

# *Community Benefits 2014 Annual Report*



# Northeastern University





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### Purpose

In December of 2013, the City of Boston gave final approval to the Northeastern Institutional Master Plan (IMP). The IMP describes major capital projects planned on campus over the next ten years, but it also affords the opportunity for the University to put forth in a Cooperation Agreement an array of programs and projects of mutual benefit for the University and the surrounding community. These proposals draw alignment in the areas of education, employment, purchasing, recreation and housing. Over the past year, Northeastern has been energetically pursuing the elements in the agreement. Many of the commitments are intended to build towards ambitious goals during the term of the IMP, however it is the University's intention to issue an annual report and describe the year's progress towards the goals that have been set.

### Participants

We want to thank all of the people who helped the University shape the goals for these benefits and their subsequent implementation. The BRA and the IMP Task Force gave us invaluable guidance on what issues were most important to the community and the IMP Advisory Council will keep them front and center. A steering committee of key people from University departments has taken responsibility for leading the implementation. Represented on the steering committee are Community and Public Affairs, Human Resources, Procurement, Facilities and Campus Planning, the Provost's Office and Enrollment Management. Going forward, members of the steering committee will be seeking involvement from around the University to join in efforts to meet the goals that have been set.

### Help Along the Way

Next Street, an urban merchant bank and consulting firm, was hired by the University to strategize with the steering committee to find a path towards meeting the goals. Together with Next Street, the University developed baseline data and then analyzed current practices and processes to better meet goals. Once new systems were developed to help with procurement and hiring goals, Next Street phased out of the implementation so that University departments could assume ownership of progress and results. Next Street is continuing to work with the steering committee on the Community Benefits Capacity Building Program and Community Development Fund, which are both directed at increased engagement with small local, minority and women-owned business enterprises as vendors for work at the University.

### Only a Start

This document presents quantitative and qualitative progress that Northeastern University has made in meeting the IMP goals in the year since the University made its presentation to the BRA. The document reflects the desire for Northeastern, as an urban-based institution, to set a new standard of civic engagement with local neighbors.

The full extent of the IMP can be viewed at [www.northeastern.edu/masterplan](http://www.northeastern.edu/masterplan). Questions or comments on the plan or the report can be sent to John Tobin, Vice President of City and Community Affairs at [j.tobin@neu.edu](mailto:j.tobin@neu.edu).

Northeastern hosted the 3<sup>rd</sup> Annual Supplier Networking event on August 21, 2014 at the Curry Student Center. There were over 340 attendees that had access to 30 exhibitors with representation from many local schools and state agencies.



## Minority, Women and Small Local Business Enterprises Procurement

### *IMP Design and Construction Spending & Hiring*

Northeastern's first large project of the 2013 IMP is the Integrated Science and Engineering Complex. Northeastern has chosen to use this project to emphasize the University's support of the local economy. Northeastern is doing this by prioritizing an effort to hire local companies and requiring these companies to prioritize the hiring of local residents to work on the project. The project is also working to hire a diverse project team by hiring minority and women-owned businesses (M/WBE).

### 2014 Key Progress

Construction on the Interdisciplinary Science and Engineering Complex (ISEC or the Project) commenced in May 2014. Suffolk Construction Company (Suffolk) is the Construction Manager for this project and both the Workforce and Minority, Women and Small Local Business Enterprise (M/W/SLBE) goals are incorporated into the Construction Agreement between Suffolk and Northeastern as well as being incorporated into subcontract agreements that are executed by Suffolk.

**In an effort to attain these goals, the following outreach efforts were conducted:**

#### **December 2013**

- Diversity Development, a company specializing in diversity goals, workforce hiring and community outreach, was hired by Northeastern to provide diversity support on the Project.

#### **January 2014**

- Bi-weekly meetings commenced with the Project Team to specifically address the above-stated goals and other community outreach efforts.

### February 2014

- A partnership was created with Building Pathways, a pre-apprenticeship program organized to increase diversity within the building trades.
- Suffolk held a pre-construction start-up meeting with the Carpenters Union and the Building Trades' Business Agents to discuss the commitment to support the workforce diversity goals for the Project.

### March 2014

- Diversity Development hired a Northeastern Engineering Alumnus to enhance our current intern program with Madison Park Vocational High School. Northeastern's Facilities Division currently has three co-op students that work in our Automotive Shop and discussions have begun to potentially expand the current program into other areas within the Facilities Division.
- Suffolk presented a project overview at a Massachusetts Minority Contractors Association (MMCA) meeting.

### April 2014

- Boston Residents Job Program (BRJP) Kick-off Meeting was held.
- Diversity Development completed and implemented the ISEC compliance program for the ISEC construction manager and subcontractors.

