

# Facilities Master Plan

Executive Summary ■ May 2009



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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 poising 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 Madison Area Technical College's availability to every avenue of the district. All of these essential components are communicated with a modernized college design that respects Madison Area Technical 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 Area Technical College's vision for the future of our college and the communities we serve.

Sincerely,



Bettsey L. Barhorst, Ph.D.  
President



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## 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 Madison Area Technical College. The Master Plan 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 Facilities
- Maurice Sheppard, Faculty
- Robert Corbett, Faculty
- Joe Lowndes, Full-Time Faculty Union President

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

The Facilities Master Plan has been guided at 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 PROCESS AND GOALS

Over the course of 2008 to early 2009, Madison Area Technical College prepared a facilities master plan for its seven campuses. Through a forward-thinking, interactive, and inclusive campus planning process, Madison Area Technical 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 over more than a decade.

Assisted by the campus master planning team, Madison Area Technical 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, Madison Area Technical 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.

## For projects on all campuses:

- All projects should improve the regional Madison Area Technical College identity
- Core courses, remedial courses, academic support, 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
- Madison Area Technical 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

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**As part of the Master Planning process, Madison Area Technical College will be incorporating many "Green" strategies into the designs to make all campuses more environmentally sustainable.**

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# ACADEMIC PLAN CONNECTION

The Madison Area Technical College Academic Plan directed the formulation of the Facilities Master Plan through its vision for Madison Area Technical College's program growth. The Facilities Master Plan fundamentally supports the Academic Plan by creating and improving the interior and exterior spaces where Madison Area Technical 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

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In the Facilities Master Plan, the Truax campus is the heart and iconic campus of the Madison Area Technical 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 door that opens to a welcoming atrium. The meeting space allows for a variety of meeting sizes, up to 1000 people for Convocation, but it also subdivides for smaller meetings. The Student Success Center should open to and connect to 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. The Transportation Center could connect at the second level to the New Academic Building.

## **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 the New Academic Building. The multi-story parking structure could include the parking office and a one-stop drop off. All vehicular access occurs off Hoffman Street to reduce vehicle/pedestrian conflicts on Wright Street.

## **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.

## **New Academic Building**

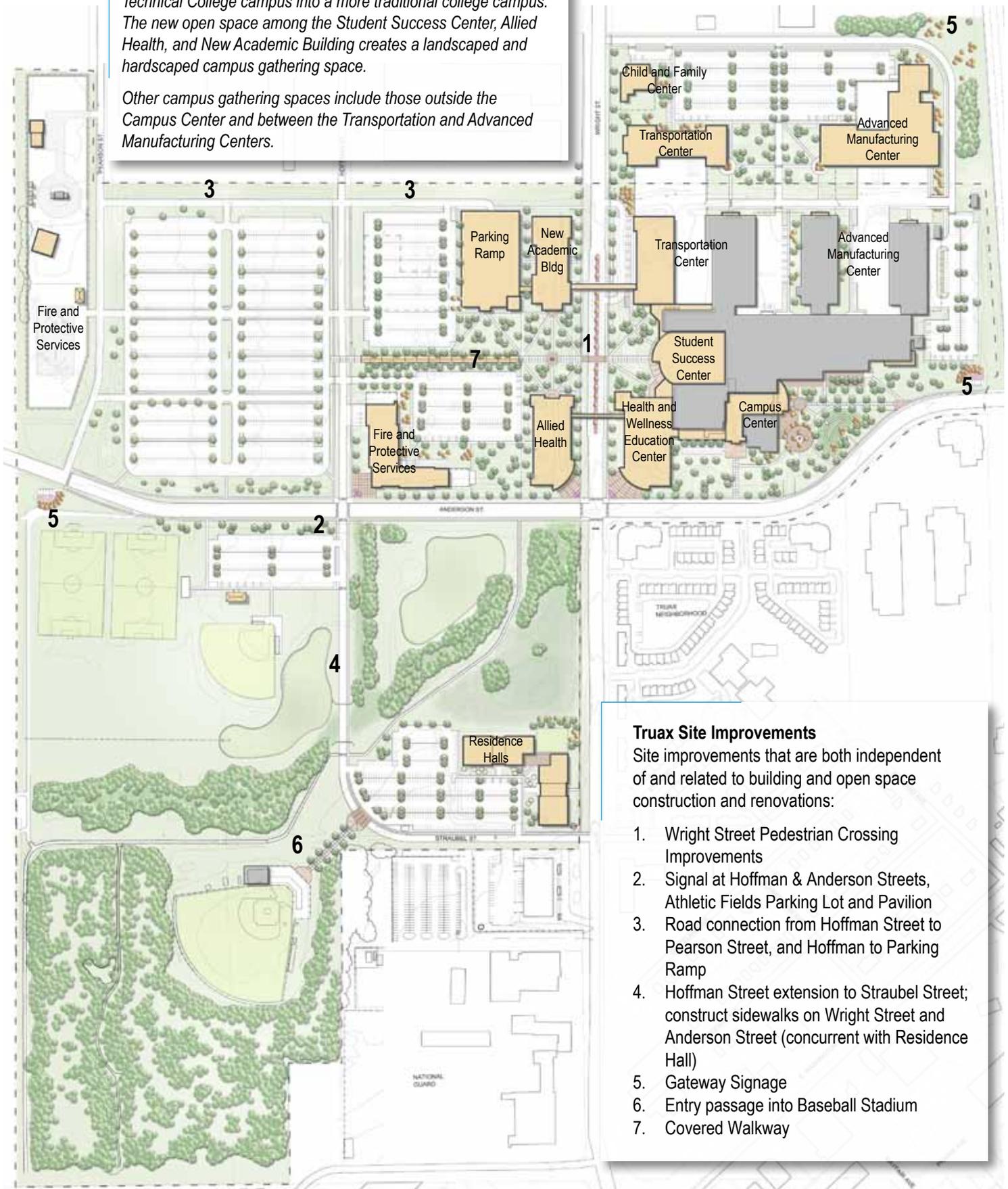
Additional classrooms, teaching labs, and support space.

