

CHAPTER TWO Process

The history of campus planning teaches that the most enduring plans establish a clear connection between the mission of a university and its physical campus - portraying both the qualitative and quantitative aspects of the future physical setting. The Campus Master Plan for the University of Wisconsin-Madison aspires to reflect in the physical environment the quality and importance of the institution and its mission.

This campus plan began with a unique and ambitious agenda:

- be grounded in our history
- respect the inherent beauty of our site and environment
- anticipate no significant change in the campus boundary or student enrollment
- appropriately accommodate current and future facilities needs
- maintain the current balance of parking spaces
- connect the intellectual and physical components of the institution.

In order to address these issues, an intentional participatory process was established. A broad cross section of the on and off campus community came together through a series of workshops that demanded active engagement. Together these groups assessed the campus history and existing conditions, established planning principles and over-arching development strategies, evaluated multiple design options, and refined the proposed solutions.

This engaging process built a strong consensus around the plan's recommendations which will be crucial to implementation in the years ahead. The process was structured through the following five phases:

Observations

In this first step of the planning process, the quantitative and qualitative aspects of the campus were analyzed. A clear understanding of the physical campus, including the study of both the natural and built systems, was established. Studies focused on elements including historic development, cultural resources, topography, watershed, vegetation, circulation, building use, and transit, among others. Coinciding with this physical analysis, interviews of the campus community were held. These interviews provided the master planning team with a wide range of perspectives of the needs and desires for the University of Wisconsin-Madison.

Planning Principles and Concept Development

Guiding principles were generated which reflect the philosophies, culture, and character of The University of Wisconsin-Madison. The principles served as a foundation for the design development of the master plan. A concept diagram was developed after careful study of the observations. This diagram is a physical manifestation of the ideas generated in the observation phase. Broad brush in its

approach, the concept plan diagrammatically conveys these ideas thereby ensuring the plan remains true to its original concept throughout the design process.

District Studies

In the district studies, the campus was broken down into three areas to study in greater detail: the West, North, and South districts. Designing within these smaller areas allowed the plan to evolve to a more detailed level. Throughout this process, members of the Technical Coordinating Committee reviewed design suggestions with attention given to building massing, pedestrian connections, creation of open space, environmental sensitivity, service and vehicular connections, as well as parking issues. By involving members of the campus community and responding to their suggestions, the district studies provided a plan that reflected the needs and desires of the whole campus community.

Final Plan

From these initial district studies, the plan was once again looked at holistically. The final plan is a compilation and refinement of the ideas generated in the previous phases of the project. The final document provides not only a plan for the campus at final build-out, but also the phasing and steps necessary for its implementation over time.

Design Guidelines

The Design Guidelines outline an approach to the design, refinement, and development of the grounds and buildings. The guidelines are not intended to prescribe solutions nor limit creativity, but rather establish a framework that respects UW's past and addresses its current challenges, while being inventive in establishing its future. (Note: a detailed design guide is being developed by the newly formed Design Review Board which will add significant detail to the broad outlined defined for design guidelines in the 2005 Campus Master Plan.)

A. OUTREACH AND COORDINATION

Creation of the new master plan was an iterative process, taking place over 18 months. Planning principles were developed then presented to various groups for their input, incorporated and fed forward into the next phase. This cycle was repeated through the Concept Plan phase to the Draft Plan phase and on through the Final Plan phase. Listed below are groups with whom the planning team met; some meetings were initiated by the planning team, while others were initiated by the groups. Some groups had one meeting while others had well over a dozen. Contributions from individuals and groups, both from within the University and from without, have immeasurably enriched the final plan.

1. Lists of Working Groups

Internal Core Group

- Rose Barroilhet, FP&M, Director-Capital Budget
- Gary A. Brown, FP&M, Director-Planning and Landscape Architecture
- Gwendolyn Drury, FP&M, Project Assistant-Planning and Landscape Architecture
- Alan Fish, FP&M, Associate Vice Chancellor
- Julie Grove, FP&M, Major Projects
- John Harrod, FP&M, Director-Physical Plant
- Peter Heaslett, FP&M, Major Projects
- Robert Kennedy, FP&M, Transportation Planner-Planning and Landscape Architecture
- Lance Lunsway, FP&M, Director-Transportation Services
- Daniel Okoli, FP&M, University Architect and Director-Major Projects
- Doug Rose, FP&M, Director-Space Management Office
- Sam Calvin, Wisconsin Department of Administration/Division of State Facilities

