

# Town Gown Report

2015



**Lesley**  
UNIVERSITY



**LESLEY UNIVERSITY**

**Town Gown  
Report**

**2015**

Prepared for the **City of Cambridge**  
Submitted by the **Lesley University**  
**Office of Campus Planning and Operations**



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# Existing Conditions

## Faculty & Staff

The following headcount and FTE figures for Cambridge-based faculty include all faculty and staff members from the Lesley University College of Art and Design (since 2013, the name of The Art Institute of Boston). All LUCAD instruction relocated to Cambridge beginning the Spring 2015 semester, when the Lunder Arts Center was completed.

### Cambridge Based Staff

	2011	2012	2013	2014	2015	2025 (projected)
Head Count	380	371	380	383	371	400
FTE	364	355	365	368	358	386

### Cambridge Based Faculty

Head Count	161	188	189	184	179	200
FTE	142	173	176	169	164	183

### Cambridge Residents Employed at Cambridge Facilities

Head Count	70	63	63	66	62	70
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### Adjuncts

Head Count					331	300
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# Student Body

The following are Cambridge-based student body figures for the academic years 2011 through 2015. Lesley University has not conducted 10-year enrollment projections.

## Undergraduate Students

	2011	2012	2013	2014	2015
Day	1,610	1,546	1,515	1,471	1,382
Evening	272	328	355	335	304
Full Time	1,605	1,485	1,441	1,455	1,367
Part Time	227	389	429	351	319
<b>Total</b>	<b>1,882</b>	<b>1,874</b>	<b>1,870</b>	<b>1,806</b>	<b>1,686</b>

## Graduate Students

Day	0	0	0	0	0
Evening	3,288	2,942	2,701	2,362	2,472
Full Time	1,884	1,416	1,321	1,057	1,269
Part Time	1,404	1,526	1,380	1,305	1,203
<b>Total</b>	<b>3,288</b>	<b>2,942</b>	<b>2,701</b>	<b>2,362</b>	<b>2,472</b>

## Non-Degree Students

Day	66	1,687	1,476	1,811	1,987
Evening	603	280	912	936	668
<b>Total</b>	<b>669</b>	<b>1,967</b>	<b>2,388</b>	<b>2,747</b>	<b>2,655</b>

## Total Students

<b>Total</b>	<b>5,839</b>	<b>6,783</b>	<b>6,959</b>	<b>6,915</b>	<b>6,813</b>
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## Student Residences

The following are Cambridge student residence figures for the academic years 2011 through 2015. Lesley University is assessing its future student bed requirements but currently has no plans to construct additional student residences in the next ten years. As such, projected figures reflect current bed capacity.

Student figures are comprised of residence halls located on our Doble and Brattle Campuses and approximately 50 students in the Threshold Program, a residential program for adults with cognitive and learning disabilities, living on Oxford Street. A significant portion of students with Cambridge addresses are permanent Cambridge residents, and are likely to have vehicles garaged in Cambridge, however Lesley does not track this information. Undergraduates living on campus are not allowed to bring cars to campus.

For the purposes of this report, affiliate housing is defined as other housing owned by the institution that is available only to members of the academic community. Affiliate housing does not include either dormitories or housing available for rent to persons who are unaffiliated with the institution.

Lesley has historically had a large number of permanent Cambridge residents and Cambridge Public School employees enrolled in Graduate programs.

### Undergraduate Students Residing in Cambridge

	2011	2012	2013	2014	2015	2025 (projected)
In Dormitories	894	885	842	828	853	890
With Cars garaged	0	0	0	0	0	0
Affiliate Housing	0	0	0	0	0	0
Non-affiliate Housing	61	81	91	94	80	100

### Graduate Students Residing in Cambridge

In Dormitories	0	0	0	14	13	0
With Cars garaged	0	0	0	0	0	0
Affiliate Housing	0	0	0	0	0	0
Non-affiliate Housing	200	228	178	153	144	166

# Facilities & Land Owned

The following are Cambridge-based facilities figures for the years 2011 through 2015.

## Acres

	2011	2012	2013	2014	2015	2025 (projected)
Tax Exempt	13.76	13.76	13.76	13.76	13.76	13.76
Taxable	2.31	2.31	2.31	2.31	2.23	2.23
Number of Buildings	59	59	59	59	58	58

## Dormitories

Number of Buildings	22	22	22	22	22	22
Number of Beds	890	890	890	890	890	890

## Size of Buildings

Institutional/Academic	491,901	496,340	496,340	496,340	550,225	550,225
Student Activities/Athletic	26,030	26,030	26,030	26,030	26,030	26,030
Dormitory/Nontaxable Residential	243,229	243,229	244,659	244,659	244,659	244,659
Commercial	104,954	101,316	101,316	101,316	101,316	101,316
Taxable Residential	76,163	76,163	76,163	76,163	72,513	72,513
Total	942,277	943,078	943,793	943,793	994,743	994,743

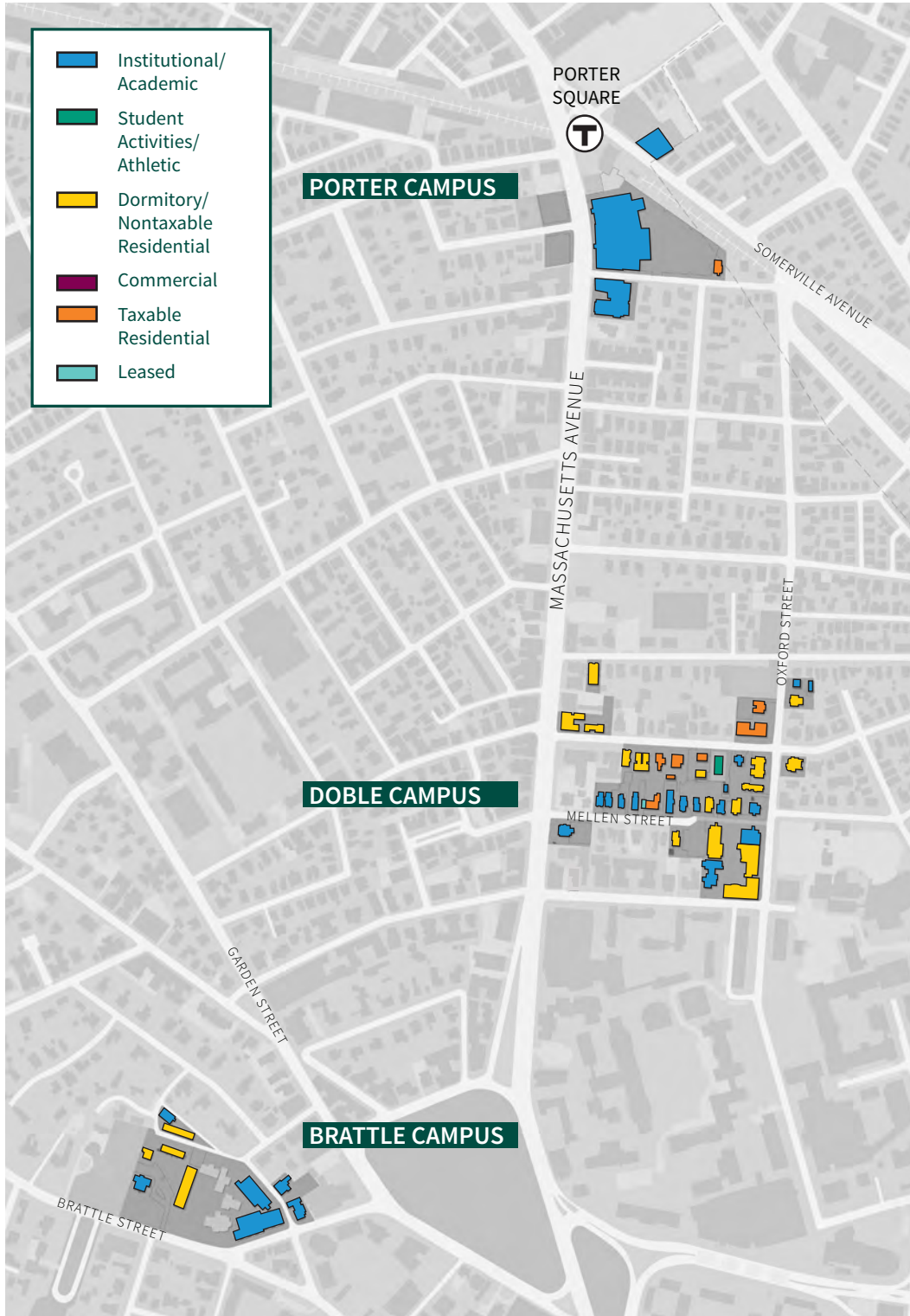
## Number of Non-Dormitory Housing Units

Affiliate Housing - Tax Exempt	1	1	1	1	1	1
Affiliate Housing - Taxable	0	0	0	0	0	0
Other Housing - Tax Exempt	0	0	0	0	0	0
Other Housing - Taxable	81	81	81	81	74	74

## Number of Non-Dormitory Housing Buildings

Affiliate Housing - Tax Exempt	1	1	1	1	1	1
Affiliate Housing - Taxable	0	0	0	0	0	0
Other Housing - Tax Exempt	0	0	0	0	0	0
Other Housing - Taxable	10	10	10	10	9	9

## Real Estate Owned and Leased by Lesley University



LESLEY'S PROPERTY AND BUILDINGS ARE ILLUSTRATED BY PRIMARY USE. SEVERAL BUILDINGS ARE MIXED USE. MOST NOTABLY, UNIVERSITY HALL, LOCATED AT 1815 MASSACHUSETTS AVENUE, CONTAINS GROUND FLOOR RETAIL WITH ACADEMIC SPACE ABOVE.

