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Expansion and Acquisition: The Built Environment Under Gettysburg College President, Gordon Haaland, 1990 to 2004

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Expansion and Acquisition: The Built Environment Under Gettysburg College President, Gordon Haaland, 1990 to 2004

Abstract

Gordon Haaland presided over Gettysburg College from 1990 to 2004. His goals included improving the national status of the college by increasing the student body, developing the academic departments, and creating a dynamic campus community. This paper outlines Haaland's attempts to fulfill these goals through a plethora of construction projects, ranging from building a state of the art science center and extensively renovating a historic theater, to updating dormitories and revitalizing the appearance of campus. Some of the construction included projects that were planned under the previous president and carried out by Haaland, as well as scandals that accompanied these efforts. In addition, the paper covers the fundraising and planning processes, as well as the campus and community reactions to the building projects. Ultimately, this paper weighs the successes and challenges of Haaland's construction plans during his highly productive presidency.

Keywords

Gettysburg College, Construction, Gordon Haaland, Charles Glassick

Disciplines

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Comments

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Expansion and Acquisition:

The Built Environment under Gettysburg College President, Gordon

Haaland, 1990 to 2004

Hannah Labovitz and Lillian Shea

History 300: Historical Methods

Professor Birkner

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In 1990, Gordon Haaland joined the Gettysburg College community as president. First-year students saw a campus not yet touched by the extensive renovation and construction projects undertaken during Haaland's fourteen years in office. Science Center and Quarry Suites were not yet constructed. The Ice House Complex and the motels on Carlisle Street were not yet purchased by the school. The Gettysburg Hotel was a burnt-out shell. A railroad crossed through campus. An addition to the Dining Center was recently added in 1989, and the center was named after Board of Trustee member, Charles Camalier.¹ The fifty-one buildings on campus, which included Pennsylvania Hall (Penn Hall), Breidenbaugh Hall, Weidensall Hall, McKnight Hall, and Glatfelter Hall, had an imposing presence with their unique architecture and, in some cases, impressive history.

Most students responded positively to Penn Hall and Glatfelter Hall. Amy Lucadamo, class of 2000, explained that the only two buildings that had a major impact on her when she first came to campus were Penn Hall and Glatfelter.² David Wiseman, class of 2002, shared similar sentiments, stating that "Penn Hall is iconic, it's the centerpiece of campus," also adding that "Glatfelter is beautiful."³ Robert C. Gillis, class of 1997, also described Glatfelter, his favorite building on campus, as "very collegiate."⁴ Both Paul Hutchinson, class of 1998, Timothy Funk, class of 2000, and Meggan Smith, class of 2004, noted Glatfelter and Penn Hall as the most memorable buildings when they first arrived on campus.⁵ No matter the renovations or the new constructions, these two buildings consistently remain a main focus of the students on campus.

¹ Andrew Dalton, "Gettysburg College Through Time," *Building History*, accessed April 27, 2019.

² Amy Lucadamo, interview by Hannah Labovitz, Gettysburg, April 26, 2019.

³ David Wiseman, email message to Hannah Labovitz and Lillian Shea, April 22, 2019.

⁴ Robert J. Gillis, email message to Hannah Labovitz and Lillian Shea, April 30, 2019.

⁵ Paul J. Hutchinson, email message to Hannah Labovitz and Lillian Shea, April 23, 2019; Timothy Funk, email message to Hannah Labovitz and Lillian Shea, April 26, 2019; Meggan Smith, email message to Hannah Labovitz and Lillian Shea, April 22, 2019.

While these two buildings remained major features that students remembered from their time on campus, other structures, such as Quarry and Breidenbaugh, as noted by Paul Hutchinson,⁶ became structures that gained similar attention from students attesting to the impact of Haaland era construction.

While Haaland came to the college in 1990, Haaland-led construction did not begin until approximately 1995. Mike Malewicki, former Assistant Treasurer at Gettysburg College, explained that the construction projects that took place before then were primarily planned out under Charles E. Glassick's presidency.⁷ Such statements were emphasized by Michael Birkner, history professor, who stated, "Haaland built on what Glassick did."⁸ President Gordon Haaland would enact his own vision once the projects approved under Glassick's term were carried out. Haaland's vision would focus primarily on expanding academic purposes of the campus buildings and increasing the size of the student body.

I. Glassick's Era Construction Projects in Haaland's Time

a. Renovations in 1990 and 1991

Shortly after Haaland arrived at Gettysburg, renovations previously agreed upon by the Board of Trustees under Glassick began. During the summer of 1990, McCreary, Weidensall, and Glatfelter were updated. Renovations included "converting existing all-purpose space into specialized study and work areas."⁹ In Weidensall, the fourth floor was transformed from an attic into classroom and office spaces.¹⁰ Additionally, a ramp and an elevator were added, making the

⁶ Paul J. Hutchinson, email message to Hannah Labovitz and Lillian Shea, April 23, 2019.

⁷ Mike Malewicki, interview by Hannah Labovitz and Lillian Shea, Gettysburg, April 24, 2019.

⁸ Michael Birkner, Historical Methods class lecture, April 25, 2019.

⁹ Lisa L. Bristow, "Campus Might See Noon Time Classes," *Gettysburgian*, November 15, 1989.

¹⁰ Carolyn Snively interview by Lillian Shea, Gettysburg, April 24, 2019; Preliminary Deferred Need by Building & Maintenance System, Gettysburg Facilities Needs Assessment: Preliminary Findings (Sept. 7. 1995: Revised), Papers of President Gordon Haaland, RG 2.0.13, Box 5, Gettysburg College Archives hereafter GCA.

building handicap accessible.¹¹ For McCreary, \$5 million was dedicated to updating the science structure with the goal of promoting the sciences among the students.¹²

In 1991, departments were rearranged across campus. The Sociology Department was relocated from McCreary to Glatfelter, joining the English and Math Departments.¹³ Glatfelter was renovated to house the new department. Hanson Basement relocated the sorority chapter rooms to the newly acquired Ice House Complex.¹⁴

Masters Hall was also renovated in 1991. The building was expanded and a tower was added to the entrance.¹⁵ In front of Masters, a twenty-six-foot fountain, donated by J. William Warehime, class of 1950, was installed.¹⁶ The project, entirely funded by Warehime, honored fellow graduates who had passed away. Warehime continued donating to the college throughout Haaland's presidency, including stained-glass windows for Glatfelter Lodge in 1998 and a Carillon in 2001.¹⁷

By 1991, the CUB was greatly in need of renovations to make the building safer and create a more inviting space. The removal of asbestos from the ballroom was the main priority.¹⁸ Next, the school expanded the college bookstore and relocated many offices to the building including the offices of Greek Life, CUB staff student life, the registrar, academic advising, peer counseling, the writing center, and the post office.¹⁹ Such office relocation attracted more

¹¹ Report on Modifications to Make the Campus more Accessible to the Handicapped, December 11, 1991, Handicap Modifications, Papers of President Gordon Haaland, RG 2.0.13, Box 16, Gettysburg College Archives hereafter GCA.

¹² Kristie Conway, "College Designates New Special Interest Housing," *The Gettysburgian*, February 27, 1992.

¹³ Ann Marie Schopp, "Renovations on Campus to Include a 26-Foot Fountain," *The Gettysburgian*, April 25, 1991.

¹⁴ *Ibid.*

¹⁵ *Ibid.*

¹⁶ Ann Marie Schopp, "Renovations on Campus to Include a 26-Foot Fountain," *The Gettysburgian*, April 25, 1991.

¹⁷ Comparative Fund Year Activity, March 31, 1998, Fundraising 1998, Papers of President Gordon Haaland, RG 2.0.13, Box 14, GCA; Gordon Haaland to Dr. John W. Jones, "Buzz," February 27, 2002, Papers of President Gordon Haaland, RG 2.0.13, Box 5, GCA.

¹⁸ Bret A. Kelly, "CUB Renovations Causes Headaches," *The Gettysburgian*, February 21, 1991.

