

WHEELOCK
COLLEGE

**Wheelock College Institutional Master Plan
Notification Form for Renewal**

Submitted Pursuant to Article 80 of the Boston Zoning Code



July 10th 2017
Submitted by:
Board of Trustees
Wheelock College
200 Riverway
Boston, MA 02215

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CHAPTER 1.

MISSION AND OBJECTIVES

Introduction 1.1

Wheelock College is submitting this Institutional Master Plan Notification Form (IMPNF) for renewal of its Institutional Master Plan (IMP) pursuant to Section 80D-5 and 80D-5.2(e). The Wheelock College IMP was approved by the Boston Zoning Commission for a period of ten years starting July 11th 2007. Wheelock had its first amendment to the IMP for the renovations and additions to the Riverway house in September of 2008. Subsequently in May of 2012 the BRA approved an IMP Amendment for the Center for Learning and Innovation, a small addition on the existing portion of the Activities Building. The project was completed in April of 2013.

Wheelock Mission 1.2

Since 1888, Wheelock College has been educating leaders who improve the lives of children and families. Through nationally and internationally recognized programs in social work, education, juvenile justice, and child life, as well as a traditional liberal arts curriculum, Wheelock students are trained as both “thinkers” and “doers.” Field placements, a critical and formalized component of the academic curriculum, have made Wheelock students an essential part of the workforce at childcare centers, hospitals, and schools in some of Boston’s neediest communities. At Wheelock, the experience of going out into the world to make a difference begins in the first semester.

The mission of Wheelock College is to improve the lives of children and families. Wheelock is an institution with many assets: the strong commitment of faculty, staff, and students to Wheelock's service-oriented mission; the prime location of campus, which offers both the convenience of central Boston and proximity to a nationally known historic park network; and a unique, highly respected curriculum that attracts a diverse array of students.

Today, Wheelock serves a diverse student body of over 720 undergraduates and 325 graduate students. Approximately 17 percent of Wheelock's students come from the City of Boston and approximately 35 percent are members of minority groups. Students value the personalized attention they receive from faculty as well as the intimacy and convenience of their small-college experience.

Academic Programs 1.3

Wheelock College offers its students numerous undergraduate multidisciplinary arts and science majors and excellent professional and graduate opportunities. What makes Wheelock College distinct from other colleges and universities are the program divisions it offers including Arts and Sciences, Child and Family Studies, Education, and Social Work.

Undergraduate programs are aimed at educating students who want to make a difference for children and families as the way to create a better world. Students find a combination of intellectual, creative and practical real-world learning experiences through their education. Wheelock College offers thirteen undergraduate majors including the following: American Studies, Arts, Certificate in Human Services, Child Care Specialist, Child Life, Early Childhood Care and Education, Elementary Education, Human Development, Humanities, Juvenile Justice and Youth Advocacy, Math and Science, Social Work, and Special Education. An Arts and Science major at Wheelock College provides its students with the foundation for lifelong learning, and the understanding of underlying beauty, interconnections, and methods of inquiry that characterize the arts, humanities, social sciences, and natural sciences.

In addition, Wheelock's professional programs prepare students to become early childhood, elementary, and special education teachers; social workers; child life specialists; and juvenile justice advocates. All students at Wheelock receive a foundation in human development as an integral part of their first year experience and learn through field/clinical experiences.

Graduate students at Wheelock College are taught how to become professionals who are leaders and advocates for children and families. The College offers professional development courses, a post-baccalaureate program, a master's degree program in one of ten areas of study within Education, Child and Family Studies, and Social Work, or a post-master's certificate of advanced study. Graduate programs include the following: Human Development, Birth to Three, Child Life and Family Centered Care,

Child and Family Studies, Early Childhood Education, Elementary Education, Language and Literacy, Leadership and Administration, Certificate in Parenting Education, Special Education, Social Work, and Urban Teaching. All of Wheelock's graduate students acquire a knowledge base in human development, multiculturalism, and research. Wheelock is ranked in US News & World Report as one of the Top Masters Degree Programs in North America.

