Meeting Date: March 14, 2013

Members in attendance: Barbara Albrecht, Robert Berne, John Billings, Sewin Chan, Mary Cowman, Tai Cooper (for Corey Blay), Mariam Ehrari, Wen-Jui Han, Perri Klass, Marty Kurth, Ted Magder (chair), Laurence Maslon, Panos Mavromatis, Tony Movshon, Tony Saunders, Rosemary Scanlon, Andrew Schotter, Matt Stanley, David Vintinner, Larry White, Diane Yu

Members unable to attend: Corey Blay, David Engel, Allyson Green, James Jacobs, Angela Kamer, Jalal Shatah

1. Call to order and announcements

   In addition to the members noted above, Michael Patullo attended as staff coordinator for the Group.

2. Reports from meetings with deans and departments

   Note: Members of the Working Group are currently in the process of meeting with their respective dean or director to ascertain more about each school’s space needs and to inquire about their process of requesting space from the University administration. Summaries of those meetings will be posted on the Working Group’s Web site.

   - **Stern School of Business:** Members reported holding a meeting with Stern’s leadership—Dean Peter Blair Henry, Assistant Dean Anastasia Crosswhite, and Chief Operating Officer Neil Rader—to ascertain the School’s space needs and plans. The leadership reported that the most acute need for Stern was to update facilities and IT infrastructure to match the School’s academic caliber, rather than to build or acquire new space. Working within their budget constraints and internal space envelope, Stern generally identifies prospective projects 24-36 months in advance of construction. Currently, the School is updating restroom facilities, corridors, and creating intimacy in existing public spaces. Space needs across the School are referred to the Chief Operating Officer for consultation.

   Members noted that the utilization of existing space, especially classrooms, is quite high, and that classes do take place on Fridays and Saturdays. Some suggestions to improve efficiency—like encouraging PhD courses to meet on Fridays, increasing
online course offerings, and synchronizing the undergraduate and graduate course schedules—would likely only yield marginal, if any, gains. The Dean, however, has convened a working group on space at Stern that will think about these issues. Looking ahead, Stern’s leadership mentioned that creating high-end community space and faculty swing space (which are both drivers in recruiting), as well as the possibility of housing executive education programs at a dedicated, off-site location are on the School’s so-called wish list.

- **Gallatin School of Individualized Study:** Members reported that Gallatin, which had its space at 1 Washington Place renovated recently, is largely content with the quality of its current space. Growth in the number of full-time faculty—there are now a total of 37 in the School—however, has caused Gallatin to request an additional floor of their building to house faculty offices. This request has been in place for approximately two years.

- **Wagner Graduate School of Public Service:** Members noted that Wagner’s current space, which comprises two floors of leased space in the Puck Building, are completely full. The School faces a shortage of space for its research centers, a need that is currently being quantified. Wagner’s leadership team reported that their partnerships with other programs—the Global Institute of Public Health, joint degree programs, and soon-to-be-launched undergraduate major—necessitate that it be near the core. In addition, the lease at the Puck Building is set to expire in 2019 and renewal costs would be substantial. Members expect to have a fuller report within a week of this meeting.

- **Steinhardt School of Culture, Education, and Human Development:** Members met with Dean Mary Brabeck and other members of the School’s leadership team. They reported that, in 2007, Steinhardt generated a report that articulated specific space needs (in terms of square footage) by department, which has still not been acted upon and thus has made the School’s need for space more acute and pressing. The Dean supports the idea of claiming performance space in a new building on the southern superblock. For the future, the Dean supported a consolidation of programs in the health professions and strongly expressed a need to follow through on existing renovations in progress. She also indicated that classrooms were considered the highest priority need, with multi-bedroom faculty housing units a high priority as well.

In addition to meetings with deans, select subsets of Working Group members have been engaged in meetings with faculty from departments who passed resolutions of concern or opposition to the Core Plan and who have expressed a desire to meet with the Working Group. Departments include: Humanities and Social Sciences (Steinhardt), Politics (FAS), Anthropology (FAS), and Courant.
Working Group members who have attended some or all of these meetings report that many faculty would benefit from a simple list of “frequently asked questions” to help clarify concerns about the Core Plan (e.g. the proposed start date of building on the northern block). Many faculty were eager to discuss a range of issues, from classroom quality and space to quality of life in faculty housing during and after construction. In particular, faculty from the Politics Department expressed a desire to quantify—in monetary terms—the effect of construction on the quality of life in faculty housing, and the desire for the University to provide compensation to cover this derived cost. Others raised issues regarding the recruitment and retention of faculty during the proposed construction period, which, faculty said, could have detrimental effects on department-wide morale.

Members engaged in a discussion about gathering this information and weighing it against other opinions and sources of information. In particular, they acknowledged the need to hear and incorporate the perspective of students in their deliberations. The Working Group plans to continue these meetings and remains open to another consultative phase once draft recommendations are crafted.

3. Consultation with the community

The Working Group discussed the format and protocol for their upcoming town hall meetings, which are scheduled as follows:

- Space Subcommittee: Wednesday, March 27, 12:00 -2:00 PM, Kimmel Center, Rosenthal Pavilion (10th Floor)
- Finance Subcommittee: Thursday, March 28, 12:00 - 2:00 PM, Kimmel Center, Rm. 914 (9th Floor)
- Quality of Life Subcommittee: Wednesday, April 10, 2:00 - 4:00 PM, Kimmel Center, Rm. 914 (9th Floor)

The group agreed that Chair Ted Magder will give a brief overview of the work of the Working Group thus far, and will moderate a discussion with the audience. A member of the subcommittee of focus will also describe the work of that Committee and the elements that fall within its jurisdiction. Then, the floor will be opened for questions from the audience. Members also agreed that the meetings will be videotaped for archival purposes and posted on the group’s Web site shortly after each meeting. In addition, while the subcommittee focus of each Town Hall will be as designated above, the members will accept comments on the other topics, given that attendees may not be able to participate in the Town Hall set aside for the issues in which they are most interested.

An update message to the entire University community, which includes an invitation to attend the town hall meetings, and provides a brief overview of the work conducted thus far, will be sent out in the coming week.
4. **Frequently Asked Questions**

Each member of the Working Group submitted at least three questions, which they are frequently asked. The questions will be compiled, consolidated, and answered. The FAQs and answers will be posted on the Working Group’s Web site.

5. **Reports from subcommittees**

The subcommittees met briefly following the meeting to discuss the status of their information requests, tasks, and upcoming meetings.