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Strategic Directions for Gettysburg College Update & Upcoming Major Facilities Projects, March 2011

President's Office
Gettysburg College

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Abstract
The four central themes of Strategic Directions—Engagement, Distinction, Access and Connection—remain the best guideposts to lead us towards our goals and aspirations for Gettysburg College. However, the current context does require us to sharpen our focus, prioritize further, and better capitalize on opportunities and synergies. [excerpt]

Keywords
Gettysburg College, education, educational strategies, higher education, liberal arts college, college mission

Disciplines
Curriculum and Social Inquiry | Disability and Equity in Education | Education | Higher Education | Higher Education Administration | Liberal Studies

Comments
This is an update to Gettysburg College’s strategic directions. It was presented at a town meeting held by the College on March 31, 2011. Additional report updates and the original report on strategic directions are available in The Cupola on the Reports from the Office of the President page.
Strategic Directions Update and Upcoming Major Facilities Projects

Town Hall Meeting
March 31, 2011
Strategic Directions: Current Context

Strategic Directions circa May 2007. Since then:

• Leadership transitions

• Landscape Review: student demographics, competition, reputation and resources

• Volatile economic environment
  o Endowment losses and liquidity concerns
  o Diminished debt capacity; revenue contraction
  o Low growth recovery; affordability and student aid
Strategic Directions: Underlying Tenets Unchanged

• The four central themes of *Strategic Directions* - Engagement, Distinction, Access and Connection - remain the best guideposts to lead us towards our goals and aspirations for Gettysburg College.

• However, the current context does require us to sharpen our focus, prioritize further, and better capitalize on opportunities and synergies.
**Strategic Directions:**

Looking to the Future

- Outreach, informal discussions, and my own reflections point strongly to an opportunity to parlay several of our distinct strengths to truly differentiate Gettysburg College
  - Center for Public Service
  - Public Policy focus - Faculty, new major, EI (?)
  - Campus enthusiasm for language and culture
  - Leadership focus - History, Career Development, GLC
Strategic Directions: Developing Synergies

• Capitalize on Faculty and community expertise
• Enhance cross disciplinary undertakings
• Foster curricular and co-curricular connections
• Engage students
• Provide facilities support
  o Physical space - and a sense of place - to serve as a catalyst for synergies
  o Center for Global Citizenship
Funding Considerations

• Funding major facilities projects is a significant challenge, intensified by the economic downturn
• Debt capacity requires several years to recover
• Annual capital budget appropriations required for deferred maintenance and smaller projects
• Tap cash reserves developed over past 2 years
• Comprehensive fundraising campaign
Future Fundraising Campaign: Preliminary Facility Objectives

- Must be central to *Strategic Directions*
- Must be program driven - donor assistance for “operations” projects unlikely
- Project should be 100% donor funded
- Prospects better for $10M to $15M projects
Upcoming Major Facilities Projects
($9.4M funded by prior surplus and future appropriations)

Multi Year Projects within three related groups

- Plank Gym: Preparations for Global Citizenship Center
- McCreary Hall mechanical systems replacement
- Theta Chi Renovation

Other significant projects

- Schmucker Hall
- Musselman Library
- Residence Halls
Plank Gym: Preparations for Global Citizenship Center

• Relocate offices and functions from Plank Gym in preparation for a donor-funded renovation
• Repurpose Plank Gym as a cross-disciplinary academic Center for Global Citizenship
• Relocations over next three academic years, renovation to follow as resources accumulate
• Components and program for Global Citizenship Center yet to be determined
Consolidate Information Technology units at West Building

- Relocate IT units and infrastructure from Plank and Musselman Library to West Building
- Vacated IT and fitness center space in Plank converted to academic swing space prior to development of Global Citizenship Center
- Vacated IT space in Library renovated for academic use
Plank Gym: Preparations for Global Citizenship Center

Consolidate Facilities Services units at Central Energy Plant (CEP)

- Relocate Facilities services units from West Building to CEP
- New prefabricated structure adjacent to CEP for storage and service bays
- IT to occupy West Building spaces vacated by Facilities Services units
Plank Gym: Preparations for Global Citizenship Center

Consolidate student program and organization offices in College Union Building (CUB)

- Relocate student program offices from Plank to CUB (primarily)
- Select administrative units in CUB relocated to accommodate units vacated from Plank
- Plank basketball court space relocation yet to be determined
McCreary Hall
Mechanical Systems Replacement

- HVAC systems beginning to falter, degrading utility of teaching and research spaces
- Coordinate new systems with renovation of research spaces for new Bio faculty avoids temporary use of standalone HVAC units
- Long lead time for planning and coordination
- Faculty, staff, classes and research activities likely displaced for one semester + summer
Theta Chi Renovation for Administrative Offices

Renovate Theta Chi and add 2nd story to annex

• Initial use - temporary offices for faculty displaced during McCreary project

• Subsequent use - administrative offices
  o Supports re-allocation of admin space in CUB and/or Penn Hall
  o Facilitates relocation of student program units moving from Plank to CUB
## Project Timeline

*(Subject to Change)*

<table>
<thead>
<tr>
<th>Project</th>
<th>Begin Planning</th>
<th>Begin Construction</th>
<th>Complete By</th>
</tr>
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<tbody>
<tr>
<td>Consolidate Facilities Services</td>
<td>In Progress</td>
<td>September 2011</td>
<td>February 2012</td>
</tr>
<tr>
<td>Consolidate IT Units</td>
<td>In Progress</td>
<td>February 2012</td>
<td>June 2012</td>
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<tr>
<td>Renovate Vacated IT Spaces</td>
<td>December 2011</td>
<td>May 2012</td>
<td>August 2012</td>
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<tr>
<td>Theta Chi Renovation</td>
<td>In Progress</td>
<td>September 2011</td>
<td>May 2012</td>
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<tr>
<td>McCreary HVAC Replacement</td>
<td>In Progress</td>
<td>May 2012</td>
<td>January 2013</td>
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<tr>
<td>Relocate Other Plank Programs</td>
<td></td>
<td>June 2013 - May 2014</td>
<td></td>
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<tr>
<td>Re-Allocate Admin Space</td>
<td></td>
<td>June 2013 - May 2014</td>
<td></td>
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</tbody>
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Anticipating Your Questions

• What happened to the Campus Master Plan?
• What about other needs for expanded or improved facilities?
  o Art, Music, other academic programs?
  o Residence halls and student life?
  o Administrative needs?
• Are these the only projects we will undertake over the next three years?