UNIVERSITY OF WISCONSIN-MILWAUKEE MASTER PLAN

Strategic Partnerships
University Planning Leadership
Inclusive Process
University/Urbam Integration
Inspired Design
Innovative Implementation
Comprehensive Sustainability
something great in mind
The UWM master plan will bring together a set of complex principles into a unified plan that is strong and flexible – a plan that provides a rich and diverse experience for each student. Therefore, it must be tailored to support the specific academic and research goals of UWM, as defined by strategic and academic plans. The master plan will address not only the challenges and opportunities of the existing campus, but will focus on new development at other sites and address the unique strengths of the existing infrastructure of the Milwaukee metropolitan area. Comprehensive analysis and thorough engagement will produce a plan that will direct growth for years to come. Through partnerships established with regional institutions and research-based corporations, UWM will grow its reputation as a research institution and serve as a catalyst for economic development in the region.

We understand the mission and goals of UWM.

- HGA engagement in strategic dialogue with UWM leadership through recent projects. We are in tune with the current goals of the institution as we have seen and heard the vision of Chancellor Carlos Santiago evolve over the past 3 years.

- Past work with Michael Cudahy on Discovery World at Pier Wisconsin. We understand his perspective on the value of establishing critical mass for research and addressing obstacles such as mass transit.

- Long-term relationships with many of the potential academic research and partner institutions that have been discussed, including the Medical College of Wisconsin, Children’s Hospital of Wisconsin, Froedert Hospital, Marquette University, Aurora’s Sinai-Samaritan Hospital, and others.

- Our team is strong partner to UWM, and has regularly attended all public meetings related to the UWM master plan and academic planning process to date.

- We bring a unique understanding of campus issues and opportunities with over 60 UWM graduates employed at HGA, several of whom also serve as faculty members.

We understand SE Wisconsin & the Milwaukee Metro Area.

- HGA has a staff of over 150 professionals located in downtown Milwaukee, and has played an important role in shaping the quality and character of SE Wisconsin, and more dramatically the Milwaukee Metro area.

- As a national firm of nearly 600 people with projects across the country, our goal is to bring a broader perspective to our regional issues, and elevate the quality of planning and design that might otherwise occur in our own backyard.

- Based on our technical expertise, we have an in-depth working knowledge of the physical infrastructure and political obstacles that exist in our community.

- HGA and Sasaki’s working relationship at Marquette University has provided both firms with an intimate knowledge of the current, and sometimes divergent, planning initiatives that currently exist in the Milwaukee area.

- Key team members offer a unique perspective and strong working relationships with government and private corporate leadership.

The Master Plan must be based in an understanding of the specific economic and political context of Milwaukee and an understanding of the unique academic mission of the University of Wisconsin-Milwaukee.
PROJECT EXPERIENCE:
UWM-Columbia St. Mary’s, Kenilworth Building, Discovery World at Pier Wisconsin
Harley-Davidson Museum, Biomedical Research Facility for Medical College of Wisconsin, Aurora Sinai & Children’s Hospital of Wisconsin, Marquette University Master Plan, University of Pennsylvania,
University of Calgary, Université de Montréal, Norwegian University of Science and Technology
h g a / s a s a k i

UNIVERSITY PLANNING LEADERSHIP

A master plan that aligns the overall goals and principles of UWM must address the growth and change of the university over time, increase visibility for new programs, and establish a strong image and identity for each campus. The campuses must function as a unified whole, even though some physical distance may separate various locations. All aspects of campus life need to be carefully addressed, including different building types, campus access and transit, and student life issues.

University Building Types - HGA and Sasaki collectively have extensive experience in the full range of university building types. HGA has an extensive portfolio of science and research laboratories, arts and cultural buildings, academic buildings, and housing. Sasaki is a leader in the design of student life facilities, as well as buildings that support athletics and recreation.

Space Use & Analysis - Sasaki has unique and nationally recognized capabilities in space use analysis and space planning at the master plan level. Custom analytical tools are typically designed for each client to allow dynamic iterative visualization and testing of alternative scenarios. Sasaki's extensive internal database, supplemented by national databases and guidelines, provide a valuable context for needs assessment and peer comparisons.

Trends in Education & Learning Environments - Sasaki conducts ongoing research on educational issues, including social and demographic elements, and has published two major books on higher education planning in the past three years. Senior staff members are frequent speakers at national conferences. HGA's engagement with the University of Minnesota on the development of a new Science Classroom Building that incorporates innovative learning environments and non-traditional classrooms is another testament to the team's experience in this arena.

Research Focused - Sasaki has a long history of developing research campuses, starting with Princeton's Forrestal Center nearly thirty years ago, and is familiar with the evolutionary issues facing these endeavors. Recent work includes the Innovista mixed-use research district at the University of South Carolina and a research park at Auburn University.

Housing - Sasaki is very familiar with emerging trends in student life and learning, in particular how these apply to residential communities—a major issue for UWM. HGA has a strong background in student residential design, and is actively engaged with efforts to grow the amount of housing available for UWM students through projects such as the Kenilworth Building.

Financial Models - Sasaki has developed tools for analyzing alternative financial scenarios for universities, allowing full integration of capital and operating costs. Cost modeling for different program areas allows for dynamic projections of growth implications, including financing and operating costs.

Commuters - Sasaki is familiar with the specific issues facing commuter universities, where a large number of students are part-time, and the issues that arise as a university becomes more residential. The planning effort for UWM will increasingly need to recognize the changes needs of commuter students and their changing patterns of learning as it develops a master plan.

A creative and comprehensive entrepreneurial response is required if the University is to achieve its ambitious goals for Milwaukee and the region, with new programs, growth in research activity, and expanded enrollment.
University of Calgary
Alberta, Canada

University Planning Leadership

PROJECT EXPERIENCE:
Université de Montréal, NTNU Norway, University of Calgary, University of Minnesota-Rochester, UW-Madison School of Education Building, UW-Stevens Point Fine Arts Center, UW-Whitewater Williams Center & Fieldhouse, UW-Madison Biotechnology/Genetics Center, North Dakota State University - Fargo Center for Nanotechnology Research, University of California Student Resources Building
Because of the sensitivity of issues surrounding the University’s commitment to growth and development, the quality of internal and external consultation and process will be critical. The HGA/Sasaki team will employ a process that is both iterative and inclusive. Throughout the master planning process, a variety of engagement methods will be used to gain meaningful input from stakeholders, constituents, and the campus community. A carefully tailored consultation process will be developed in concert with UWM and its leadership.

Sasaki has completed strategic plans for a range of higher education institutions, and understands the political environment of universities, and the types of process most likely to succeed.

Each process is highly tailored, but typically has the following characteristics:
- Listen objectively and understand relative weight of stakeholder issues
- Respect divergent points of view
- Reach agreement on issues and shared goals
- Communicate trade-offs and opportunities
- Get the right input at the right time
- Establish a ongoing forum for discussion, in varying formats
- Develop a flexible framework for the future, regardless of specific program
- Communicate information through models, charts, diagrams
- Phase development into achievable increments, test economic and technical feasibility, and set up a governance structure for implementation

HGA has a proven track record of successful community engagement and facilitation of key meetings with stakeholders.

With each client, HGA works to customize a process for participation and input from those individuals that will be the most intimate users of the final product. In the case of Universities, this is typically the faculty, staff and students. UWM's process will likely also include a wider stakeholder group of neighbors and partners. Our team will craft a process that solicits input at the most meaningful points in time, allows participants time to freely express their viewpoints, and helps to build consensus among the group.

While HGA brings a broad range of experience in to the area of participation and engagement, it is perhaps the work that has been done with UWM and the community through the development of the Kenilworth Building project that best speaks to the team's expertise in this arena. The relationships that our team has built with the University, the community, neighborhood groups and organizations, potential UWM partners, and many others ensures that the master plan process will be effective in bringing these constituents and stakeholders together in support of a unified vision for the University.

In alignment with the project goal of inclusion, our team will effectively lead the master planning process in a manner that builds enthusiasm, commitment, and consensus supporting a plan that will take UWM into the future.
PROJECT EXPERIENCE:
UW-Milwaukee Kenilworth Building, UW-Madison Education Building, Discovery World at Pier Wisconsin,
Main Street Milwaukee - SOHI Master Plan

Inclusive Process
Today, the boundary between the university and the city must become porous, or even non-existent. In a mature knowledge society, the university becomes the city, and the city becomes the university. If the potential synergy of this relationship is to be truly captured, the University increasingly will coordinate its resources with the resources of the city, to maximize mutual benefit. The concept of potentially integrating health related programs and engineering with the Milwaukee Regional Medical Center creating a critical mass of research activity, and establishing a new School of Public Health in relation to Aurora's downtown campus exemplifies this kind of thinking. The success of the UWM Master Plan process is dependent on the involvement of community leaders, corporate partners, and other constituents.

The HGA/Sasaki team has a broad range of experience in the relationship between urban areas and university communities. This is evident not only through the extensive research expertise exhibited by our team members, but also in the physical examples in our built environment which have successfully integrated the university and the urban context.

Sasaki co-hosted a conference on the University and the City in Europe last June, where Philip Parsons and Janne Cornell were lead speakers. The pair also co-authored a chapter in a recently published monograph on the same theme, published by ETZ in Zurich. Janne has given presentations on the Knowledge City at national conferences in the United States.

Sasaki has made the notion of the Knowledge City and the Learning City central themes in much of its recent campus planning, emphasizing shared resources, collaborative planning in areas such as cultural resources, transportation, and research facilities, and the role of the university as economic catalyst.

HGA has made urban connections a hallmark of our built work, in Milwaukee and nationally. These connections are physical as well as economic – projects such as the Kenilworth Building and Discovery World at Pier Wisconsin show our commitment to creating shared urban environments, utilizing development to reconnect the public with city parks and landscapes, and fostering strong economic impacts through careful mixed use planning. We believe that the master planning process must take into consideration each element and system that influences the composition and performance of the urban fabric.

The fact that UWM is a campus with multiple sites, all of which are integrated into the urban fabric, provides a unique opportunity to influence the development of the City and region.

The impact of the UWM master plan will be far-reaching. This is not simply a plan for a campus, but a vision that will impact the City and the region. The success of the master plan is inherently linked to economic growth, innovations in transit & technology, and overall positive change in the State. One cannot be considered without the other.
PROJECT EXPERIENCE:
UW-Milwaukee Kenilworth Building, Discovery World at Pier Wisconsin,
University of Minnesota-Rochester, University of Pennsylvania,
University of South Carolina Innovista Master Plan
The future distinction of UWM will depend in part on the quality of campus and urban design that emerges from the Master Planning process. Memorable experience of place on a campus generally grows from overall urban design, which sets the framework for the quality of individual buildings. The breadth and depth of our campus and urban design practice will ensure that UWM maximizes the potential of its resources to create a distinguished presence with a cohesive and compelling identity in the city and gracious learning environments across the multiple campuses. Working interactively with the space needs, and academic and financial planning, the design process will be creative, innovative, and engaging, helping to build consensus with multiple constituencies inside and outside the institution.

Sasaki has won over 100 design awards in the past decade, the majority of them for planning, landscape, and urban and campus design.

Sasaki focuses on effective presentation of urban design ideas; presentation will be critical to the community process for UWM.

Sasaki - 2007 ASLA Firm of the Year

Sasaki Associates’ planning and urban design practice creates design solutions that are a synthesis of rigorous analysis, economic realism, environmental responsibility, and cultural awareness. Our commitment to both the real and the imagined, the achievable and the visionary, distinguishes our work. Working collaboratively in focused interdisciplinary team - on the regional, community, urban district, campus, and site-specific levels - we define and develop ideas, concepts, and strategies that address the great diversity of planning and urban design challenges facing our clients.

HGA has long been known for award-winning urban design with three national AIA design awards and more than 120 state and local awards. Our work in the Milwaukee community has focused on catalytic urban projects for institutions such as Discovery World at Pier Wisconsin. HGA’s work in the Milwaukee metropolitan area has won eight honor awards from AIA Wisconsin, including UWM’s Kenilworth Building in 2007. Our work is deeply informed by sustainable design; for example, the UW-Whitewater Fieldhouse won the DSF’s Excellence in Architectural Design award in 2005 for its integration of daylighting, lighting controls and overall excellence.

When designing public spaces and facilities, we consider how architecture, site and interiors can be integrated to support and inspire users to learn, teach and reach their highest potential. Working for diverse types of clients allows us to freely cross-communicate and draw upon each other’s insight to offer a comprehensive range of in-house disciplines and specialized talent, which includes architecture, engineering, interior design and landscape architecture. At HGA, the advice and counsel of in-house experts is available for virtually any question and any client.

We believe that inspired design helps shape culture, business and society by consistently creating forward-thinking design solutions for our clients and their communities.
PROJECT EXPERIENCE:
Boston College Master Plan, University of Pennsylvania East Campus Master Plan,
Vanderbilt University Master Plan, University of South Carolina Master Plan,
Norwegian Institute of Science and Technology Master Plan
A phased and flexible implementation strategy will be essential for UWM. The plan will be comprehensive and far ranging, setting a framework for twenty years. At the same time, the immediate priority actions must be defined with a clear understanding of the consequences and the benefit of each move. The project work will respect the critical path necessary for key moves. Our team will work to develop strategies for phased implementation that are manageable and preserve future flexibility.

Our approach to planning is iterative rather than linear, so that implementation is a consideration from day one. With our planning tools, alternative scenarios can be developed quickly and inexpensively, and the consequences of alternative approaches can often be analyzed instantly.

We always plan with an eye on implementation and with a focus on early and visible results.

Our financial modeling capacity and experience in funding strategies maintains a high level of realism throughout the planning process, making implementation more readily achievable.

Strategic Planning supports the firm’s core mission by providing a powerful comprehensive framework for improved educational, corporate, and public sector decision making. We support the development of strategic, financial, academic, large land use, space use, and facilities use plans by developing interactive decision support systems. Our dynamic visualizations of the complex inter-dependencies within an organization highlight the key variables for decision making, and trace the repercussions of change. We work with our clients to develop practical solutions and communicate them effectively.

As part of its 2020 plan, Norwegian University of Science and Technology engaged Sasaki to undertake a space use analysis to explore opportunities for co-location of NTNU and Sor-Trøndelag College (HiST) faculties at NTNU’s Gloshaugen campus. Sasaki incorporated all of NTNU’s space data into its SpacePlan software, allowing for dramatic interactive visualizations which enabled the development of a strategic co-location plan in a single work session. In separate work sessions, large-scale simulations were made available to a room of stakeholders, helping to foster the buy-in needed to ensure the plan’s success.

HGA and Sasaki have not only planned campuses, but have a long track record of carrying out plans, developing long term relationships with our clients and designing and implementing the full range of campus building types. This experience along with our research into trends feeds directly back into our campus planning.

The more successful a research university becomes, the less clear is its future direction in terms of research emphasis. To create space in the master plan for the unknown, a phased and flexible implementation strategy will be essential for UWM.
Innovative Implementation

PROJECT EXPERIENCE:
Norwegian University of Science and Technology,
University of Pennsylvania East Campus Master Plan,
University of South Carolina Innovista District,
Rowan University, University of Calgary
hga/sasaki

COMPREHENSIVE SUSTAINABILITY

The master plan must address the overall goals of sustainability and plan for the future of a healthy University community. The master plan response to sustainable design must include smart choices that ensure the social, economic and environmental success of the University both today and into the future.

The triple pillars of sustainability (social, economic, and environmental) inform our team’s approach to planning. Our Master Plans are socially and educationally progressive, economically viable over time, and environmentally responsible. The project team will use its full range of diverse expertise to investigate all aspects of sustainability. The Master Plan for UWM must achieve a sustainable outcome in all three areas in order to be considered the best plan for the future of the University. The HGA/Sasaki team has the range of expertise and experience to achieve a comprehensive and integrated result addressing sustainability at an urban planning level. To that end, the planning and design recommendations will need to address six key areas:

1) habitat and natural systems;
2) water resources (stormwater management and potable water);
3) integrated transportation;
4) energy and the associated greenhouse gas emissions;
5) waste flows and materials
6) quality of life / community

The HGA/Sasaki team has several LEED accredited professionals, as well as other sustainability experts on staff to address the full range of issues related to energy consumption, sustainable site design, healthier live/work/learning environments, water quality and conservation, and many other sustainable design issues. Project team members d’Andre Willis, Lora Strigens and Doug Maust are among the 150 LEED accredited professionals from HGA. Greg Havens leads Sasaki’s sustainable campus master planning group and serves on the American College and University Presidents Climate Commitment Implementation Advisory Committee.

Sustainable design must be embodied in UWM’s master plan as a way to to balance the impact of continued growth and development, as well as smartly managing ongoing operating costs.
PROJECT EXPERIENCE:
UW-Madison Education Building - pursuing LEED certification, HGA Offices - Milwaukee, WI
- LEED Silver Certification, Auburn University Campus Master Plan, University of Minnesota - Morris
Alternative Energy, Boston College Master Plan, University of Pennsylvania,
University of California-Berkeley, University of Maine Master Plan