

## **CHAPTER ONE**

### **Introduction & Background**

The Campus Master Plan for the University of Wisconsin-Madison is intended to provide a guide for future campus growth. The plan provides a framework for growth at the university by designating sites for immediate projects as well as providing a framework for future projects. The master plan addresses both the location of buildings as well as the spaces in between them. By placing equal importance on both building and outdoor space, the plan sets a precedent that ensures the development of a campus that will be in harmony with its natural environment, provide much needed outdoor gathering spaces, provide ample growth for programs and research, as well as provide open space connections across campus.

The implementation of this plan will help ensure that the Madison campus develops with the high level of quality associated with the institution. In light of inevitable changes in programs, priorities, and funding in the future, this plan should be viewed as a flexible document that is a tool and comprehensive guide for directing decisions affecting the Master Plan. As a result, the principles of the plan are equally as important as the specific building and open space locations. The established planning principles should be referred to when design decisions are made in the future. This plan is not intended to prescribe solutions nor limit creativity, but rather to establish a framework for development which strengthens the University of Wisconsin-Madison campus.

#### **A. Chancellor's Vision**

UW-Madison has arrived at a rare and exciting moment.

We have designed our legacy and defined our future through a campus master plan that will guide the evolution of the campus for many years to come.

Together, our campus community – working closely and cooperatively with our neighbors and local officials – has envisioned a campus that is more workable, more livable and more sustainable. It is this reinvented campus that will carry our teaching, research and service mission into the next decade and beyond.

We want a campus that is functional, one that balances the needs of teachers and students; of drivers and pedestrians; of needed redevelopment and inviting open spaces. We want a campus that responsibly marshals its resources by planning intelligently for campus renewal and anticipating future needs. This plan embodies those values and meets the challenge of recreating the campus in place.

Some of our older buildings will be ripe for renovation, while others that have outlived their usefulness will be targeted for removal to make way for new facilities and open spaces.

We are keenly aware that this campus is a treasured place, with its splendid lakeshore and university heritage. It is a fabulous setting, and we plan to create more on-campus spaces that define us, inspire us and symbolize our Wisconsin spirit.

Our long-term strategy takes into account needed new infrastructure, transportation and parking issues, utilities and open spaces. This integrated approach will help us create a more efficient campus, one that will continue to fulfill its mission in years to come. We also set an aesthetic tone by establishing architectural design guidelines that will give this campus and its various academic neighborhoods a coherent sense of place.

We recognize that this dynamic university is an important part of Madison and the world beyond, and we take that responsibility seriously. This plan helps us preserve the spirit and meaning of the Wisconsin Idea and carry it forward.

This campus master plan acknowledges our rich history and thoughtfully points the way to a more purposeful, well-designed campus and one that serves our needs as we advance into the future of learning, service and discovery.



John D. Wiley  
Chancellor

### **Overall Mission of the University**

The primary purpose of the University of Wisconsin-Madison is to provide a learning environment in which faculty, staff and students can discover, examine critically, preserve and transmit the knowledge, wisdom and values that will help ensure the survival of this and future generations and improve the quality of life for all. The university seeks to help students to develop an understanding and appreciation for the complex cultural and physical worlds in which they live and to realize their highest potential of intellectual, physical and human development.

It also seeks to attract and serve students from diverse social, economic and ethnic backgrounds and to be sensitive and responsive to those groups which have been underserved by higher education.

- a. Offer broad and balanced academic programs that are mutually reinforcing and emphasize high quality and creative instruction at the undergraduate, graduate, professional and postgraduate levels.
- b. Generate new knowledge through a broad array of scholarly, research and creative endeavors, which provide a foundation for dealing with the immediate and long-range needs of society.
- c. Achieve leadership in each discipline, strengthen interdisciplinary studies, and pioneer new fields of learning.
- d. Serve society through coordinated statewide outreach programs that meet continuing educational needs in accordance with the university's designated land-grant status.
- e. Participate extensively in statewide, national and international programs and encourage others in the University of Wisconsin System, at other educational institutions and in state, national and international organizations to seek benefit from the university's unique educational resources, such as faculty and staff expertise, libraries, archives, museums and research facilities.
- f. Strengthen cultural understanding through opportunities to study languages, cultures, the arts and the implications of social, political, economic and technological change and through encouragement of study, research and service off campus and abroad.
- g. Maintain a level of excellence and standards in all programs that will give them statewide, national and international significance.
- h. Embody, through its policies and programs, respect for, and commitment to, the ideals of a pluralistic, multiracial, open and democratic society.

