

# FACILITIES MASTER PLAN

## EXECUTIVE SUMMARY



**MADISON**  
AREA | TECHNICAL  
**COLLEGE**





I am very pleased to present Madison Area Technical College's new Facilities Master Plan. As we approach our Centennial Anniversary, this plan reflects the achievements of our past 100 years and forecasts success for our next century of learners.

The process for this plan began in early 2005 when students expressed their desire for a campus where all students could reach their academic and career goals and benefit from a rich college experience. The plan gained momentum as input was gathered from a wide range of students, faculty, staff, and community members. Completion of the college's Academic Plan in 2007 strengthened and gave shape to their collective vision.

A lot has changed in just a few years. Community and technical colleges now face new and complex expectations to restore and maintain the economic infrastructure of our nation. Competition, once contained to the local or regional level, now extends across our country and to developing nations. Intersecting technologies create the potential to outsource even the most sophisticated of jobs.

The Facilities Master Plan was developed with foresight, thus posing the college to meet these challenges. Plans for substantial increases in space will support both short and long-term academic program expansion needs; the technologically sophisticated infrastructure will support inevitable shifts in training needs as well as the functionality of cutting-edge technology and equipment; geographic expansion will extend the College's availability to every avenue of the district. All of these essential components are communicated with a modernized college design that respects Madison College's century old history while reflecting the future of technical and community colleges. At the core of every single aspect of the design lies our commitment to student success.

I wish to acknowledge and give special thanks to all of you who worked in the development and creation of this plan. The Facilities Master Planning team has included not only consultants, but faculty, staff, students, and stakeholders in our communities, each of whom has devoted extraordinary time, energy, and creativity. I thank you and ask that we continue our diligence in implementing Madison College's vision for the future of our college and the communities we serve.

Sincerely,

Bettsey L. Barhorst, Ph.D.  
President

## WITH APPRECIATION

This master planning effort has been led by the Master Plan Steering Committee. These individuals dedicated significant time to meeting with the campus master planning team and representing the facilities master plan within and outside the College. The Steering Committee Members were:

- Bettsey Barhorst, President
- Roger Price, Vice President for Infrastructure Services
- Becky Baumbach, Vice President for Strategic Advancement
- Terry Webb, Vice President for Learner Success
- Deryl Davis Fulmer, Associate Vice President for Learner Success
- Maria Bañuelos, Associate Vice President for Diversity and Community Relations
- Keith Cornille, Executive Dean for Learner Development
- Mike Stark, Director of Facility Services
- Maurice Sheppard, Faculty
- Robert Corbett, Faculty
- Joe Lowndes, Full-Time Faculty Union President

In addition, the Steering Committee and campus master planning team wish to thank the dozens of interviewed stakeholders, and the hundreds of faculty, staff, and students that participated in the breakout sessions associated with four Convocations, College Council, and many other briefings.

The Facility Master Plan has been guided on the policy level by the Madison Area Technical College District Board. The members of the board are:

- Janice Bultema, Chair
- Jon Bales, Vice Chair
- Carolyn Stoner, Secretary
- Carousel Andrea Bayrd, Treasurer
- James Cavanaugh
- Frances Huntley-Cooper
- Josephine Oyama-Miller
- Vera Riley
- Joel Winn

# FACILITIES MASTER PLAN GOALS

Over the course of 2008 and 2009, Madison College prepared a facilities master plan for its seven campuses. Through a forward-thinking, interactive, and inclusive campus planning process, Madison College's staff, faculty, and leadership defined the College's academic and physical future. As a flexible framework for campus development, the facilities master plan will direct campus development and reinvestment for more than a decade.

Assisted by the campus master planning team, College leadership, faculty, and staff developed the facilities master plan through sequential steps. The team interviewed dozens of campus leaders, assessed the campus building and utilities, and interpreted the College's Academic Plan. In response to this input, the campus master planning team prepared three viable and contrasting alternatives for development at each campus. Inspired by the opportunities uncovered in these alternatives, College leadership, faculty, and staff crafted a consensus campus concept. The planning team then refined this concept, created cost budgets, and scheduled capital improvements for the highest priority projects.

