

Town Gown Report

2018



Lesley
UNIVERSITY

LESLEY UNIVERSITY

**Town Gown
Report**

2018

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

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Existing Conditions

Faculty & Staff

The following headcount and full-time equivalent (FTE) figures for Cambridge-based faculty include all faculty and staff members as well as adjunct faculty. Adjunct faculty typically teach on campus one day or night per week.

Cambridge Based Staff

	2014	2015	2016	2017	2018	2028 (projected)
Head Count	380	383	371	378	368	400
FTE	365	368	358	366	357	386

Cambridge Based Faculty

Head Count	184	179	175	165	160	200
FTE	169	164	165	155	151	183

Cambridge Residents Employed at Cambridge Facilities

Head Count	66	62	58	57	53	70
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Adjuncts

Head Count		331	456	447	331	425
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Student Body

The following are Cambridge-based student body figures for the academic years (July 1 to June 30) 2014 through 2018. At this time, Lesley University does not conduct 10-year enrollment projections. Therefore, requested 2028 projections are based on 3% annual growth in degree students and a slight increase in non-degree students. Future projections will be based on the results of strategic planning now underway.

Undergraduate Students

	2014	2015	2016	2017	2018	2028 (projected)
Day	1,471	1,382	1,441	1,521	1,558	2,044
Evening	335	304	267	279	230	375
Full Time	1,455	1,367	1,427	1,548	1,537	2,080
Part Time	351	319	281	252	251	339
Total	1,806	1,686	1,708	1,800	1,788	2,419

Graduate Students

Day	0	0	0	0	0	0
Evening	2,362	2,472	2,232	2,144	1,916	2,881
Full Time	1,057	1,269	942	855	874	1,149
Part Time	1,305	1,203	1,290	1,289	1,042	1,732
Total	2,362	2,472	2,232	2,144	1,916	2,881

Non-Degree Students

Day	1,811	1,987	1,576	1,688	1,707	1,800
Evening	936	668	809	842	602	900
Total	2,747	2,655	2,385	2,530	2,309	2,700

Total Students

Total	6,915	6,813	6,325	6,474	6,013*	8,000
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* Please note that these numbers represent Cambridge figures only. Last year, we moved one of our non-degree programs to Boston. Also, another non-degree program did not run as it had done so twice the year before, accounting for more than 300 students.

Student Residences

The following are Cambridge student residence figures for the academic years 2014 through 2018. Lesley University plans to expand its international student base over the next several years. We are beginning to explore options to increase beds to accommodate this student growth. As such, projected figures reflect current bed capacity plus an additional 100 beds.

Student figures are comprised of residence halls located on our Doble and Brattle Campuses and approximately 40 students in the Threshold Program, a residential program for young adults with cognitive and learning disabilities, living on Oxford Street. A significant portion of graduate students with Cambridge addresses are permanent Cambridge residents and may have vehicles garaged in Cambridge. However, Lesley does not track this information. Undergraduates living on campus are not allowed to bring cars to campus.

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

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

Undergraduate Students Residing in Cambridge

	2014	2015	2016	2017	2018	2028 (projected)
In Dormitories	828	853	873	867	879	989
With Cars garaged	0	0	0	0	0	0
Affiliate Housing	0	0	0	0	0	0
Non-affiliate Housing	94	80	64	63	81	100

Graduate Students Residing in Cambridge

In Dormitories	14	13	0	0	0	0
With Cars garaged	0	0	0	0	0	0
Affiliate Housing	0	0	0	0	0	0
Non-affiliate Housing	153	144	151	166	133	166

Facilities & Land Owned

The following are Cambridge-based facilities figures for the years 2014 through 2018.

Acres

	2014	2015	2016	2017	2018	2028 (projected)
Tax Exempt	13.64	13.64	13.64	13.64	13.91	13.91
Taxable	2.43	2.36	2.36	2.36	2.27	1.99
Number of Buildings	59	58	58	58	61	60

Dormitories

Number of Buildings	22	22	22	22	22	23
Number of Beds	890	890	889	889	889	989

Size of Buildings

Institutional/Academic	363,376	442,595	444,095	444,095	498,875	498,875
Student Activities/Athletic	20,000	20,000	20,000	20,000	20,000	20,000
Dormitory/Nontaxable Residential	283,993	283,993	283,993	283,993	283,993	283,993
Commercial	99,754	99,754	99,754	99,754	90,823	90,823
Taxable Residential	84,858	84,858	81,208	81,208	72,513	64,313
Total	851,981	931,200	929,050	929,050	966,204	958,004

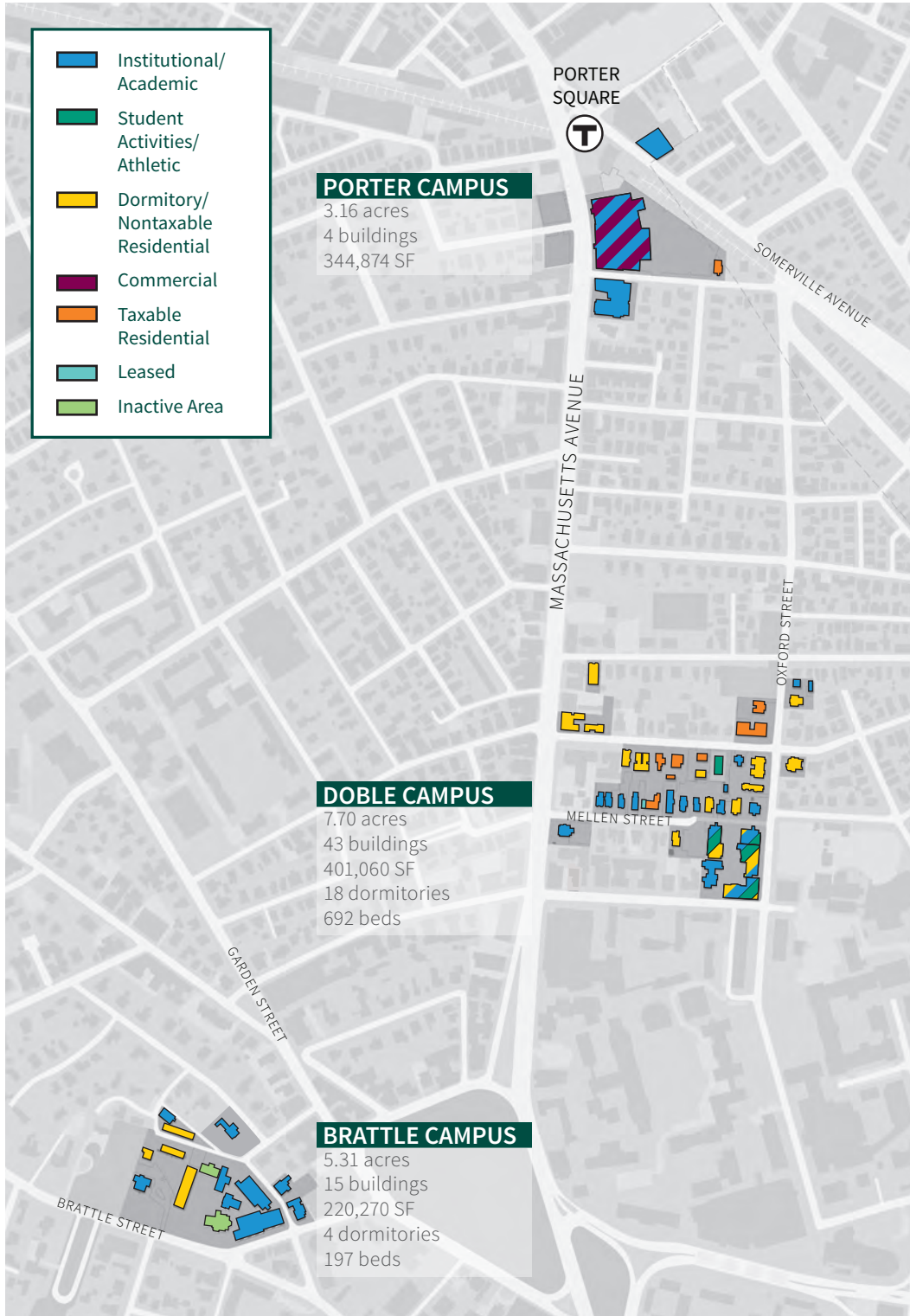
Number of Non-Dormitory Housing Units

Affiliate Housing - Tax Exempt	1	1	1	1	1	1
Affiliate Housing - Taxable	0	0	0	0	0	0
Other Housing - Tax Exempt	0	0	0	0	0	0
Other Housing - Taxable	81	74	74	74	74	68

Number of Non-Dormitory Housing Buildings

Affiliate Housing - Tax Exempt	1	1	1	1	1	1
Affiliate Housing - Taxable	0	0	0	0	0	0
Other Housing - Tax Exempt	0	0	0	0	0	0
Other Housing - Taxable	10	9	9	9	9	8

Real Estate Owned and Leased by Lesley University



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

Parking

Lesley University maintains 573 parking spaces in Cambridge, as detailed below.

Students (resident & commuter)	20
Faculty, Staff & Visitors	286
Commercial and Residential Tenants	267
Total	573

Property Transfers

Lesley University purchased the remaining Episcopal Divinity School (EDS) buildings located on its Brattle Campus in July 2018, including 4 Berkely Street, the remaining half of 89 Brattle Street (Sherrill Hall), 91 Brattle Street (St. John's Chapel), 99-1 Brattle Street (Wright Hall), 99-2 Brattle Street (Burnham Hall), and 99-3 Brattle Street (Reed Hall). EDS has partnered with Union Theological Seminary and moved to New York. In anticipation of moving our President's house to 4 Berkeley Street, 12 Kirkland Street was sold. The University is selling 79-81 Oxford Street, a rental property, early in 2019.

Real Estate Leased

The University currently leases the residence located at 15 Mellen Street. In addition, the University has a lease relationship with the Buckingham, Browne and Nichols School (BB&N) for use of athletic facilities through May 2019. The University is actively pursuing alternative arrangements for its athletics program.