*Revised statement, adopted June 10, 1988, UW*

### **Coordination with the Campus Strategic Plan**

The current strategic plan, developed by the campus in 2000, identifies five strategic priorities. Current goals in each priority area include:

1. Promote Research
  - a. To refresh physical and financial resources, faculty and staff, and technical infrastructure
  - b. To expand and invigorate research and educational opportunities for students
  - c. To expand the application and benefit of research
2. Advance Learning
  - a. To build community through residential education and an active engagement with the out-of-classroom learning environment
  - b. To encourage leadership through service, research, and individual creativity

- c. To meet the needs of non-traditional students and promote lifelong learning
  - d. To use technology as an instrument of contemporary and multidisciplinary learning
  - e. To complement scientific literacy through the arts and humanities
3. Accelerate Internationalization
- a. To continue to offer excellence in area and international studies
  - b. To expand the reach of the university through global knowledge transfer
  - c. To expand collaborations with public and private sectors of international communities
4. Amplify the Wisconsin Idea
- a. To vigorously share advances in science and knowledge with the people of the state, the country, and the world.
  - b. To expand university-state relationships in a way that reflects the new global economy
5. Nurture Human Resources
- a. To build a welcoming, inclusive, engaged community
  - b. To increase involvement in governance among all campus communities
  - c. To promote and develop leadership training opportunities
  - d. To enhance diversity among students, faculty, and staff
  - e. To diminish social reliance on alcohol or other potentially destructive influences

The current campus physical master plan process aligns closely with the campus strategic plan by creating a framework for upgrading research facilities and the utility infrastructure that serves them. The plan advances learning by planning facilities with life-long learning in mind; utilizing technology to its best advantage through appropriate facility improvements; and substantially upgrading the buildings that serve the arts and humanities.

The plan reaches out not only to the Madison and Dane County communities, but to the entire Midwest and the world beyond. The plan seeks to improve wayfinding for our many visitors with better graphic wayfinding. It will amplify the Wisconsin Idea by promoting these community connections and making the campus boundaries more transparent and inviting. The plan will enhance academic connections by providing upgraded facilities that are flexible and promote interdisciplinary learning and research.

The master plan process included a broad base group of representatives from across campus. Students, faculty and staff from every department and college have been involved as well as many members of the Madison community. The Campus Master Plan, as well as the Strategic Plan, is a result of shared values among the many campus users and provides a direction to guide future growth.

## **B. Campus Overview**



The University of Wisconsin - Madison

Established in 1848, the University of Wisconsin – Madison is one of the country’s first land grant universities, currently serving over 40,000 students and 18,500 faculty and staff. The main campus is comprised of over 900 acres of picturesque grounds along the shores of Lake Mendota, of which 300 acres are defined as the Lakeshore Nature Preserve and are protected from development. The campus has over 18.5 million gross square feet of building space and offers a broad array of undergraduate, graduate, professional, research and advanced academic programs. The UW-Madison is the flagship university in the 26-campus University of Wisconsin System and one of the nation’s largest and most productive research institutions in higher education, receiving over \$580 million in research funds in 2002-2003.

## **C. Need for a Campus Master Plan**

Approximately every 10 years, the university takes a comprehensive look at its programmatic directions and how its facilities support those programmatic changes. The State of Wisconsin Building Commission, under Sections 13.48(4) and (6) of the Wisconsin Statutes, requires that capital building programs be prepared for each state agency on a regular basis. Specific recommendations and priorities must be established for the next three biennia in what is defined as an agency’s “Six-Year Development Plan.” Every two years, staff in Facilities Planning and Management work directly with

colleges and departments across the campus in defining their facility issues and determining potential solutions to address those needs. The shared governance Campus Planning Committee oversees the entire process and makes a final recommendation to the Chancellor for inclusion in the on-going capital budget for the State of Wisconsin. The 2005 Campus Master Plan for the University of Wisconsin-Madison has been prepared to assist in that process for at least the next three, six-year planning horizons and beyond. The general planning horizon for the document is expected to be 20 to 25 years.