¹⁹ Melissa Ratherdale, "CUB Closes for Renovations," *The Gettysburgian*, February 14, 1991.

students to the building and freed space in Penn Hall for a computer lab in the basement and administrative offices on the second floor.²⁰ The College also built a new addition to the structure that eventually became the Bullet Hole.²¹ The architects in charge of the design were David Lynch and Associates, and the estimated cost of the project ranged between \$2 million and \$4 million.²² While the CUB plans were initiated in 1988 by a committee of Trustees and the Director of the College Union during Glassick's era, the construction did not begin until Haaland was President, a common pattern for the construction projects that occurred during the first few years of the 1990s.²³

In the summer following, West Building required unexpected repairs.²⁴ A Reserve Officer Training Corps (ROTC) electrical appliance was left unmanned and caused a fire that damaged a quarter of the building, and it was estimated that there were \$3.75 million worth of damages.²⁵ According to Malewicki, most of the construction was covered by insurance, meaning costs were little concern.²⁶ The repairing process lasted from the summer and into the fall season; repairs were completed by the McDonnell Construction Crew.²⁷ During the construction, a man fell off of the building and into a coma, momentarily halting construction.²⁸ This demonstrated some of the challenges that occur as a result of construction. Eventually, the West Building construction was complete but, in 1995, was still unusable and "zoned as a

²⁰Ann Marie Schopp, "Renovations on Campus to Include a 26-Foot Fountain," *The Gettysburgian*, April 25, 1991.

²¹Melissa Ratherdale, "CUB Closes for Renovations," *The Gettysburgian*, February 14, 1991.

²²Ibid.

²³Ibid.

²⁴Melissa DeSantis, "West Building Damaged by Big Blaze," *The Gettysburgian*, September 19, 1991.

²⁵Ibid.

²⁶Mike Malewicki, interview by Lillian Shea and Hannah Labovitz, Gettysburg, April 24, 2019.

²⁷Ann Marie Schopp, "Man Falls off West Building," *The Gettysburgian*, September 12, 1991.

²⁸Ibid.

building with hazardous materials.”²⁹ Later, the West Building became a focus of Haaland’s goal to centralize social activity on campus.

b. Renovations in 1992

During the summer of 1992, an onslaught of renovation projects occurred on campus. Once again, these projects were instigated during Glassick’s time, but in some cases, they represented the vision that Haaland hoped to follow in the coming years: the expansion of student housing to manage increased student enrollment. Projects during this time included acquiring and renovating Paxton motel and Ice House Complex, purchasing a fire damaged hotel, and constructing a new Central Energy Plant after the Steam Plant was torn down. As quoted by Malewicky in *The Gettysburgian*, the summer of 1992, two years into Haaland’s presidency, “was a summer to tie up loose ends.”³⁰

The most important of these projects was the replacement of the Steam Plant with the Central Energy Plant. The building, located on Constitution Avenue, was “responsible for heating and cooling McCreary, Masters, Plank, and the College Union Building by way of underground steam lines.”³¹ It was designed by David Lynch and Associates and cost approximately \$2 million dollars to construct.³² The building eliminated the need for smoke stacks, thereby permitting the demolition of the previous structure.³³ The updated system greatly improved the heating and cooling process for the buildings, making it more cost efficient for the

²⁹ Minutes of Meeting Re: Day Care Center/Staff Needs, April 27, 1995, Papers of President Gordon Haaland, RG 2.0.13, Box 16, GCA.

³⁰ Nancy Bakal, “Construction Modernized Campus,” *The Gettysburgian*, October 8, 1992.

³¹ *Ibid.*

³² Heather Wissner, “Cooler Campus Coming in Time for Summer,” *The Gettysburgian*, February 13, 1992.

³³ *Ibid.*

school. However, the construction was not perfect, and the pipes needed improvements in 1995 because the insulation was reported in *The Gettysburgian* as being “a total mess.”³⁴

While the college acquired Paxton Hall, a motel that was previously known as Gettysburg Travelodge in 1990, major renovations were not done to the property until a few years later. The building was donated by Kermit and Renee Paxton to the college as a part of the Pooled Life Income Fund, an element of the college’s strategy for financing construction.³⁵ The condition of the structure at the time of its donation was unsatisfactory. The asbestos in the ceiling was “not in a dangerous state” according to *The Gettysburgian*, but still needed to be removed if the school were to allow students to live in the old motel.³⁶ During the summer of 1992, the asbestos was removed in addition to installing new carpets, wallpaper, fluorescent lights, and floor tile.³⁷ The interior and exterior of the building were painted, the second floor veiling and siding were insulated, and, as a final touch, new signage was added to the structure.³⁸

That same year, the college purchased The Gettysburg Hotel located on the square as an investment for the future. The Hotel had suffered a devastating fire in 1984 and had stood eight years without renovations.³⁹ The money for the purchase came from the school’s endowment.⁴⁰ The purchase demonstrated that Haaland was beginning to plan for increased student enrollment by buying real estate for housing. Unfortunately, there were negative reactions to students living

³⁴ “Steam Pipes Under Repair,” *The Gettysburgian*, November 2, 1995.

³⁵ Elena Hershey, Erin Hoffert, and Karen Wysock, “Paxton Hall ‘Not Living Up to Expectations,’” *The Gettysburgian*, October 26, 1990.

³⁶ Ann Marie Schopp, “Renovations on Campus to Include a 26-Foot Fountain,” *The Gettysburgian*, April 25, 1991.

³⁷ Physical Plant Operations, Financial and Business Operations: Workbook Part I, Papers of President Gordon Haaland, RG 2.0.13, Box 13, GCA.

³⁸ *Ibid.*

³⁹ Andy Shreffler, “Hotel Purchased by College as Investment,” *The Gettysburgian*, October 29, 1992.

⁴⁰ *Ibid.*

in town because it put a strain on parking availability.⁴¹ However, students enjoyed this location, as cited by Robert Gillis who said it was his favorite place to live while at the College.⁴²

Another example of Haaland's early efforts to increase student housing was the opening of Ice House Complex in 1992. While much controversy surrounded the acquisition of the property, the project was successful in accommodating the influx of students and developing relationships with the community. For example, student Meggan Smith, class of 2004, lived in the property during her senior year. Though it was removed from campus, "[she] honestly really loved that location."⁴³ Although the different properties that were purchased during the early 1990s were not solely because of Haaland, he still improved the campus with the new additions.

II. Glassick Era Construction Difficulties Under Haaland's Time

While many improvements to the campus in the early 1990s were the result of planning done under President Glassick, his legacy also included issues for Haaland. These scandals regarded property disputes, community outrage, and a trustee member abusing his position.

a. The Camalier Scandal

The College used three main methods to fund construction projects: borrowing, internal funds, and gifts.⁴⁴ As a part of the internal funds, the school had a Plant Fund, which was established by F. Stanley Hoffman, the treasurer of Gettysburg College from the 1950s.⁴⁵ Hoffman would take money from the budget and put it aside, allowing it to earn interest that he would allocate to a special fund called the Plant Fund.⁴⁶ The money in this fund was then used

⁴¹ Susannah Hayes, "No Such Thing as Free Parking," *The Gettysburgian*, January 30, 1992.

⁴² Robert Gillis, email message to Hannah Labovitz and Lillian Shea, April 30, 2019.

⁴³ Meggan Smith, email message to Hannah Labovitz and Lillian Shea, April 22, 2019.

⁴⁴ Mike Malewicki, interview by Hannah Labovitz and Lillian Shea, Gettysburg, April 24, 2019.

⁴⁵ *Ibid.*

⁴⁶ *Ibid.*

for upkeep of buildings, road repairs, campus maintenance, and increased signage.⁴⁷ In 1991, the Plant Fund balance was approximately \$15,600,000.⁴⁸ After the myriad of renovation projects from the beginning of Haaland's presidency, the fund was estimated to be \$13,476,000 in 1992.⁴⁹ This inventive technique gave college tremendous financial flexibility.