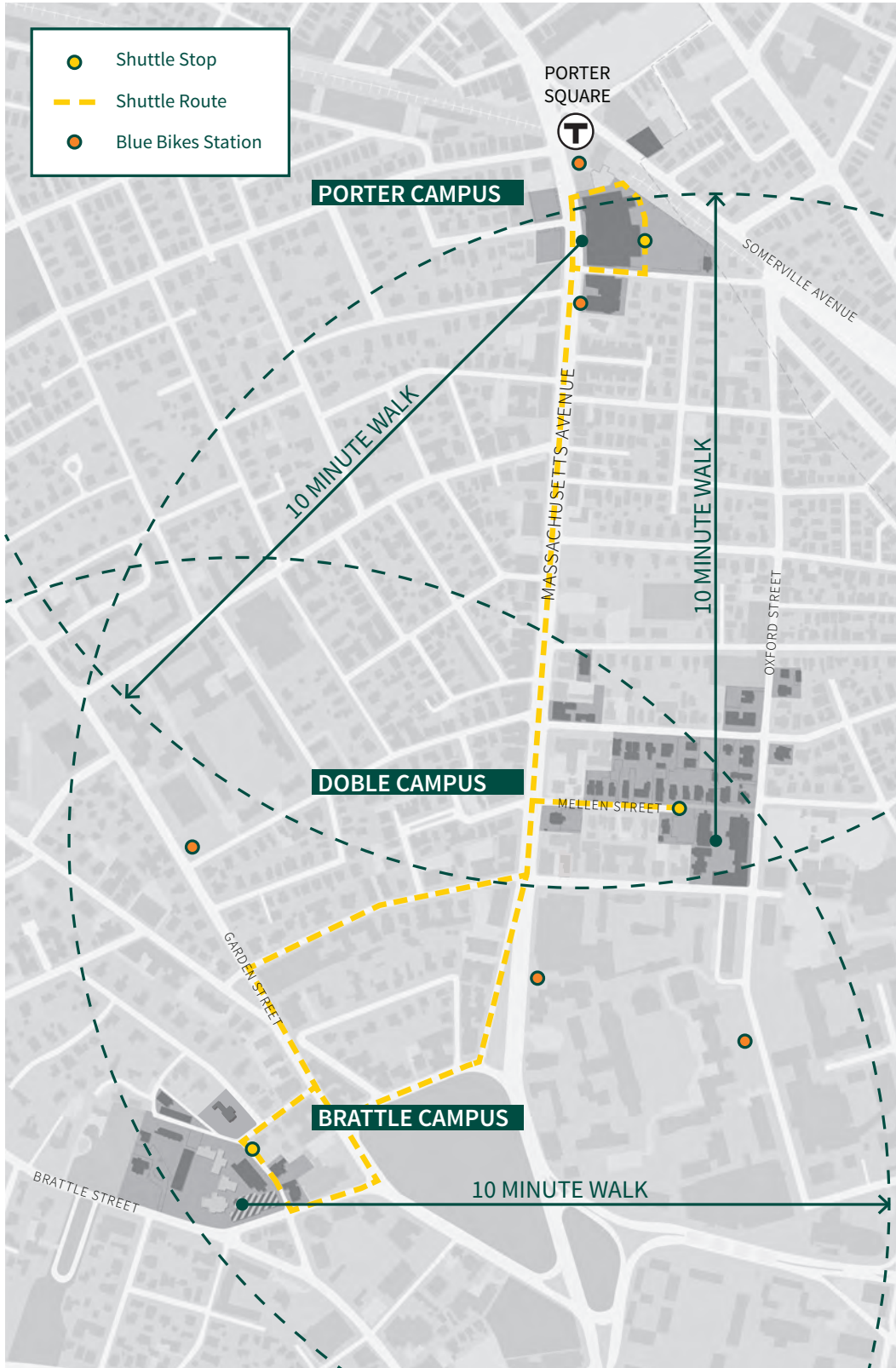
Payments to the City of Cambridge

	FY 14	FY 15	FY 16	FY 17	FY 18
Real Estate Taxes Paid	\$632,768	\$699,372	\$699,754	\$639,783	\$654,598
Payment in Lieu of Taxes	—	—	—	—	—
Water & Sewer Fees Paid	\$348,047	\$367,012	\$373,267	\$414,076	\$454,982
Other Fees & Permits Paid	\$620,892	\$210,986	\$93,774	\$125,126	\$179,056
Total Payments	\$1,601,707	\$1,277,370	\$1,166,795	\$1,178,985	\$1,288,636

Institutional Shuttle Information

Lesley University provides a shuttle service during the Spring and Fall semesters when classes are in session. Shuttle service consists of two 15 passenger vans on continuous loops between the University's three Cambridge campuses (Doble, Porter and Brattle) Monday thru Friday starting at 7:10 AM and ending at 11:25 PM. In addition, a weekend shuttle van operates from 10:00 AM to 10:20 PM. Last year, approximately 400 people used the shuttle service on a daily basis. Ridership totals were 28,719 in Fall 2017 and 27,480 in Spring 2018, which represents an 9% increase over the last two years.

Lesley University Shuttle Routes



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

The Lesley shuttle stops are:

- Doble Campus, at the Mellen Street turnaround (approximately 29 Mellen St.)
- Porter Campus, behind University Hall, 1815 Massachusetts Avenue
- Brattle Campus, at the corner of Hastings and Phillips Streets

Institutional Shuttle Information (Fall/Spring)

Route Name	Vehicle Type & Capacity	Frequency of Operation	Hours of Operation	
			Weekday	Weekend
Shuttle Van 1	15 Passenger Van	10 minutes	7:10 AM - 7:50 PM	
Shuttle Van 2	15 Passenger Van	10 minutes	7:45 AM - 11:25 PM	
Shuttle Van Weekend	15 Passenger Van	2 hours		10:00 AM - 10:20 PM Saturday & Sunday

Future Plans

Planning Context

Beginning fall of 2017, Lesley launched a strategic planning process with a series of university-wide meetings to solicit input. The focus of this work was to envision the University in 2030 and ask how Lesley might best meet the needs of its future students. Now complete, the “Lesley 2030 Futures Document” sets a high-level vision for the university for the coming decade. Centered on our passion to prepare students and learners who are innovative thinkers and creators, and for developing the capacity as a university to be agile, innovative and responsive, the document has 5 central tenets:

- 1. Focus on student success:** Students are and will continue to be our *raison d’être*. In these evolving times, we must prepare our students to be nimble, innovative, creative thinkers and lifelong learners who are adept in the use of technology and have the resilience and ability to reimagine themselves and their work as often as necessary. Student retention, preparedness, and success will continue to be at the core of everything we do. We must also focus on lifelong learning and connections with employers and alumni.
- 2. Educate new audiences in new fields in new ways:** We must evaluate course offerings in light of the challenges facing our global community. We will engage in systematic, transparent academic program portfolio review in order to strengthen our programs and meet demands. We will establish ourselves as a leader in social work, develop our expertise in allied health as a natural extension of our mission, become a pioneer in visual effects, and focus anew on the adult learner.
- 3. Diversity, equity, and inclusion are core values:** A focus on diversity, equity, and inclusion is critical to our mission and must be considered in light of the larger societal context informing our work. We must be ready to welcome changing demographics, strive to foster a sense of belonging for all, and seek to address systemic inequities, such as limited and inequitable access to higher education experienced in many communities.
- 4. Sustained impact through innovation and interdisciplinary work:** Innovation and interdisciplinary work are central to who we are, what we teach, how we teach it, and how we embrace real-world problems. We will create a Center for Innovation to develop and incubate new programs and initiatives on an ongoing basis. We will employ interdisciplinary approaches to address real world problems in ways consistent with our commitment to social justice.

5. Enable connectedness internally and externally: In a world that is increasingly global and increasingly competitive, organizations and individuals must be nimble in order to thrive. Interconnectedness, agility, and creativity foster nimbleness. We will position ourselves for this approach through the way we are organized as a university, through our geographic reach, and in the way we connect with our surrounding communities and environs.

Lesley now moves from the visioning phase into strategy development. Over the course of the next year, we will develop and refine the strategies that will enable us to realize our 2030 vision. Part of this work will be to develop a new Campus Plan.

This new campus plan will respond to the specific strategy documents developed over the next several months, expressing the physical needs identified or inferred from them. A draft of the plan is expected by December 2019.

Currently, the most pressing tasks at hand are:

1. Athletics and Recreation Space
2. Brattle Campus Development
3. New Campus Plan

Athletics and Recreation Space

Lesley University's NCAA Division III men's and women's soccer teams continue to use fields at Buckingham Brown & Nichols (BB&N) School, the local private high school on Gerry's Landing Road. Lesley and BB&N have extended contracts for the use of fields through May 2019. This summer, Lesley renovated the gymnasium at and entered into a lease partnership with Medford High School for the use of their courts for our men's and women's basketball and volleyball. Preseason baseball and softball will be able to use the batting cages in the gym too. Regular season baseball and softball teams practice and play on fields in Northborough, MA and at Somerville's Trum Field respectively 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.

Increased varsity athletics participation has prompted Lesley administrators to look for suitable long-term alternatives in Cambridge or surrounding towns for our field sports. At this time, it appears that a resolution to these space needs will be outside of Cambridge, given the lack of available space.

Brattle Campus Development

In 2008, Lesley University purchased seven and a half buildings from and entered into a land condominium agreement with the Episcopal Divinity School (EDS), forming what is commonly referred to as our Brattle Campus. In June 2017, EDS ceased degree conferral, later entering into an affiliation with Union Theological Seminary in New York. With EDS moving its operations to Union, in July 2018 Lesley exercised its right of first offer on the six buildings (including the half-share of Sherrill Hall) that EDS owned, bringing the number of buildings Lesley owns on the 5.3-acre Brattle Campus to fifteen.

Given the inherent beauty of the Brattle Campus, and now that Lesley is its sole proprietor, the University envisions the campus taking a more prominent role. Lesley intends to explore various options to use this valuable resource as part of a new campus plan, see below. Currently, the University is engaged in a planning process to understand how it might use Sherrill Hall (see precinct and site specific plans section for further detail).

Campus Plan

Lesley has begun initial data gathering to support a new campus plan for the University. It is expected that the entire planning process now underway will occur over the course of the next year, with a first draft completed in December 2019.

Work will dovetail into and closely follow strategic planning described above. The campus plan will respond to academic objectives identified during this process. Also, as part of this work, deferred maintenance and facilities condition will be assessed.

Sustainability

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

Waste Diversion

Lesley has experienced two years of decreased recycling. In 2017, Lesley's recycling rate decreased as a result of changes in compost policies. No longer do compost sites accept compostable tableware in Lesley's geographic region, resulting in considerable diversion from composting to waste. Last year, recycling was influenced by global policy changes aimed at curbing contaminated recycling. Liquids and organics are entering the University's single-stream recycling, causing contamination in larger recycling receptacles. Consequently, large amounts of recyclable materials are no longer accepted and are deemed waste instead. The University would like to produce clean recyclable material and prevent contamination at the source.

As these trends became evident, Lesley partnered with its waste hauler to educate our community regarding the changes and express the need to implement behavior modification through various initiatives and sustainability events, most recently at the University's annual fall Campus Sustainability Day. Representatives from Casella Waste Systems participated at the event and discussed the importance of clean recycling with Lesley's staff, faculty and students. In addition, Casella Waste Systems joined the Office of Sustainability and Lesley Plant staff to meet with retail tenants located in University Hall. These tenants produce most of the recyclable materials on our Porter Campus. Casella helped communicate the new policies and addressed past issues of contamination. Lesley continues to monitor this situation closely.

Lesley continues to make progress reducing food waste through reduction and recovery initiatives. Total waste has decreased by approximately a third since piloting these innovative initiatives. These efforts have been recognized by the federal Environmental Protection Agency multiple times with their Regional Food Recovery Achievement Certificate. Through a partnership with Food For Free, a non-profit organization located in Cambridge, fresh food from Lesley's dining halls and snack bars that might otherwise go to waste is distributed within the local emergency food system where it can reach those in need. Food For Free was recognized this year by the EPA.

Despite reducing the amount of food composted at its source, which would otherwise inflate recycling figures, the University continues to achieve significant overall rates. Last year, Lesley recycled 41% of all waste, which includes compost. The University's recycling goal is 50%.

Compost

Since we first began tracking and evaluating our recycling efforts in 2009, Lesley has increased annual composting tonnage from 20 tons to over 150 tons. Lesley continues to make waste diversion a priority with a strong emphasis on composting. Compost programs, were initiated in dormitories and offices in 2016 and are beginning to expand.