## Parking

Lesley University maintains 571 parking spaces in Cambridge, as detailed below.

Students (resident & commuter)	20
Faculty, Staff & Visitors	286
Commercial and Residential Tenants	265
<b>Total</b>	<b>571</b>

## Property Transfers

Lesley University has not purchased any Cambridge properties since filing its previous Town Gown Report but has sold 3-5 Everett Street. At this time, the University has no further plans to either dispose of or acquire any properties in Cambridge.

## Real Estate Leased

The University currently leases the residence located at 15 Mellen Street. In addition, the University has a lease relationship with the Buckingham, Browne and Nichols School (BB&N) for use of athletic facilities through 2018.

## Payments to the City of Cambridge

	FY 11	FY 12	FY 13	FY 14	FY 15
Real Estate Taxes Paid	\$570,084	\$595,484	\$621,937	\$632,768	\$699,372
Payment in Lieu of Taxes	—	—	—	—	—
Water & Sewer Fees Paid	\$330,426	\$341,797	\$309,374	\$348,047	\$367,012
Other Fees & Permits Paid	\$56,549	\$48,002	\$189,914	\$620,892	\$210,986
<b>Total Payments</b>	<b>\$957,059</b>	<b>\$985,283</b>	<b>\$1,121,225</b>	<b>\$1,601,707</b>	<b>\$1,277,370</b>

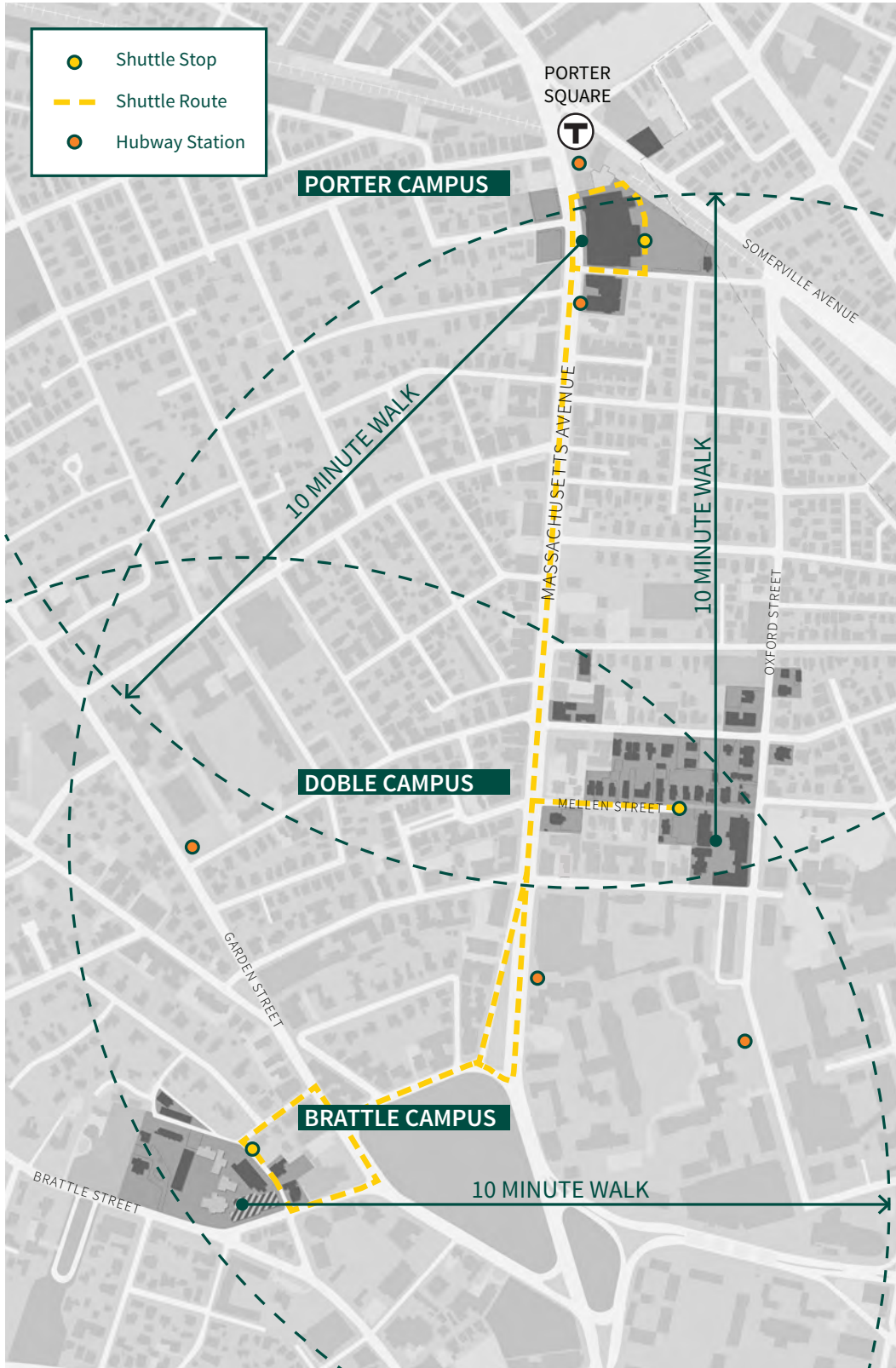
## Institutional Shuttle Information

Lesley University provides a shuttle service during the Spring and Fall semesters when classes are in session. Calendar year 2015 saw the consolidation of all campus properties in Cambridge and the closing of the Boston Campus. Shuttle service during the Spring semester consisted of one 32 passenger bus and one 15 passenger van providing a continuous two loop service between the University's three Cambridge campuses (Doble, Porter and Brattle) Monday thru Friday from 7:20 AM to 11:30 PM.

As expected, since Lesley dissolved its Boston Campus in Kenmore Square, which necessitated students riding the shuttle bus to make class start times on different campuses, ridership totals per semester declined from 37,144 in 2014 to 31,170 in 2015.

Based on ridership numbers, the Fall semester shuttle service was adjusted to consist of two 15 passenger vans on continuous loops starting at 7:20 AM and ending at

## Lesley University Shuttle Routes



LESLEY'S TRI-CAMPUS STRUCTURE IS ONLY MINUTES APART BY FOOT AND IS READILY SERVED BY SEVERAL NEARBY TRANSPORTATION OPTIONS, INCLUDING MBTA AND HUBWAY STATIONS.

11:30 PM (removing the 32 passenger bus). In addition, during the Spring semester a weekend shuttle van service was added. Based on ridership feedback, that service was continued in the Fall semester and expanded.

The Lesley shuttle stops are:

- Doble Campus, at the Mellen Street turnaround (approximately 30 Mellen St.)
- Porter Campus, behind University Hall, 1815 Massachusetts Avenue
- Brattle Campus, at the corner of Hastings and Phillips Streets

### Institutional Shuttle Information (Spring 2015)

Route Name	Vehicle Type & Capacity	Frequency of Operation	Hours of Operation	
			Weekday	Weekend
Shuttle Bus	32 Passenger Bus	10 minutes	7:20 AM - 10:00 PM	
Shuttle Van	15 Passenger Van	10 minutes	7:30 AM - 11:30 PM	
Shuttle Van Saturday	15 Passenger Van	2 hours		10:00 AM - 6:30 PM Saturday
Shuttle Van Sunday	15 Passenger Van	2 hours		10:00 AM - 10:30 PM Sunday

### Institutional Shuttle Information (Fall 2015)

Route Name	Vehicle Type & Capacity	Frequency of Operation	Hours of Operation	
			Weekday	Weekend
Shuttle Van 1	15 Passenger Van	10 minutes	7:20 AM - 10:00 PM	
Shuttle Van 2	15 Passenger Van	10 minutes	7:30 AM - 11:30 PM	
Shuttle Van Weekend	15 Passenger Van	2 hours		10:00 AM - 10:30 PM Saturday & Sunday

# Future Plans

## Planning Context

With the completion and opening this past winter of the Lunder Arts Center complex at 1801 Massachusetts Ave. — the largest single capital project in Lesley University’s 107-year history — we have paused to assess priority needs. The latter part of 2015 and 2016 will be a time of assessment. As such, no significant building or renovation projects are currently approved. It is important to note that the University’s strategic-planning efforts are deliberately limited, focusing on a two-year bridge to allow for the transition of a new president, and his or her vision and goals.

The current Strategic Plan and accompanying implementation plans cover 2012-2016. Work is currently underway to update an extension of the strategic plan to span an additional 18-24 months. A sequence of university-wide meetings have taken place this fall to solicit input for the updated plan which will be brought to the Lesley community and ultimately to the Board of Trustees during the spring semester. The existing plan incorporates facilities as a means to reach goals that include:

- 1. Focus on quality and value:** Providing outstanding academic programs, inspiring experiential learning opportunities and engaging co-curricular programs and activities.
- 2. Increase enrollment and strengthen diversity:** Striving for steady enrollment growth through our degree programs, innovative collaboration with transfer institutions and international partnerships while intentionally increasing the cultural and economic diversity of the student body.
- 3. Support student success:** Coordinating the necessary resources for all students to thrive, leading to exemplary retention and graduation rates for each undergraduate and graduate degree program.
- 4. Advance research, scholarship and professional development:** Increasing support for faculty research, scholarship and creative activity that enhances faculty contributions to their disciplines and classrooms, enriches student learning and contributes to the common good.

