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FIGURE 1

*View of the surrounding landscape
from Middlebury College*

FIGURE 2

*View of Old Chapel Hall and
Library Park*



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1. EXECUTIVE SUMMARY

INTRODUCTION

Why a Master Plan? Middlebury College has one of the most unforgettable and stunningly beautiful campuses in America. Further, after a period of rapid facilities growth, the College's focus has shifted from building the campus to increasing academic excellence. So, why a plan? One answer is simple: planning is important, and the best planning happens in the lulls between periods of building activity. The other answer is related, but less obvious: in a time of limited resources, the College has expanded far, rapidly, and sometimes on an ad hoc basis, thus putting a strain on infrastructure, resources, and landscape. There are also major energy and accessibility issues that should be addressed. Finally, other facilities will be needed; thus a plan is not a luxury, but a necessity.

Middlebury College has an incomparable setting that is revered; the campus has generally had good stewardship; and it has had some good campus planning. But it has never had a master plan that deals holistically with the entire campus as a physical and social environment.

To be successful a master plan should comprise a *vision*, a *plan*, and a *process*. It should be an organic, or dynamic, instrument that lends itself to reinterpretation—not a static design that aims to solve all problems for all times (i.e., one that will become quickly obsolete because its details become quickly obsolete). The key to achieving this is the idea that good campus design is the design of space—not buildings. In other words, campus design is primarily about designing the pattern of campus open spaces: *quadrangles*, *courts*, *streets*, and *walks*. It is these spaces that endure and form our most poignant memories of campus life. Buildings shape these spaces, but their uses should be free to change over time. The Plan addresses these issues.

The Middlebury College Campus Master Plan is intended as a flexible instrument to guide the physical development of the campus over the next half-century. In addition to its long-range strategic intentions, however, it also contains near-term and mid-term recommendations for capital improvements. Naturally, near-term capital projects are clearer in their details; those further out in time are less predictable. Nevertheless, the Plan's strategic recommendations—those regarding the pattern of open spaces that form the public realm of the campus, its civic structure—should be precise enough to sustain the Plan over time.

Finally, there is a relationship between the physical form of a campus and its academic mission, and this is especially true at Middlebury College. Thus, the linkage between mission, strategic plan, and master plan is at once fundamental and elusive. It is a linkage that must be continually reexamined.

MIDDLEBURY'S MISSION AND CONTEXT

Within the last fifty years Middlebury College has risen from a small, regional liberal arts college to an internationally recognized institution at the top of its class. It is an intellectually and physically mobile institution, with global programs tethered to rural Vermont by technology. During this period, enrollment increased and the Middlebury campus expanded significantly. Culturally in America, this was a period in which unbridled optimism was fueled by belief in limitless resources and continuous technological innovation. Oil appeared abundant; suburban life flourished; and movement replaced stasis as a fundamental characteristic of our society. The United States was a world leader on all fronts. With 4.6% of the world's population, we consume almost one-third of the world's oil. Also during this period, world population doubled, from 3 billion to 6 billion, and almost unnoticed, the level of atmospheric carbon dioxide and other greenhouse gasses rose to levels not seen for 125,000 years, increasingly warming our planet.

Now, as we enter the twenty-first century, most environmental projections are not optimistic. World population is predicted to increase by another 3 billion in the next half-century; carbon emissions threaten inexorable climate change; and the end of oil will be part of the twentieth century's many legacies. Thus, despite Middlebury College's ecological leadership to date, global environmental issues may likely challenge the very foundations of Middlebury College's current mission. Carefully balanced, incremental decisions will have to be made—within a long-term vision—if Middlebury College's mission is to evolve and be sustainable.

The Campus Master Plan is intended as a framework within which those decisions can be judiciously made. The Plan is not prescriptive in most of its details—especially building use—but it is highly prescriptive in its larger ideas. It is intended as a broad framework that will guide development of the campus over the next fifty years. It addresses issues

of College *planning policies, open-space structure, land use, density of development, primary circulation systems, infrastructure, and relationship to the surrounding community.* The goal is to provide a stable but precise framework that enables near-term decisions regarding physical development to contribute to a sustained long-range vision of the campus—one that conserves campus resources and produces a beautiful, efficient, and coherent campus environment through the twenty-first century. Indeed, environmental considerations are the foundations of the Plan.

