The University of Wisconsin-Madison is committed to finding ways in which to foster a vibrant university community, more effectively meet the educational and social needs of students, and improve the overall quality of the first-year experience. To this end, I am excited to announce the Division of University Housing’s Residence Halls and Dining Services Master Plan. This ambitious plan will allow us to continue to provide quality housing accommodations, programs, and services which support the mission of the University and meet the needs of tomorrow’s students past 2020.

This plan will also allow us to guarantee housing for all freshmen, which is an important component of the University’s efforts to improve the first-year experience. This guarantee will help us recruit and retain the brightest, most capable students from Wisconsin and around the world. Education is a dynamic, on-going process, not something to be constrained inside the walls of a classroom. The University Residence Halls are designed to foster this living-learning experience, and I am committed to being able to offer this experience to all freshmen who wish to join other students living on campus.

We must build new halls to replace those that no longer adequately meet the needs of our students, renovate existing halls so their useful life extends for many years, and increase our capacity so programs and services are available to all new students.

Student involvement in University Residence Halls is a tradition that dates back to the first building on campus. This plan assures that the tradition will continue.

Sincerely,

John D. Wiley
Chancellor
Research proves that students who live on campus during their first year fare better academically and more often attain a college degree than students who live off campus. Thus on-campus housing unquestionably supports the University’s educational mission.

University of Wisconsin–Madison students as well as their parents have high expectations of what the residential experience should be.

To satisfy our future customers, we must make a significant investment in improved facility infrastructure, and ensure that the residential experience continues to support and enhance a UW education.

University Residence Halls and Dining Services Master Plan

EXECUTIVE SUMMARY

The University Residence Halls and Dining Services Master Plan represents our commitment to serving students, and our intention to provide all first-year students with the opportunity to live in University Housing.

Goals and Strategies  page 6
- Maintain high quality programs and services.
- Provide space for all first-year students who want to live on campus.
- Improve residence hall and food service facilities.
- Keep room rates as low as possible.

Residence Hall Projects  page 10
- Newell J. Smith Hall project  COMPLETED IN 2006
- New Ogg Hall (Dayton Street site) project  COMPLETED IN 2007
- Original Ogg Hall (Johnson Street site) removal
- Chadbourne and Barnard renovation project
- Lakeshore Development
- Witte and Sellery renovation projects
- Adams, Tripp, Elizabeth Waters, Kronshage and Slichter renovation projects
- Merit House renovation

Dining and Culinary Services Projects  page 20  (2007-2014)
- Chadbourne (COMPLETED IN 2007), Lakeshore Development, Gordon Commons, Elizabeth Waters, Carson Gulley, and Holt Commons renovation projects.

Financing  page 24
All of the Master Plan projects will be funded with room and board revenue. The Division of University Housing is a 100% self-supporting program revenue auxiliary. Project cost and the impact on room rates has been a major consideration in the planning of these projects.

Updated July 2008
An Honored Campus Tradition
The University’s commitment to providing on-campus housing is long standing. The first building on the University of Wisconsin–Madison campus was a residence hall — North Hall — in 1851. South Hall was completed in 1855. Today North and South Hall are no longer used for housing; however, Barnard Hall built in 1913 and Adams and Tripp Halls which opened in 1926 are still used today to house students. More building occurred from 1938–1965, with the majority of residence hall spaces added from 1958–1965. Most University Residence Halls operating today are at least 40 years old.

Impact on College Selection
The availability of University-provided on-campus housing impacts students’ (and their parents’) decisions about which university to attend. This factor has become increasingly important for out-of-state students. Families are looking for convenience and privacy, but also seek an affiliation with the institution.

Student Involvement
University Housing has a long history of student involvement and leadership. Our “House Fellow” system was remarkably innovative in the United States when we introduced it in the 1920s, and we have maintained our position as a leader among residence life and food service programs nationwide. True to our tradition of student involvement, students played an instrumental role in developing this Master Plan.

An Academic Culture
Students who live in the University Residence Halls thrive in an environment rich with resources that promote academic success. The ever-increasing variety of programs and services we offer include tutoring, advising, study groups, and even discussion sections taught in classrooms located inside the residence halls. University Housing’s culture of academic support is an essential component of a successful first-year experience, and contributes to our ultimate goal of seeing students complete their degree and graduate from the University.

Making Friends and Finding a Place to Call Home
We know that the first year of college involves more than a successful academic experience, and we provide expert staff to assist in the transition issues experienced by young adults faced with new responsibilities. In addition to anxiety about making friends, many students seek support for personal issues during their first year on campus. Our professional staff can help connect students with the resources they need to stay healthy and safe here. We often hear that this support is crucial for students to navigate the University and the greater Madison community.

Providing Students with Choice
The variety of our learning communities and specialty housing options — including language houses, the Women in Science and Engineering program, Bradley Learning Community, Chadbourne Residential College, Multicultural Learning Community, International Learning Community, and the new Entrepreneurial Learning Community scheduled to open in 2008 — reflects our value for providing students popular choices that satisfy their interests and needs.
BENEFITS OF LIVING ON CAMPUS

The University of Wisconsin-Madison wants to provide all students the opportunity to benefit from living in the residence halls. It is not fair to those students who don’t get a chance to live on-campus, and it negatively impacts UW’s retention and graduation goals.

