GUIDING PRINCIPLES
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The Guiding Principles for the Master Plan represent the translation of UWM’s values and aspirations into planning criteria. They serve as the drivers for the development of the Master Plan and apply to the Kenwood campus, East Side landholdings and the Opportunity Sites that the University may develop. The Guiding Principles are the outcome of input received from the Master Plan Coordinating Committee, Steering Committee, and Academic Subcommittees. The Principles, summarized in the following pages, fall into five broad categories as follows:

Learning and Discovery
Access and Campus Life
Research Growth and Partnerships
Location and Connectivity
Stewardship
Access and Campus Life

**Incorporation in the Master Plan**

The Master Plan addresses this principle in the following ways:

- Provides educational access opportunities throughout the region by establishing multiple locations
- Improves the urban environment and contributes to campus life by potentially distributing UWM activities at the Opportunity Sites
- Links UWM locations via enhanced transit services
- Establishes a continuous learning environment through a comprehensive indoor-outdoor circulation network at Kenwood
- Facilitates accessibility for all population groups

To extend access and expand its relevancy to the people of Wisconsin, a strategy is emerging for distributing key programs and facilities throughout the City. This strategy not only advances the academic and research missions of UWM but also acknowledges the critical role that campus life facilities play in supporting learning and discovery. These important campus life facilities include social learning and collaboration space, student organization space, dining, and athletics and recreation. All of these environments help contribute to the development of the “whole student” and are currently underprovided at UWM.

The Master Plan addresses campus life needs through strategic building additions on the Kenwood campus and by including social and collaborative spaces in proposed buildings at Kenwood as well as the Opportunity Sites. In this way, campus life amenities are both centralized in spaces such as the Student Union and the Library and are distributed across UWM locations, acknowledging the role they play in supporting the academic experience.

The increase of campus life space not only improves the quality of experience for UWM students, faculty, and staff, but also serves as a platform for welcoming visitors. In this way, community access is encouraged and supported in the Master Plan.
RESEARCH GROWTH AND PARTNERSHIP

Principle Statement

We envision a campus physical environment that is connected to the community in which it resides, and sparks innovative disciplinary and interdisciplinary research and scholarship leading to new knowledge, economic, and technological development, and a workforce educated for the 21st century economy.

The Master Plan addresses this principle in the following ways:

- Distributes research activities throughout the City in collaboration with partners.
- Identifies opportunities to provide research and innovation support.
- Supports interdisciplinary research environments.

Incorporation in the Master Plan

In response to UWM’s mission statement and the State’s goal to foster economic growth, an academic and research vision has been developed by the University. Components of this vision include providing adequate space to accommodate current needs and planned growth, as well as establishing partnerships with other institutions and businesses whose missions complement and reinforce those of UWM.

Individuals from every school and college within UWM are engaged in research at different levels resulting in the need for a variety of facilities and other accommodations. The vision for research at UWM focuses on continuing to build upon the research that already occurs, and promoting growth in four key areas identified by the University: health sciences, freshwater, biomedical science, and advanced manufacturing.

These research focus areas require effective partnerships to enhance and advance the activities of the University. Due to the collaborative nature of the proposed research between the University and partners, this activity is likely to take place on sites in addition the Kenwood campus.

Health Sciences

Health sciences research is closely tied to existing UWM programs in the Colleges of Nursing, Health Sciences, and Letters and Science, as well as the recently approved new School of Public Health. Potential external partnerships and ongoing collaboration exist with Aurora HealthCare, the Blood Center of Wisconsin, the City of Milwaukee Health Department, and other Milwaukee-area institutions. UWM’s focus in health sciences is based on existing strengths in the health sciences, policy, urban population studies, and other applied research.