Technical Coordinating Committee

- Jim Albers, University of Wisconsin System
- Rose Barroilhet, Facilities Planning & Management
- Lori Berquam, Offices of the Dean of Students
- Alan Bessey, Facilities Planning and Management
- LaMarr Billups, Office of the Chancellor
- Gary Brown, Facilities Planning & Management
- Dennis Chaptman, University Communications
- Dawn Crim, Chancellor's Office
- Gwendolyn Drury, Facilities Planning & Management
- Dave Dryer, City of Madison Traffic Engineering
- Trey Duffy, Offices of the Dean of Students
- Paul Evans, University Housing
- Alan Fish, Facilities Planning and Management
- John Harrod, Facilities Planning and Management
- Kevin Helmkamp, University Housing
- Luoluo Hong, Offices of the Dean of Students
- Carol Hotchkiss, Facilities Planning and Management
- Robert Kennedy, Facilities Planning and Management
- Jeffery Kosloske, University of Wisconsin System
- Lance Lunsway, Facilities Planning and Management
- Dan McCormick, City of Madison Traffic Engineer
- Jocelyn Milner, Academic Planning and Analysis
- Brad Murphy, City of Madison Planning Office
- Larry Nelson, City of Madison Engineer
- William J. Richner, Auxiliary Operations
- Susan Riseling, University Police
- Douglas Rose, Facilities Planning and Management
- Sam Calvin, Department of Administration/Division of State Facilities
- Annie Stunden, Division of Information Technology
- Tim Sobota, Madison Metro Transit
- Mark Wells, Medical School

Campus Planning Steering Committee

- Elton Aberle, College of Agricultural and Life Sciences & Chancellor's Appointee
- Mary Behan, University Committee
- Connie Brachman, Space & Remodeling Policies Committee
- John Chadima, Intercollegiate Athletics
- Alan Fish, Facilities Planning and Management
- Michael Gould, Biological Sciences Division
- Sandy Guthrie, Recreational Sports Board
- Evelyn Howell, Arboretum Committee
- Ann Hoyt, Social Studies Division
- Michael Knetter, School of Business & Chancellor's Appointee
- Frank Kooistra, Academic Staff
- Anne Lundin, Library Committee
- Robert McMahon, Physical Sciences Division
- Brian Ohm, Transportation Committee
- Cyrena Pondrom, Humanities Division
- Ken Potter, Environmental Representative
- Terri Reda, University of Wisconsin System
- Chris Richards, University of Wisconsin Foundation
- Gary Sandfur, Letters and Science
- Peter Spear, Chair and Chancellor's Designee
- Brenda Spsychalla, Information Technology Committee
- Troy Vosseller, Associated Students of Madison
- Mark Wells, School of Medicine
- Terry Wilkerson, University of Wisconsin Hospital and Clinics

Executive Leadership Team

- Darrell Bazzell, Vice Chancellor for Administration
- David Cieslewicz, Mayor of Madison
- Robert Cramer, Wisconsin Department of Administration
- Sean Dilweg, Wisconsin Department of Administration
- Alan Fish, Associate Vice Chancellor for Facilities Planning & Management
- Peter Hans, President-Village of Shorewood Hills
- Terry McGuire, Citizen Delegate to Wisconsin State Building Commission
- David Miller, University of Wisconsin System Administration, Capital Budget Office
- Donna Sollenberger, CEO, University of Wisconsin Hospital and Clinics
- Peter Spear, Provost
- John Wiley, Chancellor

2. Constituency Groups Met with During the Planning Process

- Associated Students of Madison (UW)
- Bascom Hill Society
- City of Madison Alders of districts near campus
- City of Madison Contracted Services Oversight Committee, Transportation subcommittee
- City of Madison Downtown Coordinating Committee
- City of Madison Housing Committee
- City of Madison Long Range Transportation Planning Committee
- City of Madison Mayor and Staff
- City of Madison, Metro Transit

University of Wisconsin-Madison
2005 Campus Master Plan
Chapter 2 - Process

- City of Madison Plan Commission
- Downtown Kiwanis
- Downtown Madison, Inc.
- Dudgeon-Monroe Neighborhood Association
- Eagle Heights Community Association
- Governor of Wisconsin and staff
- Greenbush Neighborhood Association
- IRC Percent for Art Committee
- Joint Public Works
- Madison Metropolitan Planning Organization
- UW Physical Plant Department
- UW Physical Plant Architect/Engineers group
- Regent Neighborhood Association
- Student Personnel Association (UW based, includes Edgewood College & MATC)
- Sunset Village Community Association
- U.S.D.A. – Forest Products Laboratory
- U.S. Veterans' Administration Hospital
- UW Academic Staff Assembly
- UW Campus Bike/Pedestrian Committee
- UW Campus Childcare group
- UW Campus Natural Areas Committee, Planning Group
- UW Campus Transportation Committee
- UW Class of 1959 (Alumni Weekend presentation)
- UW College of Agricultural and Life Sciences Facilities Committee
- UW College of Engineering Advisory Board
- UW Cultural Landscape Project team
- UW Dean's Council
- UW Department Chairs group
- UW Extension, Engineering Professional Development department
- UW Extension Executives
- UW Facilities Managers group
- UW Faculty Senate
- UW Foundation Staff
- UW Grounds Department
- UW Health Sciences Council
- UW Health Sciences Planning Group
- UW Hospital
- UW Housing Joint Staff
- UW Housing/Recreational Sports/Athletics
- UW La Follette Institute Board of Visitors
- UW Letters and Science Facilities Committee
- UW Libraries staff
- UW Madison's Retirement Group (Plato)
- UW School of Human Ecology
- UW School of Veterinary Medicine
- UW Science Alliance
- UW Student life representatives
- UW System – Board of Regents
- UW System Administration, Capital Planning & Budget Staff
- UW Transportation Committee
- UW Transportation Coordinators

