IMPLEMENTATION
SEQUENCING AND PRIORITIES

This section summarizes the key implementation recommendations of the Master Plan, including priority projects and preliminary project scopes.

The recommendations balance three key considerations:

- **Campus Priorities**—projects deemed to be priorities in response to the University’s strategic academic and research mission;
- **Sequencing Drivers**—logistical and timing drivers that determine the pace at which facilities can be provided;
- **Capital Budget Planning**—the availability of funding, funding sources, and operating costs.
**MASTER PLAN PROJECTS**

The Master Plan provides a framework for implementing a number of new facilities, renovation projects and site improvements over the next ten-to-twenty years and beyond. The implementation recommendations of the plan address the near-term priority projects established in response to the above noted considerations as well as those that are expected to be implemented in the mid-to-long term.

As an outcome of a consultation process conducted in conjunction with the University, future projects were considered in relation to:

- Project Bundling / Scope—including the infrastructure, landscape and other improvements associated with the proposed building or facility.
- Funding—the sources available for the project
- Consultation and Approvals Process—the government regulations and approval processes that must be addressed to implement the project
- Miscellaneous considerations—other factors that need to be considered to implement the project.

**NEAR-TERM PROJECTS (2010-13)**

The table at right summarizes the key projects identified during the planning process in response to current and future space needs, qualitative concerns, enrollment growth and the strategic access and research mission of UWM. The table prioritizes the projects identified for implementation in the near-term, including the preliminary project scope budget. These include:

- The School of Freshwater Science and the Research Vessel
- The Kenwood IRC (Interdisciplinary Research Center)
- The Innovation Park IRC (Wauwatosa)
- The Health Campus for Public, Community and Clinical programs at the Brewery Development

### IMPLEMENTATION PROCESS

For each of the projects that resulted from this evaluation, the scope of the project, along with funding, process/approvals, and other miscellaneous considerations was mapped out to provide better direction of all factoring influencing the realization of a project.

<table>
<thead>
<tr>
<th>LABEL</th>
<th>PROJECT</th>
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<tbody>
<tr>
<td>A</td>
<td>FRESHWATER SCIENCE FACILITY AND RESEARCH VESSEL</td>
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<td>B</td>
<td>KENWOOD IRC</td>
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<td>C</td>
<td>INNOVATION PARK IRC</td>
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<td>D</td>
<td>HEALTH DOWNTOWN</td>
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<td></td>
<td>Athletic Fields and Complex</td>
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<td></td>
<td>Bolton, Curtin, Enderis Additions</td>
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<td></td>
<td>Central Plant Expansions</td>
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<td>The Children’s Center</td>
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<td>Freshwater Science Phase 2</td>
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<td>General Education Improvements/ Renovations</td>
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<td>Health, Education, &amp; Social Welfare</td>
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<td></td>
<td>Innovation Park IRC Phase 2</td>
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<td>Kenwood IRC Phase 2</td>
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<td>Library/Teaching/Learning Facility</td>
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<td></td>
<td>Student Housing</td>
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<td>Student Services</td>
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<td></td>
<td>Theater/Performing Arts</td>
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<td></td>
<td>Union/Transit Portal/Bookstore</td>
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</tbody>
</table>

The first four projects listed are in priority order and are keyed to the maps at right. The remaining projects listed are in alphabetical order.
School of Freshwater Science
Bundle / Scope
The new School of Freshwater Sciences requires additional and improved facilities to accommodate specialized lab and research needs. At this writing, the new facility is being considered on land currently owned by UWM and directly adjacent to the GLRF facilities on Greenfield Avenue, in the Fifth Ward area of the City. The proposed new construction is viewed as an opportunity to create a new front door to the School. A transit portal will also need to be incorporated to provide amenities for transit services between the new School and other UWM locations. A new research vessel has also been proposed as a means to advancing the mission of the School.

Funding
Funding will be through GFSB and potentially gifts and grants as available.

Approvals
New construction and renovation at the GLRF site will require approval from the BOR / SBC; from the Harbor Commission, the LDRC and the DNR. An EIS will need to be prepared.

Miscellaneous
Redevelopment and continued investment on the GLRF site raises concerns with regard to long term issues of land assembly for future development and potential brownfield contamination issues. Discussions regarding future relocation of the adjacent coal pile to the south and renewal of surrounding City infrastructure are ongoing to protect the long term value of these proposed improvements. The potential for creating a major new research district in Milwaukee provides opportunities for actively engaging City and community support for urban regeneration in the Fifth Ward.

