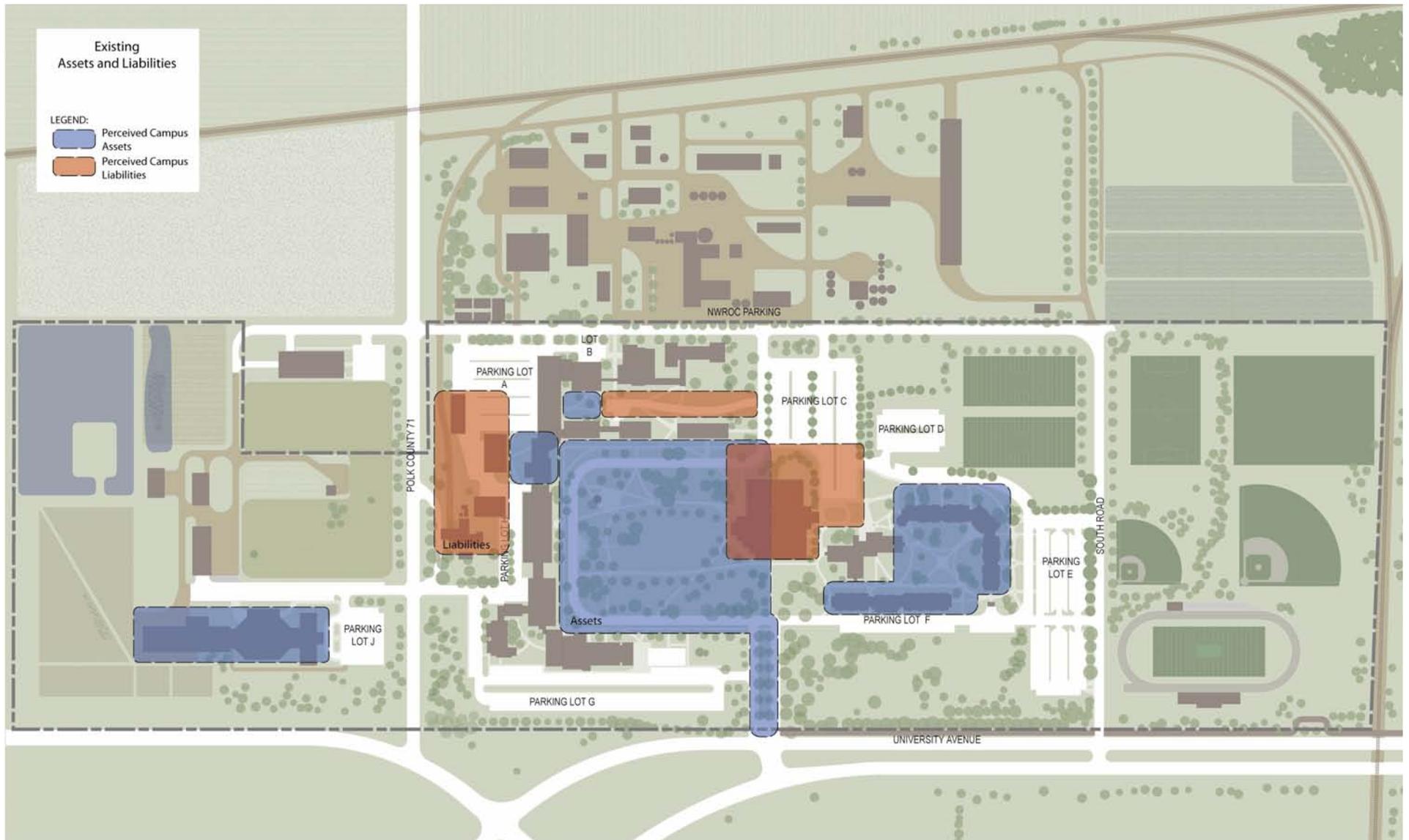
NORTHWEST MINNESOTA
REGIONAL
SUSTAINABLE DEVELOPMENT
PARTNERSHIP
UNIVERSITY OF MINNESOTA



MASTER PLAN: ASSUMPTIONS



Owen Hall (l) and the heating plant (r) are among several buildings in need of reinvestment to reach the campus' sustainability goals.



Assets are facilities, buildings or open spaces that reinforce the campus' identity and support its distinctiveness. The proposed master plan would address perceived liabilities and build upon successful projects.

MASTER PLAN: CROOKSTON 2020

This chapter of the master plan answers the question of “what is the physical and programmatic nature of the future campus?”. The planning horizon adopted for the 2000 master plan is ten years, and the trends and assumptions discussed in the last section are the foundation for the plan recommendations described in the following narratives and diagrams.

DISTRICTS

The campus is organized around a central green ‘Mall’; the original open space on campus dating from the turn of the last century. This central open space is the terminus of the ceremonial entrance from US Highway 2.

Campus users cross the space daily as they move between athletics/ residential areas and the academic/ social center. The primary concentration of academic buildings, housing classrooms office and research labs is found on the north side of the Mall. The Student Center, constructed in 2005, creates a prime campus social and study destination next to the dining facility on the north end of the campus Mall.

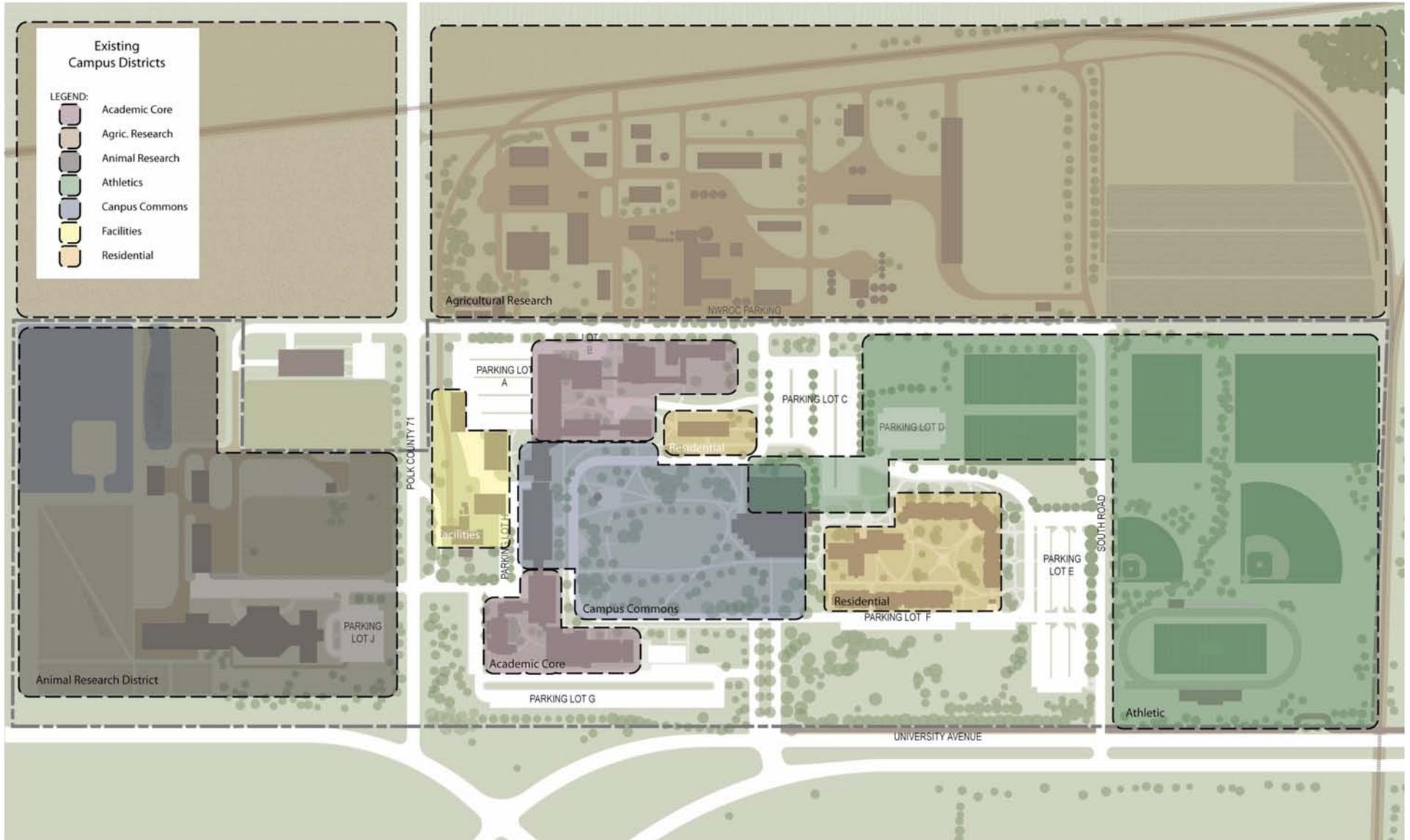
On the south side of the mall, students live in the primary residential neighborhoods, including the newer buildings of Centennial and Evergreen Hall. Lysaker Gym serves recreational and intercollegiate athletics, and is located between the residences and the green space. Athletics fields and facilities occupy the east and southern edges of the University of Minnesota, Crookston campus.

