

Left to Right: Existing
Matricaria , White and
Fennell/Iorio Buildings
at 179 Longwood Ave.,
Boston MA



INSTITUTIONAL MASTER PLAN

Submitted Pursuant to Article 80 of the Boston Zoning Code



MCPHS
UNIVERSITY

Submitted to:
Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201

Submitted by:
MCPHS University
179 Longwood Ave
Boston, MA 02115

March 31, 2014

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INTRODUCTION

MCPHS University, formerly known as Massachusetts College of Pharmacy and Health Sciences (the “University” or “MCPHS”), submits this Institutional Master Plan and the Authority’s Scoping Determination dated January 21, 2014 (“IMP” or the “2014 Master Plan”) to the Boston Redevelopment Authority (“BRA”) or (“Authority”) for approval pursuant to Section 80D-5 of the Boston Zoning Code (the “Code”).

The prior MCPHS 2002 Institutional Master Plan (the “2002 Master Plan”) was approved by the BRA on March 29, 2002, by the Boston Zoning Commission on May 22, 2002 and by the Mayor of the City of Boston on May 24, 2002 for a 10-year term, which expired on May 24, 2012. MCPHS did not request a renewal of the 2002 Master Plan prior to its expiration on May 24, 2012. The University’s continued ability to meet its educational mission and goals, to be of service to the community, and to provide direct and indirect economic benefits to the City of Boston, are all contingent upon its ongoing ability to meet its space and facility needs. Although MCPHS does not contemplate any new institutional projects in the City of Boston because its planned growth is on its other campuses in Worcester and Manchester, New Hampshire, MCPHS submits this IMP in order to be in compliance with Section 80D-5 of the Code.

1. MISSION AND OBJECTIVES

MCPHS University is a private, coeducational university offering graduate, professional and undergraduate degrees in the health sciences. Founded in 1823, the University is the oldest institution of higher education in the City of Boston and is home to the second oldest college of pharmacy in the United States. Its main campus is located in Boston’s Longwood Medical and Academic Area (the “Boston Campus”). In addition to its Boston Campus, the University has campuses in Worcester, Massachusetts and Manchester, New Hampshire.

The University enrolls approximately 6,550 students on its three campuses, who are drawn from 50 states and 44 foreign countries, and employs approximately 1,000 faculty and staff throughout the University.

Professional or undergraduate degrees are offered in pharmacy and pharmaceutical sciences, nursing, physician assistant studies, dental hygiene, optometry, radiologic sciences, environmental sciences, health psychology, public health, chemistry, and premedical and health studies. Graduate programs are offered in drug regulatory affairs and health policy, pharmaceutical economics and policy, drug discovery and development, pharmaceutical sciences, medicinal chemistry, pharmaceuticals, pharmacology, and clinical research.

1.1 Mission and Core Values of MCPHS University

MCPHS University provides a unique academic environment to guide and support students toward successful, sustainable careers and leadership in health care. As a private independent institution with a long and distinguished history of specializing in health sciences education, the University offers traditional and non-traditional programs that embody teaching excellence, active scholarship and research, professional service, and community outreach.

The University embraces a set of core values that reflect commitment to preparing competent, caring, ethical health professionals and scientists to meet the public's need for high quality health care and cutting-edge knowledge development. As members of the University and broader community, MCPHS is committed to the following core values:

- Learning-centered teaching and student engagement that fosters intellectual vitality, critical thinking, and lifelong responsibility for learning and continuing professional development;
- Honesty, integrity, professionalism, and personal responsibility;
- Respect for diversity and appreciation of cross-cultural perspectives;
- Adaptability and flexibility in response to the ever-changing external environment;
- Effective and efficient use of resources to maximize value to those we serve;
- Excellence and innovation in education, scholarship/research, and service, including outreach to the community;
- A productive, satisfying work and learning environment that is built upon cross-disciplinary and cross-campus collaboration;
- Integration of the liberal arts and basic sciences with professional studies;
- Scholarship that contributes to knowledge development, improvement of health sciences education, and improvement of health care and health outcomes; and
- Education that fosters development of the whole person.

1.2 Objectives

MCPHS University prepares students for successful careers in health care through excellence in teaching, scholarship, research, professional service and community engagement through articulated objectives, or strategic initiatives, as set forth below:

Strategic Initiative #1 – Diverse Perspective, One Vision

MCPHS University has a core institutional identity, articulated in its mission statement, which is broadly understood by both internal and external stakeholders. Each campus maintains a unique identity by virtue of its culture and the features of the community it serves while supporting the University's mission and vision through its academic programs and community service. Both within and across campuses, academic and administrative units work together as a team to implement the University's mission and vision. To that end, the University continually works to:

- Develop an MCPHS brand that reflects the University's unique history and dynamic, forward-thinking culture and incorporate in all internal and external communications, in order to better position MCPHS and maintain its competitive advantage;
- Address the needs of prospective students, alumni, the health professions, prospective donors and the general public, through external communications that promote the University's academic, continuing education and community outreach programs to these constituencies.
- Nurture the unique strengths of faculty, staff, students and alumni on each campus through effective communication channels that leverage technology in order to enhance team building across all constituencies and campuses.

Strategic Initiative #2 – Student Success

MCPHS University responds to the needs of society, the health care delivery system and the health professions by providing excellent programs and services so that students will succeed in their professional careers, demonstrate a continued commitment to lifelong learning and strive to make a difference in their communities. To meet this initiative the University strives to:

- Provide high quality health science programs that prepare students to be competent and caring professionals in a global environment.
- Support the integration of technology and learner-centered teaching methodologies in all academic programs to foster greater student and faculty engagement and critical thinking.
- Provide effective student support services that address the academic endeavors, career pursuits and personal development of students.

Strategic Initiative #3 – Programs and Services

MCPHS University responds to the needs of society, the health care delivery system and the health professions by providing leading-edge programs, research/scholarship, community service and service to the professions. To achieve this objective, the University:

- Ensures that graduates of all programs meet discipline-specific competency standards and college-wide competencies related to oral and written English communication proficiency, cross-cultural competency, and information literacy, and that these are demonstrated consistently in learning, professional practice, and community settings.
- Provides an appropriate mix and balance of high quality, cost-effective undergraduate and first professional programs that are consistent with the College's mission and vision.
- Revitalized the Division of Graduate Studies to ensure that it can support strong graduate programs across all schools, enhance faculty research/scholarship, and increase extramural funding of faculty and graduate student research.
- Promotes student experiential education and community service via professional organizations, service-learning, links to government and industry, and enhance public awareness of important health care issues.

Strategic Initiative #4 – Aligning Quality and Diversification

MCPHS University provides the resources necessary to sustain both high quality and strategic growth and continued diversification to meet the needs of the complex and ever changing health care delivery system. Clear and well understood mechanisms govern program planning, budget development, resource allocation and outcomes assessment. Sufficient technology, infrastructure, personnel, space and other resources are in place prior to program implementation. In furtherance of this initiative, the University strives to:

- Ensure that academic programs reflect high standards of quality, as measured by regional and specialized accreditation bodies, student academic achievement, and graduate outcomes.
- Establish criteria and benchmarks for institutional effectiveness and create mechanisms for utilizing assessment results as a basis for improvement, in order to ensure that existing programs continue to be of high quality as the University continues to diversify its health sciences programs.

- Utilize an evidence-based approach to the integration of new technology into academic and administrative processes.
- Strengthen the University's financial position through prudent budgeting processes and increased fundraising.
- Establish criteria and benchmarks for achieving a high level of satisfaction among faculty, staff and students, and support continuous improvement of programs and services as well as career development opportunities.

1.3 Term of 2014 Institutional Master Plan

The term of the 2014 Master Plan shall be ten (10) years from the date of approval by the Boston Zoning Commission.

2. EXISTING PROPERTY AND USES

2.1 Completed Projects from the 2002 Master Plan

The four Master Plan projects identified in the 2002 Master Plan were a result of the University's strategic planning to accommodate its program and facility needs while also being sensitive to neighborhood objectives and concerns. This section summarizes each of the 2002 Master Plan projects completed.

- White Building Addition (now called Ronald A. Matricaria Academic and Student Center)

The White Building Addition was completed in 2004. The White Building Addition project involved the removal of the two surface parking lots located in front of the White Building on Longwood Avenue and the development of a six-story building to provide approximately 93,300 square feet of space, including academic, administrative and support space on floors one and two and up to 270 beds of student housing on floors three through six. Most of the existing White Building façade, with the exception of the steps, was retained and was incorporated into an indoor atrium in the White Building Addition. One level of below-grade parking provided parking for approximately 80 vehicles, accessed by a ramp from Palace Road.

- Limited Interior Reconfiguration of the Existing White Building

The University moved the main library and two large teaching laboratories from the existing White Building to the White Building Addition. The vacated space in

the original White Building was reconfigured to accommodate small classrooms, faculty offices, and a 30-chair clinic for the Forsyth School of Dental Hygiene.

- President's Residence (now called the Brant House)

The University purchased two row houses at 700-702 Huntington Avenue. The University renovated these structures and converted them in two phases into a single building that functions as a residence for the President of the University. Work was completed in 2004.

- 662-670 Huntington Avenue Project (now called the Griffin Building)

The University owned a parcel of land, approximately 7,636 square feet in size, at 662-670 Huntington Avenue, which was under lease for use as a gas station and then later used as a parking lot. As described in the 2002 Master Plan, the University developed an academic and administrative building on this site. As the University previously agreed with residents of the Triangle neighborhood (the area between Worthington, Wigglesworth and Tremont Streets) in Mission Hill, the building did not include any residential uses and did not exceed 50,000 gross square feet of floor area, as defined by the Code.

With the submission of this IMP for the 2014 Master Plan, MCPHS seeks to establish the 2014 Master Plan for a ten (10) year period and does not contemplate any new institutional projects within such ten (10) year period. Additionally, MCPHS proposes no material changes to the 2002 Master Plan projects that would constitute a change in the permitted uses, dimensional, parking, or loading elements of such projects.

