



**Design Review Board  
November 29, 2017**

**Projects Reviewed:**

Campus Libraries Facilities Master Plan – 15H1L  
College of Letters & Science Facilities Master Plan – 15A2Y



Design Review Board  
November 29, 2017

## Project Review: Campus Libraries Facilities Master Plan

### Present:

#### Design Review Board Members:

Gary Brown	<i>Interim Chair</i> , Design Review Board/FP&M CPLA
Annette Wilkus	SiteWorks
Fiske Crowell	Sasaki Design

#### Ad Hoc Design Review Board Member:

Lesley Moyo	Campus Libraries
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#### State Representative:

Jon Jenson	DFD
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#### UW System Representative:

Cathy Weiss	UWSA
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#### Joint West Campus Area Comm Rep:

Mary Czyszczak-Lyne	Joint West Campus Area Committee
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#### City of Madison:

Tom DeChant	Urban Design Commission
Janine Glaeser	City of Madison DPCED

#### Campus Affiliates:

Carrie Kruse	Campus Libraries
Jim LaGro	Campus Planning Committee
David Darling	FP&M AVC
Margaret Tennesen	FP&M Deputy AVC
Megan McBride	FP&M CPD
Stu LaRose	FP&M CPD, <i>Interim University Architect</i>
Aaron Williams	FP&M CPLA
Rob Kennedy	FP&M Transportation Services
Terry Boehner	FP&M CPD

#### Design Team:

Alexandra Ramsey	Engberg Anderson
Joseph Huberty	Engberg Anderson

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## **Campus Libraries Facilities Master Plan**

### **Project Background:**

As changing demands, expectations, and resources emerge, campus libraries are taking a proactive approach to modifying how they function while ensuring high-quality service is preserved. The overall goal of the Campus Libraries Facilities Master Plan includes: assessing user needs across campus, strengthening the collections program, developing a comprehensive scholarly communications program, developing and investing in the expertise to meet campus libraries' goals, capitalizing on efficiencies, optimizing e-solutions and digital initiatives, and developing sustainable budget models to increase flexibility, income, and innovation.

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## **Campus Libraries Facilities Master Plan**

### **Presentation:**

1. This master plan is the conclusion of more than two years of planning.
2. Started with the Campus Master Plan (CMP) in 2015. The university currently has 22 libraries spread out across the campus.
3. Some are part of General Library System (GLS), others are departmental libraries.
4. In addition, there are 19 other resource centers.
5. There are two freestanding buildings but a majority of libraries are embedded within departments.
6. Campus libraries are going through many different initiatives.
7. A lot of changes have to do with collections and services, and also coordination with the CMP.
8. The design team has reviewed other unit facilities' master plans such as the College of Engineering's (completed) and L&S (in draft form).
9. First, did a comprehensive physical analysis of all of the library facilities.
10. Steenbock and Memorial libraries are both in good condition.
11. Memorial Library has approximately half of the total facility space allotted to campus libraries.
12. One third of Memorial is for book storage with ceiling heights of 8 feet—floor to ceiling—so not very adaptable to other future uses. It also has lots of structural columns that would make renovation and reprogramming very difficult.
13. There's a nostalgia for the space in the Memorial Library. Some spaces have already been remodeled, such as the graduate student lounge.
14. College and Steenbock libraries have space that's fairly functional but would require some physical upgrades, particularly with regard to restrooms.
15. One of the team's focus areas is on spaces that are no longer needed.
16. The team had a robust engagement process with students, faculty, and staff about what the role of libraries on campus should be in the future. They looked at the university's collections and what services campus libraries would or could offer. They also reviewed peer institutions for benchmarks in how university libraries are changing to meet future user demands.
17. A lot of initiatives are around services - one goal was to look at physical needs that support research on campus. What ways can it empower teaching and research on campus?
18. Libraries are open to everyone on campus, including in many cases the general public. Accessibility and promoting collaboration drove the notion that a hub model could serve the needs of campus libraries versus current more department-focused model. The focus is on collaboration between people rather departmental access to a specific collection.