Parking is located at multiple locations throughout campus, in medium size surface parking areas.

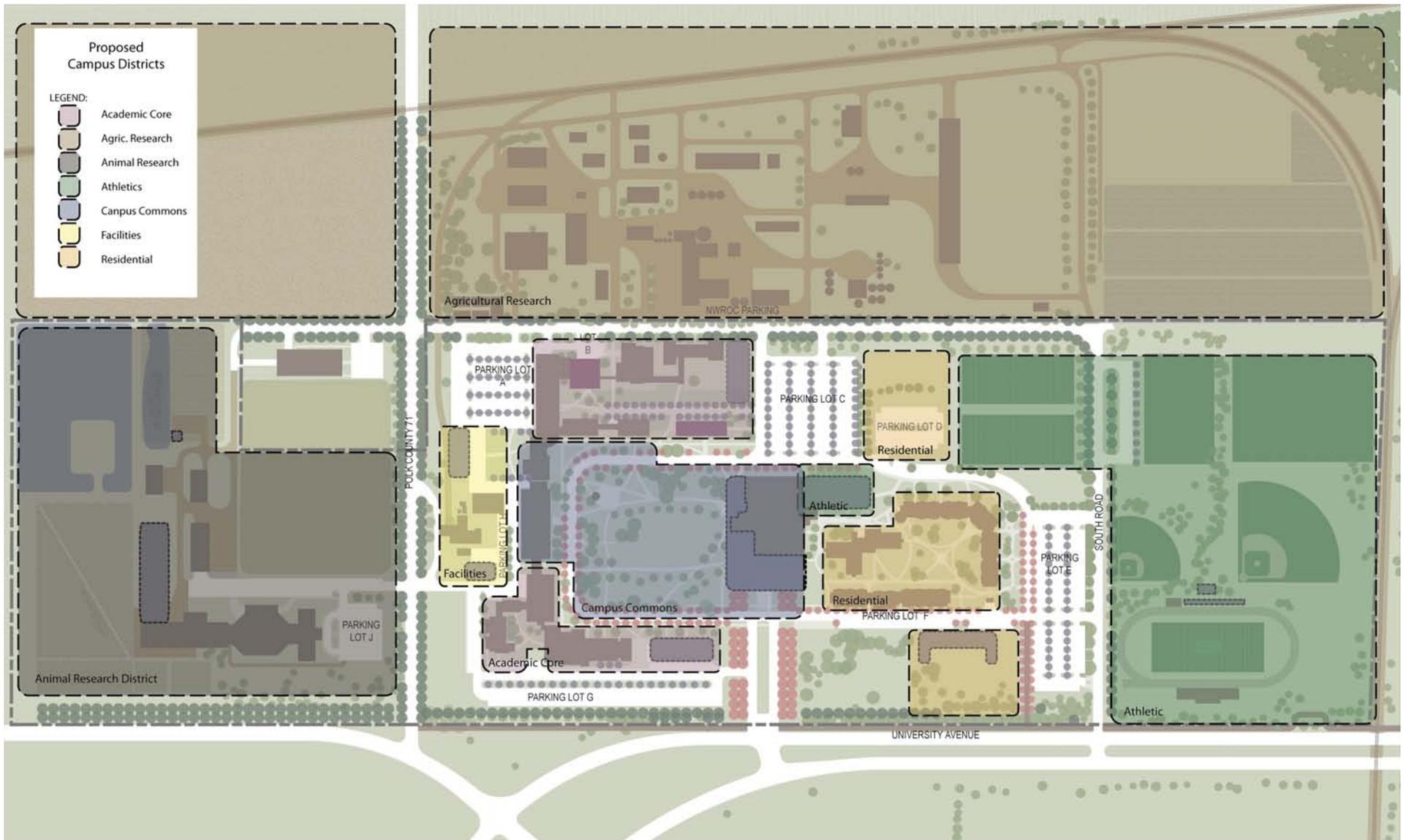
- Guideline 1 Support an active residential campus with identified social spaces that serve as a hub of activity for students, staff and faculty.
- Guideline 2 Reduce physical barriers between the academic and agricultural realms of campus.



MASTER PLAN: CROOKSTON 2020



Existing Campus Districts



Expansion of the Academic Core District and new residential halls accentuate the 'Mall' & the central Campus Commons.

MASTER PLAN: CROOKSTON 2020

WAYFINDING

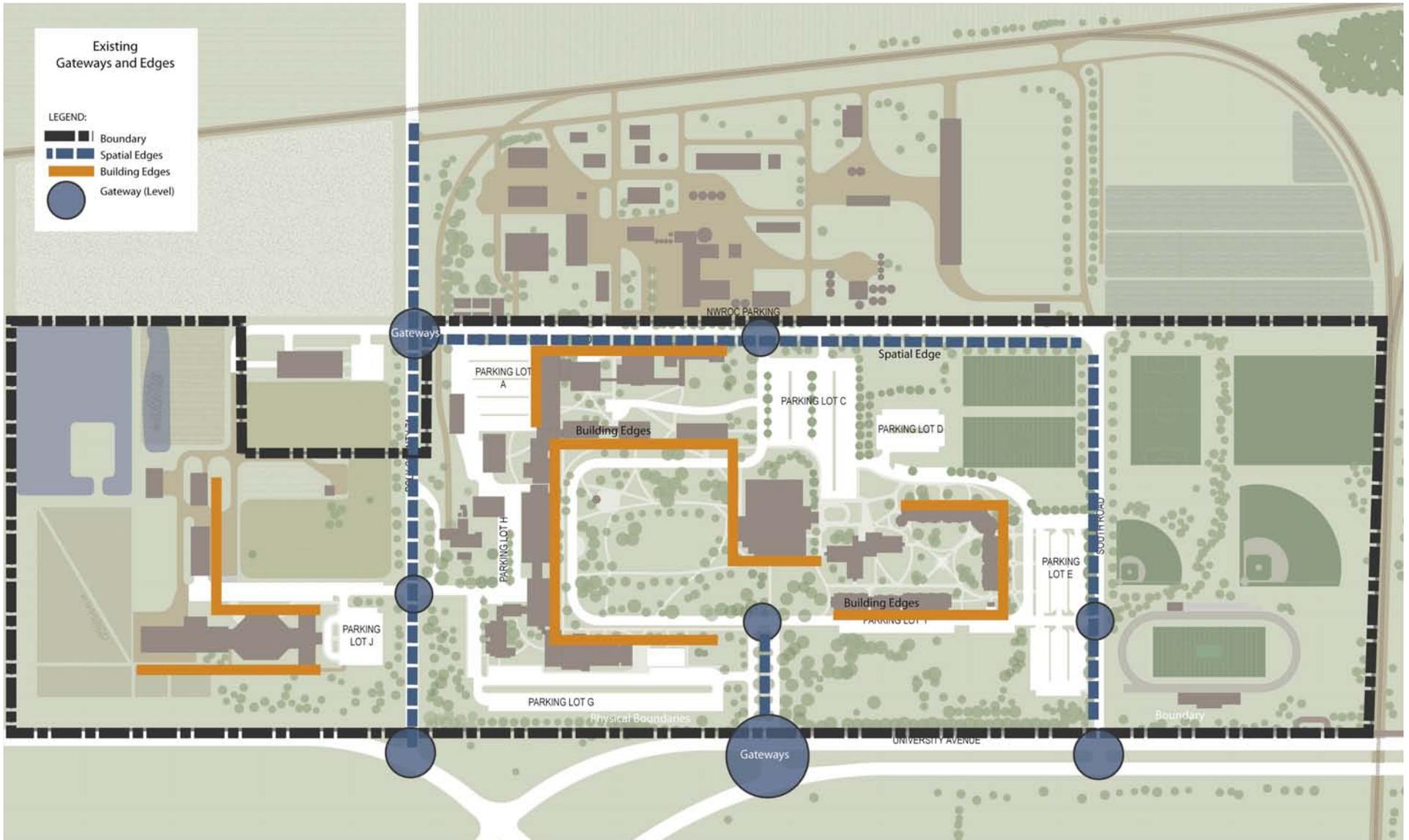
Most traffic to and from the campus uses US Highway 2 as their approach route. The three entrances from US Highway 2 offer vastly different experiences. 'Gateways' are identified based on volume of traffic and the typical knowledge or experience of people using an entrance. For example, the ceremonial and historic entrance to campus is used primarily by visitors, but residents or staff/ faculty typically enter from the south or north due to proximity to parking and their ultimate destination on campus. As such, landscape treatment of the highly visible triangular parcel located at the intersection of Highway 2, County Road 71, and Highway 75 could create an enhanced campus gateway with signage.

