

LESLEY
UNIVERSITY

2013 Town Gown Report



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

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2013 Annual Town Gown Report

Institution Name: LESLEY UNIVERSITY

Report for Time Period: Fall 2013

Date Submitted: December 6, 2013

I. EXISTING CONDITIONS

Please provide the following information about the current conditions and population at your Cambridge campus. Add clarifying comments as needed.

A. FACULTY & STAFF

	2009	2010	2011	2012	2013	2023 (projected)
Cambridge-based Staff						
Head Count	419	407	380	371	380	406 ¹
FTEs	398	386	364	355	365	391 ¹
Cambridge-based Faculty						
Head Count	155	146	161	188	189	189
FTEs	136	131	142	173 ²	176	176
Number of Cambridge Residents Employed at Cambridge Facilities	81	73	70	64	63	

¹ Ten-year projections include the addition of non-faculty LUCAD employees working in Kenmore Square, who are expected to be counted as Cambridge-based when LUCAD's relocation is complete.

² "Cambridge-based faculty," both headcount and FTE's, now includes all 27 faculty members from the Lesley University College of Art and Design, as some learning spaces for LUCAD are now in Cambridge at 1815 Massachusetts Avenue. Most continue to do the majority of their teaching at LUCAD's location in Kenmore Square, but all will relocate to Cambridge by January 2015.

B. STUDENT BODY

The following statistics reflect our Cambridge-based student body:

	2009	2010	2011	2012	2013	2023 (projected)
Total Undergraduates	1,704	1,729	1,882	1,874	1,870¹	
Day	1,390	1,506	1,610	1,546	1,515	
Evening	314	223	272	328	355	
Full time	1,381	1,482	1,605	1,485	1,441	
Part Time	323	247	227	389	429	
Total Graduates	2,904	3,086	3,288	2,942	2,701²	
Day	0	0	0	0	0	
Evening	2,904	3,086	3,288	2,942	2,701	
Full time	1,388	1,278	1,884	1,416	1,321	
Part Time	1,516	1,808	1,404	1,526	1,380 ³	
Non-Degree Students	2,371	1,781	669	1,967	2,388⁴	
Day	2,137	1,619	66	1,687	1,476	
Evening	234	162	603	280	912	
Total Students	6,979	6,596	5,839	6,783	6,959	
Attending Classes in Cambridge (inclusive of all categories below)						
Post-Doctoral Scholars	0	0	0	0	0	

With 20 % of the Lesley University College of Art and Design (LUCAD) program completed in University Hall, and plans moving forward to construct the new Lunder Arts Center, we have included all LUCAD students in Cambridge-based enrollment figures.

¹ LUCAD Undergraduates today take the majority of their courses at the Boston Campus (481 students, 452 full-time, 29 part-time).

² LUCAD Graduate students take all courses at the Boston Campus (122 students, 92 full-time, 30 part-time).

³ 400 Graduate students are in low-residency programs, where they are on-campus for one week each semester and work with faculty mentors online through the rest of the semester.

⁴ 986 “Non Degree” daytime students are attendees of various Lesley institutes, or professional development conferences for teachers and other professionals, and are on campus only for one to three days.

C. STUDENT RESIDENCES

	2009	2010	2011	2012	2013	2023 (projected)
Undergrads residing in City						
In Dormitories	777	879	894	885	842 ¹	908
Number with cars garaged in City	0	0	0	0	0	0
In off campus affiliate housing ²	0	0	0	0	0	0
In off campus non-affiliate housing	71	62	61	81	91	91
Graduates residing in City						
In Dormitories	27	0	0	0	14	0
Number with cars garaged in City	0	0	0	0	0	0 ³
In off campus affiliate housing ⁴	0	0	0	0	0	0
In off campus non-affiliate housing	212	212	200	228	178 ⁵	178

¹ Includes 794 undergraduates in residence halls on our Doble and Brattle Campuses, and 48 students in the Threshold Program, a residential program for adults with cognitive and learning disabilities, living on Oxford Street. Figure recorded as of add/drop date of Fall 2013 semester.

² 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 person who are not affiliated with the institution.*

³ 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.

⁴ 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 person who are not affiliated with the institution.*

⁵ Lesley has historically had a large number of permanent Cambridge residents and Cambridge Public School employees enrolled in Graduate programs.

D. FACILITIES & LAND OWNED

The following facilities and land information should be provided for the campus as a whole as well as for sub-areas/precincts of the campus. For example:

- *Harvard University for the North Campus, Law School, Radcliffe Quad, Harvard Yard, etc.*
- *MIT for the East Campus, West Campus, Sloan School, Investment holdings, etc.*
- *Lesley University for the Brattle, Doble, and Porter Campus*

	2009	2010	2011	2012	2013	2023 (projected)
Acres						
Tax Exempt	13.76	13.76	13.76	13.76	13.76	13.76
Taxable	2.31	2.31	2.31	2.31	2.31	2.31
Number of Buildings	54.5	58.5	58.5	58.5	58.5	58.5 ¹
<i>(both taxable and tax exempt buildings)</i>						
Dormitories						
Number of Buildings	19	22	22	22	22	22
Number of Beds	873	890	890	890	890	890
Size of Buildings (gross floor area)²	911,611	942,277	942,277	943,078	943,793	1,003,993
Institutional/Academic	488,931	491,901	491,901	496,340	496,340	550,255
Student Activities/Athletic	11,000	26,030	26,030	26,030	26,030	31,600
Dormitory/Nontaxable Residential	230,563	243,229	243,229	243,229	244,659	244,659
Commercial	104,954	104,954	104,954	101,316	101,316	101,316
Taxable Residential	76,163	76,163	76,163	76,163	76,163	76,163

¹ Although the new Arts Center is under construction in Porter Square, the total number of buildings will remain the same once it is constructed. Prospect Hall, an existing building, will be completely renovated and subsumed by the new facility. Both structures will be connected by one central atrium and will have one address. Therefore, we are treating the complex as one building.

² Based upon CAD drawings, building area figures are being updated. In subsequent reports, these figures will be corrected for accuracy.

Parking

This section refers to parking spaces maintained in Cambridge only.

Number of Parking Spaces	571
Students (resident & commuter)	20
Faculty, Staff & Visitors	286
Commercial, Residential Tenants & Associated Customers	265

Housing¹

	2009	2010	2011	2012	2013	2023 (projected)
Number of Units						
Tax Exempt – Affiliate Housing	1	1	1	1	1	1
Taxable – Affiliate Housing	0	0	0	0	0	0
Tax Exempt – Other Housing	0	0	0	0	0	0
Taxable – Other Housing	81	81	81	81	81	81
Number of Buildings						
Tax Exempt – Affiliate Housing	1	1	1	1	1	1
Taxable – Affiliate Housing	0	0	0	0	0	0
Tax Exempt – Other Housing	0	0	0	0	0	0
Taxable – Other Housing	10	10	10	10	10	10

Property Transfers:

Please list Cambridge properties purchased since filing your previous Town Gown Report:

N/A

Please list Cambridge properties sold since filing your previous Town Gown Report:

N/A

Please describe any planned dispositions or acquisitions:

N/A

E. REAL ESTATE LEASED

Please attach to the report a table listing of all real estate leased by your educational institution within the City of Cambridge. Include the following for each lease:

- *Street address*
- *Approximate area of property leased (e. g., 20,000 SF, two floors, entire building, etc.)*

¹ Information about dormitories is not included in this table.

- Use (e. g., institutional/academic, student activities/athletic, housing, etc.)

If your institution does not lease any real estate within the City of Cambridge, you may omit this section.

The University has no current leases, but does have a relationship with the Buckingham, Brown & Nichols School for use of athletic facilities through 2015. Lesley is investigating alternatives as demands for facilities at both institutions are exceeding BB & N’s capacity.

F. PAYMENTS TO CITY OF CAMBRIDGE:¹

	FY 09	FY 10	FY 11	FY 12	FY 13
Real Estate Taxes Paid	\$560,639.82	\$544,313.10	\$570,084	\$595,484	\$621,936.67
Payment in Lieu of Taxes	N/A	N/A	N/A	N/A	N/A
Water & Sewer Fees Paid	\$312,452.93	\$325,802.63	\$330,426	\$341,797	\$309,374.33
Other Fees & Permits Paid	\$27,234.54	\$28,313.02	\$52,584	\$35,251	\$123,645

G. INSTITUTIONAL SHUTTLE INFORMATION

Please include information about all regularly scheduled shuttle services operated by your institution within the City of Cambridge or between Cambridge and other municipalities:

Route Name	Vehicle Type & Capacity	Frequency of Operation	Weekday Hours of Operation	Weekend Hours of Operation
Shuttle Bus	32 Passenger Bus	7:10 AM – 11:40 PM	Mon - Fri	None
Shuttle Bus	32 Passenger Bus	7:10 AM – 11:40 PM	Mon - Fri	None
Shuttle Van	15 Passenger Van	7:40 AM – Midnight	Mon - Fri	None

Please provide ridership data, if available, and describe efforts both to coordinate shuttle system with other institutions and to streamline shuttle services.

When classes are in session, Lesley University provides a two-loop transportation service between the University’s four campuses. The Boston to Cambridge loop is a two bus shuttle schedule. Each bus has a seating capacity of 32 and is operated by an outside contractor (VPNE). The two buses operate from 7:10am to 11:40pm, Monday through Friday, traveling the Boston to Cambridge loop (from LUCAD to the Doble Campus and Brattle Campus).

The Cambridge shuttle loop consists of one 15-seat van running continuously between the three Cambridge campuses, Monday to Friday from 7:40am to midnight (operated by the Lesley University Public Safety Department). In addition, Public Safety provides campus safety escorts when requested, to and from all four campuses seven days a week, when the shuttle service is not available. The total passenger ridership for all Lesley University shuttle bus and van routes in FY 2013 was 41,425.

¹ Fiscal Years for the City of Cambridge begin on July 1 and end on June 30 of the following year. For example, FY 13 for the City of Cambridge includes the period from July 1, 2012 through June 30, 2013.

The Lesley shuttle stops are:

- Doble Campus, at the corner of Massachusetts Avenue and Mellen Street
- Porter Campus, behind University Hall, 1815 Massachusetts
- Brattle Campus, at the corner of Hastings and Phillips Streets
- Boston Campus, in front of 700 Beacon Street

When the Lesley University College of Art and Design (LUCAD) moves from Boston to the Porter Campus, the 32-passenger shuttle bus service will be reduced (possibly to one shuttle bus and additional 15 passenger van service) and will run continuously throughout the day between the three Cambridge campuses (Porter, Brattle and Doble campuses).

