

Fisher College

Institutional Master Plan Notification Form for Institutional Master Plan

Submitted by:
Fisher College
118 Beacon Street
Boston, MA 02216

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

Prepared by:
Catherine Donaher +associates
in association with:
Choo & Co, Inc.
Colliers International

June 4, 2013





FISHER COLLEGE

Office of the President

June 4, 2013

Mr. Peter Meade, Director
Boston Redevelopment Authority
One City Hall Square
Boston, Massachusetts 02201

Re: Fisher College Institutional Master Plan Notification Form
Boston, Massachusetts

Dear Mr. Meade:

On behalf of Fisher College, I am pleased to submit this Institutional Master Plan Notification Form (IMP NF) pursuant to Section 80D of the Boston Zoning Code for institutional and dormitory projects that Fisher plans to undertake over the next ten years.

This is Fisher's first Institutional Master Plan; it presents changes to our facilities that will allow the college to accomplish our strategic plan. In undertaking a rigorous campus planning effort, necessary modifications to existing campus buildings and conversion of Fisher owned buildings to institutional and dormitory use have been identified, and are described in this document. All of the projects proposed in the IMP NF are expected to be completed within the 10-year term of the IMP upon approval, to provide Fisher with the administrative and academic space needed to accomplish our mission and to house additional students.

In order to maintain our academic viability and economic health long-term, Fisher College will continue its transition to a predominately baccalaureate college and will introduce several master's degree programs that complement our undergraduate strengths. In the process, we will become a somewhat larger institution with even more robust academic offerings and a larger complement of faculty. This change, when accompanied by the projects described in our IMP NF, will allow Fisher to thrive academically, to maintain our financial stability, and to keep constant the percentage of students we house on-campus. By addressing these strategic imperatives, Fisher will be well positioned to fulfill our unique educational role in preparing our graduates to enter the region's workforce and to contribute to the well-being of our city, all the while maintaining our many initiatives and partnerships with local civic, community and cultural organizations.

I would be happy to answer any questions you may have concerning this IMP NF, and look forward to working with the Boston Redevelopment Authority as this planning effort for Fisher College moves ahead over the next ten years.

Sincerely,

A handwritten signature in black ink, appearing to read "Thomas M. McGovern". The signature is fluid and cursive, with the first name being the most prominent.

Thomas M. McGovern
President

Cc: Katelyn Sullivan, Project Manager – Institutional Development, BRA
Linda Kowalcky, Deputy Director for Institutional Sector Management
Lauren Shurtleff, Senior Planner, BRA
Shaina Auborg, Mayor’s Office of Neighborhood Services
Steven Rich, Vice President of Finance
Catherine Donaher, CD+a
Peter Gori, Colliers International

Table of Contents

Chapter 1. Introduction to Fisher College

Introduction	1
Term of the IMP	1
History	1
Fisher in Boston	2
Mission and Objectives	3
Fisher’s Strategic Plan	3
Academic Program	4
Bachelor’s, Associate’s and Master’s Degree Programs	4
Fisher Faculty and Staff	5
Fisher Students	6
Athletics	7
Continuing Education	7
The Future of Fisher College	8
Academic	8
Financial	8

Chapter 2. Existing Campus Facilities 10

Fisher in the Back Bay	10
Fisher’s Facilities	12
Institutional Property – Owned	12
Institutional Property -- Leased	17
Fisher-Owned Non-Institutional Properties	17
Enrollment and Housing	18
Producing New Dormitory Beds	18
History of Dormitories on Beacon Street	19
Sharing Beacon Street	19

Chapter 3. Proposed IMP Projects 21

Introduction	21
Meeting Facilities Needs	21
Academic Space	21
Residential and Student Life Space	22
Proposed IMP Projects	22
IMP Project 1: Convert Institutional Use to Dormitory Use	22
IMP Projects 2, 3 and 4. Convert 115, 139, 141 Beacon Street to Dormitory Use	23

Phasing Plan for New Beds	24
IMP Projects 5 and 6. Build Additions at 118 and 112-114 Beacon Street	25
IMP Project 7. Convert 10/11 Arlington Street to Institutional Use	33
Zoning	34
H-3-65 District	34
Groundwater Conservation Overlay District	34
Restricted Parking District	34
Institutional Master Plan	34
Project Team	35
Chapter 4. Community Benefits	36
Serving Boston Public School Students and Graduates	36
College 101	36
Scholarships and Financial Aid	38
Fisher’s Civic Engagement in the Back Bay	38
Other Civic Engagement	39
Meeting and Events Accommodations	39
Volunteer Activities and Fundraising	40
Combating Poverty, Homelessness and Hunger	41
Environmental Stewardship	41
Fisher Interns	41
Professional Contributions	42
Fisher College Security	42
Chapter 5. Transportation, Sustainability and Urban Design	43
Introduction	43
Transportation	43
Parking	43
Traffic, Trucks and Buses	44
Transit and Bicycles	45
Pedestrians and Public Safety	45
Sustainability	45
Urban Design	46

List of Tables

Table 1. Existing Institutional Properties	13
Table 2. Proposed Replacement Beds	23
Table 3. Phasing Plan for New Beds	25

List of Figures

Figure 1. Aerial Context Plan	11
Figure 2. Fisher College Buildings	15
Figure 3. Aerial View: Existing Facilities	16
Figure 4. Carriage House Addition Site	27
Figure 5. Carriage House Addition Perspective	28
Figure 6. Mall Addition Today	29
Figure 7. Proposed Mall Roof Perimeter Enclosure	30
Figure 8. Proposed College Terrace	31
Figure 9. Back Street Decks - photographs	32

Chapter 1. Introduction to Fisher College

INTRODUCTION

Fisher College (Fisher) is pleased to submit this Institutional Master Plan Notification Form (IMPNF) which identifies its campus planning initiatives through the decade 2013 to 2023. Fisher has held a unique niche in the constellation of colleges for which the Boston area is noted as an institution dedicated to educating students from a broad range of backgrounds, many the first-in-family to attend college, and to preparing them for a lifetime of intellectual and professional pursuits.

Fisher is preparing its first Institutional Master Plan (IMP) because its facilities have exceeded the 150,000 square foot threshold defined by the Boston Zoning Code, Section 80D-2 whereby an Institutional Master Plan is required in order to renovate and expand its institutional facilities. The projects described in this IMPNF will supplement Fisher's almost 159,000 square feet of owned and leased property in the Back Bay and on Stuart Street. Creating new space will enable Fisher to address its existing space shortages and to accommodate increasing demand for dormitory beds as its student body grows over the next decade.

Fisher's institutional projects proposed herein include converting to institutional use a recently purchased building at 10/11 Arlington Street, increasing its dormitory bed inventory by 122 net new beds through small re-purposing projects and conversion of rental properties to dormitory use, and two small additions to the rear of 118 and 112-114 Beacon Street for academic and student services space, library, and an outdoor terrace. With the completion of these projects, Fisher will have improved academic and administrative facilities, an increase in college-owned dormitory space, and much needed outdoor terrace space for a college that today has none.

TERM OF THE IMP

The term of this Institutional Master Plan will extend for ten years from the date of its approval by the Boston Zoning Commission. The Boston Zoning Commission vote on the IMP approval is anticipated to occur in early 2014; the IMP term would extend to ten years from that date, in early 2024.