Wheelock's Trajectory on Campus 1.4

Wheelock's 2007 Institutional Master Plan outlined the changes underway on the campus. The College undertook the strategic repositioning of its mission, priorities, financial targets, and enrollment goals. Wheelock's academic objectives align with its financial mandate and the two are mutually reinforcing. Wheelock must increase its student enrollment in order to meet desired class sizes and to offer rigor and depth in various teaching formats. Wheelock has to rebalance its student faculty ratio in order to sustain its existing number of faculty to provide necessary depth in undergraduate and graduate education and professional training.

Increasing enrollment is dependent on two major factors:

- Reinforcing the preeminence of the College in its areas of specialization and
- Providing campus facilities that attract today's students.

The new campus facilities program was the subject of Wheelock's 2007 Institutional Master Plan and comprised three components: student activities and services space, modern dormitories, and academic support space. As outlined, the only financially viable option for Wheelock to meet its immediate objectives is to build on available space on its campus so as to avoid prohibitive and unaffordable land costs off campus. Wheelock estimates that its ideal size from an academic and financial perspective is about 1,000 - 1,100 students, undergrad and grad. Research and data gathered about its students suggests that the on-campus living experience results in better academic and social experiences for Wheelock students. Thus the College proposes to house at least 80% of its undergraduate students on campus. This equates to approximately 570 students.

As a small college, one of the significant ways Wheelock differentiates itself and attracts students is the strong bond that is created among students in an intimate community where they can know most of their fellow students and where faculty student interaction is immediate and constant. Furthermore, city-wide public policy promoted by the Mayor of Boston emphasizes to all Boston colleges and universities that they should house the majority of their student's on-campus in order to reduce the number of students living in residential neighborhoods. Wheelock is a small physical presence in Boston but its benefits to Boston are disproportionately large in terms of the services performed by faculty and students and in the contributions of alumni who teach and provide vital social services within the city and region.

Institutional Master Plan Objectives 1.5

Wheelock's 2007 Institutional Master Plan proposed new student facilities, the Campus Center and Student Residence project ("CCSR"), which opened in the winter of 2008, and two proposed future projects: the East Wing project and West Wing project. Together, Wheelock envisioned that these projects would provide up to 300 new student beds in new dormitory buildings, a new dining facility, multi-purpose campus spaces, and academic support space. The CCSR and proposed future projects are expected to accommodate the College's required dormitory space along with the dining and other student facilities and academic support space. The West Wing project ultimately evolved into the renovation of the existing Riverway house and the first amendment to Wheelock's IMP in 2008. This provided a net increase of 31 beds. The future East Wing project will continue to be analyzed further for its viability in the longer term for the college.

In July of 2016 Dr. David Chard became the 14th President of Wheelock College. In his first year he has worked closely with senior administration and the board of trustees to envision how past, present and future strategic planning will shape the institution moving forward. Wheelock will continue to explore options and partnerships to move the institution into the future. As there is much planning to be considered the college is seeking a three year extension to its approved IMP so Wheelock may come back to the BPDA with a new ten year plan for review and approval.

While most of Wheelock's campus is in Boston there are three properties located across the Muddy River in Brookline, MA. Two of these three properties have been placed on the market for sale. 116 Colchester house is a thirty bed residential structure. 295 Kent Street is the current residence of the president. It was determined by the college that these properties were no longer an asset to the institution. The decision to increase the number of undergraduates will require investment on the part of the College to improve the campus and to provide the facilities necessary to meet the expectations of today's students and to serve their academic and social needs.

Wheelock seeks to achieve a land and building use pattern that supports a vibrant mixed-use academic environment, an environment that is active throughout the day and evening and makes full use of limited space. Over time, it is Wheelock's intention to upgrade and reorganize its academic facilities to provide classrooms that are correctly sized for the number of students in the class, equipped with the technology needed to support pedagogy, and that can accommodate larger groups of students (30-40 people). Other facility improvements include: upgrading math and science labs; moving faculty offices out of dorm basements; and locating all academic deans and those faculty primarily serving undergraduates onto the main campus. Another organizing principle for future campus development is that the first and second floors of all Wheelock's buildings are to be used to serve the entire campus community. Locating these activities in this manner will not only make the campus "feel" bigger to everyone, it will also provide coherence to the campus and create a stronger community of learning and living.