Preference Expressed by Parents
Parents of prospective first-year students tell the UW Admissions Office staff during recruiting events that they want their students to have all the advantages of living on campus. University Housing has a record of maintaining vacancy loss below 0.5% in any given year. The significantly lower vacancy rate in University Housing, as compared to the private sector, demonstrates high demand for space in the University Residence Halls.

Higher Grades at UW-Madison
University Housing’s culture of academic support is an essential component of a successful first-year experience, and contributes to the ultimate goal of degree completion and graduation of students from the university.

Students who live in the University Residence Halls thrive in an environment rich with resources that promote academic success including tutoring, advising, study groups, and even discussion sections taught in classrooms located inside the residence halls.

An August 2006 study conducted by the Office of Academic Planning and Analysis of the “housing effect on first-year grades and retention” confirmed the benefit of living in University of Wisconsin-Madison Residence Halls. They found that students who live on campus do better academically and are retained at higher rates than students who live off campus.

Classroom located inside Sellery Hall.
University Housing’s integration of academic and student services, diverse residential learning communities and other housing options, highly trained student and professional staff, attention to student transition and developmental needs, and coordination of academic and student services are all designed to facilitate academic success at UWMadison with particular attention to the transition to college and success in the first year. Increasingly, the line between academic and non-academic space is blurred. University Housing provides classroom space for common freshmen classes allowing students to interact with instructors where they live, course sections are reserved for students who live together, advising is available at “student friendly” times and in the residence halls, academic support and tutoring are available nearby, and faculty interact with students outside of class.

It is exactly these types of academic and social integration activities that higher education researchers clearly link to success in college. In particular, Vincent Tinto, noted educational researcher and faculty member at Syracuse University, states “one of the clearest outcomes of research on student departure is the finding that individual experiences within college after entry are more important to persistence and departure that what has gone on before entry.” If all of these academic initiatives at UW-Madison “make a difference,” evidence of these efforts should be reflected in first-year outcomes such as grades and retention. And because University Housing’s academic services are designed to enhance the freshman year for all students (not just honors students, not just students in need of extra support), we predict evidence of these efforts across the spectrum of students.

Key Findings

1. Freshmen who live in University Housing are more likely than their off-campus peers to achieve “above average” (GPA above 3.20) first semester and first year grade-point averages.

2. The least academically prepared freshmen are the least likely to be retained for a second year. However, when these freshmen live in University Housing, they are retained at higher rates than would be expected given their preparation.

3. The most academically prepared freshmen are the most likely to be retained for a second year. Even after considering that these freshmen already disproportionately live in University Housing, they are significantly more likely to be retained than their off-campus peers.

4. The positive academic effects of living in University Housing are evident for many sub-populations of freshmen including Wisconsin residents, non-residents, women, men, and targeted minority students. There are positive effects on grades and retention for freshmen in each of these groups.

5. Targeted minority freshmen who live in University Housing are more likely to be retained for a second year than targeted minority freshmen who live off-campus.

6. The least academically prepared students – those in the bottom ACT quartile – are the least likely to live in University Housing but the most likely to benefit from it. The academic benefits of living in University Housing are evident on all five of the outcomes measured.

Excerpt from “The ‘Housing Effect’ on First-Year Outcomes” by Clare Huhn, Academic Planning and Analysis, Office of the Provost, University of Wisconsin-Madison, August 1, 2006.
Impact on Degree Attainment

The first-year distribution of aid does not close the income gap in bachelor’s degree attainment. Living on campus and first-year grade point average are the most important predictors of timely degree completion.

Numerous studies dating back to the early 1970s have consistently demonstrated the benefits of on-campus housing. According to Dr. Robert Mosier, of UW-Stevens Point:

There have been a number of research studies that have found substantial benefits to students having a residential living experience. Astin (1973) found that students living in residence halls were less likely to drop out and more likely to attain a baccalaureate degree in four years. Chickering (1974) conducted a highly controlled study involving nearly 170,000 students. He concluded that even when background variables were taken into account, students living in residence halls exceeded the learning and personal development predicted when controlling for other variables; were more involved in academic and extracurricular activities with other students; and earned higher grade point averages, even when controlling for differences in ability.

Astin (1977) followed Chickering’s study with one involving 225,000 students from 1961 to 1974. He concluded from his research with these several hundred thousand students that the most important environmental characteristic associated with finishing college was living in a residence hall during the freshman year.

Development of Character and Responsibility
Carole Henry (University of Michigan) in Campus Housing Construction (2003) described the benefits of a residential experience — both to the student and to the university:

Although there always will be differences of opinion as to how to best serve the needs of students, most educators today support the notion that higher education should continue the English collegiate tradition of educating the whole person. They recognize the potential for the residential system to provide a common experience, the development of character and social responsibility, personalized learning, and community. Through its physical space, activities, standards, and traditions, residence halls serve to foster affiliation and loyalty to the larger university as a whole.

Mosier summarizes:

In the area of personal growth and development, students living in traditional residence halls tend to make significantly greater positive gains in a number of areas of psychosocial development than their counterparts who reside off-campus. These greater gains are in autonomy and inner-directedness (Kuder, 1970; Lundgren and Schwab, 1979; Sullivan and Sullivan, 1980), intellectual orientation (Chickering and Kuper, 1971; Welty, 1976), and academic and social self-concepts (Baird, 1969; Chickering, 1974; Pascarella, 1984, 1985).