Wayfinding networks are important for signage systems that are consistent and responsive to directional and informational needs of users. Travel directions (one-way versus two-way) are a critical example of these needs, specifically for the occasional visitor to campus.

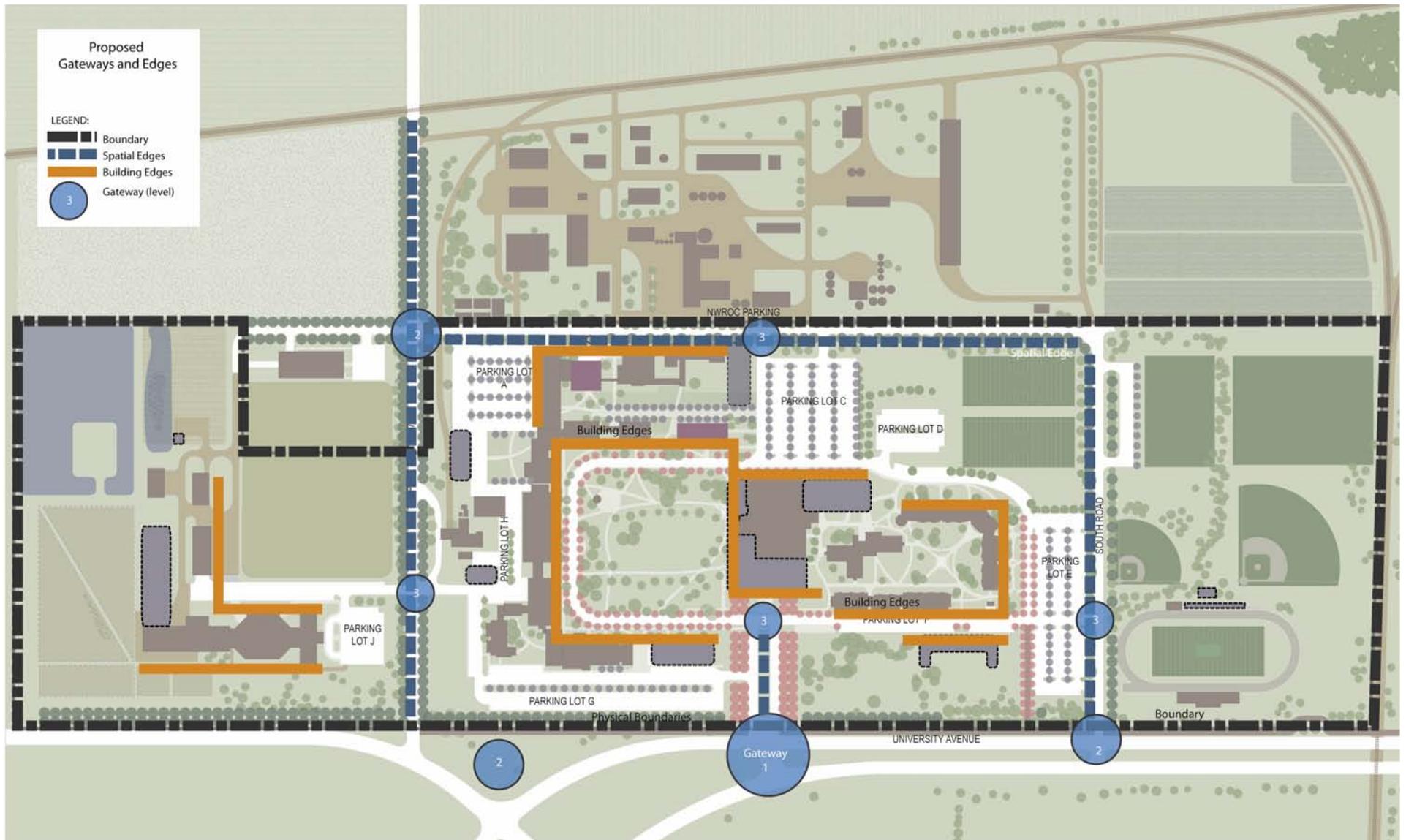
Guideline 3 Use coordinated signage, landscape and campus open spaces to create a positive, memorable experience for campus visitors.



MASTER PLAN: CROOKSTON 2020



Campus spaces are defined by bounding edges such as highways and railroad tracks, as well as visual boundaries like buildings. Together these edges create a hierarchy of gateways to campus for students, staff and visitors.



Building expansions and the addition of new buildings help to better define campus spaces.

MASTER PLAN: CROOKSTON 2020

BUILDINGS

The majority of buildings on Crookston's campus were built within the last 60 years. A handful of existing buildings date to 1910-1920, when the campus was created. Continued reinvestment and renovation of buildings is expected. A limited number of new buildings are anticipated within the timeframe of this plan.

Some existing facilities may be renovated and repurposed, contingent on program definition and available resources. Owen Hall is a candidate for renovation. Demolition of the Kiser building and spatial reorganization of some Facilities Management facilities should be considered within the horizon of the plan. The possible future of McCall could include a conversion to academic or office use, if and when new residences are constructed on campus.

New construction on campus must be addressed according to economic, physical and program needs, and informed by the campus Master Plan. Some of the more immediate needs have been identified as

- A new Wellness Center facility, which would expand the University of Minnesota, Crookston Sports Center in its current location.
- Completion or build out of residential neighborhoods, adjacent to existing buildings (Centennial Hall and Evergreen Hall)
- Two new sites for academic building expansion have been identified, within the existing academic districts, on the east

and west edges of the campus.

- The Equine Center expansion is planned for a site east of the UTOC building, in the location of current day paddocks.

Interim uses are mapped in the Master Plan for supportive functions such as surface parking; outdoor storage such as machine sheds and pasture land or paddocks. These uses are important to the campus' day to day activities but may shift locations over the horizon of the plan, depending on the evolution of other program needs.

A final category shows land banked areas, which should be considered for long term development sites and reserved for building sites as new program needs are defined beyond the ten-year horizon of this plan.

- Guideline 4 Plan, design, construct and operate university facilities to restore the natural environment and create a healthy indoor environment for the university community.
- Guideline 5 Locate new facilities/programs that advance Crookston's identity and outreach mission in high visibility, easily accessible locations.
- Guideline 6 Maximize existing physical assets and correct existing physical liabilities when making improvements on campus.
- Guideline 7 Renovate or build new facilities to creatively and cost effectively accommodate program needs.
- Guideline 8 Demonstrate collaboration and shared use among campus units and entities when making new investments in physical campus.
- Guideline 9 Promote barrier free environments that support independence for all campus users, specifically people with disabilities.

MASTER PLAN: CROOKSTON 2020

UTILITIES, ENERGY MANAGEMENT

Public utilities (water and sewer) are supplied to the campus by the City of Crookston. Currently, the campus relies on steam, chilled water and electricity to support building heating, cooling and power supply.

An assessment of these systems indicates that 2009 demands are adequately met by existing distribution networks systems and sources of power. However, additional development will require improved and expanded distribution systems and additions to capacity, given that steam and electrical systems have very little remaining capacity when working at peak loads.

As new campus building projects move forward, careful attention should be devoted to modeling, demand projections and code compliance requirements.