CHAPTER 2

EXISTING PROPERTY AND USES

Wheelock's Neighborhood Context 2.1

Wheelock College's planning for new facilities acknowledges its context as part of a neighborhood rich in institutions. Just around the block is the Longwood Medical Area: a busy and growing district that includes Children's Hospital, Beth Israel Deaconess Medical Center, Brigham and Women's Hospital, Dana-Farber Cancer Institute and Harvard Medical School (see Figure 1.1). Other neighborhood institutions also help make this area a hub for higher education. Nearby colleges and fellow members of the Colleges of the Fenway consortium are Emmanuel College, Wentworth Institute of Technology, Massachusetts College of Art, Massachusetts College of Pharmacy and Allied Health Sciences, and Simmons College. To the south of the Wheelock Campus is Simmons College Residential Campus, where five-story residence halls are arranged around a traditional college quadrangle. To the west of Wheelock lies the Winsor School, a private secondary institution for young women, and further west is Temple Israel, one of the oldest Jewish Reform Congregations in New England. A residential condominium building borders the campus on the east, and across Park Drive is the renovated and rebuilt Landmark Center, now home to a movie theatre and several upscale retail chains. See context map below, figure 1.1.



Figure 1.1 Context Map

Boston Campus 2.2

Located in the historic Fenway neighborhood of Boston, Wheelock's main campus is bounded by the Riverway, Pilgrim Road and Short Street. It is situated linearly along the Riverway, part of the Frederick Law Olmsted-designed "Emerald Necklace" of urban parks and parkways. At just 2.88 acres in size, the Wheelock campus is a modest physical presence in a very busy section of the city. Most campus buildings face the Riverway Park, located across the five-lane Riverway and buffered by a narrow nature park. The College has no leased property; however, they do have agreements for the use of space on other campuses, such as fitness and gym facilities. Wheelock's main campus is small and its character varies with distance from the Riverway. Overall, the character of the Wheelock main campus is an eclectic collection of buildings in a well-maintained landscape. A series of internal open spaces create a "spine" that organizes the campus and provides a route through its center with access to nodes of activities along the way. To the north of the spine, the area along the Riverway presents the campus' public realm but is shared with the busy and noisy portion of the Emerald Necklace—the Riverway roadway. Additionally, the well-kept buildings and attractive landscaping across the Wheelock campus demonstrate that maintenance is clearly a priority for the College.

Campus Buildings 2.3

Wheelock currently operates 10 buildings, totaling 383,263 net square feet (NSF), 9 of these buildings are located on the main campus in Boston (see Figure 1-2, and Table 1-1), and the remaining building in the neighboring town of Brookline. Most of Wheelock's buildings were built in the early decades of the 20th century for non-academic purposes, formerly hotel and apartments. They boast stately and attractive exteriors, but require intensive, ongoing renovation to remain serviceable for academic and student life purposes. Maintaining buildings of this vintage is also costly and a continuing challenge. The Wheelock community appreciates the unique character of these buildings, but complaints about climate control and the cost and aggravation of maintaining aging infrastructure are common. Information on Wheelock's facilities is compiled in Table 1-1 below. Locations of buildings illustrated in campus map figure 1.2