As part of the Facilities Master Planning Process, Madison College will incorporate many "green" strategies into the designs to make all campuses more environmentally sustainable.

## For projects on all campuses:

- All projects should improve the regional Madison College identity
- Core courses, remedial courses, academic support, and transfer courses should be offered at every campus
- Remodels and additions should be phased in as needed

## Additionally, for the Madison campuses:

- Programs should be moved among the Madison campuses to the most appropriate and functional sites
- Consolidate programs at Truax to begin to create a traditional campus
- Truax should have a welcoming front door
- Vet Tech should be moved from Truax
- The College should have a prominent Downtown campus that is integrated with co-curricular opportunities
- Commercial Avenue campus should be phased out
- South/West population should be served

# ACADEMIC PLAN CONNECTION

The Academic Plan directed the formulation of the Facilities Master Plan through its vision for Madison College's program growth. The Facilities Master Plan fundamentally supports the Academic Plan by creating and improving the interior and exterior spaces where the College can provide accessible, high quality instruction and technical experience to meet the needs of its students, community and area employers.

To implement the Academic Plan, the Facilities Master Plan:

- Creates spaces for academic programming expansion – new and renovated classrooms/labs & library expansions
- Creates discipline specific facilities consistent with the highest priorities of the Academic Plan
- Creates a Student Success Center at each campus
- Creates flexible spaces for alternative scheduling and delivery
- Creates spaces for out-of-classroom student experiences
- Creates spaces for professional development and business training
- Establishes a new campus location
- Expands the regional campuses to meet local needs
- Communicates the rigor of the college experience with complementary modern college design

Real  
world  
smart.

# MASTER PLAN RECOMMENDATIONS

In the Facilities Master Plan, the Truax campus is the heart and iconic campus of the Madison College system. Programs are shifted among the Madison campuses, with many programs moved to the Truax campus. Based on existing space needs deficits and program movement and growth, the Truax campus will require the most extensive expansion and renovation.

## **Fire and Protective Services**

This new building at the northeast corner of Anderson and Hoffman is the center of programs in the Protective Services and Emergency Medical Services clusters. Practical outdoor training occurs in a new and expanded outdoor training center west of Pearson, including motorcycle training, a burn tower, and training for other emergency services.

## **Student Success Center/West Entrance**

Space now occupied by the Mitby Theater and adjacent offices is renovated to include Student Success services (e.g. counseling, tutoring, placement testing, and similar services), a 400-500 seat performance theater/lecture hall, a 100-200 seat “black box” flexible theater space, flexible meeting spaces, District Administration, and a single front entrance that opens to a welcoming atrium. The meeting space allows for a variety of meeting sizes, up to 1,000 people for Convocation, but it also subdivides for smaller meetings. The Student Success Center should open to and connect to the Main Building at the first and second floors, and ideally the third floor.

## **Allied Health**

This new building at the northwest corner of Anderson and Wright is the center of programs in the Nursing and Health Related Professions clusters. These programs are relocated from the Downtown Education Center and the Truax main building. The building forms half of the vehicular gateway at Anderson and Wright and should have a dramatic southeast corner. It could be connected to the Health and Wellness Education Center via a second-floor pedestrian bridge.

## **Advanced Manufacturing Center**

Programs in the Manufacturing, Applied Engineering Technologies, and Construction clusters are relocated from the Commercial Avenue campus to renovated and expanded buildings on the Truax campus. The Advanced Manufacturing Center has expanded into the Center Wing, and then into a new building north of the Center and East Wings. The new building includes training area for business process and equipment testing. An attractive northeast building corner forms a visible gateway for those traveling south on Stoughton Road.

## **Transportation Center**

The Transportation cluster programs relocate from the Center Wing to a new wing located along Wright Street, and into a new building north of the Wright and West Wings. Exterior vehicle instruction occurs within the courts created among the buildings.

