INTRODUCTION

The University of Wisconsin-Milwaukee (UWM) is continually evolving to fulfill its access and research missions on behalf of the people of Wisconsin. At this time, there are a variety of opportunities open to the University. Simultaneously, there is a state-wide need to foster regional economic growth in the Milwaukee area. In response to these challenges and in response to the evolving mission, the University commissioned a master plan to develop options for land use; space use; image and identity; access, vehicular and pedestrian circulation; parking and transit services; building opportunities; open space, recreation and athletics; and utilities and infrastructure for existing and potential new UWM locations.
PLANNING CONTEXT

UWM began as Normal School in 1885 in a location just west of downtown, but in 1909 moved to the present location at Downer Ave and Kenwood Blvd. During this time, the University of Wisconsin offered classes in Milwaukee, a role that the Extension Division took over in 1920. The Normal Schools evolved into four-year state colleges between 1927 and 1951, and in 1956, UWM became the second institution in the University of Wisconsin system.

The first official planning effort for the Kenwood campus took place in 1960, marking the beginning of a period of expansion as the University bought first the Milwaukee-Downer Seminary site, then the Milwaukee-Downer College buildings, and finally the Milwaukee University School campus. At the time, the University had an enrollment of approximately 7,000 students, with a projected enrollment of 20,000 by 1975. By 1970, however, the campus had already reached an enrollment of nearly 21,000 students.

In 1970, the firm of Caudill-Rowlett-Scott was contracted by the State Bureau of Facilities Management to develop a master plan for the Kenwood campus, which was completed in 1972.

The 1972 Campus Master Plan has not been updated, nor has another campus Master Plan been completed since that time. This Master Plan therefore marks the first in over 30 years, and will provide the framework for future academic, physical, and capital planning processes.

(source: Campus Physical Development Plan, University of Wisconsin-Milwaukee, July 2006)

THE PLANNING PROCESS—GUIDANCE AND CONSULTATION

Master Planning for UWM commenced in April 2008 under the guidance of the Executive Leadership Team, the Campus Planning Steering Committee, the Campus Planning Coordinating Committee, the Academic Subcommittees, and the Planning Support Team. These University teams worked in cooperation with the consulting collaborative of Hammel, Green, and Abrahamson, Inc. (HGA) (Milwaukee, Wisconsin) and Sasaki Associates, Inc. (Watertown, Massachusetts) to develop the comprehensive 2010 Master Plan. For a listing of all members of the planning team, please see the Acknowledgements.

The Master Planning process was highly inclusive and transparent, designed to provide deliberate and interactive engagement with the University of Wisconsin-Milwaukee campus community, the broader Milwaukee community and partners, and other local and State representatives. The process included on-campus work sessions of one to three days in duration, scheduled every 4 to 6 weeks throughout the 20-month process. In total, there were over 200 meetings with campus and community constituents. Follow-up meetings and web-based conferences were held, particularly during months when work sessions were not scheduled. In addition, numerous presentations and forums took place with Alumni, community stakeholders, neighborhood organizations, research partners in the private sector, student groups, and many others.

The planning process was governed by a set of process-related principles set out at the beginning of the planning effort by the Master Planning Committees and Subcommittees. They are as follows:

Open
The Master Planning process is inclusive, welcoming to new ideas, and characterized by its integrity, transparency, and openness. Shared governance is embraced throughout the process.

Responsive
The Master Planning process is iterative in nature and responsive to key stakeholders, including students, faculty, and staff, neighbors, the City of Milwaukee and surround-
The Master Planning process was highly inclusive and transparent, designed to provide deliberate and interactive engagement with the University of Wisconsin–Milwaukee campus community, the broader Milwaukee community and partners, and other local and State representatives.

**Rigorous**

The Master Planning process is data driven, rigorous, and defensible. Emerging from an analysis of UWM’s academic direction and programmatic needs, the process will sift through the many ideas that emerge from open discussion to focus on a set of ideas or scenarios for planning that can be implemented and that demonstrates the efficient use of public funds.

**Bold**

The Master Planning process is broad enough in scope to enable UWM to fully realize its mission as an urban research university serving the State’s largest and most diverse City. The process will yield new, ambitious, and transformative ideas that lead to positive outcomes for the University, the City, the region, and the State.