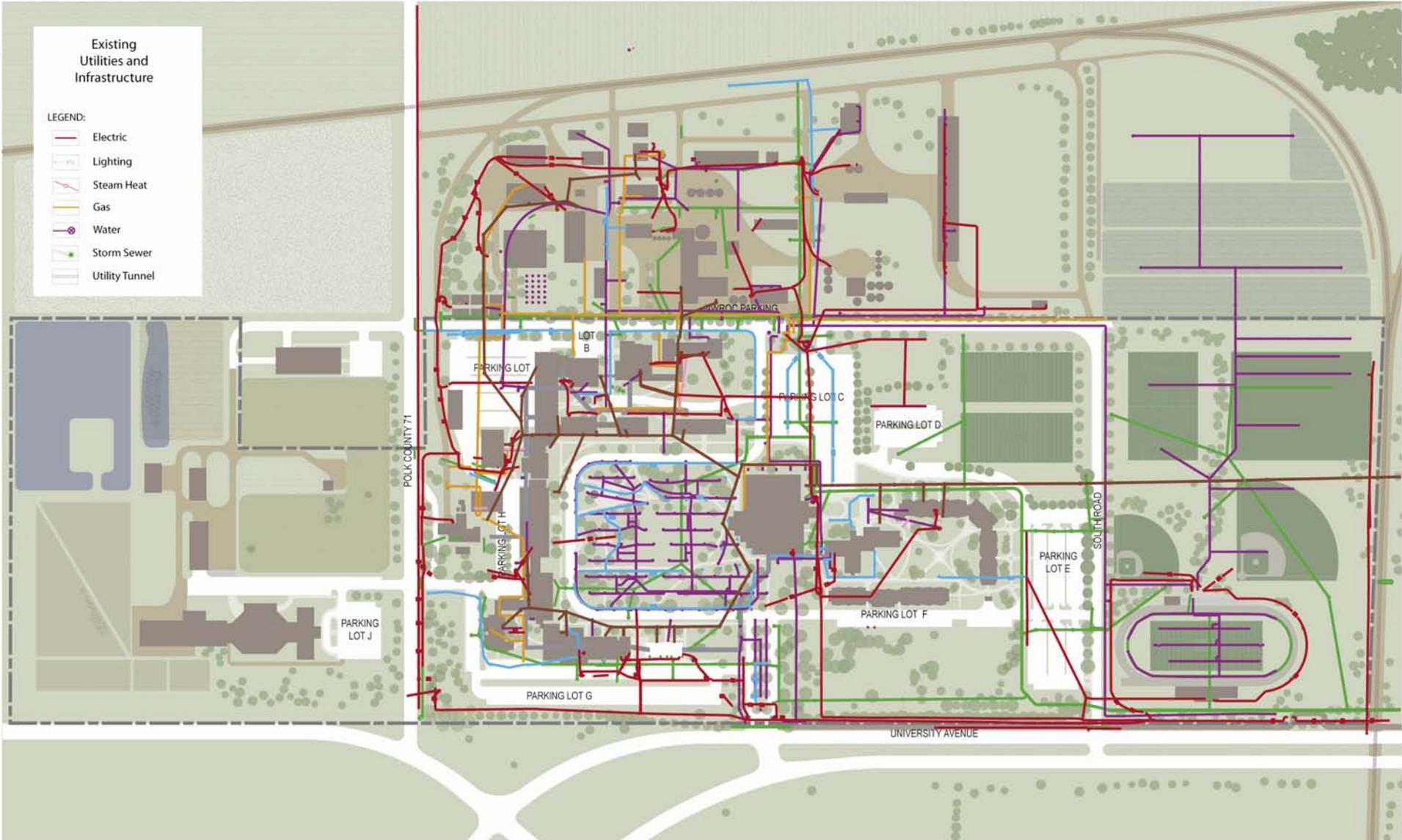
Summary Of Potential Development UMC 2010-2020

| <u>Type Of Space</u> | <u>Approximate Sq Ft</u> | <u>Planning Year Of Operation</u> |
|--------------------------|--------------------------|-----------------------------------|
| New Residential | 60,000 | 2015 |
| New Academic | 80,000 | 2015 - 2018 |
| New Wellness | 80,000 | 2015 |
| Renovated Administration | 15,000 | 2020 |
| | 235,000 | |

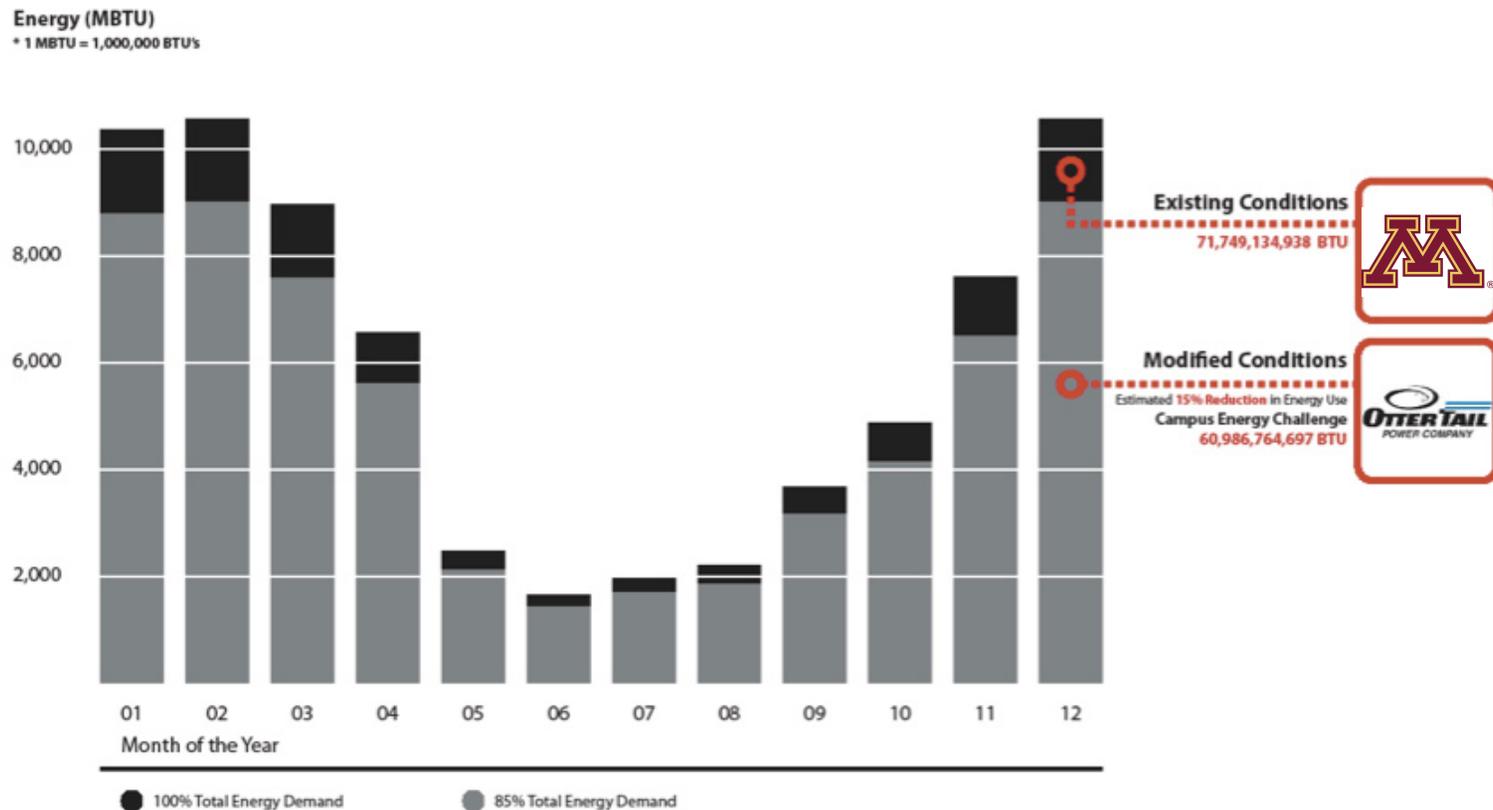
This table summarizes potential future development at University of Minnesota, Crookston by program, total area, and earliest potential year of operation. This data was prepared by University of Minnesota Facilities Management and Capital Planning staff to establish parameters on utility demands for campus development.

- Guideline 10 Pursue climate neutrality and efficient energy operations on the Crookston campus.
- Guideline 11 Give priority to building retrofits to achieve energy conservation goals.
- Guideline 12 Adopt energy-related financial policies which enable the University to be socially, environmentally and fiscally informed.
- Guideline 13 Engage and mobilize the Crookston university community in energy conservation.
- Guideline 14 Require future building, technology and infrastructure facility investments to achieve targeted sustainability criteria.