Campus Center Dining Hall 2009

**Table 1-1
Existing Campus Buildings**

Building Name Address	Current Use	Year Built	Floor Area (NSF)	Approximate Building Height	Number of Student Beds	Number of Parking Spaces	Condition
<u>BOSTON CAMPUS</u>							
Wheelock Library 132 Riverway	Library, Offices	1915	21,930 SF	7 stories 84 ft.	n/a	n/a	Good
Classroom Building 25 Pilgrim Road	Classrooms, Student lounges, Offices	1941	22,092 SF	4 stories ±44 ft.	n/a	n/a	Good
Longwood House 154 Riverway	Residence Hall, Offices	1914	18,544 SF	4 stories ±44 ft.	73	n/a	Fair
Pilgrim House 39-41 Pilgrim Road	Residence Hall, Offices, Student Center	1911	31,558 SF	4 stories ±44 ft.	76	n/a	Fair
Riverway House 160-162 Riverway	Residence Hall, Offices	1915	36,940 SF	4 stories ±44 ft.	129	n/a	Good
Activities Building 180 Riverway	Theater, Classrooms, Offices	1967	78,232 SF	4 stories ±44 ft.	n/a	n/a	Good
Administration Building 200 Riverway	Admissions, Offices	1900	8,712 SF	3 stories ±44 ft.	n/a	n/a	Good
Peabody Hall 210 Riverway	Residence Hall, Dining	1910	60,656 SF	7 stories ±80 ft.	263	n/a	Fair
Campus Center 150 Riverway	Dining, Office, Residence Hall	2008	58,000SF	7 Stories 75 ft.	108	n/a	Good
Open Parking Lot 25 Pilgrim Road	Parking	19XX	n/a	n/a	n/a	22	Good
Parking Lot 55 Pilgrim Road	Parking	19XX	n/a	n/a	n/a	20	Good
Parking Lot 65 Pilgrim Road	Parking	19XX	n/a	n/a	n/a	15	Good
TOTAL – BOSTON CAMPUS			336,664 SF		649	57	
<u>BROOKLINE CAMPUS</u>							
Brookline Campus 43 Hawes Street	Classrooms, Offices, Dining,	1902	46,599	4 stories ±44 ft.	n/a	37	Good
TOTAL – CAMPUS-WIDE							
			383,263		649	94	

Figure 1.2 Campus Map



Campus Sustainability 2.4

Wheelock has made much progress since the initial IMP approval in 2007. The new Campus Center achieved LEED Gold. The renovated Riverway House achieved LEED Silver. LED lighting conversions and enhanced recycling programs have helped reduce the college’s carbon footprint. Wheelock is one of the many institutions who signed the Presidents Climate Commitment. Exploration into Solar options continues to be studied. The last significant project, the Earl Center for Learning and Innovation was designed and implemented utilizing LEED standards as is required by the City.

CHAPTER 3

COMMUNITY BENEFITS

Introduction 3.1

Throughout its entire history, Wheelock College has been committed to making the community and region a better place to live and work. As one of Boston's leading institution preparing students for careers in education, social work, juvenile justice and the field of child life, Wheelock is committed to honoring Boston's history as an educational hub. Wheelock has a unique opportunity to support local initiatives and create partnerships with local civic, community and cultural organizations. Wheelock welcomes the challenge and knows it can achieve this only by incorporating the needs and interests of our various community partners.

Wheelock College contributes greatly to our host communities of Boston and Brookline through notable programs and events. Many students, staff and faculty are active volunteers, contributing their time to a wide range of activities including education and literacy programs, youth sports, neighborhood development initiatives and the arts.

Every student (graduate and undergraduate) must fulfill community-based field work to graduate. Wheelock students contribute an estimated 100,000 hours of civic service work every academic year. More than 60 percent of Wheelock students put in between 75-300 hours of service learning work each year. Of the 270 organizations where Wheelock places its students, 50 percent are in the City of Boston.

School Projects 3.2

Wheelock supports many special initiatives and projects in the Boston and Brookline Public Schools. Listed below are some examples of past and present programs Wheelock has participated in;

- Boston Higher Education Partnership
- Beacon Academy
- Fenway High School
- Wheelock College Teacher Bound
- Boston High School Reform Initiative
- Wheelock College/Mason Pilot School Partnership
- Orchard Gardens Pilot School Partnership

Community Partnerships 3.3

Wheelock College Community organization partnerships, most of which are within the City of Boston;