- 5. Develop a nexus for the arts in Cambridge:** Extending the power of the arts throughout the University, PreK-12 education and the community by building the Lunder Arts Center as the center of a Porter Square Arts District that encourages and supports community-wide creativity.
- 6. Reach beyond our borders:** Expanding efforts to recruit international students, develop new partnerships with international students (while supporting existing ones) and supporting existing and creating new international scholarly exchanges for faculty and staff.

This decision to extend the current Strategic Plan through the presidential transition year is intended to provide stability during a time of transition while maintaining flexibility for new leadership to undertake a more comprehensive planning initiative.

## Sustainability

Lesley's commitment to sustainability continues to permeate all facilities and infrastructure work the University conducts. All new construction is designed to meet a minimum of LEED Silver standards and every renovation is viewed as an opportunity to improve energy efficiency. The most recent building, the Lunder Arts Center, is built to LEED Gold standards. The University has made significant strides in reducing fuel and energy demands in existing buildings, through such initiatives as large lighting retrofits, providing digital controls for heating and cooling by zone, and substantially increasing the volume of recycled and compostable materials throughout our campuses.

### Waste Diversion

Lesley's recycling rate continues to increase while overall waste diminishes. Through the piloting of innovative food waste reduction initiatives, total waste decreased by 27% in its first year. Now, in its second year, this program has sustained its previous success and even improved upon it by another 1.3%. Lesley's food

waste reduction efforts were recognized by the federal Environmental Protection Agency, as the University was among those awarded a Regional Food Recovery Achievement Certificate.

Despite reducing the amount of food composted at its source, the University achieved its highest recycling rate since it began tracking this performance metric in 2009, a 150% improvement. Now at 47% (as compared to 32% last year), Lesley's recycling rate is only three percentage points away from our goal of 50% total recycling, which includes compost in its figure.

### Compost

Lesley continues to make waste diversion a priority with a strong emphasis on composting. With the MassDEP Organic Waste Ban in effect since October 2014, composting efforts were reenergized. Although Lesley had been in compliance years before the ban, compost tonnage increased as a result of focused outreach, education, and forethought, particularly on the part of food service provider Bon Appetit. The program has expanded to include composting of food scraps during food preparation, leftover food, compostable tableware, and paper products. Since it first began tracking and evaluating its recycling efforts in 2009, Lesley has increased annual composting tonnage from 20 tons to more than 200 tons.

### Recycling

Recycling at Lesley is single-stream, meaning that all recyclable items go into the same receptacle. Recycling can be found throughout each of the campuses. Since 2009, the recycled tonnage has more than doubled, but is starting to plateau as Lesley works to reduce the total amount of waste produced.

Lesley University also tracks construction recycling and furniture recycling. Since 2009, more than 80% of construction waste has been recycled. Also, in May, Lesley teamed up with the Institutional Recycling Network (IRN) to donate furniture from two dozen dorm rooms to a nonprofit in Jamaica. Similarly, Lesley recycled existing furniture when it vacated its Boston Campus.



For more information on Lesley's recycling efforts, please visit our website: <http://www.lesley.edu/sustainability/recycling-and-composting>.

### Greenhouse Gas Emissions

In 2008, President Joseph Moore signed the American College & University Presidents' Climate Commitment (ACUPCC) and set goals to reduce our greenhouse gas emissions 35% by 2030, with a baseline year of 2006. As indicated in the graph on page 13, Lesley University has attained that goal years ahead of schedule. What is even more impressive about this achievement is that it was accomplished despite a 33% increase in campus square footage.

Lesley was able to reach this goal by investing in the following greenhouse gas emission reduction strategies:

- Increasing lighting efficiency
- Retrofitting heating, ventilation, and air conditioning (HVAC) equipment
- Constructing all new buildings to US Green Building Council (USGBC) LEED standards
- City of Cambridge Stretch Code
- Converting oil boilers to natural gas boilers
- Purchasing more sustainable electricity
- Requiring that all new appliances and electronics purchased be Energy STAR rated
- Reducing airline travel

### Energy Efficiency

Over the last year, the University invested in several construction and renovation projects with energy efficiency benefits to its facilities. Likewise, the University made significant strides in reducing fuel and energy demands in existing buildings through infrastructure upgrades such as large lighting retrofits and digital controls for heating and cooling by zone. As an example of the type of infrastructure upgrades that continue to be performed, Lesley finished the phased

replacement of an original 1965 HVAC system at Sherrill Library.

### Bicycle Amenities

Lesley University provides several bicycle amenities to its community, ranging from 358 existing bicycle racks to a do-it-yourself bicycle repair stand on its centrally located Doble Campus. The Lesley University Department of Public Safety encourages anyone who intends to use a bicycle on campus to register it. The University continues to add bicycle racks throughout its three campuses. As part of the Lunder Arts Center, the University partnered with the city to provide a new Hubway stop, connecting with the network of bicycle stops throughout the Boston area.

- With this investment in a new Hubway station at the Lunder Arts Center, Lesley promotes increased use among students, faculty and staff. Lesley has discontinued its small, free bicycle sharing program in favor of this more robust, City-led initiative, choosing to connect with a larger network of bicycling options. The new Hubway station facilitates 15 Hubway bikes. Several Hubway stations already exist near our three Cambridge campuses.
- Lastly, the Lesley University administration strongly supports the use of alternative transportation. The University takes part in the Green Streets Initiative and offers incentives to faculty and other employees to commute to campus via mass transit, bicycle, car-pooling or walking. Lesley is in the number two position for hospital and university participation (behind Dana-Farber Cancer Institute).

### Resilience

Lesley has looked to recent City of Cambridge reports and assessments to help us define issues of resiliency. The two areas of concern for Lesley are storm and extreme heat events. Recently, the University installed a 100,000 gallon retention system to collect and slowly release stormwater runoff into the soil near the new Lunder Arts Center. The University is now cataloging its campus surface area by type (impervious vs. pervious) and kind (grass, tree, porous paver,

concrete, etc.). When this information is available, it will help the University understand how it can improve upon its capacity to handle storm events.

Likewise, the University is committed to reducing its electrical consumption. Lesley has invested in lighting efficiency overhauls, efficient chillers, tight building envelopes, and even radiant floors and fan coil units to cool nearby air in summer months without taxing the ventilation system. Also, Lesley is investigating landscape treatments to cool both exterior environments as well as buildings.

### Behavior Change

The Strategic Plan calls for continued sustainability improvements and the provision of regular data on sustainability initiatives. Lesley plans to continue to increase community awareness of personal behavior as it relates to sustainability and energy conservation and offer students, faculty, staff and the community at large a variety of programs underscoring environmentally responsible norms. The University invites local vendors to celebrate its annual Campus Sustainability Day in the fall along with a week of Earth Day events in the spring. Among Lesley's activities are an Environmental Club, Green Office Initiative, the Lesley Urban Garden and a variety of other programs. More information about Lesley's sustainability efforts is available at <http://www.lesley.edu/sustainability>.

## Accessibility

Lesley University is committed to ensuring its existing buildings and campus spaces are accessible to people with disabilities and all new construction is designed to meet accessibility code requirements. In addition, whenever possible, older and historic, pre-ADA structures are retrofitted to afford the greatest level of accessibility achievable. All but one classroom and all laboratories are now fully accessible. The remaining classroom, in a Victorian property at 33 Mellen Street, will be made accessible in a future renovation project.

## Fitness Facilities

Eight of Lesley University's NCAA Division III athletic teams continue to use fields, courts and facilities at Buckingham Brown & Nichols (BB&N) School, the local private high school on Gerry's Landing Road. Baseball and softball teams practice and play at Somerville's Trum Field while men's and women's cross-country teams, because of the nature of the sport, travel to various locales around New England to compete. However, increased varsity athletics participation has prompted Lesley administrators to look for suitable long-term alternatives in Cambridge or surrounding towns. No plans for new facilities or field use have been made though and the University continues to enjoy its relationship with BB&N. Lesley and BB&N have extended contracts for three years for the use of facilities to 2018.

## Precinct and Site Specific Plans

### DOBLE CAMPUS

The Doble Campus includes several historic buildings and Victorian homes which have been converted for academic uses and a few mixed-use modern buildings, circa late 1960s/early 1970s, which form the edges of a quad and house students as well as provide classroom, office, recreation, and dining space.