THE PLANNING PROCESS

The campus planning process began with a diagnostic phase—primarily in the summer of 2006—during which briefings were held with members of the College administration, staff, faculty, students, and alumni. The master planning team also conducted a reconnaissance of the campus and gathered the basic documentation required for the planning effort. At the end of this phase, the team presented the results of the briefings, which were outlined as goals; the results of the reconnaissance, which were outlined as building and landscape evaluations; and a schedule and work plan to accomplish the master planning goals.

During the 2006–2007 academic year, the team developed the Campus Master Plan in collaboration with representatives of the College and the Town, and continued to meet with stakeholder groups for information and presentations. Status presentations were made in public forums, and to the President’s Staff, the President, and the Board of Trustees.

Middlebury College is a unique institution. Engagement with the College and Town not only enriched the plan, but ensured that *ideals* were adapted to the *circumstance of the place*.

PLANNING ASSUMPTIONS

The major planning assumptions underpinning the Campus Master Plan are that:

The size of the student body will not increase;

The size of the faculty will increase by 25—almost 10%—thus positively modifying the student-faculty ratio;

Junior year abroad will continue;

The Commons System will continue in some form; and

The collaborative relationship between the College and the Town will continue.

THE GOALS OF THE PLAN

During the early phase of the planning process described above, ten campus planning goals were developed with the Master Planning Committee in a series of workshops:

Goal #1

Promote Sustainability in all College Operations

This goal is intended to build on Middlebury’s long-standing commitment to sustainability (see definition on p. 43), and to make it more comprehensive and measurable so as to assure continuous improvements.

Goal #2

Enhance Middlebury’s Relationship to the Landscape

Middlebury’s most unique and revered environmental characteristic should be not only preserved, but enhanced.

Goal #3

Reinforce the Campus’s Architectural Character and Scale

The architectural character and scale of Middlebury’s historic core buildings is highly valued, and should again be the basis for future development.

Goal #4

Promote an Accessible Pedestrian-friendly Campus

Universal accessibility is both desirable and necessary; the desire for a pedestrian-friendly campus was virtually unanimous.

Goal #5

Improve the Relationship between Town and College

This goal is promoted and supported by both the College and the Town.

Goal #6

Increase the Variety of Campus Open Spaces

There is widespread support for increasing the number of small-size to medium-size campus spaces.

Goal #7

Optimize Campus Circulation

The intent of this goal is to rationalize the campus’s circulation systems: from paths, to walks, to streets.

Goal #8***Foster the Twelve-month Campus***

There is a mutually beneficial and reciprocal relationship between the nine-month academic year and the summer language programs.

Goal #9***Clarify the Distribution of Campus Functions***

The intent of this goal is to consolidate academic units and promote a more coherent use structure.

Goal #10***Establish Connectivity between Campus Areas***

The College has become extended and disconnected; greater continuity between parts will reestablish the whole.

ORGANIZATION OF THE MASTER PLAN

The Campus Master Plan can be described either holistically—as an overall composition and set of components, for example—or as a series of independent, but interrelated, systems or disciplines, such as circulation, parking, etc. Both types of description are useful, and are the basis for the organization of the Plan. For Example, Chapter 4, “The Campus Plan,” describes the overall conceptual characteristics and major components of the Plan, whereas Chapters 5–8 describe the various systems that comprise the Plan: “Sustainability,” “Built Systems,” “Natural Systems,” and “Social and Academic Programs.”

The Executive Summary is an abbreviated version of the complete Campus Master Plan.