2.2 Existing Campus and Facilities

2.2.1 Role of the Boston Campus and its Relationship to the Worcester and Manchester Campuses

The Boston Campus is located in Boston's Longwood Medical and Academic Area, where the University enjoys working affiliations with some of the world's finest health institutions, including Beth Israel Deaconess Medical Center, Brigham and Women's Hospital, Children's Hospital, Boston Medical Center, New England Medical Center and Massachusetts General Hospital. The University's neighbors include Emmanuel College, Massachusetts College of Art and Design, Simmons College, Wentworth Institute of Technology, Wheelock College, and Harvard University's Medical School, Dental School and School of Public Health. This surrounding environment allows students access to unsurpassed educational resources.

Due to the tight space and limited room for expansion on its Boston Campus, as well as requirements imposed by accrediting bodies, the University continues to explore alternative sites for expansion in order to address the increasing demand for its programs. Based on this analysis, the University decided in 1999 to build a second campus in Worcester, Massachusetts, which has been operational since 2001. The Worcester Campus is located in Worcester, Massachusetts, the second largest city in Massachusetts, and well known for its premier educational and health care institutions. The Worcester Campus is adjacent to the Worcester Medical Center St. Vincent's Hospital, University of Massachusetts/Memorial Health Care and the Medical School of the University of Massachusetts. The Worcester Campus is home to an accelerated 33-month PharmD program for students who have already completed their pre-professional requirements, and an accelerated 16-month Bachelor of Science in Nursing degree program and a 24 month Masters in Physician Assistant Studies program. In 2011, a program in Physical Therapy was added to the Worcester Campus, joined, in 2012, by the School of Optometry. In 2013, that campus also added programs in Dental Hygiene and Sonography. An English Language Academy also opened its doors on the Worcester campus in the fall of 2013.

MCPHS-Manchester became an entity of the University in May, 2002, when MCPHS assumed responsibility for the Physician Assistant Studies Program ("PA Program") and its faculty and staff from Notre Dame College upon its closing. The campus building at 1260 Elm Street was purchased in November 2002, and the new class of PA students, faculty and staff occupied the building in January 2003. In conjunction with the School of Pharmacy-Worcester, the accelerated Doctor of Pharmacy degree program admitted its first class in Manchester in the fall of 2004. An accelerated BSN program began in September 2007.

2.2.2 Description of the Boston Campus

The University's Boston Campus currently consists of a main building complex located at 179 Longwood Avenue in the LMA, the President's residence at 700-702 Huntington Avenue and the Griffin Building at 662-670 Huntington Avenue.

- The Main Building Complex:



Center of Photo: Main Building Complex. Left to Right: The Fennell/Iorio Building, the White Building, and the Matricaria Building.

The University’s main building complex, located at 179 Longwood Avenue, consists of 90,147 square feet of land bounded by Longwood Avenue on the southwest, Palace Road on the southeast, the Boston Latin School on the northeast, and the Brigham and Women’s Hospital’s Longwood Medical Research Center (LMRC) on the northwest. In 1993, this land was designated as the Massachusetts University of Pharmacy Institutional District, as defined by Article 71 of the Code.

This main building complex currently contains three buildings:

(1) The George Robert White Building (the “White Building”), constructed in 1917, faces Longwood Avenue and contains approximately 96,781 gross square feet (GSF)¹ of floor area, which includes academic and support uses.² The University has conducted interior renovations and reconfigurations within the White Building to maximize the usefulness of this space. New rooftop additions to the rear corners of the White Building

¹ Unless otherwise noted, all gross square foot figures presented in the above section indicate the GSF as calculated for floor area ratio purposes pursuant to the Boston Zoning Code.

² This number includes additions to the White Building described in the 1993 Master Plan and completed in 1995, including new rooftop additions to the rear corners of the White Building on the second and third levels and a new basement level.

on the second and third levels and a new basement level were added in 1995. In addition, the building's fourth floor, historically an unfinished attic, was fitted out to provide administrative office and support space.

(2) The second building is The Ronald A. Matricaria Academic and Student Center (the "Matricaria Building") (formerly known as the White Building Addition), which contains 93,000 square feet of space and was approved for academic, residential and parking use with approximately 31,430 square feet devoted to academic use, 61,870 square feet devoted to residential/dormitory use (230 beds), and parking for approximately 80 motor vehicles. The Matricaria Building is located in front of the White Building on Longwood Avenue and preserves the signature facade and columns of the White Building within a dramatic glass atrium while enhancing the University's capacity for teaching, scholarly research, and student development. The building features new laboratory space for chemistry, professional pharmacy practice and pharmaceuticals; a new library making possible state-of-the-art learning and technology resources; a fully-staffed technology center with adjacent quiet study area, and three floors of apartment-style student residence space. Subsequent to the approval of the project by the BRA in May, 2002, the University has reallocated academic and residential space within the building so that the building now contains 178 beds. Although the residential/dormitory space in the Matricaria Building has decreased, the student beds have been reallocated to other residential facilities under the control of the University as set forth in the Section 4.5 below, resulting in a net increase in the overall number of student beds. During the term of this IMP, in order to accommodate the requirements of various accreditation bodies as well as the University's ever changing space needs, the University may increase the area (gross floor area) used for academic and support space within this building and decrease the area (gross floor area) used for residential/dormitory space (the number of student beds), as long as there is no net decrease in the number of beds under the University's control.

(3) The third building in the main building complex is the Fennell/Iorio Building, which was constructed in 1995 and is located behind the White Building and the Matricaria Building and contains approximately 219,000 GSF of interior space, including 70,000 GSF of research space (currently leased to Brigham and Women's Hospital until 2016, with an option to extend until 2036), 29,000 GSF of service level support space, and 32,000 GSF of parking. Also, subsequent to the approval of the 2002 Master Plan by the BRA, the University has reallocated academic and residential space within the building so that the building now contains approximately 55,000 GSF of academic and support uses, and 33,000 GSF of student housing (167 beds of student housing in dormitory style-rooms). Although the residential/dormitory space in the Fennell/Iorio Building has decreased, the student beds have been reallocated to other residential facilities under the control of the University as set forth in the Section 4.5 below, resulting in a net increase

in the overall number of student beds. During the term of this IMP, in order to accommodate the requirements of various accreditation bodies as well as the University's ever changing space needs, the University may increase the area (gross floor area) used for academic and support space within this building and decrease the area (gross floor area) used for residential/dormitory space (the number of student beds), as long as there is no net decrease in the number of beds under the University's control.

- 662-670 Huntington Avenue (The Griffin Building):



The University owns an approximately 7,636 square foot parcel of land located at 662-670 Huntington Avenue, one block south of the main building complex on Longwood Avenue. This property is bounded by Huntington Avenue, Worthington Street and Smith Street and is now occupied by the Griffin Building, completed at the end of 2008, which consists of academic and office support space.

- 700-702 Huntington Avenue (The Brant House)
(The buildings immediately adjacent to the arch in the center of the photograph)



The University purchased two row houses located at 700-702 Huntington Avenue and converted them to the President's residence, known as the Brant House. These row houses were remodeled in 2002 and 2004.

The University has limited on-campus parking consisted of approximately eighty-five (85) spaces in the Matricaria Building (using car stackers); ninety-six (96) spaces in the Fennel/Iorio Building (using car stackers), of which forty-spaces are subject to a long term lease to Brigham and Women's Hospital; and approximately twenty-five spaces leased from City View Apartments at 75 St. Alphonsus Street. All such parking is restricted to employees, but employees are encouraged to use public transportation which is supported by a substantial subsidy paid by the University. Also, extensive bicycle parking is provided on the racks conveniently located adjacent to the University's west entrance.

The University purchased 45-unit building located at 660 Huntington Avenue in August, 2011 as an investment property. The newly acquired building currently has one commercial tenant on the ground floor. The remainder of the building is leased for residential, non-

institutional use. The University intends to maintain the same stable mix of occupants as of the date of purchase. As noted above, the University purchased this building as an investment property and such property is not used for institutional use, and therefore is not subject to this IMP. However, such property is subject to the applicable zoning.

2.3 Future Leasing

From time to time during the term of this IMP, the University might lease facilities, including parking facilities, located outside the IMP overlay area. Such facilities will not require an amendment to this IMP as long as the University provides written notice of the new leased space to the BRA, and as long as (i) the use category of underlying zoning which most closely describes the use of such facility, is either allowed ‘as-of-right’ by underlying zoning in the jurisdiction, or is allowed by zoning relief obtained by the property owner/landlord, and (ii) does not exceed an aggregate gross floor area for such leased space of more than 50,000 square feet during the term of the IMP. Further, the University shall also provide an updated list of such leased space in each biannual update required pursuant to Section 80D-7 of the Code and, if and when, the University does amend its IMP from time to time, it shall include in the amended IMP an updated list of such leased facilities.