The Kenwood IRC (Interdisciplinary Research Center)
Bundle / Scope
The proposed Kenwood IRC will be located on the site of the Kunkle Building at the corner of Kenwood and Maryland and is intended to accommodate space for Science, Technology, Engineering and Mathematics (STEM). Several interlinked relocation and displacement projects are associated with the proposed facility:

- Children’s Center: To construct the entire set of IRC Buildings proposed along Kenwood Boulevard, the existing Children’s Center located in the Kunkle Building must ultimately be relocated. The initial phase of this development is being planned to allow the building to remain and continue to function as a child care center. Long term options under consideration include: 1) identifying an off-site location on private land; 2) leasing an existing facility; or 3) building a new facility on campus land.
- Parking: Existing surface parking will be permanently displaced by the proposed IRC. Replacement options include: 1) identifying an off-campus location for parking; 2) replacing the parking beneath the proposed building or in a free-standing structure on the campus; and 3) replacing the parking through the acquisition of CSM parking structure.
- IRC Bridge: The current Maryland Avenue Bridge will need to be removed as a result of the development of this project.
- Utilities: the proposed site includes existing steam tunnels and utilities that will need to be expanded / extended to facilitate construction on the site.

Funding
The project will be funded using GFSB and potentially some gifts and grants as available. Parking and child care projects that are considered part of this “bundle” would be funded using program revenue and potentially gifts as available.

Approvals
To implement the initial phase of this project, approvals will be required from the BOR / SBC. A neighborhood consultation process is required, and an EIS will need to be submitted.

The Innovation Park IRC (Wauwatosa)
Bundle / Scope
A new research facility at the Innovation Park is envisioned in response to the emerging research mission of UWM and the opportunities that exist for partnerships with MCW and CHW. As this building is anticipated to be one of the first to be constructed at the Innovation Park, the bundle / scope of work includes initial investments in infrastructure. Specifically, access roadways, parking, bus stops, utilities, stormwater management systems and landscape improvements will be required to support this building and its occupants.

Funding
New facilities at the Innovation Park will be developed by the UWM Real Estate Foundation using a variety of funding sources and development approaches. Following initial development of the infrastructure, GFSB may be used to develop an academic research building.

Approvals
Located in the City of Wauwatosa, development of the Innovation Park site requires approvals for rezoning and for a Planned Unit Development (PUD). It is expected that the land will be acquired by the UWM Foundation from Milwaukee County. The designation of a wildlife habitat located along the eastern boundary of the site and other environmental considerations necessitate that proposed development be coordinated with local environmental authorities and Milwaukee County.

Miscellaneous
The proposed improvements to the “Zoo Interchange” on Highway 45 will impact the Watertown Plank Road Interchange and will affect the proposed site plan for the Innovation Park. Other considerations include the existing historic Eschweiler and Parks Buildings that are protected and will need to be incorporated into the site design and repurposed for new uses. A detailed Innovation Park master plan is being developed to proactively address these site constraints.
Health Campus for Public, Community, and Clinical Programs at the Brewery Development

Bundle / Scope

The proposed Downtown Public Health campus will accommodate a range of Public, Community, and Clinical Health programs. At this writing, the Brewery district was under consideration as a potential location for these programs. Specifically, Building 29, a historic building in the former Pabst Brewery, is being studied for potential renovation. Other project considerations for the Public Health campus include the need for parking, a “transit portal,” and other campus support facilities.

Funding

The source of funds and the development approach are currently evolving for this project. Historic tax credits will also be sought by the developer.

Approvals

In order to move forward with the renovation and repurposing of the Building 29, approvals will be required from the BOR / SBC. Agreements will need to be in place with the developer / donor of the building that address access to parking, investment in infrastructure, streetscape design and proposed uses in the surrounding context. The historic status of Building 29 is being considered, along with corresponding opportunities for Federal and State tax credits.

Miscellaneous

The City Health Department has expressed interest in colo-locating on the future UWM Public Health campus, representing a potential opportunity for partnership and collaboration. Consideration should also be given to long term planning for other future partners in the building. It is important to note that any development of public health facilities downtown will need to be considered in the context of other related health facilities proposed in the Kenwood Health IRC and potentially on the Columbia St. Mary’s site.

