Principles: Process

- Open
- Responsive
- Rigorous
- Bold
Guiding Principles

- Innovation & Partnerships
- Access & Campus Life
- Learning & Discovery
- Location & Connectivity
- Stewardship
<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th></th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>APR</td>
<td>MAY</td>
<td>JUN</td>
</tr>
<tr>
<td><strong>PHASE A</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>PHASE B</strong></td>
<td>4</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td><strong>PHASE C</strong></td>
<td>7</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td><strong>PHASE D</strong></td>
<td>9</td>
<td>10</td>
<td></td>
</tr>
</tbody>
</table>

1. Work Sessions
Engagement

**CORE TEAM**
- Monthly meetings with consultants

**COMMITTEES**
- Work sessions and presentations
- Regularly scheduled committee meetings

**CAMPUS**
- Campus presentations
- Met with all departments and schools/colleges
- Feedback sessions, presentations to various groups (Faculty & Student orgs, classes, etc)
- UWM updates to various constituent orgs – Faculty Senate, APBC, etc.

**COMMUNITY**
- Campus presentations
- Visits to community groups & organizations
- Feedback sessions
- Partners have also been engaged meetings and solicited feedback
Participation Opportunities Available to All:

- Campus presentations are open to all
- All planning materials and documents posted on website
- Website has a link to provide feedback
- Special feedback session was provided in early February
- Email to solicit additional feedback in early February
Engagement

COMMITTEES

- Executive Leadership Committee: 18
- Steering Committee: 23
- Coordinating Committee: 33
- Sub-Committees: 39
- Planning Support Team: 13

Total: 126*

*Some individuals serve on multiple committees
Engagement

Public Launch
April ‘08

Phase A Presentation
/Phase B Launch
Sept. ‘08

Phase B Presentation
Dec ‘08

Phase B Presentation
Feb. ‘09

• Feedback email request
• Open Feedback Sessions
• Presentation to CEAS Faculty
• Presentation to Watertower Nghbd Assoc.

• Interviews with Academic Units, tour facilities
• Interviews with Non-Academic Units
• Student Forums
• External Stakeholder Interviews
• Community Stakeholder Interviews
• Presentation to UWM Foundation

• Engagement with Urban Planning PPA Class, Peck Class
• Presentation to BOV
• Discussions with Deans in SFWS, CEAS, SPH
• Presentation to UNA

Regularly Scheduled Committee Meetings:
MP Steering Committee
MP Coordinating Committee
MP Planning Support Team

Periodic Check-In Presentations/Meetings:
Executive Leadership Committee
APBC (UWM)
Faculty Senate (UWM)
Various Community Groups & Orgs
Engagement

HOLD TIGHT

IN THE HOPPER

DISCARD

VERIFY THAT HIGHEST & BEST IDEAS KEEP UWM RELEVANT
MEASURE UP TO GUIDING PRINCIPLES
KEEP MOVING FORWARD
WHERE WE WERE: Scenarios for the Future
## Scenario 1: Invest in the East Side

<table>
<thead>
<tr>
<th>Building</th>
<th>Existing Building GSF</th>
<th>New Building GSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sandburg</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Klotsche</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sabin</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enderis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chapman</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Merrill</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Johnston</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Norris</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meir</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Curtin</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pearse</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lubar</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bolton</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Union</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cunningham</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engelmann</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engineering</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chemistry</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lapham</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kunkle</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Maps and Charts

- **Capital Expenditure**
- **Annual Operating Cost**
- **Existing Building GSF**
- **New Building GSF**
Scenario 2: University in the City

Wauwatosa

Kenwood

Downtown

Capital Expenditure
Annual Operating Cost
Existing Building GSF
New Building GSF

<table>
<thead>
<tr>
<th>Capital Expenditure</th>
<th>Annual Operating Cost</th>
<th>Existing Building GSF</th>
<th>New Building GSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>$10</td>
<td>$20</td>
<td>$30</td>
<td>$40</td>
</tr>
<tr>
<td>$100</td>
<td>$200</td>
<td>$300</td>
<td>$400</td>
</tr>
<tr>
<td>$500</td>
<td>$600</td>
<td>$-</td>
<td>$-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MGSF</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>$-</td>
<td>$10</td>
<td>$20</td>
<td>$30</td>
<td>$40</td>
<td>$-</td>
</tr>
<tr>
<td>$-</td>
<td>$100</td>
<td>$200</td>
<td>$300</td>
<td>$400</td>
<td>$-</td>
</tr>
<tr>
<td>$-</td>
<td>$500</td>
<td>$600</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MGSF</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
</tbody>
</table>
Scenario 3: Multiple Campuses