### Recently Completed

#### *Threshold, 82 Oxford Street*

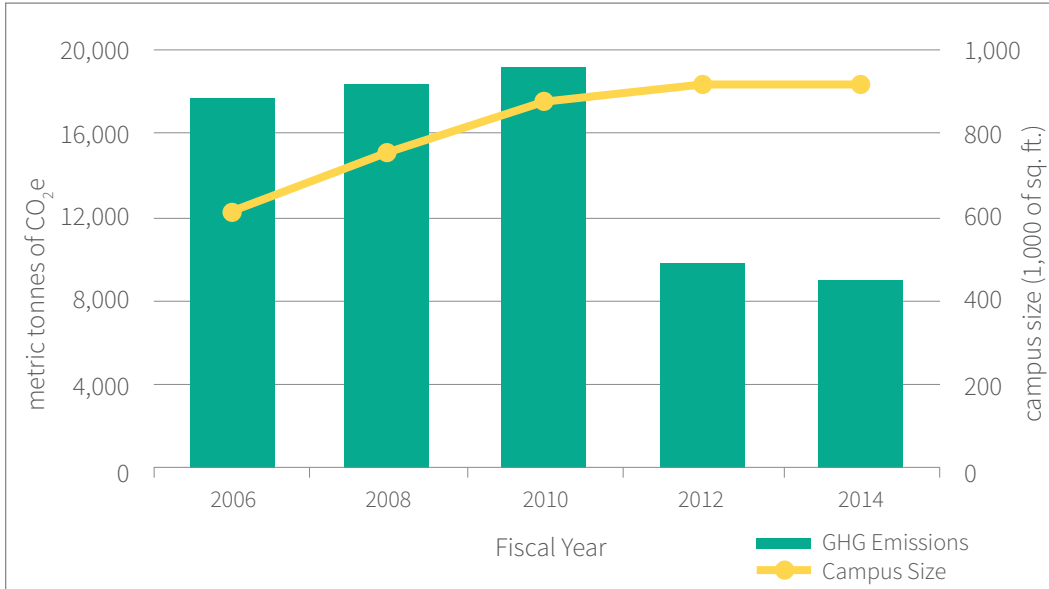
During the summer of 2015 phase three of the Threshold renovations commenced. This final phase of work included a complete renovation of this historic building. Like its previous phases of work at 68, 78, and 80 Oxford, it did not increase program size.

### In Construction

#### *Doble Hall, 30 Mellen Street*

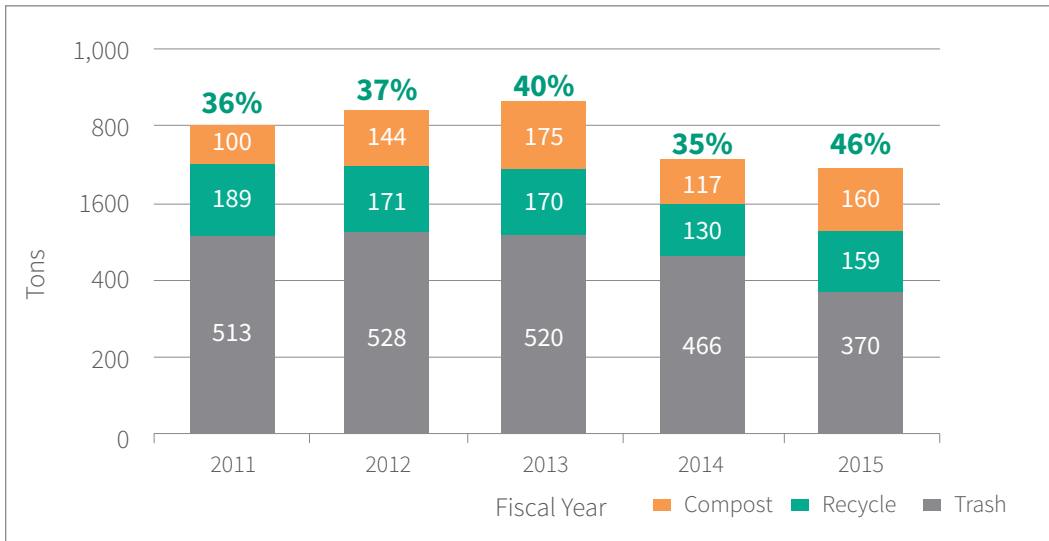
Lesley is renovating the fourth floor of Doble Hall to improve circulation and update two classrooms.

### Greenhouse Gas Emissions



LESLEY HAS REDUCED GHG EMISSIONS DESPITE AN INCREASE IN BUILDING AREA.

### Waste Diversion



LESLEY HAS REDUCED OVERALL WASTE WHILE INCREASING ITS RECYCLING RATE. RECYCLING RATES ARE INDICATED AT THE TOP OF EACH FISCAL YEAR BAR.



82 OXFORD WAS RENOVATED, BRINGING TO COMPLETION THE RENOVATION OF ALL THRESHOLD BUILDINGS.

## In Planning

### *ABS Energy Project*

We are currently considering an energy saving project located at Doble, Wolfard, Malloch and MacKenzie Halls, which are the two 5 story brick buildings built in 1973 that are located on the east and west side of the Doble Quad. The project is focused on replacing the obsolete energy management system backbone and associated equipment controllers. The scope of work also includes replacing existing Doble campus-wide exterior lighting with new energy efficient LED lighting. The project which would be done this coming spring will provide significant energy savings in both electric and gas.

### *Mellen Street Pedestrian Walk*

During the summer of 2016 a new campus entrance, raised pedestrian way and landscape beautification project is planned for the section of Mellen Street from 30 Mellen Street to Oxford Street, which the University owns. This area is envisioned to extend existing public space while

retaining emergency vehicle access via mountable curbs at either end of the walk. New entry signs, pedestrian furniture, additional green space and pervious surfaces would replace the current, impervious asphalt, do not enter sign and chain, extending a welcoming gesture to visitors as well as students, faculty and staff. Also, it would make one of the University's central open spaces, the Doble Quad, fully accessible from Mellen Street via a curvilinear ramp and stair combination.

## BRATTLE CAMPUS

The Brattle Campus includes several historic buildings in the middle of an historic district. Lesley University shares the grounds and Sherrill Library with the Episcopal Divinity School (EDS). Previous infrastructure improvements at the Brattle Campus have increased the efficiency of energy systems for buildings of both Lesley and EDS. We continue to focus efforts in this area and have committed to further renovations over the next decade to reduce deferred maintenance and keep buildings in good condition.



IMAGE CREDIT: PRESSLEY ASSOCIATES



PROPOSED RAISED PEDESTRIAN WAY ALONG MELLEN STREET CONNECTS THE CAMPUS WHILE STILL ALLOWING EMERGENCY VEHICLES TO ENTER VIA MOUNTABLE CURBS AT EITHER END. NEW RAMPS PROVIDE CLEAR AND CONVENIENT WHEELCHAIR ACCESS TO THE DOBLE QUAD FROM MELLEN STREET.  
 IMAGE CREDIT: PRESSLEY ASSOCIATES

## Recently Completed

Working alongside EDS, Lesley University made several important improvements to shared buildings and grounds at the Brattle Campus.

### *Sherrill Library HVAC - Phase 2*

Significant renovations at Sherrill Library increased energy efficiency through the total replacement of 1965 HVAC equipment. In this second phase of work, new heating has been achieved for the offices and remaining library area.

### *Lawrence Hall*

The renovation of all Lawrence Hall bathrooms, including making them ADA compliant, was completed with the final phase of work during the summer of 2015.

## In Planning

### *Community Garden Expansion*

An expanded community garden is envisioned for the landscape behind the parking lot of 101 Brattle Street. However, no date has been set for this work.

### *Electrical Grid Replacement*

The electrical infrastructure, both cabling and equipment, on the Brattle Campus is burdened by life expectancy and parts issues. The existing Lesley/EDS cabling will be replaced by modern Eversource cabling, improving service reliability and reducing University risk and cost in the case of a cabling failure. Likewise, electrical equipment in several buildings is approximately 50 years old and will be replaced. This work will be performed in four phases.

## PORTER CAMPUS

The Porter Campus includes University Hall (formerly known as the Porter Exchange building) at 1815 Massachusetts Avenue, the Lunder Arts Center at 1801 Massachusetts Avenue, 815 Somerville Avenue, and the parking lots located across Massachusetts Avenue from University Hall.

## Recently Completed

### *Lunder Arts Center*

Lesley University constructed the Lunder Arts Center, which included the move of the historic former North Avenue Congregational Church, a new four-story structure on the corner of Massachusetts Avenue and Roseland Street, and the three-story connector building. The relocation of the church building has increased its visibility on Massachusetts Avenue. With its full restoration and adaptive reuse, including a new cupola in the spirit of its former turn of the century top, it provides a focal point for people to approach the building along a stretch of Massachusetts Avenue that curves away in either direction. An active urban plaza on Massachusetts Avenue leads to a dramatic glass-enclosed “Arts Commons” entry at the center of the complex, creating a welcoming open space not only for the Lesley community but also for the larger Cambridge community to gather. A public gallery and library welcome passersby and anchor the building in its community with an engaging ground floor.

Only months into its first year, the Lunder Arts Center has already (literally) displayed Lesley University’s commitment to making Porter Square an important center for the Cambridge Arts community, by hosting the work of 55 local visual artists in its inaugural “In/Sight” exhibition, offering space for the Cambridge Open Studios initiative and dedicating its Spotlight Gallery (facing Roseland Street), and showing the work of local artists. In addition, Lesley extends the power of the arts throughout the University, PreK-12 public education and the community, encouraging and supporting community-wide creativity.

The Lunder Arts Center received a 2014 Preservation award from the Cambridge Historical Commission.



LUNDER ARTS CENTER COURTYARD AND ATRIUM ENTRANCE

Image Courtesy of Bruner/Cott, Photo by Robert Benson



VIEW OF LUNDER ARTS CENTER FROM CORNER OF ROSELAND STREET AND MASSACHUSETTS AVENUE

Image Courtesy of Bruner/Cott, Photo by Robert Benson



MORIARTY LIBRARY

Image Courtesy of Bruner/Cott, Photo by Robert Benson



GALLERY VISIBLE FROM THE STREET AT DUSK

Image Courtesy of Bruner/Cott, Photo by Robert Benson

## In Construction

### Porter Cafe Renovation

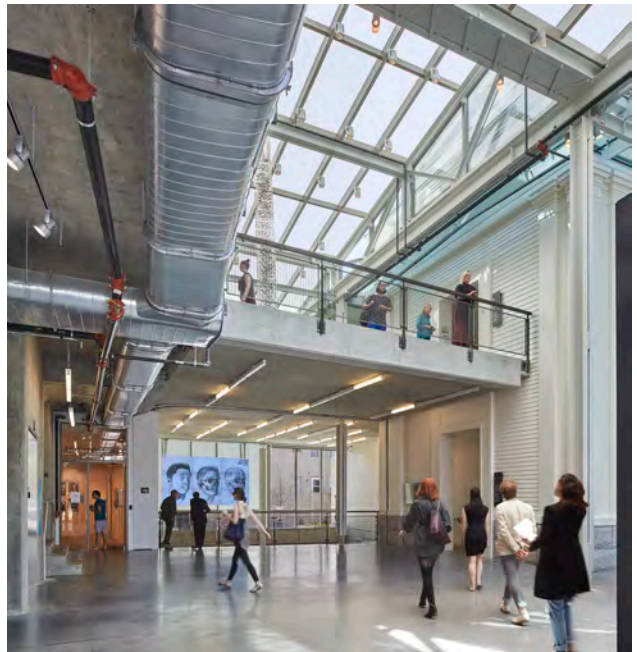
With the relocation of arts students from Boston to Porter Square, the University saw a need for expanded cooking capabilities at the Porter Cafe, which is a food service facility on the third floor of University Hall run by Bon Appétit as part of the University food services operation. The renovation will allow grilled and hot foods to be prepared on site.

### Long Term Development Sites

The two parking lots along Massachusetts Avenue across from the new Arts Center and University Hall were included in discussions with neighbors and the City during planning for the new Arts Center and were zoned as part of the Porter Square Overlay District to favor three-story-tall buildings with street level retail. The University intends to eventually develop these sites. The only other open sites on Lesley property are existing parking lots, including the lot behind University Hall and the parking lots and tennis court on the Doble Campus. There are no plans to develop any of these sites at this time.



ATRIUM ENTRYWAY, LUNDER ARTS CENTER



SECURITY DESK AND RESTORED WINDOW GLASS

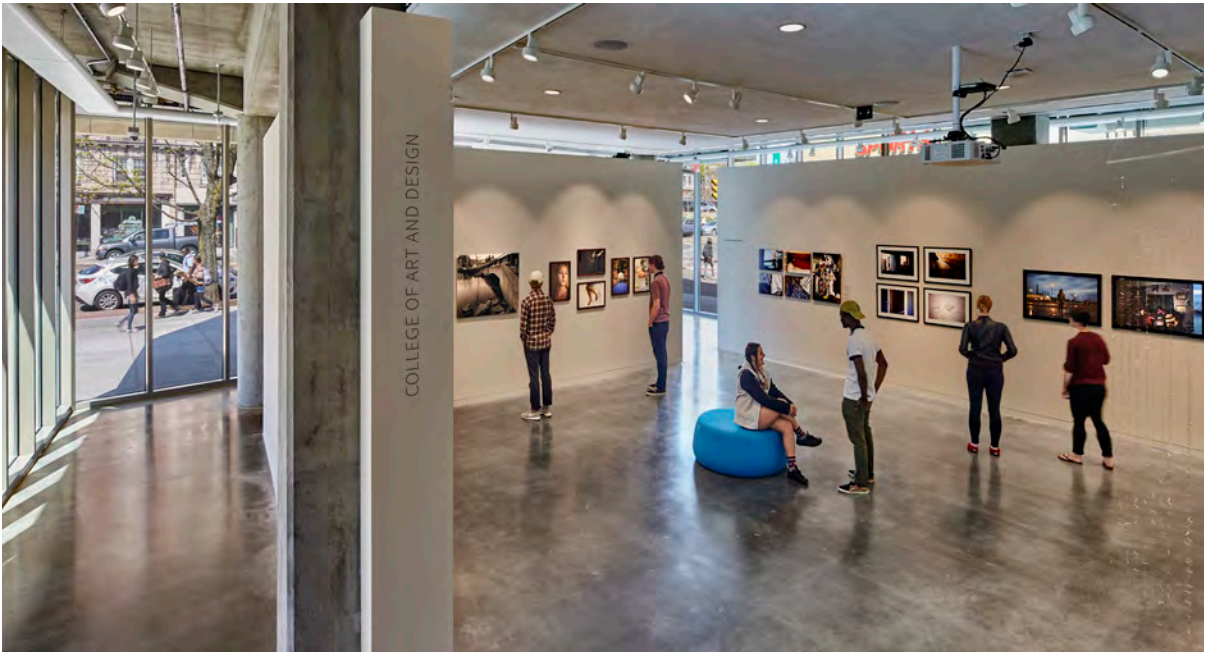
Image Courtesy of Bruner/Cott, Photo by Robert Benson

Image Courtesy of Bruner/Cott, Photo by Robert Benson





ATRIUM AREA, SECOND FLOOR OF LUNDER ARTS CENTER



GALLERY, LUNDER ARTS CENTER

Image Courtesy of Bruner/Cott, Photo by Robert Benson

Image Courtesy of Bruner/Cott, Photo by Robert Benson



# List of Projects

For full descriptions of the following projects, please refer to the previous section, “Precinct and Site Specific Plans.”

## Completed

- Lunder Arts Center
- Threshold, 68 Oxford Street
- Lawrence Hall Interior Renovations
- Sherill HVAC - Phase 2

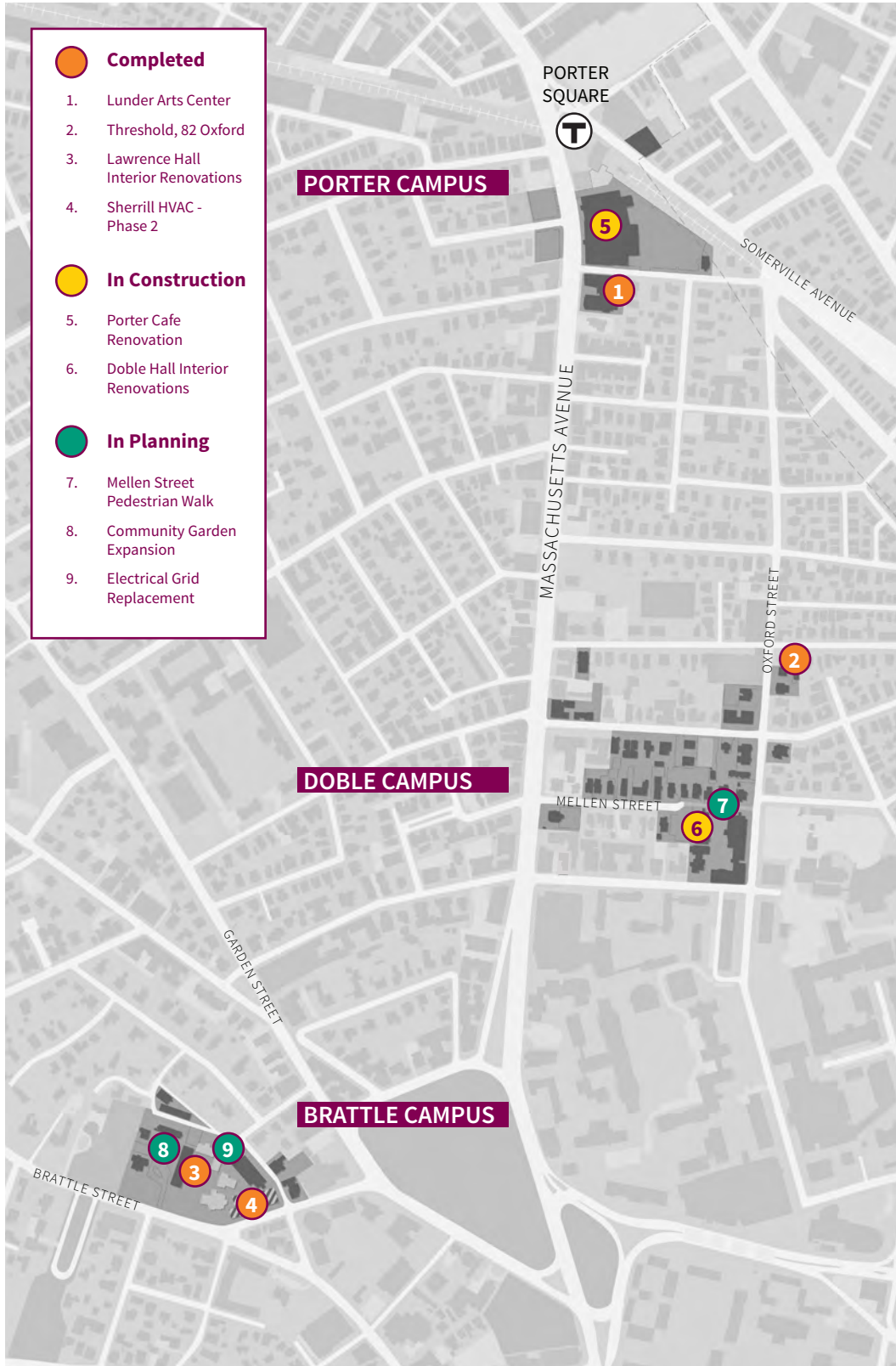
## In Construction

- Porter Cafe Renovation
- Doble Hall Interior Renovations

## In Planning

- Mellen Street Pedestrian Walk
- Community Garden Expansion
- Brattle Electrical Grid Replacement

## Project Map



RECENTLY COMPLETED, IN CONSTRUCTION AND IN PLANNING PROJECTS ARE ILLUSTRATED ABOVE.