II. FUTURE PLANS NARRATIVE

On page 12 of the 1991 Report of the Mayor's Committee on University-Community Relationships, the members of the Town-Gown Committee agreed that "Universities should offer statements of their future needs to the city and plans responding to those needs. These plans should include specific statements about known development projects and their status; forecasts of faculty, staff or student population growth; and identified needs that do yet have solutions . . . These plans should address known concerns of the community, such as parking and/or tax base erosion."

STRATEGIC AND LONG TERM PLANNING

Describe your institution's current and future physical plans:

- *Employ a future planning horizon of ten years;*
- *Describe campus development efforts over the past five years to provide context;*
- *Summarize the needs and strategic goals stated in institutional plans;*
- *Review your institution's specific planning objectives for the coming ten year period;*
- *Address how your campus will evolve to address your institution's strategic goals and objectives, providing specific information on projects and plans where available;*
- *Include in your discussion:*
 - *Sustainability planning efforts, as they relate to physical planning, building design, and infrastructure;*
 - *A description of existing facilities for housing your students, faculty and staff and any plans for increasing such housing;*
 - *A review of the relationship between planned and projected institutional development and adjacent residential and commercial districts within Cambridge and any impacts that might result from that development (e. g., use of open space, parking and transportation impacts; etc.);*
 - *A review of the relationship between planned and projected institutional investment portfolio development and adjacent retail and commercial districts within Cambridge and any impacts that might result from that development (e g., loss or relocation of retail space, conflicting uses, etc.); and*
 - *Expected changes in student enrollment, including undergraduate, graduate and non-degree students, and expected changes in the number of post-doctoral positions. Include effects on housing needs and institutional plans for housing these individuals.*

Although Lesley University does not engage in long term master planning, it does conduct 3 to 5 year operating studies, strategic plans, and campus plan updates. Currently, the 2009 campus plan is being updated, to be completed April 2014. Several supporting studies are now underway or complete, including a classroom and laboratory utilization and space needs analysis. As a result of this planning, interior renovations to University Hall have been undertaken, as described in further detail below. While the campus plan evaluates how efficiently we use space and what types of rooms may be considered to have a surplus or deficit of space, the strategic plan provides a

roadmap to determine in which types of space we should invest, given our proposed academic goals.

The most recent Strategic Plan adopted by the Lesley University Board of Trustees projects mission driven objectives through 2016. The plan was developed over the course of a year in a community-wide process and reaffirms Lesley's dedication to scholarship grounded in practice and learning rooted in experience.

The Strategic Plan is not specific to facilities in Cambridge, but incorporates facilities as a means toward reaching 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 create international scholarly exchanges for faculty and staff.

Following are the significant facilities implications of Lesley's Strategic Plan.

College of Art & Design and the "Porter Square Arts District"

Construction is now underway on one of Lesley University's most ambitious capital projects in its 100 year history, the Lunder Arts Center at 1801 Massachusetts Avenue. As described in the Strategic Plan, the Arts Center will serve as a "nexus for the arts in Cambridge," housing the Lesley University College of Art and Design (the new name of The Art Institute of Boston, which for 100 years has helped shape the vision and career paths of artists) and supporting the arts-related programming of Lesley's three other schools, the College of Liberal Arts and Sciences, the Graduate School of Education and the Graduate School of Arts and Social Sciences. More than half of all Lesley students participate in arts-related programming, either through the art school, arts integration in creative arts and learning, education, expressive therapy or other academic pursuits.

In addition to its impact on University programming, the Lunder Arts Center will bring public gallery space to Cambridge, complement the city's museums, and create lively, street-level presence in what we believe will become a Porter Square Arts District. Such a district will help support existing neighborhood retailers, not only those who already cater to an artistic clientele, as art students and faculty spend the majority of their day in Porter Square, rather than downtown Boston.

The Lunder Arts Center will be a LEED-certified structure and a testament to Lesley's commitment to sustainability. The centerpiece of the project involves the relocation and renovation of the historic North Prospect Church — quite literally the recycling of an entire building — with the stained-glass window being restored and used in the arts center, while other church materials (pews, pipe organ, pulpit) found homes in places as varied as a local tavern to a Texas church.

Working with various neighborhood organizations, as well as the City of Cambridge, Lesley University has endeavored to limit the construction's impact on noise and traffic, and the university continues to provide biweekly construction updates via e-mail and in electronic document format at <http://www.lesley.edu/college-art-and-design/new-construction/>.

The Lunder Arts Center is on pace for a January 2015 opening.

Threshold Program Renovations

Lesley University completed substantial upgrades to two of the Oxford Street buildings associated with its Threshold Program. These changes do not reflect any expansion of the program in terms of students, faculty or staff. However, the renovations touched every facet of existing conditions, providing important upgrades in living and learning spaces and technology.

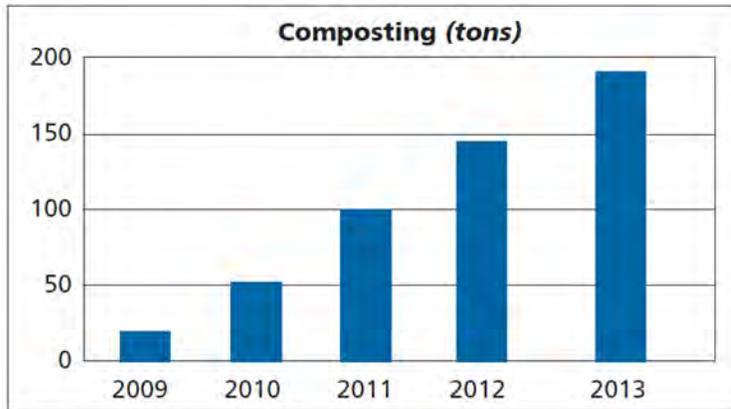
- **Program Description.** The Threshold Program is a residential-based opportunity for young adults with cognitive and learning disabilities. Through program or experience, Threshold students acquire independent living and job skills as members of the University community. Four wood-frame buildings (68, 78, 80 and 82 Oxford Street) house the 30-year-old program's students, staff offices, and alumni center, which provides ongoing guidance to graduates of the program. Two successful years on campus culminate in graduation, at which time students receive a certificate of completion and six college credits. Most students then participate in one of Threshold's two post-graduate programs: Transition Year, which provides continuing support as students enter the working world and move into apartments, or Bridge Year, which offers another year of campus-based skills-building, including an extended internship within their field of study.
- **78 and 80 Oxford Street Renovations.** 78 Oxford Street is a dormitory housing approximately twenty-five students and a teaching kitchen and 80 Oxford Street is home to the Maren K. Hitz Alumni Center and staff offices. A large number of students return for career counseling, life coaching and other services from Threshold staff at the alumni center. Given the frequency of student use, the University undertook significant renovations to both buildings. Renovations included new walls, baths, a kitchen, and windows; asbestos removal; massive overhauls in electrical systems, plumbing, heating, ventilation and air conditioning; and a two-story addition to 78 Oxford Street to create additional dorm rooms. New technology was installed to facilitate a wider range of learning opportunities. In addition, the buildings were made compliant with the provisions of the Americans with Disabilities Act, which included a ramp to the building and landscaping. The work at 78 and 80 Oxford Street has been very positively received by the Agassiz Neighborhood.

Sustainability

Lesley's commitment to sustainability permeates all facilities and infrastructure work. All new construction is designed to meet LEED standards and every renovation is viewed as an opportunity to improve energy efficiency. As a prime example, the Lunder Arts Center project is on track for

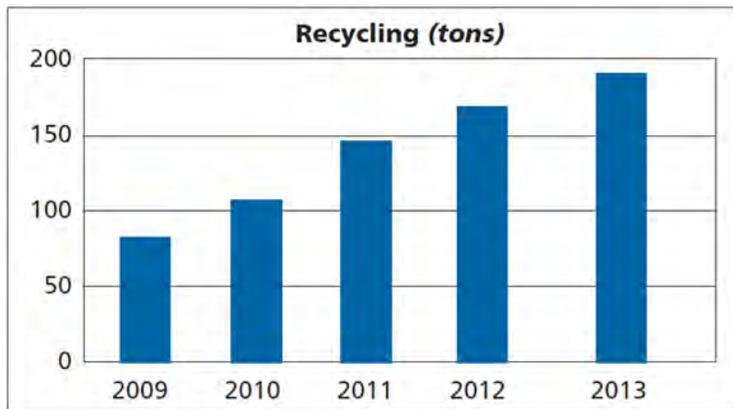
being a minimum LEED-Silver building. The University has made significant strides in reducing fuel and energy demands in existing buildings, through such initiatives as massive lighting retrofits, digital controls for heating and cooling by zone, and has increased the volume of recycled and compostable materials throughout our campuses substantially.

- Composting.** In 2009, Lesley began to compost food scraps during food preparation. Since then, the program has expanded to include composting of leftover food, compostable tableware, and paper products. In just five years, Lesley has been able to increase annual composting tonnage from 20 tons to 200 tons.



On Earth Day 2013, Lesley University was recognized as one of the early adopters of the EPA’s Food Recovery Challenge. The Challenge is to reduce and prevent food waste, increase composting tonnage, and/or increase food donations prior to composting.

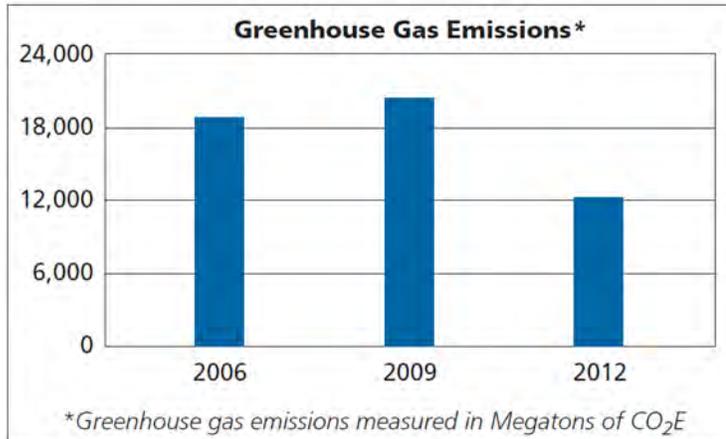
- Recycling.** Recycling at Lesley is single-stream, meaning that all recyclable items go into the same receptacle. Recycling can be found throughout each of the campuses. Since 2009, the tonnage has more than doubled, but is starting to plateau as Lesley works to reduce the total amount of waste produced.