THE CONTEMPORARY CAMPUS

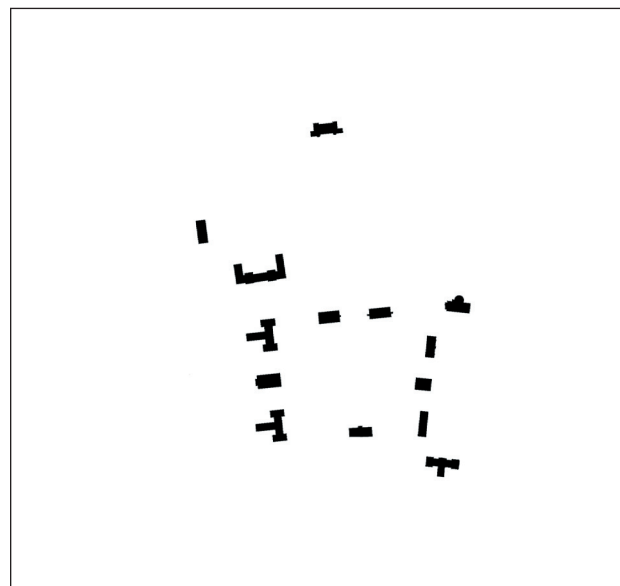
Until 1945 Le Chateau stood apart in the open landscape, but the main part of the Middlebury College campus was compact and clear. Between 1945 and 2006, student enrollment more than doubled, from 1,000 to 2,350, and the building area increased from 650,000 gross square feet to more than 2,000,000—an increase of more than 300%. Not only did the campus increase in building area, it increased in campus area and distance. This enormous expansion was not guided by a plan, but occurred as a series of individual buildings, some quite large. The proposed Plan aims to emphasize the campus’s positive qualities, and make appropriate adjustments for the future.



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FIGURE 1

Contemporary plan of the Middlebury College campus with Town buildings shown in gray