**MASTER PLAN PHASES**

The development of the Master Plan included four phases of work:

**Phase A: Observations and Assessments**

Phase A included a broad investigation to record existing site conditions of the UWM campuses including architectural and landscape character, circulation patterns, existing natural systems, space use, and utilities infrastructure. Phase A also included interviews with members of the UWM faculty, staff, and broader campus community, local government officials, neighborhood and business groups and others to confirm the academic, research drivers, and programmatic needs. The principles, goals, and objectives for the study are the outcome of these meetings.

**Phase B: Principles and Conceptual Plan**

The Principles and Concept Plan phases examined the most favorable options for near-term and long-term UWM development at the sites identified by the University prior to the planning process, as well as across a range of other potential sites that emerged during the planning process. The objective for this phase was to refine the development patterns and site/area/precinct characteristics to create the framework for more detailed studies and plans. Along with physical planning, Phase B considered the academic program needs and priorities to determine appropriate fit across the range of identified sites.

**Phase C: Site/ Area and Precinct Studies**

Phase C focused on specific planning for the various sites, areas, and precincts for the UWM campuses. Elements of this phase included unifying site features, site details and planning concepts, and plan development. This phase also considered the space needs for various academic programs to match site capacity with space needs.

**Phase D: Final Integration Plan**

Phase D integrated all assessment and planning completed in previous phases and assembled the information and findings in a comprehensive Master Plan document that outlines an implementation plan to address phasing and project scopes. This phase included the development of a financial model for use by the Vice Chancellor for Finance and Administrative Affairs as an ongoing implementation and decision-making tool.
MASTER PLAN TOOLKIT

The Master Plan will serve as a toolkit to aid the University in ongoing implementation decisions. Each phase of the process resulted in a component of this toolkit, summarized as follows and included in more detail throughout this document. In addition, the Master Plan includes supporting analytical and technical information documented separately in the Phase A report and the Technical Appendix of this document.

Phase A Products

Building and Infrastructure Assessments

The Building and Infrastructure Assessments involved gathering existing data from the University, field surveys, and interviews. These assessments summarize the general condition of UWM facilities and infrastructure and provide a foundation for decision-making and future investment.

Space Needs and Utilization Assessment

The Space Needs and Utilization Assessment documents existing space and space use at the University and indicates space deficiencies in a variety of areas, both academic and non-academic. The assessment determines the quantity of space that will be needed based on both current and projected enrollments and faculty/staff projections.

Parking and Transportation Assessment

The Parking and Transportation Assessment considers the entire transportation network, including vehicular circulation, the pedestrian network, bicycle routes, public transit, University shuttles, and parking. The study analyzes the existing inventory and recommends future improvements that would enhance services.

Phase B Products

Academic Program Distribution Strategy

The Academic Program Distribution Strategy considers the range of Opportunity Sites identified prior to the Master Plan, as well as those identified during the planning process. It establishes a strategy for accommodating the range of program needs determined in Phase A. Program distribution is accommodated at the Kenwood campus, as well as at a range of Opportunity Sites, including the Harbor, the Brewery, Innovation Park, Columbia St. Mary’s, and Lincoln Park.

Site Studies

The Phase B Site Studies establish an organizing framework at Kenwood and at each of the Opportunity Sites for accommodating the identified program needs. This framework includes considerations for access, circulation, and landscape.

Research Objectives and Distribution Strategy

Prior to the commencement of the Master Plan, UWM identified four key areas of research focus: health sciences, freshwater, biomedical sciences, and advanced manufacturing. As part of Phase B, the Master Plan team matched these priorities with the range of partnership opportunities that could propel research forward. These partnerships, in part, influence the overall distribution strategy for research.

Decision Tree

The Decision Tree was a process-tool developed as part of Phase B to aid campus leadership in understanding the impact that certain locational decisions would have on future campus development.

Phase C Products

Design Guidelines

The design guidelines set forth the basic design principles that will provide a structure for campus development. The approaches to open space, the public realm, building orientation, proportions, and massing ensure that future development will have a unified identity and scale.

Detailed Site Studies

The detailed site studies coordinate the urban design primarily of the Kenwood campus with the known program priorities. The site studies consider the organization of program elements within the physical framework and also the open spaces and interior and exterior corridors that connect them.

Phase D Products

Implementation Plan

The implementation plan identifies the priority projects that will be initially developed, as well as the scope, funding source required, approvals, and other considerations. For more detailed information, please see the Implementation Appendix.