Lesley University also tracks construction recycling and furniture recycling. Since 2009, more than 80% of construction waste has been recycled. And, in May 2013, Lesley teamed up with the Institutional Recycling Network (IRN) to donate furniture from two dozen dorms to a nonprofit in Jamaica.

Visit our website: <http://www.lesley.edu/sustainability/recycling-and-composting/> for information on how to recycle these items.

- Greenhouse Gas Emissions.** In 2008, President Joseph Moore signed the American College & University Presidents' Climate Commitment (ACUPCC) to set goals to reduce our greenhouse gas emissions 35% by 2030, with a baseline year of 2006. As indicated in the graph below, 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
 - Reducing the number of faculty, staff, and students who drive alone to campus
 - 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 use
 - Reducing single vehicle occupancy use by 6.62% over the last year (15% decrease since 2005)
- Bicycle Amenities.** Lesley University provides several bicycle amenities to its community, ranging from over 270 existing bicycle racks to a bicycle share program. The Lesley University Department of Public Safety requires anyone who intends to use a bicycle on campus to register it. A do-it-yourself bike repair stand located on the Doble Campus is available to all community members and the University continues to add bicycle racks throughout its three campuses.



A student uses the new repair stand located on the Doble Campus.

- Lesley's Bike Share Program began in 2009 and is open to all community members. The program allows faculty, staff, and students to check out a bright green bike, ride it, and return it to a designated rack on any of the 3 Cambridge campuses. Bikes may be checked out through the Public Safety Office at the Doble, Brattle, or Porter campus.
- As the Hubway program continues to gain momentum, Lesley intends to invest in new racks and a Hubway station at its new Arts Center. We also intend to promote increased use among students, faculty and staff, especially considering the proximity of several existing Hubway stations to our three Cambridge campuses.
- Lastly, the Lesley University administration strongly supports the use of alternative transportation. In September 2013 President Joe Moore and Dean of Students Nathaniel Mays sponsored and rode with several students, faculty, and staff on Boston's Hub on Wheels event.



Lesley helped sponsor Boston's Hub on Wheels this September.

- **Sustainability Initiatives.** The Strategic Plan calls for continued improvement and the provision of regular data on the above improvements. We also plan 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. 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 are accessible to people with disabilities and all new construction is designed to maximize accessibility. In addition, whenever possible (as seen in the aforementioned Threshold building renovations), older and historic, pre-ADA structures are retrofitted to afford the greatest level of accessibility achievable. With the completion of a planned renovation to Stebbins Hall, all classrooms and laboratories will be fully accessible.

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 alternatives in Cambridge. No plans for new facilities or field use have been made though and the university continues to enjoy its relationship with BB&N.

PRECINCT AND SITE SPECIFIC PLANS

- *Identify and describe plans for future development of the sub-areas/precincts of your campus, being certain to address the institution specific information requests and questions found in Section VI (coordinate with Map 4 in Section IV);*
- *Identify all future short term and long term development sites under the institution's ownership, including both academic and non-academic properties (coordinate with Map 4 in Section IV);*
- *In the first section of your future plans narrative, make specific note of any changes that have occurred in your institution's future plans for a particular site or area (such as changes to the anticipated future use of a site) within the past three years. Explain the reasons that have led to any such changes in thinking.*

Brattle Campus

The Brattle Campus includes several historic buildings in the middle of a 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 the deferred maintenance and bring each of the seven Lesley-owned buildings and one shared building on the Brattle Campus up to good condition.

Past Year

Working alongside EDS, Lesley University made several important improvements to shared buildings and grounds at the Brattle Campus. Significant renovations at Sherrill Library increased energy efficiency, created new offices and provided group study space. New signage was installed throughout the campus. Also, a new community garden was planted and a reflection area was created. The garden consists of region-specific plant species and a curved seating wall, which draws inspiration from the lovely stonework of its historic surroundings. Besides offering respite, the community garden improves upon an overgrown and unkempt area of an otherwise pristine campus landscape. This garden is open to the public.

In addition to our partnership with EDS, Lesley continues to address deferred maintenance in buildings purchased from EDS. Last year, Lesley constructed new ADA-accessible bathrooms and rebuilt a worn and otherwise deficient stairwell at Lawrence Hall.

Current

In partnership with EDS, the university is improving exterior lighting to promote safety, reduce light pollution, and save energy.

Next Three Years

A complete renovation of all Lawrence Hall bathrooms is planned, as well as addressing other deferred maintenance issues in the building. EDS and Lesley will work to phase in a new energy-efficient heating system at Sherrill Hall over the next 2 to 3 years. In addition, an expanded community garden is envisioned for the campus. However, no date has been set for this work.

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.

Subject to successful fundraising, the University plans to make several improvements to buildings on its main campus this coming summer 2014. Adjacent to the original Edith Lesley Wolfard house, Stebbins Hall (31 Everett Street) has been identified as a short-term renovation need. It contains several prominent classrooms and one of our more formal, large meeting halls and still has many original systems in place. The renovation plans include several aesthetic improvements, new windows, an overhaul to the fire-suppression system, accessible restrooms, HVAC improvements and a new elevator and accessible entrance. Phase two of the Threshold renovations is planned as well and will include the complete renovation of the two remaining historic buildings along Oxford Street, 68 Oxford and 82 Oxford. Like the first phase, this work will consist of the renewal of existing space without increasing program size.

Past Year

Lesley completed total renovations to 78 Oxford Street, the Wilbur House residence hall for the University's Threshold Program, and 80 Oxford Street, the program's Maren K. Hitz Alumni Center. Renovations included foundation work, new walls, baths, windows, a kitchen, asbestos removal and massive overhauls in plumbing, electrical, heating, ventilation and air conditioning. Also, a small addition was constructed at 78 Oxford to provide a kitchen area suitable for instruction and accommodate a new ramp entrance. Both buildings were made compliant with the provisions of the Americans with Disabilities Act, including the addition of an elevator in 80 Oxford Street, construction of the aforementioned ramp to 78 Oxford Street, accessible bathrooms and accessible bedrooms.



78 Oxford renovation.

In addition to the work done for the Threshold program, Lesley completed two minor renovations at its Doble Campus. The first was at 7 Mellen Street to accommodate a new Global Education Center. This renovation included upgraded technology wiring, a new fire safety system and an ADA-compliant ramp, new storm windows, and cosmetic improvements. The second project was the construction of a new command center for the Office of Public Safety, housed in 34 Mellen Street. This new system uses the latest technological resources to support our commitment to safety.

Lastly, as part of our commitment to sustainability, Lesley just completed the relamping of its East-West complex of buildings that form its central quad. We expect to see a dramatic reduction in energy consumption, as we have with similar initiatives enacted in other buildings. From October 2012 to October 2013 there was a 6% decrease in electricity usage due to lighting retrofits.

Current

A small renovation of 1627 Massachusetts Avenue, which houses Lesley's Office of Admissions and Visitors' Service Center, is currently underway. Upon completion, this ground level renovation will provide new handrails to the front entrance, make improvements to an existing bathroom to bring it into ADA compliance, add another bathroom, and finish adjoining meeting rooms to better serve visitors.

Next Three Years

As previously described and subject to available funding, during the summer of 2014 phase two of the Threshold renovations, including 68 Oxford Street and 82 Oxford Street, is to commence. Simultaneously, Stebbins Hall (31 Everett Street) will be renovated to bring it into ADA compliance, with an elevator and accessible bathrooms, and improve its energy efficiency dramatically. Further renovations are not planned at this time.

Porter Campus

The Porter Campus includes University Hall (formerly known as the Porter Exchange building), the Lunder Arts Center site (formerly known as the AIB building site), the parking lots located across Massachusetts Avenue from Prospect Hall (formerly known as the North Congregational Church but soon to be known as a wing of the Lunder Arts Center), and 815 Somerville Avenue.

Lesley University plans to complete construction of the Lunder Arts Center, including the move of the historic former North Prospect Church Hall, a new four-story structure on the corner of Massachusetts Avenue and Roseland Street, and the three-story connector building on the east side of the site. The relocation of the church building has increased its visibility on Massachusetts Avenue already. With its full restoration, including a new cupola in the spirit of its former turn of the century top, it will provide 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 will lead 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. Upon completion of the new building, a public gallery and library will welcome passersby and anchor the building in its community with an engaging ground floor.

Past Year & Current

The University finished site preparation for the move of the historic Prospect Hall on Massachusetts Avenue in November 2013 for its eventual restoration and adaptive reuse. The former church building was moved in December 2013 and restoration itself is underway, with the removal of its steeple, stained-glass windows, and columns. Bracing has been installed and the existing foundation removed. Construction of other Lunder Arts Center elements are underway as well. The new Arts Center will be constructed to minimum LEED-Silver standards.



The historic church moving across its site, December 2013.

In addition, the University undertook a surfeit of important, though lower-profile, upgrades, including interior renovations to provide an additional dance studio in support of our expressive therapy and dance coursework and the conversion of underutilized office area to classroom space.

Next Three Years

The Lunder Arts Center is scheduled to open its doors in January of 2015, after which the University will divest from its existing space in Boston and move the College of Art and Design to Porter Square. The move will bring a reduction to the shuttle service also, which will decrease overall carbon output through shorter drive-times in conjunction with a university-wide standardized course schedule. Besides possible minor interior renovations or infrastructure improvements in University Hall, no other projects are planned.

In conjunction with the new Arts Center, Lesley is undertaking more than half a million dollars of new water and sewer lines and roadwork along Roseland Street. The University is also constructing a new “pocket park” along Roseland Street, between the sidewalk and the near parking lot to University Hall.

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 a tennis court at the Doble Campus. There are no plans to develop any of these sites at this time.

Sustainability

In addition to the aforementioned projects, many of which have energy reduction components, Lesley University is partnering with GreenerU to determine additional viable sustainability work. An assessment of potential projects is currently underway with the expectation that we will complete a major improvement this summer.

III. LIST OF PROJECTS

List all development and public improvement/infrastructure projects completed within the past year, currently in construction or which will require City permits or approvals during the next three years (coordinate with Map 3 in Section IV);

- *Indicate how each project meets the programmatic goals of your institution discussed in Section II;*
- *Indicate how each project fits into the physical plans for the immediate campus area;*
- *Indicate the “green” attributes over and above city green building requirements, if any, of the project;*
- *Indicate identified future development sites on your campus (coordinate with Map 4 in Section IV).*

Please see above description under PRECINCT AND SITE SPECIFIC PLANS.