Wauwatosa

Kenwood

Downtown

- Capital Expenditure
- Annual Operating Cost
- Existing Building GSF
- New Building GSF

<table>
<thead>
<tr>
<th>Building</th>
<th>Capital Expenditure</th>
<th>Annual Operating Cost</th>
<th>Existing Building GSF</th>
<th>New Building GSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sandburg</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Klotsche</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Sabin</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Enderis</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Chapman</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Merrill</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Johnston</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Norris</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Meir</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Curtin</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Pearse</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Lubar</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Bolton</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Arts</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Mellencamp</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Cunningham</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Engelmann</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Engineering &amp; Math</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Chemistry</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Architecture &amp; Urban Planning</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Lapham</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Kunkle</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
</tbody>
</table>

Legend:
- Capital Expenditure
- Annual Operating Cost
- Existing Building GSF
- New Building GSF
District Studies

The East Side

Wauwatosa

Downtown & Harbor
Focus on long-term vision

Keep faculty, staff and students, and the community, engaged in the master planning process

Reach out to a diverse range of stakeholders to gain feedback and input about the master plan

Seek new ways to engage participants in the process
Innovation & Partnerships

• Remote & online communication methods make co-location less critical
• Explore shared space with partners
• Keep academics & research together in one location
• Collaboration between disciplines is critical to success
• Access to community partners enhanced with new locations
• UWM’s identity can be strengthened through partnerships in region
• Adjacency to ALL partners is not feasible
Engagement - Feedback

Access & Campus Life

- Unified student population is important
- Preserve character of the East Side & its neighborhoods
- Emphasize co-location of programs and groups that interact & collaborate
- Preserve historic buildings that contribute to campus character
- Access to diverse populations through satellite locations
- Athletic & recreation space are critical to campus life experience
- Campus is currently lacking student-friendly meeting, working and recreation space
- Plan for all the varied student types
Learning & Discovery

- Master plan should focus not only on new development, but on programs and departments in the University that are lacking in space or are in space that is not well-suited for them.
- The campus is lacking informal, flexible learning spaces.
- Access to a quality education is the top priority.
- Interdisciplinary collaborations should be supported through the spaces provided on campus.
Location & Connectivity

- Logistical issues (travel time, lost productivity) are of primary concern in a distributed model.
- Impact that multiple locations will have on students.
- Course schedule, commuting, shared resources etc. would need to be coordinated in a multiple location scenario.
- Concern that departments or programs housed at satellite locations will feel isolated.
- Distributed campuses create the need for duplicate services.
- IT infrastructure will play a key role, particularly in a distributed campus model.
Engagement - Feedback

Stewardship

• Concern about impact on the character of the surrounding neighborhood if UWM
• Need to address the sustainability and environmental / infrastructure impact of a multi-campus model
• Travel distance and number of trips generated in a multi-campus model
• Look for elements of campus that can become community resources
• Improvements to access for those with disabilities, ways to improve overall campus safety, etc.
FUTURE PROGRAM AND SPACE NEEDS
Key Drivers for the Master Plan

1. The Academic Plan
2. Space Needs
3. The Emerging Vision for UWM
4. Campus Life
Program: Projected Campus Population

Future FTE

Undergraduate 20,900
Graduate 4,500
Total Students 25,400
Faculty 1,500
Staff 1,600
### Program: Existing Building Space

<table>
<thead>
<tr>
<th>Type</th>
<th>GSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kenwood</td>
<td>3,240,000</td>
</tr>
<tr>
<td>Kenilworth</td>
<td>160,000</td>
</tr>
<tr>
<td>GLRF</td>
<td>125,000</td>
</tr>
<tr>
<td>Plankinton</td>
<td>100,000</td>
</tr>
<tr>
<td>Other</td>
<td>225,000</td>
</tr>
<tr>
<td><strong>Total Non-Res</strong></td>
<td><strong>3,850,000</strong></td>
</tr>
<tr>
<td>Residential</td>
<td>645,000</td>
</tr>
<tr>
<td><strong>TOTAL UWM</strong></td>
<td><strong>4,495,000</strong></td>
</tr>
<tr>
<td>Cellular Arena</td>
<td>200,000</td>
</tr>
</tbody>
</table>
### Program: Projected Demolition