- UW Transportation Services staff
- UW University Committee
- Vilas Neighborhood Association
- Village of Shorewood Hills Plan Commission and Trustees
- Wisconsin Alumni Association staff
- Wisconsin Division of State Facilities, Department of Administration
- Wisconsin State Building Commission

3. Coordination with On-Going Local Planning

The Campus Master Plan must clearly be taken in context with local and regional planning efforts. Dane County and the City of Madison are both currently working through their State legislated Smart Growth comprehensive planning processes. Each document references the university as a key player in the region from a variety of standpoints. The University is a major employer and a driver of transportation service needs to and from downtown Madison. It continues to be a center of higher education and research which furthers the growth of technology transfer and economic development throughout the region and across the state. Spin off developments related to the university undertake research and outreach which continue to impact the city with the growth and expansion of the University Research Park and its planned second major phase of development.

The City of Madison Comprehensive Plan recognizes the importance of the university and currently shows the campus as a major land use in the downtown area. The university and city planners continue to coordinate efforts as each planning process has developed and will do so as each plan is finalized and implemented over time.

As part of the implementation process for projects identified in the Campus Master Plan, proposals are reviewed with the Joint West Campus Area Committee and the Joint South East Campus Area Committee. The two joint town-gown committees are made up of representatives from the university, the City of Madison, local neighborhood associations and the Village of Shorewood Hills. Both groups are advisory to the local municipal Plan Commissions that currently take action under local zoning requirements.

B. PHASES OF THE STUDY

The design team, along with staff from Facilities Planning & Management, toured the campus on three different occasions and spent a half day visiting with key staff from each major area of the campus. Team members walked in and around buildings to familiarize themselves with the campus' physical features and to see how people move about and use the campus. They also received historical information on prior campus plans (1908, 1941, 1980, 1986 and 1996) as well as a wealth of information on how the campus was formed over time. They met with local Geology faculty to learn of the physical character of the campus and how the drumlins and glaciers so greatly affect the campus' topography. They also met with the Cultural Landscape Project team who were working at the same time on a cultural history of the campus. The team spent time reviewing the academic

programs of the campus and met with the Provost and staff in the Academic Planning office. Meetings were also held with deans and administrators from the various schools, colleges and departments to understand where their units were going both from a programmatic and physical planning standpoint.

From this wealth of information, the master plan team developed a set of planning principles and a concept plan to guide the planning process, (see further information in Chapter 4 – Concept Development). District studies were completed after the walking tours that helped shape future recommendations of the master plan. Several iterations were developed, reviewed and analyzed until a final plan was developed and presented for review.

A framework for campus design guidelines was also developed to help guide future decisions on both the architectural and landscape architectural design elements of the campus, (see Chapter 6 – Design Guidelines).

C. PLAN APPROVAL AND FUTURE USE

On September 14, 2005, the UW-Madison's Campus Planning Committee met and unanimously approved the final draft Campus Master Plan, and recommended its approval to Chancellor John Wiley. The master plan was then presented to the UW System Board of Regents at its December 2005 meeting where it was accepted as an informational item. The final master plan documents provided detailed physical facilities plans, including locations for proposed new buildings, utility infrastructure upgrades, transportation enhancements and green space improvements, that will serve as a guide for future campus development. Any projects originating from the plan will move forward through the University's regular physical planning and development process, facilitated by the Facilities Planning & Management staff through the UW System and State of Wisconsin capital building process.

The physical planning process is structured to coincide with the State of Wisconsin's biennial budget cycle. The process includes development of a more detailed six-year facilities plan and prioritizing the capital projects included in first of the three biennia for submittal as part of the State's Capital Building Program.

Projects proposed for enumeration in the University's six year facilities plan are presented, evaluated and prioritized at the campus level, and then forwarded to UW System for review and inclusion in the overall UW System capital budget request. The Regents review and approve the system-wide capital budget in August of even numbered years. The UW System capital building program is then forwarded to the State's Department of Administration for inclusion in the state-wide biennial capital budget request. Following review by Joint Finance Committee, the budget is passed by the Legislature and signed into law by the Governor. After passage of the budget bill, the State Building Commission is responsible for implementing the building program outlined in the budget. This includes providing authority for the building design to

University of Wisconsin-Madison
2005 Campus Master Plan
Chapter 2 - Process

proceed, granting construction authority and approving budget increases. Throughout the entire capital budget process, the 2005 Campus Master Plan will serve as a guide and reference to assure projects are viewed in concert with the development of the whole campus and not as individual projects.

It is intended that the 2005 Campus Master Plan will help guide projects over the next 20 to 30 years. As a living document, it is also fully expected that over that time period, the master plan will need to be reviewed and potentially updated to meet current facility needs. Typically this occurs on a 10-year horizon. Changes resulting from those reviews should not, however, be taken lightly and without considerable discussion among the campus community at-large.