Mid-to-Long Term Projects

The Master Plan also identifies a series of mid-to-long term projects. These include a range of academic, student support, amenity, infrastructure, housing and athletics / recreation facilities that will be prioritized in the future when funding and programmatic relationships have been developed in more detail.

A general education improvements category of projects is identified to denote a number of renovation projects that can be implemented as existing space is vacated as new facilities become available. As space is vacated, the University will have the opportunity to reorganize departments and units in response to adjacency requirements and the overall goal to establish academic neighborhoods on the Kenwood campus. As part of this reorganization, the University also has the opportunity to address major qualitative issues.

The following summarizes the bundle / scope, funding sources, required approvals and other considerations for implementing these mid-to-long term projects. They are listed in alphabetical order.

Health IRC Kenwood-Phase I

Bundle / Scope

The proposed Health Building at the corner of Cramer and Hartford is proposed to be the first in a series of new academic buildings along the western boundary of the Kenwood Campus. It will be designed to accommodate health-related programs, including growth of the Public Health, Nursing and Social Welfare programs. It will be integrated with the existing Nursing facilities provided in the Cunningham Building. Upon completion of the new facility, a backfill and renovation strategy will be required for space vacated by Nursing, Social Welfare and other affiliated academic programs. The slope conditions on the proposed site (the Cunningham Parking Lot) will facilitate the placement of one or two levels of parking below the proposed building as an important strategy.

Funding

Funding for this project would most likely occur as some combination of GFSB and gifts and grants.

Approvals

Approvals for proceeding with the implementation of the Kenwood Health IRC are required from the BOR / SBC. Consultation will be required with the surrounding neighborhoods and local planning authorities. An EIS for the project will be conducted at project initiation.

Miscellaneous

Pending future acquisition or lease arrangements, UWM may locate future programs on the CSM site. Development on the Cunningham Lot site will need to be planned and designed to coordinate with development on the CSM site. The facility will also need to be planned with consideration of consolidating loading dock functions with EMS and Cunningham. Long term plans for the configuration and use of Engelman Field should also be considered.

Library/ Teaching/ Learning

Bundle / Scope

The master plan includes proposals for transforming the Golda Meir Library through infill development and additions to the existing facility. The intent is to provide additional teaching, learning and library space to address current and future space needs. Beyond the quantitative need for space, the transformation is intended to assist the University in providing a range of new social spaces that support learning. In addition, the Master Plan suggests that each future campus project include the integration of strategically located teaching and learning spaces. The nature of these spaces will range from large lecture halls to more intimate learning environments, and from formal to informal.

Funding

Funding for this project would most likely occur as some combination of GFSB and gifts and grants.

Approvals

BOR / SBC approval is required for the proposed changes to the Library. An EIS is also required.
Student Services

Bundle/Scope

The Master Plan outlines a vision for centralizing and concentrating student services along a central zone / corridor on the Kenwood campus. Specifically, student services will be relocated in new construction at the base of Enderis, Bolton Hall, the Library, and Union to provide convenient access for students.

The reorganization will take several years and will involve a complex set of space moves and back fill renovation opportunities.

Funding

Funding for this project would most likely occur as some combination of GFSB and gifts and grants.

Approvals

Approval for the project is required from the BOR / SBC.

Miscellaneous

Pending potential acquisition of the Columbia St. Mary’s property, other opportunities for developing a student services center in existing space at this location should be explored. This option would eliminate the complexity of space moves associated with the campus proposal, and could lead to a more immediate solution.

Union

Bundle / Scope

Proposed projects associated the Union include renovations, new construction, and general improvements to the existing facility, including internal circulation and wayfinding. While the specific nature and details of the proposed project will be the subject of future architectural and planning studies, the following bundle or scope of improvements are identified:

- Additions are proposed to the south and west of the Union to provide much needed expansion for current and projected space needs.
- West Addition—preliminarily, it is suggested that a new bookstore be located on the west façade of the Union at the corner of Kenwood and Maryland. The intent is to provide a new public use at this important gateway to the campus.
- South Additions—the south additions are intended to provide opportunities for incorporating additional lounge and meeting space as well as a “transit portal”. A new main entrance to the Union is also proposed as part of the additions.
- Transit Portal—to enhance and facilitate the use of shuttle and bus services on the Kenwood campus, a transit portal is proposed on the south of the Union. The intent is to create an indoor conditioned space that can be utilized as a waiting area and social space for users of the transit services. Convenience retail and coffee / food service spaces are proposed within the Portal to enhance the overall experience.
- Loading and Service—the loading and service docks located on the west of the Union at the corner of Kenwood and Maryland are screened and incorporated in the proposed addition to the building.
- Interior renovations—preliminary renovation and planning studies for the Union completed prior to the master plan include recommendations for improving the interior of the Union. An architectural building master plan is required to coordinate interior renovations with the proposed additions to the Union.
- Maryland Avenue Bridge—a new enclosed bridge is proposed to link the circulation spine of the Union with the new IRC facilities located west of Maryland Avenue. The current bridge does not align with proposed building alignment and will be removed. The bridge will include vertical circulation and, potentially, social spaces. One half of the cost of the bridge is allocated to the Union project budget.

Funding:

Funding for this project would occur through an approved increase to segregated student fees and parking fees in the form of PRSB.

Approvals

To move forward with the Union projects, approvals are required for increasing the segregated fees, the Board of Regents and the SBC. Consultation is required with the residents of the adjacent neighborhoods and an Environmental Impact Statement (EIS) will need to be submitted.

Miscellaneous

Other considerations for implementing the Union projects include: developing a strategy for increasing the segregated fee. The proposed Union projects will also need to be coordinated with the new theatre proposed for the Mellencamp site and changes / improvements to Spaights Plaza.

FINANCIAL MODEL

As part of implementation, a financial model is being prepared as a tool to aid the University in future planning. The model will consider the identified priority projects and develop capital and operating costs for each. The model will assist with ongoing implementation decisions.
STEWARDSHIP

The Master Plan is a tool which shapes community, development, planning, space management, and transportation across all UWM campuses and locations in Milwaukee and the region. To fulfill the charge, appropriate stewardship practices and procedures for the administration and maintenance of the Master Plan are critical to make the plan a continuing, renewable endeavor.

The Chancellor has designated that the Vice Chancellor of the Division of Finance and Administrative Affairs will be responsible for stewardship of the plan. The Vice Chancellor of the Division of Finance and Administrative Affairs will consult with members of the Chancellor’s Cabinet, and appropriate campus shared governance bodies on matters related to stewardship of the plan. The primary shared governance body will be the Physical Environment Committee and its subcommittees. In addition, the Provost and Vice Chancellor for Academic Affairs, along with appropriate governance groups, will continually ensure alignment of the Master Plan with UWM’s Academic Plan.
The Physical Environment Committee (PEC)

The current charter of the Physical Environment Committee describes the following as its functions:

- Makes recommendations for the development of the physical environment of the campus consistent with the mission and with the present and future academic programs of the University.
- Recommends a master plan for the development of the campus reflecting priorities in accordance with guidelines established by the committee.
- Recommends remodeling needs and identifies desirable or undesirable features relevant to future construction.
- Recommends parking and transportation policies.
- Recommends appropriate names for buildings pursuant to established guidelines.

Additionally, the charter describes the broad cross-section of its twenty-three member body as follows:

- Three elected faculty members
- Two faculty members appointed by the University Committee
- Two faculty members appointed by the Chancellor
- One member appointed by the Academic Planning and Budget Committee (APBC)
- Two students
- One academic dean and one administrative officer appointed by the Chancellor
- The chairpersons or their designees of the Academic Program and Curriculum Committee and the Graduate Faculty Council
- Four elected members of the academic staff
- Ex-officio, the Chancellor, the Provost, the Vice Chancellor of Administrative Affairs, the Secretary of the University
- One member of the classified staff, appointed by the Chancellor
- A faculty member is elected chairperson by the committee

The process is conceived to integrate academic, fiscal and physical planning as a comprehensive means of making sound decisions on the development of UWM facilities and improvements.

Master Plan Updates

The Master Plan will be periodically updated to reflect internal and external changes that occur in the life of a dynamic institution such as the University of Wisconsin-Milwaukee. To ensure that the Master Plan remains a valid guide for strategic decision-making, the Vice Chancellor of the Division of Finance and Administrative Affairs will initiate an update of the plan on a regular basis. The frequency of updates will be determined by campus need and desire as well as be consistent with University of Wisconsin System and State of Wisconsin Department of Administration recommendations. Currently, the University of Wisconsin System recommends that all campuses should, at a minimum, perform Master Plan Updates every ten years. Master Plan Updates will be implemented through the State of Wisconsin Department of Administration.

