



Boston University Fenway Campus

Boston, Massachusetts

Institutional Master Plan Notification Form
2021 - 2031 Institutional Master Plan

April 8, 2021

submitted to the **Boston Planning & Development Agency**

submitted by **Trustees of Boston University**

prepared by **Fort Point Associates, Inc.**



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Chapter 1

INTRODUCTION AND OVERVIEW

CHAPTER 1: INTRODUCTION AND OVERVIEW

1.1 INTRODUCTION

Trustees of Boston University (“Proponent”) is pleased to submit this Institutional Master Plan Notification Form (“IMP NF”) for the Boston University Fenway Campus (“BU Fenway Campus”) in accordance with the Boston Planning & Development Agency (“BPDA”) Article 80D Institutional Master Plan (“IMP”) review process. The BU Fenway Campus (formerly Wheelock College campus) was established following the merger of Wheelock College and Boston University in 2018 and is currently guided by the Wheelock College IMP. The amended IMP was approved on July 11, 2007 for an initial ten-year term and renewed through September 14, 2020 by the BPDA in September 2017.

The Proponent is submitting this IMP NF to initiate the BPDA Article 80D Institutional Master Plan review process for the creation of a new BU Fenway Campus 2021 – 2031 IMP. With this IMP NF, the Proponent will build upon the success of the Wheelock College IMP to craft a future planning framework for the BU Fenway Campus.

1.2 BOSTON UNIVERSITY HISTORY AND BACKGROUND

Boston University (the “University”) is the fourth-largest private nonprofit university in the nation, home each year to more than 35,000 students. One of the oldest institutions of higher education in the Boston area, the University was founded in 1839 as the Newbury Biblical Institute in Vermont by a group of laymen and ministers committed to social equality and inclusiveness. The school relocated to Boston in 1867, and in 1869 the Massachusetts legislature granted a charter for Boston University, formally establishing the University as it is currently known. Originally scattered throughout Beacon Hill, downtown Boston, and the South End, the University has undergone dramatic physical and academic transformations since 1869. Today, more than 10,000 staff and faculty support 17 schools and colleges on three distinct campuses: the Charles River Campus, the Medical Campus in the South End, and the Fenway Campus described in this document.

The Charles River Campus, which serves as the core campus, began to take shape in 1920 when the University purchased 15 acres of land between Commonwealth Avenue and the Charles River. Now spanning 135 acres along a mile and a half of Commonwealth Avenue from Kenmore Square to Packard’s Corner, the Charles River Campus houses most of the University’s undergraduate and graduate programs in a diverse stock of buildings that varies substantially in height, age, and style. The University has actively pursued both restoration of

historic buildings and construction of state-of-the-art facilities to provide a world-class educational environment.

Located two miles southeast of the Charles River Campus, the Medical Campus is composed of three of the University's health science schools: the School of Medicine, the Henry M. Goldman School of Dental Medicine, and the School of Public Health. The Medical Campus has a rich history dating back to 1848, when its School of Medicine began as the New England Female Medical College, the first institution in the world to offer medical education to women and to graduate a black woman physician. The University acquired the Medical College in 1873, creating the first coeducational medical school in the nation. Together, the three schools of the Medical Campus each year educate a diverse group of 3,400 full and part-time students with a focus on underserved populations.

With this IMPNF, the Proponent is pleased to describe the vision for the Boston University Fenway Campus, the result of a merger with Wheelock College. Founded in 1888 by Lucy Wheelock as Miss Wheelock's Kindergarten Training School, the small, private institution was characterized by its focus on training future educators and social workers to improve the lives of children and families. Realized on June 1, 2018, the merger allows the University to again use its resources to strengthen and build upon the historic legacy of a Boston institution committed to bettering the lives of others.

The property holdings of Wheelock College (in the Fenway area of Boston and in Brookline) were assumed by the Proponent and thereafter became known as the BU Fenway Campus (see Figure 1-1, Locus Map). The buildings on the Fenway Campus are used for a variety of programs, research institutions, and housing options that serve the entire Boston University community. Wheelock College's School of Education, Child Life, and Family Studies merged with the University's School of Education and became known as the Wheelock College of Education and Human Development ("WCEHD"), an academic unit of Boston University. The WCEHD is housed on both the Fenway Campus and the Charles River Campus.

1.2.1 FENWAY CAMPUS INSTITUTIONAL MASTER PLAN HISTORY

On February 21, 2007, Wheelock College filed its first IMP following a two-year campus planning effort. The IMP described the institution's mission and objectives, existing properties, and future development plans over a ten-year duration and was approved by the Boston Redevelopment Authority ("BRA"), now BPDA, later that year.

The Wheelock College IMP included three Proposed Institutional Projects ("PIPs"): the Campus Center and Student Residence, the East Wing Project, and the West Wing Project. During the term of the IMP, two amendments were submitted and approved by the BPDA. The First Amendment to the Wheelock College IMP (the "First Amendment") for the Riverway House Renovations and New Addition Project was approved in 2008. The Second Amendment to the Wheelock College IMP (the

“Second Amendment”) for the Center for Learning and Innovation was approved in 2012. The status of these PIPs, as well as the campus urban design and open space, is further described in Chapter 2, Progress on the Wheelock College Institutional Master Plan.

In 2016, Wheelock College underwent a change of leadership and an extensive visioning process for future strategic planning of the campus. Prior to the expiration of the Wheelock College IMP, the college submitted an IMPNF for Renewal on July 10, 2017 to request a three-year extension while it explored options to move the institution into the future. The approved IMP Renewal expired on September 14, 2020, at which point Wheelock College had expected to submit a renewal of its IMP for a term of ten years. Boston University assumed responsibility for this 2021 – 2031 IMP after merging with Wheelock College in 2018.

This upcoming IMP will provide updates on the five PIPs as well as other initiatives and community benefits identified in the 2007 Wheelock College IMP. Although described in its own IMP, the BU Fenway Campus is fully integrated with Boston University’s mission, programming, and facilities management.

1.3 BOSTON UNIVERSITY MISSION AND OBJECTIVES

Boston University is an international, comprehensive, private research university committed to educating students to be reflective, resourceful individuals ready to live, adapt, and lead in an interconnected world. The University is committed to generating new knowledge to benefit society.