## **Campus Center**

The Campus Center is an expansion of campus life activities, including the cafeteria, bookstore, student lounges, and student organization offices and meeting spaces. The Campus Center includes renovation of the current Administration Building and a two-story infill building. Outdoor gathering spaces replace the Administration parking lot and improve the Anderson Street image.

## **Parking Ramp**

A new parking ramp is located west of Wright Street. The multi-story parking structure could include the parking office and a one-stop drop off. The Parking Ramp could connect to the Transportation Center via a second-floor pedestrian bridge.

## **Child and Family Center**

Child care services are moved from the Truax main building into a new building north of the Transportation Building. The building has a dedicated vehicular drop-off and adjacent outdoor child recreation area.

## **Health and Wellness Education Center**

Recreation, athletic, and related academic activities require expansion space, connected to the existing gymnasium. The space should be directly connected to the Student Success Center and the Campus Center. The new building, located at the northeast corner of Wright and Anderson, forms half of the vehicular gateway, and should have a dramatic southwest corner. The building could be connected to the Allied Health building via a second-floor pedestrian bridge.

## **Residence Hall(s)**

Student residential units are located at the northwest corner of Wright and Straubel.

## **Academic Building**

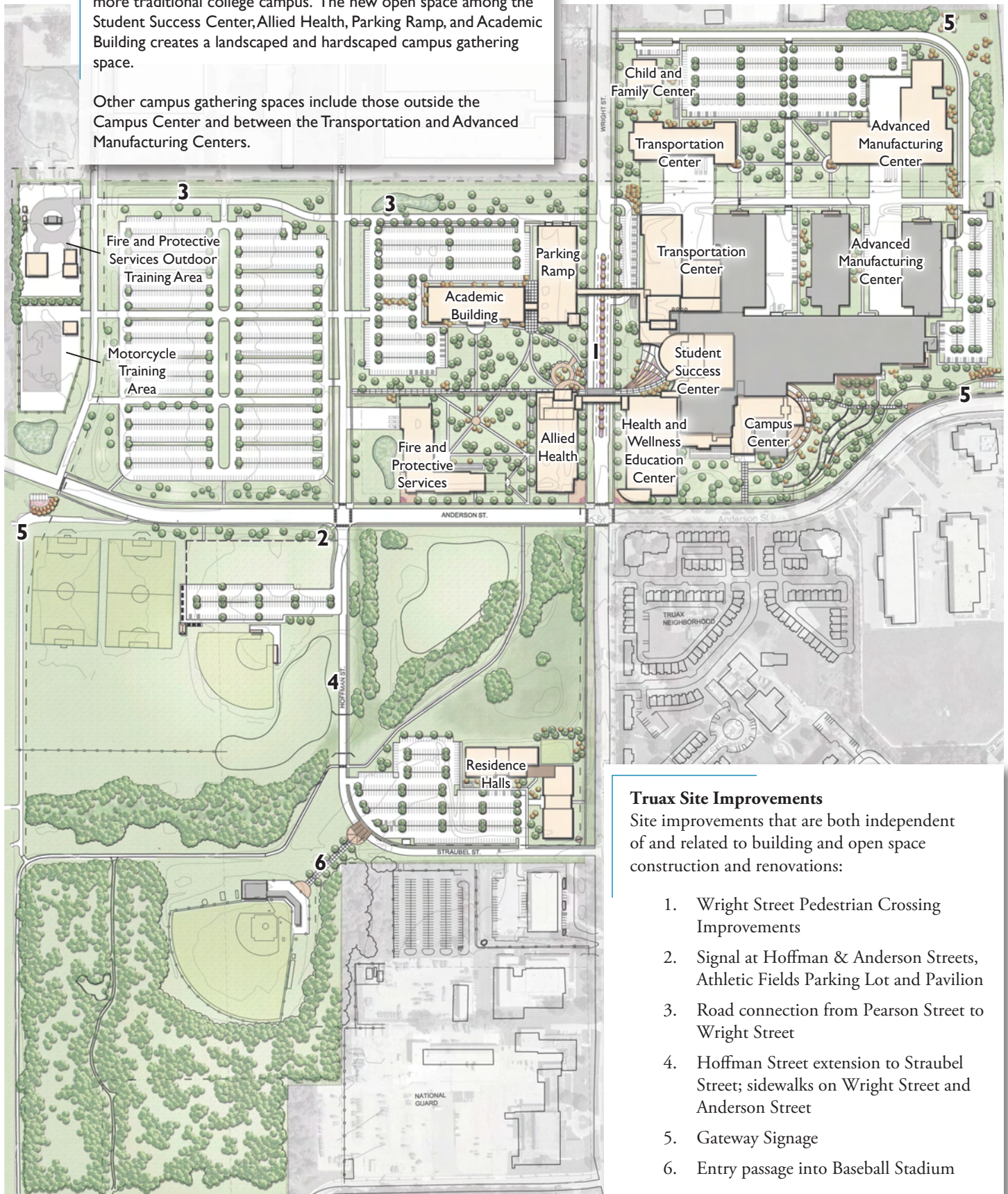
Additional classrooms, teaching labs, and support space.