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GOALS AND STRATEGIES
RESIDENCE HALLS

A. PROVIDE HIGH QUALITY

Continue to provide high quality housing accommodations, programs, and services which support the mission of the University of Wisconsin and meet the needs of students.

Aging Facilities Require Renovation
A majority of the current halls will be between 55 and 62 years old by the year 2020, and it will become very difficult to provide the style and quality of housing that students (and parents) will demand, unless we commit to significant renovations. Twelve residence halls will be renovated; two new buildings were constructed to replace Ogg Hall by 2007; and two additional halls will be built in the lakeshore area by 2013.

Our History of Continuous Improvement
Throughout its history, the Division of University Housing has made program, facility, and service improvements in response to changing student demands and needs. In 1996, University Housing initiated a major repair and renovation plan to address maintenance and safety improvements.

- Broad scope of projects. The work, started in 1996, generally included installation, maintenance or renewal of building systems including elevators and electrical system upgrades, building envelopes including window replacement, fire safety systems, and common area bathrooms. Accessibility improvements were also made. The scope of each project varied from hall to hall, depending on the building’s existing conditions, type of building components, project budget, and building size.

- Minimal disruption/displacement of students. All renovations included in the 1996 plan were completed during the summer so that no students were displaced during the academic year. We will continue this strategy of minimal disruption to students by utilizing summer months during the majority of the Master Plan.

A major investment in the building of new residence halls and the remodeling of selected halls is necessary in order to assure that the University of Wisconsin–Madison can provide quality on-campus housing in 2020 and beyond.
B. PROVIDE HOUSING FOR ALL FIRST-YEAR STUDENTS

Provide a number of housing spaces sufficient for all first-year students who choose to live in University Residence Halls.

Offering Students a Choice

This Master Plan has been designed to offer all first-year students the choice to live on campus and reap the benefits associated with an on-campus residential experience, including higher grades and greater likelihood to attain their degree. Currently, a portion of first-year students are not offered the opportunity to live on campus; demand for on-campus housing for freshmen exceeds the space available in University Residence Halls. The demand continues to be strong as we add learning communities, academic support programs, and other services, while more students and their parents become aware of the benefits of living on campus.

Demonstrated Demand for Increased Capacity

- **Waiting lists.** University Housing does not have sufficient capacity (beds) to satisfy the demand of first-year students who want to live on-campus in University-operated residence halls, and substantial evidence supports the need for more space. The fall 2003 waiting list totaled more than 800 students. University Residence Halls’ waiting list in April 2004 contained more than 700 students. As of May 4, 2005, University Housing was over-assigned for the fall 2005 semester by 756 and had a waiting list of 468. When the 2005-06 fall semester began, 117 students had to be assigned to floor lounges, 48 students were housed in space leased from the College of Agriculture and Life Sciences, and a total of 607 students who wanted housing were turned away even though there were a total of 180 more spaces available for first-year students in 2005-06 than in 2004-05.

  This trend continued for the 2007-08 academic year. In April of 2007 over 800 students were on the waiting list. By the time the University Residence Halls opened for fall 2007, 85 students were assigned to temporary expanded housing spaces and 697 students who wanted a housing contract were turned away.

- **University recruitment.** Parents of prospective first-year students tell UW staff during recruiting events that they want their students to have all the advantages of living on campus. UW-Madison housing capacity is 28% smaller than the Big 10 average. All Big 10 universities except Wisconsin guarantee on-campus housing for freshmen. Providing on-campus housing for all first-year students who want it will have a positive impact on the University of Wisconsin’s ability to recruit highly qualified students.

- **Very small vacancy rate.** We have a record of maintaining vacancy loss below 0.5% in any given year. The significantly lower vacancy rate in University Housing, as compared to the private sector, demonstrates high demand for space in the University Residence Halls.
Increase Access for First-Year Students from Other States and Countries

Wisconsin law provides a guarantee of housing for Wisconsin residents who make application by March 15, which limits the opportunity for out-of-state residents to live on campus in University Housing.

Additional capacity would set the stage for greater diversity in our residential communities and at the university.

C. CONTINUE TO ALLOW SOME STUDENTS TO RETURN

Provide a number of housing spaces sufficient to allow some students to return for a second year in University Residence Halls.

No Plans to Increase Number of Returning Residents

The majority of UW-Madison undergraduates will continue to live off campus (more than 21,000 students).

- The increased capacity in University Residence Halls should have no impact on current off-campus housing designed for non-freshmen.
- There are no plans to increase the number of returning students in University Residence Halls; housing for continuing students would be maintained at the current rate of approximately 25% returners.

Reasons not to reduce the number of returning students:

- Preventing students from returning denies them access to academic and personal support programs available in the residence halls — resources that many of them still want and need after their first year in order to remain successful on campus, and that many parents want the University to continue to provide.
- Returning students play an important leadership role in learning communities and student organizations. The returners welcome new students in the fall, and help them to get involved in residence hall life.
- Imagine what other campus activities, departments, and programs would be like if led only by first-year students, and it is easy to appreciate the value of returning students.
The Division of University Housing supports the mission of the University of Wisconsin by providing an extraordinary residential program.

All students should be offered the opportunity to get the best possible education during their college years, and a significant facet of that education is gained through the experience of living on campus in the University Residence Halls.