<table>
<thead>
<tr>
<th>Building</th>
<th>Area (sq ft)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kenwood Demolition</td>
<td>GSF</td>
</tr>
<tr>
<td>Kunkle</td>
<td>(48,000)</td>
</tr>
<tr>
<td>Mellencamp</td>
<td>(29,000)</td>
</tr>
<tr>
<td>Physics</td>
<td>(95,000)</td>
</tr>
<tr>
<td>Theater</td>
<td>(45,000)</td>
</tr>
<tr>
<td>Norris</td>
<td>(12,000)</td>
</tr>
<tr>
<td><strong>Total Demo</strong></td>
<td><strong>(229,000)</strong></td>
</tr>
</tbody>
</table>

[Image of a map showing the locations of buildings mentioned in the text.]

Program: Existing and Projected Space by Academic Units

Total space need: 1.2 million gsf

- College of L & S: Natural Sciences
- College of Engineering and Applied Science
- Peck School of the Arts
- College of L & S: Social Sciences
- College of L & S: Humanities
- School of Freshwater Studies
- College of Health Sciences
- Lubar School of Business
- School of Architecture and Urban Planning
- College of Nursing
- School of Education
- School of Public Health
- Helen Bader School of Social Welfare
- School of Information Studies (SOIS)

Thousands of GSF

Existing
Future Increase
Program: Existing and Projected Space by Type

Total space need 1.2 million gsf

- Classroom
- Lab
- Office
- Study / Library
- Athletic / Special
- Student Life
- Support
- Health
- Residential

Thousands of GSF

Existing
Future Development
Arena
Program: Existing and Potential Site Capacity

Kenwood
- CSM: 430
- Hartford: 200
- Total space need: 1.2 million gsf

GLRF
- Great Lakes Research Facility
- 120
- 660

Wauwatosa
- 780

Plankinton/Pabst
- 99
- 500

Kenilworth
- 30

Total space need 1.2 million gsf

Thousands of GSF

UWM Property
Potential
Long Term
Program: Space Analysis Findings

1. **Dispersed programs** affect efficiency, collaboration, and growth potential

2. **Small footprints** challenge collaboration and flexibility

3. **Social spaces** are needed in most programs

4. Class & research space needs to be **upgraded, managed, and expanded**

5. **Student life needs:** assembly, dining, and recreation

6. **Academic zones** will improve **identity and collaboration**

7. **Staging:** priority programs and site availability critical
THE UWM VISION

1. Kenwood and the East Side
2. GLRF
3. Pabst/ Plankinton/ Pieces of Eight
4. Wauwatosa
UWM VISION

Kenwood: Undergraduate Academics
GLRF / Pieces of Eight Freshwater Science and Research
Pabst / Plankinton Public Health Health Sciences, Nursing, Continuing Ed.
Wauwatosa: Research
Kenwood Campus and the East Side

VISION / BIG IDEA:

• Strong academic community
• Focused undergraduate learning
• Diverse and complete student life experience
Kenwood Campus
Kenwood Campus – Proposed "Neighborhoods"

- Single Identity
- Strong Academic Community
- Diverse and Complete Student Life Experience
Kenwood Campus – Capacity and Need

Non-residential Development Capacity

<table>
<thead>
<tr>
<th>Buildings</th>
<th>GSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Kenwood</td>
<td>862,000</td>
</tr>
<tr>
<td>Demolition</td>
<td>(229,000)</td>
</tr>
<tr>
<td>Net</td>
<td>633,000</td>
</tr>
<tr>
<td>CSM</td>
<td>432,000</td>
</tr>
<tr>
<td>Hartford</td>
<td>200,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>1,265,000</td>
</tr>
</tbody>
</table>

Space Need: 1,200,000 GSF

Existing Kenwood Non-Residential: 3,240,000 GSF

Existing Population: 26,200
Projected Population: 24,400
Kenwood Framework

1. North/South Landscape
2. East/West Connectors
3. Quadrangles
Potential Library Infill - Commons
Bolton – the Student Services Corridor

Example of a transparent addition to an existing building
Spaights Plaza
Kenwood Campus – Southwest Quadrant
Social Spaces
Landscape: Focus on the "in between" spaces

Engelmann Hall

Northeastern University - Boston
Engelmann Field
Kenwood Campus - Northwest Quadrant
Columbia St. Mary's (CSM)