HISTORY

For more than a century, Fisher College ("Fisher College" or "the College" or "Fisher") has met its founders' call to move lives forward through education. Firmly established for almost 75

years in the Back Bay of Boston, Fisher College provides opportunity for students of all ages and experiences. The hallmark of the Fisher story is its embrace of change to meet the needs of both traditional college-age students and non-traditional adult students. Because Fisher College believes in the equalizing power of education, it seeks to improve the lives, and the work prospects, of its students by empowering them to attain an education. The College embraces new methods of instruction and uses state-of-the-art technology to prepare students for the challenges they will face in their lives and workplaces. Fisher delivers pragmatic and focused programs that offer real-world value to its students.

Fisher College first opened its doors in 1903 in the city of Somerville, MA, just four miles north of Boston. The school traces its roots to educational entrepreneurs, Myron and Edmund Fisher, who believed the immigrants of that city in the early 1900's should have an opportunity to advance beyond unskilled labor jobs. For more than 110 years, Fisher College has adapted to the educational needs of society, remaining responsive to students by offering relevant academic programs with comprehensive support services.

The forward-thinking Fisher brothers recruited their first students by riding their bicycles through Somerville encouraging factory workers to enroll in courses that would improve their prospects in the workplace, and by so doing create better conditions for their families. Fisher continues to respond to the educational needs of each generation. After the Great Depression, Fisher attracted progressive women who were changing America's view of itself and of its workforce. The post-war periods after World War II and the Vietnam War era brought veterans to Fisher eager to capitalize on the innovative night-school model in the newly-created Division of Continuing Education – today that program is the Division of Accelerated and Professional Studies (DAPS).

The late 1990's brought students from across the country and from around the globe into the Fisher community through a pioneering distance and online education model. Today, Fisher shapes a generation that is both more connected to and more influenced by the world around them – and sees its possibilities. Fisher's broad reach provides models of courses and programs aimed at both traditional college students and working people seeking career advancement. Fisher's successful multi-program education model is evidenced by the demand for new programs, and the services and activities that support them. Fisher is poised to continue to meet its aspirations and it is stronger and better-positioned than at any time in its history.

Fisher's appeal to students stems from its commitment to its small classes, and from its friendly, welcoming presence. The Back Bay is unlike any other college setting, and its proximity to all that Boston has to offer is an essential component of the College's identity.

FISHER IN BOSTON

Fisher opened in Boston in 1910 and moved to the Back Bay in 1939 with the purchase of the building at 118 Beacon Street. Over the next three decades, Fisher contributed to the improvement of the neighborhood through its presence at #118 and by purchasing and upgrading additional properties on Beacon and Marlborough Streets. The College's investments in the neighborhood were welcomed, as many of the once-proud properties had fallen into

disrepair and underuse.

In 1952, the Board of Regents of Higher Education of the Commonwealth of Massachusetts approved Fisher as a two-year College. Just five years later, in 1957, it was given degree-granting powers. In 1970, Fisher gained accreditation from the New England Association of Schools and Colleges. In 1998, the College welcomed men for the first time in its history into its Day Division. Fifteen years later, the student body in the day program is 56% female, and 44% male students. Also in 1998, Fisher introduced its first baccalaureate program, and in 1999, the first bachelor's degree in management was granted. Today, its core undergraduate Day Division, comprising the Associate's and Bachelor's programs, boasts a diverse population of students from all parts of the United States and from many foreign countries.

MISSION AND OBJECTIVES

“Fisher College changes lives by positioning students in their quest for the knowledge and skills that will guide them through a lifetime of intellectual and professional pursuits.”

Fisher's mission statement captures the charge Fisher adopted more than a century ago: to design, to constantly refine, and to deliver pragmatic and focused education programs that prepare students for personal and professional growth. In essence, the goal of preparedness – for education, for career, and for life – has withstood the changes of the last century, and it remains relevant in this new century as well.

Fisher students are trained as both “thinkers” and “doers.” Field placements, a critical and formalized component of the academic curriculum, introduce Fisher students to the world of work while they are also learning in the classroom. At Fisher, the experience of going out into the world to make a difference begins in the first semester.

Fisher is an institution with many assets: the strong commitment of faculty, staff, and students to Fisher's workforce-oriented mission; the prime location of its core facilities which offer the convenience of central Boston; and a unique curriculum that attracts a diverse array of students.

FISHER'S STRATEGIC PLAN

Under the leadership of its current and recent presidents, Fisher has undertaken substantive strategic planning processes. As a preliminary step to developing its first strategic plan in 2005, the College conducted comprehensive analyses of strengths, weaknesses, opportunities, and threats. As part of that effort, trustees, faculty, staff, Advisory Board members (industry practitioners, including alumni, who advise Program Directors), and students engaged in a year-long process to formulate the strategic directions that would guide the College through 2010. What resulted was Fisher's Strategic Planning framework. The College renewed its strategic planning work in 2011, so as to launch a new direction and goals for the period 2011 to 2016. Many of the outcomes of this second phase of planning are reflected in this IMPNF.

Fisher's mission underpins and informs the goals established for its five-year Strategic Plan, which articulates fundamental priorities, and which has built-in accountability measures

and performance indicators. As the Plan looks to the future, it realistically takes into account challenges that the College currently faces, providing a roadmap for on-going decision-making.

The guideposts for this roadmap are identified in the following strategic goals:

- Continue the transition to become a predominately baccalaureate institution, while recognizing the need to continue to offer associate's degree and certificate programs.
- Pursue necessary growth and investment in the College to fulfill its Mission and sustain its place in the ever-changing Higher Education community.
- Enrich the learning environment of the College by continuing to increase its educational offerings and resources.
- Maintain the College's strong financial health by increasing revenues and maintaining close attention to expenses.

To ensure that program enrichment can be accommodated, attention to facilities management is essential. The College conducted a complete property condition assessment of facilities at all locations in support of the strategic priority to improve the functionality of all of its buildings. With the addition of One Arlington Street in 2006 and 111 Beacon Street in 2010, Fisher increased its institutional capacity in Boston for the first time since the 1960's. These two properties compensated for space sold in the 1970's, and returned Fisher to its prior baseline physical capacity.

Beyond these steps, the College regularly assesses the overall student experience through such measures as data-driven program reviews, capstone courses and experiences, the Cooperative Institutional Research Program (CIRP) Freshman Survey, the College Senior Survey (CSS), and the Measure of Academic Proficiency and Progress (MAPP, recently renamed ETS Proficiency Profile). This data informs on-going program planning and development.

Planning, management, and evaluation have become embedded into the College culture. What in the past had been reactive has now become pro-active. The strategic plan remains the benchmark by which the College measures its academic and financial success.

ACADEMIC PROGRAM

BACHELOR'S, ASSOCIATE'S AND MASTER'S DEGREE PROGRAMS

The College's deepening commitment to baccalaureate education is a defining change that was introduced in 1998, with the first Bachelor of Arts/Bachelor of Science degrees being granted in 1999. Several factors motivated Fisher to move in this direction:

- Graduates with a bachelor's level degree are better prepared for today's workplace and are more desirable to potential employers;
- Enrollment in the Business Administration program was on the rise, and demand from students indicated that they wanted to remain at Fisher to complete their baccalaureate

- degree and even seek a fifth year MBA.
- Fisher's competitive position in the higher education market was compromised by offering only associate's degrees.

Baccalaureate degrees at Fisher emphasize the application of field-specific, pragmatic knowledge. The curriculum is reinforced by a career readiness model, which allows students to invest in their learning, to overcome challenges, and to recognize opportunities.