IV. MAPPING REQUIREMENTS

Please attach to the report maps of the following (these may be combined as appropriate):

1. *Map of all real estate owned in the City of Cambridge. Categorize properties by use as appropriate (e. g., institutional/academic, student activities/athletic, dormitory/nontaxable residential, investment, etc.).*
2. *Map of real estate leased. Categorize properties by use as appropriate (e. g., institutional/academic, student activities/athletic, housing). This map can be combined with the one above.*
3. *Map of development projects completed within the past year, now underway, proposed or planned within the next three years.*
4. *Map the sub-areas/precincts of your campus, indicating the location of future development areas and projects. If appropriate, include detailed maps of sub-areas/precincts where significant changes are anticipated to occur over the next five years.*
5. *Map of all regularly scheduled campus shuttle and transit routes.*

Please see Attachment A.

V. TRANSPORTATION DEMAND MANAGEMENT

Please provide the following information. You may summarize the information below or attach documents to this report, as appropriate. If your school has not updated information since submitting the 2012 Annual Report, you may so indicate in the appropriate space.

- A. Results of surveys of commuting mode choice for faculty, staff, and students.*
- B. Information on the point of origin of commuter trips to Cambridge for faculty, staff and students.*
- C. Have there been any changes in your TDM plan or strategy since submitting your 2012 Town Gown-report? If so, please describe briefly. (Lesley’s PTDM plan is on file at CDD.)*

When it was approved in 2005, Lesley University’s Parking and Transportation Demand Management (PTDM) Plan targeted a goal of reducing the University's single occupancy vehicle (SOV) mode split commitment at 38 percent. In 2013, Lesley University’s Cambridge combined employee and student adjusted drive alone rate was 23 percent (23%), a 6.62% decrease since 2012.

Home Location	Number of Faculty, Staff & Students	Percentage¹
Cambridge	269	8.26%
Somerville	247	7.59%
Boston	174	5.35%
Arlington	120	3.69%
Medford	82	2.52%
Brookline	65	2.00%
Brighton	64	1.97%
Watertown	61	1.87%
Jamaica Plain	53	1.63%
Allston	52	1.60%
Belmont	51	1.57%
Quincy	50	1.54%
Lexington	49	1.51%
Malden	45	1.38%
Newton	44	1.35%
Waltham	36	1.11%
Dorchester	26	0.80%
Melrose	25	0.77%
Acton	23	0.71%
Brockton	23	0.71%

Top twenty towns from which faculty, staff and students commute.

¹ Total percentage of New England commuters, not percentage of top twenty towns.

Lesley University also specified a variety of PTDM measures it would implement. The measures include:

- Provide an onsite Employer Transportation Coordinator (ETC).
- Place transportation benefits information in new hire packets.
- Promote commute options at the worksite through emails or intranet site.
- Maintain bike racks and offer a Bike Share Program.
- Shuttle Service for employees and students. Two new 32 passenger buses run and one van run continuously from 7:30am until midnight, Monday through Friday. Each of the four campuses has a shuttle stop. These shuttle stops are located on the Porter Campus behind University Hall (1815 Mass. Avenue), on the Doble Campus at the corner of Mass. Avenue and Mellen Street, on the Brattle campus at 3 Phillips Place and at Art Institute of Boston Campus at 700 Beacon Street near Kenmore Square.
- Provide payroll deduction for transit. An average of 86.25 employees utilized this service on a monthly basis in 2013. This is a slight increase from 2012.
- Provide preferential and discounted parking for carpoolers. Employees who carpool together and have an assigned parking space on-campus are eligible to receive a 33% discount off the cost of the yearly permit for 2 person carpools and 50% discount off the cost of the yearly permit for 3 or more person carpools. Also 15 designated HOV spaces are posted and located at Lot C (gated), for graduate student access after 3:30 p.m. each week day and an additional 2 spaces have been set aside at University hall for carpoolers.
- Provide showers for bikers and walkers.
- Offer an emergency ride home program.
- Lesley University maintains a very stable parking inventory. Lesley University's total parking inventory has remained the same at 571 spaces. Twenty-two (22) spaces fewer than the original 2006 parking inventory of 593. <http://www.lesley.edu/parking/>
- Host commuter events through MassRIDES.
- Zipcar program. Lesley University has a Zipcar located on its property at two locations: On the Porter Campus at 1815 Mass. Avenue and on the Brattle Campus at St. John's Road.
- Offer an informal flextime program.
- Offer an informal telework program.
- Parking reimbursement at MBTA parking garages. Lesley University offers parking reimbursement for all commuting students and staff at the Alewife and Quincy Adams MBTA parking garages. Staff and students can park at either garage at any time, take the MBTA Red Line to Lesley University and submit an expense voucher for MBTA parking reimbursement. A total of 62 people took advantage of the MBTA parking reimbursement benefit last year.

In addition to the economics of commuting and parking, Lesley University continues to expand and upgrade its educational campaign to ensure faculty, staff and student awareness of the importance of community sustainability goals and the benefits of carpools, public transit, bicycle and walking to work.

Lesley University has advanced its Sustainability Education program including a website at: <http://www.lesley.edu/sustainability/transportation>

Lesley is committed to the PTDM goals, and coupled with the creation of the Lesley Sustainability Task Force, an updated sustainability website with link directly to the Transportation page, and ongoing “Green” events, we believe that the programs and incentives we have implemented are successfully maintaining our SOV rate below the established goal of 38 percent in 2005. As Lesley works to reduce the number of single occupant vehicles that come into our campus, we will continue to encourage faculty, staff and students to utilize alternative forms of transportation as the right thing to do.

VI. INSTITUTION SPECIFIC INFORMATION REQUESTS

Lesley University

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

Please see response to this question addressed in above narrative.

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

Please see section I.G., Institutional Shuttle Information, above for discussion of future shuttle bus service.

We continue to expand our use of on-campus bicycle racks and we installed a bicycle repair station on the Doble Campus, which provides the community a safe place for bicycle maintenance. As a part of the new Arts Center, Lesley will add another 70 spaces along Massachusetts Avenue and Roseland Street and will invest in 15 Hubway spaces, to be located in front of the historic former church facade. We plan to promote Hubway use among the Lesley community, which already benefits from existing Hubway stations near each of our three campuses.

3. *Provide an update on planning and construction activities on the Doble Campus, Porter Campus, and Brattle Campus areas. The Porter Campus update should address University Hall, the Lunder Arts Center, the parking lots located across Massachusetts Avenue, Prospect Hall (the former North Congregational Church), and 815 Somerville Avenue.*

Please see response to this question addressed in above narrative.

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. The design of the Lunder Arts Center 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 new galleries and an arts 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. *Provide a comprehensive plan for signage across the campus, particularly where it may require variances from the Zoning Ordinance.*

Over the past four years, Lesley University worked with Roll Barresi to develop and install a comprehensive signage packet. We worked closely with the office of Community

Development and followed through on all requirements and submissions. Recently, the University completed the remaining exterior signage at the Brattle Campus, which is an historical district. Because of the delay in initial application of approvals, we returned to the Cambridge Historical Commission to clear the work and received overwhelming support, especially considering the number of inconsistent and non-historical signs that we removed in the process. Please see attachment B for an illustration of the Brattle signage contained in our approved certificate of appropriateness application. Also, last spring we completed the signage at 1 Wendell Street. The only remaining building to require exterior signage is the new Arts Center. We have contracted Roll Barresi again to develop a comprehensive signage program for the new building. Once a preferred direction is chosen, if any exterior signage requires special approval we will apply for the appropriate permit/variance.

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

Lesley University's two main educational sites outside of Cambridge are each located in the Kenmore Square area of Boston. The College of Art and Design resides at 700 Beacon Street and 601 Newbury Street, which constitute roughly 64,000 square feet of space. However, upon the construction of the new Arts Center, the College of Art and Design will move to Porter Square and these buildings will be vacated.

Attachment C lists the current sites where Lesley provides courses/training.

A

Mapping Requirements

- 1** Overview
- 2** Porter Campus Uses
- 3** Doble Campus Uses
- 4** Brattle Campus Uses
- 5** Porter Campus Projects
- 6** Doble Campus Projects
- 7** Brattle Campus Projects
- 8** Cambridge - Boston Shuttle Route

Overview

Key

-  Lesley Owned Properties
-  10-min. walk radius
-  MBTA Red Line Subway Station
-  MBTA Commuter Rail Station
-  Lesley Shuttle Routes