ABCD – Mattapan Site	Floating Hospital	Parent Professional Advocacy
Advocates Inc.	Foley Residence	Parents Helping Parents
Alliance for Inclusive and Prevention Inc.	Franciscan Children’s Hospital	Peabody Terrace Children's
Bay Cover Human Services	Franklin Square Children's Center	Perkins School for the Blind
BEEP Lynch Center	Friends of the Children	Phoenix Charter School
BEST Program	Gardner Pilot Academy	Pierce School
Big Brothers Big Sisters of Mass. Bay	Gertrude E. Townsend Headstart Center	Project Hope
Big Sisters Association	Graham and Parks Haggerty School	Pyramids Builders
Bigelow Cooperative	Haley Pilot School	Roosevelt K-8 School
Boston ABCD Early Head Start	Heading Home	Rosie’s Place
Boston Children's Hospital at Martha Eliot Health	Heath School	Runkle School
Boston Children's Museum	Holmes Elementary School	Safe at Home
Boston Church of Christ	Horizons for Homeless Children	Salvation Army- MA Division
Boston Medical Center	Hurley K-8 School	Shriner's Hospital
Boston Police Department School Safety Unit	Jaffrey District Court	Soldier's Field Park Children Center
Boston Public Health Commission	John F. Kennedy School	Southern Jamaica Plain Health
Boys & Girls Club of Boston	John Winthrop School for Young Children	SPAN
BPS Department of Safety with BPD	Judge Baker Children's Center	Spaulding Rehabilitation Hospital
BrAGLY	Kilmer K-8 School	St. Elizabeth’s Medical Center
Bridge Over Troubled Water	King Open School	St. Stephan's Youth Programs
Brigham & Women’s Hospital	Lawrence School	Sutter Memorial Hospital
Bright Horizons at the Landmark Center	Lee Academy Pilot School	Tenancy Preservation Project
Children’s Hospital	Lee School	The Children’s Room
Children’s Services Roxbury	Little Sprouts in Brighton	The Home for Little Wanderers
Children's Hospital Boston	Louis D Brown Peace Institute	The Italian Home
Children's Hospital of Orange County	Lutheran General Hospital	The Network/La Red
Chittick Elementary School	Manning Elementary	The Spark Center
City Mission Society of Boston	Manville School	The Women's Lunch Place
Codman Academy Charter School	Mason Pilot School	Thom Boston Metro Early Intervention
Commonwealth Children's Center	Mass Equality	Tufts Medical Center
Commonwealth Land Trust	Mass Rehabilitation Commission	United for a Fair Economy
Crispus Attucks Children's Center	Mass. Dept. of Children & Families	Wediko Children’s Services
Curley K-8 School Devotion School	Mass. Eye and Ear Infirmary	William J. Ostiguy High School
Dare Family Services	Mather School	Women of Color Aids Council
Department of Children and Families	Mattahunt Community Center	Youth Advocacy Department
Department of Youth Services	Mattahunt Elementary School	Youth Connect (part of Boys & Girls Club)
Dimock Center	Mattapan Community Health Center	
Driscoll School	McKinley Schools	

Scholarship Grants 3.4

Wheelock College provides scholarship grants to all graduates who attend Wheelock. The exact amount is determined annually in response to enrollment and need.

	Need-based \$ (Include non-need-based aid used to meet need.)	Non-need-based \$ (Exclude non-need-based aid used to meet need.)
2015 – 2016 Academic Year		
Scholarships/Grants		
Federal	\$1,662,201	\$7,456
State (i.e., all states, not only the state in which your institution is located)	\$504,446	\$0
Institutional: Endowed scholarships, annual gifts and tuition funded grants, awarded by the college, excluding athletic aid and tuition waivers (which are reported below).	\$10,567,287	\$1,956,604
Scholarships/grants from external sources (e.g., Kiwanis, National Merit) not awarded by the college	\$351,355	\$67,002
Total Scholarships/Grants	\$13,085,289	\$2,031,062
2016 – 2017 Academic Year		
Scholarships/Grants		
Federal	\$1,559,921	\$3,230
State (i.e., all states, not only the state in which your institution is located)	\$554,038	\$0
Institutional: Endowed scholarships, annual gifts and tuition funded grants, awarded by the college, excluding athletic aid and tuition waivers (which are reported below).	\$10,070,745	\$1,682,235
Scholarships/grants from external sources (e.g., Kiwanis, National Merit) not awarded by the college	\$451,877	\$101,196
Total Scholarships/Grants	\$12,636,590	\$1,786,661



Renovated Riverway House, 160 – 162 Riverway



New Earl Center for
Learning and Innovation

Comments: