Senior Leadership Retreat  
October 22 – 23, 2004  
Compilation of Group Recommendations

**Campus Master Planning**

**GROUP ONE**

How do you envision the future of the campus at the University of Vermont?

(1) Current assessment -- campus now mixed, disparate in terms of design connection, lacks a guiding or unifying design theme or connection, locating oneself in the space – split unity

(2) What we should build upon:
- Classic architecture
- Green space
- Use of hill
- Need to pull together and integrate – mix of specializations
- Collaboration space
- Create a sense of the graduate community

(3) How do our spaces and buildings model our academic themes?
(4) Formalize a linkage to the lake
- Purchase housing to create an academic corridor and connection to lake
(5) How do we tie into Colchester?
(6) Create a pedestrian campus – parking lots with impervious surfaces; community bicycles
(7) Tie into Centennial Woods

**What is the University of the Green Mountains?**
Suggests some notion of wildness – features
Research needs to be more visible; with evidence of the seriousness of the academic undertaking and its connection to education

Would like to hear students and people say “they come here because UVM is really pretty” as opposed to “Vermont is really pretty.”

Geographic center of campus is the medical area (with wildness around it).

How do we deal with winter? Cold, snow
Walkways to handle snow

**Ten years from now**
Greening with signature buildings
Pedestrian campus (less asphalt)
Easy movement
Change parking to green space
Good landscaping of green areas

Master Plan
Help with intention/focus design
Come across as a Vermont Community – scale and interconnections
Guidelines to keep appropriate scale
Physical and virtual interconnections with the campus
A reminder of what we are doing

GROUP TWO

Questions:

1. What is the university of the Green Mountains?
2. What is the premier environmental university
3. what are the essential qualities of UVM that should be enhanced?
4. in ten years what one thing would you want to look back on and be really glad we did at the university?
5. what are your aspirations for the master plan process
6. how can changes to the campus promote community and institutional cohesiveness?
7. in order to fulfill its primary educational mission, what are the university’s future needs?

Comment

#1:

We are not just the “environmental university” – we are many things, and we can’t let that be the only tag line

#3

Campus green – traditional new England campus

We need to really tie the campus together better

We need to make getting around better

We need to link academic and residential campuses and spaces better

We need to enhance the teaching spaces
Bring people together better (inside and outside) – more places that will naturally bring them together

How to factor in winter (snow removal, common places that won’t be open in snow, etc.)

Build a greater architectural coherence and cohesiveness campus wide

Define key historic buildings

Creation of service tunnels between buildings – to prevent the need to be constantly digging up the campus

Approach to university, from all directions, needs serious work and improvement

What about 10 years from now?
- Bring back the dairy bar
- Cool the university from the lake (like cornell)
- University Pub
- Get rid of parking lots
- Commons that works for bringing the community together
- Land bridge over main street
- Remote parking lot and “people mover” around campus
- Residential college system (house system) with dinning halls for each
- Campus “neighborhoods”
- We need a central campus that doesn’t go to sleep at night – especially in light
  Plans to grow graduate programs
- 24 hour campus – as a part of the “environmental university” mission

Aspirations for the master plan?
- Need to give those folks in less desirable buildings hope for improvement
- Better bus system (for farm, etc.) – perhaps electric, etc. Better on campus
  Transportation generally
- More students choosing to live on campus – building living environments that are
  Inviting enough to keep our older students on campus

GROUP THREE

1. What is the University of the Green Mountains?

Spin, recreation, beauty, refreshing, outdoors, snow, scenery, trees

2. What is the premier environmental university?
Minimal waste, pedestrian campus, communal transportation system that works, reduced soil erosion, green, innovative models, decrease cars, beautification with function, functional/well controlled, natural, “human scale”, well landscaped, amphitheater, outside gathering, innovative and efficient transportation.

3. What are the essential qualities of UVM that should be enhanced?

Historic qualities enhanced/valued, University green has to be preserved/enhanced, seen as a leader…leadership in campus in environmental development, undergraduate/graduate – research connections, Increase connectiveness – campus areas, human scale, focus on teaching - should have aesthetic and technology of classroom space to be integrated, landscape views off campus, public art on campus, reality of weather (snow - winter)

4. In ten years …..glad we did?

Preservation of architecture, getting cars off the campus, gathering places with good food, Votey dies, new engineering/math building, visual links across campus, coherence across Redstone, campus, Trinity, efficient/attractive paths, connection across Main Street. Major events center both cultural and athletics.