Porter Campus

Doble Campus

Brattle Campus

Porter Campus

Key

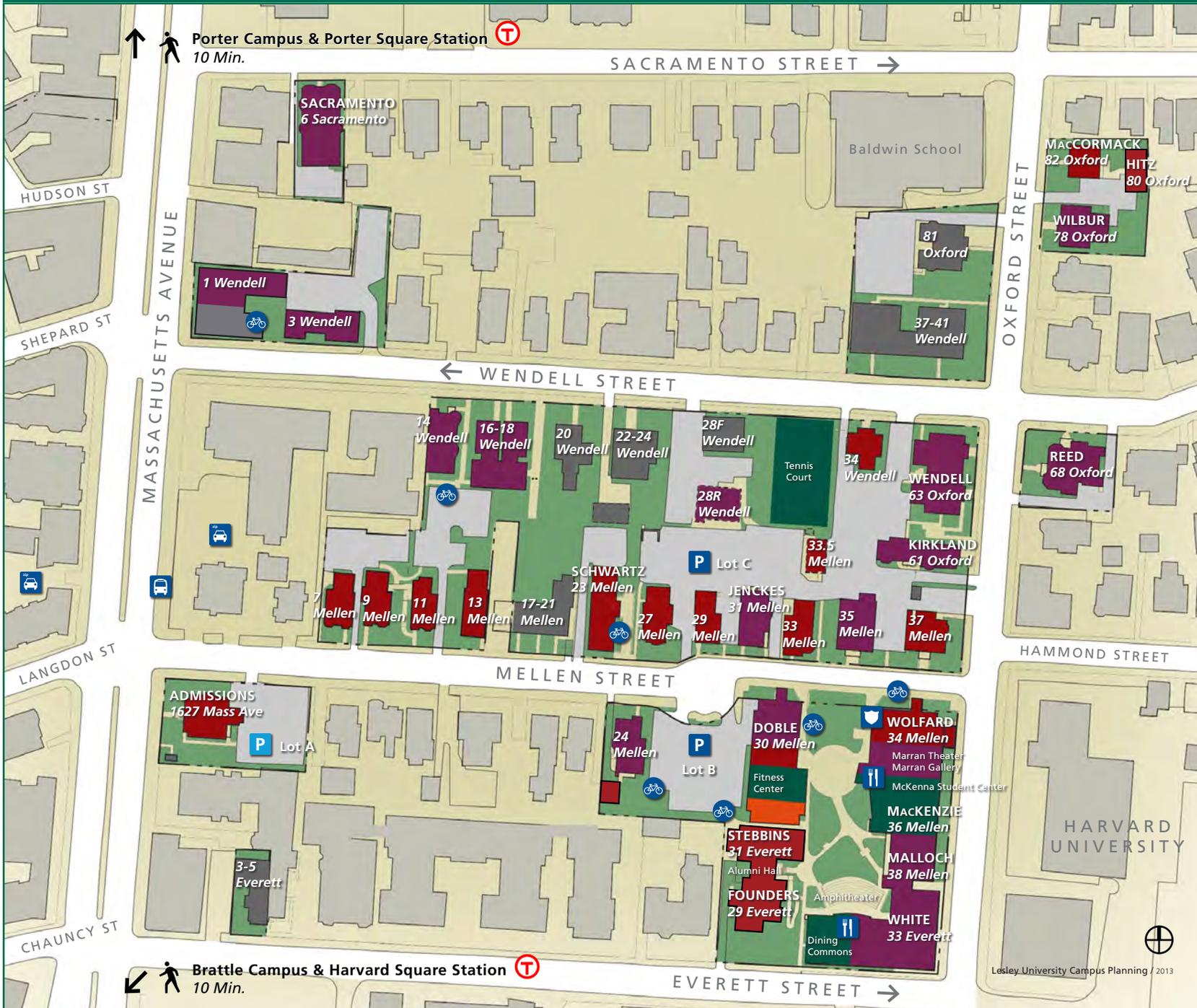


- Acad. / Admin.
- Residence Halls
- Student Life / Rec.
- Library / Info. Commons
- Rented to Others
- Dining
- Public Safety
- Bike Rack
- Lesley Shuttle Stop
- Zipcar Location
- Visitor Parking



Doble Campus

Key

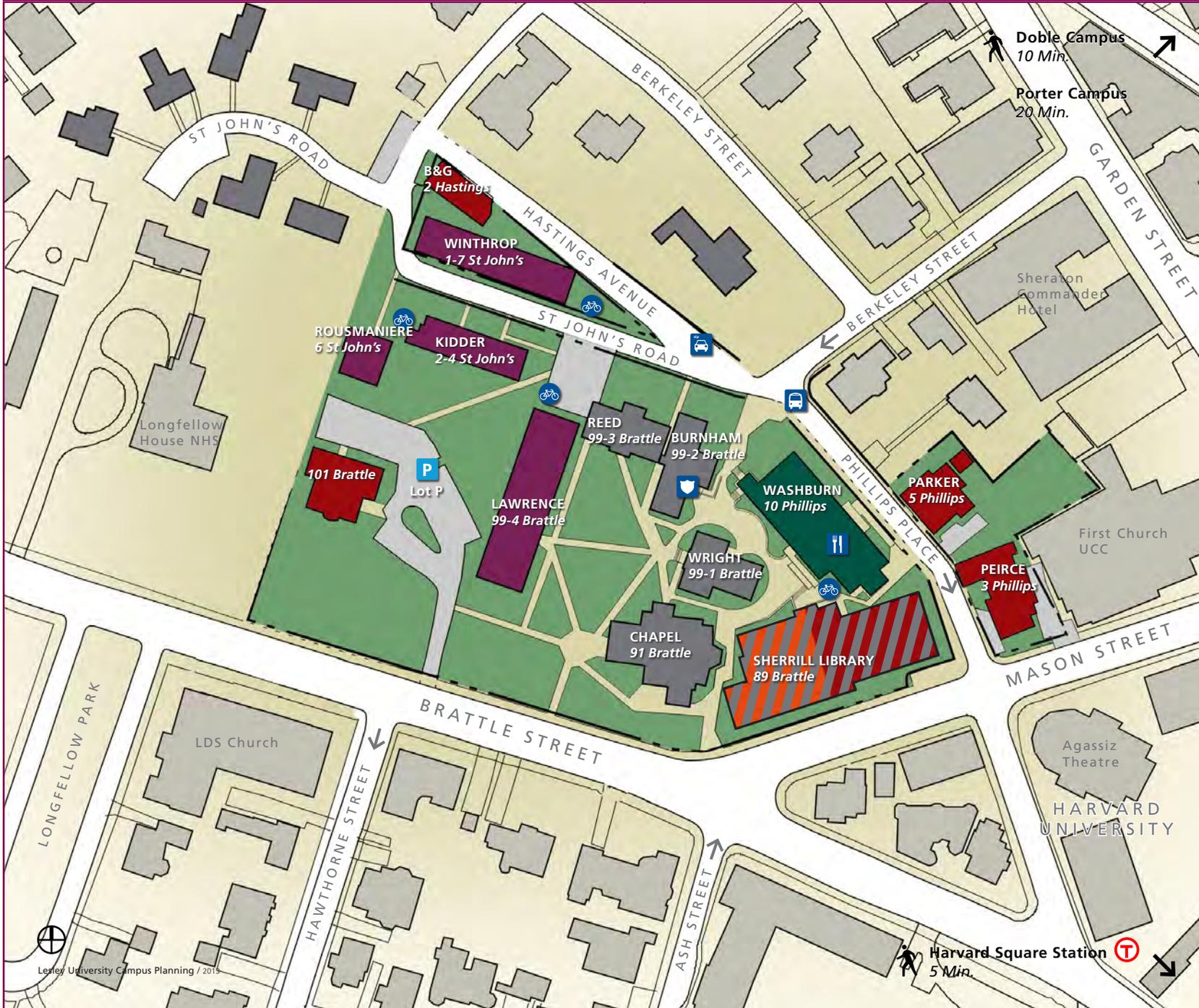


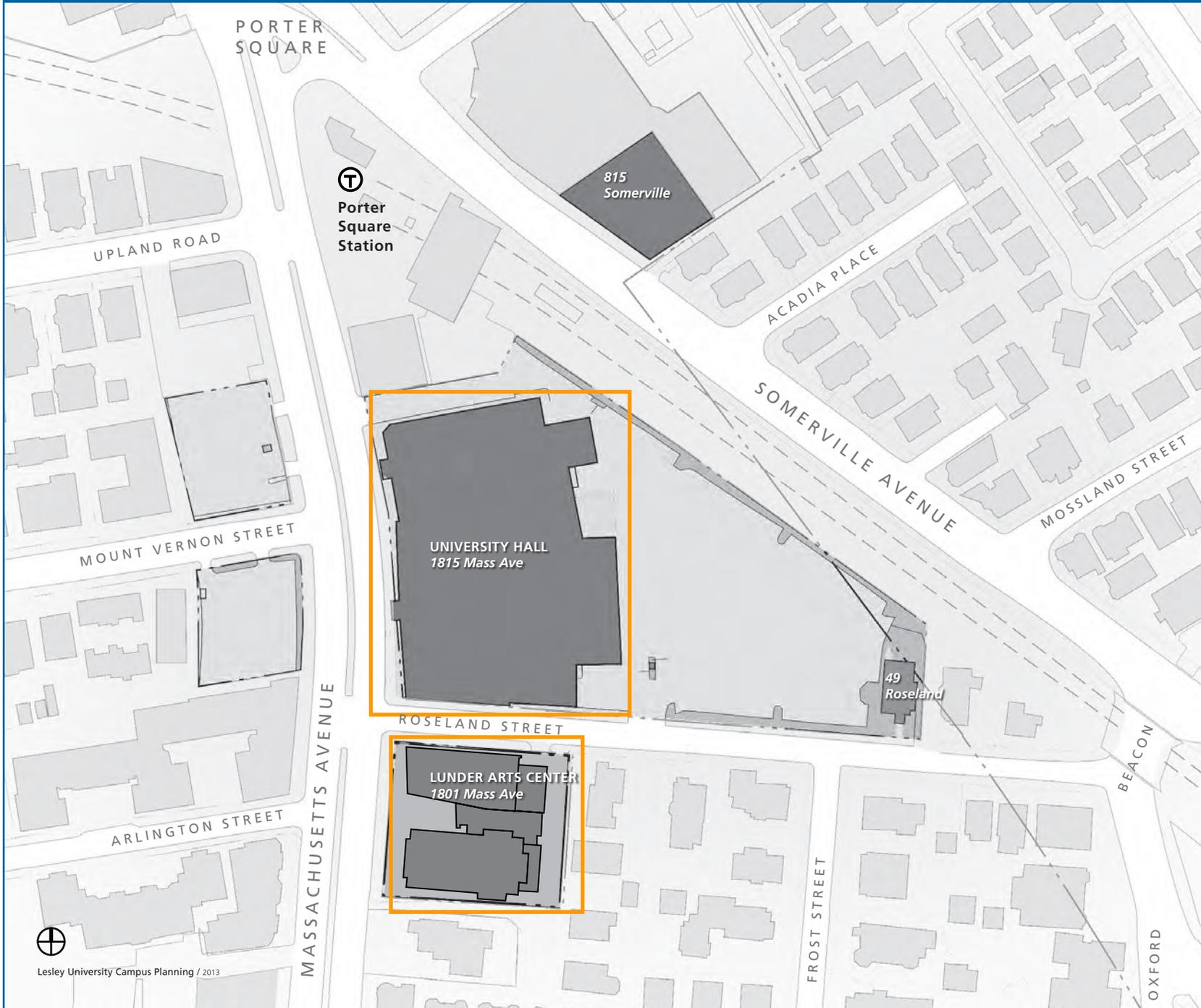
- Acad. / Admin.
- Residence Halls
- Student Life / Rec.
- Library / Info. Commons
- Rented to Others
- Dining
- Public Safety
- Bike Rack
- Lesley Shuttle Stop
- Zipcar Location
- Visitor Parking

Brattle Campus

Key

- Acad. / Admin.
- Residence Halls
- Student Life / Rec.
- Library / Info. Commons
- EDS
- Dining
- Public Safety
- Bike Rack
- Lesley Shuttle Stop
- Zipcar Location
- Visitor Parking