Updates will take into consideration emerging implementation issues, lessons learned from previous implementation projects and new or unforeseen capital investment needs. This includes alignment of the Master Plan with the ongoing engagement of the campus in the biennial State of Wisconsin capital budget process. This involves collaboration and coordination with the University of Wisconsin System, as they receive, prioritize and submit capital budget recommendations for all campuses through the University of Wisconsin System Board of Regents to the State of Wisconsin Department of Administration.
Relationship of the Master Plan to Project Programming, Planning, Design and Implementation

The process is conceived to integrate academic, fiscal and physical planning as a comprehensive means of making sound decisions on the development of UWM facilities and improvements. This inclusive and participatory process engages the broader campus community and shared governance, in particular the Physical Environment Committee (PEC). The Master Plan is a contributing resource to University-wide planning, programming and design processes. In summary, the relationship to such processes is as follows:

- For Space and Facility Management, which is the University project needs assessment phase, the plan provides a framework for assessing space and facility needs in a comprehensive sense. Plan elements defining land use, development capacity and organization of UWM locations, for example, influence the determination of priorities and sequencing in the identification of needs. The plan will assist the campus in the space needs/issues identification phase of the biennial capital budget process, in which all campus units participate and are shared with the Physical Environment Committee (PEC) prior to submission to the University of Wisconsin System.

- For Pre-Design, which is primarily the project planning/programming phase, the plan provides data and contextual information that contribute to objective analysis of location and impact factors to be considered in determining conceptual feasibility. Such factors include land use suitability and compatibility with other uses, program capacity and density, access characteristics, utility characteristics, and other location circumstances particular to given areas of the campus or UWM location. The Physical Environment Committee (PEC) assists in establishing the Work Groups involved in this phase and monitors progress and results.

- For Design and Implementation, the plan provides information with respect to specific site factors such as building placement, massing, service access, pedestrian and open relationships, and other particular circumstances that bear on site planning. Design guidelines similarly inform the investigation of site and design alternatives. The Physical Environment Committee (PEC) assists in the establishing of the Building Committee involved in these phases and monitors progress and results.
ACKNOWLEDGEMENTS

ACADEMIC AND PHYSICAL MASTER PLANNING COMMITTEE
STRUCTURE & MEMBERS (MARCH 2009)

Overview: With the potential of significant investments in resources and physical locations, UWM is setting in place the process of aligning the needs of academic programs over the next several years to needed physical resources.

Executive Leadership Team
Charge: The group will meet 3 to 4 times to establish overall direction, check on the progress of the planning and validate the conclusions developed for the plans prior to their final release.

Carlos Santiago, Chancellor, Chair
James Doyle, Governor and Chair, State Building Commission (delegate)
Michael Morgan, State of Wisconsin DOA Secretary (delegate)
Tom Barrett, Mayor, City of Milwaukee (or delegate)
Michael Spector, Regent, UW System Board of Regents
Kevin Reilly, President, UW System Administration (delegate: David Miller)
Rita Cheng, Provost and Vice Chancellor for Academic Affairs
Patricia Borger, Vice Chancellor for Development
Christy Brown, Vice Chancellor for Finance and Administrative Affairs
David Gilbert, President, UWM Foundation
Tom Luljak, Vice Chancellor, University Relations and Communications
Joan Prince, Vice Chancellor for Partnerships and Innovations
Colin Scanes, Vice Chancellor for Research and Economic Development
Guy Johnson, President, Village of Shorewood
Jill Didier, Mayor, City of Wauwatosa
Scott Walker, County Executive, Milwaukee County
T. Michael Bolger, President, Medical College of Wisconsin

Campus Planning Steering Committee
Charge: This is the primary steering committee for the planning process and will meet on a regular basis to review the planning process. Included in this review will be meetings with the physical Master Plan consultants (approximately 10 times) to review draft proposals and provide guidance on the Master Plan process. The steering committee will make regular reports to the chancellor’s executive staff, the academic deans’ council, the faculty senate, the academic staff senate, and the student senate. This group will also review the final Master Plan and make a recommendation to the Chancellor for approval.