2.4 Collaboration with Other Institutions

In addition to the facilities on its Campus, the University maintains contractual agreements with various hospitals, pharmacies, and other health-related institutions to provide experiential training sites for its students. In addition, the University has established several conventional and innovative arrangements with institutions in the Longwood Medical and Academic Area to provide high quality student services and facilities that exceed what the University could provide without such partnerships. Major collaborative efforts include:

- MCPHS University is one of six colleges in the Longwood Medical and Academic Area of Boston that joined together in 1996 to form a consortium, which includes MCPHS University, Emmanuel College, Massachusetts College of Art and Design, Simmons College, Wentworth Institute of Technology, and Wheelock College. The six colleges, each with its own unique mission, offer a world of learning and experience on and off campus. The six Colleges of the Fenway pool their academic and non-academic resources for the mutual benefit of students of all six colleges. Shared initiatives among the six colleges are aimed at enhancing the quality of education, enriching student experiences and reducing costs through sharing of resources. The most significant academic resource-sharing program is no-cost cross-registration for students of the six colleges. Collaborative student opportunities include cross-registration, which broadens access to courses otherwise

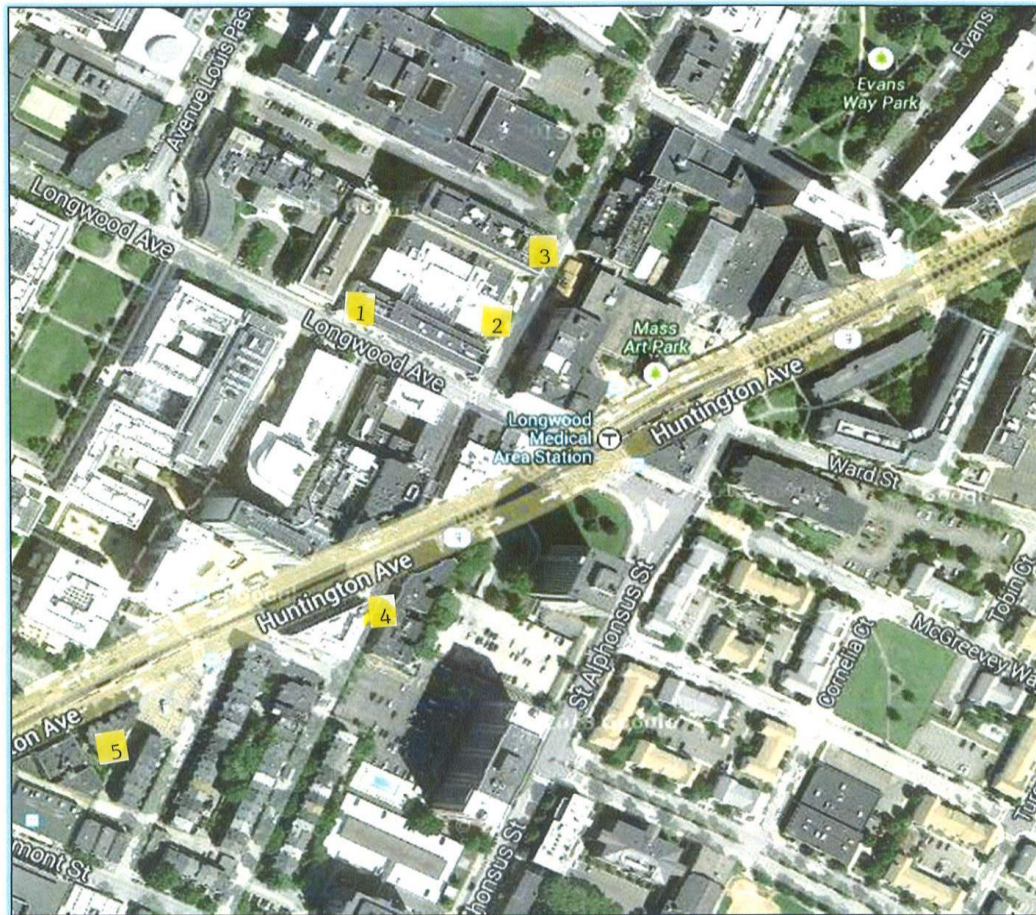
not available on the student's home campus; career centers; intramurals; performing arts; student life programs and activities; and study abroad opportunities.

- While the University does not maintain sports and recreational facilities on campus, it does accommodate intramural athletic teams through arrangements with other area facilities.
- The University has established a particularly strong partnership with the Massachusetts College of Art and Design, resulting in a joint campus bookstore and shared dining facility located on the Massachusetts College of Art and Design campus. The state-of-the-art 15,000 square foot facility, which opened in the spring of 2002, provides food service for MCPHS's students, as well as students at Massachusetts College of Art and Design and Wentworth.
- The University has also collaborated with the Massachusetts College of Art and Design and the Wentworth Institute of Technology and provide a shared Student Health Center, located at the Massachusetts College of Art and Design, and also a shared Fitness Center, located on the campus of the Wentworth Institute of Technology.
- As approved in its 2002 Master Plan, MCPHS has continuously pursued strategic relationships with the Colleges of the Fenway with respect to student housing, among other institutional uses as discussed above, in order to maximize the use of existing student housing beds controlled by the Colleges of the Fenway. Over the years, the University has entered into leases with Wentworth Institute of Technology, Wheelock, and the Massachusetts College of Art and Design to utilize unused students beds at such colleges. Currently, MCPHS controls 258 beds at the Massachusetts College of Art and Design student housing building located at 578 Huntington Avenue pursuant to a long term lease, as well as 72 student beds at Wentworth's student housing building at 20 Evans Way.

Through partnerships with other institutions such as these, the University has leveraged the limited space available on its campus to maximum effect and will continue to pursue strategic opportunities to share resources with the Colleges of the Fenway so as not to unnecessarily duplicate institutional uses of facilities.

2.5 Campus Map

MAP OF MCPHS UNIVERSITY BOSTON CAMPUS



- KEY:** 1 – Ronald A. Matricaria Academic and Student Center
2 – George Robert White Building
3 – Fennell/Iorio Building
4 – Griffin Building
5 – Brant House

3. CAMPUS DEMOGRAPHICS AND EMPLOYMENT

3.1 Student Population

With campuses in Boston, Worcester, Massachusetts and Manchester, New Hampshire, the University enrolls approximately 6,550 students, who are drawn from 50 states and 44 foreign countries. In the Spring 2014 semester, there were a total of 4,407 undergraduate and graduate students enrolled on the University's Boston Campus, with 2,432 residing in the City of Boston, of which 1,774 reside off-campus. A total of 1,975 undergraduate and graduate students live off-campus outside the City of Boston. See the chart below for further details.

SUMMARY OF MCPHS UNIVERSITY BOSTON STUDENT ENROLLMENT AND RESIDENCE STATISTICS

Period: **Spring 2014**

	<i>Undergraduates</i>			<i>Graduates</i>			<i>All Students</i>		
	Full-Time	Part-Time	Total UGs	Full-Time	Part-Time	Total Grads	Full-Time	Part-Time	Total Students
Total Enrollment	3,307	126	3,433	945	29	974	4,252	155	4,407
Total Residing On-Campus	656	2	658	0	0	0	656	2	658
Total Residing Off-Campus	2,651	124	2,775	945	29	974	3,596	153	3,749
Total Residing in Boston	1,920	38	1,958	468	6	474	2,388	44	2,432
Residing in Boston On-Campus	656	2	658	0	0	0	656	2	658
Residing in Boston Off-Campus	1,264	36	1,300	468	6	474	1,732	42	1,774
Total Residing outside Boston	1,387	88	1,475	477	23	500	1,864	111	1,975
Residing outside Boston On-Campus	0	0	0	0	0	0	0	0	0
Residing outside Boston Off-Campus	1,387	88	1,475	477	23	500	1,864	111	1,975

Of the 1,774 undergraduate and graduate students living off-campus in the City of Boston, 283 live in the Fenway neighborhood, 804 live in the Mission Hill/Roxbury Crossing neighborhood, and 140 live in the Kenmore neighborhood. The balance are scattered throughout the City's neighborhoods.

3.2 Employment

The University employs approximately 1,000 faculty and staff across its three campuses. On the Boston Campus, the University currently employs approximately 425 full and part-time faculty and 200 staff members. Approximately 23% of these employees reside in the City of Boston.

4. URBAN DESIGN AND PLANNING FRAMEWORK

4.1 Regulatory Controls and Zoning

With the approval of the 2014 Master Plan by the Authority, the Boston Zoning Commission and the Mayor, the MCPHS institutional projects and uses will be subject to the controls in the 2014 Master Plan. Pursuant to Section 80D-10 of the Code, the BRA may issue a Certification of Consistency for any proposed institutional project that is described in the 2014 Master Plan and is consistent with the 2014 Master Plan after its approval by the Authority and the Zoning Commission, in accordance with the applicable provisions of the Institutional Master Plan Review, and is in compliance with the update requirements of Section 80D-7 of the Code and the renewal requirements of Section 80D-8 of the Code. Upon issuance of a Certification of Consistency by the Authority, the Inspectional Services Department may issue a building, use or occupancy permit for MCPHS institutional uses and projects. Therefore, the MCPHS institutional uses and projects will be subject to the provisions of Article 80D of the Code.

The University's main building complex at 179 Longwood Avenue is located within the Groundwater Conservation Overlay District of the Code. Although the University does not contemplate any new institutional projects during the term of the 2014 Master Plan, to the extent that the University "substantially rehabilitates" (as defined in Article 32 of the Code) the main building complex, the work shall be subject to Article 32 of the Code, which requires that the project will collect, store, and recharge one-inch of storm water runoff from all new impervious areas. To achieve this, the stormwater drainage system will be designed to meet the City of Boston's standard requirement to reduce the peak rate of runoff and promote groundwater recharge. In such case, the University will obtain a written determination from the Boston Water and Sewer Commission as to whether said standards are met, and provide a copy of such letter to the BRA and Boston Groundwater Trust prior to issuance of a Certification of Consistency or Compliance, as applicable. Accordingly, such work will not be required to obtain a conditional use permit from the Board of Appeal, but shall be deemed in compliance with Article 32.

4.2 Facilities Needs

This IMP does not include any new institutional projects for the University. The University's future growth is contemplated to take place on the Worcester and Manchester, New Hampshire campuses, where the University owns a total of twenty (20) buildings for multiple purposes, including classroom, library and laboratory space; administrative, faculty and staff offices; meeting and conference space; and student housing.

4.3 Program Needs and Objectives

Today, MCPHS' enrollment on its Boston Campus has approximately 4,500 students. In order to support additional growth, the University has created new campuses in Worcester and Manchester, New Hampshire. These new and renovated facilities feature state-of-the-art technology that ensures the best possible educational experience for students.