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. Also, Lesley works to recycle items not included in its normal operations. Printer toner cartridges, batteries and electronic waste are collected and recycled biannually. Also, as part of a "Sustainable Cleanout," Lesley donates mattresses, refrigerators, and furniture from dormitories, offices and classrooms on a yearly basis.

Last year, with EDS's departure, Lesley assisted in the recycling and donation/reuse of dishes, furniture, and equipment no longer needed. These figures are not reflected in Lesley's recycling numbers, despite some of EDS's waste ending up in our bins. Several moving-truck loads of materials were recycled though.

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

Greenhouse Gas Emissions

Lesley signed the Carbon Commitment, previously known as the American College & University Presidents' Climate Commitment (ACUPCC), setting greenhouse gas reduction goals of 35% by 2030, with a baseline year of 2006. The University has attained a 71% reduction already, see graph on page 13. What is even more impressive about this achievement is that it was accomplished despite a 34% increase in campus square footage.

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

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

The University expects to experience slightly increased emissions for a brief period as it absorbs the buildings formerly owned by EDS, many of which have deferred maintenance. The University will address these needs as part of a new campus plan and expects to continue its trend of emission reductions.

Energy Efficiency

Over the last year, the University invested in several construction and renovation projects with energy efficiency benefits to its facilities. Lesley conducts energy audits of its buildings to understand what steps can be taken to improve efficiency. For instance, additional efficiencies may be gained by replacing controllers and tying heating and cooling to room occupancy via motion sensors.

Resilience

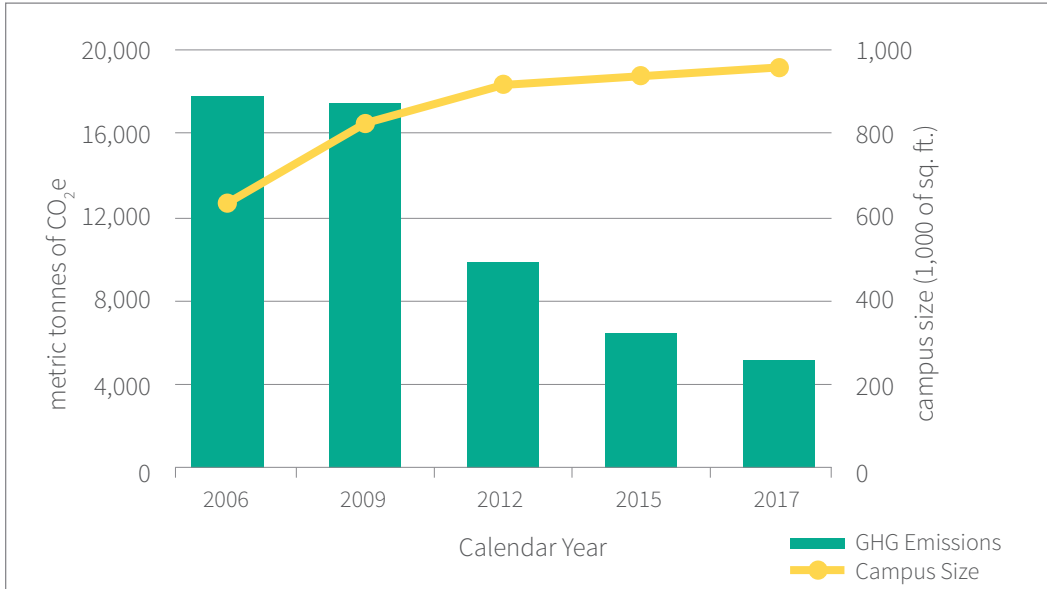
Lesley has looked to recent City of Cambridge reports and assessments to help us define issues of resiliency. The two areas of concern for Lesley with regards to environmental resilience (as opposed to health or other kinds of emergency preparedness) are storm and extreme heat events. The University installed a 100,000 gallon retention system to collect and slowly release stormwater runoff into the soil near the Lunder Arts Center. Recently, the University cataloged all surface area by type (impervious vs. pervious) and kind (grass, tree, porous paver, concrete, etc.). With this information now available, we are examining how improvements can be made to handle storm events, such as the pedestrian way along Mellen Street which increased total pervious area.

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

Behavior Change

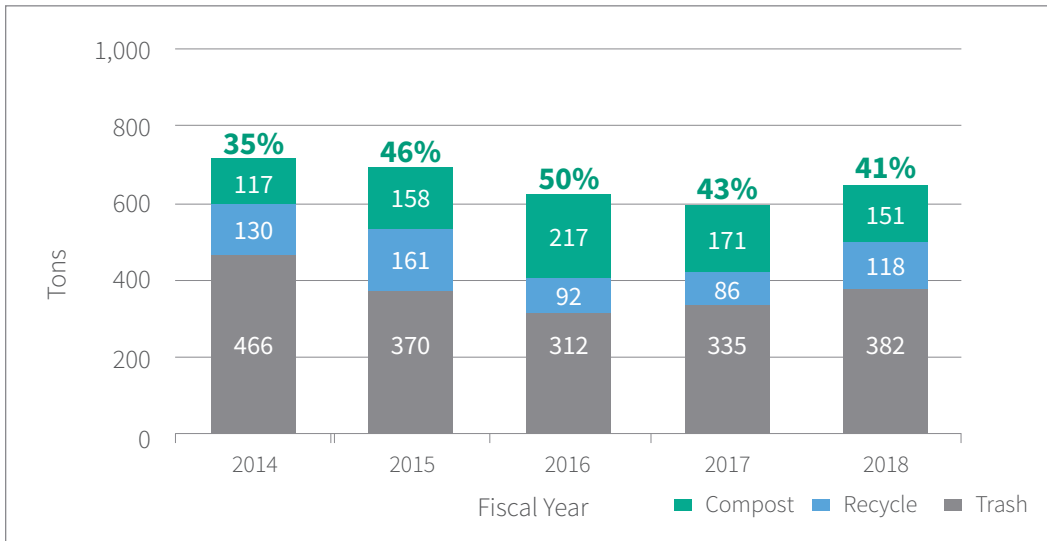
Lesley works to increase community awareness of personal behavior as it relates to sustainability and energy conservation by offering a variety of events and programs that underscore environmentally responsible norms. The University invites local vendors to celebrate its annual Sustainability Day in the fall along with a week of Earth Day events in the spring. Among Lesley's activities are an Environmental Club, Green Office Initiative, the Lesley Urban Garden, Commuter of the Month, and a variety of other programs and student groups. More information about Lesley's sustainability efforts is available at <http://www.lesley.edu/sustainability>.

Greenhouse Gas Emissions

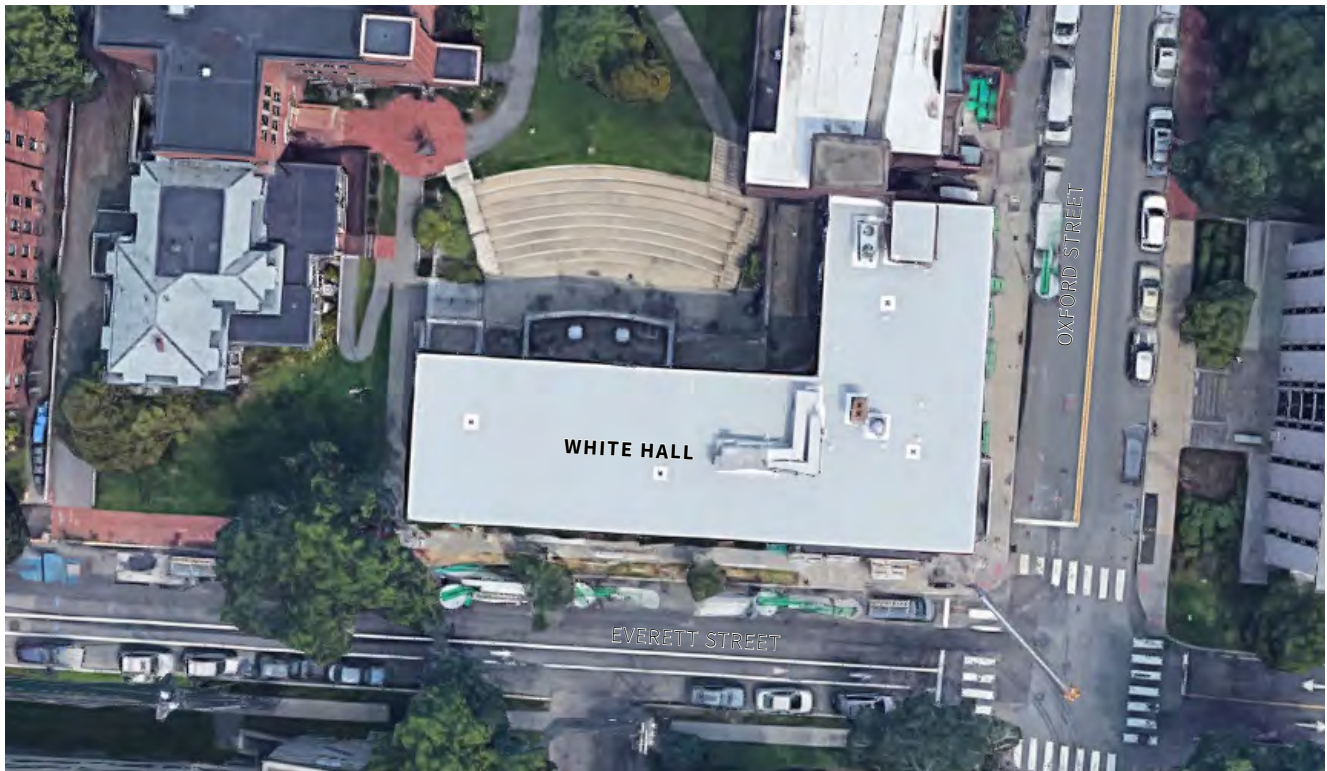


LESLEY HAS REDUCED GHG EMISSIONS BY 71% DESPITE AN INCREASE IN BUILDING AREA. NOTE: IN ACCORD WITH REPORTING REQUIREMENTS, THIS DATA IS COLLECTED BY CALENDAR YEAR INSTEAD OF FISCAL YEAR.

Waste Diversion



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



WHITE HALL'S WINDOWS ALONG THE INTERIOR QUADRANGLE WERE REPLACED THIS SUMMER, COMPLETING EXTERIOR ENVELOPE IMPROVEMENTS BEGUN THE PRIOR YEAR WITH THE REPLACEMENT OF THE ROOF, MAKE-UP AIR HANDLER AND WINDOWS ALONG EVERETT AND OXFORD STREETS (PHOTO COURTESY OF GOOGLE MAP DATA).

Precinct and Site Specific Plans

ALL CAMPUSES

Recently Completed

Indoor Athletics Space

Lesley renovated the Medford High School gymnasium over the summer of 2018, adding a new floor and scoreboard. Lesley's men's and women's basketball and volleyball use this facility in the evenings and over weekends for practices and games.

Public Safety Improvements

Lesley University made important public safety improvements to each of our classrooms, providing new hardware to lock each room in the event of an active shooter on campus. In the case of a large classroom, card access upgrades will automatically lock the room.

In Planning

Outdoor Athletics Space

Lesley is in active negotiations with entities outside of Cambridge to meet the outdoor athletics space needs of its NCAA Division III teams. Lesley's contract with Buckingham Brown & Nichols (BB&N) School, where most outdoor practice and games occur, runs through May 2019.