### May 2014

- The first M/W/SLBE Partnering Session was held at Northeastern and was attended by over 50 M/W/SLBEs. Northeastern coordinated with MMCA, Massachusetts Supplier Diversity Office (SDO) and the Small Business Association to organize this session.
- Outreach was completed with local banks and certifying agencies to provide guidance and possible assistance to interested M/W/SLBE subcontractors interested in the Project.

### June 2014

- A Madison Park co-op student was hired for summer 2014 to work on the Project. One Boston resident/minority Northeastern co-op student was hired for a six month term to work on the Project.
- Two Community Outreach Coordinators were hired to be present on the job site to assist with workforce goals. The role of the Coordinators is to interface with potential walk-on employees. There is an area at the job site entrance that has job applications for walk-on candidates from the local community. The Coordinators also work with local community members and conduct outreach to identify potential minority, women and Boston resident workers for the Project.
- Northeastern, Suffolk Construction and Diversity Development presented to the Boston Employment Commission describing the Project, measures taken, and plans to ensure compliance with the BRJP Workforce Goals.

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The graph below presents weekly Workforce Utilization for the ISEC Project for FY14\* and the overall cumulative totals for the same period:

<b>Workforce Utilization</b>	<b>Workforce Goal</b>	<b>Total as of June 29, 2014</b>
Minority	35%	34%
Women	10%	5.7%
Boston Resident	51%	29.9%

\*FY14 = 7/1/2013 to 6/30/14

Suffolk awarded only one subcontract during FY14. The subcontract was awarded to a WBE and the contract award was for \$4,625,000, which is approximately 3% of the overall construction budget. It is important to note that only five weeks of construction activity occurred during FY14, so these numbers are not representative of the minority and women business entity participation that is expected on the Project.

## Continued Progress

- Meetings will continue with SDO to identify M/W/SLBEs that could be used on the Project.
- Significant outreach to bidders is in place to require them to submit plans to meet M/WBE and Workforce goals prior to award.
- Bi-weekly corrective actions are in place with subcontracts that are not on track to meet Project goals.
- Routine meetings are held with trade business agents to help identify candidates to meet Workforce goals.
- As the construction contract changes from being a foundation-focused effort to full building construction, we will look forward to making further gains on the construction hiring goals articulated in the table above.

## Overall Spending

Northeastern spends a great deal each year to keep the University running and has identified this spending as an opportunity to support the local economy. The intent is to focus spending where practical on small, local businesses within Boston zip codes. Northeastern is not only spending more with these small, local businesses it is also making it easier for these companies to meet the requirements Northeastern has for doing business on campus, and assisting these companies with training to help mature their business to become capable of meeting more of the needs of the University. Northeastern is also working on increasing spending with minority and women-owned businesses.

## Minority, Women and Small Local Business Enterprises Procurement

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Northeastern has set the following goals to increase business with small, local businesses, minority-owned businesses and women-owned businesses.

- Northeastern will direct 10% of non-Northeastern IMP design/construction spending at Northeastern to W/MBEs within three years.
- Northeastern will commit to increasing business with SLBEs to 20% of its discretionary spending and W/MBEs to 12% of discretionary spending within ten years. In addition, Northeastern will identify appropriate community-based businesses for on-campus opportunities, with the goal of integrating them into new or existing University buildings as well as designating them as preferred vendors in the University purchasing system. Also Northeastern will continue to hold vendor fairs, including events targeted specifically to SLBEs and W/MBEs.

### 2014 Key Progress

Northeastern's Procurement Services Department (Procurement) has been assigned responsibility for implementing initiatives to meet the spending goals. In the past year, Procurement has realigned many of their processes to better conduct business with minority-owned, women-owned, and small local companies (M/W/SLBE).

#### **Procurement has:**

- Lowered the general liability insurance requirements from \$5 million to \$1 million to eliminate a hurdle for many small suppliers.
- Hosted the 3<sup>rd</sup> Annual Supplier Networking event on August 21<sup>st</sup> at the Curry Student Center. There were over 340 attendees that had access to 30 tables with representation from many local schools and state agencies including Boston College, Harvard University, Simmons College, Boston University, Wentworth Institute, MBTA, and Massachusetts Department of Transportation.
- Updated Northeastern's data files to reflect accurate categorization of the University's current supplier base on whether they are M/W/SLBE.
- Created a process for categorizing new suppliers to more easily track University spending with M/W/SLBEs.
- Created a reporting structure to include Tier I, a business we directly do business with, and Tier II, these are typically sub-contractors to a Tier I business, suppliers to determine if they are M/W/SLBE.
- Developed "How to Do Business" marketing materials for distribution to vendors looking to do business with Northeastern.