With careful planning and programmatic design, many Fisher students proceed from a two-year associate's degree to complete a bachelor's degree at Fisher College without loss of credit. As a result, Fisher has established a coherent continuum of educational opportunity, building on long-standing academic strengths, while enhancing the programmatic repertoire.

Baccalaureate programs are offered in Communications and Media, Human Services, Criminal Justice and Psychology, and ten Management programs: including Fashion Merchandising, Health Care, Sports Management, Human Resources, Marketing, and Tourism/Hospitality. Students find a combination of intellectual, creative and practical real-world learning experiences through the Fisher curriculum.

At the same time that baccalaureate programs take hold at Fisher, the associate's degree and certificate programs continue to serve an important educational role. These credentials are relevant to many students, particularly first generation students testing the higher education waters, adult learners seeking advancement, and countless others who recognize the inherent value of higher education. Many students enter the associate's degree program, and after successfully completing that program enroll for the two additional years needed to achieve their baccalaureate degree.

The associate's degree program, long the core of Fisher's academic offerings, remains essential to its academic mission. Associate's degrees are granted in the following areas: Business Administration, Computer and Information Systems, Criminal Justice, Early Childhood Education, Fashion Design, Fashion Merchandising, General Studies, Health Information Technology, Health Sciences, Hospitality/Tourism, Liberal Arts, Medical Assisting, and Psychology. These programs provide students with the foundation for lifelong learning and success in their professional careers.

To round out the academic program and in response to demand, Fisher will introduce a Master in Business Administration degree (MBA) in 2014; other Master degrees are expected to be introduced during the ten-year term of this IMP.

FISHER FACULTY AND STAFF

The cornerstone of Fisher College has always been a faculty dedicated to student learning and engagement. These talented educators, both full-time professors and adjunct instructors, live the College's Mission, and they are the spirit of Fisher. The Fisher faculty numbers 34 full-time and 122 part-time faculty.

Fisher's professors are committed to teaching and learning. Professors identify with Fisher students and work together to create a supportive learning environment. Full-time instructional faculty hold the rank of Assistant Professor, Associate Professor, or Professor. The average three/three course teaching load raises expectations for increased faculty involvement, and strengthens the overall Fisher experience. Fisher will remain a teaching institution; however, the level and output of scholarship and research will continue to increase as the percentage of faculty with doctorates continues to grow beyond the 68% of faculty with terminal degrees today. Enhancing the College's reputation, as well as its network within and outside the higher education community, is intertwined with faculty performance.

Fisher employs an administrative staff of about 90, including full- and part-time. More than 11% of these employees are Boston residents.

FISHER STUDENTS

Through its diverse student body, Fisher College embodies the changes underway in modern America. Fisher offers a window into society and captures, as it has for 110 years, the extraordinary stories of unique individuals pursuing their educational and professional goals.

Today, Fisher serves about 820 undergraduates in its bachelor's and associate's degree programs in Boston. About 20% of these students come from the City of Boston, and of the 50% of students who report their ethnicity, about 35% are members of minority groups (ALANA). Students value the personalized attention they receive from faculty, as well as the intimacy and convenience of their small-College experience. They also appreciate the charm and character of their compact, nineteenth-century buildings. Most of all, however, they value the high-quality education and "real world" experience they receive at Fisher.

Fisher has been and always will be ready to assist any and every student who matriculates in its programs. Fisher serves traditional students living on Beacon Street or commuting from their homes, international students seeking a cosmopolitan city, and adult learners, whether in a traditional, evening, or virtual setting, balancing work and family.

Fisher allows students to explore and to cultivate their intellectual, social, physical, emotional, ethical, and cultural dimensions that make them unique, thoughtful, and well-rounded individuals. Preparing students for careers requires an appreciation for multiculturalism, as well as an understanding of responsible, ethical, participatory citizenship.

Of the full-time students in the Day Division at Fisher in the academic year 2012-2013, about 470 are from Massachusetts, 130 from other New England States, and 86 from other states. Increased attention to and earned credibility with international students has generated strong international enrollments. Fisher launched its new international student recruitment initiative in fall 2006, and today, 135 international students from 43 countries are enrolled in the Day program. Fisher is undoubtedly a Boston-based institution, with a majority of students originating from metropolitan Boston. Of those students who attend the full-time Day program, 42% are resident students in Fisher-sponsored dormitories, and the remaining 58% of students commute. In keeping with the

transition to a greater baccalaureate emphasis, Fisher wants, at a minimum, to maintain that ratio. Also, the city encourages all colleges in Boston to house as many of their students in college-sponsored housing as possible.

Fisher's student body today reflects the shift from an open admission policy to implementation of admission standards in 2004. These new academic standards redefined the College's commitment to recruit and enroll students who have a greater ability to succeed and persist in their chosen degree program, and to graduate successfully. Fisher reaches out to first-in-the-family students by connecting with families who are new to the college admission process, and by collaborating with organizations like Upward Bound, TRIO, Educational Talent Search, and Bottom Line. As a result, first-in-the-family students receive counseling and access resources that prepare them for the challenges and opportunities of higher education.

Fisher's commitment to enabling college access to students across a wide income spectrum remains strong. The profile of the incoming classes of 2012/2013 illustrates Fisher's economic diversity: 39% of the classes entered with an Estimated Family Contribution of zero; 63% of the classes were eligible for Pell grants; 94% of the classes received institutional aid, with the average award being over \$10,200.

A survey administered to alumni in October 2012, coupled with outreach by the Office of Institutional Advancement, indicate that over 85% of Fisher graduates have jobs, typically in Massachusetts, and that they attribute that success to their Fisher education.

ATHLETICS

Fisher's scholar-athletes constitute a significant part of Fisher's student population. As of 2009, sports programs include men's and women's varsity soccer and basketball, men's baseball, and women's softball. Since 2002, the Fisher Falcons have captured 13 Conference and Regional Championships and more than 100 All-Conference, All-Region, All-America, Coach of the Year, and Coach of Character honors.

CONTINUING EDUCATION

A consistent component of Fisher's mission has been the focus on education for working adults who often juggle the equally demanding responsibilities of work and family. The Division of Accelerated and Professional Studies (DAPS) is Fisher's continuing education program. DAPS increases educational access through flexible scheduling at four locations--Boston, North Attleboro, New Bedford, and the Brockton School of Nursing --- as well as through its distance learning program, Fisher Online. Following an asynchronous 24/7 model, Fisher Online courses are accessible wherever the Internet is available. Hybrid courses, which are available at all Fisher locations, blend the classroom and virtual learning experiences. Upper level courses are typically blended, and students at Boston and North Attleboro may enroll in Saturday classroom-based courses. The Continuing Education and Online programs are not the subject of this master plan, but are described here to provide information about the full range of Fisher's academic offerings.

THE FUTURE OF FISHER COLLEGE

In order to sustain its academic viability and maintain its long-term fiscal health, Fisher has concluded that it must continue to add to its undergraduate enrollment in the Day Program in Boston. The College must also respond to the demand for selected Master's degree programs, especially those that can be accomplished as a fifth year for Fisher undergraduates. Fisher must reach the student population in a way that allows for breadth and depth in curriculum and training, and must achieve a teacher student ratio that is academically appropriate and economically sustainable.

First and foremost, fulfilling its mission demands that Fisher make the necessary changes which underscore its commitment to be a learning community—a learning community that is preparing the next generation of the workforce which will sustain our society. In order to fulfill this imperative, Fisher must grow from 820 students today to about 1,100 students in the combined associate's, baccalaureate and master's programs over the 10 year term of this IMP. This increment of 280 students amounts to an average of 28 new students per year distributed among the associate's, baccalaureate and master's degree programs.