## **Internal Truax Improvements**

Program movement requires internal renovations in the main building. Improvements include expanding library spaces to connect to the Campus Center and the first floor and facade improvements at the southeast corner.

Building and site improvements transform the Truax campus into a more traditional college campus. The new open space among the Student Success Center, Allied Health, Parking Ramp, and Academic Building creates a landscaped and hardscaped campus gathering space.

Other campus gathering spaces include those outside the Campus Center and between the Transportation and Advanced Manufacturing Centers.



### Truax Site Improvements

Site improvements that are both independent of and related to building and open space construction and renovations:

1. Wright Street Pedestrian Crossing Improvements
2. Signal at Hoffman & Anderson Streets, Athletic Fields Parking Lot and Pavilion
3. Road connection from Pearson Street to Wright Street
4. Hoffman Street extension to Straubel Street; sidewalks on Wright Street and Anderson Street
5. Gateway Signage
6. Entry passage into Baseball Stadium

# FLAGSHIP TRUAX CAMPUS



Above: The Anderson and Wright intersection is the vehicular gateway into the Truax campus. The new Allied Health Building and Health and Wellness Education Center form a new urban corner intersection.

Below: The Campus Center expansion will be the focus of campus student life. Active indoor and outdoor activity will be the view of those entering the campus on Anderson Street. Students gather in outdoor plazas and stormwater retention is designed to also function as an attractive amphitheater.





Above: The renovation and expansion of the west entrance of the Main Building will not only support student success by prominently positioning student support services dramatically but also improve the image of Madison College.

Below: The Allied Health Building should front the central open space, its internal activity spilling out. A covered walkway links student parking to the central open plaza and is an opportunity for interpretive signage celebrating Madison College's centennial.



# MADISON CAMPUSES



Above: The central open space will be a gathering space for students, classes, and the community.

Below: Stormwater should be treated in a more designed, more sustainable, and more urban fashion.