#### **Procurement Partnership Highlights:**

- For more than 20 years, Procurement has been an active member of the Greater New England Minority Supplier Development Council (GNEMSDC). In September 2014 representatives from Procurement attended the GNEMSDC conference held in Connecticut, served on a panel to discuss how to do business with Northeastern, and participated in the one-on-one matchmaker sessions with potential suppliers.



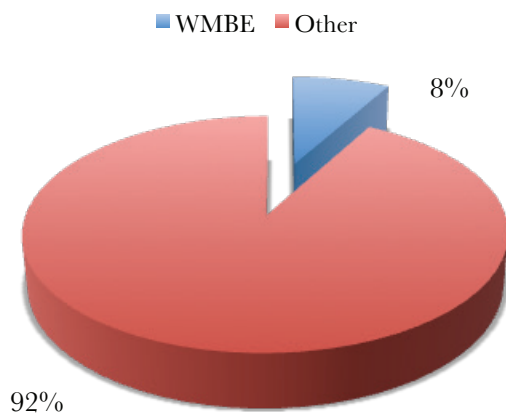
- For two years, Northeastern has partnered with Interise, a local non-profit providing business operations training for start-up businesses. Procurement receives a notification once a business has completed Interise's training. Procurement then looks for potential opportunities within the University for these businesses to become a preferred supplier.
- This year Procurement participated in a local supplier networking event sponsored by the Dudley Square Main Streets and held at the JUBA Restaurant in Roxbury.

## Current Goal Numbers

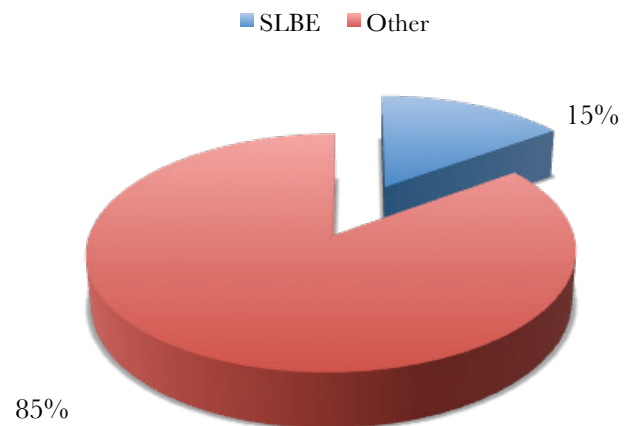
Northeastern's database year for reporting is Fiscal Year 2014 (7/1/13 - 6/30/14)

### *Fiscal Year 2014 Addressable Spend*

#### Women/Minority Owned Business Enterprise



#### Small Local Business Enterprise



## Next Steps

- An outreach communications plan is in process for internal buyer participation that includes information on M/W/SLBE goals.
- A database of local businesses is being created which will be promoted throughout Northeastern by Procurement's website and procurement training for departments.

During the past year, Northeastern has hosted two community job fairs. These fairs have been attended by over 20 vendors and over 1,000 applicants.



## Employment Opportunities

### *Community Hiring & Internships*

Northeastern supports the surrounding community by hiring people from adjacent neighborhoods. Northeastern is increasing its advertising of open positions to the adjacent neighborhoods as well as the job fairs the University puts on every year. Northeastern is also increasing job readiness trainings with topics such as resume writing and interview skills.

### **Hiring and Internship Goals**

- Northeastern will pursue the goal of increasing Northeastern employees in the contiguous zip codes by 3-5% within three years.
- Northeastern will encourage Northeastern vendors to hire an additional 100 employees from the contiguous zip codes within three years.
- Northeastern will provide 10-15 three-month internship opportunities to community members per year.

### 2014 Key Progress on Hiring and Internships

The responsibility of implementing procedures to meet the hiring and internship goals has been assigned to the Northeastern Human Resources Management (HRM) Department.

### **Northeastern's HRM Department has**

- Evaluated the online posting sites on which Northeastern posts job openings and researched new posting sites with the goal of reaching local residents.

- Assembled a print media plan targeting local neighborhoods to inform the residents of hiring events at Northeastern.
  - Ads were created conveying the message that the event was a community-focused Job Fair, featuring top local employers and training organizations.
  - Some of the publications where the ads were posted are: Boston Metro, Fenway News, Bay State Banner, Mission Hill Gazette, Back Bay Courant, and Dorchester Reporter.
  - Flyers for the events were distributed to all of the City of Boston Main Streets organizations.
  - Ads were posted on Northeastern’s City and Community Affairs Facebook and Twitter accounts.
  - Ads were also posted on the list serve for Boston Career Link, YMCA Training Inc., and Operation A.B.L.E.
  