Freshwater

Five of the top ten national companies focused on the manufacture and development of water-related products are based in Milwaukee, as are 120 water-related companies in the southeast Wisconsin area. The presence of these business partners and Milwaukee’s location on Lake Michigan provides several strategic and location advantages for water-related research at UWM, including the Great Lakes Research Facility (GLRF). GLRF is the only major aquatic research institute on Lake Michigan. The mission is to serve city, state, national, and international interests related to the education, research, and outreach on aquatic issues. The transition of this entity from a research institute to the new School of Freshwater Science will formalize and expand GLRF’s mission and contribution to the region.

The region has experienced growing momentum for the development of freshwater technology and policy. Organizations such as the Water Council are working in partnership with UWM to leverage existing strengths and establish Milwaukee as the freshwater hub.

Through partnerships with Veolia, Pentair, the Milwaukee 7, Badger Meter, the Milwaukee Metropolitan Sewerage District, and others, research endeavors may include the detection and removal of pharmaceuticals in the water supply, stormwater pollution mitigation strategies, nutrient research, and climate change.

Biomedical Science

Biomedical Science is a potential area of research for UWM given the regional partnership opportunities, including the Medical College of Wisconsin (MCW), the Children’s Research Institute, and the Blood Center are also already engaged in aspects of this research. Strategic hires have been made toward realizing this vision.

Two of the largest potential partners, GE Healthcare and the Medical College of Wisconsin, are located approximately ten miles west of downtown Milwaukee and the Kenwood campus.

Advanced Manufacturing

Milwaukee has a rich tradition of manufacturing, however, the percentage of manufacturing jobs in the City decreased from 22% to 15% between 1990 and 2006. Partnerships between the University and entities like Rockwell Automation and Johnson Controls could lead to jobs that contribute to a new era of manufacturing.

Within the broad scope of these four major thrusts, several interdisciplinary research clusters have been identified that address specific capabilities and applications. The Master Plan aims to provide flexible space with appropriate facilities to allow for collaboration and shared research opportunities within these clusters.
LOCATION AND CONNECTIVITY

Principle Statement

We value physical and virtual connectivity within and across campus locations, and with our local, regional and global partners.

The Master Plan addresses this principle in the following ways:

- Encourages a multimodal transportation network to improve access
- Provides connectivity and improves access at all UWM locations via a fortified transit system
- Enhances the transit experience through creation of transit portals, and provides a common identity for UWM across all locations

Incorporation in Master Plan

Given UWM’s anticipated presence at multiple locations in greater Milwaukee, connectivity is essential in terms of providing safe, efficient, and navigable passage between sites. As such, the Master Plan accommodates connectivity at a variety of scales: within the Kenwood campus, between the Kenwood campus and other East Side facilities, and between the East Side and other potential UWM locations downtown and to the west. These connections are facilitated by an integrated network that includes pedestrian, transit, University shuttle, bicycle, vehicular, and parking systems. By providing transportation alternatives, UWM can work toward decreasing the overall total number of vehicle miles traveled, thereby reducing the demand for expensive parking and limiting carbon emissions.

The Master Plan recommends that the existing shuttle serving Riverview and Kenilworth be maintained. Until such time that Milwaukee County Transit Service (MCTS) is able to sufficiently extend its public transit service, UWM may need to expand beyond the residential shuttle to provide enhanced levels of service to each of the opportunity sites in order to reduce automobile demand. Over the long term, cooperation between the University and MCTS can result in new and/or improved transit routes to more directly serve UWM facilities, since efficiency is tied to ridership. In addition to transit services, the commuter experience will be enhanced by amenities and services. Transit Portals are proposed at each UWM location in association with building lobbies to ensure that conditioned waiting areas, social space, rest room facilities and, where feasible, convenience retail and food services, can be provided to commuters. The University will need to play a lead role in advocating where and how transit should interface with these transit portals.

Beyond transit, the University should continue to work with the City to enhance the bicycle network and promote cycling as a viable transportation alternative. The University currently offers bike parking, bike lockers, and shower facilities for University Housing residents. This program could be expanded for the broader commuting population of students, faculty, and staff.
GUIDING PRINCIPLES

Principle Statement
We envision a campus environment that is supportive, safe and secure; invests in the holistic well-being of students, faculty, and staff; and delivers a high-quality campus life and student experience, all based upon a primary emphasis on environmental, fiscal and social sustainability. Create safe and secure campus(es) that foster civility.

