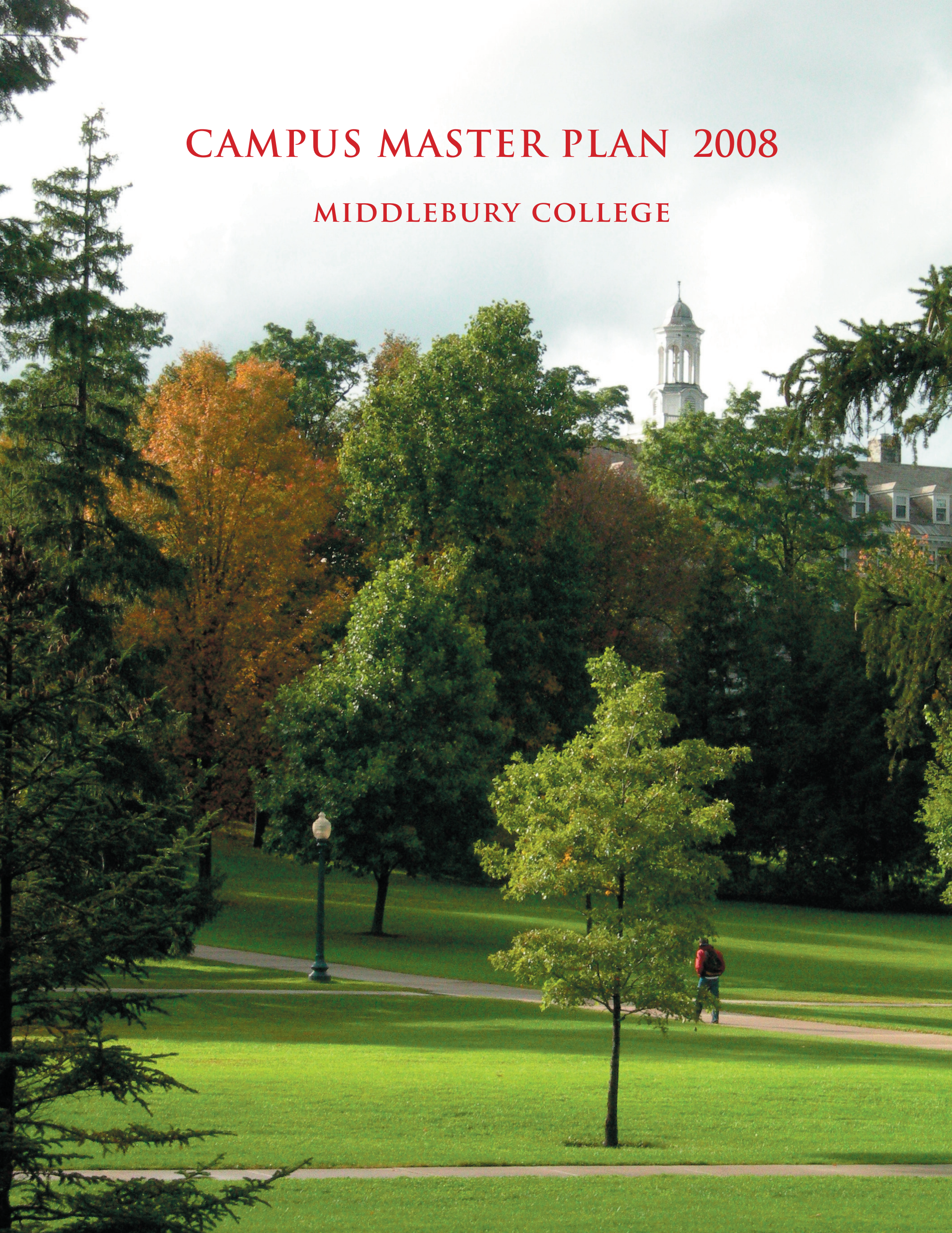


CAMPUS MASTER PLAN 2008

MIDDLEBURY COLLEGE



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May 2008

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LETTER FROM THE PRESIDENT

Dear Members of the Middlebury College family,

When *Knowledge without Boundaries: The Middlebury College Strategic Plan* was approved by the Trustees in the spring of 2006, it became apparent that the College was in need of a new Campus Master Plan to support that vision. The key underpinning of the Strategic Plan is a new commitment to the human dimension of the Middlebury experience.

In April 2006, I appointed a Master Plan Committee to develop a new master plan. The College invited master planner Michael Dennis & Associates to guide us through this process. In addition to the Committee and the planners, hundreds of campus constituents have contributed to the design of this new plan. I am grateful to all of them for their commitment of time and energy to this important endeavor. Developed by and for the Middlebury College and Town community, this Campus Master Plan will guide the development of our campus for at least the next half-century. I am pleased to share it with you now.

A campus is space and buildings, but it is the people—the human dimension—that make the College great. Its built environment—from buildings and structures to the landscape that surrounds and contains them—must support and sustain that excellence. Our culture of excellence requires an infrastructure of excellence.

As the place where students, staff, and faculty come together, the campus is an integral and essential tool for accomplishing our academic mission. It is our shared responsibility to continue to create a campus environment which supports that mission and enhances the quality of life for generations of students, faculty, staff, and visitors. With one eye toward the future, and one eye toward our rich academic and architectural heritage, the Master Plan will help us do just that. It provides a framework to guide the development of the College and ensure that future development decisions reflect academic purposes and priorities for the next 30 to 50 years.

This is the first time Middlebury has had a Campus Master Plan as comprehensive and long-range as this. An overall theme of sustainability is woven throughout the thinking

and the planning. The Plan includes a civic structure plan that defines outdoor spaces large and small, as well as long-range building opportunities; architectural principles and guidelines; landscape principles and guidelines; and analyses of, and recommendations for, sustainability, utilities, accessibility, academic space planning, and parking. It is a tightly woven document that addresses all aspects of our physical facilities.

This document also defines a *process* to ensure that future decisions regarding campus change and growth conform to the concepts of the Campus Master Plan. The urgency of the moment sometimes causes us to deviate from our goals and principles for the sake of expediency. As we move ahead with the implementation of this Master Plan, it will be important to resist the tendency to locate and design facilities to satisfy an immediate short-term requirement at the expense of the long-term quality of the campus. Following the framework of this Plan will allow us to respond thoughtfully, effectively, and creatively to the needs of the future, while also ensuring that the Middlebury campus's most beloved characteristics and qualities are preserved for generations to come.

The recommendations of the Master Plan form a strong and essential vision that will guide our planning efforts. They serve as guidelines, however, rather than as blueprints. Implementing these principles over time will require the ongoing and informed judgment of faculty, students, and staff who are committed to the common good of the College community. I look forward to working alongside you in the effort to further shape our campus to reflect our vision, mission, and strategic plans.

Ronald D. Liebowitz
President, Middlebury College



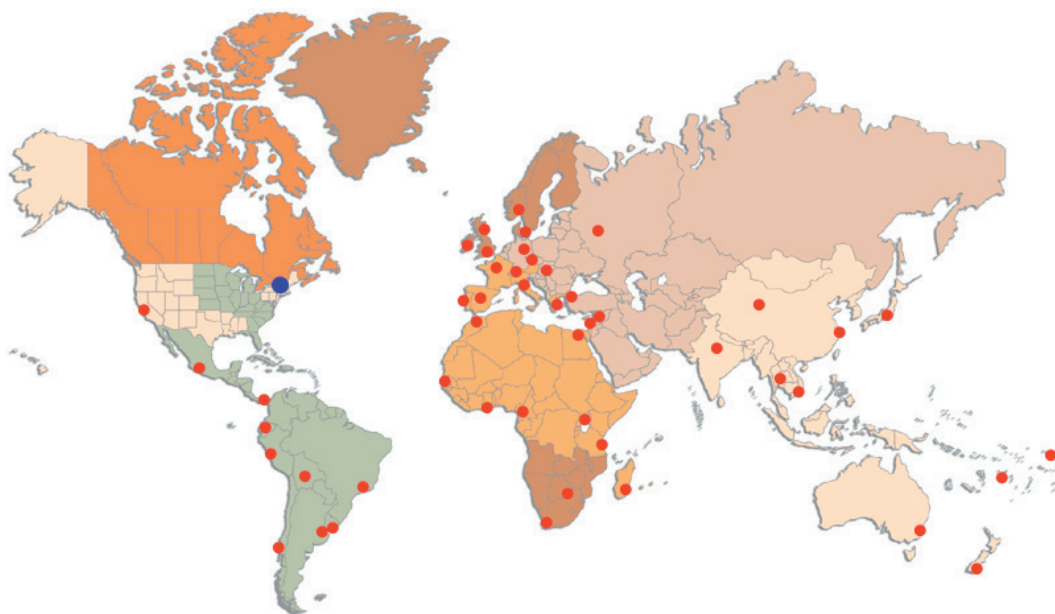
Ronald D. Liebowitz, President



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MISSION, GLOBAL CONTEXT, & PLACE

It is difficult to imagine that for almost a century Middlebury College was the “Town’s College,” with a student enrollment that was never much more than 100. But during the twentieth century, both enrollment and campus facilities increased exponentially, and the College’s mission was completely transformed.

The Strategic Plan states: “Middlebury’s borders extend far beyond Addison County. Middlebury’s Language Schools, Schools Abroad, Bread Loaf School of English, Bread Loaf Writers’ Conference, and the Monterey Institute for International Studies provide top-quality specialized education, including graduate education, in selected areas of critical importance to a rapidly changing world community.” This reality is reflected in the following mission statement adopted by the Board of Trustees on March 2, 2006.

Middlebury College Mission Statement

At Middlebury College we challenge students to participate fully in a vibrant and diverse academic community. The College’s Vermont location offers an inspirational setting for learning and reflection, reinforcing our commitment to integrating environmental stewardship into both our curriculum and our practices on campus. Yet the College also reaches far beyond the Green Mountains, offering a rich array of undergraduate and graduate programs that connect our community to other places, countries, and cultures. We strive to engage students’ capacity for rigorous analysis and independent thought within a wide range of disciplines and endeavors, and to cultivate the intellectual, creative, physical, ethical, and social qualities essential for leadership in a rapidly changing global community. Through the pursuit of knowledge unconstrained by national or disciplinary boundaries, students who come to Middlebury learn to engage the world.

The quest for “knowledge without boundaries” is tethered to the specialness of place, however. The Strategic Plan also states: “Our natural setting in Vermont’s Champlain Valley, with the Green Mountains to the east and the Adirondacks to the west, is also crucial to our identity, providing refreshment and inspiration as well as a natural laboratory for research. The beauty of our well-maintained campus provides a sense of permanence, stability, tradition, and stewardship. Middlebury has established itself as a leader in campus environmental initiatives, with an accompanying educational focus on environmental issues around the globe.”

THE STRATEGIC PLAN & THE CAMPUS PLAN

A strategic plan articulates an institution's mission, and provides a vision and recommendations for achieving it. A campus master plan should reinforce the strategic plan by promoting a supportive physical environment that embodies and facilitates the institutional mission.

Middlebury College's May 11, 2006 strategic plan, *Knowledge without Boundaries: The Middlebury College Strategic Plan*, defined the College's mission, and outlined three strategic goals:

Strategic Goal # 1

Strengthen support for a diverse student community.

The Master Plan has an indirect relationship with this goal, but it helps promote it by encouraging a variety of environmental experiences, and promoting a greater sense of community.

Strategic Goal # 2

Strengthen the academic program and foster intensive student-faculty interaction.

The Master Plan seeks to consolidate academic departmental space, and bring the physical form of the Commons system into alignment with the College's socio-academic goal of more integrated student-faculty interaction.

Strategic Goal # 3

Reinforce the role of the Commons as a place to bring together academic and residential life.

The Master Plan proposes a long-range strategy for completion of the Commons system in accordance with the general goals for the Commons, as well as the more particular recommendations.

Strategic Plan Recommendations

The Strategic Plan provides 82 recommendations for achieving the goals, 18 of which relate directly to the Campus Master Plan. These are described in "Chapter 5: Campus, Infrastructure, and Environment," and are as follows:

- #63 *Revise and expand the Campus Master Plan to reflect the Strategic Plan*
- #64 *Complete the Commons physical infrastructure*
- #65 *Equalize housing opportunities for seniors*
- #66 *Improve space for departments and programs*
- #67 *Create more space for the arts*
- #68 *Strengthen our environmental leadership and reputation*
- #69 *Pursue alternative environmentally friendly energy sources*
- #70 *Design energy efficient buildings and operations*
- #71 *Consider the various impacts of development on the College campus and the natural environment*
- #73 *Continue to manage College lands responsibly*
- #74 *Continue making alterations to facilities that improve their accessibility for those with disabilities, and work toward universal access*
- #75 *Better utilize existing facilities through efficient scheduling and management*
- #76 *Increase availability of alternate forms of transportation*
- #77 *Search for creative ways to reduce reliance on private vehicles*
- #78 *Convert Old Chapel Road into a pedestrian-friendly campus artery*
- #80 *Cultivate open dialogue with the Town*
- #81 *Limit the use of community housing by students*
- #82 *Address traffic and commuting concerns*

The Campus Master Plan endorses all of these recommendations, and addresses each in the appropriate parts of the Plan. Recommendation #73, "Continue to manage College lands responsibly," is broader than the scope of the Plan—which is limited to the main campus—but is addressed within the environs of the main campus.

Just as the Strategic Plan contains issues that are not directly germane to the Master Plan, however, the Master Plan addresses issues not specifically referred to in the Strategic Plan. The Strategic Plan relates to the quality of the institution as a whole, while the Campus Master Plan relates specifically to the quality of the built environment. Thus, the two plans should be regarded as complementary documents.

FIGURE 1

Aerial view of the Green Mountains

FIGURE 2

Aerial view of Middlebury College

FIGURE 3

Map of the world showing locations of Middlebury College programs abroad