Whether a student is ready to move on after one year or two, the readiness of each student to become a fully functioning member of our society is the end result.

The social and intellectual experience of being surrounded by peers of different backgrounds with diverse viewpoints prepares students for future success.
NEWELL SMITH HALL / PARK STREET PROJECT
COMPLETED SUMMER 2006
A new residence hall on Park Street, “Newell J. Smith Residence Hall,” opened in August 2006 with an occupancy of 425. This building is one of the new halls that will replace the existing Ogg Hall. The design includes common bathrooms shared by 2–3 rooms (for 4–5 residents) and common areas on each floor (study room, social/program space for floor residents, and a small kitchen). The first floor has academic and other residential learning community support spaces including a technology center, classroom, and tutoring room; general program space for out-of-classroom learning activities and student-initiated programs; laundry, a study space, hall offices; and a small food service venue, “Newell’s.” The landscaping design incorporates the adjacent East Campus Pedestrian Mall and city bike path, a circle drive in front of the building for drop-off/pick-up traffic, and recreation and open space needs.

NEW OGG HALL / DAYTON STREET PROJECT
AND EXISTING OGG HALL REMOVAL

New Hall on Dayton Street
COMPLETED SUMMER 2007
The new Ogg Hall, which opened in August 2007 with an occupancy of 600, is the second new hall built to replace the old Ogg Hall located on Johnson Street. The name “Ogg” was transferred to the new building on Dayton Street, and the existing building will be removed.

Resident floors are very similar in design to Smith Hall. The first floor design includes academic and other residential learning community support spaces including a technology center, classroom, tutoring space, and an academic advising office. The first floor also has general program space for out-of-classroom learning activities and other student initiated programs; laundry; a study space; and hall offices.
Removal of Ogg Hall
BEGINNING MAY 2007
Before deciding to build two new halls and demolish Ogg Hall, University Housing contracted with HSR Associates, Inc., to carefully consider multiple options. The alternatives published in the HSR study (February 2003) included:

Option a: Complete required major maintenance/repair projects for Ogg Hall.
This project would: a) renovate existing bathrooms, b) upgrade elevators, c) improve accessibility, d) replace all windows, e) install fire alarm and fire sprinklers, f) re-wire lighting in resident rooms. Estimated cost $8,628,600.

Option b: Complete a major remodeling and add new common space.
This project would completely gut then renovate the 12 resident floors in both towers and build a new structure between the two existing towers. The new structure would include new common bathrooms, elevators, and social space. Estimated cost $39,834,000. This plan would reduce Ogg's capacity and require construction of a new hall to regain the loss of beds. The additional hall cost is not included in this estimate.

Option c: Demolish Ogg and build a new hall in the same location.
Several building designs were considered. Program goals that required increased square footage per resident made it difficult to locate a new hall on the same location. A larger building footprint was required. The best option extended a new hall over the west end of Gordon Commons. Estimated cost $45,573,500. This plan also reduced Ogg's capacity and required construction of a new hall to regain the loss of beds. The additional new hall cost is not included in this estimate.

Option d: Lease private residence hall spaces.
This alternative provides a short-term solution, but the location of available facilities and their condition does not provide a viable long-term (30 years or more) solution.

Option e: Purchase existing private facilities.
Again, this does not provide a long-term solution. Existing facilities will require significant renovations, and in some cases even more extensive renovations than existing University Residence Halls. Funds used to purchase and renovate existing private facilities would be better used to build new facilities and renovate existing University facilities.

Landscaping and East Campus Corridor Improvements
BEGINNING FALL 2008
The areas surrounding Sellery Hall and Gordon Commons (including the East Campus Pedestrian Corridor) will be landscaped to provide improved open green space, recreation spaces, and pedestrian traffic routes. The land formerly occupied by Ogg Hall will temporarily serve as open recreation space until the construction of the new Gordon Commons begins in 2010. When completed in 2012, the current Gordon Commons will be demolished and the site will become permanent open green space.
CHADBOURNE AND BARNARD HALL RENOVATION PROJECT
COMPLETED FALL 2007 (Phase One); MAY 2009–AUGUST 2010 (Phase Two)

The goal of the renovation of Chadbourne Hall is to improve the central building core areas and resident rooms, in order to enhance the living experience. Priorities for the design include:

1. Integrate genders by wing rather than by floor.
2. Improve elevator service.
3. Improve lounge and study spaces on each floor level, and add a kitchenette on each floor.
4. Replace original resident room flooring, lighting, and furniture.
5. Replace single common bathroom with three on each floor.
6. Replace existing electrical, distribution, and heating system and add central air conditioning.
7. Comprehensively renovate the food service facilities (see Food Service section for details).
8. Minimize construction disruption to continuing operations.

Barnard Hall is considered by the Wisconsin Historical Society as a building eligible for listing on the National Register of Historic Places, based on its role in extending higher education to women at the University of Wisconsin. The oldest residence hall on campus, it is a fine example of work done by the architectural firm of Laird and Cret, which also developed the first campus master plan in 1908. As such, the proposed renovation project will be coordinated with the Wisconsin Historical Society and the UW System Historic Preservation Officer.