This change arises out of two primary considerations:

ACADEMIC

The College must achieve a larger student body in order to obtain the critical mass necessary to support its academic programs; to have the number of students in classes to provide for robust analysis and interaction; to ensure faculty size necessary to cover the range of courses essential to meet academic standards and student expectations; and to have an even larger component of full-time faculty with doctoral degrees. The academic mission of the College “to change lives by positioning students in their quest for the knowledge and skills that will guide them through a lifetime of intellectual and professional pursuits” is the imperative that drives Fisher to undertake these necessary changes.

FINANCIAL

Fisher's academic and financial goals are inextricably intertwined. In order to continue to attract the students it wants to educate, Fisher must invest in its curriculum, its faculty and its facilities. In order to sustain itself as a thriving and financially healthy organization, Fisher must generate the revenue that will guarantee a sound future. The academic and financial goals of this Institutional Master Plan reinforce each other, and reflect Fisher's carefully constructed and balanced strategic plan for the years ahead.

The investments in Fisher's future facilities that this IMPNF anticipates have been arrived at after careful examination of the economic forces affecting small colleges, as well as by looking at the opportunities they have to build on their strengths to thrive academically. Fisher's financial health requires that it increase its revenues, and monitor its expenses closely. The projects described in this IMPNF reflect prudent fiscal guidelines and changes that allow Fisher to direct its resources to their most productive use.

The Proposed Institutional Projects in this IMPNF are those deemed essential to accommodate Fisher’s goals, and they have been thoughtfully arrived at in recognition of the College’s location in an important historic district in the City of Boston. The Proposed Institutional Projects that will be undertaken during the term of the IMP are set forth in Chapter 3 of this document.

Chapter 2.

Existing Fisher Facilities

FISHER IN THE BACK BAY

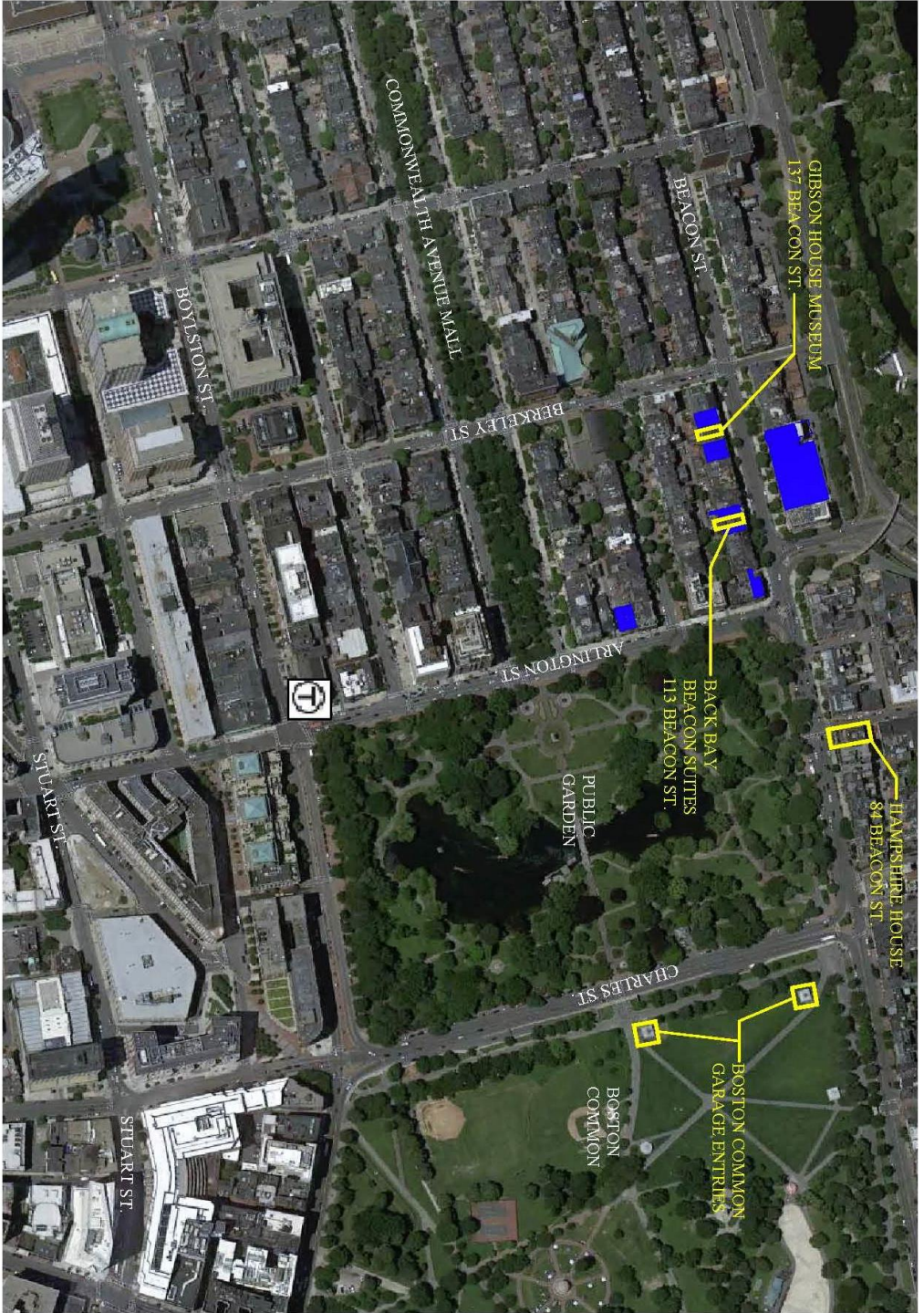
Fisher College is housed in a collection of classic Back Bay buildings on Arlington and Beacon Streets in Boston. Fisher’s planning for its buildings recognizes its context as part of the Back Bay residential neighborhood -- rich in local history, and in cherished institutions. Its granite, brick and brownstone institutional buildings share the Beacon Street block between Arlington and Berkeley with private residences, residential rental properties, a short-term rental/hotel, the BackBay Beacon, and the Gibson House Museum.

The college buildings sit in one of Boston’s most important historic districts, the Back Bay Historic District, wherein the design and appearance of buildings and land are regulated by the Back Bay Architectural Commission (BBAC). Fisher takes great pride in being a contributing participant in upholding the grandeur and stature of this district. Fisher maintains its properties --buildings and land—impeccably, and with keen attention to their historical features. Fisher’s conscientious attention to, and substantial capital investments in, its buildings and grounds has been recognized and acclaimed by the Boston Landmarks Commission, the Boston Historical Commission and the Back Bay Garden Club.

Fisher has a modest-sized presence in a section of the city that is both a notable residential neighborhood and home to a vibrant commercial scene that includes a convention center, hotels, schools and colleges, and some of Boston’s finest architecture. Just two blocks away is Commonwealth Avenue, considered one of America’s most beautiful streets. Please refer to Figure 1. Aerial Context Plan.

Indeed, Fisher’s presence in Boston does not conform to anyone’s image of a typical college campus. Rather, Fisher is best understood as a collection of twelve small buildings purchased for the most part between 1939 and 1965. The total land area occupied by these twelve buildings is just over one acre, and Fisher does not own any open space of its own—no quadrangle, no yard, no outdoor commons. Fisher does have visual access to one of Boston’s great amenities, the Charles River Basin. Its eight Beacon Street buildings are on the “water-side” of the street, and they offer dramatic, breath-taking views of the Charles River and the Esplanade. Another unique and much treasured nearby open space, the iconic Boston Public Garden, sits across from Fisher’s One Arlington Street building, providing the Fisher community with access to well-maintained green space, which would not otherwise be available to them.