The University remains dedicated to its founding principles: that higher education should be accessible to all and that research, scholarship, artistic creation, and professional practice should be conducted in the service of the wider community on a local and international scale. These principles endure in the University’s insistence on the value of diversity, tradition, standards of excellence, and dynamic engagement with the City of Boston and the world.

Boston University comprises a remarkable range of undergraduate, graduate, and professional programs built on a strong foundation of the liberal arts and sciences. With the support and oversight of the Board of Trustees and through its world-renowned faculty, the University continually innovates in education and research to ensure that it meets the needs of students and an ever-changing world.

In support of this mission, in 2018 the University began a two-year process to update its existing strategic plan, *Choosing to be Great*. The comprehensive effort builds upon the same core priorities of the previous plan and is a careful, collective assessment of the opportunities and challenges the University is expected to face through 2031. The plan, *Accelerating the Future*, was endorsed by the Boston University Board of Trustees on April 16, 2020.

Recognizing the changing landscape of higher education, it identifies five strategic priorities to guide the University through the next decade:

- **Vibrant Academic Experience:** Commit to residential undergraduate education and preparation for the world of work, as well as high-quality innovative academic and educational programs at the graduate level.
- **Research that Matters:** Commit to hiring and supporting world-class faculty in select areas across the University where it will promote excellence and local and global impact.
- **Diversity, Inclusion, and Access:** Commit to being a diverse and inclusive institution that provides fair access and opportunities to all faculty, staff, and students.
- **Community, Big yet Small:** Create opportunities for students, faculty, and staff to find their individual communities while benefiting from the resources of a large, urban university and a large number of accomplished alumni.
- **Global Engagement:** Expand the University’s global reach through student, faculty, and alumni engagement opportunities.

1.4 THE NEED FOR A NEW INSTITUTIONAL MASTER PLAN

The Wheelock College IMP, which has guided the BU Fenway Campus since the merger, expired on September 14, 2020. In advance of this expiration, the University began the process of gathering information related to the BU Fenway Campus and identifying its needs over the next decade. The University is committed to developing an IMP for this new campus that will help the University achieve its overall mission and maintain an exceptional environment for its students.

This IMPNF is a framework for setting forth a facilities plan for the next ten years and working with the community and the city to define a new BU Fenway Campus 2021 – 2031 IMP. The IMP will be based upon the program needs described throughout this document and is fully aligned with the strategic and management practices that guide each of the Boston University campuses.

1.5 MASTER PLANNING PROCESS

In recognition of the impact of institutional development on the community, colleges and universities in Boston are required under Article 80D of the Zoning Code to submit a comprehensive development plan to the BPDA at least every ten years. While many PIPs are subject to further review under Article 80B, the IMP allows the BPDA to assess the collective impact and suitability of the campus development programs. The University welcomes the city’s participation in its development planning, viewing it as a chance to optimize its own

plans and initiatives with the expertise of public agencies and to create a positive impact in the community. The forthcoming BU Fenway Campus 2021 – 2031 IMP will represent the collaborative efforts of the community, government agencies, elected officials, and the University.

1.5.1 BOSTON UNIVERSITY FENWAY CAMPUS TASK FORCE

Concurrent with the submission of this IMPNF to the BPDA, the University will meet with BPDA staff to present the planned IMP to a BU Fenway Campus Task Force (the “Task Force”) and to members of the public. The Task Force is comprised of the following representatives from areas surrounding the Fenway Campus:

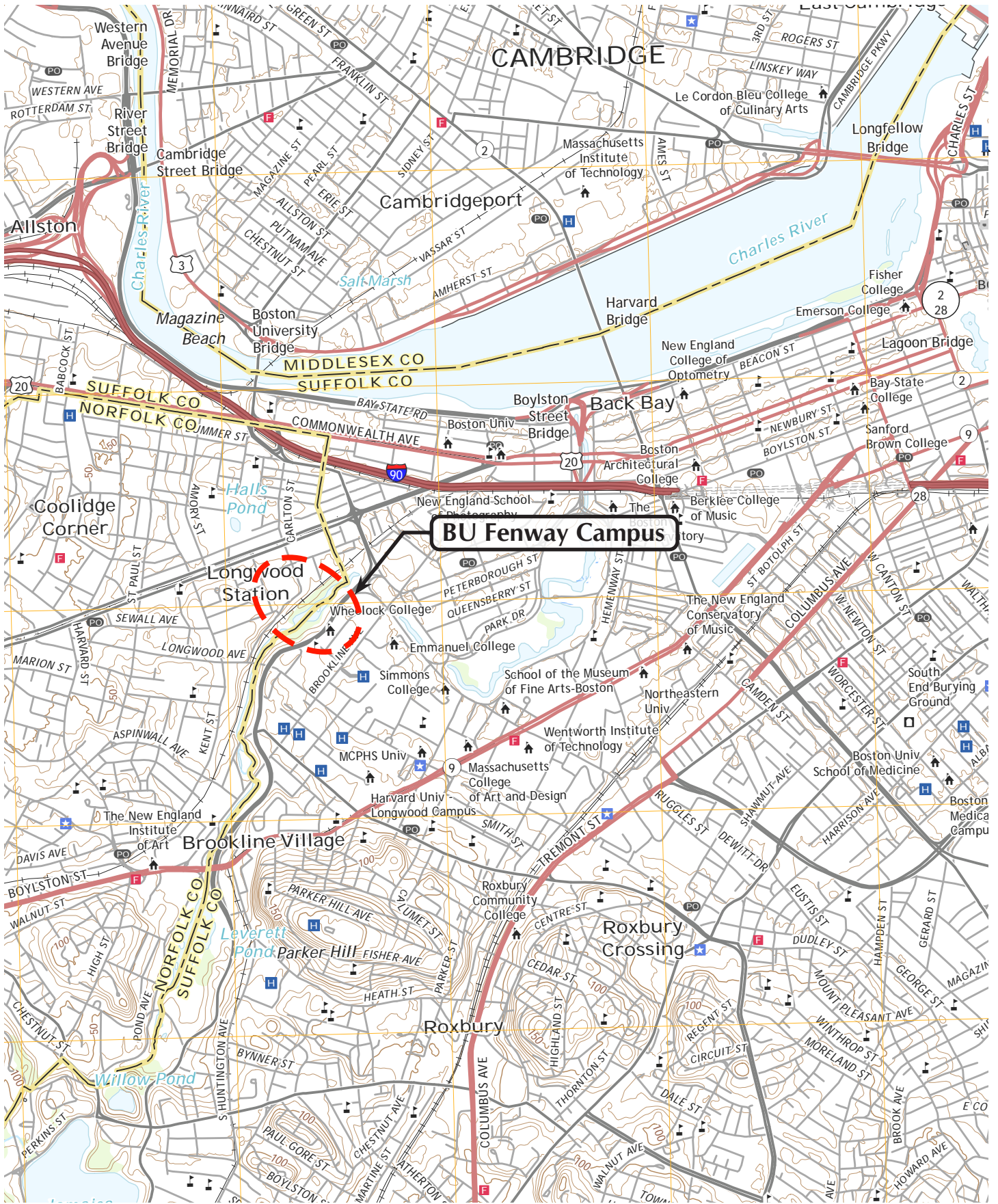
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Chapter 2

PROGRESS ON THE WHEELOCK COLLEGE INSTITUTIONAL MASTER PLAN

CHAPTER 2: PROGRESS ON THE WHEELOCK COLLEGE INSTITUTIONAL MASTER PLAN

2.1 INTRODUCTION

The first Wheelock College IMP, adopted in 2007, described the institution's vision and objectives for the following decade of development. Noting that Wheelock had not constructed a new building in nearly 40 years, the IMP emphasized the importance of improving campus facilities to provide faculty, staff, and students quality spaces to live, learn, and work. Three PIPs were proposed to support these goals and facility improvements, with two additional PIPs proposed in later IMP Amendments. The PIPs outlined in the IMP as amended included:

- Campus Center and Student Residence ("CCSR"), 150 Riverway;
- East Wing Project, 25 Pilgrim Road;
- West Wing Project, 160-162 Riverway;
- Riverway House Renovations and New Addition Project, 160-162 Riverway; and
- Earl Center for Learning and Innovation, 180 Riverway.

In addition to these building projects, the Wheelock College IMP identified ongoing urban design and planning objectives relating to the public realm and open space. Progress on these efforts is described in the following sections.

2.2 STATUS OF PROPOSED INSTITUTIONAL PROJECTS

Included in the Wheelock College IMP and its First and Second Amendments are five PIPs. The status of these PIPs is summarized below.

2.2.1 CAMPUS CENTER AND STUDENT RESIDENCE, 150 RIVERWAY

The CCSR was proposed in the IMP to accommodate Wheelock College's required dormitory space, dining and other student facilities, and academic support space. The seven-story, 58,000 square foot ("sf") building is located between Longwood House and the Library on the northeast portion of campus and includes a two-story campus center, student lounge, café, multipurpose rooms, 250-seat dining facility, and 108 student beds. The building, which opened in 2009, was designed to provide the campus with an institutional and focal presence while creating space for a wide range

of student-oriented and student-sponsored activities. A new courtyard built as part of the project provides significant green space and serves as an outdoor gathering and collaboration place for students, faculty, staff, and the public. The U.S. Green Building Council approved the building for Leadership in Energy and Environmental Design (“LEED”) Gold certification.

2.2.2 EAST WING PROJECT, 25 PILGRIM ROAD

As proposed in the IMP, the East Wing project envisioned creating a five- to seven-story mixed-use building on the site of the existing parking lot at 25 Pilgrim Road. The East Wing project has not yet been initiated. The University has no plans to pursue this project.

2.2.3 WEST WING PROJECT, 160-162 RIVERWAY

Originally proposed in the IMP, the West Wing project envisioned creating an approximately 75,000 gross square foot (“gsf”), five-story building with housing, student life, and academic space on the site of the existing Riverway House. The original West Wing project was abandoned in favor of the Riverway House Renovations and New Addition Project.

2.2.4 RIVERWAY HOUSE RENOVATIONS AND NEW ADDITION PROJECT, 160-162 RIVERWAY

Located on the site originally intended for the West Wing project, the Riverway House Renovations and New Addition project was proposed in the First Amendment to the IMP. Approximately 28,000 sf of the existing building were renovated, and a small infill addition was incorporated. The work provided a net increase of 31 bed spaces. The U.S. Green Building Council approved the building for LEED Silver certification. The Riverway House renovations were completed in August 2009.

2.2.5 EARL CENTER FOR LEARNING AND INNOVATION, 180 RIVERWAY

Proposed in the Second Amendment, the renovation and small addition to the Activities Building enabled the creation of additional classrooms, faculty offices, and a state-of-the-art technology and resource center to support students, faculty, alumni, and community members. The project improved the Pilgrim Road streetscape with an attractive modern façade, campus entry, and active use to promote community safety along this street. Completed in April 2013, the 8,840-sf project is occupied by classrooms, conference rooms, faculty offices, an academic resource center, and a technology center in a three-story structure.

2.3 OPEN SPACE AND URBAN DESIGN

Located along the Riverway Park in the historic Fenway neighborhood of Boston, the BU Fenway Campus has a modest presence in a growing district rich with other institutions and a variety of uses including residential and restaurants. Within approximately one half-mile are Boston Children’s Hospital, Beth Israel Deaconess Medical Center, Brigham and Women’s Hospital, Dana-Farber Cancer Institute, Harvard Medical School, the Isabella Stewart Gardner Museum, and the Museum of Fine Arts. Emmanuel College, Massachusetts College of Art and Design, the Massachusetts College of Pharmacy and Health Sciences, Simmons University, and Wentworth Institute of Technology, which together comprise the Colleges of the Fenway, are likewise within a short walking distance.

Existing buildings on and in the immediate vicinity of the BU Fenway Campus are typically a smaller scale than those in the surrounding Longwood Medical Center and Fenway-Kenmore neighborhoods. Southwest of the campus are the Winsor School, a private college preparatory day school for girls; and Temple Israel, the largest Jewish Reform Synagogue in New England. Across Pilgrim Road to the southeast is the Simmons College Residential Campus, which has been proposed as a redevelopment site following the construction of the new Living and Learning Center on the institution’s main campus. A residential condominium abuts the BU Fenway Campus to the east. Most of these buildings are five stories or fewer in height and feature similar early to mid-1900s architectural styles and building materials. Many have been inventoried as historic resources, although none are listed in the National Register of Historic Places.

Given the surrounding building context, creating a consistent, high quality campus design framework emerged as a priority in the Wheelock College IMP. Compatible building materials and fixtures establish a uniform visual identity, while landmarks such as the CCSR mark the physical edges of the campus. With the construction of the CCSR, the campus strengthened its organization around a “campus spine,” which serves as an active pedestrian route between buildings. Scale-appropriate open space in the spine provides a series of landscaped areas that vary from walkways and hardscaped courtyards to the large, grassy quadrangle behind the CCSR.

The public face of the BU Fenway Campus fronts on the four-lane Riverway and the Frederick Law Olmsted-designed Riverway Park. Bordering Boston and Brookline, the park winds along the Muddy River, providing 34 acres of landscaped pathways inventoried in the National Register of Historic Places. A 20-foot building setback and tree-lined sidewalks create an expansive and inviting public pathway along this unique resource. In front of the buildings, landscaped areas such as the theatre plazas open out to the Riverway Park and create diverse visual connections through the campus.

Boston University will continue to maintain to a high standard the landscaping, signage, building features, and pedestrian amenities that contribute to this integrated design scheme.

2.4 FUTURE PROJECTS

The University has no current plans to advance specific future projects on the BU Fenway Campus. Should the desire or need for new PIPs arise, such projects will be addressed in future IMP Amendments.

Chapter 3

EXISTING PROPERTY AND USES

CHAPTER 3: EXISTING PROPERTY AND USES

3.1 INTRODUCTION

The BU Fenway Campus comprises 3.5 acres (153,650 sf) of land and eight buildings containing approximately 349,984 gsf of owned space in Boston. An additional 69,523 sf building on a 1.6 acre lot is located in the Town of Brookline. The campus is bounded by the Riverway, Pilgrim Road, and Short Street. Existing BU Fenway Campus properties are shown in Figure 3-1, Boston University Fenway Campus Map, and summarized in Table 3-1, Summary of Boston University Fenway Campus Properties. The Brookline property is not included in this inventory.

The majority of the buildings on the BU Fenway Campus were constructed in the early 1900s as apartments and are currently in use as student residences and academic and administrative spaces. Continuing Wheelock's responsible stewardship of these historic buildings, Boston University will maintain the buildings to a high standard. Renovations and/or small additions will be pursued as required to bring them into compliance with current accessibility, building, environmental, or energy standards.

Table 3-1, Summary of Boston University Fenway Campus Properties

Category	Quantity
Land Area (Acres)	3.5
Buildings	
Total Number of Buildings	8
Gross Square Feet	349,984
Classrooms	
Number of Classrooms	16
Seating Capacity – Classrooms	409
Parking Facilities	
Number of Off-Street Parking Spaces	96

3.2 RESIDENTIAL, ACADEMIC, AND ADMINISTRATIVE PROPERTIES

The BU Fenway Campus has eight buildings used for a mix of residential, academic, and administrative purposes. Two buildings are used exclusively for undergraduate residences, one building is used for graduate residences, and the remaining buildings contain more than one use. Approximately 386 undergraduate students are housed on the BU Fenway Campus.

The merger of Wheelock College and Boston University resulted in the relocation of some programs between the Charles River and Fenway campuses. Many of the faculty and staff who joined the WCEHD have moved to the Charles River Campus, while certain research

centers moved to the recently vacated space on the BU Fenway Campus. Instruction space on the BU Fenway Campus was added to the University's general inventory and serves programmatic needs for the entire University.

Table 3-2, Inventory of Boston University Fenway Campus Properties

Facility	Year Built	Stories	Height	Building Area (GSF)	Use
25 Pilgrim Road	1941	4	44'	19,860	Academic
37-41 Pilgrim Road, Pilgrim House	1911	4	44'	29,723	Student Residences, Academic, Administrative
132 Riverway	1915	8	84'	28,845	Academic
150 Riverway, Campus Center and Student Residence	2008	7	75'	57,107	Student Residences, Administrative, Auxiliary
154 Riverway, Longwood House	1914	4	44'	17,525	Student Residences
160-162 Riverway, Riverway House	1915	4	44'	31,106	Student Residences
180-200 Riverway	1915	5	44'	107,182	Academic, Administrative, Theatre, Parking
210 Riverway, Peabody Hall	1910	6	80'	58,636	Student Residences

3.3 PARKING FACILITIES

The University provides 96 off-street parking spaces at the BU Fenway Campus. The spaces are managed by Boston University Parking and Transportation Services following the same policies as those on the Charles River Campus. In keeping with its transportation demand management ("TDM") efforts, further described in Section 4.2.5, Transportation Demand Management, the University has severely limited the number of student parking permits and strongly discourages students from bringing cars to campus.

Table 3-3, Parking Facilities

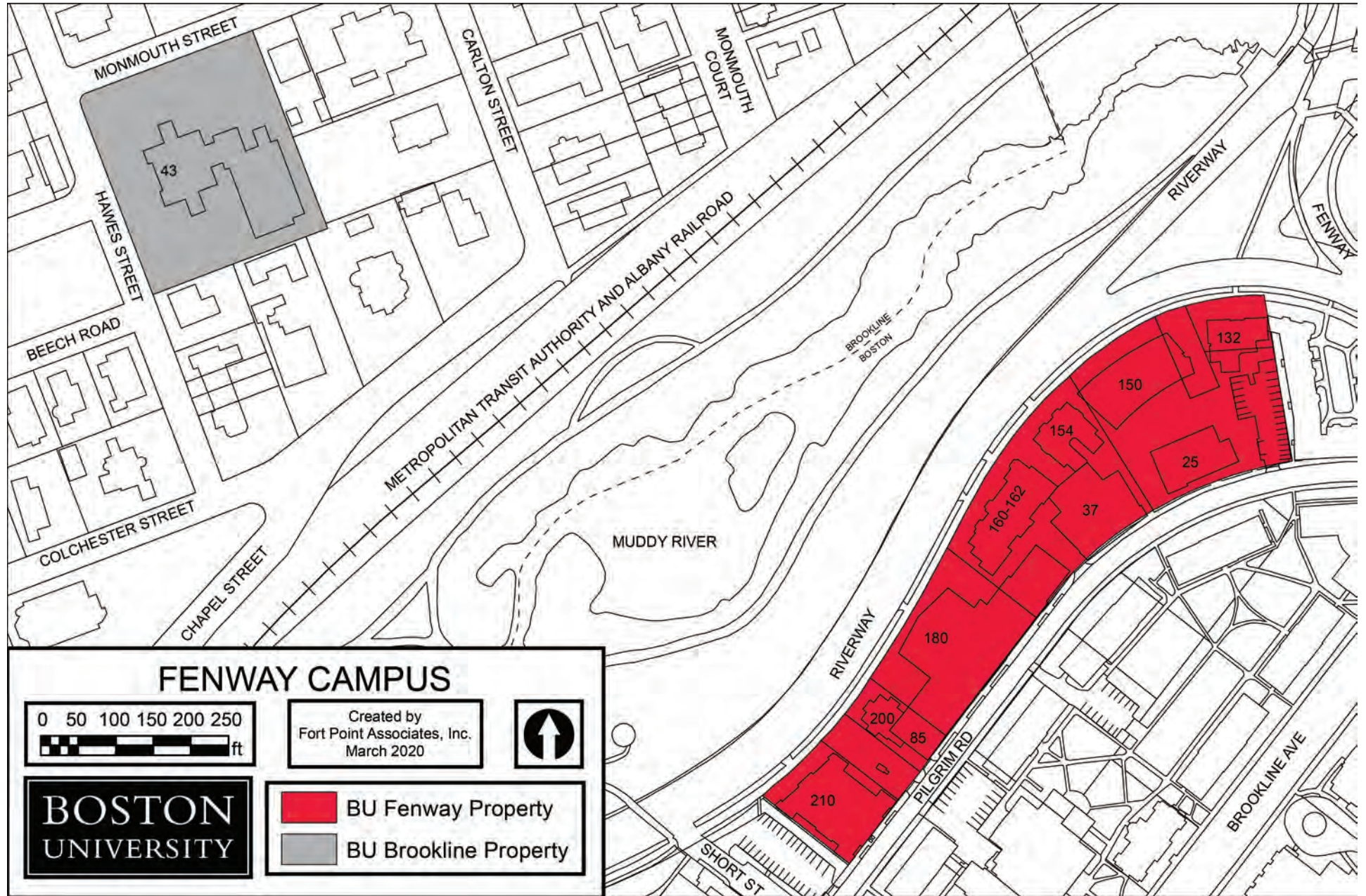
Address	Type	Number of Parking Spaces
25 Pilgrim Road	Surface Lot	57
85 Pilgrim Road	Surface Lot	4
180-200 Riverway	Below-Grade Garage	35

3.4 HISTORIC PRESERVATION

The University's building stock consists of a wide range of building types and ages, a large portion of which are historic properties inventoried by the Massachusetts Historical Commission ("MHC"). Maintaining and appropriately restoring these historic properties has been a major undertaking on all three of the University's campuses.

In December 2017, the Boston Preservation Alliance completed and submitted for MHC review an inventory of the Wheelock College Area. Covering the entirety of the BU Fenway Campus, the Historic Inventory Area includes a variety of buildings constructed as private apartment houses in the early 20th century and academic buildings built for Wheelock College from the early 20th until the early 21st century. Buildings are typically low-scale, brick constructions with flat roofs. While the district is not recommended for listing in the National Register of Historic Places at this time, two BU Fenway Campus buildings within the district have been recommended individually with significance at the local level: the Riverway Studio Building at 132 Riverway and the Lucy Wheelock Memorial Auditorium on Pilgrim Road. In total, there are eight inventoried properties on the BU Fenway Campus.

Following the protocols established for the Charles River Campus, the University will carefully preserve and update these historic buildings on the BU Fenway Campus as needed to ensure they comply with local and state building codes and accessibility standards. Small additions and/or renovation projects may be required to meet these standards. Subject to these projects being reviewed under Article 80B or 80E, as applicable, such changes should be deemed consistent with the BU Fenway Campus 2021 – 2031 IMP. The University has no plans to advance building upgrades at this time.



Chapter 4

ENVIRONMENT AND SUSTAINABILITY

CHAPTER 4: ENVIRONMENT AND SUSTAINABILITY

4.1 INTRODUCTION

Prior to its merger with Boston University, Wheelock College made considerable progress toward incorporating a wide variety of sustainable initiatives across the campus. The construction of the new CCSR achieved LEED Gold certification, and the renovated Riverway House achieved LEED Silver certification. The most recent significant project, the Earl Center for Learning and Innovation, was designed and constructed with sustainable design principles. Throughout the campus, LED lighting conversions and enhanced recycling programs supported by faculty, staff, and students have helped reduce the campus's overall carbon footprint.

Now part of Boston University, the BU Fenway Campus has been fully incorporated into the Boston University Sustainability Program. Composed of BU Sustainability and Dining Services Sustainability, the Sustainability Program was established a decade ago and is strongly positioned to serve as the collaborative catalyst of sustainability on campus and beyond. Through partnerships and collaborations across the University's three campuses, the BU Sustainability team works on operational and academic initiatives to achieve the goals set forth in the University's Climate Action Plan ("CAP").

Approved by the Board of Trustees in December 2017, the CAP is an ambitious roadmap to dramatically cut greenhouse gas emissions and pursue broad infrastructure improvements in preparation for the impacts of a changing climate. The CAP has five major commitments:

1. Prepare the University for the impacts from climate change that can no longer be avoided
2. Reduce greenhouse gas emissions to operate the University to net zero by 2040
3. Develop plans to reduce indirect emissions from the supply chain, waste stream, transportation, and mobility
4. Integrate climate change into the University's education and research mission
5. Integrate the Climate Action Plan with the University's Strategic Plan

While the CAP is specific to Boston University, it was developed in the context that climate change is a global problem that extends beyond the University's campuses. Implementation of the CAP, which began in 2018, will elevate the University's position as a leader by

addressing the challenges of climate change in its educational programs, research, operations, finance, and community engagement. Specific goals include:

- Reduce building energy use 31% by 2032, including growth;
- Match 100% of electrical demand with renewables beginning in 2020 through a power purchase agreement for wind power in South Dakota (construction now complete);
- Shift to fossil fuel free heating and cooling; and
- Begin the transition of BU's fleet of vehicles to electric.

These efforts, achieved through the sustainability initiatives described in the following section, are being pursued on each of the University's three campuses.

4.2 SUSTAINABILITY INITIATIVES

The University's commitment to sustainability has made it a leader among peer institutions. Innovations and activities in education, research, and energy conservation have included waste management projects, sustainable construction, environmentally conscious planning, and ongoing programs for public engagement. Since 2006, the campus facilities of Boston University have grown by 12% to a total of 15 million square feet. Over that time, there has been a 25% reduction in CO₂ emissions, a 3% reduction in overall energy use, a 7% reduction in use of water, and an 8% reduction in the generation of waste.

Integral to this achievement are the University's programs to pursue renewable energy sources and convert buildings to LED lighting, its Zero Waste goals, and its use of sustainable cleaning materials and operational practices. In 2020, BU Sustainability launched the Campus Climate Lab to inspire and fund new initiatives for student/faculty research related to campus operations. The same year, faculty from across the University convened a workshop to explore interdisciplinary collaboration on the development of sustainability and climate change curriculum.

The University's Sustainability Program comprises a broad range of stakeholder groups throughout all three campuses to provide a diversity of representation and opinion. Operational efforts are primarily focused on the following key areas: Energy Conservation, Climate Action Planning, Green Building Design, Zero Waste Planning, Community Engagement, Communications, Food, and Transportation. A key selection of these initiatives is described below.

4.2.1 SUSTAINABLE DESIGN

The University uses the LEED Certification System to track activities for sustainable building practices. As described in the CAP, both new construction and major

renovations target LEED Gold certification on all campuses. To date, the University has over 1.1 million square feet of LEED certified space, 89% of which has achieved Gold certification.

As an example of the University's leadership, the Center for Computing & Data Sciences, currently under construction, will become the largest fossil fuel free building in Boston. It is on target for LEED Platinum certification and is an ambitious demonstration of the University's commitment to green building practices.

4.2.2 BU WIND

In 2018, the University executed a Power Purchase Agreement ("PPA") for a wind project in South Dakota to match 100% of the University's electricity demand. The project is designed to generate an average of 205,000 MWh of electricity each year from 48.6 MWs of generation capacity. This represents approximately 20 wind turbines and will provide a 53% reduction in the University's carbon footprint for campus operations beginning December 2020 when the project comes online.

The University has additionally hosted several workshops on large-scale renewable energy purchasing to enable other institutions and organizations to accelerate their own procurement processes. These workshops have been conducted in collaboration with the Boston Green Ribbon Commission and the Association for the Advancement of Sustainability in Higher Education ("AASHE") solar initiative.

4.2.3 SOLAR INITIATIVE

The University has engaged solar energy and structural engineers to conduct a solar feasibility study across all three campuses. The study is exploring a total of 29 buildings and sites. With a maximum potential installed generation capacity of approximately 2.3 MW, it is the University's intention to aggregate these projects into a PPA.

4.2.4 ZERO WASTE INITIATIVE

The CAP established a Zero Waste Sustainable goal that would divert 90% of operations and construction waste from landfills and incineration. Through system design, operational improvements, student programs, recycling education, Dining Services practices, and material reductions, the University achieved a diversion rate of 42% in 2019, up from 3% in 2006.

The Zero Waste Implementation Task Force, made up of diverse University stakeholders, is charged with providing recommendations on how to further achieve this goal in a comprehensive Zero Waste Implementation Plan.

4.2.5 TRANSPORTATION DEMAND MANAGEMENT

Boston University Parking & Transportation Services has established a set of Transportation Demand Management (“TDM”) initiatives with the goal of reducing the number of vehicles on the University’s campuses and increasing the use of sustainable transportation modes. Specific programs available to students, faculty, and staff include:

- A web-based ride matching program and parking incentives for University employees who carpool;
- Pre-tax payroll deduction purchase options and 35-50% subsidies for MBTA passes;
- A student MBTA semester pass program that provides an 11% discount;
- The free Boston University Shuttle (BUS) service, which connects the three campuses at high frequency during weekday peak hours and provides late-night service seven days per week;
- Safe and secure bicycle storage at all major BU facilities;
- Bicycle safety programs, cosponsored by Boston University Police Department and Parking & Transportation Services, which distribute helmets and lights and provide educational outreach;
- Discounted bicycle and car-sharing memberships, with easy on-campus access to services;
- Electric vehicle charging stations; and
- On-campus housing for approximately 75% of undergraduates.

In addition, several strategies employed by the University manage parking supply and demand, including:

- Parking permit program fees for employees and students who bring vehicles to campus,
- Restriction of the availability of parking permits issued to undergraduate students, and
- Limits on the construction of new parking spaces.

Prior to the merger, Wheelock College leased 30 additional spaces for faculty and staff use. The University has eliminated these spaces and encouraged alternate modes of transportation through the above TDM measures.

Electric Vehicle Fleet

Transition to an electric fleet of vehicles is currently under study, engaging BU Sustainability, Sourcing & Procurement, fleet managers, students from the Questrom School of Business, and the research-focused Center for Sustainable Energy. This group is developing a timeline for transition as well as the performance requirements for its implementation.

4.2.6 EDUCATION AND RESEARCH

Consistent with its commitment to fostering student engagement and service to the community, the University has invested heavily in academic and research programs that prepare students to address the challenges of a sustainable future. There are 114 sustainability courses (and 123 courses that include sustainability) offered at all levels of study through 11 of the University's 17 schools and colleges. These opportunities include a broad range of topics including energy, climate change, ecology, environmental policy and science, development, and public health. Faculty and students likewise perform a wide range of interdisciplinary research to develop a more effective understanding of the impending sustainability transition.

4.3 CITY OF BOSTON PROGRAMS

In addition to its own initiatives, the University participates in several programs that are advanced by the City. These include:

- Green Ribbon Commission: Boston University has been a member and supporter of the City of Boston's Green Ribbon Commission since its inception. President Brown sits on the Green Ribbon Commission and the Carbon Free Boston Working Group. The University's Associate Vice President for sustainability co-chairs the Commission's Higher Education Working Group, a collaborative body of Boston area academic institutions convening around emerging and best practices on energy efficiency, large scale renewables procurement, climate preparedness, green labs, etc.
- Carbon Free Boston: Boston University's Institute for Sustainable Energy developed the process and implemented the analysis and reporting for Carbon Free Boston to help the City understand the policies and programs that need to be put in place if the City is going to meet its goal to be carbon free by 2050.

- Zero Waste Advisory Committee: The University participated in the City of Boston's Zero Waste Advisory Committee to make recommendations for nineteen Zero Waste options for implementation in the short-, medium-, and long-term.

4.4 FUTURE SUSTAINABILITY GOALS AT THE FENWAY CAMPUS

Future sustainability projects at the BU Fenway Campus will be fully aligned with the CAP, which also governs the Charles River and Medical campuses. As discussed in Chapter 3, Existing Property and Uses, the historic buildings on the BU Fenway Campus may require minor additions and/or renovations in order to comply with accessibility, building, environmental, and energy standards. However, there are no current plans to upgrade these buildings.

Chapter 5

COMMUNITY BENEFITS

CHAPTER 5: COMMUNITY BENEFITS

5.1 INTRODUCTION

From its founding in 1839 through its growth into the largest university in Boston and the fourth-largest private not-for-profit university in the country, Boston University has stayed true to its commitment to conduct research, scholarship, artistic creation, and professional practice in the service of the surrounding community. The University expresses the great value of its dynamic relationships with the City of Boston through the wide range of educational, cultural, social, legal, and medical community programs and services it provides.

In addition to the University's signature scholarship programs, this section highlights community benefits related to the BU Fenway Campus for 2018-2019. A comprehensive list of other community programs and services is included in the University's most recent IMP, which can be viewed at <http://www.bu.edu/community/masterplans/>.

5.2 NEW AND ENHANCED COMMUNITY PROGRAMMING SINCE THE BOSTON UNIVERSITY/WHEELOCK MERGER

In June 2018, Wheelock College and the University's School of Education officially merged to establish Boston University's Wheelock College of Education and Human Development ("WCEHD"), housed on both the Charles River and Fenway campuses. Planning is well underway to develop the initiatives in teacher education and evidence-based research that will propel the new WCEHD into a leadership position for K–12 education at a major urban research university. Having a positive impact in local and global communities remains central to everything the WCEHD does, as exemplified through its involvement in the following programs:

- Upward Bound and Upward Bound Math Science help prepare low-income and first-generation college students to succeed in higher education.
- The Aspire Institute connects educators, community partners, and families to improve education, human development, and community wellness.
- Intergenerational Literacy Program offers English literacy classes to immigrant parents and children.
- Jumpstart allows WCEHD students to mentor preschoolers in Boston's South End neighborhood.
- The Earl Center of Innovation and Learning allows teachers and students to explore technological advances and innovative practices.

- Educators Rising BU gives high school students hands-on teaching experiences.
- The American Association of Colleges for Teacher Education Holmes Scholars Program provides mentorship and professional support to doctoral students from underrepresented communities.
- In August 2019, WCEHD hosted Boston Public Schools' ("BPS") New Teacher Institute, bringing over 300 new teachers to campus for a two-day series of workshops and professional development opportunities.
- During the 2018-2019 academic year, 221 students performed fieldwork in 52 Boston Public Schools. Eighty-seven students fulfilled fieldwork and internship requirements through work in 45 nonprofits in Boston. These included ABCD Head Start sites, Bay Cove Human Services, Boston Children's Hospital, Dana Farber Cancer Institute, and Spaulding Rehabilitation Hospital.
- The Earl Center for Learning and Innovation hosted an institute for STEM educators. Sixty-five percent of the attendees were BPS teachers.
- The Earl Center partnered with Learn Launch Accelerator to bring educators and Edtech companies together for a free series in April during BU Innovation week.
- Through the Boston University Initiative for Literacy Development ("BUILD"), graduate students partnered with the BU Student Employment Office to coordinate 115 work-study literacy tutors who served an estimated 858 children at 13 elementary school sites in Boston. Senior Lecturer Evelyn Ford-Connors continued to provide literacy expertise to support BUILD Book Clubs at the Tobin, Mason, Trotter, and Hurley schools. A fundraiser initiated by BU's Office of Enrollment & Student Affairs raised \$1,830 in funding for BUILD Book Clubs in 2018-19.
- Through the work of a graduate assistant, the College Access & Student Success Office hosted or ran workshops at the following campus visits:
 - Twenty-four students from Bates Elementary School on October 26, 2018;
 - Forty-five students from the Trotter K-8 and the Young Achievers School in Boston (organized by Citizen Schools) on November 9, 2018; and
 - Fifty-two students from the Trotter School on March 22, 2019.

5.3 ECONOMIC IMPACT

The University makes direct financial contributions to the City of Boston and the Town of Brookline in the form of real estate taxes, payment in lieu of taxes ("PILOT"), and linkage

payments. Prior to the merger, Wheelock College was not in a position to contribute to the PILOT Program. In FY2019, the University increased its PILOT contribution to the City of Boston by \$200,000 to reflect, in part, the addition of the Fenway Campus.

With an annual operating budget of \$2.5 billion, the University has a substantial impact on the local and regional economies through direct employment, purchased services, and student, faculty, and staff spending. In addition to the approximately \$3 billion of economic activity it generates, the University contributes the follow direct annual payments to the City of Boston:

Table 5-1, Real Estate Tax and PILOT Payments to the City of Boston

Year	Real Estate Tax	Payment in Lieu of Taxes	Linkage Payments	Total
FY20	\$4,212,670	\$6,300,000	\$3,213,582*	\$13,726,252
FY19	\$3,885,591	\$6,300,000	\$0	\$10,185,591
FY18	\$4,682,263	\$6,100,000	\$202,521	\$10,984,784
FY17	\$4,802,364	\$6,100,000	\$0	\$10,902,364
FY16	\$4,190,441	\$6,100,000	\$1,067,489	\$11,357,930
FY15	\$3,933,972	\$6,043,376	\$1,150,931	\$11,128,279
FY14	\$4,003,865	\$6,043,376	\$206,706	\$10,253,947
FY13	\$5,048,113	\$6,043,373	\$1,584,472	\$12,675,958
Total	\$34,759,279	\$49,030,125	\$7,425,701	\$91,215,105

*FY2020 Linkage Payments comprise a payment of \$531,612 for the balance due for the renovation and expansion of the Goldman School of Dental Medicine, and a payment of \$2,681,970, which is the total due for the construction of the Center for Computing and Data Sciences.

5.4 COMMUNITY PARTNERSHIPS, PROGRAMS, AND SERVICES

Over one hundred years ago, Boston University's third president described the University as an institution "in the heart of the city, in the service of the city." This description rings truer today than ever, and it serves as the basis for the University's extensive and ever-growing array of community benefits and services.

In addition to the University's status as the long-standing leader in PILOT contributions to the City of Boston each year, the University's signature community benefit is its Boston Scholars Program. A multi-faceted scholarship program benefitting graduates of BPS, it includes the Thomas M. Menino Scholarship Program and the Community Service Scholarship Program and is the largest and longest-running program of its kind in the country.

Beyond these signature institutional community benefits programs, Wheelock College created a longstanding tradition of community service that has led to the development of programs and services that are now fixtures within the Boston University community. These

programs, which continue to thrive under the University's long-term support and investment, have become dependable sources of care and information for community members.

5.4.1 SIGNATURE SCHOLARSHIP PROGRAMS

The University's signature program, the Thomas M. Menino Scholarship Program, is the longest-running and largest scholarship program of its kind. Each year, 25 or more exceptional Boston Public High School Seniors are awarded four-year, full-tuition merit scholarships to Boston University. This year the program enrolled 26 new recipients. Since the program's inception in 1973, nearly 2,000 BPS students have been awarded more than \$170 million in full-tuition scholarships from Boston University.

In 2009, to further expand scholarship opportunities for local students, the University committed to meeting the full financial need (without loans) of any BPS graduate admitted to Boston University through the creation of the Community Service Scholarship. Since the program's inception in 2009, over 500 BPS students have received more than \$60 million in Community Service Scholarship funding.

In December 2017, the University and Mayor Walsh announced the expansion of the Community Service Scholarship program, which had previously been limited to incoming freshman, to include incoming transfer students who are graduates of BPS. So far, 46 students have received approximately \$2.2 million in funding. This expansion builds on Mayor Walsh's commitment to expanding the educational opportunities for all BPS graduates.

In 2018-19, the program served 192 undergraduates (who matriculated as first year students or transfers), who performed 6,829 hours of community service under the direction of 93 mentors. The six-year graduation rate was 89% for the Class of 2017.

The recipients of these awards represent the talented and diverse population of the City, and many students who participate in the University's Scholarship Programs are the first in their family to attend college. These awards provide BPS students the opportunity to graduate from college with a world class education and with little or no debt without ever having to leave their hometown.

5.4.2 WHEELOCK FAMILY THEATER AT BOSTON UNIVERSITY

Following the merger of Wheelock College and Boston University, Wheelock Family Theatre became a program of the University. Wheelock Family Theatre at Boston University ("WFT@BU") brings the transformative power of theatre to the greater Boston area through an unwavering commitment to diversity, affordability, access, and inclusion. WFT@BU creates three to four mainstage productions each year, offers

a variety of theater classes and workshops, and provides training to students at area schools and community organizations.

WFT@BU partners with dozens of community organizations to make reduced-priced or free tickets available to families who would not otherwise be able to afford to attend the theatre. In 2019, WFT@BU put on 70 total public performances and 140 education programs and student matinees, with 12,200 youth in grades K-12 participating.

In addition to public performances, WFT@BU also offers tuition assistance for education programs based on economic need. No student has ever been turned away from WFT@BU's education program due to cost, and this year WFT@BU awarded over \$100,000 in scholarships. The 2018 Summer Program was attended by nearly 700 students throughout Massachusetts, including Boston and 50 other cities and towns in the region.

5.4.3 SOCIEDAD LATINA “¡EMPRENDE!” PROGRAM

Since 2018, Boston University has hosted Sociedad Latina on campus for its “¡emprende!” summer program. Through an innovative, intensive 10-week program, Latino and English learner youth explore the fields of entrepreneurship and business by creating business plans, executing soft launches of prototypes, exploring postsecondary academic and career options, and pitching their ventures to a panel of “mock” potential investors. Students also participate in a tour of the University as they begin to prepare for the college admissions process.

Through educational, cultural, social-emotional, and professional supports rooted in the community, Sociedad Latina empowers youth to succeed in school, build critical 21st century and workforce development skills, take pride in their culture, and engage in their community. With its Pathways model, youth and families grow long-term relationships with staff who consistently hold them to high standards and connect them with needed support services within Sociedad Latina and its wide referral network.

5.4.4 MOTHERS FOR JUSTICE AND EQUALITY (“MJE”)

The University has continued the existing partnership between Wheelock College and MJE and continues to host the organization's annual “Mothers Against Violence National Empowerment Conference” on campus. The annual conference offers women a chance to connect, network, and inspire each other with the mission of empowering women into action.

The mission of MJE is to end neighborhood violence by empowering mothers and youth to challenge the normalization of violence and become effective catalysts for

change in their homes, schools, and communities. By reclaiming the identity of its communities, MJE restores a sense of hope and purpose for children, youth, and adults.

5.4.5 “100RC NETWORK EXCHANGE: EQUITABLE AND RESILIENT CITIES” WITH THE CITY OF BOSTON AND 100 RESILIENT CITIES

In the fall of 2018, Boston University welcomed to campus the “100RC Network Exchange: Equitable and Resilient Cities,” a three-day Network Exchange on Equitable and Resilient Cities hosted by the City of Boston and 100 Resilient Cities (“100RC”). 100RC, pioneered by the Rockefeller Foundation, is an initiative focused on helping cities around the world become more resilient to the physical, social, and economic challenges that are a growing part of the 21st century. Through the network exchange, Chief Resilience Officers and high-level officials from eight cities in the United States, Canada, and the United Kingdom convened to build on the City’s groundbreaking work in addressing deep-rooted issues of racial disparity and systemic inequity by creating a global conversation and developing and sharing further municipal-level solutions to promote equity, inclusivity, and social cohesion.