5. What are your aspirations for the master plan and the master plan process?

Control light pollution, coherence, excitement/energy about the future, administration in middle of campus and not on edge, every unit has a presence around the center of the campus, CIT in center of the campus, CIT services upgraded, energy conservation, community buy-in (larger), CIT in Commons, parking solution (transportation solution), dollars to bring it to fruition, dollars (state support and better allocation), strengthen student community

6. How can changes promote cohesiveness?

Know what is in the buildings (signs), gathering places, interdependence with city and campus,

7. Future needs?

More modern classrooms/labs, better housing, increase housing availability, IT cohesive plan and delivery ($), Commons, good use of Billings, strong connection with the State of Vermont, better and more office space (faculty and staff), strong Alum connections, beautification water/tour, flexibility of space, accommodate views

**GROUP FOUR**

UVM Master Plan Discussion
1. campus must become a physical metaphor for what/who we are as a university
2. intellectual cross-roads as well as social
3. quality of spaces---not dark, clean carpets
4. blending of campus and community that it long lasting and visually appealing (sensitivity)
5. building should have a timeless quality
6. capture the views, especially the lake and mountains = capture the essence of the region and outdoor activity like cross country skiing
7. “walk the talk” --- family friendly space = child care, space for children to wait, space for mothers with baby
8. access, housing and spaces for graduate and international students --- discussion of where these issues are as priority
9. create a sustainable community that is a connection between town and gown
10. iconoclastic nature of Vermont, do our students value individual nature as unique to UVM ----- what will change mean?
11. SAFETY: get to housing, parking, walking, lighting, disability access

LOOKING BACK 10 YEARS:
12. separate sections of campus see a more unified campus between Redstone, Trinity, Main, West campuses = draw together parts of UVM
13. address deferred maintenance to campus = balance budget to include present and deferred maintenance = bring present buildings up to standard
14. address functional standards in classroom and space
15. student location of living: students stay on-campus 3-4 yrs? ---connected to progressively more living spaces for students (options) giving more complex problem solving/critical thinking = more independent living
16. Option of house system in housing
17. emphasize the location of science and medical resources on-campus
18. designs cross-roads across disciplines, community and
19. good signage for finding places
20. solve the parking problem through busing and multi-level parking /space efficiency---option take advantage of the slope or buildings in front
21. Access for disabled student, faculty and staff = good accessibility
22. consider the present building

HOW SHOULD WE ENHANCE THE EXISTING STRUCTURES/SPACE

23. COMMENT ON MAP BY GROUP

SUMMARRY:
- Design that is welcoming to UVM and Community
- 10 years out see manage deferred maintenance
- Demand for progressively more responsibility/independent
- Safety relative to design
- Green space into teaching and learning space

GROUP FIVE

What is the University of the Green Mountains?

Use the color green, “its not money its green” “no green washing” capitalize on Vermont the green mountains. UVM does not link mountains, green and UVM well. Green as peaceful place.

Need green space and have many parking lots around historic green. Parking lots are a great resource .

Have a gondola service that connects campus and downtown and parking. Underground heated tunnels to connect campus. Tram lines to trinity and redstone etc Certainly this is all technologically feasible.

Buildings can go up or down to reduce footprint.

Husky plant has natural light coming in. Dartmouth example of natural lighting.
Cold weather determines use patterns must create intense interior spaces to have intellectual exchanges.

**Good Qualities for UVM master plan**

Places that attract people to stop and interact.
Cohesiveness of campus
Traffic patterns that do not interfere with campus life
Pedestrian friendly campus—that addresses the needs of people who can not walk as easily as others, shuttles, gondola, segways, electric cars at appropriate scales
Use building material to reflect that Green Mountains—connecting to the past while connecting to the future
Vernacular architecture of Vermont
Regional plan that compliments the University and community

**10 years from now what would you be glad was done**

Preservation of the campus green
Added more functional green space intelligently linked
Pedestrian link over or under main street and college street/ sink main street

**Aspirations**

That the Board of Trustees understand what a master plan can and not give them