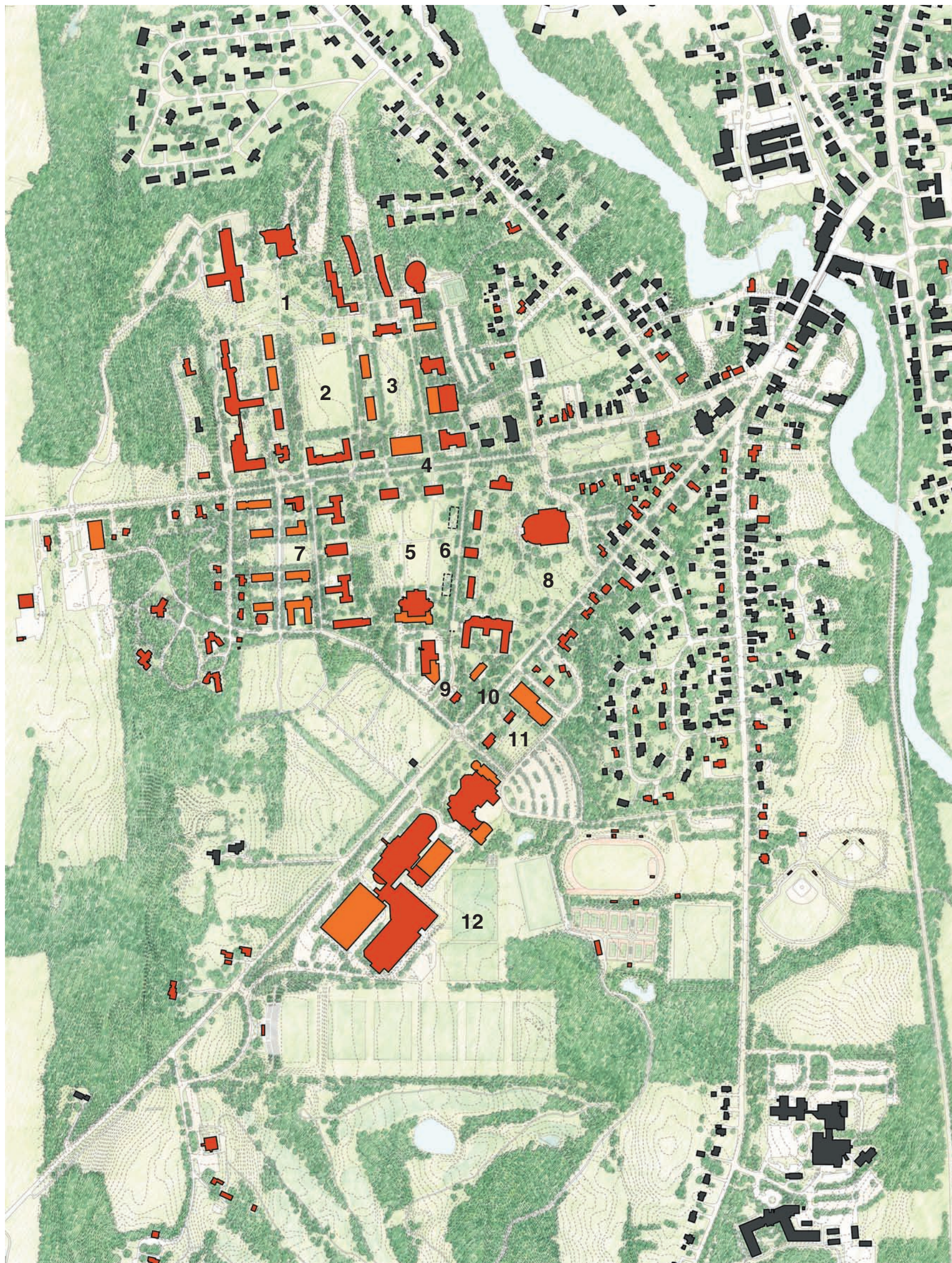


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FIGURE 2

Plan of Middlebury College in 1945

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THE LONG-RANGE VISION

The Middlebury Campus Master Plan is a hierarchical, comprehensive plan that proposes a reorientation of development policy to bring the physical environment into sustainable alignment with the academic mission and the ecology of the place. It does this by *acupuncture* rather than *invasive surgery*, ie: by small scale improvements, rather than an extensive reconfiguration of the campus, and by emphasizing the College's existing characteristics rather than by advocating radical change.

The Plan makes a series of interrelated, but independent, recommendations that may be accomplished over a long period of time. Some may be opportunistic; some may be precipitated by necessity or other projects; and some may require imagination and will. Some recommendations are more important than others, but all contribute to the whole. The Campus Master Plan consists of a long-range Master Plan, and plans for the natural and built systems that support it.

CONCEPT

The Plan proposes careful, limited, internal building development, rather than continued outward expansion

of the campus, but with significant restructuring of the landscape. Indeed, the campus open space plan is the most important element of the Plan. It emphasizes, clarifies, and augments the existing pattern of open spaces, and enhances the campus's contribution to regional ecosystems.

The campus comprises three major areas: Arts and Athletics, the Main Quad and its surrounds, and the "Battell Beach" area north of College Street. These areas or campus districts are referred to in the Plan as: the South Campus, the Central Campus, and the North Campus. Currently, these areas are disconnected, which heightens the psychological distance between them. The plan seeks to bind these areas together through a safer, more continuous network of spaces.

MAJOR COMPONENTS OF THE PLAN

The Plan is composed of sub-parts, or *components*. Some of these components—such as the Main Quad—are familiar in form and terminology; others—such as the Arts Quad—are proposed new components with new names. These components are indicated on the adjacent plan and the aerial view below, and are described more fully in the following pages and in Chapter 4: The Campus Plan.

FIGURE 1

Proposed long-range plan of the Middlebury College campus

FIGURE 2

Aerial perspective view of the proposed long-range plan of the Middlebury College campus

LEGEND

1. **Bicentennial Park**
2. **Battell Field**
3. **Le Chateau Quad**
4. **College Street**
5. **Main Quad**
6. **Old Chapel Walk**
7. **Hillcrest Residential**
8. **Library Park**
9. **Campus Entry/Centeno Plaza**
10. **South Main Street**
11. **Arts Quad**
12. **Athletics**



FIGURE 1

Aerial perspective view of the proposed Bicentennial Park and Battell Field

It is important to remember that the proposed projects and recommendations outlined here are a framework of possibilities that may be accomplished over a long period of time.

FIGURE 2

Perspective view of the proposed Battell Field

It is also important to notice that this will require a different—planned—way of thinking and budgeting for campus development. Traditionally, buildings are seen as “capital projects,” whereas landscape is seen as “maintenance.” This Plan proposes that all projects be seen as “capital projects,” with appropriate budgets, schedules, design review, etc. Library Park is a beautiful example of this kind of initiative. Old Chapel Walk could be another.