Roof Replacements

As part of a phased, multi-year schedule, Lesley plans to replace roofs on each of its campuses. In 2017, sections of Sherrill Hall and University Hall were replaced and all of White Hall's roof was replaced. This year, another section of University Hall and all of Doble Hall's roofs were replaced. Lesley will return to Sherrill and University Halls in Spring of 2019 to complete subsequent phases.

DOBLE CAMPUS

The Doble Campus includes several historic buildings and Victorian homes which have been converted for academic uses and a few mixed-



MINOR RENOVATIONS TO WRIGHT HALL WERE COMPLETED THIS SUMMER TO FACILITATE RELOCATION OF THE DEAN'S OFFICE FOR THE COLLEGE OF LIBERAL ARTS AND SCIENCES AS WELL AS THE CONSOLIDATION OF THE BUSINESS DEPARTMENT.

use modern buildings, circa late 1960s/early 1970s, which form the edges of a quad and house students as well as provide classroom, office, recreation, and dining space.

Recently Completed

29 Mellen Street

With programs moving to Wright Hall (Brattle Campus), 29 Mellen was emptied and minor renovations occurred. Improvements were made to bathrooms, cabling, and FF&E. Upon completion, Lesley's Office of Diversity and Inclusion was consolidated in this building.

Doble Hall Roof

As stated above, Doble Hall's roof was replaced.

White Hall

Phase two of White Hall envelope improvements was finished with the replacement of windows along the interior quadrangle side of the building. Windows facing Everett and Oxford Streets were replaced, along with the roof and make-up air handler, the previous year.

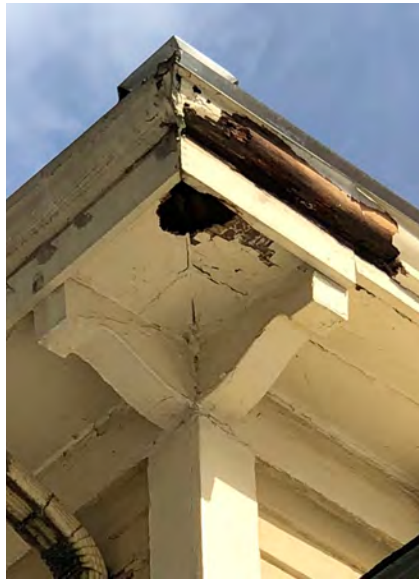
In Planning

Doble Hall Improvements

Lesley plans to replace and enlarge the Doble Hall elevator to bring it up to modern ADA standards. Also, a renovation of the third floor of Doble Hall to improve circulation and update classroom, conference and office space is under consideration.

BRATTLE CAMPUS

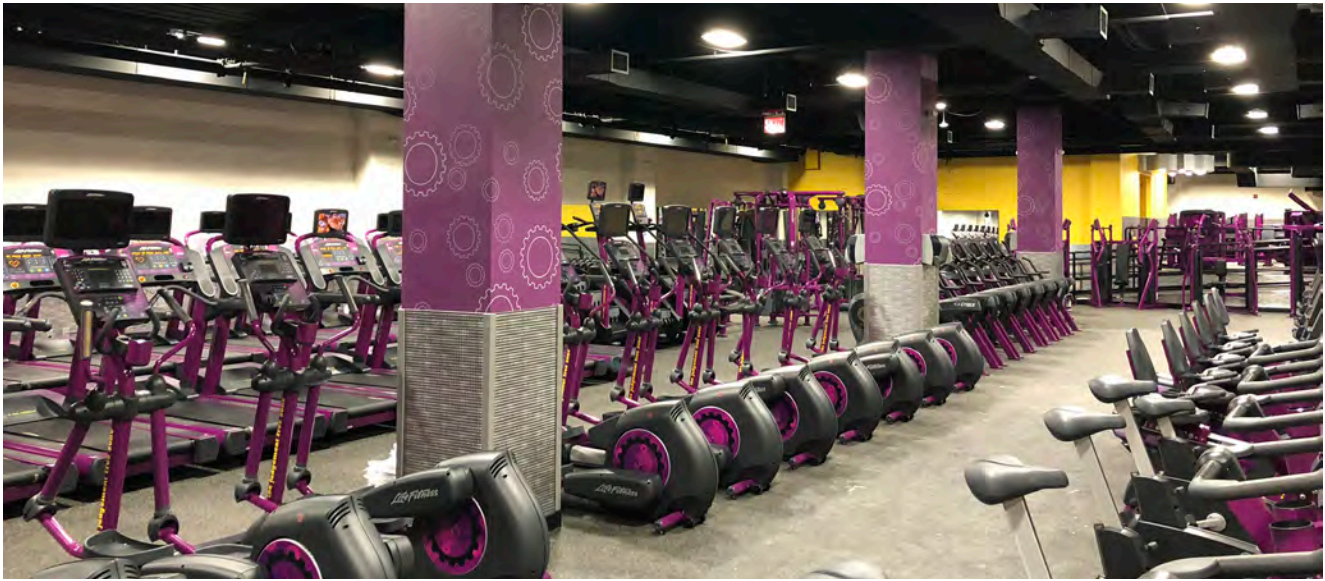
The Brattle Campus includes several historic buildings in the middle of a historic district. Lesley University entered a condominium agreement with the Episcopal Divinity School (EDS) in 2008, purchasing several buildings from EDS at the time. This July, with EDS moving to Union Theological Seminary in New York, Lesley exercised its right of first offer and purchased the following buildings: 4 Berkeley Street, the other half of 89 Brattle Street (Sherrill Hall), 91 Brattle Street (Saint John's Chapel), 99-1 Brattle Street (Wright Hall), 99-2 Brattle Street (Burnham Hall), and 99-3 Brattle Street (Reed Hall). With these purchases, Lesley is now sole owner of the buildings and grounds that constitute the Brattle Campus.



THE ROOF AND HVAC SYSTEM AT 4 BERKELEY STREET NEEDED REPAIR. LEAKS, HOLES, DOWNSPOUTS, FLASHING AND GUTTERS ARE BEING REPAIRED/REPLACED. ALSO, A NEW HVAC SYSTEM IS BEING INSTALLED.



SPACE VACATED BY EDS IN SHERRILL HALL (CENTER BUILDING) PRESENTS AN OPPORTUNITY TO IMAGINE AN ACADEMIC AND STUDENT SUPPORT ANCHOR ON THE BRATTLE CAMPUS THAT COMPLEMENTS EXISTING LIBRARY AND CLASSROOM FUNCTIONS WITHIN THE BUILDING.



RENOVATION OF THE LOWER LEVEL OF UNIVERSITY HALL BROUGHT PLANET FITNESS INTO THE FORMER WORK-OUT-WORLD SPACE.

Infrastructure improvements on the campus have increased the efficiency of energy systems for buildings. We continue to focus efforts in this area and have committed to further renovations over the next decade to reduce deferred maintenance and keep buildings in good condition.

Recently Completed

Electrical Grid Replacement

Most of the electrical infrastructure, both cabling and equipment, on the Brattle Campus, some of which was over 50 years old, has now been replaced. New Eversource cabling and transformers have been installed, improving service reliability and redundancy, thereby reducing University risk and cost in the case of a cabling or equipment failure.

Sherrill Hall Renovation

Two former EDS classrooms in Sherrill Hall were renovated last summer to meet the demands of our Business Management Division. One classroom was converted to a teaching computer lab while the other was made into group-based project and instruction space with tables and technology grouped together for team work.

Concurrently, Lesley replaced the cooling tower and the building's original elevator with a new fully compliant elevator.

Wright Hall Renovation

Constructed in 1911, Wright Hall was renovated in 2012 to central EDS offices. So, upon purchasing the building, only minor cabling upgrades and FF&E improvements were needed. The office of the Dean of the College of Liberal Arts and Sciences has moved to this building, as has the Business Management Division.

In Construction

4 Berkeley Street Renovation

4 Berkeley Street required roof and gutter repair/replacement and new HVAC. Most of this work is now complete, with only the cooling system remaining, which is scheduled for installation later this spring.

In Planning

4 Berkeley Street Renovation

Before Lesley's President and family move into 4 Berkeley, an accessible entrance and first floor restroom will be installed. Work is scheduled to occur late spring 2019.

101 Brattle Ramp

Lesley plans to improve accessibility to 101 Brattle Street by installing a ramp at its parking lot side entrance.



Campus Development

Lesley will decide the highest and best use of several buildings acquired from EDS as part of a new campus plan, as described above. These buildings include the Chapel, Burnham and Reed Halls (89, 99-2 and 99-3 Brattle St., respectively).

Sherrill Hall Renovation

Sherrill Hall was designed in 1965 as a library and classroom building with offices to support the collection. As libraries have evolved, physical volumes have diminished. Compounding this equation for Lesley is EDS's departure, leaving rows and rows of stacks vacant. Today, the library function can be compressed into one floor, freeing space in the building for other purposes. Given these circumstances, the University is envisioning how Sherrill, a "Brutalist" building, could be renovated to meet not only the needs of modern learning centers; but, also provide a more inviting, social environment and anchor student services related to such a learning commons on the campus. Lesley intends to begin renovation this summer.

PORTER CAMPUS

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

Recently Completed

Retail Tenant Improvements

The Shaking Crab Restaurant (formerly Tavern in the Square) and Partners Health Care (urgent care space) both opened for business in January. Also, Planet Fitness opened on the lower level of University Hall, filling a portion of the space vacated by Work-Out-World. This area had not been substantially renovated since Bally's began their tenancy several decades ago.

LA+D Animation Space

Lesley converted approximately 11,000 square feet of the former Work-Out-World space into state of the art animation studios, advancing teaching capacity in this exciting field with new digital classrooms and studios, a 130-seat screening



NEW ANIMATION SPACE IN UNIVERSITY HALL ADVANCES LESLEY'S WORK IN VISUAL EFFECTS (HALLWAY TO STUDIOS, LEFT PAGE, AND 130-SEAT SCREENING ROOM, ABOVE), PHOTOS COURTESY MARK TEIWES, LESLEY UNIVERSITY.



EIGHT NEW (AND ONE EXISTING) FUME HOODS INCREASE CHEMISTRY AND BIOLOGY INSTRUCTION IN THE RENOVATED SCIENCE LAB.

room, and other work spaces to support related fields. These new facilities expanded instruction and research into the emerging area of visual effects (VFX). This project provided students in related digital media disciplines (digital film, design and illustration) with a set of portable skills that will enhance their ability to succeed professionally in a wide number of careers. Also, along with this expansion, existing fabrication space in Lunder was upgraded.

Science Labs

Upgrade of an existing science lab in University Hall was completed, adding fume hoods and scientific equipment. This work has allowed Lesley to now offer a BS in Biology, complementing our BA in Biology. It also enhances existing chemistry courses and allows for more chemistry courses to be rolled out in the near future.

