Fairfield University  
General Faculty Meeting  
January 22, 2016  
Minutes of Meeting

These minutes were approved by the General Faculty on February 19, 2016.

No votes using proxies were taken.

Chair Alison Kris called the meeting to order at 3:34 p.m.

1. **Announcements**

   Prof. Qin Zhang, Chair of the Communication Department, offered the following remembrance of Prof. Gisela Gil-Egui:

   Let us have a moment of silence in memory of our beloved colleague and friend, Dr. Gisela Gil-Egui.

   Originally from Venezuela, Gisela joined Fairfield University in 2004 after receiving her Ph.D. from Temple University. She served as an Associate Professor, Director of the Communication graduate program, and Director of Latin American and Caribbean Studies. She was a very active member of the University community, serving on numerous faculty committees, mentoring our undergraduate and graduate students, and conducting service trips abroad with students and fellow colleagues. She was a strong advocate for activism and social justice, and was never afraid to speak the truth.

   Gisela was a passionate professor, close colleague, and dear friend who worked tirelessly to support students and others whenever they needed her. I feel forever grateful to have worked with her as a colleague and have known her and Jose as close friends. She was the most genuine, compassionate, positive, and selfless person I know, and she was never too busy to care and help students and others. She would not simply go the extra mile for students and friends. She has gone many more such miles, and there is no limit to the lengths she would go in helping others.

   When my family first moved to Fairfield in 2005, she and Jose generously invited us to her home for dinner the next day, making us feel so welcome and warm. Gisela has touched the lives of so many of us. She had a natural and special talent connecting with people. She challenged us to be better professors, better people, and a better department. I cannot imagine the Communication Department without Gisela. But I’m certain that she will continue to be there for me and for the Department.

   In addition to her kind heart and contagious smiles, I was always amazed at her quick wit, brilliant sense of humor, and keen intellect. She was so thoughtful and resourceful that she always had solutions to seemingly unresolvable problems. Her brain was like a dictionary of analogies and metaphors, and she would always pop out a perfect yet funny analogy, which would often bring us a good laugh and spice up sometimes difficult conversations.

   Gisela has left us so many wonderful memories. She has enriched our lives and community immeasurably. She leaves a legacy of love, generosity, enthusiasm, authenticity, and service. She was so much loved, respected, and missed.

   Thank you Gisela. The Communication Department is better and stronger because you have been here. We will always remember you, my dear friend. We will do our best to keep your memory and spirit alive.

2. **Update on the Campus Master Plan from President Jeffrey von Arx, S.J. and Assoc. VP David Frassinelli**

   Pres. Jeffrey von Arx began by explaining that he joined the faculty in mourning for Gisela. They had started at Fairfield in the same year and he had many warm memories of time they spent together, particularly when they were part of a Fairfield group that toured Cuba.
He then moved to the campus master plan, noting that many people had participated in various aspects of it. He said that Assoc. VP David Frassinelli and Provost/SVPAA Lynn Babington would join in presenting an overview of where we are and where we're headed, and the three of them would then take questions.

AVP Frassinelli began by explaining that a master plan defines expectations, but it is not necessarily cast in stone. His comments were accompanied by the attached powerpoint presentation.

The 2020 process included many committees that discussed space and those discussions formed the basis for the master plan. The plan has to balance a number of priorities - advancement, debt planning, enrollment projections, operational requirements and architecture. Then the timing depends on planning and zoning, pressure from major gift donors, and how many projects can be handled at one time. He talked about areas of focus being Nursing and Health Sciences, Business, parking, and dining.

In Wave One, the RecPlex will be completed and the new Nursing/Health Sciences building will start construction on 5/23/16 and is expected to be completed in Fall of 2017. The School of Nursing faculty will be housed in McAuliffe during the construction. The second floor of the current building will remain in use through May of 2017. The Nursing annex may be closed in April, but there won't be an impact on parking until after commencement. The completed project won't take parking but construction will take the last bay of parking behind Bannow off line from May of 2016 through August of 2017. There are plans for a temporary lot across from Campion during this time. It will provide about 130 spaces and will be turned back into lawn after the building is finished.

At this point, Provost Babington offered some details about academics. She said that the building design entailed extensive input from the faculty of the Schools of Nursing and Engineering, and the natural science departments in CAS. The current SON building has a 100-person auditorium, 2 classrooms, a conference room, and the simulation center. The new building will have 10 new classrooms to support SON and the entire academic community. Some floors will be exclusively for SON and some will be shared. Along with smaller rooms, there will be a classroom for 120 that can be divided into 2 60-person classrooms, suitable for hosting a plenary talk and breakout sessions. There will also be common areas, study spaces, and collaborative spaces. The building will connect to the current SON which connects to Bannow. Some classrooms will be moved out of Bannow and turned into labs to address the growth in SOE. She noted that the Sustainability Committee has collaborated in determining the placement of the building.