The campus master plan process is used to accommodate and direct future growth of the campus in a responsible and efficient manner utilizing funding to assure that facilities development supports the institution's mission of teaching, research and outreach. The plan needs to assure that daily decisions are part of a long term vision, are not short sighted but are optimistic about the future outlook of the campus and its facilities. The plan also needs to continue to raise aspirations as well as provide positive direction for potential donors interested in investing in the future of the campus.

The current campus master plan process at the University of Wisconsin-Madison also follows Physical Planning Principles that have been adopted by the Board of Regents. Those principles are as follows:

Physical Planning Principals, Board of Regents of the University of Wisconsin System

1. *To plan physical development within the context of planning guidelines specific to each institution.*
2. *To create a physical environment that contributes aesthetically and physically to the overall educational experience.*
3. *To plan facilities on the basis of student enrollment and other population levels and distributions which may reasonably be projected.*
4. *To plan facilities that are responsive to programs and the way they are delivered.*
5. *To recognized the increasingly diverse student population, and to provide for the needs of these students.*
6. *To maintain an ongoing comprehensive building space management function and a comprehensive space use plan specific to the university.*
7. *To make optimal use of all existing UW System facilities through renovation, conversion, and remodeling wherever possible.*
8. *To protect the large investments already made by students and the state in the physical plant and equipment.*
  - a. *Health and Safety – To assure that proper consideration is given to the health and safety of all who use university facilities.*
  - b. *Maintenance – To properly maintain all existing facilities, promoting maximum usefulness for program objectives, and to extend the useful life of facilities as long as economically feasible.*

- c. Accessibility – To develop an overall environment that is accessible to people with disabilities and to remove existing barriers that obstruct access to university buildings and facilities.*
  - d. Resource Conservation – To achieve the maximum efficiency in the consumption of resources.*
- 9. To encourage collaboration, partnerships and innovation in planning.*
  - 10. To ensure facility development is compatible with the existing positive features of campus and neighborhood environs through joint university/community planning, addressing economic and environmental impact.*
  - 11. To include students in the planning process whenever feasible, but always in the case of planning for student fee-supported projects.*
  - 12. To provide for the transportation system needs of the university community.*
  - 13. To plan development at the UW Colleges in concert with the county and/or city in which the UW College is located.*
  - 14. To join in Wisconsin’s commitment to the recognition of the state’s heritage through historic preservation of buildings and other facilities.*

A successful campus master plan needs to be consistent yet flexible and responsive to the needs of its time. It is an important baseline upon which to make day-to-day decisions over a longer period of time and to meet a consistent vision. The development of new facilities, and the preservation, renovation and maintenance of existing facilities, need to assure university and state decision-makers that funds allocated for facilities are in line with the campus mission. As the campus continues to rely on private dollars for more and more of its development, it is also clear that the campus master plan will be used to keep aspirations high and help raise funds for new and exciting endeavors. The master plan must continue to provide an optimistic vision for the future.

#### **D. History of Campus Plans at the University of Wisconsin-Madison**

In 1908, one of the first comprehensive campus master plans was completed for UW-Madison. Architects Warren Powers Laird & Paul Phillipe Cret from the University of Pennsylvania in Philadelphia were commissioned to develop a plan for the future development of the campus. Assisted by then State and University Architect Arthur Peabody, the plan set out a bold new vision taking cues from the City Beautiful movement. Classical building styles and grand civic spaces highlighted the plan. Some portions of the plan were implemented while others were not.

*“The General Design of the University was completed in 1908, after two years of thorough investigation and careful study... the design attempts to forecast and visualize the physical development of the University during the next forty or fifty years... It is aimed to secure harmony of aspect among groups through emphasizing their unity as parts of one great University.... Through forecasting by a general plan the University can develop and maintain a visible unity and that individuality of character which may be epitomized by the word “Wisconsin”.”*

– The Future of Wisconsin, Arthur Peabody, Supervising Architect, Badger Yearbook, 1913.



Image of the 1908 Laird & Cret Campus Master Plan

Several concepts from the 1908 plan have lived on including the Greater Mall (now known as Linden Drive), the Lesser Mall (Henry Mall), and the fine arrangement of buildings in classical form and proportion. Since its completion, the 1908 plan has been looked to for inspiration and encouragement in the development of university buildings and grounds.

In 1927, State Architect Arthur Peabody, who worked with Laird & Cret on the 1908 plan revised the 1908 plan based on changing needs of the university. In 1941, at the request of then President Clarence A. Dykstra, the Wisconsin State Planning Board finalized the development of A Campus Development Plan for the University of Wisconsin. An extensive building program was being submitted at that time to the Legislature and the leaders of the day suggested that a new plan be developed to help guide the massive undertaking.