FIGURE 3

Perspective view of the proposed Le Chateau Quad

FIGURE 4

Perspective view of the proposed College Street

FIGURE 5

Perspective view of the proposed Main Quad

In addition to a different way of thinking and budgeting, a new way of planning is also required. This will involve project initiation and monitoring, and design review and control. Recommendations for the establishment of a Master Plan Committee to achieve this are included in Chapter 10: Implementation.

Campus Plan Projects

Bicentennial Park

- Revise path system to be more curvilinear and picturesque
- Plant more (groved) trees
- Grassy meadow to replace lawn



1

Battell Field

- Rejuvenate soil and provide drainage system
- Define the space by trees
- Replace sloped lawn with ground cover
- Improve Forest courtyard
- Improve Ross courtyard
- Develop new Ross courtyard



2

Le Chateau Quad and Walk

- Replace Battell Hall with new buildings
- Develop new quadrangle
- Provide orthogonal and diagonal walks
- Replace service drive with tree-lined promenade
- Develop new Atwater courtyard north of Le Chateau



3

College Street

- Reduce width of street to two lanes
- Line street with trees and sidewalks
- Provide bicycle path on north side
- Put power lines underground
- Reduce number of pedestrian crossings and relocate
- Provide new roundabouts at Storrs Park and Bicentennial Way



4

Main Quad

- Selectively remove trees and plant new ones appropriately
- Thin the upper slope trees and limb them up
- Replace shrubs on upper slope with ground cover
- Rejuvenate soil and provide drainage
- Revise walks as illustrated



5

Old Chapel Walk

Replace Old Chapel Road with tree-lined, pedestrian-oriented promenade



6

Hillcrest Residential

Redesign Hepburn Road as pedestrian-oriented promenade
Replace Proctor with new court or quadrangle
Provide new residential buildings around courtyards
Redesign/renovate Hillcrest Road



7

Library Park

Selectively replace trees as required
Restore the “Garden of the Seasons”



8

Centeno Plaza

Remove and relocate service parking at Service Building
Provide new entry plaza at Centeno Hall
Provide new connection to Old Chapel Walk
Widen Stewart Hill Road for two-way traffic if necessary

South Main Street

Provide new roundabout at Stewart Hill Road
Provide street trees and parallel parking on southeast side

Arts Quad

Provide new entry drive to the Mahaney Center for the Arts parking lot at Stewart Hill Road
Develop new Arts Quad behind Munford and Meeker
Transform CFA into a Center for the Performing Arts with additions for theater, music, and dance



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FIGURE 6

Perspective view of the proposed Old Chapel Walk

FIGURE 7

Aerial perspective view of the proposed Hillcrest Residential area

FIGURE 8

Aerial perspective view of the proposed Library Park

FIGURE 9

Aerial perspective view of the proposed Centeno–Arts Quad Area

Athletics

Provide a new field house on the site of the “Bubble”
Expand the fitness center
Provide new outdoor tennis courts
Rejuvenate soil and provide drainage for the practice fields

Golf Course

Renovate the existing golf course to improve its playability and sustainability
Replace non-fairway areas with meadow and trees

SYSTEMS OF THE PLAN

The various systems that compose the Plan are summarized here, and are covered in more detail later in this report.

Sustainability

Middlebury College has been an environmental leader for over forty years. The sustainability part of the Master Plan aims to provide a comprehensive overview of the current environmental status of the campus and suggest levels of improvement and measuring. The College does extremely well in some categories, for example fuel source and waste management, but major improvements need to be achieved in building energy use, in transportation, and in monitoring and measuring. (See Chapter 5.)

Campus Open Space

The College has a beautiful historic core, consisting of the Main Quad and Library Park. The principles of this core need to be expanded and extended to the North and South Campuses to create a greater variety of more legible open spaces. Further, the circulation network of streets, walks, and paths should be more developed in order to connect the parts of the campus. (See Chapter 6.)

Architecture

The College also has a tradition of dignified heritage buildings. These buildings are civic buildings in that they are both individually unique, and also part of a larger, more communal order. As larger, more idiosyncratic buildings have been built farther and farther out from the core of the campus, however, some coherence has been lost. The Plan suggests a return to the language of the heritage buildings, and careful placement within the current campus rather than continuing outward. (See Chapter 6.)