Chadbourne/Barnard Phase One
• The first phase of this project (summer 2007) included the remodeling of all resident rooms. Although the rooms will remain the same size, the existing furniture (original 1957 built-in) will be removed and replaced.
• New room lighting and flooring will also be included in the first phase of the project.
• A significant upgrade of current, again original, HVAC systems will be completed. This will add air conditioning in resident rooms.

Chadbourne/Barnard Phase Two
• The second phase of this project (Chadbourne Hall core renovations) is planned for 2009–2010. The core renovations include:
  — replacement of elevators
  — construction of three new common bathrooms on each floor
  — improvements to the first floor and basement common areas
  — air conditioning in common areas
• Work in Barnard includes renovation of resident room lighting, flooring, and accessibility improvements.

Pictured above: Chadbourne Hall (built in 1959); below: Barnard Hall (1913).
Separation of Genders by Wing
In order to better accommodate the student demand for the Chadbourne Residential College (CRC), University Housing needs to make changes that will allow the separation of genders by wing rather than by floor. This change will better accommodate annual changes in the demographics of the students who select CRC. The existing toilet configuration will be remodeled to support this concept and to conform to the requirements of the Americans with Disabilities Act (ADA).

Upgrade Elevators
The existing elevator system is considered inadequate by both residents and staff. The 11-story structure, currently housing approximately 690 students on floors 2–11, is served by just two elevator cars, each with a capacity of 2,500 pounds and a speed of 500 feet per minute (fpm). Although modernized by Schindler Elevator Company in 1999, the existing cars have inconveniently long trip times and suffer from frequent maintenance downtime. The elevator system should be improved, and will also be relocated to create more common space.

Additional Quiet Study Spaces
Because the resident rooms themselves are relatively small, each with two occupants, common areas to congregate and study are considered a priority. The new design will add to each floor a space for quiet study, as well as a larger multipurpose space designed to accommodate floor meetings, informal gatherings, entertainment activities, and limited food preparation.

Net Loss of Capacity in Chadbourne
These changes have both a space and a revenue impact. Each resident floor will lose ten beds (two triple occupancy rooms and two double occupancy rooms) to accommodate the addition and remodeling work. University Housing is willing to accept the loss of approximately 100 beds in Chadbourne as a condition of this project due to the overall importance of the improvements. The loss of capacity in Chadbourne will be compensated by purchasing the Friedrick Center in 2008.

Serve Future Students and Faculty in Chadbourne Residential College
Chadbourne Residence Hall has been heavily used for almost fifty years. Improvement of resident rooms and the public spaces in the core of the building deserves careful attention in terms of appearance, function, and maintenance. By responding to needs and concerns expressed by residents with creative remodeling solutions, a modernized Chadbourne Hall will serve the Madison campus and the Chadbourne Residential College program for years to come.
LAKESHORE DEVELOPMENT
SEPTEMBER 2010- AUGUST 2012 (Phase One); (Phase Two to be completed August 2013)
The picturesque lakeshore setting provides an ideal location for residential buildings that take full advantage of scenic views of Lake Mendota and surrounding green space and gardens. The proposed Lakeshore Development will provide an estimated 560 new beds (although the actual estimated increase in occupancy within University Housing will be 498; single rooms that had been converted to doubles to temporarily increase capacity will be converted back to singles) as well as a new dining venue.
**Phase One: Residence Hall (404 beds)**
This new residential building will be situated adjacent to Bradley Hall, with picturesque views of Lake Mendota.

**Phase One: Dining Facility**
The dining venue will replace the existing dining room located in Holt Commons. (See Dining and Culinary Services section for additional details.)

**Phase One: Recreation Space**
Construction of six new tennis courts on the site that is known as “Cole Beach” will replace existing tennis courts in the construction area.

**Phase Two: Residence Hall (156 beds)**
Conveniently situated south of Kronshage Hall, this new building will be centrally located in the Lakeshore area neighborhood.
WITTE AND SELLERY

Using the renovation plans for Chadbourne Hall as a model, this master plan also includes the renovation of Witte and Sellery Halls. The central building core, first floor, and basement areas of the two halls will be renovated and expanded to accommodate new elevators and improved common space and bathrooms. As in Chadbourne, the HVAC system will be upgraded, adding individual heat controls in each room and air conditioning throughout the hall. New windows will also be included in the project (Chadbourne's windows have previously been replaced). An enclosed bridge that will provide access from Witte to Gordon Commons will be included in the first floor renovation portion of the Witte Hall project.

ADAMS, TRIPP, ELIZABETH WATERS, KRONSHAGE, AND SLICHTER

These halls have had extensive upgrades over the past several years. New windows, new electrical distribution systems with increased load capacity, renovated common bathrooms, new resident room furniture, and upgraded flooring all have enhanced these halls. However, the heating systems have remained largely unchanged. This project will replace the heating system in these halls. The improved system will improve individual room heat controls and save energy.

MERIT HOUSE

Constructed in 1986, Merit House is scheduled for renovation, to make necessary updates to the structure, replace worn out bathroom and kitchenette fixtures and appliances, and improve furnishings and finishes.
DINING AND CULINARY SERVICES OVERVIEW

As an integral part of University Housing, food service plays a critical role in contributing to the residential program’s mission of “creating communities.” Over the years, University Housing Dining and Culinary Services staff have always provided high quality food at reasonable prices. Meeting this goal has required many changes and adaptations to menus, staffing, and usage of facilities. Improvements have recently been made to dining room seating areas, resulting in pleasant eating and gathering places. The Dining and Culinary Services program has an excellent reputation for quality, and the level of satisfaction among students is generally high. However, to satisfy the ever-changing needs and wants of students, it is necessary to undertake major renovations of selected existing food preparation and service areas and the replacement of the two largest capacity units.