# Campus Maps

## Map 1: Real Estate Owned and Leased

See page 5.

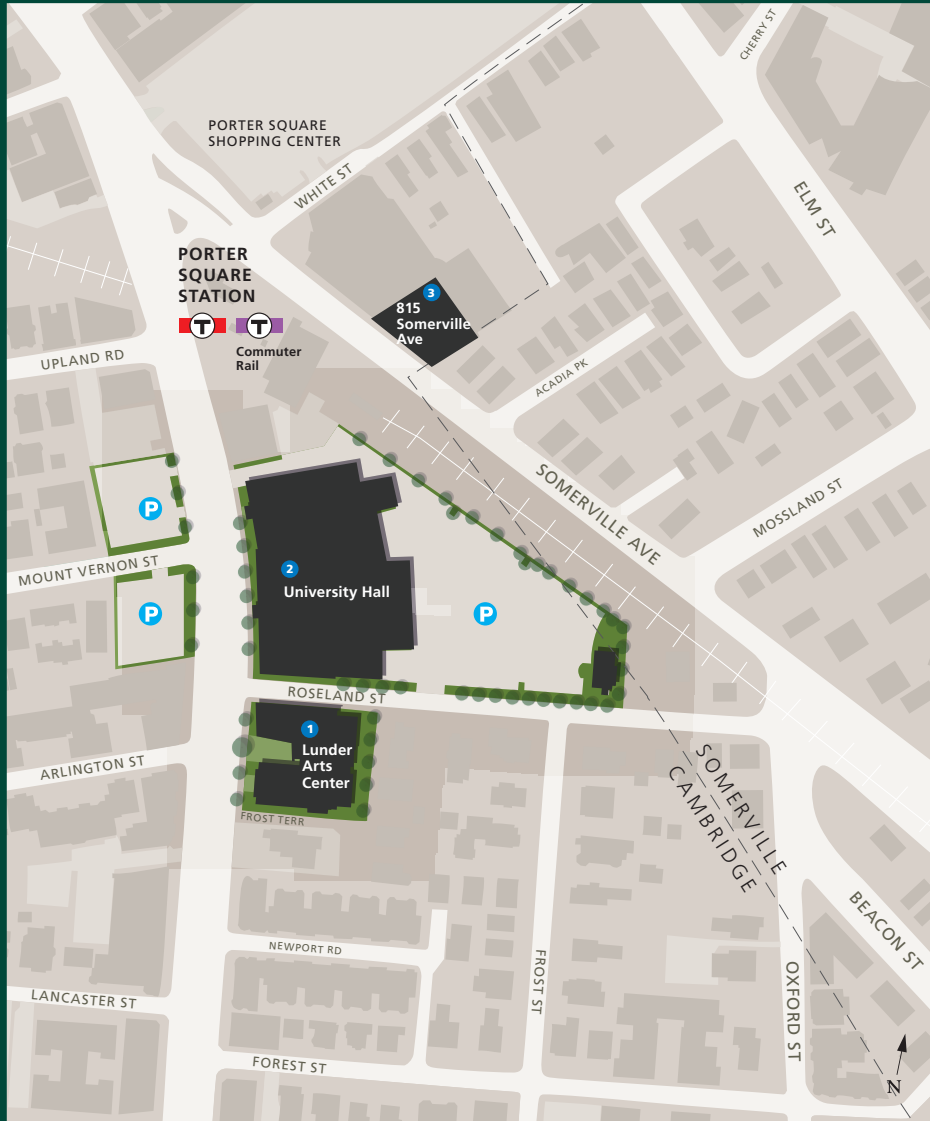
## Map 2: Shuttle Routes

See page 7.

## Map 3: Project Map

See page 20.

# Map 4: Porter Campus



## PORTER CAMPUS

- 1 1801 MASS AVE**  
**Lunder Arts Center**  
*College of Art and Design*  
*Classrooms / Studios*  
*Moriarty Library*
- 2 1815 MASS AVE**  
**University Hall**  
*Amphitheater*  
*Classrooms*  
*Graduate Admissions*  
*Graduate School of Education*  
*Porter Caf *  
*Registrar*  
*Student Administrative Services*  
*Studios*  
*The Shops at University Hall*
- 3 815 SOMERVILLE AVE**  
**Administrative Offices**

### KEY

- You Are Here
- MBTA Red Line
- MBTA Commuter Line
- Parking
- Pedestrian Route

# Map 5: Doble Campus



## DOBLE CAMPUS

- |  |  |  |  |
|--|--|--|--|
| 10 29 EVERETT ST<br>Office of the President<br>Office of the Provost     | 18 23 MELLEN ST<br>Schwartz Hall<br>Enrollment Management  | 26 34 MELLEN ST<br>Wolfard Hall<br>Marran Theater<br>Public Safety<br>Classrooms | 34 78 OXFORD ST<br>Wilbur House  |
| 11 31 EVERETT ST<br>Stebbins Hall<br>Alumni Hall<br>Classrooms           | 19 24 MELLEN ST<br>Mellen House  | 27 35 MELLEN ST  | 35 80 OXFORD ST<br>Maren K. Hitz '85<br>Alumni Center<br>Threshold Program |
| 12 33 EVERETT ST<br>White Hall<br>Dining Commons                         | 21 29 MELLEN ST<br>College of Liberal<br>Arts and Sciences   | 28 36 MELLEN ST<br>MacKenzie Hall<br>Health Services<br>McKenna Student Center   | 36 82 OXFORD ST<br>Threshold Program                                       |
| 13 1627 MASS AVE<br>Undergraduate Admissions<br>Visitor's Service Center | 22 30 MELLEN ST<br>Doble Hall<br>Academic Achievement<br>Career Resource Center<br>Classrooms<br>Community Service<br>Counseling Center<br>Fitness Center<br>Information Commons | 29 37 MELLEN ST<br>Glennon Hall  | 37 6 SACRAMENTO ST<br>Sacramento House                                     |
| 14 7 MELLEN ST<br>Global Education Center                                | 23 31 MELLEN ST<br>Jenckes House   | 30 38 MELLEN ST<br>Malloch Hall<br>Athletics<br>Student Activities               | 38 1 WENDELL ST  |
| 15 9 MELLEN ST<br>Office of Residential Life                             | 24 33 MELLEN ST  | 31 61 OXFORD ST<br>Kirkland House  | 39 3 WENDELL ST  |
| 16 11 MELLEN ST<br>Office of Student Life &<br>Academic Development      | 25 33½ MELLEN ST   | 32 63 OXFORD ST<br>Wendell House   | 40 14 WENDELL ST<br>Compass House  |
| 17 13 MELLEN ST<br>Center for the Adult Learner                          |  | 33 68 OXFORD ST<br>Kris House  | 41 16-18 WENDELL ST<br>Wilson House  |
|  |  |  | 42 28-R WENDELL ST<br>Everett House  |
|  |  |  | 43 34 WENDELL ST<br>Buoma Hall   |

# Map 6: Brattle Campus



## BRATTLE CAMPUS

### KEY

- You Are Here
- MBTA Red Line
- Parking
- Pedestrian Route
- EDS Building
- Lesley Building
- EDS & Lesley

### EDS & LESLEY

- 50** 89 BRATTLE ST  
Sherrill Library
- EDS**
- 64** 4 BERKELEY ST  
Deanery
- 51** 91 BRATTLE ST  
St. John's Chapel
- 52** 99-1 BRATTLE ST  
Wright Hall
- 53** 99-2 BRATTLE ST  
Burnham Hall
- 54** 99-3 BRATTLE ST  
Reed Hall
- 65** 8 ST. JOHN'S RD
- 66** 9 ST. JOHN'S RD
- 67** 10 ST. JOHN'S RD
- 68** 11 ST. JOHN'S RD
- 69** 13 ST. JOHN'S RD
- 70** 15 ST. JOHN'S RD

### LESLEY

- 55** 99-4 BRATTLE ST  
Lawrence Hall
- 56** 101 BRATTLE ST  
Advancement Alumni
- 57** 1 HASTINGS AVE  
Buildings & Grounds
- 58** 3 PHILLIPS PL  
Graduate School of Arts & Social Sciences
- 59** 5 PHILLIPS PL  
Graduate School of Arts & Social Sciences
- 60** 10 PHILLIPS PL  
Washburn Commons
- 61** 1-7 ST. JOHN'S RD  
Winthrop Hall
- 62** 2-4 ST. JOHN'S RD  
Kidder House
- 63** 6 ST. JOHN'S RD  
Rousmaniere House



# Transportation Demand Management

Lesley University submitted its 2015 PTDM Annual Progress Report in June. This report is an update of the University's existing Transportation Demand Management (TDM) programs, the University's Cambridge parking supply, and survey results of employees and students who commute to the Cambridge campuses. The goal of the report is to provide the City of Cambridge with a current assessment of the University's parking supply and how Lesley is managing its vehicle trips through the PTDM measures and strategies offered by the University as compared to its 2005 baseline report.