MASTER PLAN: CROOKSTON 2020



Existing heating plant and infrastructure networks



DECEMBER 1, 2009 CENTER FOR SUSTAINABLE BUILDING RESEARCH + CROOKSTON CLIMATE NEUTRALITY TEAM⁹

In 2009, "Otter Tail Power Company selected the University of Minnesota, Crookston as its first collaborator in the Campus Energy Challenge, which offers rebates and low-interest financing for energy-efficient technologies; encourages students, faculty, and staff to redirect behaviors to enhance energy conservation efforts; and provides in-depth energy education"¹⁰. As campus projects move forward, alternatives in energy will look more towards solar, wind, and geo-thermal sources.

MASTER PLAN: CROOKSTON 2020

OPEN SPACE

Significant open spaces have traditionally defined the University of Minnesota, Crookston's image and identity, starting with Morell and Nichols' first campus plan for Crookston in 1911. The Mall is a historic feature, as is the drainage system and shelterbelt plantings originally established with the campus. Newer open space features such as the Nature Nook, the Shaver Butterfly Garden and Youngquist Prairie Garden are considered distinctive places by the campus community.

Depending on their attributes and location, these same open spaces serve as gathering places, connective open space and pedestrian ways. Research lands are an important part of the University of Minnesota, Crookston campus due to the leadership of programs such as agricultural and natural resources. Recreational open space also contributes to defining the character of the southern edge of campus. Rain gardens are a form of drainage swale that performs an environmental function while demonstrating best practices in landscape design and surface water management.

The 2010 Master Plan defines key open spaces for preservation. These open spaces are the campus' outdoor rooms, and future development projects must respect the scale and connectedness of these spaces to form a complement to the campus as an environment defined equally by its open space and built space.

- Guideline 15 Create a distinctive, well-utilized system of open spaces that supports campus life.

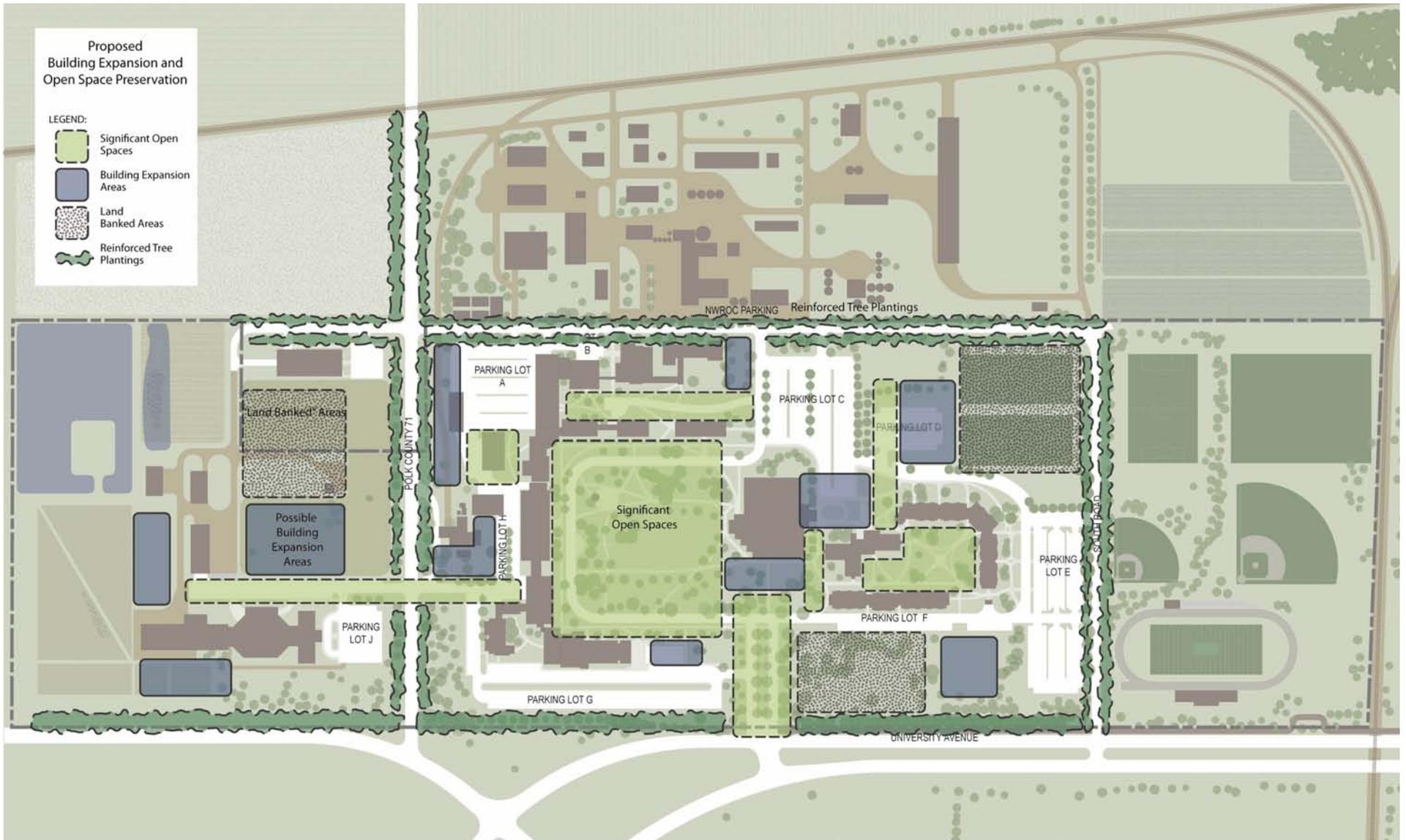
- Guideline 16 Preserve the iconic open spaces that define the early Crookston campus.

- Guideline 17 Preserve integrity of research lands to support academic needs.