Buildings to Remain

Parking

Source: HGA
### Kenwood Campus – Residential Capacity

Supply Goal: 5,000 beds

Total Freshman/Soph Need: 4,300 beds

<table>
<thead>
<tr>
<th>Location</th>
<th># Beds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing Kenwood</td>
<td>2,800</td>
</tr>
<tr>
<td>Existing Offsite</td>
<td>815</td>
</tr>
<tr>
<td><strong>Subtotal Existing</strong></td>
<td><strong>3,615</strong></td>
</tr>
<tr>
<td>Offsite Planned</td>
<td>740</td>
</tr>
<tr>
<td>CSM</td>
<td>1,200+</td>
</tr>
<tr>
<td><strong>Subtotal New</strong></td>
<td><strong>1,940</strong></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>5,555</strong></td>
</tr>
</tbody>
</table>

Future Recreation / Dining

Academics/Research

Office

Plaza

# Beds

Existing Kenwood 2,800

Existing Offsite 815

Subtotal Existing 3,615

Offsite Planned 740

CSM 1,200+

Subtotal New 1,940

TOTAL 5,555
Kenwood Campus – Northeast Quadrant
Example of a "Parking Garden" proposed for the Enderis / Chapman Lot
Kenwood Campus – Parking

<table>
<thead>
<tr>
<th>Parking</th>
<th># of Spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing</td>
<td>2,787</td>
</tr>
<tr>
<td>Demo</td>
<td>(691)</td>
</tr>
<tr>
<td>Potential</td>
<td>2,193</td>
</tr>
<tr>
<td>Net</td>
<td>4,289</td>
</tr>
</tbody>
</table>

Offsite Parking Total: 1,800

Key Ideas:

- Keep parking to periphery
- Minimize traffic on Hartford and Maryland
Kenwood Campus – Traffic Calming
Kenwood Campus – Maryland Transit Corridor
University Services Building

Use:
- Support Services
- Research
Capitol – Humboldt UPark

Half a mile north of Capitol Dr. with 950+ spaces
Paperboard Site (potential athletic/ rec fields)
The Harbor Campus

VISION / BIG IDEA:

- School of Freshwater Science
- Learning laboratory on the water
- Partnerships with business and city
Freshwater Science and Research Campus

Non-residential Development Capacity

<table>
<thead>
<tr>
<th>Buildings</th>
<th>GSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Buildings</td>
<td>878,000</td>
</tr>
<tr>
<td>Existing Building</td>
<td>124,000</td>
</tr>
<tr>
<td>Total</td>
<td>1,002,000</td>
</tr>
</tbody>
</table>

*Housing and additional amenities will be met in the Third Ward.

Anticipated Population: 100
Pabst Campus and Plankinton

VISION / BIG IDEA:

• Urban regeneration
• Interdisciplinary health sciences campus
• Partnership potential with MATC and Aurora/ Sinai
Pabst Uses: Existing and as proposed

- Proposed Cardinal Stritch
- Proposed Office
- Proposed Residential
- Proposed International Trade Center
- MPS
- Dept. of Correction
- MATC
Programs would include:
- School of Public Health
- Nursing
- Health Sciences

Non-residential Development Capacity

<table>
<thead>
<tr>
<th>Buildings</th>
<th>GSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Buildings</td>
<td>496,000</td>
</tr>
<tr>
<td>Future Need*</td>
<td>254,000</td>
</tr>
<tr>
<td>Surplus/ (Deficit)</td>
<td>242,000</td>
</tr>
</tbody>
</table>

*Includes upper class and graduate academic, research, library, and general use

Anticipated Population: 2,500
The Gateway Campus for Health Sciences

Existing Pabst City

University Park, MIT

Cleveland, OH

Reston Town Center
Plankinton

Continuing Education
Administration/ Back office
Swing space
Wauwatosa

VISION / BIG IDEA:

• Partnerships with MCW, research institutes and companies
• Research clusters
• Research teams (faculty, staff and students)
Research Park Trends

- Creative and intellectual capital of employees not Real Estate
- Mixed-use pedestrian environments
- Shared space - centers of activity and interaction
- 24/7 environment
Research Campus

Programs would include:

Research clusters
Collaborative relationships with MCW, Children's Research Center, Blood Center

Requires student services amenities and potentially housing

Property Agreements may affect phasing
NEXT STEPS
Next Steps

March 25-26:
• Regional framework refinement
• District urban design and program resolution
• Kenwood design studies

April 30 – May 1:
• Refinement of preferred direction
• Evaluation and refinement of transportation, infrastructure, and sustainability impacts

Summer / Fall 2009
• Design guidelines
• Phasing and implementation
• Cost and operational considerations
• Documentation