Porous pavers



Flow-through planters



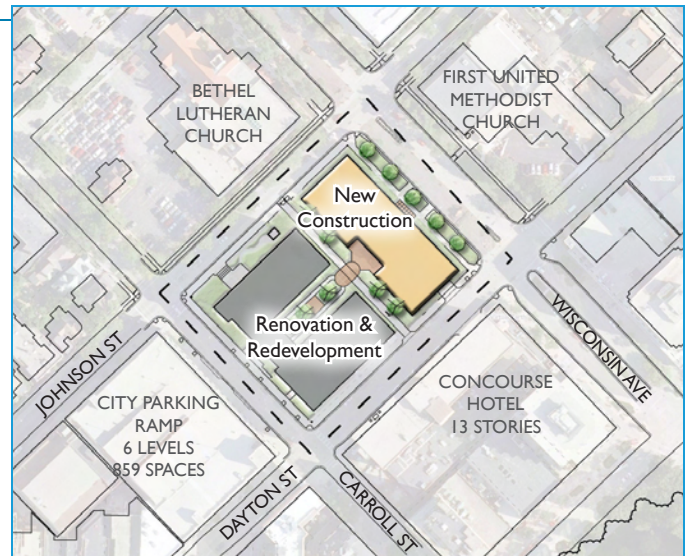


**Downtown Education Center**

Applied Arts and Hospitality cluster programs should be relocated to an Applied Arts campus. The programs should be integrated into Downtown Madison, with programmatic connections to government, hospitality, culinary, and other curricular opportunities.

The Downtown Applied Arts campus will require new and renovated academic and support spaces. The College should partner with a third-party developer to renovate and expand the Downtown Education Center.

The structure of the original building should be maintained and renovated. Expanded academic space can be located in the renovated current building and/or in a new building constructed on the Downtown Madison campus parking lot.



Site reconstruction can include a new building on Wisconsin Avenue and creation of an internal courtyard and circulation.

**Leased Space**

Once sufficient space is created on the Truax campus, programs and offices now in leased space should be moved to the Truax campus. There are two exceptions:

- Madison College should continue to lease space in the south Park Street area, within easy walking distance of the South Transfer Station.
- Madison College should continue to lease BICS space somewhere on the east side.

**Commercial Avenue**

After all programs are moved from the Commercial Avenue campus to new and renovated buildings at Truax campus, and District Storage is moved to new off-campus location, the College should sell or trade the Commercial Avenue campus.

# REGIONAL CAMPUSES

Each of the regional sites requires building additions to accommodate planned program growth. For every regional campus, the front entrance is expanded to create a Student Center where students can gather to study, collaborate, and hang out. Additionally, the libraries in each of the regionals are expanded for additional Student Success services such as tutoring and counseling.

## Fort Atkinson

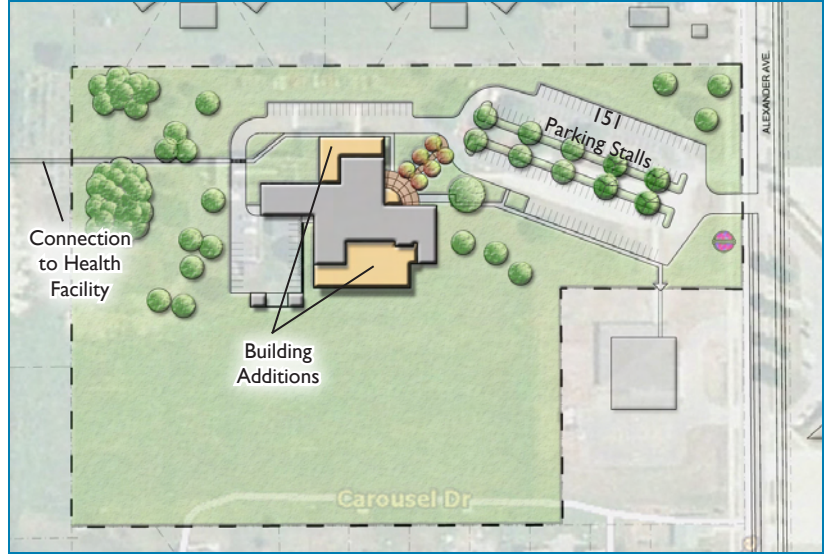
The recent addition meets the future academic needs for the campus. However, additional academic support space will be needed with academic program growth. Recommended site improvements include a second wind turbine, landscaping in the parking lot, and new campus signage.





**Portage**

An addition to the north end of the building allows expansion of academic and support spaces. If a nursing program is pursued, then an additional nursing lab plus a chemistry/anatomy/physiology teaching lab are necessary. Recommended site improvements include parking lot landscaping, reconstruction, and reconfiguration.