In Planning

Long Term Development Sites

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

Relationship with Cambridge Public Schools

Lesley University provides free spaces for professional development, trainings, workshops, and conferences for any Cambridge Public School (CPS) affiliated organization. Last year, seven CPS related groups held 39 meetings in 58 classroom spaces, utilizing 253.5 hours. In addition to providing this service, Lesley enjoys a number of close relationships with CPS based upon various programmatic overlaps. Examples of collaboratively designed program descriptions based on identified needs of the preK-12 community and opportunities for preparation program faculty to work in schools/districts include:

Creativity Commons

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

Summer Compass Program

For more than thirty years, Lesley University and the Cambridge Public Schools have collaboratively offered a program in Cambridge that provides a six-week summer program for children in grades preK-6 that extends and reinforces children's learning during the school year. It satisfies the practicum requirement for Lesley students in

the Specialist Teacher of Reading program, and half of the field practicum requirement for those in the early childhood, elementary, moderate disabilities, and instructional technology programs.

The Center for Reading Recovery and Literacy Collaborative

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

Field Experience

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

Field-Based Internships

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

The Collaborative Internship Program

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

Cambridge/Lesley Professional Development Schools

This 23-year partnership involves Lesley University and two public elementary schools in Cambridge and focuses on creating opportunities for pre-service candidates to be engaged in all aspects of the school community.

Year-Long Internships in Schools/Districts

Qualified students can spend a full academic year as interns in Cambridge and other area public schools. Year-long interns are able to complete all of their required field experiences for the initial license while earning a stipend and gaining valuable classroom experience. Each year approximately 15-20 candidates complete these internships.

The Graduate School of Arts and Social Sciences

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

- Boston Area Rape Crisis Center (99 Bishop Allen Drive)
- Cadbury Commons (66 Sherman Street)
- Cambridge Community Center (5 Callender Street)
- Cambridge Eating Disorder Center (3 Bow St.)
- Cambridge Women's Center (46 Pleasant Street)
- Community Art Center (119 Windsor Street)
- Dr. Martin Luther King Jr. Open School (850 Cambridge Street)
- East End House (105 Spring Street)
- Haggerty School (110 Cushing Street)
- Margaret Fuller Neighborhood House (71 Cherry Street)
- Maria Baldwin School (84 Oxford Street)

- Mount Auburn Hospital Inpatient Psychiatry (330 Mt. Auburn Street)
- Neville Place Assisted Living (650 Concord Avenue)
- Riverside Community Care at the Guidance Center (5 Sacramento Street)
- Youville House Assisted Living Residence (1573 Cambridge Street)

In addition, the GSASS Music Therapy Division on October 29 filled Marran Theater with symphonic music in a free concert open to the public. Lesley hosted the Me2/Orchestra for an evening of music and discussion about mental health, as the orchestra's mission is to erase the stigma surrounding mental illness through supportive classical music ensembles and inspiring performances. Me2/Orchestra consists of musicians living with mental illness and people who support them. Nearly half of the orchestra's members have a diagnosis, such as depression, bipolar disorder, schizophrenia, addiction, borderline personality disorder or post-traumatic stress disorder.

Cambridge Community Foundation and Community Arts Support

Through our partnerships, sponsorships and interactions with organizations as varied as the Cambridge Community Foundation, Cambridge Community TV, Cambridge Historical Commission, Cambridge Historical Society and the Cambridge Arts Council, Lesley University embraces its home in the heart of the city's cultural community.

With financial support, to providing space for ad hoc business groups, longstanding community organizations such as the Porter Square Neighbor's Association and the City Council candidates forums in 2013, 2015 and 2017, space for Massachusetts 5th District Congresswoman Katherine Clark's "office hours" town hall-style meeting, as well as free programs on a variety of other national and global social issues, Lesley's doors are always open to Cambridge residents.

WonderLab: Lesley's STEAM Learning Lab

The Lesley STEAM Learning Lab, WonderLab, hosted two hands-on workshops on Wednesday, April 18th as part of the 2018 Cambridge Science Festival. The workshop activities invited parents and caregivers to tinker with their children and develop unique solutions for a host of design and engineering challenges.

Based on the Makerspace model, WonderLab supports learning in science, technology, engineering, arts and math in a center designed for engagement and inquiry-based exploration. In this space, our students and community partners work with children to play, code, tinker, design and create. The genesis of the idea came from our partnership with Cambridge's Kennedy-Longfellow Elementary School.

Full Tuition Scholarships for Cambridge High School Students

Lesley awards full tuition scholarships to two students from Cambridge Rindge and Latin School (CRLS): one to a student admitted to the College of Art and Design (Lesley Art + Design, LA+D) and one to a student admitted to the College of Liberal Arts and Sciences (CLAS). Both scholarships are awarded annually on the basis of academic merit. Also, artistic excellence is factored into the award made to the LA+D student.

Lesley Art + Design

Lesley Art + Design (LA+D) continues to have an impact on the Cambridge community. Since the 2015 opening of the Lunder Arts Center in Porter Square, LA+D's community partnerships have grown to a level that has necessitated the establishment of an office of community engagement within the college.

Office of Community Engagement

The Office of Community Engagement is a socially engaged art and design initiative that connects LA+D and the Lunder Arts Center to communities in Cambridge, Somerville and Greater Boston. The Office is responsible for building community through external partnerships and programs, and focuses its work on expanding visibility and connectivity of, and access to, Lesley Art + Design.

With over fifty partners in the community, LA+D, located at the Lunder Arts Center, has become a dynamic community and cultural hub in Porter Square and North Cambridge, engaging with neighborhood interests and a growing roster of community partners, including the Dean's Community Advisory Council, which meets quarterly. Anchor partners include: the Agassiz Baldwin Community, Cambridge Art Association, Cambridge Arts, City of Cambridge, Cambridge Creativity Commons, Cambridge Public Schools, Community Art Center, deCordova Sculpture Park and Museum, Digital Silver Imaging, Lemelson-MIT and the Foundry Consortium, Maud Morgan Arts, Photographic Resource Center, Porter Square Neighbors Association, Powderhouse Studios, and the Rose Kennedy Greenway Conservancy.

Public programs are presented in partnership with museum institutions, community arts organizations, social services, high schools, and consortia, featuring artists and guest speakers in 2018 from partners such as the deCordova Sculpture Park & Museum, The Greenway Conservancy, Boston and the Boston International Kids Film Festival (BIKFF). Hands-on workshops and gallery tours in BFA and MFA program areas – Animation + Motion Media, Design/Interactive Design, Digital Filmmaking, Fine Arts, Illustration, Interdisciplinary Studies, and Photography – are open to high school students and the general public in conjunction with exhibitions throughout the Lunder Arts Center and University Hall next door.

Lesley Art + Design Partners:

- Agassiz Baldwin Community
- Arlington Public Art
- American Friends Service Committee
- American Institute of Graphic Arts (AIGA)
- Artists for Humanity
- Arts on the Avenue Committee
- Asian Community Development Corporation
- Association of New England Preparatory Schools
- Boston APP/Lab
- Boston Art Academy
- Boston Civic Media, Emerson College
- Boston Comics Roundtable
- Boston International Kids Film Festival
- Boston LGBT Film Festival
- Boston Society of Architects – Common Boston
- Cambridge Art Association
- Cambridge Arts, City of Cambridge
- Cambridge Creativity Commons
- Cambridge Neighbors
- Cambridge Rindge and Latin School
- Cambridge Public Schools – Visual and Performing Arts
- Cambridge Women's Center
- Celebrity Series of Boston
- Community Art Center, Cambridge – Teen Media Program
- Community Development Department, City of Cambridge
- DIYDS!! National Youth Film Festival
- deCordova Museum and Sculpture Park
- Digital Silver Imaging
- Eastern Bank
- Fenway High School
- Filmmakers Collaborative
- Foundry Consortium
- Friends of Cambridge Rindge and Latin School
- Griffin Museum of Photography
- Harvard Arts Partners
- Institute of Contemporary Art, Boston
- Islamic Council of New England
- Lawrence High School – Abbott Lawrence Academy
- Lemelson-MIT Program



LA+D'S SOCIALLY ENGAGED ART PROGRAM DEVELOPS PARTICIPATORY PUBLIC ART PROJECTS WITH COMMUNITY ORGANIZATIONS AND NEIGHBORING SCHOOLS. EACH PROJECT IS DESIGNED TO STRENGTHEN STUDENT LEARNING IN RESPONSE TO COMMUNITY NEEDS.

- Lesley STEAM Learning Lab
- Living Well Network, Agassiz Neighborhood Council
- Massachusetts Art Education Association
- Massachusetts Independent Comics Expo (MICE)
- Maud Morgan Arts Center
- North Cambridge Art Association
- Northeastern Crossing
- Pedro Alonzo, Independent Curator + Art & the Landscape Initiative
- Photographic Resource Center
- Porter Square Neighbors Association
- Powderhouse Studios
- Prospect Hill Academy Charter School
- RAW Art Works
- Rose Kennedy Greenway Conservancy – Public Art Program
- Somerville High School
- Stacey Cushner, '10 MFA Visual Arts Program
- Transition House
- Women in Film and Video New England

Art + Social Justice Film Series

Public programs include the Art + Social Justice Series. This free lunchtime program features film shorts and speakers presented in partnership with Lesley's Office of Multicultural Affairs and Student Inclusion – and Community Exhibitions in street front spaces of the Lunder Arts Center. The 2018 Art + Social Justice Series featured: artist, curator and writer Dell Hamilton, staff at the Hutchins Center for African and African American Research at Harvard University, who presented *Trouble My Water: Private and Public Actions in Self-*

Performance, and a semester-long program about migrants and refugees explored through political artist Ai Weiwei's documentary *Human Flow*. Digital Film program presented a panel discussion in partnership with Women in Film and Digital Video New England. And Photo and the MFA Visual Arts programs presented a panel and book signing in partnership with the Photographic Resource Center and Griffin Museum of Photography. 2018 Community Exhibitions – visible from exterior of the Lunder Arts Center – include a BFA student-curated photo mural by a Cambridge Rindge and Latin School student in the window facing Roseland Street. And, in August 2018, Lesley Art + Design kicked off its second satellite exhibition of three historic neon signs from Cambridge and Greater Boston in street front windows of the Lunder Arts Center in their third consecutive year of partnership with the Rose Kennedy Greenway Conservancy's Public Art Program.

Collaborative Workshops

Workshops, gallery tours and Lesley Art + Design's dual enrollment opportunity for high school students provided free and low-cost art and design workshops in Animation + Motion Media and Illustration/Visual Narratives to local and regional high schools, need-based scholarships to enroll in first year studio courses, and transportation subsidies to offset the cost of fieldtrip transportation. This was made possible through the support of generous funders, including the Massachusetts Cultural Council. Lesley Art + Design also co-presented a painting workshop led by artist Diane C. Norris in partnership with the 2018 Cambridge Arts Open Studios which takes place at the Lunder Arts Center annually.

Socially Engaged Art Program

Through the piloted Interdisciplinary Studies and Community Engagement course Socially Engaged Art students could explore and develop public engagement activities and participatory art projects outside the walls of the school. This Fall, at the 2018 City of Cambridge's PARK(ing) Day, students surveyed passersby about what they would like to see changed or improved in Porter Square, as well as, the role of art and design in their

neighborhood. Via Design/Interactive Design course Community Design Studio, students are partnering with Cambridge Arts Public Art Program and Cambridge Public Library on a city-wide, year-long public art and engagement initiative Sidewalk Poetry.