While the Plant Fund ensured reliable funding, the college was also greatly supported by gifts. These gifts included direct donations to the school from individuals and institutions, which in 1992 equated to approximately \$14,022,948.⁵⁰ Individuals could also donate properties to the school as a part of the Pooled Life Income Fund. Donors would then receive federal tax benefits.⁵¹ Additionally, donors would be paid a predetermined percentage of the value of the property each year for the rest of their life.⁵² Such benefits incentivized much of the gift giving in the early 90s.⁵³ Properties that were a part of this plan were sometimes located nearby the College, like Paxton and Ice House Complex. When this would occur, the school would either keep the property for college purposes or quickly resell to make a profit which would go into the Pooled Life Income Fund.⁵⁴ This fund was then used to pay off the donor with the agreed upon yearly percentage and finance future renovation projects.

However, this program caused controversy in Haaland's first few years as president due to the actions of Charles Camalier, a member of the Board of Trustees. Camalier was a successful businessman who took advantage of the Pooled Life Income Fund program by

⁴⁷ Plant Fund, Financial and Business Operations: Workbook Part I, Papers of President Gordon Haaland, RG 2.0.13, Box 13, GCA.

⁴⁸ Proposed Plant Fund Miscellaneous Projects for '93/94, 1993, Papers of President Gordon Haaland, RG 2.0.13, Box 38, Haaland Papers GCA.

⁴⁹ Ibid.

⁵⁰ F. W. Olin Foundation Inc. Application, Papers of President Gordon Haaland, RG 2.0.13, Box 22, Haaland Papers GCA.

⁵¹ Mike Malewicki, interview by Hannah Labovitz and Lillian Shea, Gettysburg, April 24, 2019.

⁵² Ibid.

⁵³ Ibid.

⁵⁴ Ibid.

donating three properties to the school located in Florida, Washington D.C., and Colorado.⁵⁵ They were worth \$3,475,000 and had an expected annual payment of \$243,250 for Mr. Camalier.⁵⁶ Due to their location, the school could not use the properties, could not rely on a profit from a quick resell and had to spend a great deal of money on upkeep.⁵⁷ The ensuing trial against Camalier resolved relatively quickly with a settlement to avoid unwanted publicity.⁵⁸ The school lost a substantial amount of money, and Camalier's name was removed from the newly updated Dining Center. The case of Camalier demonstrated the need for economic supervision, since trustees do not always act with "charitable intent."⁵⁹

b. Ice House Incident

Haaland faced another challenge in 1992 over the Ice House Complex. In 1990, George Olinger gifted the property to the pooled life income fund as part of an agreement with Glassick.⁶⁰ However, the formal acquisition on November 17, 1992 involved the eviction of ninety residents.⁶¹ Some community members were upset by the move since those living in Ice House were permanent residents in the town, not migrant workers.⁶² Although Haaland was completing a plan originated in Glassick's era, he bore the brunt of the criticism.

⁵⁵ Financial and Business Operations: Workbook Part I, Papers of President Gordon Haaland, RG 2.0.13, Box 13, GCA.

⁵⁶ Pooled Life Income Fund, Bream Hausser, Dec 31, 1992, Papers of President Gordon Haaland, RG 2.0.13, Box 13, GCA.

⁵⁷ Mike Malewicki, interview by Hannah Labovitz and Lillian Shea, Gettysburg, April 24, 2019.

⁵⁸ Ibid.

⁵⁹ Ibid.

⁶⁰ "Volunteers aid Ice House" by Martin Sipkoff in *York Sunday News*, May 19, 1991, Papers of President Gordon Haaland, RG 2.0.13, Box 16, GCA.

⁶¹ Invitation to dedication of the Ice House Complex, Papers of President Gordon Haaland, RG 2.0.13, Box 16, GCA; Martin Sipkoff, "Volunteers aid Ice House," *York Sunday News*, May 19, 1991, Papers of President Gordon Haaland, RG 2.0.13, Box 16, GCA.

⁶² Martin Sipkoff, "Volunteers aid Ice House," *York Sunday News*, May 19, 1991, Papers of President Gordon Haaland, RG 2.0.13, Box 16, GCA.

In response to the complaints, Haaland engaged students and faculty with the matter. Per the request of Pastor Daniel T. Hans, chair of the Finance Committee for Habitat for Humanity in Adams County, the College made a “substantial gift” to the organization in order to assist with the housing relocation of the Ice House residents.⁶³ The College also provided a location for the housing counselors and transportation for residents as they relocate.⁶⁴ Lastly, as a part of a service-learning project, the college utilized students in the Spanish Department as translators. Because the school had provided funds, transportation, and service, community backlash diminished. The residents were given lots of notice and consulted throughout the entirety of the project, demonstrating Haaland’s ability to handle difficult situations.

c. Railroad Cut Challenges

The scandal of the Railroad Cut was not such a small incident—as Malewicki put it, the incident was as big of a deal as renaming the school from Pennsylvania College to Gettysburg College.⁶⁵ The College hoped to relocate the railroad tracks that ran through the campus. The first official agreement between the Gettysburg Railroad Company and the College was outlined in November of 1988 and soon after, the National Park Service (NPS) joined the discussion.⁶⁶ Eventually, a deal was arranged: the college could relocate the railroad tracks and the engine house to the agreed upon Oak Ridge location as long as they would not build on the forty-three acres of land to the north of the school, space that was used only as playing fields. At first, the

⁶³ Daniel T. Hans (pastor and chair of Finance Committee for Habitat for Humanity) to Haaland, October 8, 1990, Papers of President Gordon Haaland, RG 2.0.13, Box 16, GCA.

⁶⁴ Mattson Memo - note from Van Arsdale to Haaland, January 1, 1990, Papers of President Gordon Haaland, RG 2.0.13, Box 16, GCA.

⁶⁵ Mike Malewicki, interview by Hannah Labovitz and Lillian Shea, Gettysburg, April 24, 2019.

⁶⁶ Bill Walker, Chronology of Land Exchange, Railroad 1993, Series IX: Railroad, Papers of President Gordon Haaland, RG 2.0.13, Box 38, GCA.

deal seemed too good to be true; as Malewick explained, “all three parties wanted something and pretty much got what they wanted.”⁶⁷

However, the beginning of construction in 1990 incited outrage from the community. The incident was heavily reported by the *Civil War Times Illustrated*. As Martin Sipkoff reported, “In order to move the tracks as far as possible from the school, the college excavated more than three acres of the land it received, significantly altering the appearance of a section of the ridge local historians describe as historically significant.”⁶⁸ Additionally, false reports arose claiming that the NPS repeatedly requested construction be halted and the ridge restored.⁶⁹ On October 29, 1991, a suit was filed by the Gettysburg Battlefield Preservation Association in Middle District U.S. Court.⁷⁰ There were several Congressional hearings regarding the issue and different members of the College Board and administration were required to testify, including Treasurer Van Arsdale and President Haaland.⁷¹ The lawsuit was eventually settled, and the school was able to move the railroad tracks. This incident was the last of the Glassick era property scandals. From then on, Haaland would focus on projects of his own making and avoid such scandals.

III. Long Range Campus Plan (1995-2005): Commission on the Future

After settling into his presidency and completing the plans set forth by Glassick, Haaland set out on his own vision for the College. In 1995, he brought in a group of architects called the Helpern Architects who conducted the Gettysburg College Space Needs Study by using land

⁶⁷ Mike Malewicki, interview by Hannah Labovitz and Lillian Shea, Gettysburg, April 24, 2019.

⁶⁸ “Who lost Seminary Ridge?” *Civil War Illustrated* Jan/Feb 1993 by Martin Sipkoff, Railroad 1993, Series IX: Railroad, Papers of President Gordon Haaland, RG 2.0.13, Box 38, GCA.

⁶⁹ Ibid.

⁷⁰ Bill Walker, Chronology of Land Exchange, Railroad 1993, Series IX: Railroad, Papers of President Gordon Haaland, RG 2.0.13, Box 38, GCA.