The heart of Fisher College is the Mall, a 6,000 square foot, one-story addition at the basement level extending along Back Street behind 104 to 116 Beacon Street. An internal corridor through the Mall connects all eight buildings on the north side Beacon Street --two academic buildings and six dormitories. This corridor creates an internal spine, where the social activities of Fisher students are concentrated.



LEGEND

FISHER COLLEGE INSTITUTIONAL BUILDINGS

FIGURE 1. AERIAL CONTEXT PLAN

Choo & Company, Inc.
 One Billings Road Quincy, MA 02171
 617-798-7727 fax 617-798-7715

Another feature of the Mall is that it focuses student activity off-street and within the dormitory buildings. It provides students with a gathering, communal space where it has the least effect on neighbors. The more typical college campus has a quadrangle or a student center to meet these needs. With no access to any undeveloped land, Fisher has arrived at this ingenious way to create the heart of its school.

The Mall is the access point to Alumni Hall, the College's largest open room, the recently remodeled cafeteria, and to student services, the Dean of Students and Housing offices, and the Student Health Office. The Mall also provides the only entrance to the six of the residence halls on the north side of Beacon Street. Fisher has two other residence halls across Beacon Street at 131 and 133 Beacon Street.

During the ten year term of its IMP, Fisher will invest in the new and/or replacement projects described in Chapter 3 herein, to provide the facilities necessary to meet the increasing demand for dormitories, and, as well, to serve the academic and social needs of the Fisher community. Through the Proposed Institutional Projects described in this IMPNF, Fisher seeks to rationalize the arrangement of all of its institutional space by providing classrooms that are well-located and correctly sized for different types of courses, and are equipped with the technology needed to support evolving styles of pedagogy. Fisher also anticipates reorganizing its administrative facilities, to include better accommodations for student service foundations (e.g. co-locating services for "one-stop-shopping") as well as proper waiting and conference room areas for functions, such as financial aid, admissions, and the Center for Career Development). In all of its planning, Fisher seeks to use its facilities to their maximum efficiency so as to maintain its small footprint, and to make full use of its very limited space.

FISHER'S FACILITIES

INSTITUTIONAL PROPERTIES – OWNED

The twelve institutional buildings which Fisher presently owns provide a total of just less than 150,000 square feet. Approximately 40 percent of this space is dedicated to housing, dining, and student services; another 40 percent is dedicated to classrooms, laboratories, and faculty offices. The remaining space is for administration, maintenance, and institutional support services. Please refer to Table 1. Existing Institutional Properties.

Fisher's main building at 118 Beacon Street is a grand granite structure built in 1858 as the home of R. S. Fay. It was bought by H. P. King in 1907; Fisher bought the building from the King family in 1939. The building houses the library, classroom space, and the President's office. The buildings at 108 and 111 Beacon Street and One Arlington Street also house a combination of classroom and institutional office uses. Adjacent to the main building, Fisher owns six-story Victorian brownstones and a brick building at 102 Beacon. Five of these buildings, located at numbers 102, 104, 106, 112, and 114, are dormitories, as are the two brownstones across the street at 131 and 133 Beacon Street, and half of the 116 Beacon building is in dormitory use as well. The capacity in 2013 of these Beacon Street dormitories is 289 beds.

Individual dormitory room sizes vary from single occupancy to quad-style, with interiors

highlighted by bay windows and exposed wood. All rooms are equipped with telephone,

Table 1. Existing Institutional Properties

Fisher-Owned Institutional Properties

Building Address	Current Use	Bought	GFA	Beds
118 Beacon	Classroom, Office	1939	20,735	
112 Beacon	Dormitory	1944	9,253	34
114 Beacon	Dormitory	1952	8,938	33
116 Beacon	Classroom, Office and Dormitory	1954	8,447	16
108/110 Beacon	Classroom, Office	1961	18,619	
131 Beacon	Dormitory	1961	10,583	33
133 Beacon	Dormitory	1961	9,830	34
102 Beacon	Dormitory	1962	21,179	76
104 Beacon	Dormitory	1962	11,100	29
106 Beacon	Dormitory	1962	11,610	34
One Arlington Street	Classroom, Office	2006	10,370	
111 Beacon	Classroom, Office	2010	8,232	
TOTAL Owned April 2013			148,896	289

Fisher -Leased Institutional Property

Building Address	Current Use	Lease Term	GFA	Beds
19 Stuart Street	Dormitory	2012 -2016	10,000	55
Total Institutional Space April 2013			158,896	344

cable, and Internet access, and are secured by updated electronic entry systems. Some residences have access to common areas that contain modern amenities. Professional staff (Resident Directors) and student leaders (Resident Assistants) live and work in each residence hall, and are available 24 hours a day in an on-call rotation.

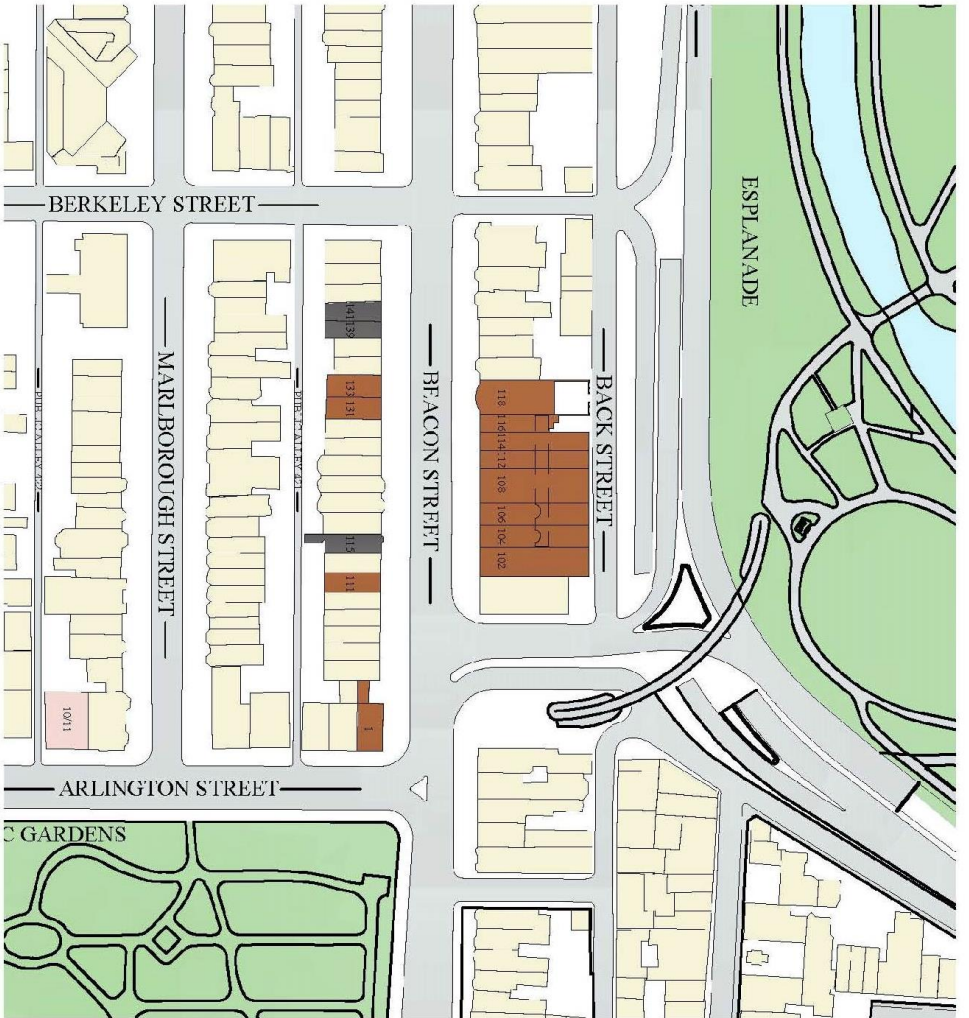
Fisher’s building modernization program resulted in the replacement of dormitory furnishings and flooring, which took place on a staggered cycle between 2006 and 2008. In addition to addressing the comfort and aesthetic needs of students, this refurbishment created a more uniform look to the residence halls, and brought the College into compliance with all building, fire and safety codes, including sprinklers. The Mall was renovated in summer 2008 at the same time that Alumni Hall was refurbished, and a major makeover took place in the cafeteria to improve its appearance and to increase its seating capacity. Building restorations and technological infrastructure are important features of Fisher College’s continuing progress.

Fisher’s front yards were also appointed with new landscaping that unifies the Fisher property with the historic Boston Public Garden. This work earned the acclaim of the Fisher community and the Boston Landmarks Commission, Back Bay Architectural Commission and the Back Bay Garden Club.

Taking advantage of rare property purchase opportunities in close proximity to Beacon Street, Fisher purchased One Arlington and 111 Beacon in 2006 and 2010 respectively; these were the first new buildings bought by the College for academic use since the 1960's. In an effort to restore the complement of institutional space Fisher had three decades ago, these properties replaced about three-quarters of the institutional space Fisher had at 86 Marlborough Street and 181 and 183 Beacon Street which was sold in the 1970's.

One Arlington Street, purchased from the owners of the Boston School of Modern Languages, was restored and renovated, and is now used for classrooms and offices as is the building at 111 Beacon – the former Butera School of Art whose students are completing their studies at Fisher College. Through the acquisition of One Arlington Street, the College was able to add classrooms, and to relocate some administrative offices from Beacon Street buildings, thus freeing up space in those buildings for student support services, the international student center, and faculty offices. The new classrooms at 111 Beacon helped to reduce overcrowding and overuse of classrooms.

Continued pressure on its facilities, especially for administrative and faculty offices, prompted Fisher to find another building for purchase in the vicinity of its core facilities. One such opportunity presented itself in September 2012 when the 17,250 square foot property at 10/11 Arlington Street was offered for sale. Fisher made the successful bid on that building and took ownership in early March 2013. The six-story plus basement building at 10/11 Arlington Street building is the home of the Tellus Institute, which still occupies approximately half of the space; the rest is leased to other tenants. Fisher's bid for that property was accepted because Tellus Institute, consistent with their use of the property as a not-for-profit organization, sought to sell its property to another mission-driven owner, and accepted a price from Fisher that was less than what the property could have realized from a private developer. Please refer to Figures 2 and 3 for a plan and aerial view of Fisher's existing properties.



LEGEND

- FISHER COLLEGE INSTITUTIONAL BUILDINGS
- FISHER COLLEGE RECENTLY PURCHASED BUILDING
- FISHER COLLEGE OWNED/ RENTED TO OTHERS

FIGURE 2. FISHER COLLEGE BUILDINGS, 2013

Choo
 & Company, Inc.
 One Billings Road Quincy, MA 02171
 617-786-7727 fax 617-786-7715



- LEGEND**
- FISHER COLLEGE INSTITUTIONAL BUILDINGS
 - FISHER COLLEGE OWNED/ RENTED TO OTHERS
 - FISHER COLLEGE RECENTLY PURCHASED BUILDING
 - DORMITORY SPACE RENTED BY FISHER COLLEGE

FIGURE 3. AERIAL VIEW - FISHER COLLEGE EXISTING FACILITIES

Choo & Company, Inc.
 One Billings Road Quincy, MA 02171
 617-798-1727 Fax 617-798-7716

INSTITUTIONAL FACILITIES - LEASED

Given the scarcity of available real estate in its core area, Fisher has had to rely on the rental market particularly for beds, gym access and playing fields. Although institutions far prefer to control their destinies by owning their facilities, renting can be an acceptable interim condition. Over the long term, Fisher aims to own as much of its critical academic and residential space as possible, but owning athletic facilities is unlikely.

Fisher has a five year lease for dormitory use of one floor of the building owned by Hostelling International on Stuart Street, about a mile walk from Beacon Street. This lease, started in the fall of 2012 and expiring at the end of academic year 2016-2017, encompasses approximately 10,000 square feet at the recently opened Hostelling International at 19 Stuart Street and provides a Fisher-only floor with 55 beds. All support services and programs available to dormitory residents are made available to off-campus resident students.

Leasing dorm space subjects Fisher to the vagaries of cumulative housing demand among the many colleges in Boston for meeting its needs, and it is difficult to find lease terms that offer multi-year security for the number of beds needed. Fisher knows from its many years of seeking beds on the rental market that leasing will not provide the number of beds required to meet its 10-year projections in locations which are convenient to its core facilities. Equally compelling is the fact that owning its core buildings is financially prudent. Spending its capital to renovate and maintain property it owns accrues to the College's assets, as compared with losing sunk costs when leases expire-- and provides the reliable inventory of core space the College needs to run its operation.

To meet students' fitness and wellness needs, all Fisher students are offered a discounted rate for gym membership at the Union gym on Boylston Street. In the absence of nearby sports facilities, Fisher teams utilize soccer fields in Medford (men's and women's soccer) and a gym/field house and playing fields in Lynn (men's baseball and women's softball and men's and women's basketball) where the teams practice and compete. Fisher would prefer to have its athletic facilities in closer proximity to its core academic and residential buildings so that more students can participate and to generate more attendance at athletic events, but their searches for such facilities within a closer radius have proven unsuccessful.

FISHER-OWNED NON-INSTITUTIONAL PROPERTIES

In 1997, Fisher bought three residential buildings at 115, 139, 141 Beacon Street as an investment in its immediate environment. The buildings were in poor condition and required Fisher to further invest in them, as their distressed condition detracted from the neighborhood. The buildings comprise 8,700, 7,655 and 7,800 square feet respectively, totaling 24,155 square feet. Each building is divided into 12 small apartments which are rented at market rates.

At the time of purchase, Fisher had no internal need to incorporate these buildings into institutional use, but by virtue of owning them, Fisher would have the option of converting

them into academic or residential assets at some point in the future, when or if they were needed to meet the College's space needs.

In the 16 years of its ownership, Fisher has invested over \$2.4 million in improving these three buildings by rehabilitating the entire interiors in 1997, and more recently, restoring the brownstone exteriors and improving the condition of the rear yards. As a result of Fisher's investments, the appearance of the buildings and their front and rear yards now contribute to the overall attractiveness of the Arlington/Berkeley block of Beacon Street. Within the 10-year term of this IMP, the College is proposing to convert these three buildings to dormitory use. Conversion of these properties to dormitory use is described as three Proposed Institutional Projects in Chapter 3 of this IMPNF. Figure 3 illustrates all of Fisher's existing properties.

ENROLLMENT AND HOUSING

PRODUCING NEW DORMITORY BEDS

Fisher is presenting proposals in this IMPNF not only to consolidate the additional beds necessary to maintain the ratio of beds-to-enrollment but also to locate them where police and administrators can monitor student behavior and inculcate the respectful attitude it expects from the members of the Fisher community, and provide extra protection and security for students and residents alike.

The projects proposed in this IMPNF reflect the fact that Fisher will continue to increase the number of students in its baccalaureate and soon-to-be-introduced master's programs in small increments (an average of 28 students annually) over the 10-year terms of the IMP. In keeping with undergraduate expectations, a greater proportion of students at Fisher want the residential experience to round out their growth both academically and socially.

Fisher does not own any land on which it might be able to construct new housing for students. And, given the location of its core buildings in the heart of an historic area, there is no open land for purchase. So Fisher is left with only one option for securing additional beds within a reasonable distance from its academic facilities –namely, conversion of existing buildings. While this option may not be optimal from some perspectives, it is the only one that allows Fisher to own the facilities that are critical both to its mission and to its financial well-being. The beds proposed in this IMPNF represent the minimum beds necessary to allow the college to remain competitive in attracting the students it needs to fulfill its academic and financial goals.

Also, Fisher has seen an increase in the number of students seeking rental apartments on the open market in the Back Bay. This is a phenomenon observed in all neighborhoods around college campuses because students seek the convenience of living in proximity to their colleges. Some of these students would prefer to be in Fisher-sponsored housing, but there is an insufficient supply of beds to accommodate them. Most colleges, including Fisher, would prefer to provide an adequate amount of dormitories to bring students who are renting in the private market into their own buildings, where they can be better supervised and greater provisions for their safety are in place. In the 2013 spring term, about 116 Fisher students were living in rental units in the 02116 zip code.

For these reasons, several of the Proposed Institutional Projects in this IMPNF involve producing additional beds. Although Fisher is never likely to be able to meet the full demand for student beds, in order to remain competitive and to attract the students it wants, Fisher will need, at a minimum, to create the number of beds that will maintain the ratio of beds to students that it has today – about 42%.

Fisher has an inventory of 344 beds today, namely, 289 Fisher-owned beds on Beacon Street and 55 leased beds at 19 Stuart Street, about a mile away. The lease for the Stuart Street beds at Hostelling International expires in June 2017, and there is no assurance today that Fisher will be able to renew it. The demand for additional Fisher-sponsored housing will continue to grow over the term of this plan, alongside the annual increments in the number of students enrolled. Within the term of this Institutional Master Plan, Fisher seeks to create a total of 177 beds—122 net new beds and 55 replacement beds for those lost at the hostel – to its inventory on Beacon Street that will be phased in over time in increments as described below as demand requires. When all of the dormitory projects in this IMPNF are completed, Fisher will have a total of 466 beds and thus retain the same ratio of beds to enrollment that it has today – 42%.

HISTORY OF DORMITORIES ON BEACON STREET

To understand fully Fisher’s current situation with respect to the limitations on its residential accommodations for students, it is helpful to put the Proposed Institutional Projects in historical context. In years past, the blocks from Arlington to Clarendon Street on Beacon were home to Emerson College, when enrollment at its Back Bay campus was 2200. Emerson occupied seven buildings on the Arlington/Berkeley block of Beacon Street, and occupied for institutional use about seven other buildings on immediately adjacent blocks. Several of those buildings were dormitories, housing approximately 200 students in the building at 100 Beacon Street; approximately 70 students in 132-134 Beacon Street and approximately 140 students around the corner at 6 Arlington, for a total of over 400 resident students, as well as the 90 students Fisher housed at 181 and 183 Beacon Street for a total of 490 residents more than four times the number of net new beds proposed by Fisher in this IMPNF.

SHARING BEACON STREET

Fisher recognizes that its core facilities have always shared Beacon Street with others, namely, Back Bay residents, commercial uses and other institutions. Fisher demonstrates its respect for its neighbors and for the Back Bay Historic District through its careful oversight of the members of the college community, and the meticulous care it takes of its property. Because the mix of students and residential neighbors along the Arlington/Berkeley block of Beacon Street demands vigilance by all to assure the desired quality of life for everyone, Fisher conveys its expectations for acceptable student behavior in its student handbook, through regular and continuous communication about behaviors that are not tolerated, and by holding students accountable for infractions through its student disciplinary process.

Fisher maintains a record of complaints associated with its community and investigates every complaint. Campus Police and/or Fisher staff follows up with the complainant, and take

necessary corrective action, either at the immediate moment, or after the fact, if some time has elapsed between the infraction and the complaint. In some cases, the source of the problem is not Fisher students, but rather others who visit the short-term rental hotel across the street and people leaving Back Bay bars who park at the meters on Beacon Street.

The active 24-hour presence of the Campus Police allows a level of oversight and enforcement that is unique among Boston's college campuses in that Campus Police headquarters is in the heart of the Fisher dormitories, and embedded in the very tight perimeter of its facilities. Not only does the police presence reinforce the safety of students, but it also provides an additional layer of protection for residents too – whether from unwanted student behavior or from the dangers and inconveniences that can present themselves in the center of a big city.

Chapter 3. Proposed Institutional Projects

INTRODUCTION

This IMPNF lays out the framework for meeting Fisher’s facilities needs for its Day Division in Boston during the next ten years. It describes how Fisher can achieve the quality of environment necessary for its students, and its entire institutional community to thrive while continuing to be a good institutional neighbor in the Back Bay. The vision of this facilities framework is to arrive at a complement of Fisher facilities which supports and enhances the College’s mission of teaching and learning . . . “that will guide students through a lifetime of intellectual and professional pursuits,” and that continues its long-standing role as a good neighbor in the Back Bay. The Institutional Master Plan for Fisher College will have a term of ten years from the date of approval by the Boston Zoning Commission. There are seven Proposed Institutional Projects, as described below, which will be completed during the term of this IMP.

This is Fisher’s first Institutional Master Plan. Fisher has three overarching objectives to accomplish through its facilities planning process:

1. Accommodate the anticipated student population. Fisher requires institutional facilities in which it can comfortably accommodate, and provide a full range of facilities and support services for, a student population of up to 1,100 in the associate’s bachelor’s and master’s programs in Boston over the term of this IMP.
2. Create a workable capital investment plan and facilities operations budget to make the most efficient, mission-driven uses of the College’s scarce building and financial resources. Facilities planning must take into account academic needs, financial realities and the constraints and sensitivities of Fisher’s urban location.
3. Seek approval of an Institutional Master Plan from the Boston Redevelopment Authority. Institutional Master Plan zoning is the preferred regulatory framework for the College’s institutional property.

MEETING FACILITIES NEEDS

ACADEMIC SPACE

Over the next 10 years, Fisher needs to provide for the Day Division in Boston the following types of space: more classrooms, appropriately sized and outfitted for today’s teaching and learning approaches, a better functioning student resource center where all aspects of student support are offered, including tutoring and counseling, and more office space for faculty and staff.

RESIDENTIAL AND STUDENT LIFE SPACE

Fisher seeks to house its residential students in buildings it owns on Beacon Street, in order to create a community of learning and maturing, and to be able to monitor the activities of its students, and to concentrate its financial resources in property it owns.

The College also seeks to expand social space—both indoor and outdoor-- that allow students, faculty and staff to carry out their daily lives and jobs in a comfortable, attractive environment. Finding these types of spaces is a particular challenge in a neighborhood where available space is at a premium.