Rita Cheng, Provost, Chair, and Vice Chancellor for Academic Affairs
Christy Brown, Vice Chancellor for Finance and Administrative Affairs, Vice Chair
Colin Scanes, Vice Chancellor for Research
Tom Luljak, Vice Chancellor for University Relations and Communications
Cindy Walker, University Committee
Jon Lenichek, Academic Staff Committee
Robert Greenstreet, Academic Deans Council
Tyler Draheim, President, Student Association
Rob Yeo, Chair, Academic Planning and Budget Committee
Mary K. Madsen, Chair, Physical Environment Committee
Simone Conceicao, Chair, Information Technology Policy Committee
John Krezoski, Chair, Campus Security Committee
Winston Van Horne, Chair, Libraries Committee
John Ndon, Representative, Academic Program and Curriculum Committee
Doug Cherkauer, Chair, Graduate Faculty Committee
Steve McMurtry, Representative, Research Policy Committee
Rhonda Montgomery, Representative, Liberal Arts and Professions Subcommittee
Ron Perez, Representative, Engineering and Basic Science Subcommittee
Michael Fendrick, Representative, Health Disciplines Subcommittee
Campus Planning Coordinating Committee

Charge: The Coordinating Committee will meet on a monthly basis to coordinate the work of the three subcommittees as they pursue the development of the academic drivers for the Master Plan, the physical master itself and financial implications of the plan. The committee will structure itself to focus on these three areas of planning as it analyzes planning data, brainstorms solutions and provides input into the planning update process. The Coordinating Committee is the main working group for the plan and the sounding board for technical ideas and draft recommendations.

Coordinating Committee

Robert Greenstreet, Dean, Architecture and Urban Planning – Chair
Claude Schuttey–Director, University Architects/Planning & Transportation – Vice Chair
Michael Powell, Associate Vice Chancellor for Diversity and Climate
Mark Harris, delegate for Vice Chancellor for Research and Dean of the Graduate School
Gwat Lie, delegate for Vice Chancellor for Research and Dean of the Graduate School
Jim Hill, delegate for Vice Chancellor of Student Affairs
Laura Glaue, delegate for Vice Chancellor for University Relations
Gesele Durham–Director, Assessment & Institutional Research
Don Weill, Interim Director of Business and Financial Services
Lee Ann Garrison (PSOA), chair, Liberal Arts and Professions Subcommittee
Cindy Walker, Chair, Transportation Subcommittee of Physical Environment Committee
Alan Horowitz (CEAS), chair, Engineering and Basic Science Subcommittee
Mary Lou Gelfer (CHS), chair, Health Disciplines Subcommittee
Brian Wishne, SARUP, Faculty Senate representative for the Division of Professions
Kristen Rugiero, L&S, Faculty Senate representative for the Division of Humanities
Tien-Chien Jen, CEAS, Faculty Senate representative for the Division of Natural Sciences
Vincent Adesso, L&S, Faculty Senate representative for the Division of Social Sciences
Susan Stalewski, CHS, Academic Staff Senate instructional representatives
Pauline Jascur, TRIO & Pre-College, Academic Staff Senate non-instructional representative
Swarnjit Arora, Faculty Representative, Academic Planning & Budget Committee
Harvey Rabinowitz, Faculty Representative, Physical Environment Committee
Suzanne Falco, Chair, Academic Program and Curriculum Committee
Razia Azen, Faculty Representative, Graduate Faculty Committee
Prasenjit Guptasarma, Chair, Research Policy Committee

Liberal Arts and Professions Sub-committee

Lee Ann Garrison, CHAIR, Faculty Representative of Peck School of the Arts
Rhonda Montgomery, Faculty Representative of Helen Bader School of Social Welfare
Sarah Freeman, Faculty Representative of Lubar School of Business
Simone Conceicao, Faculty Representative of School of Education
Jin Zhang, Faculty Representative of School of Information Studies
Peter Geissinger, Faculty Representative of College of Letters and Science, Natural Sciences
Moshen Bahmani-Oskoee, Faculty Representative of Letters and Science, Social Sciences
Helena Pycior, Faculty Representative of Letters and Science, Humanities
Christine Scott (SARUP), Academic Staff Representative
Richard Meadows, Dean, College of Letters and Science
Stan Stojkovic, Dean, Helen Bader School of Social Welfare
Kanti Prasad, Dean, Lubar School of Business
Alfonzo Thurman, Dean, School of Education
Wade Hobgood, Dean, Peck School of the Arts
Johannes Britz, Dean, School of Information Studies
Gil Snyder (representing Dean Greenstreet), School of Architecture and Urban Planning
Gwat Lie, Associate Dean, Graduate School
Cindy Piercy (L&S), Representative of academic/student support services
Representative members of the planning support team