AVP Frassinelli retook the podium, explaining that the Nursing/Health Sciences building was furthest along. Another Wave One project is a parking garage in the parking lot east of the Kelley center. There are concerns about having a big garage so close to the main entrance of the University, so they are considering how to improve the façade. There will be walkways and green areas in front. They have hired a designer, but not yet a construction manager. They are likely to go to the Town this spring for approvals, and hope to start construction in May of 2017 and complete it in the first quarter of 2018.

Another part of Wave One concerns dining services. There are congestion and traffic flow problems currently along with a lack of acceptable handicapped access and no bathroom facilities within the check-in area. He also noted trends in food services today toward having preparation and service in the same location. Possible plans are shown in the powerpoint slides. The renovation will include a designated faculty/staff dining room. Because dining services cannot be offline during the academic year, the proposal is to do the construction in the summer of 2017.

The final Wave One project is a residence hall. They've determined that sophomore level housing will provide the greatest flexibility. The style would be double rooms around common areas with no kitchen facilities except in study lounges. They haven't yet hired an architect or construction manager. At this point, the goal is to begin in May of 2017 and bring the facility online in August of 2018.

The distinctions between the two Waves are driven by financing. They expect to complete Wave One in 2018. The financing for Wave One includes architects to start planning Wave Two. AVP Frassinelli went on to provide an overview of the Wave Two projects. The Dolan School of Business building needs to be renovated. They haven't yet hired a designer, but proposals have been solicited. McAuliffe is in a critical location and is in serious need of attention. They need to determine its best use; it may need a combination of
renovations and additions. The labs in Bannow need to be refurbished. Logistically, the details can't be worked out until the Nursing/Health Sciences building is online, then Bannow needs will be easier to evaluate. Even less defined is the library/academic commons component of Wave Two. The changing role of university libraries needs to be addressed, but it's unclear what that will mean. Finally, it's unclear exactly what upgrades of the quad will entail, but it will probably include updating bathroom facilities, adding air conditioning (making use of existing basic infrastructure), and maybe increasing living/learning environments. Wave Two is expected to run from 2018 through 2020.

At this point, the floor was opened to questions.

Prof. Kathy Schwab expressed concern about the aesthetics of the proposed parking garage, especially at the moment that prospective students are entering campus. She noted that an earlier landscape study recommended moving all parking to the perimeter of campus as has been done to beautiful effect at other schools. She also wondered about underground parking. AVP Frassinelli said that consultants have determined that we have a good amount of parking on campus, but campuses are dynamic. At certain hours, with many courses offered and/or high profile athletic or Quick Center events, there are problems, especially for campus visitors who don't know where to look for parking. They looked at a number of locations for a garage, partly in response to similar concerns raised by the Board of Trustees. They settled on the proposed location because of the ability to blend in with the Kelley Center and not lose green space. In fact the plan will result in a little less asphalt than the current parking lot has. Furthermore, a garage on the perimeter wouldn't endanger us to our neighbors, who now see trees. The Kelley location can't be seen by the neighbors. And density in the center of campus creates a sense of activity that is then balanced by the green space elsewhere on campus. With regard to underground parking, he explained that that's much more expensive, requiring sprinkler systems, exhaust systems, and possible water issues. The proposal isn't an ideal solution, but it's the result of an exhaustive consideration of options.

Prof. Betsy Bowen remarked that Donnarumma Hall (DMH) is apparently not slated for any renovation. She wondered when it would be renovated or whether it was seen as perfectly acceptable. AVP Frassinelli said that today's presentation was by no means exhaustive. Besides the still vague plans for an academic commons and Bannow renovations, significant renovations are needed for all buildings. Some of that will be funded by the annual operating budget for capital improvements. It's on his radar that DMH does need attention. Pres. von Arx added that depending on what we do with McAuliffe, there may be falling dominoes related to DMH and Canisius. Provost Babington elaborated that there are ongoing discussions about where programs might come together. Once those decisions are made, there may be implications for McAuliffe and other buildings. Finally AVP Frassinelli noted that a wholesale renovation of DMH would require relocation of faculty. Completing some of the other building projects will provide some elbow room for such relocation.

Prof. Kraig Steffen asked about environmental issues, specifically, LEED standards, whether the parking structure would have integrated photovoltaics, and whether the Nursing/Health Sciences building would have a green roof. AVP Frassinelli said that the Nursing/Health Sciences building was situated so as to preserve the trees behind it as much as possible. Because of its placement, part of the building will be below grade so much of the mechanical and HVAC systems will be on the roof. That, and the fact that the roof wouldn't be visible from anywhere on campus, means it wouldn't be an ideal location for a green roof. However, the air conditioning will be from the CUF plant so it's fairly green. He went on to explain that they have been designing and building to LEED silver standard for a number of years. They haven't applied for LEED certification because it's quite costly. As for photovoltaics, with the co-gen facility and our locked in prices for gas, photovoltaics wouldn't necessarily be worthwhile. In response to a follow-up question about expanding the co-gen facility, he explained that there is limited ability to expand but there is sufficient capacity for the renovated RecPlex and the Nursing/Health Sciences building. He also explained that we have lots of electric capacity in the winter, but we import electricity in the summer. Introducing air conditioning in the quad might necessitate doing something further to address summer electricity usage.

Prof. Dawn Massey returned to the parking garage, suggesting that the traffic flow from the Kelley Center parking lot would make that a problematic location for the garage. She suggested that the DSB parking lot, close to 2 exits and surrounded by trees might be a better location. Pres. von Arx noted that he would be able to see such a garage from his house. AVP Frassinelli said that traffic consultants had looked at flow and saw
a benefit to capturing cars coming to campus. They're considering changing the flow so that the garage could only be entered from Loyola Road and would exit only to Leeber Road. Regarding DSB, he suggested that a 2-story garage would overwhelm the 1-story building and that there is a greater need for parking at the center of campus.

Prof. Paul Caster expressed disappointment that the plans were to renovate the current DSB building rather than moving the DSB faculty closer to the center of campus. He suggested that the faculty became isolated as soon as they moved into their current building. He wondered whether that building could be used for something else while the faculty were moved closer to the rest of the faculty. AVP Frassinelli said that they considered many possibilities, including building a new building closer to the center of campus, but that would mean losing another section of green space. Also, DSB is not that isolated and will be less and less so with more development. From a sustainability perspective, it's best to build nothing and second best to renovate an existing building. The Board of Trustees has made it clear that they don't want the DSB renovation to look like a bandaid on an old building. They want a distinctive persona for the building and the best opportunities for achieving that are with the existing building.

Prof. Joe Dennin said that the additional building is presumably related to the plan to increase the undergraduate population to 4000. He asked how that increase is projected to affect net revenue in light of the discount rate and the costs of teaching and supporting additional students. He also asked about the effects on academic quality of going deeper into a shrinking pool. AVP Frassinelli said that the growth in the undergraduate population is relatively modest, especially since we've had classes over 1000. Some of the problems, especially with dining facilities and housing capacity, are already here. He said that depreciation issues have been addressed in the financial model. Pres. von Arx added that the undergraduate population has been growing over several years. It's now about 3700, up from 3500 10 years ago. The plan for 4000 involves increases in areas with both demand and capacity, like Nursing and Engineering. There is an impact on the operating budget in that we will collect more tuition discounted by financial aid. He added that we're the smallest of our competitors apart from Holy Cross. Provost Babington said that as the population grows or is planned to grow, we have added extra sections and in the longer term, we have added faculty in SON, SOE, DSB, and some areas of the College. She said that components of faculty are needed in Modern Languages and English to meet core requirements and that we remain committed to offering small classes.

Prof. Vin Rosivach asked whether there was an athletic component to the master plan. Provost Babington said that nothing else is planned now.

There were no further questions.

3. Approval of the minutes of 10/23/15

GFS Susan Rakowitz explained that the numbering of the minutes in the distributed packet was wrong, but that the posted minutes were correctly numbered.

Motion [Caster/Salafia]: to approve the minutes of 10/23/15. The motion passed unanimously.

4. Adjournment

A motion to adjourn [Dennin/Lerner] was uncontested at 4:45 p.m.

Respectfully submitted,
Prof. Susan Rakowitz
Secretary of the General Faculty
Campus Master Plan

Fairfield committed to develop a campus master plan as a natural adjunct to our strategic plan: Fairfield 20/20: The Way Forward

- The process had five objectives:
  1. Translate aspirations and goals of 2020 into actionable plans.
  2. Handle the projected growth and create adjacencies.
  3. Organize and prioritize disparate claims on capital
  4. Inform our plans for long term indebtedness
  5. Better organize the campus

Areas of Focus

- Academic Focus:
  - Nursing and Health Sciences
  - Business
  - Communication, Art & Media
  - Bannow Laboratories refurbishment
  - Library/Academic Commons
- Campus Upgrades:
  - Barone Campus Center (dining and program space)
  - On campus parking
  - Freshman and sophomore livings space (the Quad)

Need to Synchronize 4 Elements

Timing

- The timing for executing the master plan is being influenced by several factors:
  - Operational needs (space shortages in nursing, business, science labs and dining facilities)
  - Enrollment projections
  - Construction time lines
  - The receipt of leadership level gifts
  - Present interest rates and the prospect that those rates will rise in the future
  - The belief that going to the debt markets once is advantageous
  - Bandwidth: ability to manage numerous project effectively

Wave One: Health Sciences

- Construction Start Date: May 23rd 2016
- Completion Fall 2017
Wave One: Parking Garage

- Design Team of Desmon Engineering Selected
- Parking at Kelley Lot Increases from 137 to 380
- Evaluating Impact of Including Public Safety in Garage

Wave Two

- Dolan School of Business
- McAuliffe
- Bannow Lab Refurbishing
- Library/ Academic Commons
- Quad Upgrades

Wave One: Dining Services

- Designs and Approvals 2016
- Addition and Make Ready Construction Early 2017
- “Summer Slammer” for Fall 2017

Questions??

Wave One: Residence Hall

- Enrollment Growth Drives Need
- Sophomore Dorm Provides Greatest Flexibility
- Double Rooms around shared Common Area
- 200 bed Total Count
- Quad Location Capitalizes on HVAC Infrastructure
- Possible Occupancy August 2018