These prior plans served the campus well for over 40 years when, with the baby boom looming in the late 1950s, the next generation of planning began. In 1958, enrollment was just over 16,500 students and projected to grow up to 30,000 or greater by 1970. While the expected enrollment and subsequent growth in faculty and staff was predicted, it was not predicted at the rate at which it actually occurred in the 1960s and 70s. By



1970, enrollment stood at nearly 35,000 and a concurrent building boom was in full swing.

During the fall of 1980, the UW-Madison Campus Planning Committee, the Board of Regents and the State Building Commission adopted the 1980 Campus Development Plan. The major conclusions of that plan stated that enrollment would decline somewhat but would increase again in the mid-1990's. The plan focused on remodeling and upgrading existing facilities while adding selective space to complement existing programs. In order to accommodate the needs of the campus users, considerable emphasis was placed on alternative modes of transportation, including bus, car and van pooling, bicycles and walking. The plan made a strong commitment to maintaining open space and did not make major recommendations in expanding the campus boundary over what was established in the 1959 campus plan. Principle boundary modifications since that time were in the south campus area and along the rail corridor where a joint planning area was established with the City of Madison. Modest land acquisition was planned to meet programmatic needs.

In 1982, a Campus Transportation Plan was adopted by the UW-Madison Parking and Transportation Board, the Campus Planning Committee and the Board of Regents of the University of Wisconsin System. The Plan, based on several transportation surveys of faculty, staff and students, helped pave the way for future transportation planning initiatives and the campus' leadership role in defining campus transportation solutions.

In 1984, a comprehensive planning process was completed by university staff as part of a UW System-wide effort for all university campuses. Two, six and ten-year plans were developed to describe each institution's programmatic directions and the corresponding changes to facilities needed to carry out those programs. These plans were also to provide a general framework for a campus development plan. At UW-Madison, growth was projected in engineering, agriculture and the health sciences. Biomedical and veterinary sciences were also designated during this time as important program growth areas.

The developing south campus was noted as having the most potential for change. The 1984 plan encouraged redevelopment for private housing and defined which areas might not be best for housing. Clearly, the existing (at the time) light industrial, wholesale, and auto parts and repair uses were going to be relocated and replaced with higher and better uses. Clearly this happened with many new private student rental apartments in this area developed over the last 20 years. Emphasis in the 1984 plan also considered improvements in bicycle and pedestrian systems as part of an overall detailed transportation plan. Overhead pedestrian bridges were considered a vital part of that plan, yet few were ever implemented. Electrical utility system upgrades and expansions were seen as important as the information age and boom of the personal computer was just beginning.

In 1996, the University of Wisconsin-Madison completed a comprehensive 20-year campus master plan to define available development opportunities into the 21<sup>st</sup> Century.

Working with JJR, Inc., a national landscape architecture firm with an office in Madison, the campus developed a consensus driven plan utilizing over a hundred public meetings with outreach to the citizens and neighborhoods surrounding the campus.

The major components of the 1996 campus master plan included the development of:

- planning principles to establish fundamental concepts for organizing the campus' physical systems;
- opportunity plans which identify the recommended composition of campus systems (buildings, roads, parking, etc.) in response to those planning principles and which define existing physical opportunities and constraints; and,
- specific recommendations detailing campus-wide systems and sub-campus Master Plan components.

Development was projected to occur mainly on the south, west and east edges of the campus where it ultimately did occur. The Medical School and School of Pharmacy consolidated into a Health Sciences Campus by moving from the center of campus and the old Medical Science Center out to the west campus near the UW Hospital. The 17,000-seat Kohl Center was built on the southeast campus to serve major athletic, university events and national tour concerts. The East Campus Mall (a.k.a. Murray Mall as so named in the 1996 plan) is coming to fruition with the redevelopment in 2005 of two new residence halls and an office building on North Park Street. As new building development occurs along the Murray Street corridor, each project is including the development of the north-south pedestrian mall to assure its completion from Regent Street on the south to Lake Mendota on the north. Parking has been increased from approximately 11,000 spaces on campus to 13,000 spaces bringing an increase in visitor parking along with a significant increase in Transportation Demand Management initiatives. The university has become the leader in providing options to single-occupancy vehicle trips to downtown Madison and the University.