- Expanded the current internship program on campus from four interns to five interns.
  - Departments that hosted an intern are: College of Professional Studies, Academic and Faculty Affairs, Pharmacy Practice, and Distance Learning and Educational Technology.
  
- Built on existing relationships with temporary hiring agencies to promote diverse and local hiring.
- Worked with these preferred temporary hiring agencies to aim their job placements at Northeastern to meet the IMP goals.

**Temporary Hiring Agencies:**

- KNF & T Staffing Resources
- Total Clerical Services
- Professional Staffing Group

## The Goal Numbers in Context

- When the goals were implemented Northeastern had 394 employees residing in the contiguous zip codes, making up 10.99% of the faculty and staff at Northeastern. Increasing this number by 3-5% requires hiring 12-20 employees, increasing the count from 394 to 406-414. Complications arise when reaching this goal due to regular employee turnover combined with employees moving out of the city. Attrition plus the goal is the equivalent to adding 100+ local employees per year.

	2008	2009	2010	2011	2012	2013	2014
Number of employees in local zip codes	298	319	321	346	347	394	388
Percent of employees residing in local zip codes	10.4%	10.8%	10.5%	10.7%	10.3%	11.0%	10.2%

## Employment Opportunities

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- As of September 1st, 2014, the count of employees residing in the contiguous zip codes was 388. This is up significantly from 2008-2012, but a drop from 2013.
- An important point to make is that 10% of Northeastern full-time employees reside in the local zip codes compared to approximately 4% of the Northeastern job applicant pool who reside in the local zip codes.
- Additionally, the outreach efforts and job fairs seem to have paid off with respect to applicant pools. The number of applicants residing locally in 2012 and 2013 were 3.7% and 3.9% respectively. In 2014, the number of applicants jumped to 6.2%.

## Next Steps

- Meet with department heads and hiring managers throughout the University to garner support and educate them on the hiring initiatives. Provide the departments with resources and advice to help meet the goals.

## *Career Training and Job Fair*

Northeastern will sponsor 10 employment training and education programs to community members per year as well as annual job fairs, and hold events targeted specifically to local residents.

## 2014 Key Progress on Career Training and Job Fairs

- Northeastern has hosted two community vendor job fairs. These fairs have been attended by over 20 vendors and over 1,000 applicants. A few of the vendors who attended the vendor job fair are Rebecca's Café, Laz Parking, and Chartwells Food Services.

<b>Job Fair</b>	<b>Vendors</b>	<b>Attendees</b>	<b>Applications Received</b>	<b>Interviews Conducted</b>	<b>Hires</b>
<b>July 23, 2013</b>	24	700	1638	291	58
<b>July 31, 2014</b>	21	311	301	89	54

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Northeastern partnered with local agencies and community centers to design and provide two job readiness workshops. These workshops had 40 participants; 26 participants of the 40 also attended the Community Job Fair. Below are the workshop agendas.

## *Resume 101*

June 25, 2014

### **Instructor**

Joan Cirillo, President of Operation A.B.L.E.

### **Description**

Workshop focused on providing job seekers with essential skills in crafting a successful resume. This workshop provided hands on training in one of Northeastern's Computer Labs.

### **Workshop Agenda**

- Different Kinds of Resumes: Chronological and Functional
- Four Must-Haves on Resumes: Heading, Objective, Qualifications, and Work History
- Additional Components: Education/Training, Awards/Certificates, Military Service, Volunteer Service, and Special Skills
- Other Things to Consider

## *Attending a Job Fair*

July 9, 2014

### **Instructor**

Maddrey Goode and Kathleen Brant from Boston Career Link

### **Description**

Workshop focused on providing job seekers with essential tools that would prepare them to successfully attend a Job Fair.

### **Workshop Agenda**

- Getting Ready
- Rules of Engagement
- The Process
- How to Make a Professional Impression
- How to Access Boston Career Link Services

### Participant Comments & Feedback

*"I'm walking away more confident better prepared."*

*"Northeastern made me feel special with this workshop and beautiful space."*

*"I had no idea about Boston Career Link and what they offer, I need more help from them."*

*"Tips will help me re-do my resume this weekend."*

*"Appreciate that this class is free. I'm unemployed right now and everything really helps."*

*"I want to say thank you I'm new to the U.S. here from Spain. This is my first classroom experience."*

*"Thanks Northeastern for making me feel like a part of something. I met great local employers today."*

*"I attended both workshops leading up to this fair and feel very prepared to present myself."*

*"This was a great event. I made a lot of local contacts who can offer job opportunities."*