Aging and inflexible facilities are the major roadblock to maintaining and improving quality. Some of those service areas have not been significantly remodeled for 75 years. All of the existing food preparation and serving facilities were built when Housing Dining and Culinary Services provided a “traditional” university food service: a single cafeteria line where the students proceeded along a stainless steel serving line and received a serving of whatever items were on the menu for that meal. The cafeteria was open for a limited time during each of the three meal periods. Students sat in institutional-style dining rooms and no food was allowed to be taken out.

By contrast, current students choose among three or four hot entrées, in addition to a salad bar, dessert area, cereal bar, beverages, made-to-order sandwich bar, soups, ice cream, etc. University Housing’s food service is open until 1:00 a.m. every day. Our facilities consist of coffee shops, carryouts, delivery operations, and dining rooms. What and how much a student eats is totally up to the individual student. The entire food service is à la carte; each item is priced individually and food may be eaten in the dining room, taken out, or delivered. Students frequently take food back to their rooms, and place their dishes and trays in collection areas in each hall.

Today’s students want access to a wide variety of foods and especially made-to-order options. Housing’s goal is to create marketplace–style preparation and serving areas that will allow for changing menu concepts easily from month to month or year to year, while also having the ability to do speed-scratch and made-to-order cooking or assembly at each location within the serving area. However, in the present facilities, the location and capacity of ventilation, electrical outlets, gas connections, water supply and drains, refrigeration and steam connections are inadequate.

Food service venues need to be located and sized to strike a balance between programmatic needs and economic realities driven by demand. The new building designs are intended to dramatically improve the dining venues and transform them from a “commons” to “community centers” where students will gather, engage, experience, and learn. These improvements will have a significant impact on the residents who live in these two neighborhood communities.
GOALS AND STRATEGIES

DINING AND CULINARY SERVICES

A. SERVICES ALIGNED WITH MISSION

- Maintain the voluntary meal plan policy.
- Continue to operate a full à la carte program with take-out service available at all locations.
- Continue to offer delivery service.
- Constantly seek opportunities to improve services and maintain customer satisfaction through new offerings, without compromising the commitment to full-menu offerings within a convenient distance (5-minute walk) of each housing cluster.
- Provide new facilities that enable responsive changes through the use of portable cooking and service equipment, as well as modular design platforms.
- Seek opportunities to increase the speed and convenience of getting food without diminishing the need for full-menu dining.

B. BUILD VALUE THROUGH ONGOING COMMITMENT TO QUALITY

- The overall design will be a marketplace concept in the full-menu dining venues, using a combination of staffed platforms and self-service stations.
- Examples of staffed platforms include a grilling station, a Mongolian grill/wok station, a gourmet deli and coffee bar, and a comfort foods station.
- Examples of self-serve stations include a cereal bar, salad/fruit bar, ice cream/dessert station, and beverages/condiments station.
- Where volume and space permit, additional themed stations may be provided, such as an active bakery, a Mediterranean station, an international or rotating theme station, and a vegetarian station.
- Size and design of service systems must serve students quickly during peak periods.
• Use the commercial restaurant arena as the frame of reference for dining room design. The approach will be holistic, including the mix and style of seating, finish selections, and lighting. Music and TV/technology components will be considered part of creating an entire dining experience.

• Theme-oriented dining opportunities will be considered.

• Expand on the success of the carryout operations by improving non-packaged offerings.

• Where possible, gathering and “happening” places — fueled by the availability of good food during extended hours in settings that offer a variety of seating types and activities — will be created.

• In contrast to students’ increased desire for convenient and portable food, many campuses have seen a renewed interest in an upscale, yet casual sit-down dining venue. UW–Madison residents may be no exception, and this concept might be an appropriate complement to the future mix of offerings.

C. SERVICES
ALIGNED WITH DEMAND

• Review and adjust mix of venues by residential neighborhood.

• Regulate size of new offerings and facilities to anticipate projected demand. Where demand projections suggest, consider additional capacity to capture more business and generate additional revenue.
CHADBOURNE (RHETA’S)

COMPLETED FALL 2007

The Chadbourne dining renovation is the first of four food service renovations that will allow the Division of University Housing to correct deficiencies in the present facilities and modernize the food preparation and service areas in order to remain responsive to the ever-changing needs of Housing residents.

The original servery dated from 1959 with some of the kitchen area dating back to the original Chadbourne Hall. Needless to say, the culinary and eating habits of college students have changed dramatically in the past 45 years and University Housing has tried and adapted the best it could within the physical constraints of the existing servery and kitchen areas. The plan for Chadbourne dining provides the facilities and services to meet the needs of residents of the Chadbourne Residential College (CRC). These needs include the availability of food for longer periods of time, and a wider variety of food options.

The new venue opened in November 2007, named “Rheta’s” in honor of former Housing Dining and Culinary Services Director Rheta McCutchin, who pioneered our à la carte program.