Engineering and Natural Sciences Subcommittee
Alan Horowitz CHAIR, CEAS, Civil Engineering Faculty Representative
Chie Tai Law, CEAS, Electrical Engineering Faculty Representative
Susan McRoy, CEAS, Computer Science Faculty Representative
Dilano Saldin, L&S, Physics Faculty Representative
Reinhold Hutz, L&S, BioSci Faculty Representative
Marjorie Piechowski, CEAS, Academic Staff Representative
Michael Lovejoy, Dean, College of Engineering and Applied Science
Karen Brucks, Associate Dean, Letters and Science
Mark Harris, Associate Dean, Graduate School
Jennie Klumpp, CEAS, Representative of academic/student support services
Representative members of the planning support team

Health Disciplines Subcommittee
Mary Lou Gelfer CHAIR, CHS, Faculty Representative
David Petering, L&S, Faculty Representative
Michael Fendrich, HBSSW, Faculty Representative
Phyllis King, Associate Dean, CHS
Beth Rodgers, CON, Faculty Representative
Ed Rodriguez, CON, Academic Staff Representative
Sally Lundeen, Dean, College of Nursing
Patricia Arredondo, Interim Dean, School of Continuing Education
Steve Percy, Coordinator, Public Health Planning Council
Mark Harris, Associate Dean, Graduate School
Cynthia Brown, CHS, Representative of academic/student support services
Representative members of the planning support team

Campus & Community Constituent Groups
The following is a list of various stakeholder groups that have been consulted during the Master Planning process.

Accademic Deans Council
Academic Staff Senate
ADA Advisory Committee
Alumni Association
Athletics
Auxiliary Services (Union, etc)
Board of Visitors
Facilities Management
Children’s Center
City of Milwaukee Planning Department
Council for Inclusion
Department Chairs
Enrollment Management Steering Committee
General Student population (forum or town hall meeting)
Faculty Senate
Foundation Board; Development Office
Human Resources
Legislative Offices
Multicultural Student Center Advisory Committee
Neighborhood Associations
Neighborhood Relations (in University Relations)
Norris Health Center
Online Program Council
Recruitment and Outreach
School of Architecture and Urban Planning Faculty
Student Accessibility Center
Student Association
Sandburg Hall (Kenilworth and Riverview) Administrative Council
Transportation Subcommittee
Union representatives
University Committee (representing the Faculty Senate)
University Safety & Assurances Department
Physical Master Plan Team
This is the team of private consultants facilitating and preparing the Master Plan for UW-Milwaukee.

Hammel, Green and Abrahamson, Inc. (HGA), Milwaukee

In association with:
Sasaki Associates, Inc., Watertown, MA

Planning Support Team
This is a working group of UW-Milwaukee, UW-System, and State of Wisconsin staff working directly on the project with the committees and consultants, coordinating all meetings and facilitating development of the entire project.

Patricia Arredondo, Associate Vice Chancellor, Academic Affairs and Dean of Graduate School
David Danielson, Director, Facility Services
Christopher Gluesing, Assistant Director, University Architects/Planning & Transportation
Jon Jenson, Project Manager, State of Wisconsin Department of Administration
Cindy Kluge, Interim Coordinator, Resource Analysis
Gwat-Yong Lie, Associate Dean for Academic Programs and Student Services, Graduate School
Laura Pedrick, Assistant to the Provost for Strategic Initiatives
Claude Schuttey, Director, University Architects/Planning & Transportation
Dennis Stecker, Manager for Space Analysis, University Architects/Planning & Transportation
Kate Sullivan, Director of Facilities Planning, UW-System
Dev Venugopalan, Associate Vice Chancellor, Academic Affairs
Amy Watson, Communications Project Manager, University Relations
Ruth Williams, Associate Vice Chancellor, Academic Affairs