**Reedsburg**

Building expansions to the north and south sides of the building provide expansion areas for academic offices, administrative department, classrooms, and teaching and open laboratories. Recommended site improvements include parking lot landscaping improvements and a sidewalk connection to the Sauk County Continuum of Care Facility.

**Watertown**

Building expansions in three locations enable expansions of academic and support spaces and a new front entrance library. Site improvements include a demonstration organic farm plot.



# CAMPUS DESIGN GUIDELINES

The facilities master plan provides a framework for development of campuses, recommending land and building use and suggesting future building placement. The facilities master plan also shapes the character of that growth and development. The Exterior Campus Design Guidelines extend the goals of the facilities master plan goals through specific criteria guiding future development. The design guidelines help ensure design continuity of the constructed environment through specific recommendations based on the College's vision for its future.

The design guidelines are intended to:

- Create quality spaces to further the College's academic mission
- Enhance the College's image and aesthetics by creating an identity through landscape, signage, and architecture
- Promote more unified identity through careful planning and design of future projects throughout campuses.
- Strengthen campus livability with improvements to active student areas and each campus open spaces
- Improve the access and quality of campus gathering spaces

The design guidelines range from specific rules and regulations to be strictly followed to more generic guidelines that suggest a direction or approach to support the primary elements of the facilities master plan. Above all, the intention is to improve the campus open spaces and to allow for the most creative integration of new buildings and building renovations. In this way, new projects can respond to the dynamically changing educational environment and, at the same time, create an exciting campus atmosphere that endures.

The campus design guidelines establish district-wide character standards for architecture, site furnishings, and signage and wayfinding. It also provides additional more specific guidelines for the Truax campus, the Downtown Madison campus, and the regional campuses.

*The Exterior Campus Design Guidelines use images from other places to illustrate the design concepts and standards.*



An example of a sign program utilizing materials of stone, metal, and glass



Campus feature with iconic element creates a campus "center" and memorable space



Pedestrians directed to safe road crossing



Dressed native limestone in ashlar or stacked patterns shall be incorporated into the design of publicly-visible façades



A combination of durable materials creates a contemporary expression that also conveys permanence



Highly-transparent common areas promote openness



Integrated undulating landforms



"Greenroof" with outdoor terrace

# PHASING AND PRIORITIZATION

Madison College will construct the recommended improvements over the next ten-plus years, with some activities beginning immediately. Renovation, construction, and program movement should be phased in as directed by the Academic Plan and Facilities Capital Planning.

The Facilities Master Plan recommendations have been divided into four phasing groups, each with its own time frame. Included with each recommended improvement is the associated cost budget (in 2009 dollars).

## Group A: Immediate Projects

Move Protective Services from Commercial Ave Building B into temporary short-term surge space

Expand Apprenticeship in Commercial Ave Building A;  
Relocate Construction and Remodeling; Purchase moveable new Apprenticeship equipment for Building A

- Building A Minor Renovation \$1,000,000

TelePresence installation at all four regionals and West Madison

Signage/Branding Plan for all Campuses

Purchase land adjacent to Truax: Wright Street, Pearson Street

Purchase land for South/West Campus

Prepare and Release an RFI for the Downtown Campus

B9: Health and Wellness Education Center \$30.3 M

B10: Renovation/Reconfiguration of Existing Space \$80.0 M

B11: South/West Campus Building Construction \$55.5 M

B12: Reedsburg Building Expansion, Site Improvements  
\$2.7 M

B13: Watertown Building Expansion, Site Improvements  
\$3.7 M

B14: Portage Building Expansion, Site Improvements \$2.2 M

B14: Fort Atkinson Building Expansion, Site Improvements  
\$1.6 M

## Group B: High Priority Projects

B1: Fire and Protective Services

- New Building \$29.6 M
- Outdoor Training Area \$1.1 M

B2: Student Success Center/ Entrance \$32.9 M

B3: Allied Health Building \$24.2 M

B4: Advanced Manufacturing/Transportation Centers

- Advanced Manufacturing Center and East Wings Remodel \$1.8 M
- Apprentice Building Retrofit from Warehouse \$3.8 M
- Transportation Center Buildings and Retrofit \$17.9 M
- Apprenticeship New Facility \$13.9 M