The Master Plan addresses this principle in the following ways:

• Encourages investment in student life amenities
• Serves community engagement, economic development, and urban regeneration through the distribution of UWM facilities
• Improves the overall quality of the campus environment
• Embraces the goals of the University’s Environmental Sustainability Plan and provides design recommendations for energy, water, transportation, and landscape incorporation in the Master Plan

Social Sustainability
A key component of the UWM mission is to promote social sustainability by expanding educational access, promoting living/learning environments, and enriching the neighborhoods in which UWM has a presence. In doing so, UWM recognizes its broader role in contributing to the health and vitality of the greater Milwaukee region and, by extension, the State of Wisconsin.

UWM supports social sustainability by providing increased educational access to underserved populations. By establishing facilities throughout greater Milwaukee, UWM is able to provide program opportunities for multiple constituents at multiple locations. Potential future facilities at the Harbor, the Brewery, and Innovation Park extend UWM’s presence from the East Side to central, southern, and western Milwaukee, thereby reaching both urban and suburban populations.

Efforts to enhance the living/learning environment also contribute to the goal of social sustainability. All aspects of campus life are important for the academic and research missions of UWM. In particular, campus housing is viewed to be critical for the undergraduate population. At the same time, the University is expanding housing options for students, it must also help to strengthen surrounding neighborhoods. The University should also extend initiatives to increase the number of faculty and staff that live in the surrounding Kenwood neighborhood, building upon the existing “Walk to Work” program.

Specific measures will be required for UWM to effectively operate within the City to promote social sustainability. These measures include cooperating with local government, establishing partners to realize mutually beneficial goals, and acting as an advocate for regional transit.

Economic Sustainability
UWM’s goal is to strengthen the Milwaukee and Wisconsin economies by fostering partnerships, developing intellectual capital, and promoting urban regeneration. In this way, UWM can extend the breadth and depth of its influence while forming relationships to realize mutually beneficial goals.

In terms of research growth, the University’s vision includes providing adequate space to accommodate planned growth and establishing partnerships with other institutions whose missions complement and reinforce those of UWM. The vision reinforces UWM’s goals to advance biomedical sciences, advanced manufacturing, energy and sustainability, freshwater, and health sciences focusing on UWM’s research growth in these areas. The aim is for the research activity to ignite product development and job growth, serving both the University and the broader regional economy.

UWM has the opportunity to contribute to the economic sustainability of Milwaukee by investing in underutilized districts, such as the former Pabst Brewery. By supporting regeneration, UWM serves as a catalyst for redevelopment. The same is true for future development at the Harbor and its adjacent Fifth Ward and Third Ward districts. The potential for spin-off businesses, such as retail and hospitality, is likely and can lead to more vibrant mixed-use districts in these areas of the City.

Environmental Sustainability
Environmental sustainability is reflected in the Master Plan recommendations with respect to both physical and natural site features (as is discussed in the Sustainability Chapter of this report), but also broader sustainability goals such as transportation options and connectivity.

The overarching goal of UWM’s Draft Environmental Sustainability Plan (July 2009) is to embrace sustainability as a core institutional value in all UWM planning, operations, and academic programs with the aim of positioning UWM as a critical stakeholder and example in education and workforce development in the Milwaukee region. The main objectives are to:

• Increase student, staff and faculty awareness and education regarding the environment, sustainability, and human impact on our natural resources and community
• Develop and strengthen resources for expanding a sustainable UWM Campus and Community (short and long term)
• Establish and expand existing community partnerships, including area schools, non-profits, and businesses
• Utilize the interdisciplinary nature of sustainability to reach out to all academic areas
• Bridge internal and external inherent gaps to foster new communication and problem solving techniques
• Establish relevance to City and regional priorities (M7) in workforce and economic development

Source: UWM-Milwaukee Environmental Sustainability Plan, July 2009 Draft