19. The idea for hub libraries is to concentrate physical space and staff, and explore the potential of technology and new teaching and research paradigms. Also, hub libraries support an ability to explore innovation and create larger event spaces for community interactions.
20. It's important to understand what is unique to UW-Madison and the interaction between university libraries and with the university's missions for a core library presence which drove the design team to think about the distribution of libraries on campus.
21. The main idea is to create a network of hub libraries: Memorial Libraries-humanities, College Library-undergraduates, Steenbock-west campus hub, Ebling-health sciences. Law would stay as a more focused collection.
22. Convenience is an aspect of all our libraries – looking for a five- to ten-minute walk anywhere on campus which is more challenging for west campus.
23. Looking at three major projects: Memorial Library Renovation/Addition; Expand off-site collections; Construct a South Campus Library Hub.
24. Memorial Library: shift physical collection and repurpose Memorial Library's single focus.
25. Off-site collections: Move physical collection off campus in an environment that preserves the collection and allows space to renovate the current library space for other academic support uses.
26. Construct a South hub library: the south campus zone needs a centralized library hub . A final site selection is open to discussion with the notion of potential synergies between south campus neighborhood events. A lot of academic programs are south of University Avenue. A south campus library hub could serve many different elements of those various academic programs.
27. The libraries master plan recommends shifting a lot of storage space off campus and transforms the space to be more browsable, more people-centric space. On campus, 23% of overall library space is browsable currently. This continues the trend that university allocates more library space and acknowledges libraries as a places to do serious work. Makes library space convenient for daytime and evening use.
28. The plan also recommends that Memorial Library be reconstructed because lots of the existing space there now is not functional. Memorial Library is a gateway as you come to campus with many town-gown iconic spaces nearby (Library Mall, State Street Mall, Alumni Park, the Red Gym, the Memorial Union, the Terrace, etc.). Research indicated as you come into the Memorial Library building, there's immediately a low ceiling. The draft plan recommends the demolition of a major portion of the building, including 150 vertical columns that would allow us to reorganize internal circulation. Internal organization and circulation is currently not clear. A massing model in the draft plan shows what that kind of space this would look like. The design team suggests that we need some kind of entry statement on State Street to the south and on the west toward Library Mall. They envision a series of public spaces on first floor.
29. Planning Model for next six years: First big project would be the addition to the Verona storage facility to allow more off-site storage of the existing collection. The renovations to the Memorial Library would be key to the plan as it has the most space and would gain efficiency to support services and initiatives, but funding this project will be difficult and may push it out on the timeline
30. The remodel of Steenbock Library would likely move more quickly.
31. And finally build a south hub library.
32. We can learn a lot as we move through plan and begin implementing some of the recommendations.

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## **Campus Libraries Facilities Master Plan**

### **Discussion:**

1. Lesley: Already have a number of libraries that we've consolidated.
2. Carrie: Off-site storage is important. We're not in a situation of needing access to as much of our collection. The collection will never go away. There is a clear understanding of the role collections play for a research library. The print collection does not go away and is an important factor.
3. Annette: Curious about the off-site storage.
4. Carrie: It's currently attached to the SWAP (Surplus With A Purpose) facility and is good enough to get stuff off campus for now. Collection is managed through a request system. Users cannot physically browse there because much of it is stored on high shelves. There are some models where they can see an entire run to see anything that's not digitized and then have the whole run collection delivered for further review.
5. Alexandra (Alex): Analysis of what portion of collection is used annually - it's about 3%, but currently the university is storing 25% of collection on campus.
6. Jim: Great ideas presented. Likes the scenario for Memorial Library building. Like the focus on creating new research synergies especially with interdisciplinary collaborations. With UW-Extension coming into campus, creating synergies and visualization spaces extends our outreach mission. Arizona State has a decision theater. Something like that in Memorial Library would be fantastic.
7. Tom: Libraries no longer just a pantry for books. It's so much more. The Madison Public Library now has media labs, for example.
8. College Library has been on the forefront of testing various innovative programming. It rolls out programs first and then they get pushed out to departmental libraries.
9. Lesley: From key conferences, the library staff are aware of developments that helped envision spaces. Have seen things at peer institutions. The other trend you see is having public spaces to display the university's various research programs and engage with the community.
10. Tom: Memorial Library presents a cold face to both the Library Mall and the State Street Mall and needs space for interaction.
11. Also, users want to be at the library and need amenities to stay at the library.
12. Carrie: Library hosting spaces for various types of services serves the entire campus - the only place on campus where those things are available to everyone.
13. Janine: How did you choose a new hub locations?
14. Alex: With the Physics Library, for example, you can't find the front door, it doesn't have its own identity. On the south side of campus, we thought about converting Wendt Library but that was just remodeled for interactive learning spaces. Hub libraries would be distributed across the campus and available during day and at night via the free campus bus. The design team looked at existing facilities that could be added on to or remodeled.
15. A south campus library hub allows us to continue planning for new facilities and programs on the south campus and think about the recommendations in the Campus Master Plan to create a more "campus-like" identity. The hub library could become part of the identity and making it part of a later phase gives us time make it fit into the overall facilities model from a funding and need standpoint.
16. Mary: Have you partnered with the State Historical Society?
17. Gary: There's a larger discussion about the statewide library consolidation. It's been an idea in the Madison area for a number of years but it never went anywhere because of too many moving players and lack of funding. The State of Wisconsin built a new facility on Dickinson Street now to