MASTER PLAN: CROOKSTON 2020



University of Minnesota, Crookston campus, 2009



Proposed building expansion and open space preservation

MASTER PLAN: CROOKSTON 2020

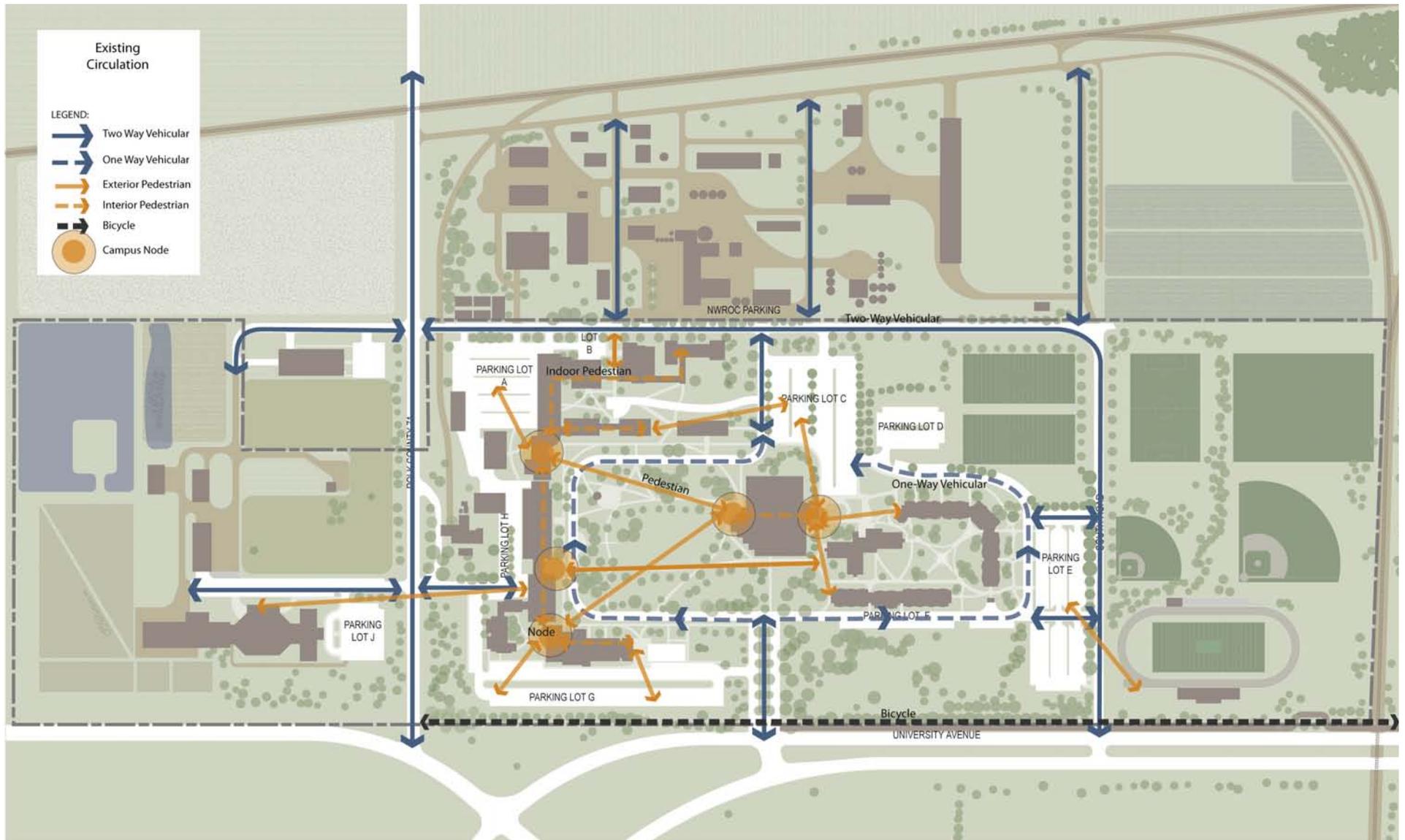
CAMPUS MOVEMENT AND CONNECTIONS

After arriving on campus, most of the 2,000 people who are on site daily move around on foot. Adequate and appropriately located parking is considered critical to the vitality and attractiveness of the university location. Current strategy has located a number of surface parking lots across the campus. An exercise that measured distances between parking lots and public/accessible entries shows that while most parking lots are convenient to users, short distances from primary entries, weather protected and indoor connections should be enhanced in key locations.

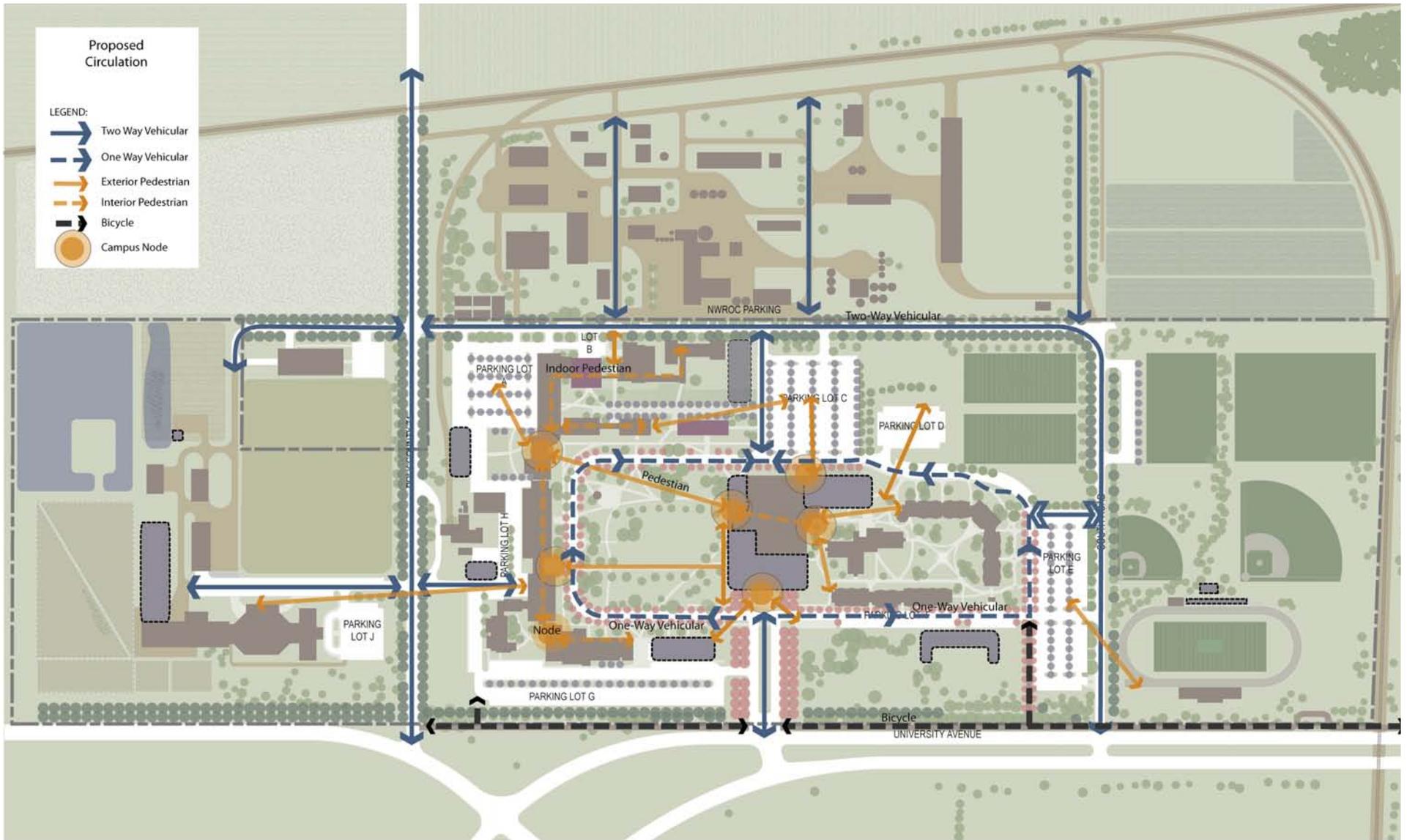
Expansion is possible at some of the most heavily used lots (Lot C, east of Lysaker Gym and Lot E, south of Evergreen Hall). However, careful attention must be paid to future decisions about increasing on-campus parking supply in order to balance the attractiveness of the inner loop of the campus as a primarily pedestrian and cyclist area.

- Guideline 18 Promote transit service on campus roads so that the campus is served by a variety of providers such as local shuttle, as well as mid-distance commuter transit.
- Guideline 19 Connect campus destinations so that walking and biking is more convenient than driving a private automobile.
- Guideline 20 Improve campus entries, circulation systems, and 'wayfinding' to campus destinations.
- Guideline 21 Promote improved physical connections with community destinations.
- Guideline 22 Maintain strategic locations for vehicle parking to serve multiple destinations.
- Guideline 23 Provide strategically located small parking areas to serve short-term and visitor-oriented functions such as admissions, welcome center and others.
- Guideline 24 Encourage use of more sustainable transportation alternatives.