*"I have been working with a sponsor who brought me and three others from our program to your job fair. I've been through a lot and have had many struggles. But finally I felt prepared enough to try and get the job. I arrived at job fair feeling good about myself. But once I got in the room I became panicked. My sponsor was with someone else and all of sudden I began sweating then crying that's when a member of HRM came over to me. She quietly took me to the side and told me who she was. She told me to take short breaths and brought me to the bathroom. I told her my story and all she said was how wonderful it was that I was there and that she was going to help me. She helped me get calm and put makeup back on and helped me find my sponsor. She was so kind and respectful I felt safe and welcomed. She checked on me and at the end made sure that I had met with all the people I had interest in. I just can't thank her enough it was her kindness that helped me to be brave and do my best. She didn't judge me but gave me respect and confidence. I am proud to report to you that I got a job today which was through a person I met at the fair. I will be working full time for the first time in 8 years. I can focus on being healthy and take care of my family."*

Northeastern held two college readiness programs for Boston Public High School students and their parents. The program included information on how students can be successful in college as well as the financial aid process.



## Partnership for Academic Success

### *College Readiness*

Northeastern has a long history of supporting local Boston Public School (BPS) students and their parents with the college admissions process. Northeastern understands that preparing for and navigating the process of getting into college is not simple. Northeastern uses the resources it has to hold College Readiness events to help guide students to the college of their choice.

### *2014 Key Progress*

- The first College Readiness event sponsored by Northeastern took place on Wednesday, November 20, 2013 from 6 – 8 PM in the Raytheon Amphitheater. Over fifty participants from our local zip codes and the greater Boston community attended. Participants included high school aged youth, parents, guidance counselors, and youth workers. Program content included a power point presentation containing information on how students can be successful in college, and the financial aid process. The session ended with an interactive discussion with a panel made up of students from Boston that currently attend Northeastern.
- The second College Readiness event sponsored by Northeastern took place on Saturday, May 10, 2014 from 9 AM – 12 PM in the Curry Student Center Ballroom. The session had participants from our local zip codes and the greater Boston community primarily made up of parents and their high school-aged students. This session included an overview of the common application, and a break out session where parents and students were separated. The parent breakout session focused on financial aid, while the student breakout session was a reflective workshop that asked the students to think about how their extracurricular activities contributed to their college goals. The session finished with campus tours for interested participants.



*Fall 2014 Foundation Year Students*

## Program Feedback

A parent of an 11<sup>th</sup> grade student at a BPS told us that the program content was the most informative and useful of any information he had received so far on the college admission process.

## Events

- The two College Readiness events this academic year will be held in January and May of 2015. The first session is scheduled to take place on Saturday, January 10th from 9 AM – 12 PM in the Fenway Center at Northeastern.

## *Foundation Year*

Northeastern created Foundation Year to help local students who do not have the credentials to get into a four-year college earn class credit and the skills to eventually gain admittance. Foundation Year is designed for recent high school graduates or individuals who have completed the GED. Foundation Year integrates rigorous academics with student support services to create an environment where students can be successful in their first year of college.

Foundation Year students are enrolled in Northeastern University's College of Professional Studies where they earn a full year of college credit. To foster camaraderie and peer-to-peer learning, the program is a cohort model, which means that all Foundation Year students attend classes together.

## 2014 Key Progress

- Beginning Spring 2014, priority was given to BPS graduates from the specified zip codes in the admissions process.
- New systems for the admission selection process were put in place in order to track and report on the zip code of applicants to Foundation Year.
- Sixteen students from the specified zip codes were enrolled in the 2014 - 2015 school year cohort.



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## Scholarships & Financial Aid

Northeastern is committed to educating local BPS students to become global citizens. Northeastern offers many scholarships to attend Northeastern that are available only to BPS students from the neighboring zip codes. These scholarships range from full tuition to meeting demonstrated financial need.

Northeastern provides many programs to market these scholarships to local students. Northeastern has also created strong relationships with BPS guidance counselors to help inform them of Northeastern's scholarships and help them then inform their students of the opportunities Northeastern has available for the students.

### Measureable Goals on Education Access

- Beginning fall 2015, Northeastern will offer an additional 30 full-tuition, need-based scholarships to BPS graduates; 20 of these from students from homes in zip codes 02115, 02118, 02119, 02120, 02130 and 02215 and 10 from students applying citywide, in addition to continuation of 120 full-tuition scholarships currently offered in Boston. Of the 120 existing scholarships, a minimum of 10 will be targeted to the specific zip codes.
- Beginning fall 2015, Northeastern will provide financial aid covering 100% of demonstrated need for all enrolling BPS students from these zip codes.

## Boston Public High Schools Scholarships and Financial Aid

Northeastern University has a longstanding commitment to Boston Public High School students and graduates. Through community-based programs, admission, and financial aid initiatives, creating pathways to college and degree completion remain a priority for the university.

Annual Amount Per Student	Name of Scholarship	Awarded Annually
\$57,490	Boston Public High School Scholarship	up to 10
\$57,490	The Northeastern Boston Valedictorian Scholarship	up to 10
\$42,534	The Boston Housing Authority Scholarship	up to 10
\$42,534	Northeastern Neighborhood Scholarship	up to 10
\$57,490	Balfour Academy Scholarship	up to 4
\$57,490	Torch Scholars Program	up to 3
\$15,000	The Ujima Global Leaders Program	up to 5

## 2014 Key Progress

Northeastern's Enrollment Management and Students Affairs staff is initiating a plan to support the new scholarship and financial aid commitments for 2015. Strategies are focused in four major areas including a) establishing new feeder programs, b) reconnecting the institution at a personal level to Boston students, c) actively partnering with the city's public school counselors, and d) actively promoting new scholarship opportunities.

### Steps taken so far by Enrollment Management and Student Affairs to meet these goals are:

- Developed baseline data analyses and assessments of the current scholarship statistics against goals.
- Implemented a strong Boston recruitment strategy that will take course over the 2014-2015 Academic Year. Northeastern anticipates that initiatives will broaden in 2016 based on an outcomes assessment of year one.
- Pursued tactical opportunities for increased visibility of Northeastern and greater interaction between Northeastern and the Boston Public Schools including:
  - Aggressively partnering with existing college preparatory programs at Northeastern to improve the recruitment pipeline. A few of these programs are Bridge to Calculus, Early College Experience, and Balfour Academy.
  - Increased outreach to and communication with Boston Public School guidance counselors. Monthly email updates to Guidance Counselors are provided from the Dean of Admission.
- Established a Guidance Counselor Advisory Board. The establishment of this board creates a partnership with the college counseling and guidance community at a range of critical schools in the city. This allows for the counseling community to further explore Northeastern's campus, and interact with current students, faculty, deans and key members of the admission and enrollment staff. Northeastern will seek input from partners on important issues related to the college admission process, student retention and issues affecting Boston students. The Counselor Advisory Board consists of two counselors from one of Boston's 35 traditional district schools, one counselor from a Boston Public Exam school and one counselor from a Boston Charter School.
- Increased and targeted outreach to high performing Boston Public School students through expanding on campus visiting programs such as:
  - **NU Preview Day** - An opportunity for high talent students, including local students, to visit the campus and attend targeted sessions about academic rigor and the experiential learning model, meet college deans and faculty, and spend time on campus.
  - **Reception for all BPHS and Valedictorian Scholarship nominees** - This unique opportunity (Spring 2015) will create another touch point for Boston's most talented students and offer additional exposure to the value of a Northeastern education. Students will participate in an information session specifically geared toward this audience, have the opportunity to dialogue with a student panel of local area students, hear from the Center of Community Service and learn about the support they can expect to receive from the Opportunity Scholarship and Outreach Programs office.

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- **Campus Overnight for Boston resident admitted students** - This event aligns with the Admitted Student Welcome Day where students will participate in day-long programming showcasing the University. The overnight portion will be held in conjunction with existing programming for the Ujima Global Leaders and other targeted populations. This program allows newly admitted students to further explore the University, spend a night in the residence halls with a current student, and experience a day in the life of a current Northeastern student.

## Next Steps

- Starting in Spring 2015, the Counselor Advisory Board will meet semi-annually to provide a forum for discussing current educational trends, learning about Northeastern academic programs, students services, financial aid, scholarships, changing position in the marketplace, and the opportunity for counselors to provide critical feedback so that Northeastern may better serve all students but specifically our local area students.

## *Transfer Opportunities*

Northeastern works to create as many methods as possible to help BPS students attend Northeastern. One of the methods created for students who do not meet the standards for admittance as a freshman is allowing these students to transfer in after meeting predetermined goals while attending a community college in Boston.

### **How the Transfer Programs Works for BPS Students**

- Beginning Spring 2015, BPS graduates not admitted directly to the undergraduate program or to Foundation Year can arrange with an admissions counselor for a transfer contract, guaranteeing transfer admission provided the student successfully hits a determined set of academic benchmarks at any accredited institution.
- Beginning Fall 2014, Northeastern will negotiate transfer articulation agreements with Roxbury Community College and Bunker Hill Community College to provide another route for BPS graduates from these neighborhoods to enter Northeastern.