solve some of their consolidation and storage needs The decision was made that the university couldn't be a partner due to lack of space and funding but it doesn't mean we can't in the future if they were to expand at that site

18. Fiske: Initial reaction goes back to the Campus Master Plan and fitting the Campus Libraries Master Plan into the overall campus.. Appreciate clarity of presentation given the depth of investigation. Clearly something exciting is going on. So many moving parts to comment on. The slide that has the biggest impact is the implementation plan. As you go down, you need to have dollars attached. There is not a lot of money floating around to make these recommendations actually happen. Development options will have to negotiate a path and where does this go next because needs to have metrics attached.
19. Alex: We do include financial analyses and thoughts about total cost for each project.
20. Joe: For example, it's possible to renovate floor by floor rather than the entire building at Steenbock. That would not be possible at the Memorial Library.
21. Fiske: Off-site storage and the demolition of Memorial vacated spaces is an intricate web.
22. Gary: Financing the College Library renovations is important. College Library is a hub of undergrad experience. Made a giant step by putting SOAR (Student Orientation, Advising & Registration) there to help incoming freshman understand and engrain its use as they begin life on campus.
23. Cathy: Team has done great job. Happy to see how this is laid out. There's opportunities for smaller projects to move the overall plan along, breaking them into smaller phases. We knew we needed storage but we can do smaller projects to meet that need. The piece that has concerned me most is the new south campus library hub. I like that it's near the end of the master plan and is nicely tied to how the south campus develops. I applaud the team but can't guarantee state money in 2022 for any projects moving forward at this time.
24. Gary: We have known about the Verona storage facility addition for a long time. Not a surprise to anyone and we'll just keep building these projects into our long term capital budget plans. There could be some gift funds involved to help move the project along.
25. Cathy: Don't see anything in the plan that would prevent a south hub from happening sooner, especially if it is gift funded.
26. Alex: A south library can play an amazing role in the overall south campus development.

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### **Campus Libraries Facilities Master Plan**

#### **Summary:**

1. No action is needed at this time. This is just an informational presentation as a heads-up on what projects may be coming in the future.
2. The Campus Libraries Facilities Master Plan will be presented to Campus Planning Committee (CPC) this spring and is in the process of public review now to get stakeholder support.



Design Review Board  
November 29, 2017

## Project Review: College of Letters & Science Facilities Master Plan

### Present:

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Gary Brown	Design Review Board, <i>Interim Chair</i> and FP&M CPLA
Annette Wilkus	SiteWorks
Fiske Crowell	Sasaki Design

#### Ad Hoc Design Review Board Member:

Chris Bruhn	L&S
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#### Campus Affiliates:

Kurt Stephenson	L&S
Allen Gierhart	L&S
Jim LaGro	Campus Planning Committee
David Darling	FP&M, <i>AVC</i>
Margaret Tennesen	FP&M, <i>Deputy AVC</i>
Megan McBride	FP&M CPD
Stu LaRose	FP&M CPD, <i>Interim University Architect</i>
Aaron Williams	FP&M CPLA
Rob Kennedy	FP&M Transportation
Terry Boehner	FP&M CPD

#### Design Team:

Matt McCord	Flad
Laura Serebin	Flad

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**College of Letters & Science Facilities Master Plan**  
**Project Background:**

As the largest academic college at UW-Madison, the College of Letters & Science (L&S) is conducting a study and development of a master plan for its facilities. The first part of the planning process involved an inventory and facility condition assessment of the college's 1.8 million GSF of space, including a projection of needs and utilization analysis of instructional and research spaces. The second part identified potential, future capital projects, a process that included determining how to best meet defined programmatic needs with either new or renovated space, and aligning the facilities master plan effort with the college's strategic academic plan.