College Pathways Scholarships

In Fall 2018, LA+D College Pathways Scholarships – the college's first dual enrollment program, comingling high school students with undergraduate students in first year studio courses – launched successfully, offering need-based full scholarships to students from Cambridge Rindge and Latin School, Somerville High School, and Prospect Hill Academy Charter School. Scholarship recipients who successfully complete course programs that include Illustration, Fine Arts, Design/Interactive Design and Animation + Motion Media earn 3 transferrable college credits and real college experience, making college careers more accessible to families who otherwise might not consider higher education a fiscally viable option.

MICE

The Massachusetts Independent Comics Expo (MICE) drew a record-breaking crowd in excess of 3,500 fans of alternative comics and art in late-October. This free, family-friendly exposition features tradeshow floors throughout University Hall (1815 Massachusetts Ave.) and workshops, never failing to tout its accessibility via the MBTA's Red Line and buses.

Strauch-Mosse

The Strauch-Mosse Visiting Artist's Lecture Series featured Grammy and Emmy award-winning songwriter, composer and actor Christopher Jackson in April and bestselling author Colson Whitehead in October. These signature events were free and open to all.

Further information regarding LA+D community engagement may be obtained via the following website: <https://lesley.edu/academics/college-of-art-design/community-engagement>

List of Projects

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

Completed

- 29 Mellen Street Renovation
- Animation Space, LA+D
- Brattle Electrical Grid Replacment
- Doble Hall Roof Replacement
- Retail Tenant Improvements
- Safety Enhancements
- Sherrill Hall Renovations (Business Classrooms, Cooling Tower & Elevator)
- Science Labs
- White Hall Window Replacements
- Wright Hall Renovation

In Construction

- 4 Berkeley Street Renovations

In Planning

- Brattle Campus Development
- Doble Hall, Elevator Replacement and Interior Renovations
- Outdoor Athletics Space (outside Cambridge)
- Roof Replacements
- Safety Enhancements
- Sherrill Hall Renovation

Project Map



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

Campus Maps

Map 1: Real Estate Owned and Leased

See page 5.

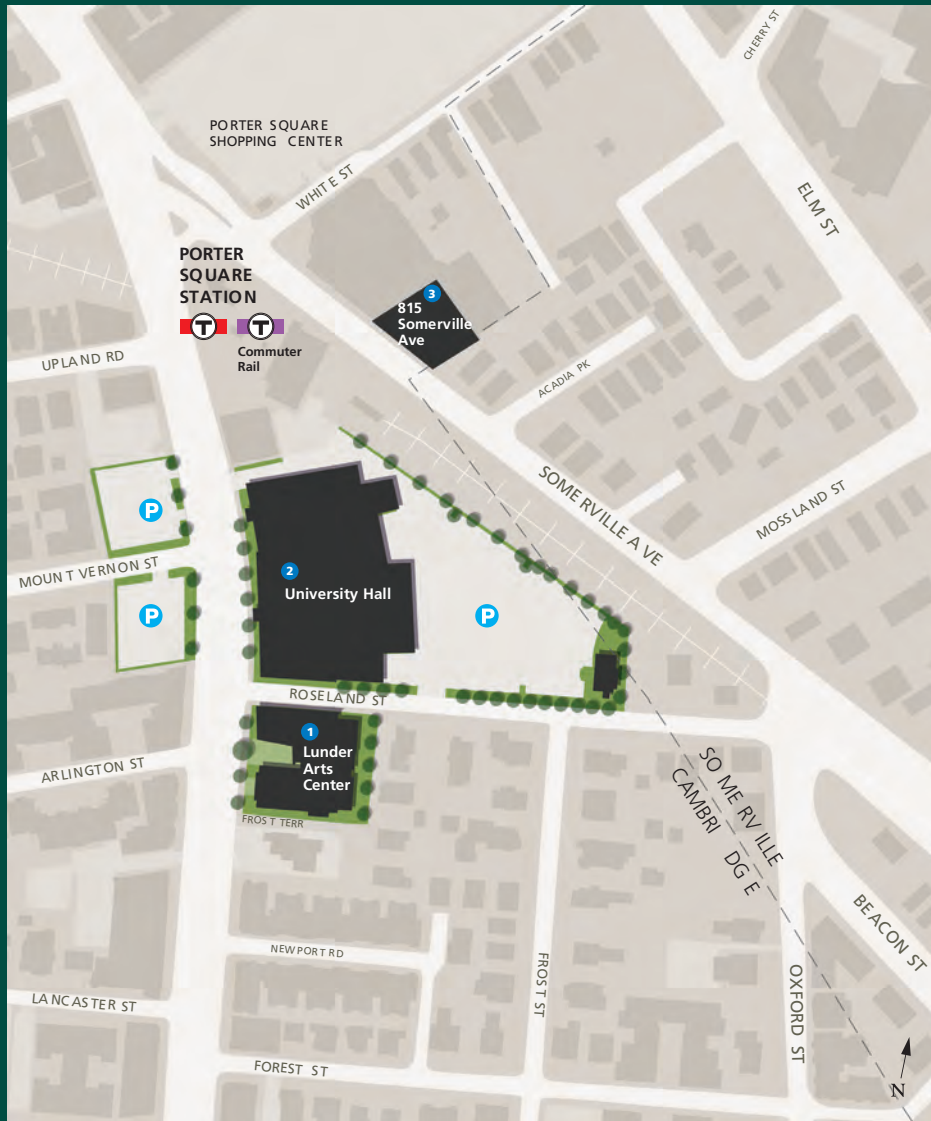
Map 2: Shuttle Routes

See page 7.

Map 3: Project Map

See page 24.





Map 4: Porter Campus



PORTER CAMPUS

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

KEY

-  MBTA Red Line
-  MBTA Commuter Line
-  Parking
-  Pedestrian Route

Map 5: Doble Campus



DOBLE CAMPUS




- | | | | | | | | |
|----|---|----|--|----|---|----|---|
| 10 | 29 EVERETT ST
Office of the President
Office of the Provost | 18 | 23 MELLEN ST
Schwartz Hall
Enrollment Management | 26 | 34 MELLEN ST
Wolfard Hall
Marran Theater
Public Safety
Classrooms | 34 | 78 OXFORD ST
Wilbur House |
| 11 | 31 EVERETT ST
Stebbins Hall
Alumni Hall
Classrooms | 19 | 24 MELLEN ST
Mellen House | 27 | 35 MELLEN ST
Classrooms | 35 | 80 OXFORD ST
Maren K. Hitz '85
Alumni Center
Threshold Program |
| 12 | 33 EVERETT ST
White Hall
Dining Commons | 20 | 27 MELLEN ST | 28 | 36 MELLEN ST
MacKenzie Hall
Health Services
McKenna Student Center | 36 | 82 OXFORD ST
Threshold Program |
| 13 | 1627 MASS AVE
Undergraduate Admissions
Visitor's Service Center | 21 | 29 MELLEN ST
Diversity and Inclusion | 29 | 37 MELLEN ST
Glennon Hall | 37 | 6 SACRAMENTO ST
Sacramento House |
| 14 | 7 MELLEN ST
Global Education Center | 22 | 30 MELLEN ST
Doble Hall
Academic Achievement
Career Resource Center
Classrooms | 30 | 38 MELLEN ST
Malloch Hall
Athletics
Student Activities | 38 | 1 WENDELL ST |
| 15 | 9 MELLEN ST
Office of Residence Life | 23 | 31 MELLEN ST
Jenckes House | 31 | 61 OXFORD ST
Kirkland House | 39 | 3 WENDELL ST |
| 16 | 11 MELLEN ST
Office of Student Life &
Academic Development | 24 | 33 MELLEN ST
Classroom | 32 | 63 OXFORD ST
Wendell House | 40 | 14 WENDELL ST
Compass House |
| 17 | 13 MELLEN ST
Center for the Adult Learner | 25 | 33 ½ MELLEN ST | 33 | 68 OXFORD ST
Kris House | 41 | 16-18 WENDELL ST
Wilson House |
| | | | | | | 42 | 28-R WENDELL ST
Everett House |
| | | | | | | 43 | 34 WENDELL ST
Buoma Hall |

Map 6: Brattle Campus



BRATTLE CAMPUS

KEY

-  MBTA Red Line
-  Parking
-  Building

- 64** 4 BERKELEY ST
- 50** 89 BRATTLE ST
Sherrill Hall
*Classrooms
Library*
- 51** 91 BRATTLE ST
St. John's Chapel
- 52** 99-1 BRATTLE ST
Wright Hall
*College of Liberal
Arts and Sciences*
- 53** 90-2 BRATTLE ST
Burnham Hall
- 54** 99-3 BRATTLE ST
Reed Hall
- 55** 99-4 BRATTLE ST
Lawrence Hall
- 56** 101 BRATTLE ST
Advancement
Alumni

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

Transportation Demand Management

Lesley University submitted its 2018 Parking and Transportation Demand Management (PTDM) Annual Progress Report in June. This report is an update of the University's existing Transportation Demand Management (TDM) programs, the University's Cambridge parking supply, and survey results of employees and students who commute to the Cambridge campuses. The goal of the report is to provide the City of Cambridge with a current assessment of the University's parking supply and how Lesley is managing its vehicle trips through the PTDM measures and strategies offered by the University as compared to its 2005 baseline report.

Commuting Mode of Choice

Lesley University conducts a week long (Monday through Friday) PTDM survey every year in the month of April. This survey is distributed to all off-campus members of the Lesley community and includes faculty, staff, undergraduate commuter and graduate student respondents. The survey asks how one commuted to campus each day and excludes anyone who identified themselves as "out," such as those telecommuting.

Commuting Mode

Commuting Mode	2014	2015	2016	2017	2018
Drove alone entire way	32%	43%	34%	34%	36%
Took public transportation	39%	33%	41%	37%	24%
Carpooled	7%	8%	7%	8%	6%
Bicycled	3%	1%	3%	4%	3%
Walked	14%	0%	13%	10%	7%
Other	4%	4%	2%	7%	24%

In 2018, Lesley's Cambridge combined employee and student adjusted drive alone rate was 36%, which meets the University's goal of 38% or under.

Point of Origin for Commuter Trips to Cambridge

The number of employees who reside in the top ten towns represent 56 percent of the commuter population. Somerville represents the largest number of respondents with 27 percent followed by Boston with 21 percent.

Top Ten Towns - Employee Only Survey Respondents

Town	# of Employees	Drove Alone	Transit	Bike	Walk	Carpool
Somerville	41	20%	20%	12%	37%	12%
Boston	31	42%	48%	10%	0%	0%
Cambridge	19	26%	11%	11%	53%	0%
Arlington	15	53%	40%	0%	7%	0%
Belmont	9	33%	33%	0%	0%	33%
Watertown	9	56%	11%	0%	0%	33%
Medford	8	50%	25%	13%	0%	13%
Quincy	7	29%	57%	0%	0%	14%
Lexington	6	83%	17%	0%	0%	0%
Brookline	5	40%	60%	0%	0%	0%

56% OF ALL EMPLOYEE RESPONDENTS LIVE IN THE ABOVE TOP TEN TOWNS

TDM Strategy Updates

There have been no changes to Lesley's TDM strategy since submitting the previous Town Gown report. When it was approved in 2005, Lesley University's PTDM Plan aimed to reduce the University's single occupancy vehicle mode split to 38 percent, which the University has met every year since, except the 2015 year due to inordinate snowfall and corresponding MBTA malfunctions and the relocation of the Arts College to Cambridge. The 2015 PTDM survey was completed within 60 days of the Lunder Center opening. A re-education process was conducted and the results of the 2016 PTDM survey showed a significant decrease in single occupancy vehicle travel (9% over the previous year). This level of improvement has been sustained.