Final Master Plan Document

The Master Plan document is the summary resource that combines all of the tools that were created during the planning process. This document not only includes the recommendations for physical and programmatic development, but also the stewardship structures that will govern decision-making over the long term.
FRAMEWORK FOR PLANNING

The Master Plan is founded, in part, on various institutional priorities and planning initiatives. These include the University and System mission Statements, the 2007-08 Academic Plan and other technical studies.

UWM’s Mission (System, Doctoral, Select)

University of Wisconsin System Mission

The mission of this system is to develop human resources, to discover and disseminate knowledge, to extend knowledge and its application beyond the boundaries of its campuses, and to serve and stimulate society by developing in students heightened intellectual, cultural, and humane sensitivities; scientific, professional, and technological expertise; and a sense of purpose. Inherent in this mission are methods of instruction, research, extended education, and public service designed to educate people and improve the human condition. Basic to every purpose of the system is the search for truth.

UW System Doctoral Cluster Mission Statement

As institutions in the Doctoral Cluster, the University of Wisconsin–Madison and the University of Wisconsin–Milwaukee share the following core mission. Within the approved differentiation Stated in their select missions, each university shall:

- Offer degree programs at the baccalaureate, master’s and doctoral levels.
- Offer programs leading to professional degrees at the baccalaureate and post-baccalaureate levels.
- Conduct organized programs of research.
- Promote the integration of the extension function, assist the University of Wisconsin–Extension in meeting its responsibility for Statewide coordination, and encourage faculty and staff participation in outreach activity.
- Encourage others in the University of Wisconsin System and in other State and national agencies to seek the benefit of the unique educational and research resources of the doctoral institutions.
- Serve the needs of women, minority, disadvantaged, disabled and nontraditional students and seek racial and ethnic diversification of the student body and the professional faculty and staff.
- Support activities designed to promote the economic development of the State.

University of Wisconsin Milwaukee Select Mission Statement

To fulfill its mission as a major urban doctoral university and to meet the diverse needs of Wisconsin’s largest metropolitan area, the University of Wisconsin–Milwaukee must provide a wide array of degree programs, a balanced program of applied and basic research, and a faculty who are active in public service. Fulfilling this mission requires the pursuit of these mutually reinforcing academic goals:

- To develop and maintain high quality undergraduate, graduate and continuing education programs appropriate to a major urban doctoral university.
- To engage in a sustained research effort which will enhance and fulfill the University’s role as a doctoral institution of academic and professional excellence.
- To continue development of a balanced array of high quality doctoral programs in basic disciplines and professional areas.
- To attract highly qualified students who demonstrate the potential for intellectual development, innovation, and leadership for their communities.
- To further academic and professional opportunities at all levels for women, minority, part-time, and financially or educationally disadvantaged students.
- To establish and maintain productive relationships with appropriate public and private organizations at the local, regional, State, national, and international levels.
- To promote public service and research efforts directed toward meeting the social, economic and cultural needs of the State of Wisconsin and its metropolitan areas.
- To encourage others from institutions in the University of Wisconsin System and from other educational institutions and agencies to seek benefit from the University’s research and educational resources such as libraries, special collections, archives, museums, research facilities, and academic programs.
- To provide educational leadership in meeting future social, cultural, and technological challenges.

The UWM 2007–08 Academic Plan

The UW-Milwaukee Academic Plan summarizes the institution’s academic planning as it relates to the institutional mission and informs the master planning process; provides an overview of projected new and proposed academic programs; and outlines resources for program development. Two strategic goals have framed the academic planning process: Research Growth and Academic Success. To meet these goals, the Plan targets growth in the following areas: Natural Sciences, Engineering, and Health. The Plan also considers the creation of two new schools: the School of Public Health and the School of Freshwater Science. Based on the academic plan, the following FTE student enrollment, faculty, and staff projection targets were established:

The following are outcomes of the Academic Plan:

- Minimal increase in undergraduate enrollment
- Increase in graduate enrollment to reflect increased graduate research
- Increase in faculty and staff to support intended growth in research

In addition, a number of technical studies, data, and other information were referenced in the development of the Plan, including “UWM as a Zero-Discharge Zone: A storm-water masterplan for the UWM Campus” and the 2009 Draft Environmental Sustainability Plan, among others.

1 UWM Presentation of Academic Plan, June 6, 2008