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**College of Letters & Science Facilities Master Plan**  
**Presentation:**

1. The college and the design team have developed the L&S Facilities Master Plan over the past two years.
2. The plan is built around two phases. First was a data-gathering and space use assessment, and second was taking that data and coming up with various scenarios and draft recommendations.
3. More than 50% of the degrees and more than 50% of living UW-Madison alumni are graduates of L&S.
4. L&S has many national rankings but several departments are doing work in facilities that are not the best quality and have an unsatisfactory Facility Quality Index.
5. The college is looking to align the L&S master plan with goals of the college learning experience for students, retain faculty, expand research, and manage financial resources.
6. Main recommendations: improve quality of facilities, increase learning, promote research, enable growth, and plan for flexible implementation of the plan.
7. Many buildings in L&S were built over 100 years ago and others are at the end of their useful life. We need to improve the quality of our learning environments. Many existing facilities don't have modern capabilities to bring research in and enable growth. Also, many of the facilities are now operating at capacity.
8. A flexible strategy allows leverage of private donations and the ability to garner funds through the state capital budget process.
9. The key finding in space needs analyses include: L&S is short 2 million ASF when looking at enrollment growth targets; the college is at capacity in most of their facilities now; currently the college has a 17% space deficit within research and teaching spaces.
10. The team looked at 27 existing facilities currently occupied and then came up with a numerical ranking that assessed the physical quality, and historic and aesthetic value of the buildings to create a functionality rating, with a 0.7 rank as the target. In that measure, more than half buildings are above that target.
11. For example, Science Hall's long-term viability is different than Brogden's since Science Hall is on the National Register of Historic Places and Brogden doesn't have the same institutional significance.
12. The team then coordinated and aligned the L&S MP with Campus Master Plan (CMP) and looked at new capital projects along with facilities identified for future removal. The CMP identifies future sites with their GSF building capacities. Campus Libraries may vacate spaces that could be

repurposed for L&S. The team also tried to wrap in underground parking requirements as identified in the CMP.

13. The team identified five priority capital projects: 1-a new Humanities Hall – a presentation of that study was done before the DRB in February 2017; 2-an addition to Ingraham Hall; 3- a new computer sciences facility, 4-a new Psychology facility; and 5-a new integrative biology facility that would combine zoology and biology into a single building.
14. The core team discussed many different options and included a series of site analysis studies and a discussion of the projects that would have to be considered. They also identified open spaces from the CMP that either need to be protected or should be created.
15. Lots of dominoes need to happen ahead of many of the projects and would need to be integrated into the overall planning of the south campus.
16. Part of Ingraham Hall and Computer Sciences would likely have major gift funding components.
17. A massing study of a new Humanities Hall considered the fit on that block, traffic flow and building transparency. The college wants to make a positive move and bring various Humanities departments together into a single location. Right now they're spread across campus. This sets up an anchor tenant in the block south of Grainger Hall.
18. An addition to Ingraham Hall would provide a new home to political science with a westerly addition onto the existing building, along N. Charter Street. The project could create a new atrium and create informal gathering spaces. An earlier study identified this option by filling in the west side and creating an indoor courtyard.
19. Psychology in Brogden doesn't rate well. It's a very introverted tall massive cube and in poor quality. A new Psychology building could be built on current site of Noland Zoology.
20. A new building for Computer Sciences, Statistics and the i-School would address their current poor quality space and allow for growth. They want to hire new faculty but don't have room in their current facility to do so. Their technology needs also haven't kept up. A new building adjacent to WID would be an option and have a connector over Orchard Street to WID. Currently, there's two physical plant facilities on that site but there's talk about moving them to Mills Street per the CMP.
21. A new Integrative Biology building would take two existing facilities (Birge Hall and Noland) and combine their functions into one site.
22. As part of conversation with the core team, the design team realized that they can't solve all the problems with new facilities, so they began looking at alternatives. What if Psychology kept on its current site? Integrative Biology would be challenged to find a site. There is some value to renovating Birge for Integrative Biology. What if you could build a new modern addition to the south and move less intensive space to the front, and then link to the existing botany gardens to the south.
23. Implementation strategies are key in coming up with multiple ways to address the various recommendations in this facilities master plan. Some funds will be needed from the state and others from donors to make many of these projects happen. The team looked at ways to have flexible, diverse recommendations that could solve the facility needs of L&S with a variety of funding options and moving dominoes.
24. When the Campus Libraries Master Plan identifies space, L&S and FP&M Space Management staff will review options for back filling that space to meet the needs of L&S.