Circulation

In pursuit of a more pedestrian-friendly campus, the Plan proposes traffic-calming improvements for both College Street and South Main Street, including roundabouts at appropriate locations. The Plan also recommends transforming several internal streets and service drives into tree-lined pedestrian walks. Finally, it recommends the rationalization of the system of campus walks and paths.

Parking

Middlebury College has adequate parking for the size of the

institution. It also compares very favorably with its peer institutions. The Plan recommends some reorganization and redistribution of parking according to the principle that no one should have to walk more than about five minutes to their office or class. Other recommendations address demand management.

Universal Accessibility

An assessment of primary campus walkways and some thirty representative campus buildings revealed that Middlebury College can improve its accessibility. The Plan recommends a college-wide, universal access initiative to address this issue. (See Chapter 6.)

Infrastructure

The College has an effective, well-maintained Central Plant that will soon be expanded to include a biomass gasification boiler, and an extensive steam distribution system. The Master Plan recommends planning within the existing infrastructure for the foreseeable future, choosing energy sources with low carbon emissions and using alternative building systems to reduce energy consumption. As future buildings are brought on-line, the use of alternative energy sources should be explored. (See Chapter 6.)

Landscape

The landscape of Middlebury College is beautiful and well maintained. The campus has expanded, however, and this, coupled with the heavy use it receives and the natural conditions of the site, has contributed to some degradation of soil and landscape. Maintenance requirements are extensive. The Plan proposes a series of initiatives to rejuvenate and improve the landscape, reduce maintenance, and make the landscape more complementary to the campus open space structure. (See Chapter 7: Natural Systems.)

Space Needs

After a major period of expansion, the College is focusing on improving academic excellence and strengthening the human dimensions of the College community. Indeed, the College compares favorably with its peer institutions in most categories of social and academic space. There are some areas where Middlebury is short, however, most notably: the Arts and Student Life. In addition, there appears to be some semi-immediate academic need. Near-term capital project needs include: two residence halls to facilitate the Commons and provide surge space (for major renova-

tions), an office/classroom building, Proctor renovations to extend its life, and McCullough renovations to improve student life. Longer-term projects include facilities for the arts, for athletics, and a new student center.

IMPLEMENTATION OF THE PLAN

A Master Plan without a process will not succeed—especially if the Plan is a framework plan. Therefore, a Master Plan Committee is proposed to monitor and manage the implementation of the Campus Master Plan. This committee should meet regularly to encourage consistent and appropriate development of the Plan.

Future Landscape Projects

The Campus Master Plan identifies a series of landscape improvement projects. These have been grouped by possible phase as follows:

- Group 1: Main Quad rejuvenation
Old Chapel Walk
Centeno/Parking
Wonnacott Court (w/building)
- Group 2: College Street redesign
College Street roundabouts
Le Chateau Walk
Hepburn Walk
- Group 3: Battell Quad
Bicentennial Park
Atwater Court
- Group 4: South Main Street improvements
Arts Quad
Stewart Hill Road
South Main Street roundabout
- TBD: Le Chateau Quad
Athletic Fields renovation
Other Commons Courts
Hillcrest improvements

Future Building Projects

Student Activities

- Renovate McCullough
- Renovate Proctor (for 10–15-year life span)

Residential Life

- Build one new dorm for Wonnacott Commons
- Build one new dorm for swing space

Academic Space

- Build one new office/classroom building

Residential Life

- Renovate Forest, Hepburn, and Stewart

Accessibility

- Renovate buildings to meet appropriate federal standards

Building Envelopes

- Upgrade poor building envelopes to be energy efficient

Athletics

- Replace Bubble with new field house
- Expand fitness center

Arts

- Add to and renovate Johnson
- Add to CFA for theater, music, and dance
- Build art museum/art history building

Service and Maintenance

- Remove Service Building and replace near Recycling Center

Student Activities

- Consider a new student center at Le Chateau Quad
- Proctor replacement dining

Residential Life

- Build new dorms to consolidate Commons system

Arts

- Replace Wright Theatre