Marketplace Concept

These goals were accomplished by providing more space in the servery area and by utilizing a marketplace concept. There are seven platforms/stations offering many entrée choices, salads, beverages, desserts, sandwiches, etc., with multiple items available made-to-order to accommodate customers’ different tastes.

Kosher Kitchen

University Housing works with the Chicago Rabbinical Council to staff a Kosher Kitchen within the Chadbourne dining facility. This is the first time Kosher food service has been offered at the University, and we anticipate serving faculty and staff in addition to residents of University Housing.

Enhancing the Learning Experience

By remodeling a currently under-utilized small dining room area, Dining and Culinary Services will be able to provide snack and grab-and-go food and beverage items from early morning through late at night. This area, called Now or Later, will further help facilitate the residents’ utilization of the dining room as part of their out-of-classroom living and learning experience.
LAKESHORE DEVELOPMENT
DECEMBER 2010–JUNE 2012
The new dining venue created during Phase One of the Lakeshore Development will feature a marketplace-style servery, where residents can choose among numerous offerings at every meal.

This dining room will serve breakfast and remain open through late night, replacing Frank's Place (Holt Commons), which currently is open until 11:30 p.m. on weeknights. After the completion of Phase One, Holt Commons will be renovated.

GORDON COMMONS
JANUARY 2011–JUNE 2012 (Phase One);
SEPTEMBER 2012–OCTOBER 2013 (Phase Two)
Gordon Commons was built in 1965 to serve as both the dining facility for over 3,000 residents of the Southeast Area and the commissary (central kitchen) for the entire University Housing Dining and Culinary Services program. At the time of Gordon's construction, the Housing program was the traditional, single-line cafeteria operation with three meals daily, each served for about an hour. This type of food service required six dining rooms with serving lines to feed all students within a very short time period.

Currently, two dining rooms are utilized for daily food service in Gordon Commons; other former cafeteria seating spaces are being used for events, meetings, and student activities. The University Housing Commissary occupies one-third of the ground floor of Gordon Commons and still prepares much of the food served across campus, including pastries, desserts, casseroles, and salad items. Kitchen areas in Gordon have been changed very little in the past 39 years.

After extensive study of multiple renovation options, it was decided to replace Gordon Commons rather than renovate the building. The new Gordon Commons will be located on the site of the old Ogg Hall. It will open in the summer of 2012. After the new Gordon Commons opens, a project to demolish the existing structure will begin. When finished, the site will be an open green space. Plans for potential parking and office space below the green space are also being considered.

The new Gordon Commons will provide similar dining and culinary services to those currently provided in Gordon. Large, flexible program spaces will also be a major feature of the new Gordon Commons.
CARSON GULLEY  
**AUGUST 2012–MAY 2013**

Carson Gulley (originally named Van Hise Commons) was established in 1926 along with Adams and Tripp residence halls, the earliest buildings in the lakeshore area neighborhood.

Plans for Carson Gulley will dramatically improve all three levels to better accommodate student activities and meet space needs for the International Learning Community, language houses, and special events for the lakeshore area. The dining venue will become a deli and carryout, similar to Newell’s in Smith Hall. The facility will also serve as a community center for the Slichter, Adams, and Tripp Halls neighborhood. Improvements to the Adams and Tripp gatehouses are also included in the project.

ELIZABETH WATERS  
**APRIL–AUGUST 2013**

Opened in 1940, Elizabeth Waters is the second oldest University Housing dining location. Over the past 67 years, the seating areas have been refurbished twice and an atrium was added to provide additional seating. Except for the atrium addition, the Elizabeth Waters food service occupies the same space today as it did 67 years ago.

Elizabeth Waters offers the most attractive dining room seating areas. However, the servery and kitchen areas are cramped, poorly designed and inadequately vented. Thus, the major goal in the Elizabeth Waters renovations is to provide adequate servery and kitchen space within the existing areas, utilizing a marketplace stations/platforms concept. The design will allow maximum flexibility to frequently change menus, concepts and offerings to keep up with the rapidly changing tastes and expectations of student customers.

Another goal that will be accomplished by the renovations is to allow use of the dining areas for limited food service and/or meeting, study, and activity space when the complete food service is not operating. Presently it is difficult to securely isolate the kitchen and servery areas from the seating areas. The renovations will greatly add to common area space, which will enhance the community program space and opportunities for students to interact outside the classroom.

In addition to these improvements, the outdoor patio and adjacent landscaping will be restored, to again serve as recreation space and lakeside seating for casual dining and special events.

HOLT COMMONS  
**JUNE 2013–DECEMBER 2013**

Frank’s Place will close when the new dining facility in the first phase of the Lakeshore Development opens in August 2012. The building will undergo a renovation to enhance the current student services support spaces and coffee house. The upper floor, current location of Frank’s servery and seating, will be converted to flexible program space for student events and activities, space that is sorely needed in the Lakeshore area. Entrances will also be enhanced.
<table>
<thead>
<tr>
<th>Project Description</th>
<th>Start</th>
<th>Completion</th>
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<tbody>
<tr>
<td>1) Park Street Development (Smith Hall)</td>
<td>November 2004</td>
<td>August 2006</td>
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<tr>
<td>2) Dayton Street Development (new Ogg Hall)</td>
<td>April 2006</td>
<td>August 2007</td>
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<tr>
<td>3) Chadbourne Dining Renovation</td>
<td>January 2007</td>
<td>October 2007</td>
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<tr>
<td>4) Chadbourne Resident Room and HVAC Renovation</td>
<td>May 2007</td>
<td>Fall 2007</td>
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<tr>
<td>5) Ogg Demolition and Landscaping</td>
<td>Fall 2007</td>
<td>Fall 2008</td>
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<tr>
<td>6) Renovation of Friedrick Center</td>
<td>June 2008</td>
<td>August 2008</td>
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<tr>
<td>7) Barnard and Chadbourne Core Renovation</td>
<td>May 2009</td>
<td>August 2010</td>
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<tr>
<td><em>Two full summers and 2009/10 academic year.</em></td>
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<td>8) Merit House Renovation</td>
<td>January 2010</td>
<td>May 2010</td>
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<tr>
<td>9) Tripp HVAC Renovation</td>
<td>May 2010</td>
<td>August 2010</td>
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<tr>
<td>10) Lakeshore Development</td>
<td>December 2010</td>
<td>June 2012</td>
</tr>
<tr>
<td>Phase One</td>
<td>May 2012</td>
<td>June 2013</td>
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<td>Phase Two</td>
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<tr>
<td>11) Adams HVAC Renovation</td>
<td>May 2011</td>
<td>August 2011</td>
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<tr>
<td>12) Gordon Commons Development</td>
<td>January 2011</td>
<td>June 2012</td>
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<tr>
<td>Phase One</td>
<td>September 2012</td>
<td>October 2013</td>
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<td>Phase Two</td>
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<tr>
<td>13) Carson Gulley Renovation</td>
<td>August 2012</td>
<td>May 2013</td>
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<tr>
<td>14) Elizabeth Waters Dining Renovation, HVAC, and Outdoor Plaza</td>
<td>April 2013</td>
<td>August 2013</td>
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<td>15) Kronshage East HVAC Renovation</td>
<td>May 2013</td>
<td>August 2013</td>
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<tr>
<td>16) Holt Commons Renovation</td>
<td>June 2013</td>
<td>December 2013</td>
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<tr>
<td>17) Kronshage West HVAC Renovation</td>
<td>May 2014</td>
<td>August 2014</td>
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<tr>
<td>18) Slichter HVAC Renovation and Elevator Replacement</td>
<td>May 2015</td>
<td>August 2015</td>
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<td>19) Witte Renovation</td>
<td>2016 and 2017</td>
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<tr>
<td>20) Sellery Renovation</td>
<td>2018 and 2019</td>
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MASTER PLAN PROJECT FINANCING

All of the projects will be funded with room and board revenue. The Division of University Housing is a 100% self-supporting program revenue auxiliary. The majority of the cost related to new hall construction and major renovation projects will be financed with 30 year (new building projects) and 20 year (renovation projects) program revenue bonds. The remaining cost will be funded with program revenue cash.

It has always been important to keep rates as low as possible. New hall construction and facility renovation costs and their impact on room rates has been a major consideration in the planning process, and certainly has impacted the scope of the projects and design features. The overall cost of the Master Plan will increase rates, but not to an unreasonable extent. Rate increases during the initial phases were necessary to provide sufficient resources to pay debt service and new operating costs. The larger than normal increases in 2006-07 and 2007-08 did not exceed local market rates or the mid-point of Big Ten rates for comparable facilities.

Additional considerations
• The business plan for the Master Plan is constantly being updated to make sure all of the new design estimates are included and fully funded in the plan.
• State budget fluctuations also influence our rates, although they are not directly related to the cost of the Master Plan projects.
• Favorable or unfavorable construction market bids fluctuate and can impact our project costs.

Despite all of these and other influences that may occur during the implementation of the Master Plan, our goal will remain the same: keep rates as low as possible.

SUMMARY

The Division of University Housing’s Residence Halls and Dining Services Master Plan:
• responds to demand for on-campus housing from first-year students and their families;
• improves residence hall and dining facilities;
• keeps room rates at or below the midpoint of the Big 10 and the local market rate for comparable facilities;
• helps the University to recruit the best students;
• assures that tomorrow’s students can take full advantage of on-campus programs and services;
• helps foster living/learning experiences; and
• keeps alive the tradition of providing a home for students at UW–Madison.

Changes will occur in student housing by the year 2020. Are our plans adequate for 2020? We believe they are, but we also know that many things can change during the next decade. Annual reviews of the plans laid out here, and the flexibility to adjust these plans, will assure that the Master Plan goals are accomplished.
Dining Room Locations
- Frank’s Place (D-6)
- Elizabeth Waters Dining Room (D-8)
- Rheta’s (F-9)
- Pop’s Club (G-9)

Carryout Locations
- Carson’s Carryout (D-7)
- Ed’s Express (G-9)

Deli Location
- Newell’s Deli (H-8)

Coffee House Locations
- Common Grounds (D-6)
- Now or Later (F-9)
- Espress Yourself (G-9)

Technology Learning Center Locations
- TLC@Chadbourne (F-9)
- TLC@Elizabeth Waters (D-8)
- TLC@Friedrick (C-5)
- TLC@Kronshage (C-6)
- TLC@Ogg (G-8)
- TLC@Sellery (G-8)
- TLC@Smith (H-8)
- TLC@Witte (G-9)

Multi-Cultural Student Center Satellite (G-9)