Bicycle Facilities

Lesley University provides several bicycle amenities to its community, ranging from 358 existing bicycle racks to a do-it-yourself bicycle repair stand on its centrally located Doble Campus. Also, Public Safety is equipped with bicycle pumps at each campus. The Lesley University Department of Public Safety encourages anyone who intends to use a bicycle on campus to register it.

The University continues to add bicycle racks throughout its three campuses. As part of the 2015 Lunder Arts Center project, the University provided a Blue Bikes stop on our Porter Campus, connecting with the network of bicycle stops throughout the Cambridge and Boston area and promoting increased bicycle opportunities for students, faculty and staff as well as the larger Cambridge community.

Lastly, Lesley University strongly supports the use of alternative transportation. The University takes part in the Green Streets Initiative and offers incentives to faculty and other employees to commute to campus via alternative modes, such as bicycling.

Antenna Installations

Existing Conditions

The University currently has rooftop wireless telecommunications equipment installed at University Hall, 1815 Massachusetts Avenue, and another site approved for an AT&T wireless antenna at 30 Mellen Street. The 3 wireless providers on the rooftop tower at University Hall are AT&T (resident since 1996), Sprint (resident since 2001) and Verizon (resident since 2018). The 30 Mellen Street antenna project is being considered for summer 2019. This past year the new Verizon antenna was installed and both AT&T and Sprint also completed upgrades to update and modernize their infrastructure on the building roof and to the antenna on the tower façade. The new installation by Verizon, along with the upgrades that AT&T and Sprint have done, were projects that were reviewed, permitted & approved by the City of Cambridge.

There are two other antennas on the “top” of the tower, a small microwave dish that is a Lesley data connection and an antenna that is part of the City of Cambridge fire and police department telecommunications equipment.

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

Visual Impact Mitigation

The City has a rigorous review process that addresses the aesthetics of any new wireless service provider antenna sites or for any upgrades or changes in existing rooftop equipment. Anytime a change is contemplated with one of our wireless service providers, we actively review the plan drawings, photos and Photoshop renderings of the proposed installations before they are submitted to the Board of Zoning Appeal for review and approval. We are very conscious of the appearance of antennas on our

buildings and keeping them as inconspicuous as possible while still allowing them to operate as they are intended.

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

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

Tree Resources

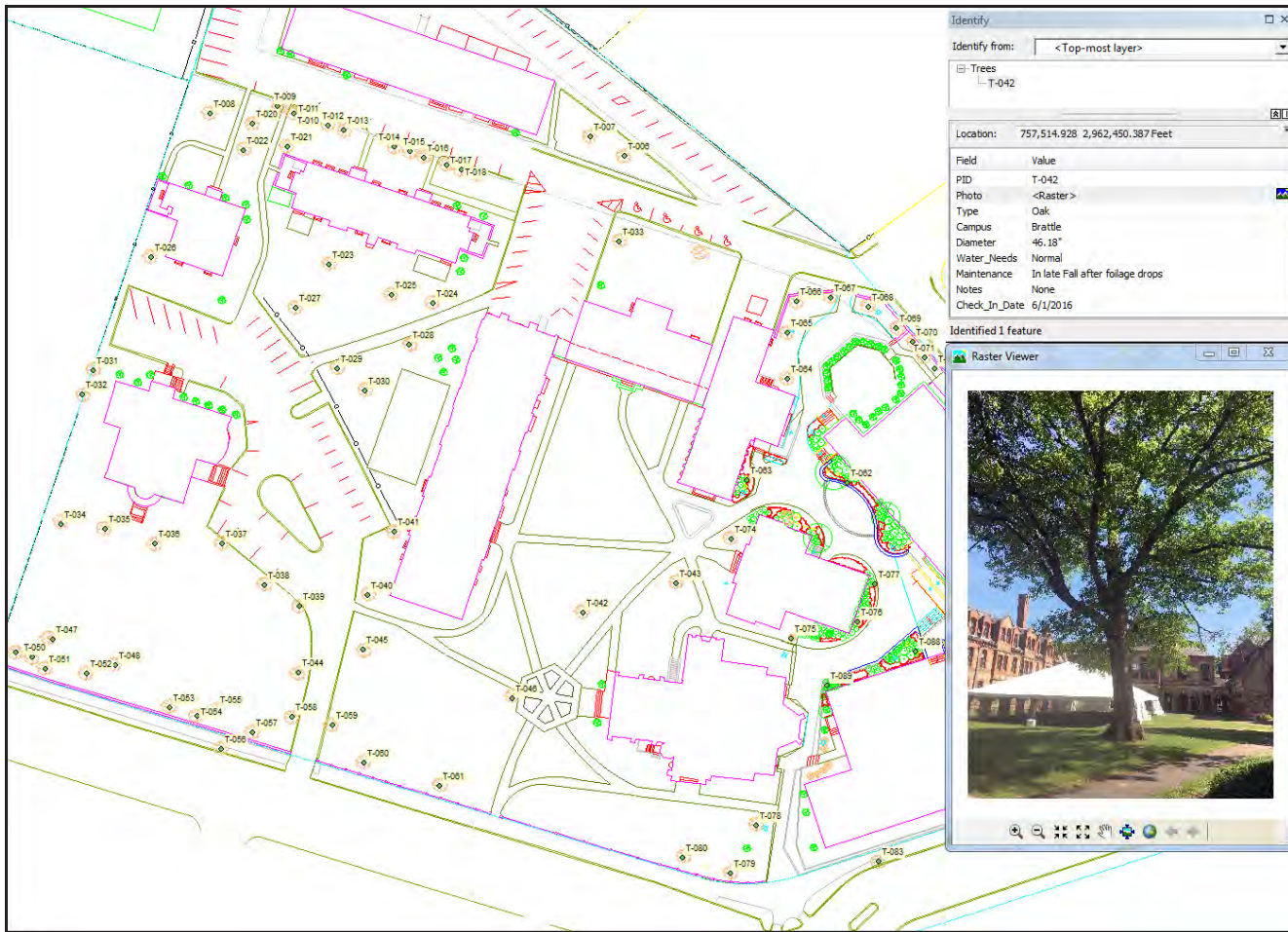
Existing Conditions

The University inventoried the 322 trees planted on its three Cambridge campuses during the summers of 2016 and 2017. In addition, 1,228 large plants (such as bushes) and 37 distinct planting beds were recorded. Beyond identifying specific locations, specimen size, watering needs, maintenance requirements and other care details were noted for each plant or tree.

PID	Type	Campus	Diameter	Water Needs	Maintenance	Notes
T-168	Katsura Dogwood	Doble	1.59"	Normal	In late Fall after foliage drops or winter	Never prune a dogwood tree in
T-169	Copper Beech	Doble	15.92"	Normal	In late Fall after foliage drops	Generally don't need pruning
T-170	Magnolia	Doble	26.43"	Normal	Late Spring or Early Summer, whenever the tree has f	None
T-171	Maple	Doble	34.39"	Normal	In late Fall after foliage drops or winter	None
T-172	Maple	Doble	15.29"	Normal	In late Fall after foliage drops or winter	None
T-173	Maple	Doble	16.88"	Normal	In late Fall after foliage drops or winter	None
T-174	Maple	Doble	18.15"	Normal	In late Fall after foliage drops or winter	None
T-175	Maple	Doble	32.48"	Normal	In late Fall after foliage drops or winter	None
T-176	Maple	Doble	9.24"	Normal	In late Fall after foliage drops or winter	None
T-177	Honey Locust	Doble	32.48"	Extra	Early Summer after they bloom; Trimming based on a	Sensitive to a wide variety of p
T-178	London Planetree	Doble	25.48"	Normal	Tolerates heavy pruning. Prune in the winter.	None
T-179	Dogwood	Doble	14.97"	Normal	In late Fall after foliage drops or winter	Never prune a dogwood tree in
T-180	Weeping Mulberry	Doble	11.78"	Normal, moder	In late winter or very early spring before any new gro	None
T-181	Sugar Maple	Doble	13.69"	Normal	In late Fall after foliage drops or winter	
T-182	Hinoki False Cypress	Doble	54.14"	Normal	Prune In the Spring. Trim/Shear in the Summer	None
T-183	Magnolia	Doble	11.78"	Normal	Late Spring or Early Summer, whenever the tree has f	None
T-184	Apple	Doble	6.69"	Normal	In late winter or very early spring before any new gro	Susceptible to many insect and
T-185	Ash	Doble	7.64"	Normal	In late winter or very early spring before any new gro	Cold winter winds can dehydra

SAMPLE OF LESLEY TREE DATABASE ILLUSTRATING SIZE, WATERING, MAINTENANCE AND SPECIALIZED CARE NOTATIONS.

As part of the data collection process, photographs of each tree and plant were taken and incorporated into a geodatabase using ArcView/ArcGIS. An example of the data is illustrated on the following page.



ALL VEGETATION HAS BEEN MAPPED ON EACH OF LESLEY'S THREE CAMBRIDGE CAMPUSES, USING ARCVIEW/ARCGIS (BRATTLE CAMPUS ILLUSTRATED ABOVE). PHOTOS OF EACH PLANT AND CARE INSTRUCTIONS ARE EASILY ACCESSIBLE AND FORM THE BASIS OF A COORDINATED LANDSCAPE PLAN, TO BE FURTHER DEVELOPED.

2018 Plantings

In addition to annual planting bed and general landscape care, Lesley replaced a failing tree (T-040) near Lawrence Hall, 99-4 Brattle Street.

Opportunities for Increased Plantings

With its landscape now inventoried, including surfaces by type, the University may begin a coordinated landscape plan that furthers sustainability goals. Each of the three Cambridge campuses present unique opportunities. The Brattle Campus has the greatest amount of existing open space but has special spaces and vistas that should remain clear. The Doble Campus has open space and areas that would benefit from further plantings. The Porter Campus is the most urban setting, with the greatest degree of impervious surfaces and most potential; but, it has distinct usability factors to weigh. This planning exercise will be an important component of an updated campus plan, work on which will commence in 2019.

Institution Specific Information Request

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

An important part of Lesley's work is its collaboration and partnerships with schools and districts throughout Massachusetts. They inform our teaching and learning, and provide opportunities for growth, as well as for placements for our practicum students. Lesley has written a report responding to the Massachusetts Department of Elementary and Secondary Education (DESE) Standard 703 (b): "Collaborate with school districts to ensure positive impact in meeting the needs of the districts." The following is an overview of our partnerships and collaborations. Read the full Lesley University MA School and District Partnerships Report for details: <http://www.lesley.edu/sites/default/files/2017-11/Lesley-University-MA-School-and-District-Partnership-Report-2013-15.pdf>.

Outside Cambridge

Lesley University has direct partnerships with 60 Massachusetts school districts (Acton-Boxborough, Agawam, Arlington, Assabet-Valley Regional High School, Avon, Bellingham, Billerica, Boston, Brockton, Brookline, Cambridge, Carlisle, Central Berkshire, Concord, Concord-Carlisle Regional, Dennis-Yarmouth Regional, Easthampton, East Windsor, Everett, Framingham, Frontier Regional, Haverhill, Hilltop Cooperative Charter, Lawrence, Lexington, Lowell, Ludlow, Malden, Medford, Needham, Newburyport, Newton, Oak Bluffs, Old Rochester, Peabody, Pioneer Valley,

Plymouth, Reading, Salem, Sandwich, Scituate, Somerville, South Hadley, Southwick, Springfield, Triton, Wakefield, Waltham, Watertown, Webster, Wellesley, Westford, Westhampton, Weston, West Springfield, Westwood, Weymouth, Wilmington, Winchester and Worcester). Our Early Field Experience, field-based work within courses, practica, and internship placements extend far beyond these.

