

1-10-2008

## Planning at Bates, 01-10-2008

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### Recommended Citation

"Planning at Bates, 01-10-2008" (2008). *Occasional Publications*. 7.  
[http://scarab.bates.edu/occasional\\_publications/7](http://scarab.bates.edu/occasional_publications/7)

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After lengthy study, consultation and discussion, the Masterplanning Steering Committee has submitted a recommendation to the President regarding the renovation of Roger Williams and Hedge Halls. Three scenarios were developed and presented to the community through emails, open meetings and on the web. Thank you for participating in these discussions and sending your feedback to the Committee.

Although all the concepts embedded in the proposals had support, there was a clear community (and Committee) preference for Scenario 1, which calls for two academic buildings. The first building will house the language programs, including Asian Studies, Classical and Medieval Studies, German and Russian Studies, and Romance Languages and Literatures, as well as the Study Abroad Office. The second building will house the departments of Environmental Studies and Philosophy and Religion, together with classrooms and possibly another academic department. This scenario was recommended to the President and she received Board support at meetings in October and December. The details of the buildings will be fine tuned with the help of an architect for the project (both buildings will be included as one project).

The architect selection process has begun, guided by a selection Committee whose members are: Margaret Imber and Doug Ginevan, co-chairs, Susan Schomburg, Camille Parrish, Julie Rosenbach, Jim Bauer, Bob Bremm and Pam Wichroski. Requests for proposals have gone out, and finalists will be coming to campus shortly. There will be open presentations to the community by each candidate to elicit feedback. After the architect is selected, detailed programming will take place, based on close consultation with appropriate user groups. We hope to have the new buildings ready for occupancy by the fall of 2010.



The Committee has also started discussing the interim use of space in Chase Hall that will be vacated when Dining Services (other than the Den) move out February. Some of the vacated space will be "mothballed" as it would not be suitable or safe for temporary use. A subcommittee of our Committee has been named to recommend interim uses for the remainder of the vacated space. The members are: Jim Parakilis, Jill Reich, Tedd Goundie, Doug Ginevan, Jim Bauer and Bob Bremm.

At this point, the vacated space in Chase will be made available for temporary use only. No program or department will be assigned space in Chase unless we have also identified their permanent location in later phases of the master plan. This will allow for optimal flexibility for the future use of Chase, which will be determined at a later date.

Thank you for your interest in and comments regarding this facilities planning process. The Committee feels strongly that this should be an informed and transparent process. We continue to welcome comments or questions at masterplanning@bates.edu.

*Terry Beckmann*  
Chair, Campus Facilities Masterplanning Committee

## STEERING GROUP

**Terry Beckmann**, Vice President for Finance & Administration and Treasurer  
**Pam Baker** '70, Helen A. Papaioanou Professor of Biology and Director of Faculty Research and Scholarship  
**Dave Chirayath**, Research Analyst in Advancement  
*(Selected by the Bates College Staff Association)*  
**Matt Cote**, Associate Professor of Chemistry  
**Meg Creedon** '08  
**Sylvia Federico**, Assistant Professor of English  
*(Member of the President's Institutional Planning and Advisory Committee)*  
**Tedd Goundie**, Dean of Students  
**Elaine Hansen**, President  
**Ben Hester** '10  
*(Selected by Bates College Student Government)*

**Leslie Hill**, Associate Professor of Politics and Special Assistant to the President  
**Bill Hiss** '66, Vice President for External Affairs  
**Bev Johnson**, Associate Professor of Geology  
*(Member of the President's Institutional Planning and Advisory Committee)*  
**Kevin McHugh**, Director of Athletics  
*(Member of President's Council)*  
**Wylie Mitchell**, Dean of Admissions  
**Helen Regan**, Visiting Professor of Education  
**Jill Reich**, Vice President for Academic Affairs and Dean of the Faculty  
**Tom Tracy**, Phillips Professor of Religion  
**Gene Wiemers**, Vice President for Information and Library Services and Librarian

# PLANNING AT BATES

AN OCCASIONAL BULLETIN FROM THE OFFICE OF THE PRESIDENT

JANUARY 10, 2008

Dear Colleagues,

I am pleased to send you this third issue of Planning at Bates, a publication designed to update the campus on the planning process we are engaged in this year. This issue shares some comments from our colleagues about the first stages of this work and announces the members of our four working groups.

One goal of our overall process is to integrate the various planning efforts that are underway in various areas of college work, and to that end you will also find here a report from the Campus Facilities Masterplan Steering Committee. This report reviews progress made this past fall on facilities planning at Bates, focusing on the final projects in Phase One of the Facilities Masterplan, the renovation of Hedge and Roger Bill. Please look for updates from other planning groups in future issues of this bulletin.