## **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 Madison Area Technical College campus into a more traditional college campus. The new open space among the Student Success Center, Allied Health, and New 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 Hoffman Street to Pearson Street, and Hoffman to Parking Ramp
4. Hoffman Street extension to Straubel Street; construct sidewalks on Wright Street and Anderson Street (concurrent with Residence Hall)
5. Gateway Signage
6. Entry passage into Baseball Stadium
7. Covered Walkway

# MASTER PLAN RECOMMENDATIONS

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 wind turbines, landscaping in the parking lot, and new campus signage.



## 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 at the northwest and southwest wings enable expansions of academic and support spaces, and a new library located near the front entrance. Site improvements include a demonstration organic farm plot.





**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.

**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, Madison Area Technical College should sell or trade the Commercial Avenue campus.

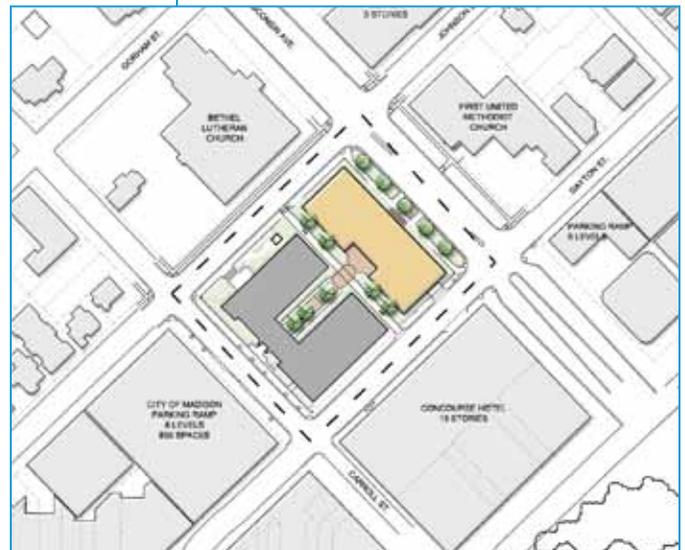


**Downtown Education Center**

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. Madison Area Technical 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 DTEC parking lot.



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

## ILLUSTRATIVE SKETCHES

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**Above:** The Anderson and Wright intersection is the vehicular gateway into the Truax campus. The new Allied Health Building and Health 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:** This is a view looking northeast from the Anderson and Hoffman intersection. All new construction buildings should be sustainably constructed, including a consideration of green roofs.

**Below:** The central open space will be a gathering space for students, classes, and the community. A covered walkway links student parking to the central open plaza and is an opportunity for interpretive signage celebrating Madison Area Technical College's centennial.



# PHASING AND PRIORITIZATION

Madison Area Technical 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

A1: Move Protective Services from Commercial Ave Building B into temporary short-term surge space

A2: 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

A3: TelePresence installation at all four regionals and West Madison

A4: Signage/Branding Plan for all Campuses

A5: Purchase land adjacent to Truax: Wright Street, Pearson Street

A6: Purchase land for South/West Campus

A7: Prepare and Release an RFI for the Downtown Campus

## Group B: High Priority Projects

B1: Fire and Protective Services Building \$30.7 M

B2: Student Success Center/ Entrance \$32.9 M

B3: Allied Health Building \$24.2 M

B4: Advanced Manufacturing/Transportation Centers

- New Transportation Wing on Wright \$1.8 M

- Advanced Manufacturing Center Wing Remodel \$3.8 M

- Apprentice Building Retrofit from Warehouse \$8.9 M

- New Transportation Center Building \$13.9 M

- Apprenticeship New Facility \$9.1 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

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 Improvement \$2.2 M

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

## Group C: When Necessary, As Opportunities Arise

C1: Commercial Avenue Close-Out

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

C3: Construct New Academic Building \$25.1 M

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

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

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

I3: Road connection from Wright Street to Hoffman Street, and Hoffman 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: Covered Walkway \$5 M

I7: Major site utility infrastructure improvements \$20 M



## 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 Area Technical College, the analysis compares the space needed to support existing enrollment and course schedule against the current physical space. The analysis then considered the growth assumed in the Academic Plan, and 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 DTEC 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 Madison Area Technical 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 Madison Area Technical College-owned campus buildings, assessing the framing and exterior, interior spaces, mechanical systems, electrical systems, fixtures and equipment, and site conditions. The team also inspected the warehouse building located on a parcel north of the Truax wings for potential purchase by Madison Area Technical College.

The resulting building assessment report recommends short- and long-term maintenance needs. Nearly all structures

are structurally sound and can continue useful service to Madison Area Technical 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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