Teaching Sites

Site Name	Address	City	State	Zip
Amesbury High School	5 Highland Street	Amesbury	MA	01913
Beaufort High School	84 Sea Island Pkwy	Beaufort	SC	29902
Boston Higashi School	800 North Main Street	Randolph	MA	02368
Bunker Hill Community College	205 Rutherford Avenue	Charlestown	MA	02129
Cape Cod Community College	2240 Lyannough Road	West Barnstable	MA	02668
Centennial Elementary School	255 South Cleveland Avenue	Loveland	CO	80537
Cherry Creek School District, Pine Ridge Elementary School	6525 S. Wheatlands Parkway	Aurora	CO	80016
San Juan Unified School District, Skycrest Elementary School	5641 Mariposa Avenue	Citrus Heights	CA	95610
Federal Hill Preparatory School	1040 William Street	Baltimore	MD	21230
Galvin Middle School	525 Main Street	Wakefield	MA	01880
Great Falls High School	1900 2nd Avenue South	Great Falls	MT	59405
Hazelwood Elementary	11815 SE 304th Street	Auburn	WA	98092
The Hill Center	921 Pennsylvania Avenue SE	Washington	DC	20003
League School of Greater Boston	300 Boston-Providence Tpk	Walpole	MA	02032
Mansfield High School	250 East Street	Mansfield	MA	02048
Murrieta Valley Unified School District, Vista Murrieta High School	28251 Clinton Keith Road	Murrieta	CA	92563
Plymouth North High School	41 Obery Street	Plymouth	MA	02360
Randolph Community Middle School	225 High Street	Randolph	MA	02368
Roots and Branches School	1807 Harlem Avenue	Baltimore	MD	21217
Shrewsbury High School	64 Holden Street	Shrewsbury	MA	01545
Sweetland Center	4 Church Street	Hope	ME	04847
Twin Spruce Junior High	100 E. 7th Street	Gillette	WY	82716
Walnut Hill Seminar House	81 Chester Road	Raymond	NH	03077
William H. Taft Elementary School	3722 Anderson Street	Boise	ID	83703
Wood Hill Middle School	11 Cross Street	Andover	MA	01810

Partnership Sites

Somerville Public Schools

Somerville and the Graduate School of Education (GSOE) were awarded a DESE Gates partnership grant to extend our partnership work with the district as a whole. There are three main goals: respond to their specific teacher pipeline needs; prototype data sharing to assess effectiveness of Lesley candidates and graduates; extend innovative programs already in place such as our in-service-pre-service courses and collaborative early childhood center.

Regarding innovation, during the 2015-16 school year, Lesley launched a Makerspace at Somerville's the Kennedy School, helping to open an innovation lab for elementary-school students to explore science, technology, engineering, art and math concepts through programming, robotics and more.

League School of Greater Boston

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

World Teach

The university recently forged a partnership with WorldTeach, a Cambridge-based nonprofit that recruits, prepares and supports effective teachers for the international classroom. This synergistic partnership broadens access to graduate-level education and expands global learning opportunities, with Lesley providing \$5,000 scholarships for graduate education to alumni of WorldTeach's yearlong program.

The Center for Mathematics Achievement (CMA)

Lesley University's Center for Mathematics Achievement partnered with Worcester Polytechnic Institute to use a nearly \$1 million grant to develop an online tool that will use "machine learning" to facilitate middle school teachers in helping students with their math homework in a more timely and effective manner. The grant from the National Science Foundation is helping Lesley's Center and to will create a tool that supports the infrastructure of Open Educational Resources, such as the popular Open Up Resources (authored by Illustrative Mathematics) and EngageNY curricula. This tool, called the Dialogue Reinforcement Infrastructure for Volitional Exploratory Research — Soliciting Effective Actions from Teachers (DRIVER-SEAT) could help teachers save time while increasing the quality and timeliness of homework assistance.

The Center for Special Education

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

Perkins School for the Blind

Partnership with Perkins to offer a Transition Specialist Endorsement program on site in Watertown, MA, for internal staff as well as others. Graduate students who participate have the opportunity to participate in field experiences at the site in partial fulfillment of program requirements.

LABBB Collaborative

Partnership with the LABBB (Lexington-Arlington-Burlington-Bedford-Belmont) Collaborative to offer the Graduate Certificate in Teaching Students with Autism on site at the LABBB offices in Bedford, MA, providing an opportunity for students to work with local districts to bring increased knowledge and awareness of autism to schools.

Child Homelessness Initiative

Lesley University's Child Homelessness Initiative has partnered with the Roxbury, Massachusetts-based Horizons for Homeless Children giving that nonprofit access to Lesley's groundbreaking Certificate in Child Homelessness Studies curriculum. The first cohort of 25 students, taught by Lesley faculty, began studies in September 2018. Horizons for Homeless Children is dedicated to improving the lives of young homeless children and their families. The Child Homelessness Studies certificate is a 15-credit program designed to provide students with a multi-disciplinary understanding of the origins and nature of child homelessness, and intervention strategies for children and families in transition, from trauma-focused psychological approaches and case management, to housing and shelter initiatives, as well as policy-level advocacy. Completing all five courses leads to a Certificate in Child Homelessness Studies from Lesley, with the cost of enrollment covered by the University and Horizons.

New Bedford

In fall 2018, Lesley University announced a partnership with New Bedford's DeMello International Center to partnership to support New Bedford's educational and economic vitality by offering affordable, accessible and high-quality graduate, undergraduate and professional development programs. Under the terms of the partnership, Lesley will offer master's degrees and professional development to New Bedford-area teachers, as well as provide bachelor's degree completion programs for local adult learners. The initiative will also offer professional development for individuals working with children outside of public school settings and provide English as a Second Language and support services for local families and their children. The partners will also host various educational events at the DeMello center.

Brockton Public Schools

Lesley and Brockton Public Schools are collaborating to build strong alliances between schools, families and community members. In December 2018, we celebrated the graduation of the first cohort of teachers and community leaders in Lesley's English Language Learners Parent/Teacher Training Certificate Project. Funded by a \$2.7 million grant from the U.S. Department of Education, the project involves five years of training for teachers through Lesley coursework, as well as for parents, via the Teachers Involve Parents in Schoolwork (TIPS) framework of home/school learning activities. The project is located in the Brockton, Massachusetts school district, which serves a high percentage of English Language Learner students.

Transition H.O.P.E.

In fall 2018, Lesley University embarked on a partnership with Boston Public Schools in an initiative called Transition H.O.P.E. (High Expectations, Opportunities, Pathways and Encouragement). In the words of Janelle Ridley, coordinator of system-involved youth for the Boston Public Schools, "Transition H.O.P.E., powered by strategic partnerships with Lesley University, engages youth in college-level academic discourse and exposes them to pathways beyond high school. Lesley tutors (work) diligently with youth to build higher order thinking skills and foster the ability to see beyond the limitations placed upon them. As a result, two (program) student enrolled at Benjamin Franklin Institute of Technology (BFIT) upon release and are exploring career options that they would otherwise not have imagined they could attain."

Reggio Emilia

Lesley University faculty and other university community members led workshops, tours and other programs for the 2018 Wonder of Learning Conference in Boston, continuing Lesley's legacy of early-childhood education innovation and leadership in the Reggio Emilia approach to education. The conference, was organized by the Boston Area Reggio Inspired Network (BARIN), a grassroots organization of educators dedicated to the development of young children, and those who teach them.

Community College Partnerships

Lesley University partners with Bunker Hill Community College (BHCC) to provide "2+2" degree completion options in business administration, psychology or early childhood studies. Students who hold an associate's degree from BHCC or any other community college and meet admission criteria, are able to transfer their entire two year associate degree to Lesley and complete another two years to earn a bachelor's degree. All courses are taught by Lesley faculty on Friday evenings and Saturday mornings on BHCC's Charlestown campus in accelerated 8-week terms. Additionally, students in the Lesley at BHCC program may opt to take courses online or on campus to accelerate and/or supplement their coursework through the BHCC partnership. All adult learners at Lesley also receive a reduced tuition rate for their classes, thereby increasing access to students with a significant number of earned college credits.

Urban Scholars Initiative

Lesley created the Urban Scholars Initiative to empower talented and dedicated students fulfill their dream of completing a college degree. Lesley's Urban Scholars Initiative partnered with 16 community based organizations to find eligible, college-ready students. This is not an alternative-admissions program; rather, it is a pathway to an accessible and more affordable education at a four-year private institution.

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

2. Please provide an update to ongoing or proposed strategic planning activities for the university.

Please see the following section above for discussion related to strategic planning initiatives: "Planning Context," pages 9-10.

3. Discuss planning for shuttle bus services between campuses.

Please see the following section above for discussion related to shuttle bus service: "Institutional Shuttle Information," pages 6-8.

4. Provide an update on plans for the Brattle Street campus in light of the acquisition of former Episcopal Divinity School facilities by Lesley?

Please see the following section above for discussion related to former EDS buildings: “Planning Context,” page 10.

5. Provide an update on plans for properties currently held by the University on or abutting Massachusetts Avenue, including parking lots across Massachusetts Avenue from University Hall. 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 consider efforts to screen or beautify these lots on a short-term basis.

The University understands and agrees with the community priority of active streetscapes and street level retail along the Massachusetts Avenue corridor. 1 Wendell and University Hall reflect that commitment with active retail on the ground level. The Lunder Arts Center also reflects our commitment to this ideal. The ground level is activated by a combination of indoor and outdoor attractions, including a plaza and public access to art galleries and a library. Also, as part of the Porter Square Overlay District, the two parking lots across Massachusetts Avenue will be developed eventually as three-story-tall buildings with street-level retail. We have a regular maintenance effort to keep the lots in good condition and have some landscaping in place.

6. Provide more information on your non-degree students. Who are they? What programs do they attend and for how long? Where do they live while enrolled?

Non-degree students typically take distance and/or online education courses with some on-campus component. Some courses are provided as weekend intensive conferences for continuing credits. Many of our non-degree students are established professionals looking to augment their careers and/or learn specialized information to apply in their present jobs. Some of our non-degree students are local high schoolers enrolled in either advanced study or a specialized program, such as visual arts. On-campus time varies from a couple days to two weeks and students typically stay in hotels or commute to campus, if they happen to live nearby already. If on-campus time occurs during the summer, students may stay in our dormitories as well. Statistics provided in the town gown report are only for those students who happen to have an on-campus component to their education; online students are not included.

7. What has Lesley learned by mapping all trees on campus? How has this affected future plans for planning and property management?

Mapping trees was a first step to understanding Lesley’s landscape resources. As a result of this exercise, a few trees were identified as needing special care. Unfortunately, one of those trees was unable to be saved and was replaced instead, see discussion above in “Tree Resources” section, p. 40.

We expect the data that was compiled during this mapping exercise will inform the new campus plan we are now beginning.



Campus Planning and Operations
Lesley University