My thanks go to all who contributed to this issue, and especially to the members of the working groups. By serving the College in this way, they are representing many voices and helping to shape the future of Bates. The working groups are getting underway now and may be asking for your input soon. If so, please respond to their calls as fully and quickly as possible.

I hope you find this issue of Planning at Bates to be informative and useful. I invite your comments and suggestions at any time and hope you will use every opportunity to contribute to this important work. (president@bates.edu)

With best regards,

## COLLEAGUE COMMENTS

The four themes have the virtue of leaving very little out. For that reason, the first challenge is to come to grips with these themes in a way that will produce focused discussion and concrete proposals. This seems to me to be a particularly urgent task on the first and fourth themes. The working groups will have to do some interpretive work and make decisions about which specific issues to explore. It may be helpful in this process to hear more about the kinds of comments that were distilled into each of these themes.

Additionally these themes are extensively interconnected and interdependent. It seems likely that working groups will need to interact to develop ideas and proposals. For example, questions arise for all of the groups about how the College can embrace and support various diversities, and there clearly will need to be coordination in addressing these issues. Themes 2 and 3 are central to the identity of the College, and it is likely that the groups working on 1 and 4 will find that they cannot address their themes without venturing significantly into these areas. I don't want to proliferate meetings, but it would probably be useful for working group chairs or representatives to meet periodically to compare notes.

*Tom Tracy*  
Phillips Professor of Religion



Although President Hansen did not ask that we analyze the themes for their underlying assumptions, I have found that being explicit about assumptions and the meaning of terms builds a solid foundation for projects of this sort. Put differently, enumeration of these implied assumptions is my approach to identifying potential points of confusion.

Theme 1  
 Bates' values are in need of re-articulation. We are unclear about how our values are expressed now, and tension exists between the traditions of our past and the demands of our future. This work is important because our values play an important role in attracting students and parents to Bates (faculty too?) and should be promoted to enhance that attractiveness. Bates is not alone as a liberal arts college and should be in more active collaboration with other like minded institutions.

*continued on page 2*

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**Theme 2**

Academic and residential life should be more tightly connected for students, and what we teach should be promoted. For students, moving beyond their initial comfort zone is an important goal. Enhancing intellectual life rests on increased emphasis of our distinctive features. These include experiential learning, thesis requirement and student research opportunities. Our current academic calendar may not be optimum for supporting learning.

**Theme 3**

Our current faculty reward system may not be optimum to support teaching, scholarship or service. A change may encourage faculty to bring more diversity to intellectual life at Bates. Faculty scholarship is not well disseminated among all faculty—but should be—and teaching and scholarship should be better connected. New programs and/or newly configured space could help. Our current efforts to support a diverse intellectual life at Bates may be ineffective or inadequate. Traditional boundaries among disciplines should be breached.

**Theme 4**

Strengthening community is a desirable goal, and changes in programs and/or facilities may strengthen community. Programs and facilities may and should be used as symbols and messages about different cultures. Currently staff is inadequately connected to students and faculty.

I think that the redundancy of topics among the themes is actually a significant strength for the project. I would not eliminate the redundancies, but build in a time for members of the working groups to meet across teams to address the ones we see now and new ones that may emerge. Perhaps members of working groups one and two should begin as a joint group because articulation of Bates' values and the Bates experience is the initial task for both groups. Although such a process may seem daunting given the size of the groups, I believe it could be managed effectively.

*Helen Regan  
Visiting Professor of Education*



There are many good things happening at Bates, and I think our biggest overall challenges are communication and clarification of values. Is it a matter of us knowing who we are, and needing the tools and the structure by which we can articulate it, or is it a matter of needing to pull together all the disparate threads of Bates into one strand that we can describe, share and celebrate?

I might suggest that the working groups grapple with this as one large group. If we have a sense of the overarching goal, framework, or set of criteria with which we can consider each of the four themes, the work of each working group will complement one another. As for specific changes, while Theme 4, "Strengthening the Bates Community," is about the integration of students, faculty and staff, I'd add a question that addresses staff development, which in turn will help staff play a role in strengthening the Bates community.

*Ellen Peters '87  
Associate Director for Institutional Research*

The questions seem well articulated and grouped. In viewing all questions across all four themes, I see a broader connection that may exist and be shared by each working group. For me, this broader connection expresses a focus on logistical efforts for enhancing the richness, depth and diversity of relationships among students, faculty and staff.

The following questions are where I see this broader connection within each theme:

Theme 1: How can Bates manage campus communication in a more effective way? How can the Bates website be improved to include more accessible information to faculty, staff, students, parents, alumni, and community members? Are there other internal methods we should use?

Theme 2: How can Bates promote the values and lessons that are taught in the classroom and many co-curricular programs in the residence life of students? What type of activities and spaces would enhance the intellectual life of students and do more towards connecting academics and residence life?

Theme 3: How can we better integrate a faculty member's many roles?

Theme 4: What types of programs and facilities can build on and enhance Bates faculty, staff, and students' sense of community? What new programs and policies would increase the integration of students and faculty with staff and enhance campus life for all?

Those are my thoughts for now. I look forward to kicking-off with working group members in the New Year!

*Jared Cash '04  
Assistant Dean of Admissions*

**Theme 1: Clarifying and Explaining the Bates Experience**

This draft theme is drawn from about 170 comments from faculty, staff, and students. The comments pointed to the need to emphasize the value of a liberal arts education and clarify the goals and priorities of the College as well as to refresh internal communication practices and the ways Bates is explained and presented to those outside the College.

- Helen Regan* (Chair), Visiting Professor of Education
- Ryan Bavis*, Assistant Professor of Biology
- Czerny Brasuell*, Director of Multicultural Affairs
- Jared Cash '04*, Assistant Dean of Admissions
- Jay Collier*, Web Communications Manager
- Beckie Corrie*, Phillips Professor of Art and Visual Culture
- Paul Gastonguay '89*, Head Coach of Men's and Women's Tennis
- Leslie Hill*, Associate Professor of Politics and Special Assistant to the President
- David Miller '08*
- Kerry O'Brien*, Assistant Dean of the Faculty
- Gene Wiemers* (ex officio), Vice President for Information and Library Services and Librarian
- Kathy Arsenault* (administrative support), Administrative Assistant to the Vice President for Advancement
- Student to be named by the RA

**Theme 2: Learning at Bates**

This draft theme is drawn from about 40 comments from faculty, staff, and students shared at meetings with President Hansen. The comments, which ranged from the curriculum and residence life to facilities and transportation, suggested that the integration of academic life and student life might be enhanced.

- Matt Cote* (Chair), Associate Professor of Chemistry
- Mark Bessire*, Director of the Museum of Art and Lecturer in Humanities
- Elizabeth Eames*, Associate Professor of Anthropology
- Erin Foster-Zsiga*, Assistant Dean of Students
- Tedd Goundie* (ex officio), Dean of Students
- Margaret Imber*, Associate Professor of Classical and Medieval Studies
- Meg Kinney '08*
- Carmita McCoy*, Associate Dean for Admissions and Student Transition
- Kevin McHugh*, Director of Athletics and Chair of the Physical Education Department
- Ellen Peters '87*, Associate Director of Institutional Research
- Linda Carter* (administrative support), Administrative Assistant/Project Specialist, Physical Plant
- Student to be named by the RA

**Theme 3: Teaching and Scholarship at Bates**

This theme is drawn from about 55 comments from faculty, staff, and students. They ranged from faculty workload and faculty size to support for teaching, scholarship and service.

- Pam Baker '70* (Chair), Helen A. Papaioanou Professor of Biology and Director of Faculty Research and Scholarship
- Ellen Anderson*, Foreign Language Technology Manager
- Matt Duvall*, Manager, Imaging and Computing Center
- Holly Gurney*, Associate Dean of Students
- Joe Hall*, Assistant Professor of History
- Laura Juraska*, Associate College Librarian for Reference Services
- Emily Kane*, Whitehouse Professor of Sociology
- Jill Reich* (ex officio), Vice President for Academic Affairs and Dean of the Faculty
- Krista Scottham*, Assistant Professor of Psychology
- Carole Taylor*, Professor of English
- Marty Deschaines '75* (administrative support), Assistant Director for Community Volunteerism and Student Development, Harward Center and Office Coordinator, Chaplain's Office

**Theme 4: Strengthening the Bates Community**

This draft theme is drawn from about 100 comments from faculty, staff, and students. They ranged from building community among faculty, staff and students and connecting to the local community to developing creative spaces for people to gather.

- Tom Tracy* (Chair), Phillips Professor of Religion
- Terry Beckmann* (ex-officio), Vice President for Finance and Administration and Treasurer
- Bill Blaine-Wallace*, Multifaith Chaplain
- Patti Buck*, Assistant Professor of Education
- Fatima Diaz '08*
- Elaine Dumont*, Den Supervisor
- Jen Koviach-Cote*, Associate Professor of Chemistry
- Paul Kuritz*, Professor of Theater
- Gwen Lexow*, Head Softball Coach and Lecturer in History
- Mary Main*, Director of Human Resources
- Sarah Potter '77*, Bookstore Director & Contract Officer
- James Reese*, Associate Dean of Students
- David Scobey*, Director, Harward Center for Community Partnerships
- Wayne Zimmerman*, Associate Director of Advancement Services
- Claire Schmoll* (administrative support), Administrative Assistant to the Vice President for Finance and Administration
- Student to be named by the RA