The University's short-term and long-term program needs and objectives are based on external factors and trends as well as the University's internal goals. Externally, the University responds to large-scale trends in the health care industry and the shifting regional and national demand for pharmacists and other health care professionals. The University must also meet the accreditation standards for its various programs and be responsive to the competitive marketplace for undergraduate and graduate health care education in the United States. Internally, the University continues to pursue its long-term goals. These goals include improving the University's academic programs and attracting qualified students from a broader geographic context—both of which require high quality facilities and student services.

4.4 Future Growth Projections

Based on the University's goals stated above, the University intends to increase its overall enrollment of qualified students while at the same time increasing the faculty-to-student ratio. Within five years, the University anticipates that student enrollment will increase modestly on the Boston Campus. The number of faculty and support staff will also increase both to accommodate the new students and to achieve the higher faculty-to-student ratios required by accreditation bodies.

The annual enrollment growth rate on the Boston Campus is projected to be no more than approximately 1.5% to 2% of the approximately 4,500 students on Boston Campus due to space constraints and requirements of various accreditation bodies. Therefore, no new institutional projects are contemplated within the City of Boston. Accordingly, the majority of future growth at the University will take place on the campuses in Worcester, Massachusetts and Manchester New Hampshire. However, the possible minimal increase in students on the Boston Campus is easily absorbed into the existing facilities when normal, annual attrition is taken into consideration.

4.5 External Factors and Trends

External factors affecting the University's program needs and objectives include regional, national, and global health care trends as well as the requirements of the accreditation bodies.

4.5.1 Regional, National, and Global Trends

Regionally, there is a need for additional health practitioners in the Northeast, based on market studies and discussions with local and area-wide hospitals and clinics. This new demand results from changes taking place in the health care industry resulting in a new focus on primary care and increased service to inner city populations. At the national and global levels, chronic conditions account for greater than half of the disease burden and will be a major challenge to 21st century healthcare systems. To address the challenges and gaps within the current primary care system, the patient-centered medical home has become an innovative model of improved care. The medical homes consist of highly integrated teams of providers including nurses, nurse practitioners, pharmacists, physician assistants, and care coordinators. In response to these national and regional trends, the University has added new programs as well as additional options and pathways for pursuing healthcare degrees (online, accelerated formats). In addition, the University has sought to increase overall enrollment of qualified students in health care sub-fields that are in high demand regionally and nationally. The University has made a significant commitment to expand MCPHS online programs and has been successful in expanding online degree program options to include dental hygiene, health sciences, healthcare administration, public health, nursing, pharmacy, and pharmaceutical sciences. Prior to the introduction of online programs, there were very limited opportunities for part-time study at MCPHS University. By offering online programs and courses, working healthcare professionals can obtain advanced credentials, as well as advanced skills and knowledge. This enables students to retain their employment and allows employers to retain workers.

The need for incorporating inter-professional education (IPE) within healthcare education has become a priority across the country, and is now required by many of the health profession accreditation bodies. MCPHS University is ideally positioned to integrate IPE within its diverse education and training programs across campuses. The University has already developed models within specific programs. This initiative will continue on a larger scale in the upcoming years and will also include opportunities for IPE collaboration at MCPHS University partner affiliate sites.

To address the needs of the global healthcare workforce, MCPHS University has made significant strides in developing and expanding its international programs. Currently MCPHS has affiliation agreements with universities in China, Cuba, Ireland, Japan, Peru, and Saudi Arabia. The University has also established the English Language Academy within MCPHS International, which provides support for international students who enroll in degree and certificate programs at MCPHS University. Currently there are international students at MCPHS

University from 43 different countries on the University’s three campuses, representing 10% of overall enrollment.

4.6 Student Housing

At this time the University has approximately 675 residential student beds located at the following facilities:

Name of Facility/Building	Address	Number of Beds
Fennell/Iorio Building	101 Palace Road	167
Matricaria Building	179 Longwood Avenue	178
MassArt Building (leased beds)	578 Huntington Avenue	258
Evans Way Building (leased beds from Wentworth)	20 Evans Way	72
	Total Beds	675

In addition, there are currently 1,774 MCPHS University undergraduate and graduate students living off campus within the City of Boston. Of those 1,774 students, 804 live in the Mission Hill/Roxbury Crossing neighborhood, 283 live in the Fenway neighborhood, 140 live in the Kenmore neighborhood, and 547 live in other Boston neighborhoods. And additional 1,975 students live off campus outside the City of Boston.

During the term of this IMP, in order to accommodate the requirements of various accreditation bodies as well as the University’s ever changing space needs, the University may increase the area (gross floor area) used for academic and support space within the Matricaria and Fennell/Iorio buildings and decrease the area (gross floor area) used for residential/dormitory space (the number of student beds) within such buildings, as long as there is no net decrease in the number of beds under the University’s control.

While the University is sensitive to the need for student housing, planning for future student housing must include consideration of the substantial changes in both higher education’s use of technology to promote online learning and the increasing challenges faced by students in meeting the growing costs of on campus housing. Current curricula and academic planning at the University includes increasing use of online courses. Also, close analysis of students’

financial resources reveal an increasing number of students who cannot or will not incur the added expense of on campus housing, choosing instead to either commute from home or locate more economical housing alternatives. Both of these trends, as well as annual vacancies in Colleges of the Fenway existing student housing/dormitories, support the University's plan to continue collaboration with the Colleges of the Fenway during the term of this IMP to make maximum use of all existing student housing/dormitories in the areas surrounding the University, as noted above.

5. TRANSPORTATION AND PARKING MANAGEMENT / MITIGATION PLAN

Getting safely and easily in and out of the busy Longwood Medical Area can be a daily challenge for our employees and students. In order to make working and going to school on our Boston Campus easy for our community, the University wholeheartedly supports a number of alternative transportation programs – some our own initiatives and others with the help of MASCO, the Medical Academic Scientific Community Organization – an umbrella consortium of schools and hospitals in this densely populated geographic area.

As a member of MASCO, the University offers:

- Use of various shuttle buses for our students and employees, along popular routes. The University subsidizes the cost of these shuttle buses.
- We participate in the “Karma Commuting” program which aims to educate and inspire Longwood area commuters to act responsibly in traffic and watch out for their fellow community members - whether on foot, on a bicycle or in another vehicle.
- We participate in “Commute works” – a free benefit for employees that aims to make commutes as stress free and cost-efficient as possible. CommuteWorks offers free incentive programs like CommuteFit, Emergency Ride Home and CommuteSwap. There is a robust carpool incentive program, encouraging employees to sign up for NuRide, part of the MassDOT. Zipcar discounts are also available to our employees, and there are a number of available Zipcars in the Longwood Medical Area.
- MCPHS subsidizes 75 percent of the cost of a monthly MBTA pass for all regular employees who work at least 20 hours/week and faculty appointed to an FTE or .5 or greater. On average, over 250 employees take advantage of the subsidy each month. Eligible employees may join the program at the beginning of any month.

- The University also subsidizes 40 percent of the cost of the monthly MBTA pass for Adjunct Faculty. Students also receive a discounted pass as part of the University's participation in the MBTA Semester Pass Program.
- For those employees for whom alternative transportation is not a viable option, the college does have limited on-site parking, with assignment priority and a reduced rate given to those who carpool. Parking applicants must re-sign up annually and their eligibility to park on campus is based on a point system, taking into account such factors as the need to travel during the business day as part of their job; how far they live from the college, and how far they live from public transportation. Monthly parking fees are based upon average rates charged in the LMA. Presently, our full-time parkers pay \$150 per month for a parking spot and fees are reviewed annually. Currently the college has just over 100 assigned on-campus parkers, with another 25 parkers in exterior parking spots we rent from a nearby apartment complex.

6. ENVIRONMENTAL SUSTAINABILITY

6.1 Introduction

MCPHS University shares the City of Boston's strong commitment to the principles of sustainable development, and this commitment manifests itself in a number of important ways. MCPHS University has a strong program in place to conserve energy, reduce waste, conserve water and reduce its overall environmental footprint. The concept of sustainability is incorporated into the University's core values by our pledge to effectively and efficiently use all our resources to support our educational mission. The following sections describe in detail MCPHS's current and future sustainability initiatives.

6.2 Existing Sustainability Measures

Having a compact urban campus that is well served by public transportation, MCPHS can, by its very nature, be considered much more sustainable than many other colleges and universities. Nevertheless, MCPHS strives to make improvements in sustainability methods in multiple areas – we have instituted single stream recycling on our campus, we are using “green” cleaning products throughout campus, using low or no-VOC paints when repainting facilities, switching to LED light bulbs to conserve energy, and providing students with filtered water “bottle filling” stations to reduce the amount of plastic bottles brought on to campus. Below are some other ways in which MCPHS has been embracing sustainability.

- Installation of a co-generation power plant on our Boston Campus in 2010. Cogeneration, or combined heat and power, is the use of a heat engine or power

station to simultaneously generate electricity and useful heat. Cogeneration is a thermodynamically efficient use of fuel which captures what would otherwise become “waste heat” and – instead – utilizes this by product to provide additional energy. After the co-generation plant was installed we saw a considerable reduction in energy consumption, with resulting dollar savings. This co-generation plant installation was so successful on the Boston Campus, that a second unit was installed in Worcester in 2012.

- MCPHS now offers single stream recycling in all recycling bins in both the academic and residential areas. This new solution allows one to dispose of ALL recyclable materials in one single bin. This service makes it much easier for our community members to recycle, leading to increased recycling and less waste in landfills. We have worked diligently with our vendors to ensure that any materials that can be recycled, will be – e.g. construction debris, worn out mattresses and furniture, etc. Any items that still have a useful life but are no longer needed at the college – e.g. older classroom furniture - are often donated to a charitable or community organization.
- Energy efficiency improvements are continually being made in our campus buildings. All interior rooms have been retrofitted with automatic lighting sensors which shut off overhead lighting when there is no activity in that area.
- In connection with rebate programs offered by the utility suppliers, MCPHS has replaced or retrofitted numerous interior lights – switching overhead lighting to either more efficient fluorescent lights or, in many cases, LED lights – thus reducing our electric demand.
- Each energy-efficient bulb can last up to five years, and over its lifetime prevents the release of 1,000-2,000 lbs. of carbon dioxide into the atmosphere. In the fall of 2013, free 60-watt LED bulbs were widely distributed to faculty, staff and residential students for use in offices and dorms to raise awareness of energy conservation.
- Water usage is tracked and measures have been implemented to reduce excess usage by installing low-flow toilets and shower heads. Paper goods consumption is being tracked as well, and several energy-efficient high-speed electric hand dryers have been installed in rest rooms to cut down on paper towel use.
- Paper towel and toilet tissue dispensers in restrooms were recently upgraded to larger dispensers as both a cost-saving and waste-reducing measure. The new products have 100 percent recycled fiber content with a minimum of 40 percent

post-consumer fibers, and are EPA compliant with Eco Logo and Green Seal environmental certification.