The 1996 plan, with almost 80 percent of its recommendations either completed, in planning/design, or in construction, has served the campus well. Several recommendations were deemed unlikely to be forwarded due to changing campus priorities and planning circumstances beyond the control of the university (namely changing street use patterns and closing city streets south of University Avenue). In all, the 1996 Master Plan was successful in guiding ten years worth of facilities development on the campus. As in any planning process, the horizon is never ending. The campus will continue to change and evolve, meet new challenges and provide quality learning environments for future researchers, faculty, students and staff.

### **E. Goals of the 2005 Campus Master Plan**

As a result of the Regents' enrollment management efforts, campus enrollment is projected to remain at approximately 41,500 students (headcount), well into the future. Continued moderate growth will be seen in faculty and staff related to the university's research engine. The 2005 Campus Master Plan will address how to responsibly plan for

growth without requiring land acquisition outside the current development plan boundary approved by the Regents. It will also provide recommendations for a responsible “carrying capacity” for the land, striving to balance the importance of open space to building space within our boundaries.

Six major goals were identified as part of the campus master plan process. They are:

**Goal #1 - Sustainability**

Protect, enhance and celebrate our lakeside setting. Develop sustainability guidelines using “green” building designs, materials and techniques. Reduce our impact on the land and better manage energy use. Investigate use of alternative fuels for heating plants and fleet vehicles.

**Goal #2 - Community, Academic and Research Connections**

Promote the Wisconsin Idea by enhancing community connections. Define our borders and enliven streetscapes with more trees and more public gathering places. Make boundaries inviting and transparent. Enhance academic connections by replacing aging buildings, adding research space and improving the quality and quantity of academic facilities. Promote interdisciplinary learning and research with flexible new facilities.

**Goal #3 - Student Life**

Renew a commitment to student life by renovating, rebuilding or restoring our unions and adding upgraded recreation facilities. Add on-campus housing space and continue to promote learning communities. Create new outdoor spaces for informal student gatherings.

**Goal #4 - Buildings and Design Guidelines**

Renew campus by removing obsolete buildings that cannot be renovated. Provide buildings with renewable designs and a planned life of at least 100 years. Preserve significant historic buildings. Define existing neighborhoods of design to ensure new buildings fit into their campus context. Develop comprehensive design guidelines to provide architectural coherence.

**Goal#5 - Open Space**

Protect and enhance existing open spaces and create new gathering areas. Maintain lands in the Lakeshore Nature Preserve as natural areas that support our mission of teaching, research and outreach. Protect and enhance known historic cultural landscapes, quadrangles and courtyards.

**Goal #6 - Transportation and Utilities**

Provide attractive options to driving alone. Maintain parking capacity. Provide more pedestrian areas, bike lanes, connected paths and bicycle commuter facilities. Plan for future development of commuter rail and streetcars. Provide a reliable utility network to meet current and future demands.

## **F. Major Areas of Study in 2005**

The four major components of the 2005 Campus Master Plan include issues relating to:

1. Buildings – Which buildings should remain and which are nearing the end of their useful life? How much new space will be needed to support growth in the research engine of the campus? How can we decompress current research and teaching facilities to provide the outstanding types of facilities our faculty, staff and students require? What is the responsible building capacity of the currently developed land within the campus boundary? If we don't have enough land to meet our programmatic needs, while protecting important open spaces, will we need to develop a satellite campus outside of downtown Madison?
2. Open Space – What are the important green spaces on campus that need to be protected or enhanced? Can we add more useable open space if we remove buildings or surface parking lots and without purchasing additional land outside our existing approved boundary? Where can we create new courtyards and quadrangles in the more urbanized campus to provide outdoor gathering areas for passive use?
3. Transportation – How can we continue to maximize our progressive Transportation Demand Management initiatives and continue to provide sustainable alternatives to driving alone to campus, all while maintaining our current 13,000 parking spaces? How can we have campus users make a positive choice to use an alternative form of transportation to, from and around campus? How can we improve our public transit system on campus and move people quickly and efficiently across campus without using their cars?
4. Utilities – What is the capacity of our utility systems to support current and future campus facilities? What utilities require improvements or expansion in order to meet our needs? What about alternative fuel sources and sustainability in our energy use and building design?

For all of these areas we analyzed existing components, developed guidelines for the future and addressed sustainability issues.

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