## 2014 Key Progress

For the Fall 2014 cohort, Northeastern offered transfer contracts to Boston students in the neighborhood identified zip codes of 02115, 02118, 02119, 02120, 02130 and 02215 who indicated interest in pursuing this opportunity at Northeastern and who were not offered direct admission or admitted to Foundation Year. Northeastern will track the outcome of these contracts and will continue to offer this as an opportunity for future freshmen cohorts.

- Discussions are currently underway with Roxbury and Bunker Hill Community Colleges with the goal of developing new articulation agreements. The Deans of the Colleges at Northeastern are also providing input on these articulation agreements.
  - Colleges will designate an associate dean to partner with undergraduate admissions to implement and monitor academic and recruitment aspects of the agreement.
  - Northeastern expects the initial cohort to enroll for Fall 2015.

Northeastern has started design and construction work on a neighborhood center, a public bridge over the Orange line, and upgrades to Carter Playground, a Boston public park.



## Community Engagement & Investment

### *IMP Advisory Council*

In order to keep the channels of communication open between Northeastern and its adjacent neighborhoods Northeastern has created a council with representatives from each neighborhood. This council meets regularly for continuous dialogue and transparency to address issues of concern and to explore new possibilities for community-University engagement.

### 2014 Key Progress

- The IMP Advisory Council (IMPAC) is comprised of eight members of the local community, one local youth representative from the Mayor's Youth Council and one student community resident from Northeastern's Student Government Association.
- The group meets to discuss updates to the recently passed Institutional Master Plan.
- The 2014 IMPAC meetings were held:
  - Tuesday, May 20, 2014 - West Village F Visitor's Center
  - Wednesday, September 10, 2014 - Alumni Pavilion Center at Columbus Place
  - Tuesday, December 16, 2014 - Alumni Pavilion Center at Columbus Place

### *Northeastern Crossing*

Northeastern is creating a space on campus to showcase to the community employment and program opportunities at the University. This space will be open for residents of the neighborhood to walk in and learn about opportunities as well as a place to hold community events.

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## 2014 Key Progress

- The Neighborhood Center has been named Northeastern Crossing and is on track to open the end of Summer 2015. The location of the center is 1175 Tremont Street, where there is currently a Peet's Coffee & Jamba Juice.
- Upon opening, the management of the space will fall under Northeastern's Department of City and Community Affairs. The space will be staffed with two full-time Northeastern employees, as well as co-op and/or work study students.
- Programming space and scheduling operations have not been fully developed at this time; however, users of the space will include internal and external community based groups. Community organizations and direct abutters will be given preference for the scheduling of activities.

## *Senior College*

Northeastern is supporting lifelong learning by opening up its classes to senior residents of the local neighborhoods. Northeastern feels students could learn from the many experiences of local seniors and seniors can learn from the fresh perspective of students.

## 2014 Key Progress

- The Senior College is scheduled to launch in January of 2015. Senior participants will be offered over 50 course selections covering a variety of topics, including Humanities, Business, Criminology, Journalism, Art, and many more.
- Participants will be required to pay an annual membership fee of \$100. They will be limited to one class per semester, not including the summer sessions.
- City and Community Affairs will meet with the Registrar's office, Athletics, Library, and Bookstore representatives over the course of the next several months to discuss other possible perks and campus discounts.

## Next Steps

- Northeastern's Office of the Registrar is currently developing the registration form for the senior community members, which will be accessed through Northeastern's City and Community Affairs Department website, [www.neu.edu/communityaffairs](http://www.neu.edu/communityaffairs). Students will register for classes during the add/drop period so as not to displace undergraduate students. For the Spring semester, this will be January 12, 2015 – February 2, 2015.

- The program is limited to several zip codes (02115, 02118, 02119, 02120, 02130, 02215, 02116, and 02121) surrounding the Northeastern campus. After the first two years, Northeastern will consider expanding the program to include more neighborhoods with the possibility of including all City of Boston residents (55 years and older), depending on participation and popularity of the program.

### *Carter Playground*

Northeastern is supporting healthy and active neighborhoods by reinvigorating Carter Playground, a Boston Parks Department park. Northeastern is funding improvements and enhancements to Carter Playground for use by local youth sports teams and Northeastern students. Northeastern is expanding the size of the park, creating enhanced facilities, and Northeastern will be maintaining these facilities. Northeastern hopes to make the park a more inviting destination for people to spend active time outside enjoying athletic and community events.

### 2014 Key Progress

- In July 2014 Northeastern hired Stantec, a landscape design firm, to work on the redesign of Carter Playground.
- Northeastern and the City of Boston's Parks Department are close to concluding negotiations on the management of the park embodied in a reciprocal agreement between the City and the University. The Parks Department Tree Warden has identified the trees that may be removed and replaced by the redesign of the park and the trees that should remain.
- Once an agreement between Northeastern and the Parks Department is signed, Northeastern and the Parks Department will hold a community meeting to review the design and schedule of the project with the public.