⁷¹ President Haaland to the College Community, Series IX: Railroad, May 1994, Papers of President Gordon Haaland, RG 2.0.13, Box 38, GCA.

surveying and departmental interviews “to assess the quality of campus facilities, define the need for new/modernized space and to correlate the success of programs with facility investments.”⁷²

Once a preliminary understanding of the campus’s potential and shortcomings was established, Haaland and a committee of administrators and faculty developed a Long Range Campus Plan (LRCP). Their goal was to maintain the college’s high standing among liberal arts colleges by increasing the size of the student body while also “enhance[ing] academic excellence and improv[ing] campus life.”⁷³ The details of the LRCP were developed from the Helpern Architects’ findings and proposals for the future.⁷⁴ To augment this report, the Board of Trustees convened a Commission on the Future in February of 1997 comprised of 367 alumni, parents, and friends of the College.⁷⁵ The Commission created nine Task Forces focused on all facets of the college from departmental needs to student opinions.⁷⁶ After twelve months of research, they presented their list of recommendations to the Board of Trustees.⁷⁷

Using the findings of the Task Forces and the Helpern Architects, Haaland’s presidency prioritized projects topically. With the expectation of an increased campus population, residential living was a top priority, spurring purchases, renovations, and construction of residential

⁷² David Helpern (Helpern Architects) to Jennie Mingoelli, FAIA and Standard for of Agreement Between Owner and Architect (1988 edition), Papers of President Gordon Haaland, RG 2.0.13, Box 15, GCA; Facilities Resource Management Co., Proposal for Capital Program Management Services 1998-99, Revised July 15, 1998, Papers of President Gordon Haaland, RG 2.0.13, Box 12, GCA.

⁷³ David Barbour and Mel Overmoyer to Facilities planning Review Committee Members; Gettysburg College, Facilities Planning Review Committee Meeting, September 15, 1995, Papers of President Gordon Haaland, RG 2.0.13, Box 19, GCA; David LeVan, phone interview with Lillian Shea, April 27, 2019; Paine Webber Incorporated, \$45,030,000 Gettysburg Municipal Authority (Adams County, Pennsylvania) Gettysburg College Revenue Bonds, May 15, 1998, Papers of President Gordon Haaland, RG 2.0.13, Box 4, GCA.

⁷⁴ David Helpern (Helpern Architects) to Jennie Mingoelli, FAIA and Standard for of Agreement Between Owner and Architect (1988 edition), Papers of President Gordon Haaland, RG 2.0.13, Box 15, GCA.

⁷⁵ Paine Webber Incorporated, \$45,030,000 Gettysburg Municipal Authority (Adams County, Pennsylvania) Gettysburg College Revenue Bonds, May 15, 1998, Papers of President Gordon Haaland, RG 2.0.13, Box 4, GCA.; Commission on the Future, *Final Report of the Commission on the Future* (Gettysburg, PA: Gettysburg College, 1998), Papers of President Gordon Haaland, RG 2.0.13, Box 30, GCA.

⁷⁶ Commission on the Future, *Final Report of the Commission on the Future* (Gettysburg, PA: Gettysburg College, 1998), Papers of President Gordon Haaland, RG 2.0.13, Box 30, GCA.

⁷⁷ Ibid.

buildings.⁷⁸ To maintain the prestige of the College and dispel worries about the quality of education, major academic facilities were improved or expanded.⁷⁹ To keep the students entertained and relieve tension with the townspeople, social buildings were renovated or created to bring social life farther into the campus.⁸⁰ Finally, with the construction of a multipurpose center for arts and culture, the projects of the LRCP expressed Haaland's love for the arts and desire to improve the community at large.⁸¹

To actualize these plans, multiple sources of funds were utilized. Once the Commission on the Future's plans were incorporated into the LRCP, its budget was set for \$130 million.⁸² It was augmented by the 1998 and 1998B Projects that totaled nearly \$34 million and specifically funded the construction of new residence halls, the construction of a new science building complex, "the acquisition and construction of a new recreation and social center... [and the] acquisition/construction of a performing arts center."⁸³

With budgets set, the process of financing was put forward. In 1998, Jennie Mingoelli, the Vice President for Business and Finance, listed the Plant Fund, refinanced debt, and gifts as the primary sources of viable funding options for Facilities Management and the LRCP.⁸⁴ The College took out bonds to cover construction expenses when donations were sparse.⁸⁵ In 2001,

⁷⁸ Commission on the Future, *Final Report of the Commission on the Future* (Gettysburg, PA: Gettysburg College, 1998), Papers of President Gordon Haaland, RG 2.0.13, Box 30, GCA.

⁷⁹ Ibid.; David LeVan, phone interview with Lillian Shea, April 27, 2019.

⁸⁰ Commission on the Future, *Final Report of the Commission on the Future* (Gettysburg, PA: Gettysburg College, 1998), Papers of President Gordon Haaland, RG 2.0.13, Box 30, GCA.

⁸¹ Ibid.

⁸² Paine Webber Incorporated, \$45,030,000 Gettysburg Municipal Authority (Adams County, Pennsylvania) Gettysburg College Revenue Bonds, May 15, 1998, Papers of President Gordon Haaland, RG 2.0.13, Box 4, GCA.

⁸³ Paine Webber Incorporated, \$45,030,000 Gettysburg Municipal Authority (Adams County, Pennsylvania) Gettysburg College Revenue Bonds, December 18, 1998, Papers of President Gordon Haaland, RG 2.0.13, Box 4, GCA.

⁸⁴ Jennie L Mingoelli, *Finance and Administration: Annual Report, May 31, 1998* (Gettysburg, PA: Gettysburg College, 1998), Papers of President Gordon Haaland, RG 2.0.13, Box 13, GCA.

⁸⁵ \$10 Million Bond #2, 1998, Papers of President Gordon Haaland, RG 2.0.13, Box 4, GCA; \$10 Million Bond #1, 1998, Papers of President Gordon Haaland, RG 2.0.13, Box 4, GCA.

Haaland started the \$100 million “Unfinished Work Campaign.” By 2004, the campaign raised \$93.9 million of the intended \$100 million goal, demonstrating the unreliability of fundraising and the need to diversify sources of funding.⁸⁶

To avoid the monetary mismanagement of the Camalier scandal, a capital program was established in partnership with the Facilities Resource Management Co. (FRM) to effectively monitor spending.⁸⁷ Their role was to provide “institutional perspective” to regulate the often expensive artistic and technical focus of designers and builders.⁸⁸ With funding organized and a clear plan of action established, construction began.

a. Residential Housing: Dormitories, Motels, and Suites

Haaland prioritized the growth of the College enrollment with great success.⁸⁹ In 1988, enrollment of students living on campus was 1,258.⁹⁰ By May of 1996, the average on-campus enrollment was 1,988 and in 2002, it jumped to 2,475 with Gettysburg “scrambling to find housing.”⁹¹ The College needed to maximize its existing space and buy or build what it lacked.

The Helpern Architects and Task Forces revealed that the on-campus housing was insufficient. Robert Fredrickson of the English Department explained, “The residence halls are undesirable places to live. The First year students, in particular, treat the buildings the way the buildings treat them.”⁹² Representatives from social organizations identified the problem more

⁸⁶ The grand campaign tally was about \$114 million. Campaign Executive Committee, April 16, 2004, Papers of President Gordon Haaland, RG 2.0.13, Box 4, GCA.

⁸⁷ Proposal for Capital Program management Services, Revised July 15, 1998, Papers of President Gordon Haaland, RG 2.0.13, Box 12, GCA.

⁸⁸ Proposal for Capital Program management Services, July 24, 1996, Papers of President Gordon Haaland, RG 2.0.13, Box 5, GCA.

⁸⁹ Panel Discussion, Julie Ramsey, Baird Tipson, Dan DeNicola, Mike Malewicki, April 12, 2019.

⁹⁰ Gettysburg College: A Plan for Improving Campus Housing 1988, Papers of President Gordon Haaland, RG 2.0.13, Box 7, GCA.

⁹¹ Enrollment Trends, Papers of President Gordon Haaland, RG 2.0.13, Box 11, GCA; Newsletter No. 12 Sept 2002, Hazel Alley Residents Association, Hazel Alley Association, Papers of President Gordon Haaland, RG 2.0.13, Box 16, GCA.