B5: Campus Center \$25.7 M

B6: Truax Parking Ramp Public/Private Partnership

B7: Downtown Campus Public/Private Partnership

B8: Child and Family Center \$2.3 M

## Group C: When Necessary, As Opportunities Arise

C1: Commercial Avenue Close-Out

C2: Construct Residence Hall(s) Public/Private Partnership

C3: Construct Academic Building \$22.1 M

## Group I: Infrastructure, As Needed and When Appropriate

I1: Wright Street Pedestrian Crossing Improvements \$666,000

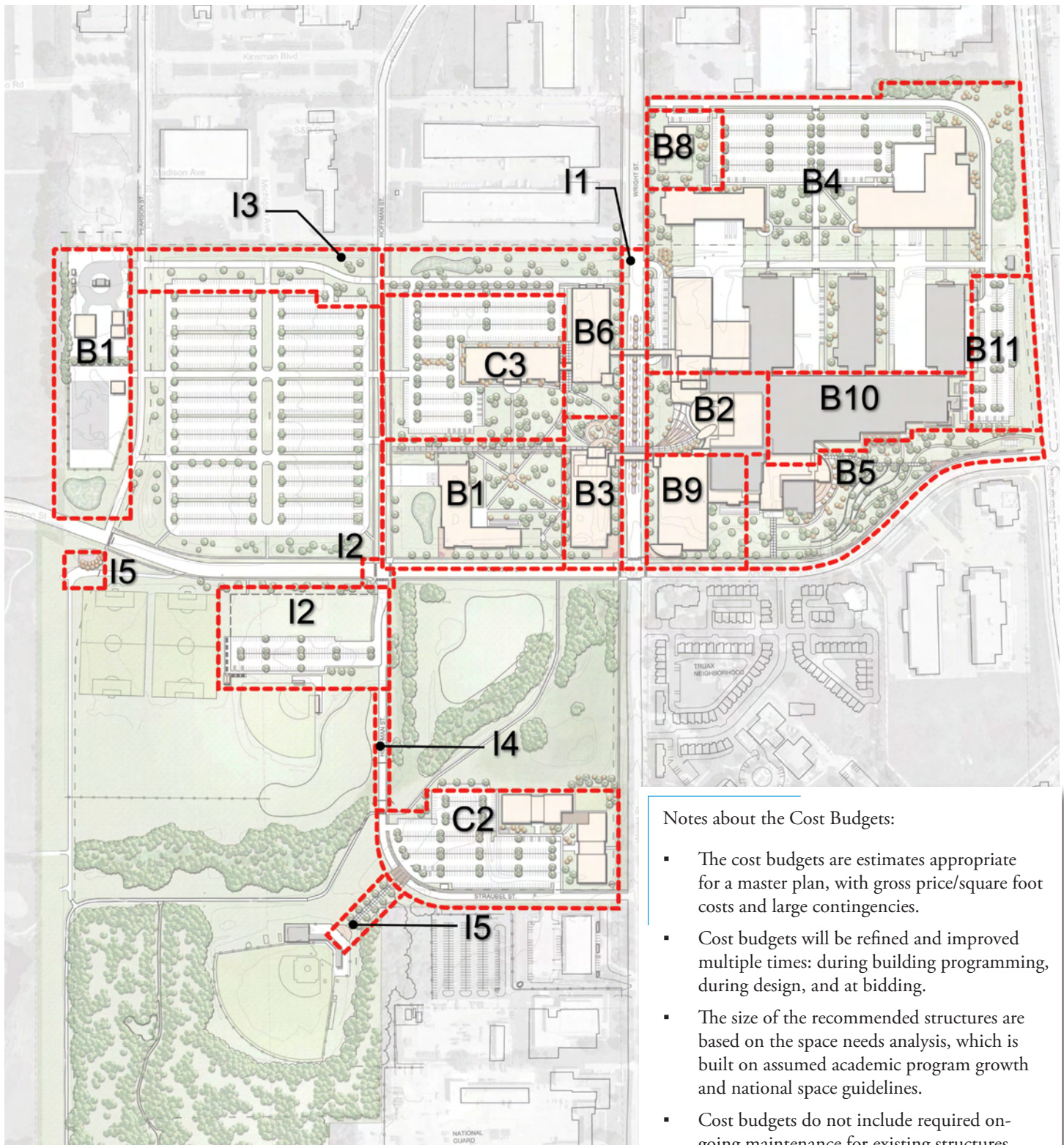
I2: Signal at Hoffman & Anderson/Athletic Fields Parking Lot  
\$1.2 M