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## *MBTA Track Crossing (“The Arc”)*

Northeastern is building a bridge across the Orange Line tracks to conveniently connect the campus on both sides and, in doing so, will be connecting the Roxbury and Fenway neighborhoods as well. This bridge will be open to the public as a convenient pathway across the Orange Line tracks. The “Arc,” as it is referred to by virtue of its shape, is part of the landscape plan for the new Integrated Science and Engineering Complex.

### **2014 Key Progress**

- The project team is working with Amtrak, MBTA, construction manager Suffolk Construction and LMH, a heavy civil consultant for the bridge components, to establish a schedule for the erection of the major steel components crossing the MBTA right of way.
- Northeastern is working on a Reciprocal Easement Agreement (REA) with the MBTA. The two major aspects of the agreement are the creation of a new easement and air rights. The surveys of the easement and the air rights have been submitted for review by the MBTA.
- Northeastern has submitted a license application to the MBTA to perform additional survey and borings to help analyze the soils for the new footings and foundations required in the right of way for the catenary foundations.

## *Community Development Fund*

Northeastern is contributing resources to establish an entrepreneurship fund to build local businesses’ capacity, experiences for growth. In particular, Northeastern is helping local businesses to become vendors for Northeastern and other anchor institutions.

### **2014 Key Progress & Current Status**

In FY 2014, Northeastern contracted with Next Street Financial to begin working together on establishing a capital fund aimed at facilitating the sustainability and growth of local businesses. This fund (the Boston Small Business Opportunity Fund) will provide improved access to capital for small businesses looking to build their overall capacity, enhancing their ability to work with Northeastern as well as other local anchor institutions.

**Efforts to-date in 2014 have focused on the significant upfront steps required to establish a working fund, such as:**

- Design of fund model, criteria, and uses of capital
- Structuring of legal/governance terms
- Planning for business outreach and screening
- Definition of processes for loan application, review, and approval

Northeastern has determined that the best method to leverage its commitment is to commit the \$2.5M to serve as an at-risk guarantee for the loans made by the established fund. With this baseline commitment from the University, Northeastern and Next Street anticipate attracting additional, outside investors interested in contributing impact-focused capital – growing the overall capacity of the established fund and increasing opportunity for impact in the local small business community. To this end, in 2014 Northeastern and Next Street have also begun outreach to interested investors in advance of the launch of the fund.

Under this model, Next Street will serve as the fund owner and manager – managing Northeastern’s commitments and the additional funds raised to make loans to the local business community according to the defined fund structure and underwriting criteria. Northeastern believes that this will be the most efficient and effective method of establishing the fund, as the University is not an approved or chartered lender and does not have the direct expertise to underwrite and manage a loan portfolio. This model will take advantage of Next Street’s extensive experience working directly with the local small business community as well as their diverse capabilities working with investors to develop and deploy impact-oriented capital.

Currently, Northeastern anticipates an initial launch of the fund in Spring 2015. The original focus of the fund will be to provide short-term working capital (i.e., < 1 year), at rates well below traditional market comparable alternatives, allowing businesses reasonable options to ramp up capacity and service larger and/or additional contracts with Northeastern. After an initial period, the fund is expected to have flexibility to offer short-term financing (i.e., 1-3 years) for specific growth-oriented business investments.



Northeastern is working on creating 600 beds of student housing for undergraduate students.



## Housing

### *Affordable Housing*

Northeastern maintains discussions with local neighborhood housing partners to identify, advance, and support affordable housing projects in the surrounding neighborhoods that can take advantage of Northeastern's housing linkage obligations.

### *2014 Key Progress*

- Northeastern has met with the Fenway Community Development Corporation (CDC) to discuss options to direct the housing linkage payment for ISEC to one of their projects.
- The target project involved combining a newly acquired parcel with a lodging house already owned by Fenway CDC to create 27 single room occupancy (SRO) units for formerly homeless veterans. Both Northeastern and the City were supportive of directing the ISEC linkage payments to this local project, but unfortunately the acquisition of the new property has stalled, putting the entire project in jeopardy.

### *New Student Housing*

Northeastern understands the impact its students have living in the adjacent neighborhoods and in response is actively working on creating 600 new beds for students on campus.

### 2014 Key Progress

- Northeastern is drafting a request for proposal (RFP) to identify a private developer partner for 600 beds of student housing for Northeastern undergraduate students.
- The current concept is that the housing will be developed on land currently owned by Northeastern under a long term ground lease structure with the developer.



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