⁹² Helpern Architects, Minutes from Meeting with English, Theater Art Departments and Writing Center, April 11, 1995, Papers of President Gordon Haaland, RG 2.0.13, Box 16, GCA.

closely, saying, “Among the most unsuccessful residence halls... are Rice, Paul and Stine.”⁹³

The architects also found technical issues ranging from the small rooms and sparse common space to a lack of laundry machines.⁹⁴

The College addressed the problem posed by these three buildings in 1997 and by 1998, the Rice-Paul-Stine renovations were finished.⁹⁵ Other halls were renovated as well. Paxton Hall was updated in 1998, which was supported by the sizable donation from Mr. and Mrs. Kermit O. Paxton.⁹⁶ Huber Hall underwent renovations in 2000 with \$3 million from the Long Range Campus Plan budget.⁹⁷ Fraternity houses were systematically renovated first starting in 1993 and continuing through Haaland’s presidency.⁹⁸ According to Julie Ramsey, Vice President for College Life and Dean of Students, “Residence halls are almost always funded by debt.”⁹⁹ In such cases, the revenue from housing was used to pay back the floating bonds.¹⁰⁰ The Plant Fund still contributed to projects like this, too.

Aside from the renovations of existing buildings, the College purchased or leased properties along its periphery. Among the many purchases were 225 North Washington in 1998 and Lahm Hall, formerly the Criterion Motel in 2002, Colonial Motel in 2002, and Smyser Hall

⁹³ Helpern Architects, Minutes from Meeting with Residence Life, Summer Conferences, Facilities Services, Greek Organizations, April 26, 1995, Papers of President Gordon Haaland, RG 2.0.13, Box 16, GCA.

⁹⁴ Residence Life Philosophy/goals: Space Planning Study, Aug. 21, 1995, Papers of President Gordon Haaland, RG 2.0.13, Box 5, GCA.

⁹⁵ Gettysburg Facilities Needs Assessment: Preliminary Findings, Sept. 7, 1995, Papers of President Gordon Haaland, RG 2.0.13, Box 5, GCA; Jennie L Mingoelli, *Finance and Administration: Annual Report*, May 31, 1998, Papers of President Gordon Haaland, RG 2.0.13, Box 13, GCA.

⁹⁶ Comparative Fund Year Activity, March 31, 1998, Papers of President Gordon Haaland, RG 2.0.13, Box 14, GCA.

⁹⁷ Gettysburg Facilities Needs Assessment: Preliminary Findings, Sept. 7, 1995, Papers of President Gordon Haaland, RG 2.0.13, Box 5, GCA; Gettysburg College Long Range Campus Plan Re-Examined, Senior Administrator’s Retreat, Oct. 5-7, 2001, Papers of President Gordon Haaland, RG 2.0.13, Box 19, GCA; Gettysburg College: Long Range Campus Plan: Capital Program Status Summary, Oct. 1, 1999, Papers of President Gordon Haaland, RG 2.0.13, Box 19, GCA.

⁹⁸ Diane C. Bohn, “ATO unveils renovated quarters,” *The Gettysburgian*, September 2, 1993.

⁹⁹ Julie Ramsey, email message to Hannah Labovitz and Lillian Shea, April 25, 2019.

¹⁰⁰ *Ibid.*

in 2003.¹⁰¹ The College also bought Appleford in 1999, which had been a Bed ‘n’ Breakfast.¹⁰² According to Appleford resident, Dave Wiseman, class of 2002, “It still felt a lot like a [B&B], so that was really a great experience.”¹⁰³ In 2001, the College renewed its lease of the 129/131 property on North Washington Street for five more years with a \$38,500 annual rent.¹⁰⁴

However, the College could not continue expanding outward unchecked. It existed in the broader Gettysburg community. It had to consider concerns of locals through the Hazel Alley Residents Association. The Association’s primary focus was to ensure a “Family Environment in our Gettysburg Neighborhoods.”¹⁰⁵ Such desires conflicted with the tendency of college students to create noisy, often drunken disruptions to the embarrassment of the College and the chagrin of the community.¹⁰⁶ As a result, ordinances were enacted to ensure a separation between the family environment and the college environment.¹⁰⁷ One student living in the Majestic Theater in 1995 noted, “There was always a little tension. [Gettysburg residents] were townies and we were spoiled rich kids...It was a love hate relationship.”¹⁰⁸ A balance was needed and the College attempted to relocate its center towards the western boundary of campus.

¹⁰¹ “Housing Details,” Residential and First-Year Living Programs, Gettysburg College Website, accessed April 30, 2019; Jennie L Mingoelli, *Finance and Administration: Annual Report: May 31, 1998*, Papers of President Gordon Haaland, RG 2.0.13, Box 13, GCA; Hazel Alley Residents Association, Newsletter No. 12, Sept, 2002, Papers of President Gordon Haaland, RG 2.0.13, Box 16, GCA.

¹⁰² Gettysburg College Finance and Admissions to David Sites of Sites Realty Inc., July 15, 1999, Papers of President Gordon Haaland, RG 2.0.13, Papers of President Gordon Haaland, RG 2.0.13, Box 17, GCA.

¹⁰³ Dave Wiseman, email message to Hannah Labovitz and Lillian Shea, April 22, 2019.

¹⁰⁴ Peter North to R. Scott Hartman, President of North Washington St. Investors, Inc., Nov. 22, 2000, Papers of President Gordon Haaland, RG 2.0.13, Box 25, GCA.

¹⁰⁵ Hazel Alley Residents Association, Newsletter No. 9, July, 2000, Papers of President Gordon Haaland, RG 2.0.13, Box 16, GCA.

¹⁰⁶ Hazel Alley Residents Association Newsletter No. 11, April 2002, Hazel Alley Association, Papers of President Gordon Haaland, RG 2.0.13, Box 16, GCA.

¹⁰⁷ Hazel Alley Residents Association Newsletter No. 13, August 2003, Hazel Alley Association, Papers of President Gordon Haaland, RG 2.0.13, Box 16, GCA.

¹⁰⁸ Robert Gillis '97, email message to Hannah Labovitz and Lillian Shea, April 30, 2019.

As a result, four residential halls were planned to be built near Quarry Pond.¹⁰⁹ The project budget was \$17 million.¹¹⁰ Rob Kinsley was commissioned as architect and, according to Ramsey, little effort was made to raise money with most of the funds arising from bonds.¹¹¹ In addition, Jim Corkran, a trustee, donated money, resulting in his name being placed on one of the buildings.¹¹² The other three were named West, Haaland, after he retired, and Hazlett, for Adam Hazlett, a 1910 graduate of the school.¹¹³ The Quarry Suites Residential Complex opened in 2000 with over 200 beds now available.¹¹⁴

According to the administration, the Quarry Suites were successful among the students, becoming “the most popular student housing choice... (and) the first to go in the student housing choice selection.”¹¹⁵ One student from the class of 1998 recalled, “By the time I left, there was more of a transition of focus over toward the Quarry area.”¹¹⁶

b. Academic Excellence: Science Center, Breidenbaugh, and Library Renovations

To encourage more applications and accommodate the rise in attendees, academic buildings were also developed. First on Haaland’s list was a Science Center. Many faculty members also wanted to unite the science departments to “promote cross-disciplinary work,” in the words of Ramsey.¹¹⁷ Ralph Sorenson and William Parker, from the Biology and Chemistry

¹⁰⁹ Gettysburg College Long Range Campus Plan Re-Examined, Senior Administrator’s Retreat, Oct. 5-7, 2001, Papers of President Gordon Haaland, RG 2.0.13, Box 19, GCA.

¹¹⁰ Gettysburg College: Long Range Campus Plan: Capital Program Status Summary, Oct. 1, 1999, Papers of President Gordon Haaland, RG 2.0.13, Box 19, GCA.

¹¹¹ James Biesecker, email message to Hannah Labovitz and Lillian Shea, April 19, 2019; Julie Ramsey, email message to Hannah Labovitz and Lillian Shea, April 25, 2019

¹¹² Ibid.

¹¹³ Ibid.; “Housing Details,” Residential and First-Year Living Programs. Gettysburg College Website. Accessed April 30, 2019.

¹¹⁴ Hazel Alley Residents Association, Newsletter No. 12, Sept. 2002, Papers of President Gordon Haaland, RG 2.0.13, Box 16, GCA.

¹¹⁵ Hazel Alley Residents Association, Newsletter No. 10, April 2001, Papers of President Gordon Haaland, RG 2.0.13, Box 16, GCA.

¹¹⁶ Paul Hutchinson, email message to Hannah Labovitz and Lillian Shea, April 23, 2019.

¹¹⁷ Julie Ramsey, email message to Hannah Labovitz and Lillian Shea, April 25, 2019.

Departments respectively, stressed that “the need to bring Chemistry and Biology together is the number one concern of these departments.”¹¹⁸

Since the start of planning for the Center, Haaland had been applying for a grant from the F. W. Olin Foundation Inc., which often funded science related projects for small liberal arts schools around America. Unfortunately, in December of 1996, the Olin Foundation rejected Gettysburg’s proposal and suspended grant acceptances for Pennsylvania colleges for 1997.¹¹⁹ Without the grant, the College sought funding through the Unfinished Work campaign.¹²⁰ The new building was going to cost \$22 million, and the McCreary and Masters renovation plans were set for a preliminary budget of \$6.5 million.¹²¹ Various donors contributed including \$1 million from Michael Kelly, a Trustee and alumnus, for the greenhouse and \$1 million from the Kresge Grant provided the College raise \$10 million.¹²²

Construction started in 2000.¹²³ The College chose a Philadelphia-based architecture company called Ballinger.¹²⁴ The Science Center Committee agreed that the Center should fit into the context of McCreary and Masters, choosing brick, slate roofs, metal penthouse walls, and a glass tower.¹²⁵ During construction, Dan DeNicola, second Provost under Haaland,

¹¹⁸ Helpern Architects, Minutes from Meeting with Biology, Chemistry and Environmental Studies Departments, April 12, 1995, Papers of President Gordon Haaland, RG 2.0.13, Box 16, GCA.

¹¹⁹ Lawrence W. Milas, president of F. W. Olin Foundation Inc., to Dr. Gordon A. Haaland, Dec. 26, 1996, Papers of President Gordon Haaland, RG 2.0.13, Box 22, GCA.

¹²⁰ Julie Ramsey, email message to Hannah Labovitz and Lillian Shea, April 25, 2019; Dan DeNicola, email message to Hannah Labovitz and Lillian Shea, April 25, 2019.

¹²¹ Gettysburg College: Long Range Campus Plan: Capital Program Status Summary, Oct. 1 1999, Papers of President Gordon Haaland, RG 2.0.13, Box 19, GCA.

¹²² Adrienne Lampe, “Science Center earns million dollar boost: Gettysburg raised \$10 million to meet the Kresge Challenge,” *The Gettysburgian*, April 10, 2003; Dan DeNicola, email message to Hannah Labovitz and Lillian Shea, April 25, 2019.

¹²³ Gettysburg College: Long Range Campus Plan: Capital Program Status Summary, Oct. 1 1999, Papers of President Gordon Haaland, RG 2.0.13, Box 19, GCA.

¹²⁴ Ellenzweig Associates, Inc., New Science Building and McCreary Hall Renovations: Gettysburg College, May 22, 1996, Papers of President Gordon Haaland, RG 2.0.13, Box 26, GCA.; Ballinger, Gettysburg College: Science Initiative, February 3, 2000, The Science Papers, MS – 174, Box 2, GCA.

¹²⁵ Michael Lauber, AIA, senior Associate, Ellenzweig Associates, Inc. to Mel Overmoyer, VP of Capital Program Management Facilities Resource Management Co. July 26, 1996, Papers of President Gordon Haaland, RG 2.0.13, Box 26, GCA.

appointed Rhonda Good to connect the needs of the faculty with the architect and contractor.¹²⁶ Her motivating philosophy was to create a building that was “flexible for the long-term.”¹²⁷ Good’s role was “very unusual,” according to DeNicola, but she was so successful, she performed the same service for the Breidenbaugh renovations.¹²⁸ Once the Science Center was built, Masters Hall renovations began again, but were not completed under Haaland.¹²⁹

The college also renovated Breidenbaugh Hall.¹³⁰ Before construction, the building housed the Chemistry Department.¹³¹ Initially, the president and administration considered turning Breidenbaugh into a residence hall to complete the “Residence hall corridor” of West and East Quad.¹³² However, the need for classroom space outweighed the residential and by its completion in 2003, it held the English and Asian Studies Departments and the language lab facility.¹³³ Ultimately, the college budgeted approximately \$4.2 million, \$3.4 million of which came from a \$10 million bond for the renovation, which was completed by MM Architects Inc.¹³⁴ One student from the class of 2004 claimed, “I think the renovation of Briedenbaugh was a great improvement to campus. While I didn’t really use it as a student at the time, I think having Joseph Theater added was a great addition to campus offerings.”¹³⁵

¹²⁶ Dan DeNicola, email message to Hannah Labovitz and Lillian Shea, April 25, 2019.

¹²⁷ Dan DeNicola, email message to Hannah Labovitz and Lillian Shea, April 25, 2019.

¹²⁸ Ibid.

¹²⁹ Ibid.

¹³⁰ Gettysburg College Long Range Campus Plan Re-Examined, Senior Administrator’s Retreat, Oct. 5-7, 2001, Papers of President Gordon Haaland, RG 2.0.13, Box 19, GCA.

¹³¹ Panel Discussion, Julie Ramsey, Baird Tipson, Dan DeNicola, Mike Malewicki, April 12, 2019.

¹³² Julie Ramsey, email message to Hannah Labovitz and Lillian Shea, April 25, 2019.

¹³³ Panel Discussion, Julie Ramsey, Baird Tipson, Dan DeNicola, Mike Malewicki, April 12, 2019; Helpern Architects to Dennis Aebersold, Gettysburg College Space Planning Study Memo, Sept. 28, 1995, Papers of President Gordon Haaland, RG 2.0.13, Box 5, GCA.

¹³⁴ \$10 Million Bond, Bond Issue 2002, Papers of President Gordon Haaland, RG 2.0.13, Box 4, GCA; MM architects Inc., Gettysburg College: Breidenbaugh Hall Lecture Hall & Exterior Alterations: Opinion of Probable Cost, Jan. 28, 2003, Papers of President Gordon Haaland, RG 2.0.13, Box 4, GCA; ; Sara Gustar, “Breidenbaugh Hall to Open for Classes of 2003,” *The Gettysburgian*, April 10, 2003.

¹³⁵ Megan Smith, email message to Hannah Labovitz and Lillian Shea, April 18, 2019.

Most departments resisted a move to Breidenbaugh, perhaps owing to rumors of “possible toxic residue from the sciences,” recalled Dr. Robert Bohrer, Associate Provost and Dean of Public Policy Programs.¹³⁶ Suzanne Flynn, Haaland’s Executive Assistant from 1997 to 2000, reasoned that the English Department worried about space.¹³⁷ The decision was made for the fourth floor to be converted into office space, making both the third and fourth floors available to the department, to the delight of the English faculty.¹³⁸

In 1999, a Library Master Plan was completed with the primary focus on creating a “Modern Library.”¹³⁹ The goal of the renovations was to create a sense of place with a “blending of electronic and print, technology and history,” a physical and virtual collection, and a “focus on Special Collections as a potential catalyst for gifts, donations and fundraising.”¹⁴⁰ The survey in 1995 explained that “the library is not large enough to support the students, staff and collection in the future. Due to the unique architectural (sculptural) quality of the building, it is not an easy facility to add on to.”¹⁴¹ Thus, the College had to re-organize internally by moving parts of the collection to other buildings.¹⁴² Renovations occurred over the summer months spanning from 1999 to 2004 to avoid interrupting student work.¹⁴³ The estimated budget in 1999 was

¹³⁶ Dan DeNicola, email message to Hannah Labovitz and Lillian Shea, April 25, 2019; Robert Bohrer, email message to Hannah Labovitz and Lillian Shea, April 24, 2019.

¹³⁷ Suzanne Flynn, interview with Lillian Shea, Gettysburg, April 29, 2019.

¹³⁸ *Ibid.*

¹³⁹ Musselman Library Master Plan Meeting Agenda, Oct. 1, 1999, Papers of President Gordon Haaland, RG 2.0.13, Box 19, GCA.

¹⁴⁰ *Ibid.*

¹⁴¹ Helpern Architects, Gettysburg College Space Planning Study, Sep 2, 1995, 1995, Papers of President Gordon Haaland, RG 2.0.13, Box 5, GCA.

¹⁴² Karen Boyd, Helpern Architects, to Jennie Mingolelli, Oct 24, 1995, Papers of President Gordon Haaland, RG 2.0.13, Box 5, GCA; Musselman Library Master Plan Meeting Agenda (Oct 1, 1999), Library Master Plan, Papers of President Gordon Haaland, RG 2.0.13, Box 19, GCA; Musselman Library Master, Proposed Phasing Plan, Oct. 1, 1999, Papers of President Gordon Haaland, RG 2.0.13, Box 19, GCA.

¹⁴³ Musselman Library Master, Proposed Phasing Plan, Oct. 1, 1999, Papers of President Gordon Haaland, RG 2.0.13, Box 19, GCA.

\$7,880,700.¹⁴⁴ Prominent donors to this renovation include the Josiah W. and Bessie H. Kline Foundation, a testamentary trust established for its trustee namesakes.¹⁴⁵

The attempts to create a comfortable environment were successful with one student from the class of 2004 asserting, “Musselman Library was my second home.”¹⁴⁶ The varied purpose of different levels was also appreciated with the same student saying, “It provided quiet when I needed quiet, social floors when I wanted to connect with friends, the resources I needed to complete my research, the dvds when I needed entertainment, and the amazing hot chocolate when I needed that late night pick-me-up!”¹⁴⁷ Another student, who graduated in 2002, explained that the renovators “did a great job with the library” and that the construction was done “in a way that is felt it belonged.”¹⁴⁸

c. “Dynamic Student Life”: CUB Renovation and Attic Construction

As part of the LRCP, Ramsey sought to move the social center of the college farther west, away from the residential areas of the town.¹⁴⁹ One solution was the renovation of Dive located in the College Union Building.¹⁵⁰ The concept for the renovation was to create a versatile space that combined a “living/family room concept” with “high quality programming space” to encourage interaction “amongst and between students, faculty, staff and administration.”¹⁵¹ The College planned for a budget of \$200,000 for the Dive and employed the David Lynch Associates Architects.¹⁵² The Dive, now named the Junction, opened in 1996.

¹⁴⁴ Ibid.

¹⁴⁵ “Distinguished Benefactor of Gettysburg College,” *The Gettysburgian*, March 22, 2001.

¹⁴⁶ Meggan Smith, email message to Hannah Labovitz and Lillian Shea, April 18, 2019.

¹⁴⁷ Ibid.

¹⁴⁸ David Wiseman, email message to Hannah Labovitz and Lillian Shea, April 22, 2019.

¹⁴⁹ Hazel Alley Residents Association, Newsletter No. 10, April 2001, Papers of President Gordon Haaland, RG 2.0.13, Box 16, GCA.

¹⁵⁰ Dive Renovation Proposal, April 8, 1996, Papers of President Gordon Haaland, RG 2.0.13, Box 10, GCA.

¹⁵¹ Ibid.

¹⁵² David Lynch Associates Architects to Jennie Mingoelli, Request for Proposal: Dive, Washington Apartments, Glatfelter Lodge, Feb. 21 1996, Papers of President Gordon Haaland, RG 2.0.13, Box 10, GCA.

Another opportunity to relocate social events deeper into the campus existed in the West Building, which the Helpern Architects identified as an underutilized space.¹⁵³ It was built in 1960 as a wire factory and last renovated in 1991.¹⁵⁴ In March of 2001, its top floor was renovated and opened as a “nightclub-type” space.¹⁵⁵ The funds for the renovation were not actively sought, but rather the product of bonds.¹⁵⁶ According to the administration, it “was enthusiastically received by students” with its bandstand, snack bar, and lounge.¹⁵⁷ Unfortunately, students rarely visited with one from the class of 2000 stating, “I only went to the Attic once or twice after its completion and I think both times were for events I had to attend, not because I wanted to hang out there.”¹⁵⁸

d. A Community and the Arts: Renovation of the Majestic Theater

Next on the list for the LRCP was a performing arts center. Many of Haaland’s colleagues attested to his love of the arts and the importance of providing a first rate performing space for the students.¹⁵⁹ In 1995, the College used the Majestic Theater for student housing. Some complained about the lack of a large common space and its distance from the heart of campus.¹⁶⁰ Others, including Robert Gillis class of 1997, claimed, “The furniture was very nice as it was hotel furniture... [There were] No cinderblock walls... [It] Had an elevator. Also [it]

¹⁵³ Helpern Architects, Minutes from Meeting with Lex McMillian, April 16, 1995, Papers of President Gordon Haaland, RG 2.0.13, Box 16, GCA.

¹⁵⁴ Gettysburg Facilities Needs Assessment: Preliminary Findings, Sept. 7, 1995, Papers of President Gordon Haaland, RG 2.0.13, Box 5, GCA; Hazel Alley Residents Association, Newsletter No. 10, April, 2001, Papers of President Gordon Haaland, RG 2.0.13, Box 16, GCA.

¹⁵⁵ Hazel Alley Residents Association, Newsletter No. 10, April 2001, Papers of President Gordon Haaland, RG 2.0.13, Box 16, GCA.

¹⁵⁶ Julie Ramsey, email message to Hannah Labovitz and Lillian Shea, April 25, 2019.

¹⁵⁷ Hazel Alley Residents Association, Newsletter No. 10, April 2001, Papers of President Gordon Haaland, RG 2.0.13, Box 16, GCA.

¹⁵⁸ Laura Covington, email message to Hannah Labovitz and Lillian Shea, April 18, 2019.

¹⁵⁹ Panel Discussion, Julie Ramsey, Baird Tipson, Dan DeNicola, Mike Malewicki, April 12, 2019.

¹⁶⁰ Residence Life Philosophy/goals: Space Planning study, Aug 21, 1995, Papers of President Gordon Haaland, RG 2.0.13, Box 5, GCA.

was in town which was nice.”¹⁶¹ Dean Ramsey explained that this housing was an investment which provided revenue to fund the Majestic renovation.¹⁶²

Once the Commission on the Future chose the Majestic Theater in downtown Gettysburg for the LRCP, Jeffrey Gabel, Founding Executive Director of the Majestic Theater, explained that the expansion of the Majestic was “envisioned by President Haaland, and Board Chairman David LeVan as a college-community partnership.”¹⁶³ According to LeVan, there was a lot of skepticism on the part of the community, which wondered how much the community would benefit from the project.¹⁶⁴ Gabel reasoned that it was the town’s only movie theater and Flynn explained that there was a fear that the College would make the Theater too expensive for the townspeople.¹⁶⁵ To break down this divide, almost every planning and task committee had at least one community member in it.¹⁶⁶ A committee was created to explain the uses of the Theater and change people’s opinions.¹⁶⁷ In response, the community ended up donating extensively to the project.¹⁶⁸ At a total budget of \$16.5 million and receiving \$8.5 million in economic redevelopment grants for the Commonwealth of Pennsylvania, \$4 million was raised from over 400 community donors in less than two years.¹⁶⁹ LeVan himself was a lead donor and gave \$1 million to the project.¹⁷⁰

¹⁶¹ Robert Gillis, email message to Hannah Labovitz and Lillian Shea, April 30, 2019.

¹⁶² Julie Ramsey, email message to Hannah Labovitz and Lillian Shea, April 25, 2019.

¹⁶³ Jeffrey Gabel, email message to Hannah Labovitz and Lillian Shea, April 29, 2019.

¹⁶⁴ David Levan, phone interview with Lillian Shea, Gettysburg, April 27, 2019.

¹⁶⁵ Jeffrey Gabel, email message to Hannah Labovitz and Lillian Shea, April 29, 2019; Suzanne Flynn, interview with Lillian Shea, April 29, 2019.

¹⁶⁶ Suzanne Flynn, interview with Lillian Shea, Gettysburg, April 29, 2019.

¹⁶⁷ David Levan, phone interview with Lillian Shea, April 27, 2019.

¹⁶⁸ Ibid.

¹⁶⁹ Jeffrey Gabel, email message to Hannah Labovitz and Lillian Shea, April 29, 2019; Suzanne Flynn, interview with Lillian Shea, Gettysburg, April 29, 2019.