- It is our practice to purchase Energy Star energy-efficient electronics and appliances whenever available.
- The College has established energy efficiency standards in all classrooms and meeting spaces. The standards support the management of classroom temperature based on room occupancy and control of interior lights through room sensors, as well as exterior lights by photo cell—a device that detects and measures light. We have a computerized energy management system with programmed setback times. We have installed occupancy sensors in most offices and classrooms that turn the HVAC system on and off when rooms are not occupied.

6.3 Solid Waste Reduction

MCPHS has an established and robust recycling program. For many years, the University has been recycling cardboard, paper and bottles/cans in an effort to divert materials from the general waste stream. However, in 2011 we worked with our waste hauler to establish “single stream recycling” with the thinking being that if we made it more convenient and easier to recycle; more people would be willing to do so. “Single Stream” recycling containers were placed in all high traffic areas, and next to every large multifunction copier/printer. Our custodial staff was trained in the proper handling of recyclable materials.

7. Public Benefits

7.1 Public Benefits

MCPHS University has a long history of providing a unique academic environment to guide and support students toward successful sustainable careers and leadership in health care, while at the same time providing multiple public benefits to its neighbors and to the City of Boston as a whole.

7.1.1 Community Outreach

The University offers traditional and non-traditional programs that embody teaching excellence, active scholarship and research, professional service, and community outreach. MCPHS University embraces a core set of values that reflect commitment to preparing competent, caring, ethical health professionals and scientists to meet society’s need for high quality health care and cutting-edge knowledge development. Included among these core values

are excellence and innovation in education, scholarship, research and service, including outreach to the community, as well as education that fosters development of the whole person.

MCPHS has long demonstrated its commitment to caring for the various communities that it serves. Community outreach is one of the five primary elements in the University's Mission Statement. The University demonstrates this commitment to outreach through various means that include, without limitation, public-private service associations to improve health care in the Commonwealth, health services offered to the community, student and employee volunteers, scholarships awarded annually for area residents, and more.

Examples of such outreach initiatives include: scholarship and research, professional service and community outreach.

7.2.2 Public-Private Service Associations

- MCPHS Pharmacy Outreach Program

Every year, more than 10,000 Massachusetts residents, including more than 1,100 from Boston, obtain information about affordable prescription drugs and professional counseling on their medications from the MCPHS Pharmacy Outreach Program, a year-round, full-time informational service operated by MCPHS that offers confidential information to all Massachusetts residents who, via a toll-free phone line or on a walk-in basis, seek assistance with medication-related issues. Pharmacists and case managers answer pharmacy-related questions, help to find medication cost assistance programs and provide counsel and assistance with insurance coverage issues. MCPHS Pharmacy Outreach Program staff members also conduct informational presentations throughout Massachusetts, educating providers and service agency staff about the value of MCPHS Pharmacy Outreach Program for their patients and clients.

During Fiscal Year 2013, Pharmacy Outreach pharmacists and other staff members delivered 20 programs in Boston and its neighborhoods. These programs ranged from health fairs at Boston City Hall to community-based "Ask the Pharmacist" sessions at places like New Franklin Park Apartments in Dorchester and the Chinese Golden Age Center, State House events, and health screening programs at La Alianza.

Pharmacists and staff members are available to make presentations on a variety of health-related topics to community groups, as well as conduct one-on-one medication reviews with individuals who seek such assistance.

7.2.3 Collaborative Activities and Events

- Creating Futures

Creating Futures is a health careers exploration program that provides a culturally appropriate forum in which minority Boston high school students learn about rewarding career opportunities in health care. Creating Futures is one of MCPHS University's signature community service programs that is offered free of charge for all participants. The program takes place during eight Saturday sessions over the course of both the fall and spring academic semesters. Participants are familiarized with the challenging health care careers curriculum of MCPHS University, introduced to basic health care professions academic course materials, and prepared for the application and admission process.

Supported by MCPHS faculty, students and staff, as well as part-time program coordinators, Creating Futures exposes high school students to the professional health care disciplines of pharmacy, nursing, physician assistant studies, dental hygiene, medical imaging and therapeutics as well as other health care-related professions.

Program features include group project work on health care-related topics; student career and academic mentoring services; on-campus experiences with students and faculty; application and financial aid workshops with representatives from the Office of Admission; and course materials taught by MCPHS faculty and students covering medical terminology and an introduction to the health professions. At the conclusion of each session, participants present individual and small group projects at a half-day conference attended by their families as well as MCPHS faculty and staff.

- Explorations – Discovering Paths to Biomedical Science

Explorations, a laboratory-focused one-day experience for Boston and Cambridge middle school students at MCPHS, was organized by Harvard Medical School, and staged within laboratories at MCPHS, Harvard University, MIT and other research facilities. The program provides middle school students with math and science experiences outside of the classroom and creates opportunities for meeting role models and discovering career options.

The program agenda includes a multi-disciplinary panel discussion about health career options and a keynote address. Middle school students who travel to MCPHS are introduced to laboratory work in both the pharmaceutical compounding laboratory and medical imaging laboratories. MCPHS student members of the American Pharmacist Association and American Society of Health System Pharmacists, as well as other students, staff booths at which they

deliver basic health screening services such as blood pressure readings and guidance in healthy living practices.

- Sociedad Latina Workforce Development
Sociedad Latina has worked in partnership with Latino youth and families since 1968 to end destructive cycles of poverty, health inequities and lack of educational and professional opportunities in the Latino community. MCPHS teamed up with Sociedad Latina to provide thirty-five local high school students at MCPHS with multiple presentations that covered professional employment search, application, interview and personal presentation processes, practices and standards.

7.2.4 Community Healthcare and Preventive Health Screening Programs

- Center for Drug Information and Natural Products
This service, based at MCPHS–Boston Campus, provides free, confidential, comprehensive and non-biased drug and natural product information to health care professionals and consumers. The CDINP provides information on the therapeutic use of conventional and natural products and answers questions about foreign product identification, adverse reactions, drug-drug and drug-natural product interactions and safety of use during pregnancy and breastfeeding. Inquiries are received and researched by sixth-year Doctor of Pharmacy students conducting rotations in drug and natural product information, or by CDINP faculty. All responses are verified by CDINP faculty, and most inquiries can be answered either on the same day or within 24 hours of receipt. The Center is open for telephone inquiries on a daily basis between 8:30 a.m. and 4:30 p.m.
- MCPHS Forsyth School of Dental Hygiene Outreach
Faculty and students of the Forsyth School of Dental Hygiene (“FSDH”) devote thousands of hours to the provision of oral health education, dental screenings, dental cleanings, and fluoride treatments, exposing radiographs, fabricating athletic mouth guards, and placing dental sealants for Boston residents. Some of the sites at which services are rendered are served by students as part of the Community Dental Health Course practicum and student association outreach. Other sites serve as extramural clinical sites.
During the period of time between July 1, 2012 and June 30, 2013, community outreach efforts involved all faculty members as well as 70 students, and provided services for more than 2,000 patients, from elementary school age to geriatric patients, within a variety of settings including clinics, hospitals, health centers, dental centers, community centers, schools and residence facilities. Moreover,

within the Esther M. Wilkins Forsyth Dental Hygiene Clinic located in the White Building, faculty, staff and students provided comprehensive preventive services to 600 Boston residents, with nearly half of the individuals served ages 21 – 40 years of age. More than 35% of patients were 50 years of age or older.

- Healthy Food Festival

This event draws more than 150 community residents to Sheehy Park in Boston’s Mission Hill neighborhood. In addition to focusing upon the preparation and consumption of healthy food choices, over fifty staff, faculty and MCPHS students volunteer to provide blood pressure, oral health care, and nutrition and pulse oxymetry screenings for all attendees.

- Mission Hill Sheehy Park Health Fair

Professional student organizations representing Nursing, Physician Assistant Studies, Pharmacy and Dental Hygiene, and led by the American Pharmacists Association Student chapter at MCPHS, regularly host a Health Fair at Sheehy Park in Boston’s Mission Hill neighborhood. The event, involves a collaborative effort among MCPHS, Mission Hill Health Movement and the Tobin Community Center. With over 50 students and faculty representing multiple health care disciplines participating, 300 community residents regularly take part in this event which offers health-related screening stations as well as numerous educationally-focused displays designed to improve awareness about, and compliance with, good health-related behaviors. Referrals to appropriate health care providers are made for participants when screening results indicate a need for follow-up testing or care.