MASTER PLAN: CROOKSTON 2020

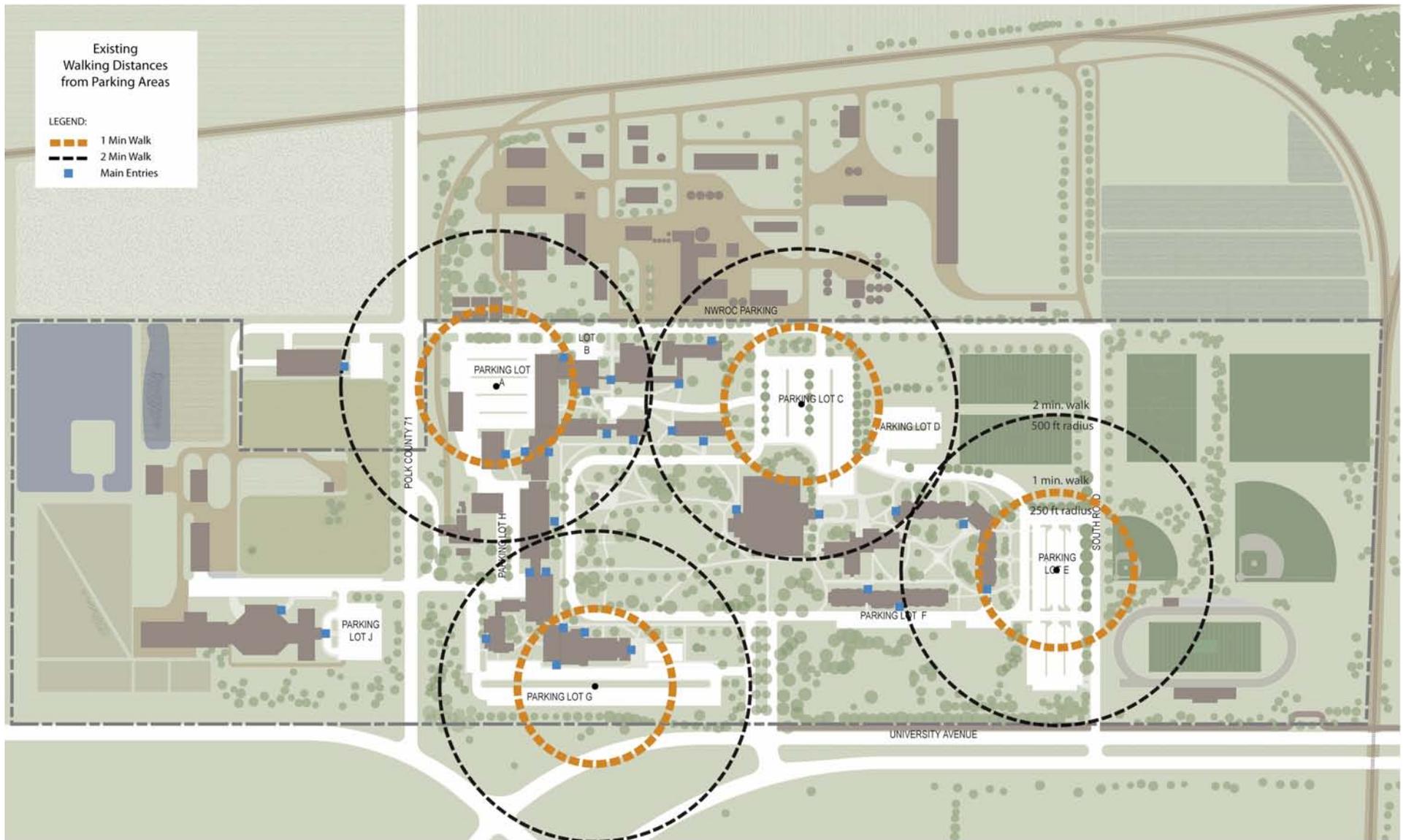


Future projects need to provide connectivity for all types of movement (bikes, foot and vehicular traffic), where it currently does not exist.

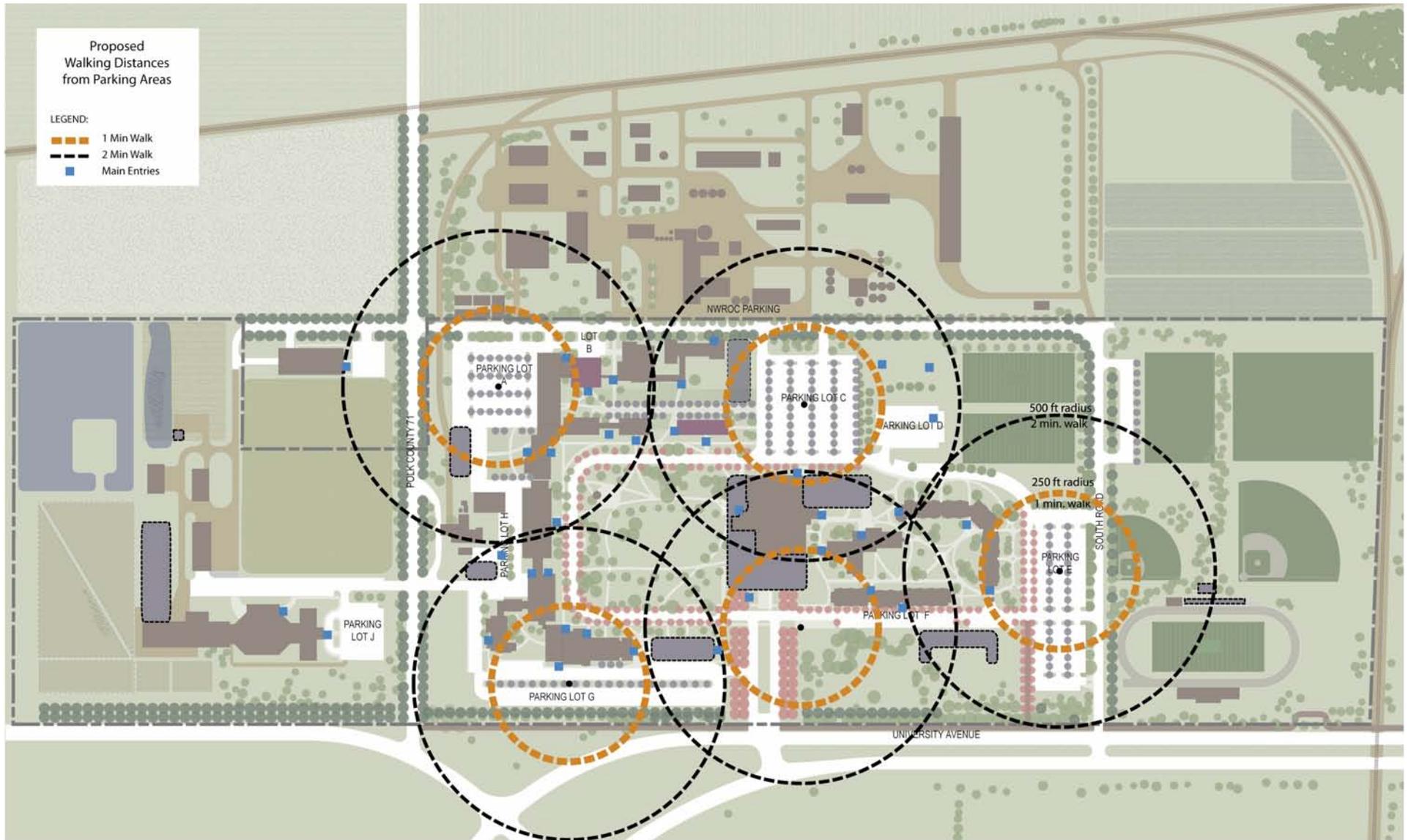


Expansion of Wellness Center and newly added buildings will provide easier accessibility to pedestrian paths, and a more efficient loop for vehicular traffic.

MASTER PLAN: CROOKSTON 2020



Walking times based upon the average person walking at an average pace.



New buildings and reconfigured parking lots increase connectivity of the campus.