¹⁷⁰ Suzanne Flynn, interview with Lillian Shea, Gettysburg, April 29, 2019.

The renovation was focused, not only on creating a theater space, but also restoring the historic quality of the building, erected in 1925.¹⁷¹ Committees working on the project traveled to historic theaters around America for inspiration.¹⁷² Subsequently, two architects were hired: the main architect, Mary Denadai, of John Milner Architects, who specialized in preservation and renovation and working for John Milner Architects and Killis Almond, who was a theater architect from the Texas-based company Killis Almond and Associates.¹⁷³

The Majestic provided rehearsal space and a professional stage for student musicians.¹⁷⁴ However, day-to-day usage of the Theater by students was scant. LeVan believed it strengthened the partnership between the College and community, the community probably benefited as much from the construction as the college.¹⁷⁵

e. The Great Outdoors: Prominent Gifts, Athletics, and Landscaping

The exterior environment of the College was altered under Haaland, too. For example, in 1998, Carol and Gordon Haaland gifted a *Benefactors Wall* next to the Glatfelter Lodge.¹⁷⁶ It was dedicated in October of 1999 with the names on it for those who had contributed \$1 million or more to the College.¹⁷⁷ LeVan explained that the purpose of the gift was to “help educate [Gettysburg’s] students and faculty about the important role that philanthropy plays in their lives each and every day,” a sentiment the president also shared.¹⁷⁸

¹⁷¹ Jeffrey Gabel, email message to Hannah Labovitz and Lillian Shea, April 29, 2019.

¹⁷² Suzanne Flynn, interview with Lillian Shea, Gettysburg, April 29, 2019.

¹⁷³ Ibid.

¹⁷⁴ Suzanne Flynn, interview with Lillian Shea, Gettysburg, April 29, 2019.

¹⁷⁵ David LeVan, phone interview with Lillian Shea, April 27, 2019.

¹⁷⁶ GCPR, “Benefactors Wall nears completion,” *The Gettysburgian*, September 1, 1999; Comparative Fund Year Activity, Jan. 31, 1999, Papers of President Gordon Haaland, RG 2.0.13, Box 14, GCA.

¹⁷⁷ GCPR, “Benefactors Wall nears completion,” *The Gettysburgian*, September 1, 1999; GCPR, “Benefactor’s Wall dedicated to notable donors,” *The Gettysburgian*, October 21, 1999.

¹⁷⁸ GCPR, “Benefactors Wall nears completion,” *The Gettysburgian*, September 1, 1999.

To create a well-rounded and dynamic college experience for students, the Committee on the Future planned for a new all-weather field. Funding for the softball field and Musselman Stadium's Shirk Field improvements were acquired over years. In 1998, the College took out a \$500,000 bond for the Musselman Stadium's Turf Field.¹⁷⁹ The next year, \$3 million was set aside for all-weather turf.¹⁸⁰ A \$1,700,000 bond was taken out in 2002 to fund the "Athletic Fields/Athletic Facilities," most likely funding the softball field's construction.¹⁸¹ Eventually, the new softball field was constructed in 2002 and the new turf field in Musselman Stadium was dedicated in 2003.¹⁸²

Both the community and the College viewed landscaping as an important means to increasing value of a property, and its upkeep was taken into consideration in the Long Range Campus Plan.¹⁸³ In 1997, the College put together a Landscape Master Plan with the help of Carol R. Johnson Associates Inc., a company of Landscape Architects Environmental Planners.¹⁸⁴ Primary focuses included better signage for the entrances into the College, increasing the number of plantings, and improving the general landscaping for each zone of the campus.¹⁸⁵ Ultimately, the plantings were budgeted at \$2,284,000, and the total for the

¹⁷⁹ \$10 Million Bond #2, 1998, Papers of President Gordon Haaland, RG 2.0.13, Box 4, GCA.

¹⁸⁰ Gettysburg College: Long Range Campus Plan: Capital Program Status Summary, October 1, 1999, Long Range Campus Plan, 1995-2005, Papers of President Gordon Haaland, RG 2.0.13, Box 19, GCA.

¹⁸¹ \$10 Million Bond, Bond Issue 2002, Papers of President Gordon Haaland, RG 2.0.13, Box 4, GCA.

¹⁸² "College mourns the loss of President Emeritus Gordon Haaland," News, Gettysburg College Website, accessed April 30, 2019.

¹⁸³ Hazel Alley Residents Association, Newsletter No. 14, August, 2004, Papers of President Gordon Haaland, RG 2.0.13, Box 16, GCA; Strategic Action Plan Final, December 1998, part of email correspondence with Suzanne Flynn, April 29, 2019.

¹⁸⁴ Carol R. Johnson Associates Inc., Landscape Master Plan Report: Cost Estimate, June 1997, Papers of President Gordon Haaland, RG 2.0.13, Box 18, GCA.

¹⁸⁵ Carol R. Johnson Associates Inc. and A. William Graham, Jr., Landscape Master Plan Report, June 1997, Papers of President Gordon Haaland, RG 2.0.13, Box 18, GCA; Carol R. Johnson Associates Inc., Landscape Master Plan Report: Cost Estimate, June 1997, Papers of President Gordon Haaland, RG 2.0.13, Box 18, GCA.

improvements of all the College zones was \$16,132,000, with additional funding stored away for a separate endowment to take care of upkeep.¹⁸⁶

IV. Conclusion

In 1988, total enrollment was 1,897.¹⁸⁷ By the end of Haaland's presidency in 2004, it was 2,500 students.¹⁸⁸ Haaland dealt with scandals, bought and renovated numerous properties, and built massive structures. Despite the constant renovations, students often paid little attention to the projects as was apparent with both Amy Lucadamo, class of 2000, and Meggan Smith, class of 2004, expressing nearly identical sentiments over students being unaware of construction, renovation, and purchasing.¹⁸⁹ Additionally, many of the attempts to keep students in the western area of campus were ineffective. The Hazel Alley Association was still unsatisfied, desiring that fewer students live off campus. In 2004, the Association suggested that "Students Need to Respect the Town."¹⁹⁰ By the end of his presidency, Haaland had no immediate plans for expanding on-campus construction for student housing, but noted the possibility of adding two more units to Quarry.¹⁹¹

In the words of Flynn, Haaland was a "great delegator," able to find the right people for the right jobs and get work done.¹⁹² Even with the increase in students on campus, the College

¹⁸⁶ Carol R. Johnson Associates Inc., Landscape Master Plan Report: Cost Estimate, June 1997, Papers of President Gordon Haaland, RG 2.0.13, Box 18, GCA.

¹⁸⁷ Gettysburg College: A Plan for Improving Campus Housing 1988, Papers of President Gordon Haaland, RG 2.0.13, Box 7, GCA.

¹⁸⁸ Hazel Alley Residents Association, Newsletter No. 14, August 2004, Papers of President Gordon Haaland, RG 2.0.13, Box 16, GCA.

¹⁸⁹ Amy Lucadamo, interview with Hannah Labovitz, Gettysburg, April 26, 2019; Meggan Smith, email message to Hannah Labovitz and Lillian Shea, April 18, 2019.

¹⁹⁰ Hazel Alley Residents Association, Newsletter No. 14, August 2004, Papers of President Gordon Haaland, RG 2.0.13, Box 16, GCA.

¹⁹¹ Ibid.

¹⁹² David LeVan, phone interview with Lillian Shea, April 27, 2019; Suzanne Flynn, interview with Lillian Shea, Gettysburg, April 29, 2019; Panel Discussion, Julie Ramsey, Baird Tipson, Dan DeNicola, Mike Malewicki, April 12, 2019.

was the most selective it had ever been at the time he left.¹⁹³ He brought departments together with the creation of the Science Center and renovation of Breidenbaugh. He brought students together at the Junction and Majestic Theater. Even for projects not finished in his time, his endeavors stood as valuable investments in the College and its reputation.

¹⁹³ Hazel Alley Residents Association, Newsletter No. 14, August 2004, Papers of President Gordon Haaland, RG 2.0.13, Box 16, GCA.

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