7.2.5 Academic Program Experience

The University’s curriculum contains multiple courses which have community outreach components. Some examples are:

- Dental Hygiene: DHY 350 – Community Oral Health

In community-based patient care rotations, students learn how to develop programs in community-based settings, focused on assessment, prevention and policy development. Within the past year and a half, students planned and provided oral health promotion and disease prevention programs for the following local groups and agencies:

- “Back to School” Jam, Boston: Provided oral health education and oral screenings as well as distributed vouchers to 45 residents of Mission Hill

redeemable for complementary preventive care at the Esther M. Wilkins Forsyth Dental Hygiene Clinic

- Boys and Girls Clubs of America: Provided 185 children who utilize the Fenway and Dorchester branches of the Club with oral health education and oral screenings. In addition, students from the Dorchester Blue Hills branch participated in the Mission Smile 2012 event. During this event, Forsyth faculty and students provided approximately 20 adolescents with free preventive services, including screening, radiographs, prophylaxis, sealants and fluoride treatments.
 - YMCA Boston: Provided 87 adults affiliated with the International Learning Center with oral health education and access to care information. In addition, caries prevention intervention was established as an ongoing feature of this program.
 - Back of the Hill Apartments, Boston: Provided approximately 15 ambulatory and disabled elders with oral health education, access to care information and blood pressure screenings
 - AstraZeneca-Hope Lodge, Boston: Provided approximately 35 cancer patients and caregivers with oral health education and access to emergency dental care information. In addition, caries prevention intervention was established as an ongoing feature of this program.
 - HeadStart Program, Boston: Provided more than 100 children with oral health education, and sent children home to family members with detailed information about how to secure access to dental care services.
 - EMK Academy for Health Careers, Boston: Provided 40 teenagers of low socio-economic status with oral health education and health care career education
 - Mission Safe of Roxbury: Provided 30 at-risk adolescents with oral health education, including special instruction on issues related to drug use and oral piercing.
 - Mission Grammar School-Mission Hill: More than 100 children between three and six years of age were provided oral health education and sent home to family members with detailed information about how to access dental care services.
 - Sociedad Latina, Boston: Provided five Latino families with oral health education. In addition, caries prevention intervention was established as an ongoing feature of this program.
- Dental Hygiene: DHY 323 & 324 - Clinical Dental Hygiene II and III
Dental Hygiene students participate in community-based patient care rotations as part of their course work. FSDH collaborates with dental facilities to enhance

student learning and to assist in the provision of oral health services to the community. Forsyth students work with a variety of patients, including young children, elders, special needs individuals and underserved populations at a number of community sites. Listed below are the facilities at which FSDH undergraduate students volunteer, along with the types of patients with whom students interact:

- Franciscan Children's Hospital, Boston: Special needs children and adolescents.
- Tufts Community Outreach Program, Boston: Special needs children and adolescents.
- Dimock Health Center, Boston: Children, adolescents and adults.
- Harvard School of Dental Medicine, Boston: Adults.

- Dental Hygiene: DHY 460 – Capstone

Students are mentored relative to the provision of community-based health promotion and disease prevention activities. Projects are planned and implemented under the supervision of community leaders and MCPHS Forsyth School of Dental Hygiene faculty. The organizations and community sites in which health promotion and disease prevention projects were carried out during FY2013 include:

- Boston Public Health Commission: Conducted barbershop outreach presentation with brochure distribution
- AstraZeneca Hope Lodge, Boston: Held community oral health presentation
- Back of the Hill, Boston: Distributed and reviewed oral health brochure/manual
- Families in Transition, YMCA of Greater Boston: Provided community oral health presentations
- Boston Chinese Evangelical Church: Staged community educational presentation and distributed informational brochure
- Back of the Hill, Boston: Collaborated with Senior HealthWISE on health education and support programs
- Massachusetts Department of Public Health, Boston: Provided education and advocacy for fluoride mouth rinse implementation
- HIV Dental Ombudsperson program, Boston: Created educational video for use by the Boston Public Health Commission
- Boston Public Health Commission, Boston: Provided information about pregnancy and oral health issues and dental careers
- MGH Senior HealthWISE, Boston: Conducted community oral health presentations

- Joseph Lee Elementary School, Boston: Developed and distributed in a pediatric medical office an oral health brochure that emphasizes the importance of good oral health in children including information for parents on early childhood caries, nutrition and fluoride varnish.
- Josiah Quincy Elementary School, Boston: Developed an oral health educational coloring book and distributed to children participating in the Boston Public Schools' Smart Smiles Program.
- Dental Hygiene: DHY 446 - ADN to MSN Bridge Program
The Special Care Populations course mandates that students plan and implement an outreach activity that targets a special care group. An essential element of the students' project work involves engagement of other health care providers, either in an educational capacity or in the provision of inter-professional patient care. Recent projects have included public education sessions related to the oral hazards of tobacco use, provision of fluoride varnish and sealant placement, geriatric oral health care and education regarding the oral side effects of chemotherapy and radiation therapy.

7.2.6 Community Events

While located in the heart of the world-renowned Longwood Medical and Academic Area, MCPHS University's Boston Campus is firmly grounded in the soul of Boston's Mission Hill neighborhood. MCPHS faculty, students and staff plan, organize and implement programs, events and services that benefit those who work and live within the diverse and vibrant Mission Hill community. MCPHS invested an estimated more than \$50,000 in wage and fringe benefit costs during FY2013 on the planning and execution of community-focused programs and events. Moreover, MCPHS created and engaged the University's first full-time Coordinator of Community Partnerships, who oversees and manages a growing number of community-focused programs and events designed to address community safety, health and wellness needs. Several community programs and events in which MCPHS plays a leadership role include:

- Back to School Jam: MCPHS collaborates with State Representative Jeffrey Sanchez and more than one dozen other community-minded organizations to organize and stage this popular annual educational event that promotes healthy behaviors among those who live in Boston, and most notably in the Mission Hill neighborhood and Bromley-Heath housing development.
- During FY2013, thirty-seven MCPHS staff members assisted with the coordination of this event including recruitment of student, faculty and staff to offer preventive health screenings, deliver educational materials and, when

necessary, provide referrals for appropriate health care services. Representatives from academic departments of dental hygiene, nursing, Physician Assistant Studies, Pharmacy, School of Medical Imaging and Therapeutics and Arts and Sciences participated, contributing in excess of 300 volunteer hours toward the successful staging of events in Mission Hill and Bromley-Heath, as well as in Brookline. During FY2013, Back to School Jam events attracted more than 400 Boston residents, including nearly 200 residents from the Mission Hill neighborhood.

- Mission Hill Student “Move In Day”: To demonstrate its commitment to the annual orderly turnover of apartments in the Mission Hill neighborhood involving thousands of college students, MCPHS committed \$1,350 toward the rental of an additional trash pick-up truck, and provided on-site personnel for such tasks as trash removal, traffic control, parking and other responsibilities associated with the annual exodus/arrival of students that heralds the beginning of a new school year.
- Mission Hill Community Halloween Celebration: MCPHS annually conducts this free, community-wide event for Mission Hill neighborhood families held on the MCPHS–Boston Campus. Roundtrip transportation and meals are provided for all participants. Thanks to the organizational efforts of, and collaboration among MCPHS, MASCO, Mission Hill Neighborhood Housing Services and Mission Main Tenant Task Force, more than 100 families took part in a variety of Halloween-themed activities, including trick or treating throughout the MCPHS dormitories as well as other games and activities and health screenings for adults staged by campus clubs and organizations.
- ABCD Adopt-A-Family & Tobin Community Center Toy Drive: During December, Staff and faculty members from the Office of University Advancement, Forsyth School of Dental Hygiene and the MCPHS School of Nursing annually contribute in excess of \$600 for the purpose of providing holiday gifts for needy families who live in the Mission Hill neighborhood who would otherwise not have been able to afford to engage in holiday gift giving. MCPHS provided volunteer staffing to help ensure the collection of the largest number of gifts possible that were distributed to needy and deserving families. In addition, MCPHS staff and faculty contributed more than \$300 for the purchase of nearly 70 toys that were delivered to the Tobin Community Center for distribution to children of other disadvantaged families.

- Mission Hill Community Alliance Meetings: As many as ten representatives from MCPHS faculty, staff and students participate in this periodic Mission Hill community-focused gathering with residents, political officials and institutional representatives to discuss and act upon quality of life issues in the Mission Hill neighborhood.
- Mission Hill Problem Properties Task Force: The MCPHS Coordinator of Community Partnerships voluntarily serves on the task force and attends monthly meetings at which Mission Hill residents' issues, problems and concerns relative to living in the Mission Hill neighborhood are discussed and resolutions achieved. The purpose of the Problem Properties Task Force is to provide a forum for the exchange of ideas and concepts related to quality of life issues among residents of the Mission Hill neighborhood, representatives of business and industry and public officials responsible for safety, security and the welfare of all who live and work in Mission Hill.

7.2.7 Community Use of MCPHS Facilities

Non-profit organizations use MCPHS facilities, at no cost to the organizations, for meetings and events. During Fiscal Year 2013, MCPHS–Boston Campus made meeting space available in both the Brant House and the sixth floor meeting facility located in the Richard E. Griffin Academic Center. Nearly 1,000 individuals representing various non-profit community and academic interests made use of these facilities as listed below:

- Colleges of the Fenway
- Massachusetts College of Art and Design
- Mission Hill Neighborhood Housing
- Mission Hill Youth Collaborative
- Mission Hill Neighborhood Holiday Gathering
- Problem Properties Task Force
- Mission Hill “Savor the Flavor” Event
- Sociedad Latina Workforce Development
- Student Community Service

7.2.8 Student Community Service Projects

In fulfillment of their community service requirements, Boston Campus student groups and organizations regularly participate in an ever-widening range of community service projects. For example, between July 1, 2012 and June 30, 2013, MCPHS–Boston Campus student groups and organizations participated in more than four dozen community-focused service projects with

an estimated value of services provided to the greater Boston community of more than \$22,000. The following list provides a comprehensive overview of the many programs in which students devoted time, energy and expertise in community service.