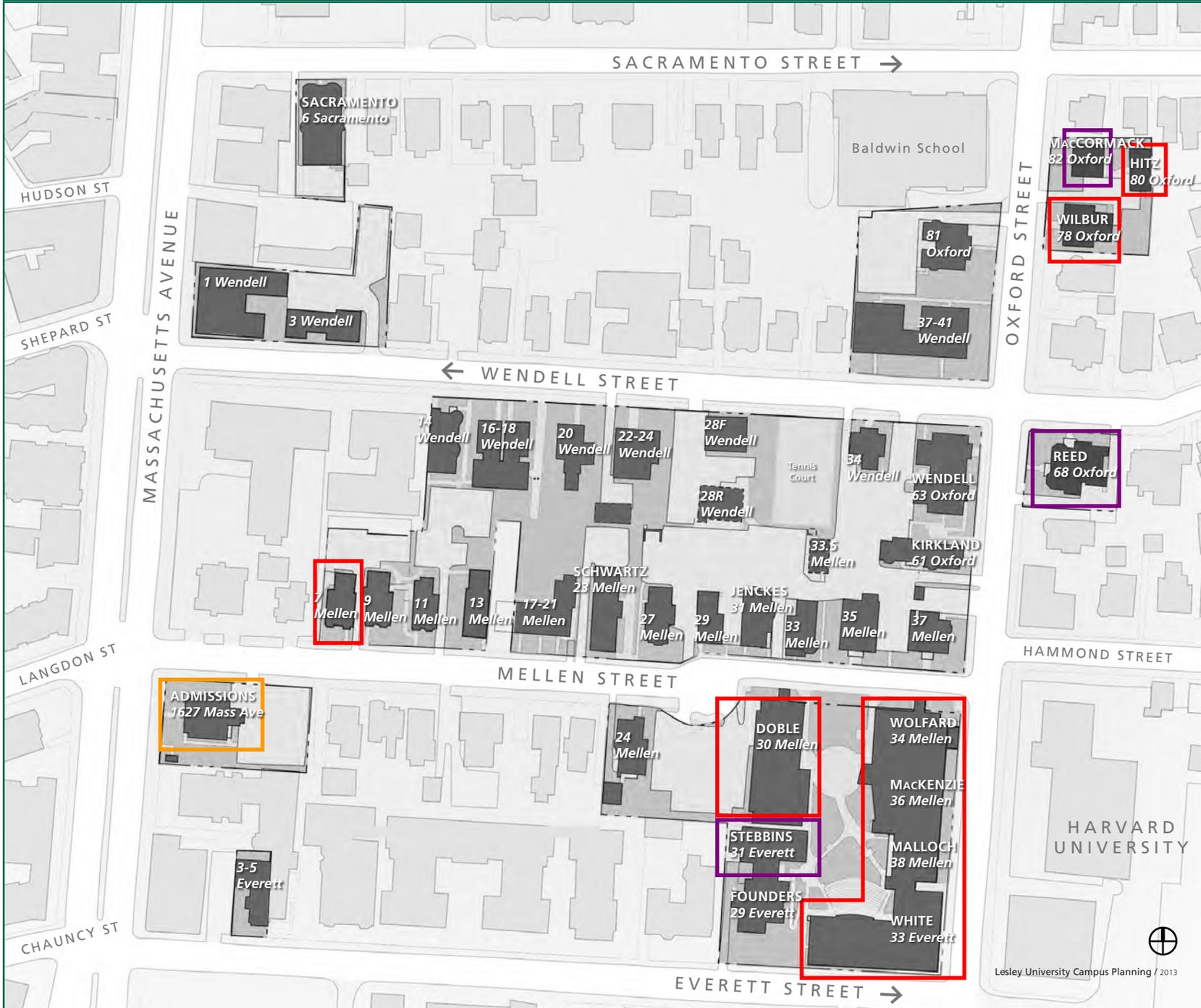


Key

- Recently completed
 - None
- Currently underway
 - Interior Renovations
 - Dance Studio*
 - Classroom*
 - Arts Center
 - Historic church restoration/adaptive reuse
- Proposed
 - None



Doble Campus



Key

Recently completed

- 7 Mellen Renovation
- 34 Mellen - Command Center for Public Safety
- 78 Oxford Renovation
- 80 Oxford Renovation
- Relamping of Lights in 30, 34, 36 & 38 Mellen & 33 Everett

Currently underway

- 1627 Massachusetts Avenue Renovation

Proposed

- 31 Everett Elevator & Renovation
- 68 Oxford Renovation
- 82 Oxford Renovation

Key

Recently completed

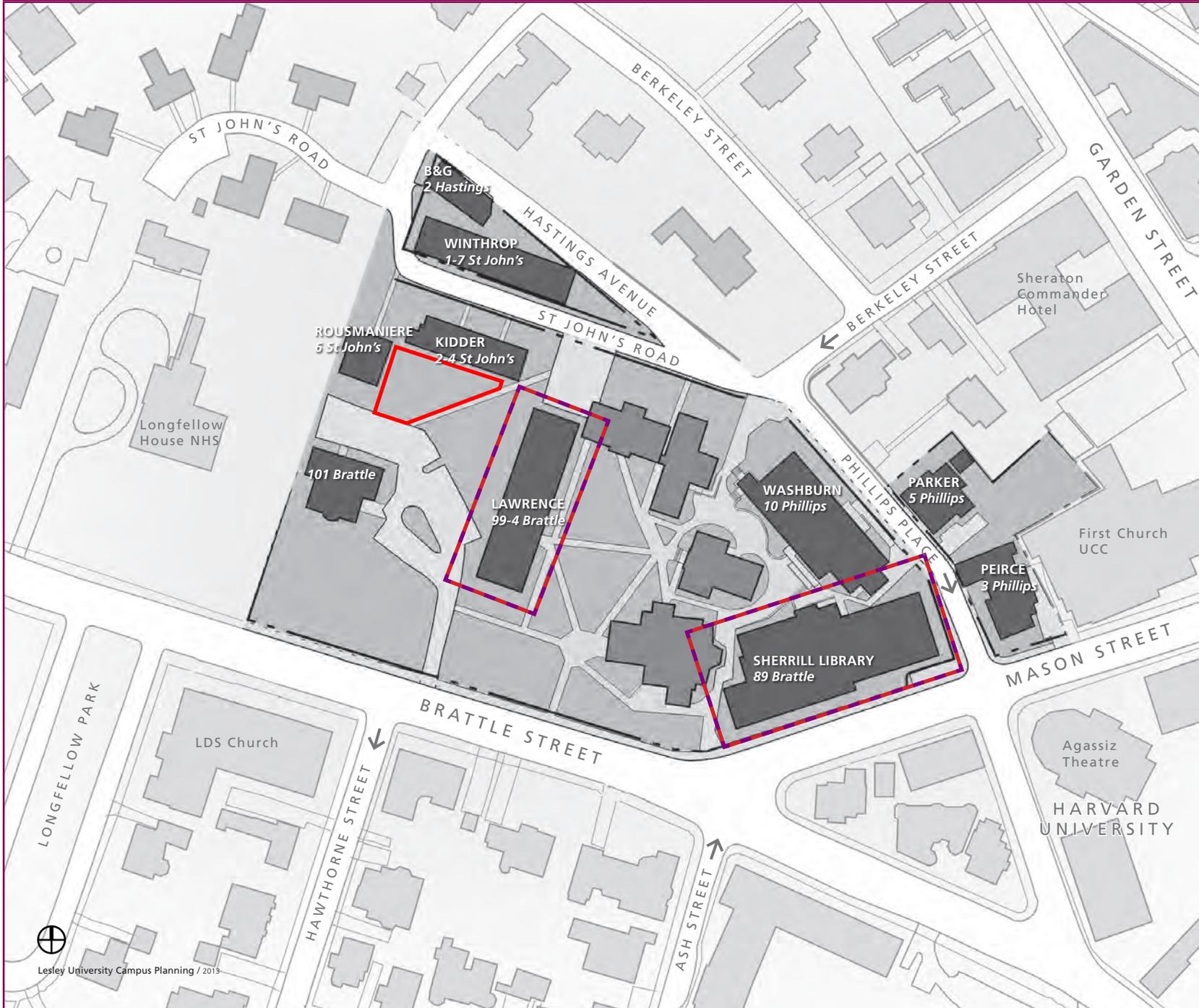
- Library Renovations
- New Offices
- Group Study Space
- Community Garden
- Lawrence Hall Renovations