I3: Road connection from Wright Street to Pearson Street  
\$385,000

I4: Hoffman Street extension to Straubel Street; sidewalks  
\$880,000

I5: Western Gateway Signage; Baseball Stadium entry passage \$413,000

I6: Major site utility infrastructure improvements \$20 M



Notes about the Cost Budgets:

- The cost budgets are estimates appropriate for a master plan, with gross price/square foot costs and large contingencies.
- Cost budgets will be refined and improved multiple times: during building programming, during design, and at bidding.
- The size of the recommended structures are based on the space needs analysis, which is built on assumed academic program growth and national space guidelines.
- Cost budgets do not include required on-going maintenance for existing structures.
- Costs associated with shifting programs (at Truax and Downtown) are included but undefined.
- The College's contribution to public-private partnerships is estimated but undefined.

# SPACE NEEDS ANALYSIS

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To link the Academic Plan with the Facilities Master Plan, the master planning team prepared a detailed space needs analysis. Using national guidelines for community and technical colleges similar to Madison College, the analysis compares the space needed to support existing enrollment and course schedule against the current physical space. The analysis considered the growth assumed in the Academic Plan and then forecasted future space deficits. The analysis considered a wide range of space types including: classrooms, teaching and open laboratories, offices, libraries, assembly and exhibit, facility services, physical education, campus center activities, and other spaces.

The space needs analysis assessed each campus separately, and each campus exhibited different space need deficits. A total need for an additional 216,000 assignable square feet was identified at all campuses, with the greatest need on the Madison campuses. The

master plan recommendations provide the necessary expansion to accommodate both existing and forecasted space needs.

The space needs analysis also recommends program movement among the Madison campuses to create better programmatic synergies and share facility and personnel resources. Allied Health programs should be moved from the Downtown Madison campus to join similar programs at Truax. Construction should be moved to join Manufacturing and Applied Engineering Technology in the Advanced Manufacturing Center at Truax. Protective Services and Emergency Medical Services should be combined in joint indoor and outdoor training areas.

# BUILDING ASSESSMENT

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To understand the future use of College buildings, the campus needs to know the physical soundness of each. The campus master planning process assessed the campus building facilities. A team of engineers, architects, and landscape architects inspected all College-owned campus buildings, assessing the framing and exterior, interior spaces, mechanical systems, electrical systems, fixtures and equipment, and site conditions.

The resulting building assessment report recommends short- and long-term maintenance needs. Nearly all structures are structurally sound and can continue useful service to the College with appropriate maintenance. The two exceptions are Commercial Avenue Building B and Truax Fire Services Building. This master plan recommends that programs be moved from these structures and that they be demolished.

- In better than average condition: Reedsburg
- In good condition: Truax, Fort Atkinson, Portage
- In fair condition: Commercial Building A, Downtown, Watertown
- In fair/poor condition/demolition: Commercial Building B, Truax Fire Service

# MASTER PLANNING TEAM

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JJR, LLC – Madison, WI; Ann Arbor, MI  
Paulien & Associates, Inc. – Denver, CO  
Strang, Inc. – Madison, WI  
Pearson Engineering, LLC – Madison, WI  
ZD Studios - Madison, WI



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