Date	Club/Organization	Event	Location
9/15/2012	Minority Association of Health Professional Students	Boston Heart Walk	Charles River Esplanade
9/20/2012	APhA Academy of Student Pharmacists	Operation Heart BP screening	Walgreens Pharmacy
9/22/2012	Lambda Kappa Sigma	Mission Hill Healthy Food Festival	Sheehy Park, Mission Hill
9/22/2012	Physician Assistant Student Society	Training for Physiology Phun Day	Boston Children's Museum
9/26/2012	Physician Assistant Student Society	Devon Nicole House dinner	Children's Hospital Boston
9/29/2012	Green Sciences and Recycling Committee	Clean-up	Fitzgerald Park, Mission Hill
10/1/2012	Minority Association of Health Professional Students	Rosie's Place canned food drive	On Campus
10/1/2012	Alpha Zeta Omega	Save Lids to Save Lives	On Campus
10/3/2012	Green Sciences and Recycling Committee	Bag drive	On Campus
10/7/2012	Physician Assistant Student Society	Boston Half-Marathon support	Half-Marathon Course
10/8/2012	Phi Delta Chi	Hoop Dreams	TD Garden, Boston
10/9/2012	Phi Delta Chi	Blood drive	Quincy Market, Boston
10/10/2012	Physician Assistant Student Society	Devon Nicole House dinner	Children's Hospital Boston
10/13/2012	Minority Association of Health Professional Students	Diabetes walk	Boston Common
10/14/2012	Minority Association of Health Professional Students	Breast cancer walk	Charles River Esplanade
10/16/2012	Physician Assistant Student Society	Blood drive	On Campus
10/25/2012	Black Student Union	Volunteer at Hope Lodge	Hope Lodge, Boston
10/27/2012	Green Sciences and Recycling Committee	Clean-up	Fitzgerald Park, Mission Hill
10/30/2012	Phi Lambda Sigma	Brown bag event	ABCD Roxbury Senior Center, Boston
10/30/2012	Phi Lambda Sigma	Halloween health fair	On Campus
10/31/2012	Physician Assistant Student Society	Devon Nicole House dinner	Children's Hospital Boston
11/1/2012 – 11/20/2012	Kappa Psi	Canned food drive	On Campus
11/2/2012	Physician Assistant Student Society	Canned food drive	On Campus

Date	Club/Organization	Event	Location
– 11/16/2012			
11/3/2012	Green Sciences and Recycling Committee	Clean-up	Fitzgerald Park, Mission Hill
11/3/2012	Alpha Zeta Omega	St. Anthony's Church volunteering	St. Anthony of Padua Church
11/4/2012	Alpha Zeta Omega	St. Anthony's Church volunteering	St. Anthony of Padua Church
11/8/2012	Faculty and Student Community Outreach Program	Bake sale	On Campus
Date	Club/Organization	Event	Location
11/9/2012	S.A.G.	Child's Play fundraiser	On Campus
11/14/2012	Alpha Zeta Omega	American Red Cross blood drive	On Campus
11/17/2012	LMA Volunteers	Thanksgiving food distribution	Salvation Army, Boston
11/17/2012	Italian American Student Organization	Turkey Trot volunteering	The Fens, Boston
11/18/2012	Mortar and Pestle Players	Therapy dog community service	On Campus
11/19/2012	Physician Assistant Student Society	Devon Nicole House Dinner	Children's Hospital Boston
11/20/2012	Graduate Student Association	Donate to Help	On Campus
11/26/2012	American Red Cross Club	Holiday card signing for heroes	On Campus
11/28/2012	Green Sciences and Recycling Committee	Bag drive	On Campus
12/3/2012	Alpha Zeta Omega	Hope Lodge Smoothie Day	Hope Lodge, Boston
12/5/2012	Physician Assistant Student Society	Devon Nicole House Dinner #5	Children's Hospital Boston
12/6/2012	Commuter Council	Christmas Cards for Patients	On Campus
1/23/2013	Faculty and Student Community Outreach Program	Hypertension discussion	Mission Hill ABCD Center, Boston
1/31/2013	LMA Volunteers	Big Brother Big Sister speaker	On Campus
1/31/2013	Physician Assistant Student Society	PA Interview tour days	On Campus
2/1/2013	Alpha Zeta Omega	Yoplait Lids Collection	On Campus
2/4/2013	Faculty and Student Community Outreach Program	Nutrition discussion	International Institute of Boston
2/7/2013	Green Sciences and Recycling Committee	Bag Drive	On Campus
2/11/2013	Faculty and Student Community Outreach Program	Nutrition discussion	International Institute of Boston
2/17/2013	Asian Student Association	Chinese New Year	On Campus

Date	Club/Organization	Event	Location
		volunteer event	
2/20/2013	Faculty and Student Community Outreach Program	Diabetes discussion	ABCD Center, Boston
3/18/2013	Lambda Kappa Sigma	Daffodil Days	On Campus/Children's Hospital
3/20/2013	Faculty and Student Community Outreach Program	Hyperlipidemia discussion	ABCD Center, Boston
3/21/2013	Green Sciences and Recycling Committee	Bag drive	On Campus
3/23/2013	Korean Students Association	Community service	Colleges of the Fenway
3/23/2013	Alpha Zeta Omega	Goodwill donation	On Campus
3/25/2013	Graduate Student Association	Food drive for ICNA Relief Boston	On Campus
3/27/2013	Alpha Zeta Omega	American Red Cross blood drive	On Campus
4/9/2013	Alpha Zeta Omega	Cradles to Crayons	Brighton
4/13/2013	Student Association of Gamers	Childs' play event	On Campus
4/13/2013	Pre-Med Society	Community Health Fair	Sheehy Park, Mission Hill
4/14/2013	Habitat for Humanity	Rosie's Place	Rosie's Place
4/15/2013	AMCO	Boston Marathon	Water station staffing
4/22/2013	Student Alumni Association	SAA clothing drive	On Campus
4/27/2013	African Students Association	Community service	Rosie's Place

7.2.9 Financial Support and Sponsorship

MCPHS–Boston Campus provides direct financial support and sponsorship funding for community-based and community-organized programs, events and services. The following list represents an accounting of the direct sponsorship/expenses supported by MCPHS–Boston Campus for Boston-related, community-focused activities, programs and services between July 1, 2012 and June 30, 2013.

Date	Reference
8/16/2012	Mission Hill Health Movement Food Fest
8/16/2012	Mission Hill Health Movement Healthy Foodfest
8/24/2012	B-2 Community Service Office
9/13/2012	Mission Hill Neighborhood Housing Services – Mission Hill Road Race
9/13/2012	Sociedad Latina – Mission Possible
9/22/2012	Mission Hill Healthy Food Festival
10/11/2012	Mission Hill Health Movement – Handicap Access
11/6/2012	Fenway CDC Ball

11/6/2012	Mission Hill Main Streets
11/19/2012	Savor the Flavors of Mission Hill
11/27/2012	Colleges of the Fenway
12/4/2012	The Hispanic Social Committee
1/10/2013	Sociedad Latina – Three Kings Day Celebration
2/15/2013	Mission Main Concerned Residents Black History Celebration
4/11/2013	Emerald Necklace Conservancy
5/7/2013	ABCD Parker Hill
5/24/2013	The Fund for Parks and Recreation
6/13/2013	Hispanic-American Chamber of Commerce

7.2.10 Scholarship and Financial Assistance

MCPHS University provides the opportunity for motivated and qualified students who have graduated from high schools located in Boston to benefit from the only three full-tuition scholarship awards that the University offers to any of its students. MCPHS also directs extensive institutional funding for tuition assistance that benefits additional Boston students. Approximately \$1.4 million in scholarship awards and tuition assistance are provided annually to graduates of Boston high schools who are enrolled at MCPHS.

The three full-tuition scholarship awards are:

- Mayor’s Scholarship Award for Boston Latin School: This annually renewable full-tuition scholarship award is granted to a high achieving Boston Latin School graduate, given in recognition of the University’s long-standing relationship with Boston Latin School as a neighbor, and its commitment to academic excellence. Each student’s scholarship award remains in effect as long as the student sustains satisfactory academic standing, and until the student completes his or her degree requirements.
- Carol DiMaiti Stuart Scholarship Award: This annually renewable, full-tuition scholarship award is granted in memory of Carol DiMaiti Stuart to a Boston high school graduate, with preference given to a Mission Hill area resident, who meets or exceeds the University’s admission requirements. The scholarship award is renewable as long as the student remains in satisfactory academic and disciplinary standing, and makes consistent academic progress toward degree completion.
- James T. King Memorial Scholarship Award: This annually renewable, full-tuition scholarship award is granted to Boston residents who are undergraduate

student members of a racial and/or ethnic minority, in recognition of James T. King's long-standing service and dedication to the University. The scholarship award is renewable as long as the student remains in satisfactory academic and disciplinary standing, and makes consistent academic progress toward degree completion.

7.2.11 City of Boston PILOT Program Payments

The University is an active participant in the Mayor's PILOT Program, having paid \$291,700 to the PILOT Program in Fiscal Year 2013, and has annually made PILOT payments to the City of Boston since 1996, totaling in excess of \$2,800,000.

7.2.12 Good Neighbor Policy

It is also the University's expectation that all MCPHS students demonstrate responsible citizenship, both on and off campus, and MCPHS strictly enforces its "Good Neighbor Policy," which is as follows:

Good Neighbor Policy

(From the MCPHS Student Handbook)

Students who reside in or visit the University neighborhood are expected, as members of the MCPHS community, to demonstrate respect and concern for all members of the local community. As such, MCPHS expects students to demonstrate responsible citizenship in the local neighborhood. Several community service opportunities exist for students. Contact the Student Activities Office for more information.

To support the goal of being "good neighbors," the following conduct (and any other of a like sort) will not be tolerated: excessive or unreasonable noise, sponsoring parties for profit (the illegal sale or distribution of alcoholic beverages which may include the use of tickets, tee-shirts, mugs, cups and/or any other items as a price or condition of admission), sponsoring social gatherings which would disturb neighbors and/or authorities and be disruptive to the community, serving minors, disorderly conduct, public drinking, use, sale or distribution of illegal drugs, harassment of neighbors, defacing or damaging property, interfering with the City of Boston Police or utility agencies in the performance of their duties, public urination, throwing objects out of apartment windows and the use, sale, manufacturing or distribution of fake IDs.

MCPHS students may be charged through the Student Discipline System for violating this policy and for misconduct that arises off-campus if the student is in violation of federal, state, or local laws or University policy that brings into question one's suitability as a member of the University community. If found responsible, students would be subject to sanctions up to and

including loss of residence or suspension or dismissal from the University.