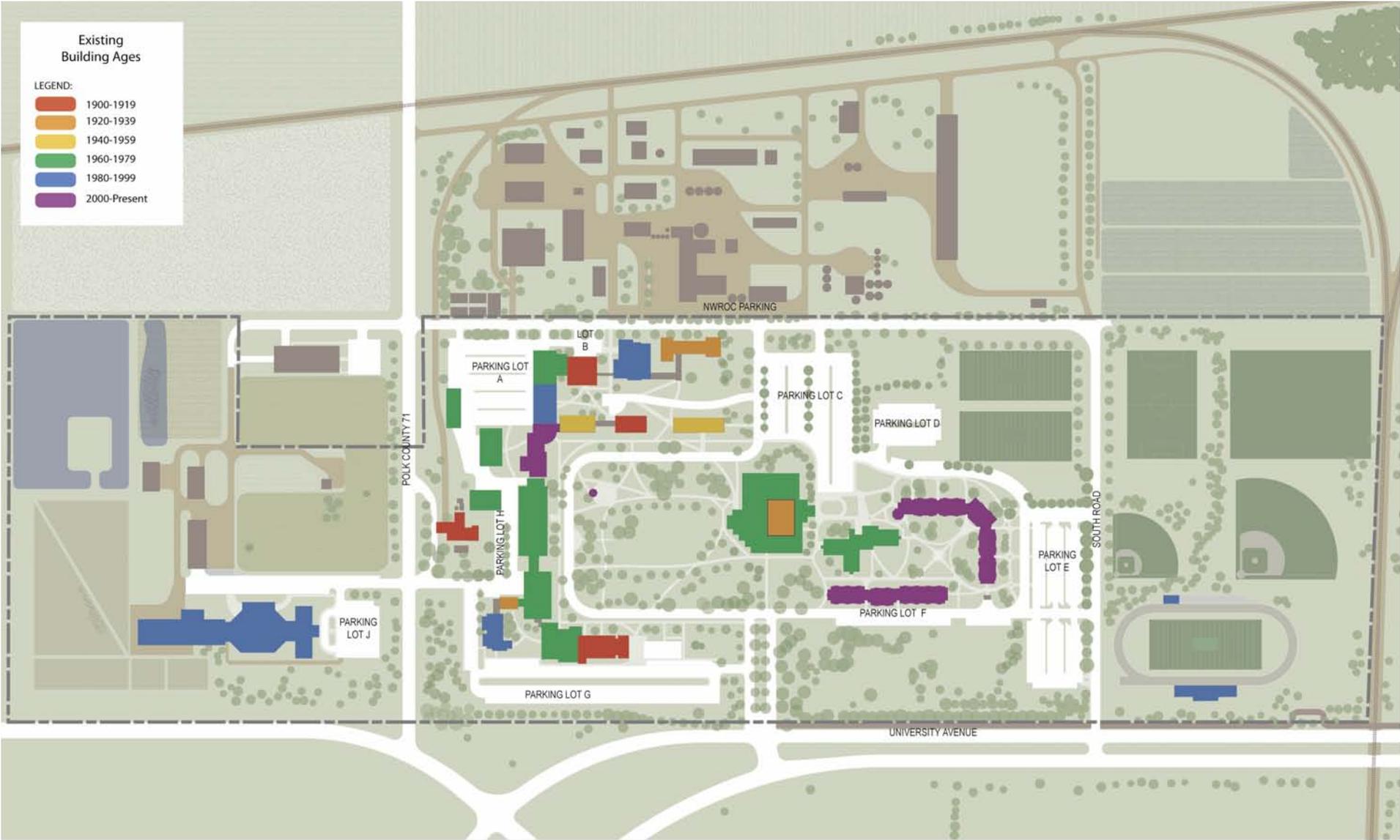
MASTER PLAN: CROOKSTON 2020

ARCHITECTURE AND IMAGE The architectural identity of the campus was established with the state's expanding network of Experiment Stations, established at the turn of the 20th century. Both the landscape, the system of drainage to support the development of campus lands and a number of extant buildings are potentially eligible for historic designation. Between 1905 and 1913, six buildings were established on the Crookston campus, all designed by Clarence Johnson. The three story buildings with gabled rooflines established a new presence on the land in terms of building height and massing, and the use of the distinctive soft, yellow Chaska brick and red roof tiles further defined the campus' image.

- Guideline 25 Define a technological and sustainable identity for the campus that can be implemented with changes to buildings, landscapes and operations.
- Guideline 26 Ensure that new construction, renovation and landscape development contribute to the visual wholeness of campus.
- Guideline 27 Consider support for temporary demonstrations or installations if proposed initiatives advance that campus' image and do not preclude future development of the site.
- Guideline 28 Support use of 'branded' materials in defining campus landscape and buildings.
- Guideline 29 Design new buildings to reflect the height and scale of existing structures found on campus.



MASTER PLAN: CROOKSTON 2020



Existing building ages



MASTER PLAN: CROOKSTON 2020

COMMUNITY CONNECTIONS

The University of Minnesota, Crookston roots originated from the idea that a 'closer to home' alternative to higher education and technological development was needed for northwest Minnesota. Recent additions to campus, such as the Student Center, continue to serve the community as a destination for conferences, special events and celebrations. Research lands and livestock barns, bike trails and demonstration gardens as well as recreation facilities attract visitors from outside the campus. Other facilities owned by the City or school district can serve some of the University of Minnesota, Crookston's needs. The campus and its diverse activities are expected to continue to serve as a community center for Crookston and its immediate surroundings.



- Guideline 30 Collaborate where feasible to make open spaces of all types accessible to the larger community.
- Guideline 31 Educate members of public and campus community about functions within open spaces, where appropriate and accessible to these populations.
- Guideline 32 Promote improved visual and digital connections with community resources.
- Guideline 33 Participate in partnerships with community, regional and state entities.
- Guideline 34 Demonstrate collaboration and shared use among campus entities.

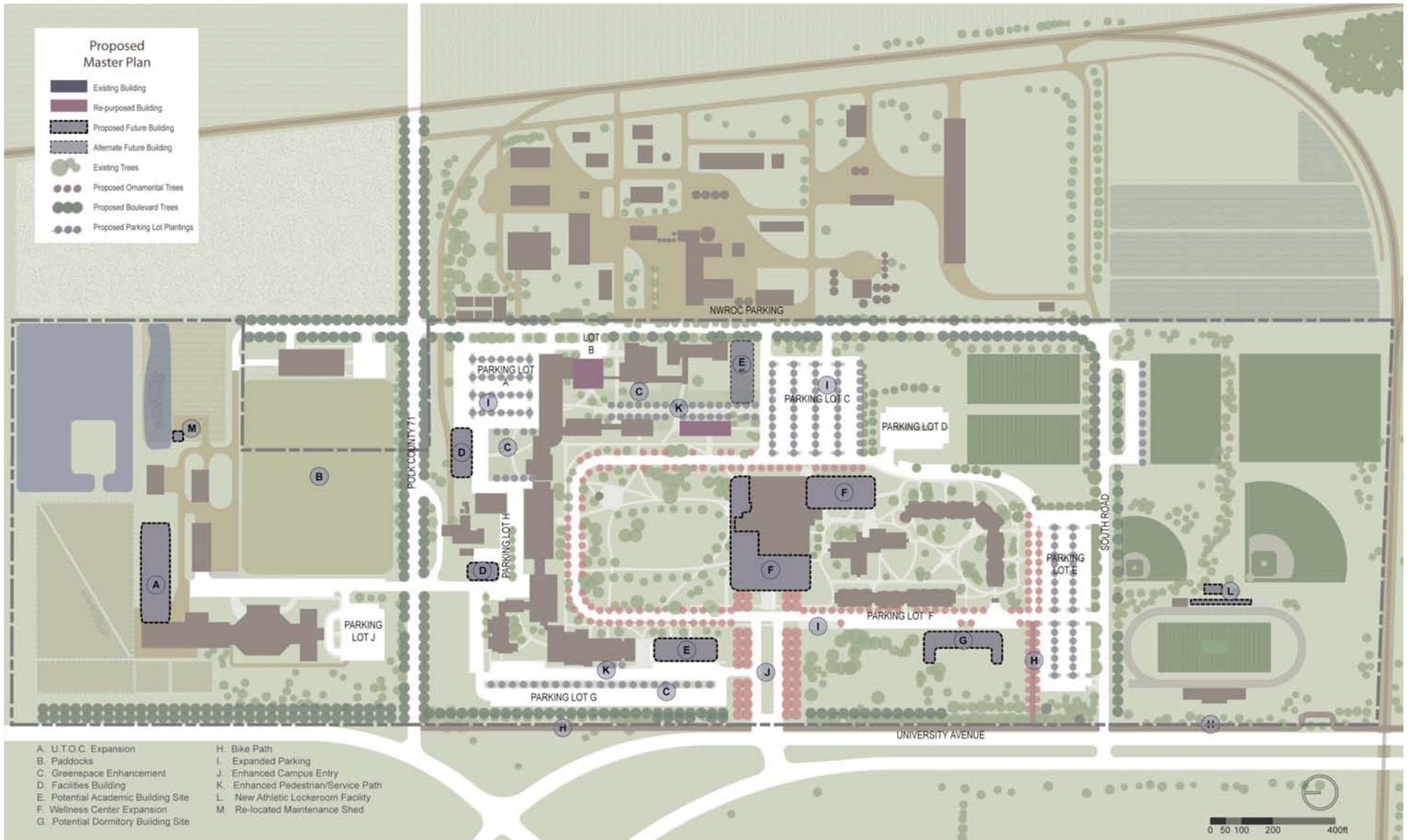
IMPLEMENTATION

The Master Plan provides broad principles and a basic framework that directs future campus development. It depicts a vision for the near and long term future, with an extended planning horizon of ten-fifteen years. In that time, it is likely that the Master Plan will require updating, to reflect changing conditions and factors relevant to the continued evolution of University of Minnesota, Crookston.

Capital projects that have a significant effect on the external appearance, function and operation of the campus will be formally measured against the principles and strategies of this Master Plan. Projects and initiatives will be evaluated throughout planning and design efforts to ensure the Master Plan retains its influence on project formulation, site selection and design development. Specific capital projects associated with Master Plan Recommendations are listed below in priority order:

- i. Wellness Center
- ii. Academic Buildings
- iii. Technology infrastructure to support online learning
- iv. Housing Neighborhood expansion

Ongoing investments in buildings and operations protocol that will achieve a more sustainable campus are expected to continue through 2020.



Proposed master plan

- 1 University of Minnesota, Crookston website
- 2 Campus Factbook p. 1, Common Data Set 2009-2010
- 3 Master Plan Facilities Committee meeting notes, October 2009
- 4 Master Plan Facilities Committee meeting notes, May 21, 2009
- 5 Master Plan Facilities Committee meeting notes, May 21, 2009
- 6 Master Plan Facilities Committee meeting notes, May 21, 2009
- 7 Master Plan Facilities Committee meeting notes, May 21, 2009
- 8 Master Plan Facilities Committee meeting notes, May 21, 2009
- 9 Crookston Climate Neutrality Plan Draft, University of Minnesota, Crookston, December 2009
- 10 University of Minnesota, Crookston website

All images provided by the University of Minnesota, Crookston, unless otherwise noted.