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## **College of Letters & Science Facilities Master Plan**

### **Discussion:**

1. Chris: The L&S Facilities Master Plan focused on new capital projects, facility assessments to look at the existing use of space and if we're using it efficiently to make sure space is well configured. L&S is at a disadvantage in that we don't know what departments students will choose for their majors. Growth is occurring now in math and physics.
2. Deferred maintenance needs - important that we deal with some of the important safety issues.
3. Gary: We need to have a discussion with campus leadership about how enrollment growth impacts this plan as some of the enrollment numbers are starting to go up. We just don't have enough detail yet on what enrollment growth projections are currently for the overall university and for L&S in particular.
4. David: It's a complicated issue. Currently, 4,000 out of 35,000 applicants selected for early admission. Turning away 50,000 students now and trying to balance with other commitments.
5. Gary: CMP was done with no growth projections but we have plenty of physical capacity for growth.
6. Cathy: This study was done before that announcement. Space was needed prior to student growth.
7. Jim: Fluid situations emerge. The recently merged Urban Planning and Landscape Architecture departments are in two separate facilities about a half mile apart now. The departments would like to be co-located in a single facility. When you look nationally, our facilities are sub-standard. Would love to be co-located in a modern facility that meets current and projected standards per our accreditation standards.
8. Gary: L&S is aware of need.
9. Janine: Implementation strategy took a lot of time to decipher. The challenge will be to create the master plan but it needs to be flexible and have flexibility in it from the onset.
10. Matt: The design team wrote the master plan to be flexible to wherever money comes first. The site analysis has many iterations and a set of tools to implement many of the recommendations along several pathways. The environment may be different seven years from now and we want to have the ability within the master plan to address that. The plan needs to be flexible to allow changes to happen over time and we don't know when funding will happen.
11. Stu: We have many enabling projects, like moving the Service Building functions on University Avenue, before a new building can go on that site.
12. Matt: Each site analysis quantifies the enabling projects that would be required for that particular project to move forward.
13. Van Hise has more than L&S departments in it; it has other administrative offices too.
14. Fiske: We are currently just in a listening mode to understand the context. The Campus Libraries MP had more fundamental enabling strategies that you need to look at. This gets so large and each one of the five projects has its own enabling scale shift. Also, I'm impressed with the consistent reference back to the CMP and the cross reference to Campus Libraries MP overlaid in such an integral manner and the flexibility if money becomes available. Curious about the FQI. Is it a state standard or something particular to Flad or the University of Wisconsin System?
15. Matt: Flad created a formula that rolls all metrics together to give a standardized reference point for each building. We first created systematic metrics on the College of Engineering Master Plan to address functionality. Functionality is an important point but we also need to consider overall institutional impact and historic preservation needs. We'd take Science Hall down if we went by just its condition assessment alone.
16. Mary: Does the back side of Birge have Native American remains?

17. Gary: No but there are some in center of Bascom Hill. South side of the hill is not an issue, just a couple of big oak trees that should be protected.
18. Tom: Three of five significant projects front on Johnson Street. How does pedestrian movements get addressed in the CMP?
19. Gary: Our new Design Guidelines look at sidewalk widths and recommend larger sidewalks to meet the demand. The Design Guildelines also recommend appropriate building setbacks and stepbacks. These kinds of details will come out in feasibility studies for each project on a particular site.
20. Annette: Need to respect green space. Birge addition will start creeping into green space. Hope we respect that.

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**College of Letters & Science Facilities Master Plan**  
**Summary:**

1. Next process is a presentation to the Campus Planning Committee in Spring 2018. Will start thinking about which project will bubble up out of this based on funding.