## Commuting Mode of Choice

Lesley University conducts a week long (Monday through Friday) Parking Transportation Demand Management survey every year in the month of April. This survey is distributed to all off-campus members of the Lesley community, i.e. no undergraduates who live on campus, and includes faculty, staff and commuter and graduate student respondents. The survey asks how one commuted to campus each day and excludes anyone who identified themselves as "out." However, it does include anyone who specified "no classes" to give a general sense of how much of the population should be factored into commuting calculations given that not everyone is a typical student.

### Commuting Mode

Commuting Mode	2015
Drove alone entire way	43%
Took public transportation	33%
Carpooled	8%
Bicycled	1%
Walked	11%
Other	0%
No Classes	4%

In 2015, Lesley's Cambridge combined employee and student adjusted drive alone rate was 43.4%. The University's goal is 38%.

## Point of Origin for Commuter Trips to Cambridge

The number of employees and students who reside in the top ten towns represent 51 percent of the commuter population. Boston, including Allston and Brighton, represent the largest number of respondents with 17 percent followed by Cambridge with 9 percent.

### Top Ten Towns - Employee & Student Survey Respondents by Zip Code

Home Location	%
Boston	17%
Cambridge	9%
Somerville	8%
Arlington	4%
Medford	3%
Newton	2%
Belmont	2%
Watertown	2%
Brookline	2%
Malden	2%

### Top Ten Towns - Employee Only Survey Respondents

Town	# of Employees	Drove Alone	Transit	Bike	Walk	Carpool	Other
Somerville	26	12%	15%	0%	54%	15%	4%
Boston	20	25%	65%	0%	5%	0%	5%
Cambridge	20	25%	20%	5%	45%	5%	0%
Arlington	18	50%	17%	6%	0%	22%	6%
Medford	14	57%	29%	7%	0%	7%	0%
Newton	9	67%	22%	0%	0%	0%	11%
Belmont	6	50%	33%	0%	0%	17%	0%
Acton	5	80%	0%	0%	0%	0%	20%
Brookline	5	60%	20%	0%	0%	20%	0%
Swampscott	5	40%	40%	0%	0%	0%	20%

51% OF ALL EMPLOYEES LIVE IN THE ABOVE TOP TEN TOWNS

## TDM Strategy Updates

There have been no changes to Lesley's TDM strategy since submitting the previous Town Gown report. When it was approved in 2005, Lesley University's Parking and Transportation Demand Management Plan aimed to reduce the University's single occupancy vehicle mode split to 38 percent, which the University has met every year since, except last year.

Vehicle mode split increased due in part to the relocation of the Arts College to Cambridge. The PTDM survey was completed within 60 days of the Lunder Center opening. A re-education process is in progress and results of this April's PTDM survey hopefully will show a continued decrease in single occupancy vehicle travel.

# Antenna Installations

## Existing Conditions

The University currently has only one location that has rooftop wireless telecommunications equipment installed - University Hall, 1815 Massachusetts Avenue. The two wireless network providers on the rooftop tower are AT&T (resident since 1996) and Sprint (resident since 2001). MetroPCS left the rooftop in 2014 and their antenna equipment that was located on the bottom level of the building tower was removed and the fascia repaired. There are two other antennas on the “top” of the tower, a small microwave dish that is a Lesley data connection and an antenna that is part of the City of Cambridge fire and police department telecommunications equipment.

We have almost completed a new agreement with Verizon to install their wireless equipment on the University Hall rooftop. Verizon does not plan to install antennas on the tower but instead to locate them on other parts of the building that are lower to the street and less noticeable. Engineering work is still ongoing in preparation for presentation of the proposed plan by Verizon to the Board of Zoning Appeal.

In addition, AT&T is reviewing the previously City approved wireless antenna project for the top of Doble Hall (30 Mellen Street) on the Doble Campus and the installation is tentatively scheduled for this coming summer, 2016.

Lesley also has small microwave antennas for the exclusive use of the University located at 1 Wendell, 14 Wendell, 6 Sacramento, 30 Mellen and 78 Oxford, which are positioned such that they are not readily visible to the neighborhood.

## Visual Impact Mitigation

The City has a rigorous review process that addresses the aesthetics of any new wireless service provider antenna sites or for any upgrades or changes in existing

rooftop equipment. Anytime a change is contemplated with one of our wireless service providers, we actively review the plan drawings, photos and Photoshop renderings of the proposed installations before they are submitted to the Board of Zoning Appeal for review and approval. We are very conscious of the appearance of antennas on our buildings and keeping them as inconspicuous as possible while still allowing them to operate as they are intended.

Regarding the University Hall tower, the current AT&T and Sprint wireless antennas are located in the red tile reveals on each side of the tower and be painted the same color as the red tile. The new Verizon antennas as stated above will be located lower and on other parts of the building. No antennas are allowed on the yellow brick surface of the building or tower.

The AT&T wireless antennas at Doble Hall will be located inside surrounds painted the color of the red brick building or located back off of the building edge in less conspicuous places.

We will continue to participate in the existing City review process in an effort to keep the visual impact of any antennas acceptable.

# Institution Specific Information Request

## 1. To develop a more complete picture of the institution, provide a listing of Lesley's education sites located outside of Cambridge.

An important part of Lesley's work is its collaboration and partnerships with schools and districts throughout Massachusetts. They inform our teaching and learning, and provide opportunities for growth, as well as for placements for our practicum students. Lesley has written a report responding to the Massachusetts Department of Elementary and Secondary Education (DESE) Standard 703 (b): "Collaborate with school districts to ensure positive impact in meeting the needs of the districts." The following is an overview of our partnerships and collaborations during 2013-2015. Read the full Lesley University MA School and District Partnerships Report for details: <http://www.lesley.edu/WorkArea/DownloadAsset.aspx?id=21187>.

## Outside Cambridge

Lesley University has direct partnerships with 60 Massachusetts school districts (Acton-Boxborough, Agawam, Arlington, Assabet-Valley Regional High School, Avon, Bellingham, Billerica, Boston, Brockton, Brookline, Cambridge, Carlisle, Central Berkshire, Concord, Concord-Carlisle Regional, Dennis-Yarmouth Regional, Easthampton, East Windsor, Everett, Framingham, Frontier Regional, Haverhill, Hilltop

Cooperative Charter, Lawrence, Lexington, Lowell, Ludlow, Malden, Medford, Needham, Newburyport, Newton, Oak Bluffs, Old Rochester, Peabody, Pioneer Valley, Plymouth, Reading, Salem, Sandwich, Scituate, Somerville, South Hadley, Southwick, Springfield, Triton, Wakefield, Waltham, Watertown, Webster, Wellesley, Westford, Westhampton, Weston, West Springfield, Westwood, Weymouth, Wilmington, Winchester and Worcester). Our Early Field Experience, field-based work within courses, practica, and internship placements extend far beyond these.

## Teaching Sites

Site Name	Address	City	State	Zip
Amesbury High School	5 Highland Street	Amesbury	MA	01913
Beaufort High School	84 Sea Island Pkwy	Beaufort	SC	29902
Boston Higashi School	800 North Main Street	Randolph	MA	02368
Bunker Hill Community College	205 Rutherford Avenue	Charlestown	MA	02129
Cape Cod Community College	2240 Lyannough Road	West Barnstable	MA	02668
David P. Meaney Education Center	10474 Mather Boulevard	Mather	CA	95655
Federal Hill Preparatory School	1040 William Street	Baltimore	MD	21230
Galvin Middle School	525 Main Street	Wakefield	MA	01880
Great Falls High School	1900 2nd Avenue South	Great Falls	MT	59405
Hazelwood Elementary	11815 SE 304th Street	Auburn	WA	98092
The Hill Center	921 Pennsylvania Avenue SE	Washington	DC	20003
Lakewood High School	9700 W. 8th Ave	Lakewood	CO	80215
Mansfield High School	250 East Street	Mansfield	MA	02048
Murrieta Elementary School	24725 Adams Ave	Murrieta	CA	92562
Plymouth North High School	41 Obery Street	Plymouth	MA	02360
Randolph Community Middle School	225 High Street	Randolph	MA	02368
Roots and Branches School	1807 Harlem Avenue	Baltimore	MD	21217
Shrewsbury High School	64 Holden Street	Shrewsbury	MA	01545
South Shore Charter School	100 Longwater Circle	Norwell	MA	02061
Tucumcari Elementary School	1100 S. 7th Street	Tucumcari	NM	88401
Twin Spruce Junior High	100 E. 7th Street	Gillette	WY	82716
Walnut Hill Seminar House	81 Chester Road	Raymond	NH	03077
William H. Taft Elementary School	3722 Anderson Street	Boise	ID	83703
Wood Hill Middle School	11 Cross Street	Andover	MA	01810
Woodville Elementary School	30 Farm Street	Wakefield	MA	01880

## Partnership Sites

### Lawrence Public Schools

In 2013, the Graduate School of Education and Lawrence Public Schools entered into a partnership agreement to structure ongoing support for the achievement of students in that district.

### **Wakefield Public Schools**

The Graduate School of Education is in the first year of a partnership with the Wakefield Public schools. Elements of the partnership include working closely with the district to provide district specific professional development, having Wakefield act as a regional site for programs of study, developing internship opportunities for initial licensure candidates, and developing practicum placement sites.

### **Boston Public Schools**

Faculty members of the Early Childhood Program are involved in supporting teachers and children's learning in the Boston Public Schools (BPS), including teaching a course to teachers new to teaching in preschool and kindergarten and providing early childhood coaching and supervision of teachers in the Boston Teacher Residency program. One faculty member works closely with BPS, and has helped to develop and train teachers for a storytelling/story acting approach for the pre-kindergarten and kindergarten curriculum. This faculty member also began co-writing the new BPS kindergarten curriculum that is being implemented in 250 Boston kindergartens.

### **Somerville Public Schools**

During the 2014-15 year, the early childhood division has helped the Somerville Public Schools early childhood programs move forward in equity, diversity, and anti-bias education with a series of workshops on anti-bias and consulting on a professional development strategic plan with Somerville's new director of early education.

### **League School of Greater Boston**

This partnership provides an opportunity to work in partnership with local districts to bring increased knowledge about autism to schools. Lesley University in partnership with League School of Greater Boston, will offer, on the School's campus, a graduate autism specialization program beginning in June 2015.

### **The Center for Mathematics Achievement (CMA)**

CMA has received Massachusetts Mathematics and Science Partnerships (MMSP) with the Springfield and Easthampton Public Schools. The director is also providing coaching and District Developed Measures in Easthampton. The CMA also received a second MMSP grant to provide mathematics and science content courses in the Brockton and Weymouth Public Schools. During some of the courses in-service teachers will spend a day at the Boston Science Museum, which has also partnered with the CMA for this grant.

### **The Center for Special Education**

In partnership with the Massachusetts Advocates for Children, the Oak Foundation, and Harvard Law School, Lesley has developed a training program that supports school personnel to become knowledgeable about childhood trauma and its effect on learning, and has given training in Boston, Brockton, Newburyport, Reading, Salem, Webster, and Plymouth. They have developed a four-course sequence designed for school-based professionals to understand how trauma manifests in schools and how schools can become trauma-sensitive environments.

## Community College Partnerships

In 2005, Lesley University launched its bachelor's degree completion partnership with Bunker Hill Community College. Those who hold an associate's degree from the Charlestown-based school, and meet the criteria, possess half the credits needed to complete a bachelors degree in business administration, psychology or early childhood studies. In addition, the Lesley courses are offered on the Bunker Hill campus at the community college tuition rate.

## Relationship with Cambridge Public Schools

Examples of collaboratively designed program descriptions based on identified needs of the preK-12 community and opportunities for preparation program faculty to work in schools/districts include:

### Creativity Commons

The Creativity Commons offers a space for faculty, graduate students, and community partners to foster new programs and projects. Examples include: the Cambridge Creativity Commons, which offers programs to encourage cross-disciplinary collaboration in the Cambridge Public School District (CPSD); Sidewalk Math, an interactive art installation (Cambridge and Worcester); the School/Family Engagement Project (CPSD); and Integrative Arts Learning, where faculty in the Creative Arts and Expressive Therapies programs work with CPSD on arts-related learning.

### Kennedy-Longfellow/Lesley University Partnership

Lesley's partnership with the Kennedy-Longfellow School, located in Cambridge's Area IV, focuses on curriculum and the use of technology to enhance teaching and learning, encourage 21st century competencies, and promote digital citizenship. The partnership, funded through a \$2 million gift from Albert and Kate Merck, is in its fourth year and has seen classrooms evolve from a few aging computers to learning environments that include SmartBoards, Document cameras, teacher laptops, and 1:1 iPads for the students.

### Summer Compass Program

For more than thirty years, Lesley University and the Cambridge Public Schools have collaboratively offered a program in Cambridge that provides a six-week summer program for children in grades preK-6 that extends and reinforces children's learning during the school year. It satisfies the practicum requirement for Lesley students in the Specialist Teacher of Reading program, and half of the field practicum requirement for those in the early childhood, elementary, moderate disabilities, and instructional technology programs. Schools can become trauma-sensitive environments.

### The Center for Reading Recovery and Literacy Collaborative

This center provides training to teachers throughout the Commonwealth and United States, offering literacy courses and professional development offerings in districts across Massachusetts, the US, and internationally. Since its inception, the CRRLC has worked with over 280 literacy coaches in fifteen school districts in Massachusetts, Cambridge among them.

In-depth/year-long field based experiences; opportunities for exemplary educators to teach in preparation programs and collaboration in identifying and selecting candidates for programs who meet local needs include:



## Field-Based Internships

For decades, Lesley University's Graduate School of Education and Graduate School of Arts and Social Sciences have had year-long field-based internships in both public and private schools across the Commonwealth. In the 2013-2014 academic year, the Division of Counseling and Psychology had 25 students in year-long internships in Cambridge and other Massachusetts public schools to meet the requirements for either school guidance or school adjustment counseling.

## The Collaborative Internship Program

Partnering with four public and seven independent schools, including Cambridge Public Schools, the program offers a residency model wherein graduate students spend a year in a school while completing their degree. Graduates of the Collaborative Internship Program are highly marketable and find employment in schools regionally and nationally.

## Cambridge/Lesley Professional Development Schools

This is a 21-year partnership involving Lesley University and two public elementary schools in Cambridge, focuses on creating opportunities for pre-service candidates to be engaged in all aspects of the school community.

## Year-Long Internships in Schools/Districts

Qualified students can spend a full academic year as interns in Cambridge and other area public schools. Year-long interns are able to complete all of their required field experiences for the initial license while earning a stipend and gaining valuable classroom experience. Each year approximately 20-25 candidates complete these internships.

## The Graduate School of Arts and Social Sciences

World-renowned leaders in the fields of counseling psychology and expressive therapies (as well as an award-winning and widely acclaimed low-residency program in creative writing) offered robust and valuable internships in a variety of Cambridge locations over the past several years. These include:

- Boston Area Rape Crisis Center (99 Bishop Allen Drive)
- Cambridgeport School (89 Elm St.)
- Cambridge Rindge and Latin (459 Broadway)
- Massachusetts Alliance of Portuguese Speakers (1046 Cambridge St.)
- Dr. Martin Luther King Jr. Open School (850 Cambridge St.)
- Emerge (2464 Massachusetts Ave. No. 101)
- The Guidance Center (5 Sacramento St.)
- Cambridge High School Extension Program (359 Broadway)
- Cambridge Eating Disorder Center (3 Bow St.)
- Riverside Community Care at the Guidance Center (5 Sacramento St.)

## Cambridge Community Foundation and Community Arts Support

Through our partnerships, sponsorships and interactions with organizations as varied as the Cambridge Community Foundation, Cambridge Community TV, Cambridge Historical Commission, Cambridge Historical Society and the Cambridge Arts Council (the Lunder Arts Center was one of the Cambridge Open Studios sites in 2015), Lesley University embraces its home in the heart of the city's cultural community.

With financial support (as with the Porter Square Neighborhood Association's publication "Shop and Eat on Mass. Ave. 2015"), to providing space for ad hoc business groups and the 2013 and 2015 City Council candidates forums, as well as free programs on domestic violence and other national and global social issues, Lesley's doors are always open to Cambridge residents.

## Urban Scholars Initiative

Lesley University created the Urban Scholars Initiative (USI) program to help talented and dedicated students like you fulfill their dream of completing a college degree. Lesley's Urban Scholars Initiative works with 14 community partners to find eligible, college-ready students. This is not an alternative-admissions program; rather, it makes the opportunity of a four-year university education attainable for talented students who otherwise could not afford higher education.

The community partners include: Artists for Humanity, Boston; Boston Red Sox Scholars Foundation, Boston; Bottom Line, Dorchester; Breakthrough Greater Boston, Cambridge; The Graduate Support Program (Nativity Preparatory School, Jamaica Plain; Higher Education Resource Center, Boston; KIPP Through College, New York; La Vida Scholars, Lynn; Let's Get Ready, Boston; RAW Artworks, Lynn; Steps to Success, Brookline High School; Summer Search, Jamaica Plain; The Steppingstone Foundation, Boston; and Trinity Education for Excellence Program, Boston.

### **2. Provide an update on the status of the university master plan process and recent planning efforts.**

The University's strategic-planning efforts are deliberately limited, focusing on a two-year bridge to allow for the transition of a new president, and his or her vision and goals.

### **3. Discuss planning for shuttle bus services between campuses and bicycle facilities on campus, including Hubway stations.**

Please see the following sections above for discussion related to shuttle bus service and bicycle facilities: "Institutional Shuttle Information," pages 6-8, and "bicycle amenities," page 11.

### **4. Describe plans for properties currently held by the University on or abutting Massachusetts Avenue. Particular attention should be paid to a description of the uses intended on the ground floor of these sites, as related to community concerns about maintaining an active retail environment. Also address plans for the parking lots across Massachusetts Avenue from University Hall. Are there any plans to screen or beautify these lots?**

The University understands and agrees with the community priority of active streetscapes and street level retail along the Massachusetts Avenue corridor. 1 Wendell and University Hall reflect that commitment with active retail on the ground level. The design of the Lunder Arts Center also reflects our commitment to this ideal. The ground level will be activated by a combination of indoor and outdoor attractions, including a new plaza and public access to art galleries and a library. Also, as part of the Porter Square Overlay District, the two parking lots across Massachusetts Avenue will be developed eventually as three-story-tall buildings with street-level retail. We have a regular maintenance effort to keep the lots in good condition but do not plan to screen the parking lots.

**5. Review strategies to mitigate the visual impact of the many telecommunications antennas mounted on University Hall, in collaboration with wireless network providers and City staff.**

Please see response to this question above in section “Antenna Installations,” page 29.