Currently underway

- Exterior Lighting Improvements

Proposed

- Lawrence Hall Renovations
- Library Heating System

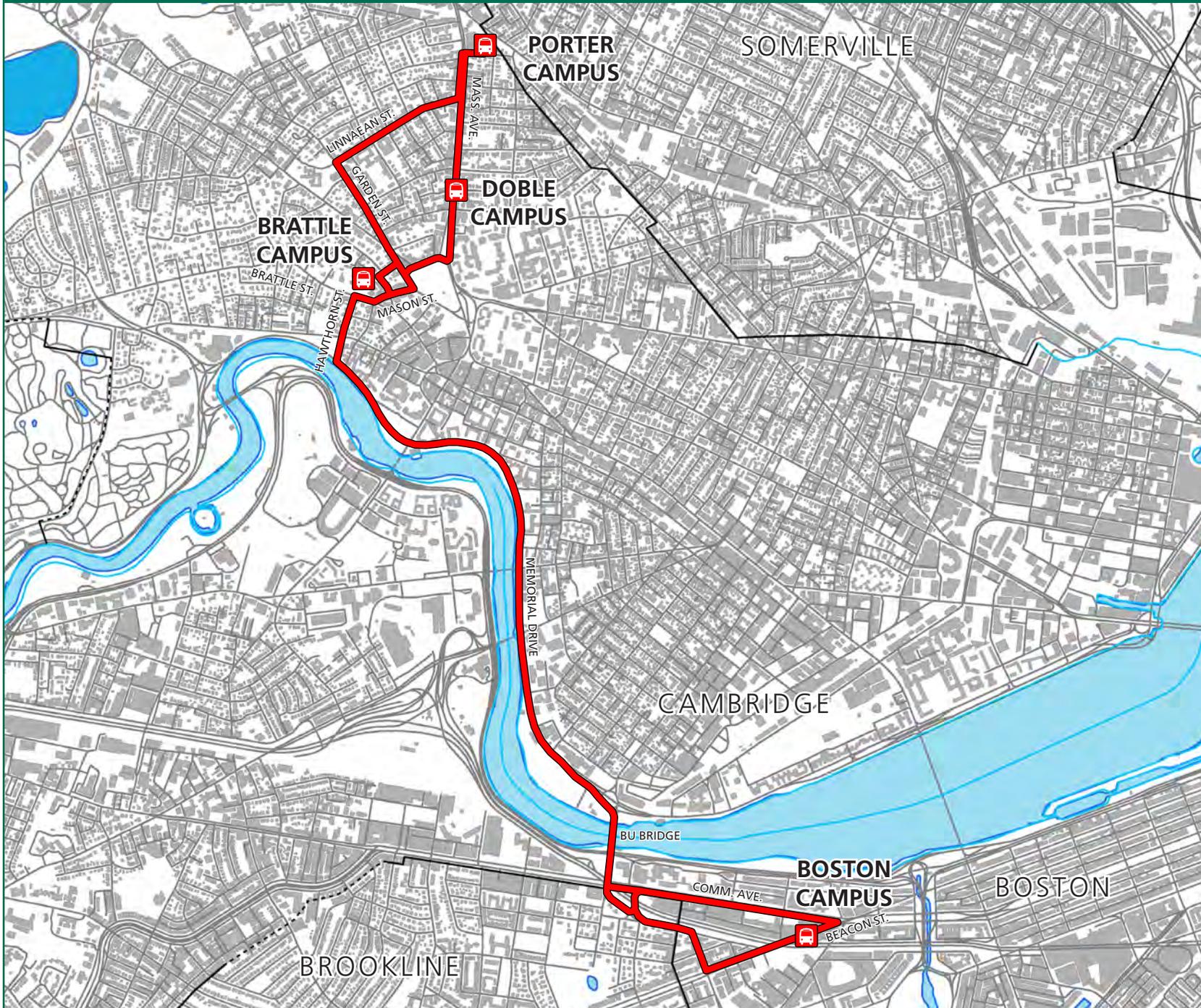


Cambridge - Boston Shuttle Route

Key

Campus Shuttle

-  Route
-  Stop



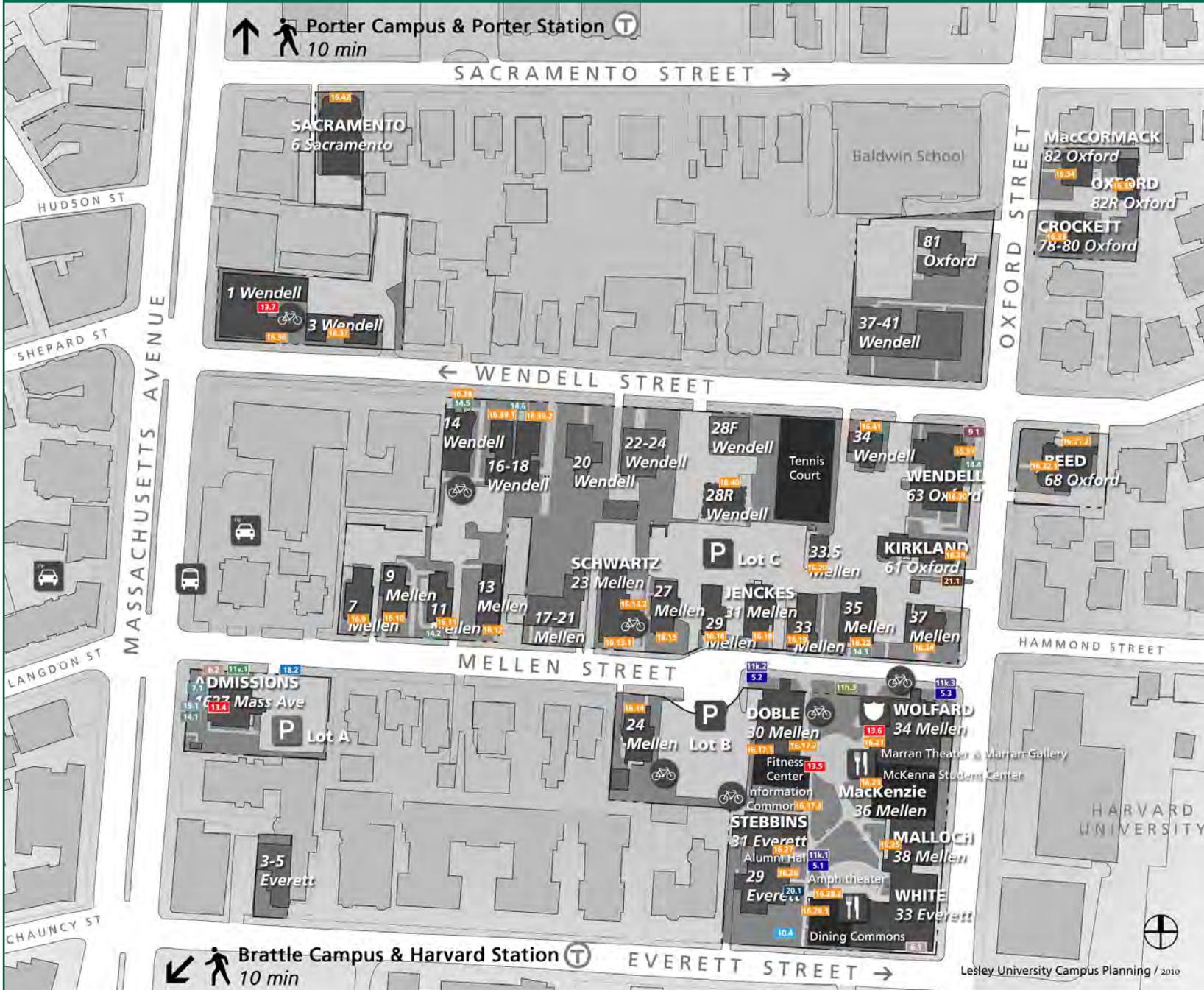
B Attachment

B

Signage Program

- 1** 2010 Doble Campus
- 2** 2010 Brattle Campus
- 3** 2013 Brattle Campus

1 2010 Doble Campus



Roll + Barresi & Associates, Inc.

Doble Campus

List of Sign Types

- 5.0 Campus Identification, Kiosk
- 6.0 Campus Identification Metal Letters
- 7.0 Campus Identification, Granite Base
- 9.0 Campus Identification, Post and Panel
- 10.0 Campus Identification, Tavern Style
- 11v.0 Vertical Map Display
- 11h.0 Horizontal Map Display
- 11k.0 Kiosk Map Display
- 13.0 Building Identification, Vinyl Letters
- 14.0 ADA Information, Freestanding
- 15.0 Building Identification, Freestanding
- 16.0 Building Identification, Plaque
- 18.0 Parking Identification, Tavern Style
- 20.0 Building Identification, Tavern Style
- 21.0 Parking Identification, Freestanding

Date: June 10, 2010

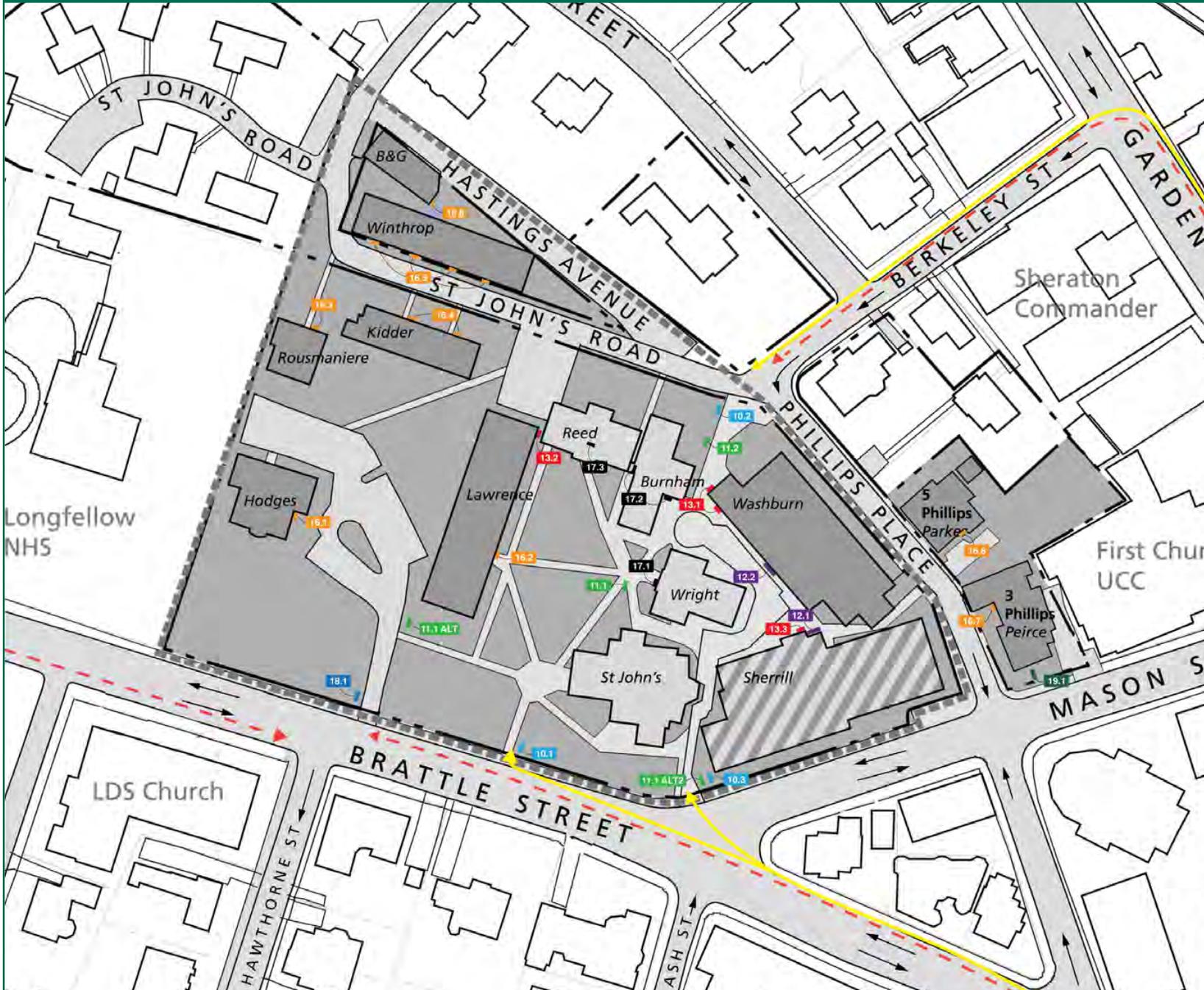
Lesley University Campus Planning / 2010

2010 Doble Campus



2 2010 Brattle Campus

Roll • Barres & Associates, Inc.



Brattle Campus

List of Sign Types

- 10.0 Condo Identification, Tavern Style
- 11.0 Horizontal Map Display
- 12.0 Building Identification, Metal Letters
- 13.0 Building Identification, Vinyl Letters
- 16.0 Building Identification, Lesley Plaque
- 17.0 Building Identification, EDS Plaque
- 18.0 Parking Identification, Tavern Style
- 19.0 Lesley Identification, Tavern Style
- Vehicular Routes
- Pedestrian Routes

Date: June 11, 2010

LESLEY UNIVERSITY &
EPISCOPAL DIVINITY SCHOOL

SHERRILL LIBRARY

12.0 Building Identification,
Metal Letters



10.0 Condo Identification,
Tavern Style



18.0 Parking Identification,
Tavern Style



11.0 Horizontal Map Display

LESLEY
UNIVERSITY
WASHBURN HALL
Street Address

13.0 Building Identification,
Vinyl Letters



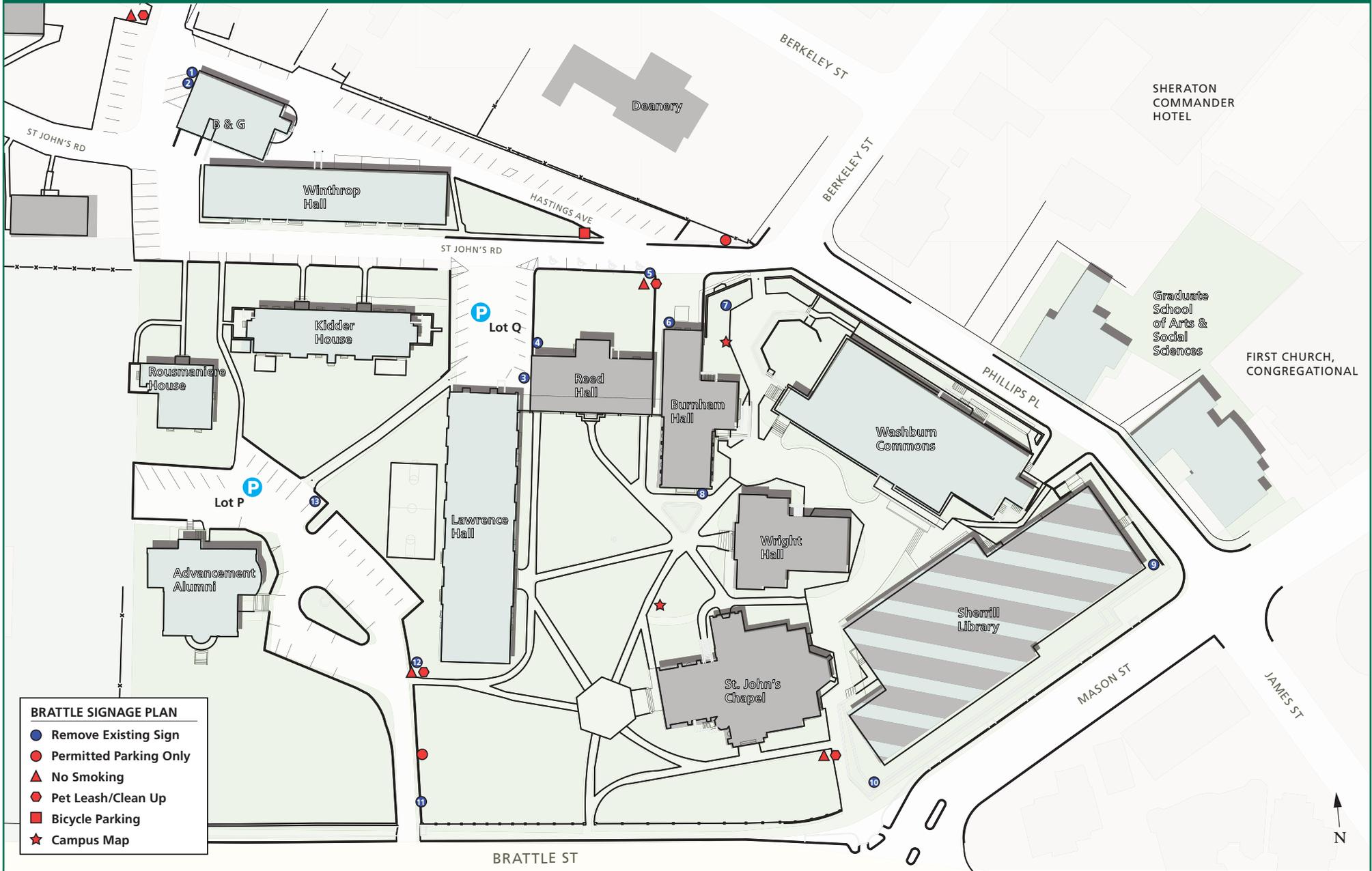
16.0 Building Identification,
Lesley Plaque



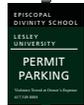
17.0 Building Identification,
EDS Plaque



Accessibility
Information



2013 Brattle Campus



Permit Parking
Freestanding

Quantity: 2

Campus Map
Vertical

Quantity: 1

Campus Map
Horizontal

Quantity: 1

Smoking/Pet/Bicycle
Signage Freestanding

Quantity: 4 (Smoking/Pet)
Quantity: 1 (Bicycle)

C Attachment C - List of Off Campus Instructional Sites

Center/Institute/Program Name	Site Name	Location	State
Integrated Teaching Through the Arts	Pike's Waterfront Lodge	Fairbanks	AK
Integrated Teaching Through the Arts	Cambridge Heights Elementary/David P Meaney Education Center	SACRAMENTO	CA
Integrated Teaching Through the Arts	Alameda Office of Education	San Francisco / Oakland	CA
Integrated Teaching Through the Arts	Lakewood High School	Denver	CO
Elementary Education/Math Education UTC	Roots and Branches School	Baltimore	MD
Elementary Education/Math Education UTC	The Hill Center	Washington, DC	MD
Educational Specialist in TIE	Dodgen Middle School	North Metro Atlanta	GA
Integrated Teaching Through the Arts	Daniell Middle School	North Metro Atlanta	GA
Integrated Teaching Through the Arts	WH Taft Elementary School	Boise	ID
Integrated Teaching Through the Arts	Dalton Elementary School	Spokane / Coeur d' Alene	ID
Professional Development and Resources	Charlestown Nursery School	Charlestown	MA
Center for Special Education	Brockton Public Schools	Brockton	MA
Center for Mathematics Achievement	Duggan Middle School	Springfield	MA
Center for Mathematics Achievement	Mary E Baker School	Brockton	MA
Center for Mathematics Achievement	Quincy High School	Quincy	MA
Center for Mathematics Achievement	Easthampton High School	Easthampton	MA
Center for Mathematics Achievement	Norwell High School	Norwell	MA
Center for Reading Recovery	Belchertown School District	Belchertown	MA
Center for Reading Recovery	Smith Academy	Dorchester	MA
Counseling Psychology	Cape Cod Community College	Barnstable	MA
Early Childhood	Woodville Elementary School	Wakefield	MA
Early Childhood / Creative Arts in Learning	Shrewsbury High School	Shrewsbury	MA
Early Childhood/Creative Arts in Learning	Randolph Community Middle School	Randolph	MA
Elementary Education	Plymouth North High School	Plymouth	MA
Elementary Education	Randolph Community Middle School	Randolph	MA
Elementary Education	Masconomet Regional Middle School	Topsfield	MA
High School	Wood Hill Middle School	Andover	MA
High School	Mansfield High School	Mansfield	MA
High School/Literacy/Middle School/Special Education	Shrewsbury High School	Shrewsbury	MA
Middle School	Wood Hill Middle School	Andover	MA
Middle School	Mansfield High School	Mansfield	MA
Special Education	Amesbury High School	Amesbury	MA
Special Education	Wood Hill Middle School	Andover	MA
Special Education	Mansfield High School	Mansfield	MA
Special Education	South Shore Charter School	Norwell	MA
Special Education	Woodville Elementary School	Wakefield	MA
Early Childhood	Braintree High School	Braintree	MA
Integrated Teaching Through the Arts	Sweetland Center	Camden	ME
Integrated Teaching Through the Arts	Westbrook Middle School	Westbrook	ME
Integrated Teaching Through the Arts	Perpich Center for Arts Education	Minneapolis	MN
Literacy	Glacier High School	Kalispell	MT
Center for Reading Recovery	New Bern School District	New Bern	NC
Center for Reading Recovery	Asheville School District	Asheville	NC
Integrated Teaching Through the Arts	Metrolina Scholars Academy	Charlotte	NC
Integrated Teaching Through the Arts	Bugg Elementary School	Raleigh	NC
Literacy	Lodestone	Charlotte	NC
Integrated Teaching Through the Arts	Walnut Hill Seminar House	Raymond	NH
Integrated Teaching Through the Arts	Arts Academy at Bella Vista	Clovis	NM
Center for Reading Recovery	Fayetteville-Manlius School District	Fayetteville-Manlius	NY
Center for Reading Recovery	Northport School District	Northport	NY
Integrated Teaching Through the Arts	Jefferson Elementary School	Aiken	SC

C Attachment C - List of Off Campus Instructional Sites (continued)

Center/Institute/Program Name	Site Name	Location	State
Integrated Teaching Through the Arts	ARTworks Community Arts Center	Beaufort	SC
Integrated Teaching Through the Arts	Springfield Elementary School	Charleston	SC
Integrated Teaching Through the Arts	Black Water Middle School	Conway	SC
Integrated Teaching Through the Arts	Carver Elementary School	Florence	SC
Literacy	Beaufort High School	Beaufort	SC
Center for Reading Recovery	Chattanooga School District	Chattanooga	TN
Integrated Teaching Through the Arts	Juan Diego Catholic High School	Salt Lake City	UT
Center for Reading Recovery	Townshed School District	Townshend	VT
Early Childhood/Sociology/Special Education	Tacoma Community College	Tacoma	WA
Integrated Teaching Through the Arts	Hazelwood Elementary	Kent	WA