8. Public Review Process

The University's 2014 Master Plan is the result of the University's internal strategic planning process as well as extensive discussions with the surrounding neighborhood and the City of Boston. MCPHS will continue discussions with the local community, including neighbors in the Triangle neighborhood.

As part of the Public Review Process for the 2014 Master Plan, after the submission of the Letter of Intent the BRA established the MCPHS Taskforce, which consists of the following individuals: Patricia Flaherty, Mission Hill Neighborhood Housing Services; Sarah Hamilton, MASCO; Jessica Casey, Community Alliance of Mission Hill; Richard Rouse, Mission Hill Main Streets; Gloria Murray, Mission Main; and Lois Regestein, Triangle Area. The University conducted meetings with the Taskforce and appreciates the support of the Taskforce during the comment period of both the IMPNF and the IMP.

9. Proponent Information

MCPHS University
179 Longwood Avenue
Boston, MA 02115-5896
Tel: 617-732-2800 Fax: 617-732-2801

Richard J. Lessard, Vice President
Chief Operating Officer and Chief Financial Officer
Tel: 617-732-2237
Email: rlessard@mcphs.edu

APPENDIX I

COMMENTS FROM PUBLIC AGENCIES

BRA MEMORANDUM

TO: Katelyn Sullivan, Project Manager
FROM: David Grissino, Senior Architect/Urban Designer
DATE: January 10, 2014
SUBJECT: Massachusetts College of Pharmacy and Health Sciences
Institutional Master Plan Notification Form

URBAN DESIGN COMMENTS

Background

On December 11, 2013, the Massachusetts College of Pharmacy and Health Sciences (MCPHS) filed an Institutional Master Plan Notification Form (IMPNF) which described the strategic goals and vision for its campus in Boston. No new projects are contemplated within the 10-year term of the IMP; the future growth for the institution is anticipated to occur in the Worcester and Manchester, New Hampshire campus locations.

Institutional Master Plan

Student Housing Plan

In Section 1.8 of the IMPNF, MCPHS describes its existing campus and facilities in detail. The description of the Fennell/Iorio Building suggests the possibility of increasing the gross floor area in this building which is dedicated to academic and support uses and decreasing the gross floor area dedicated to residential uses. MCPHS also states that this would only be done “as long as there is no net decrease in the number of beds under the University’s control.”

Additional information should be provided in the IMP regarding this potential loss in available area for student beds and the strategies which would be used to accommodate any change to the existing student bed distribution. In addition, commentary should be provided regarding the accommodation of additional students based on the potential 2% annual growth in enrollment during the term of the IMP.

January 17, 2014

Brian P. Golden, Acting Director
Boston Redevelopment Authority
Boston City Hall, Room 925
Boston, MA 02201
Attention: Katelyn Sullivan, Project Manager

Re: Massachusetts College of Pharmacy and Health Sciences University
Institutional Master Plan Notification Form

Dear Acting Director Golden:

The City of Boston Environment Department has reviewed the Institutional Master Plan Notification Form (IMPNF) for the Massachusetts College of Pharmacy and Health Sciences University (MCPHS) and offers the following comments.

The annual enrollment growth rate on the Boston Campus is projected to be approximately 1.5% to 2% due to space constraints and requirements of various accreditation bodies.

The University's Boston campus currently consists of:

- a three-building main building complex for academic, research, administrative office, residential/dormitory, support uses and parking. It is located at 179 Longwood Avenue in the Longwood Medical and Academic Area (LMA);
- the President's residence at 700-702 Huntington Avenue; and
- the Griffin Building at 662-670 Huntington Avenue used for academic and office support space.

Research space on the campus is currently leased to Brigham and Women's Hospital.

MCPHS has about 675 residential student beds on campus – 178 in the Matricaria Building in the main complex and 167 in the Fennel/Iorio Building in the main complex. MCPHS has 345 dormitory beds and controls 258 beds at the Massachusetts College of Art and Design as 72 student beds at Wentworth Institute of Technology.

Through the use of stackers, MCPHS has about 85 parking spaces in the Matricaria Building and, using stackers, 96 spaces in the Fennel/Iorio Building. Forty (40) spaces are under long-term lease to Brigham and Women's Hospital. About 25 spaces are leased from City View Apartments at 75 St. Alphonsus Street. Parking is exclusively for employees.

MCPHS provides a 70 percent subsidy for employee monthly MBTA pass expense; 33% of employees in Boston take advantage of this benefit.

The proposed 2014 Master Plan is for a ten (10) year period and does not contemplate any new institutional projects within the term. No material changes to the 2002 Master Plan projects that would constitute a change in the permitted uses, dimensional, parking, or loading elements of such projects.

The IMPNF indicates that during the term of the 2014 Master Plan (IMP), the University might lease facilities, including parking, outside the IMP area. They are not expected to require amendments to the IMP.

The purpose of the issues we will outline in these comments are two-fold: they are necessary in order to meet the City of Boston's goal to reduce Boston's GHG emissions by 25 percent by 020 and 80 percent by 2050 and to ensure that MCPHS continue its distinctive and important missions for another 200 years.

CITY OF BOSTON KEY PRIORITIES

- On-site alternative energy generation to the maximum extent possible
- Reduced energy intensity to the maximum extent possible
- Plans and efforts to achieve LEED Platinum status for projects
- Conserve, maximize efficiency and reuse water to the greatest extent possible
- Seek innovative green attributes that exceed existing performance and strengthen the brand of institutions as "green"
- Maximize Transportation Demand Management (TDM) opportunities for all students and staff
- Create a standard for sustainable campus operations and maintenance
- Assess the construction and operation vulnerability of campuses and projects through the Climate Change Preparedness and Resiliency Checklist for New Construction

We ask that the IMP include the following sections and information:

- Sustainability and Green Building
 - existing and planned technologies and practices including such measures as the development of a sustainability plan, the use of LEED for Existing Buildings Operations & Maintenance
- Climate Change Preparedness and Resiliency
 - existing and planned preparedness and adaptation measures to maximize the resiliency of the campus including completion, to the maximum extent possible, the Climate Change Preparedness and Resiliency Checklist
- Transportation Demand Management
 - a summary of employee categories – the number of full-time, part-time and contract employees
 - the categories of employee eligible for the 70 percent transit pass subsidy
 - the overall number of employees, not reported as FTEs, who take advantage of that subsidy
 - other TDM measures offered to decrease single-occupant vehicle commuting (e.g. MCPHS membership in MASCO, emergency ride home, ridematching)
 - the fee employees pay for parking
- Historic Resources
 - a summary of historic and archaeological resources owned or controlled by MCPHS
 - planned changes to any of those resources

This department compliments MCPHS on the sustainable measures it already employs to reduce its environmental impacts; we urge it to take credit in the IMP for those efforts.

We thank you for the opportunity to comment and for your consideration.

Sincerely,



Maura T. Zlody
Senior Environmental Policy Analyst

APPENDIX II

COMMENTS FROM PUBLIC



Member Institutions

- Beth Israel Deaconess Medical Center
- Boston Children's Hospital
- Brigham and Women's Hospital
- Dana-Farber Cancer Institute
- Emmanuel College
- Harvard Medical School
- Harvard School of Dental Medicine
- Harvard School of Public Health
- Isabella Stewart Gardner Museum
- Joslin Diabetes Center
- Judge Baker Children's Center
- Massachusetts College of Art and Design
- Massachusetts College of Pharmacy and Health Sciences
- Massachusetts Department of Mental Health
- Simmons College
- Temple Israel
- Wentworth Institute of Technology
- Wheelock College
- The Winsor School

Associate Members

- Blue Cross Blue Shield of Massachusetts
- Harvard Vanguard Medical Associates
- Merck Research Laboratories

January 3, 2014

Ms. Katelyn Sullivan
 Project Manager
 Boston Redevelopment Authority
 One City Hall Square
 Boston, MA 02201

RE: MCPHS University Institutional Master Plan Renewal

Dear Ms. Sullivan,

As a member of the MCPHS University Task Force, I wish to express my support for approval of the Institutional Master Plan renewal submitted to the BRA on December 11, 2013 pursuant to Article 80D of the Boston Zoning Code. The University has done a very good job reviewing its completed projects from the prior plan as well as its significant community contributions to the City of Boston and nearby neighborhoods. There are no proposed projects in the current plan, which has been filed in order for the University to continue to be in compliance with the Code.

Sincerely,

Sarah J. Hamilton
 Vice President,
 Area Planning and Development

cc: President Charles Monahan, MCPHSU
 Richard Lessard, Vice President of Finance, MCPHSU

APPENDIX III

PUBLIC NOTICE

The Boston Redevelopment Authority ("BRA") pursuant to Article 80, Section 80A-2 of the Boston Zoning Code (the "Code"), hereby gives notice that an Institutional Master Plan ("IMP") was filed pursuant to Section 80D-5 of the Code by MCPHS University ("University") on April 1, 2014 responding to the BRA Scoping Determination issued on January 21, 2014 and describing the University's: mission and objectives, existing properties and uses, campus demographics and employment, urban design and planning framework, student housing plan, transportation and parking management, environmental sustainability and public benefits. Approvals are required of the BRA pursuant to Article 80 for the issuance of an Adequacy Determination by the Director of the BRA for the approval of the IMP.

The IMP may be viewed at the following locations: Office of the Secretary of the BRA, Boston City Hall, Boston, MA 02210 (Monday through Friday, 9 AM to 5 PM, except legal holidays). Copies may also be reviewed at the Mission Hill Branch Library, 1497 Tremont Street, Boston (during regular library hours).

Public comments on the IMP should be transmitted to Ms. Katelyn Sullivan, Project Manager, BRA, at the address stated above, or by email at Katelyn.Sullivan.BRA@cityofboston.gov within sixty (60) days of notice.

Boston Redevelopment Authority
Brian Golden, Secretary
April 2, 2014