PROPOSED INSTITUTIONAL PROJECTS

Fisher's image and its success are due in large part to its 75-year history at its location on Beacon Street and the future of Fisher's Day Division as an undergraduate institution is intimately tied to its Back Bay location.

By implementing the seven Proposed Institutional Projects described below, Fisher will arrive at the size necessary to continue to support its evolving academic programs and residential life, in increments proportionate to new student populations during the ten-year term of this IMP.

PROPOSED INSTITUTIONAL PROJECT 1. CONVERT INSTITUTIONAL USES TO DORMITORY USE AND INTRODUCE ADDITIONAL BEDS

Along the north side of Beacon Street, Fisher has eight contiguous buildings (102 to 118) six of which, all but 102 and 118, are connected by a common corridor, the Mall, at the basement level. The buildings at 102, 104, 106, 112 and 114 are occupied in full by dormitory and student life space, and the building at 116 is partially in dormitory use. These buildings effectively function as a consolidated dormitory of 222 beds with a single entrance at 116 Beacon Street. The two dormitory buildings across the street at 131 and 133 Beacon Street, together house 67 students, bringing Fisher's total inventory on Beacon Street to 289 beds.

Within these buildings, Fisher has identified opportunities to create 48 additional beds. Upon approval of this IMP in 2014, Fisher will undertake to re-purpose about 4,225 square feet on the second, third and fourth floors of 116 Beacon to dormitory use. The repurposing project in this building involves renovation of about 350 square feet for new bathrooms, and installing dorm room furniture in the balance of the space to add 23 beds to the building.

The remaining twenty-five (25) beds will be added at the same time, by introducing additional bed(s) into existing large dorm rooms at 102, 104, 106, 112, 131 and 133 Beacon Street. No construction is needed to accomplish introducing these beds. The 48 additional beds will replace, for the most part, the 55 beds currently leased at Hostelling International on Stuart Street. By relocating beds to Beacon Street, Fisher will be able to consolidate and maximize the number of beds within its existing dormitory buildings shown in Table 2 below.

Table 2. Proposed Replacement Beds

Building Address	Project Type	SF of construction	Beds added	Total Beds in Bldg.
116 Beacon	partial renovation	350	23	39
Total beds added with renovation			23	
102 Beacon	moving beds into existing rooms	none	11	87
104 Beacon	"	none	5	34
106 Beacon	"	none	4	38
112 Beacon	"	none	2	36
114 Beacon	"	none	-1	32
131 Beacon	"	none	3	36
133 Beacon	"	none	1	35
Total Beds added to existing rooms			25	
Total Beds in Beacon Street Dormitories			48	337

By adding most of its new beds in its buildings on the north-side of Beacon Street, Fisher continues to concentrate its resident students along the interior Mall, where most student activities are located. The one entrance at 116 Beacon channels student’s comings and goings to occur only at that one doorway, and campus security is located there as well for maximum benefit. Investing in its own buildings is not only efficient, but it is fiscally prudent for the College. Fisher, like all institutions, wants to be a careful steward of its finite resources, and to use its financial and additional resources to control its future viability.

PROPOSED INSTITUTIONAL PROJECTS 2, 3, AND 4. CONVERT 115, 139, 141 BEACON STREET TO DORMITORY USE.

Fisher owns three residential buildings, purchased in 1997, which are used as apartments, an as-of-right use by underlying zoning. Fisher expects this use to continue until such time as the buildings are converted to dormitory use during the term of the IMP. The buildings are located at 115, 139 and 141 Beacon Street, total 8,700, 7,655 and 7,800 square feet respectively, and each building is divided into 12 apartments. Fisher expects to phase in these conversions over the period of this IMP, with Fisher making the change one building at a time as demand requires.

Since conversion of these buildings will each constitute a separate project, they are described as such below.

Proposed Institutional Project 2. Convert 115 Beacon Street to Dormitory Use.

The building at 115 Beacon Street is a five-story, sixty-five (65’) tall building, with floor area of 8,700 square feet currently used as non-institutional rental apartments, an as-of-right use by underlying zoning. Fisher proposes to convert this building to dormitory use in 2016 for approximately 43 student beds. No change in building height or floor area will

result from this conversion. The exterior of the building is not expected to change under this conversion, and only minor modifications not requiring construction in the interior will be necessary to accommodate the anticipated beds.

Proposed Institutional Project 3. Convert 139 Beacon Street to Dormitory Use.

The building at 139 Beacon Street is a five-story, sixty-five (65') tall building, with floor area of 7,655 square feet currently used as non-institutional, rental apartments, an as-of-right use by underlying zoning. Fisher proposes to convert this building to dormitory use in 2018 for approximately 43 student beds. No change in building height or floor area will result from this conversion. The exterior of the building is not expected to change under this conversion, and only minor modifications not requiring construction in the interior will be necessary to accommodate the anticipated beds.

Proposed Institutional Project 4. Convert 141 Beacon Street to Dormitory Use.

The building at 141 Beacon Street is a five-story, sixty-five (65') tall building, with floor area of 7,800 square feet currently used as apartments, an as-of-right use by underlying zoning. Fisher proposes to convert this building to dormitory use in 2022 for approximately 43 student beds. No change in building height or floor area will result from this conversion. The exterior of the building is not expected to change under this conversion, and only minor modifications not requiring construction in the interior will be necessary to accommodate the anticipated beds.

Conversion of these three properties to create additional beds is a practical approach from both a financial and a location perspective, to house its students in Fisher-owned buildings on Beacon Street. The buildings are all on the same block with Fisher's existing dormitories, which allows for closer supervision and greater student safety.

Proposed Institutional Projects 1 through 4 result in a total of total 177 new beds, of which 122 are net new beds for Fisher and 48 are replacement beds for those lost when the lease at the hostel expires. With this number of net new beds, Fisher will be able to maintain its current ratio of 42% resident students and 58% commuters as shown on Table 2 below.

PHASING PLAN FOR NEW BEDS

Fisher's new beds will result from four Proposed Institutional Projects that will be undertaken in the following expected sequence over the IMP period between 2013 and 2023:

First, in the summer of 2014, following adoption of the Fisher Institutional Master Plan, Fisher will undertake Proposed Institutional Project 1 and create 48 beds to replace the 55 that will be lost at the hostel.

Second, by 2017, the 115 Beacon Street conversion Project will be completed providing 43 additional beds.

Third, by 2019, the 139 Beacon Street conversion Project will be completed providing 43 additional beds.

Fourth, by 2022, the 141 Beacon Street conversion Project will be completed providing 43 additional beds.

When these four Proposed Institutional Projects are completed Fisher will have added a complement of 122 net new beds to its dormitory inventory and, by so doing, will keep its ratio of beds to enrollment the same as it is today. This phasing plan is illustrated in Table 3 below.

Table 3. Phasing Plan for New Beds

	Construction Completed	Beds	Location	Leased at Hostel	TOTAL BEDS	Student Enrollment	% Resident Students
2013		289	Beacon St. Dormitories	55	344	820	42%
Phase 1	2014	48	Beacon St. conversions	55	392	876	45%
Phase 2	2017	43	115 Beacon		380	900	42%
Phase 3	2019	43	139 Beacon		423	1000	42%
Phase 4	2022	43	141 Beacon		466	1100	42%

PROPOSED INSTITUTIONAL PROJECTS 5 AND 6. BUILD ADDITIONS AT 118 BEACON ST. AND 112-114 BEACON ST.

Although Fisher has very little unbuilt development capacity, it has identified two locations where changes are planned: one, at the rear of 118 Beacon Street, and the other on a portion of the roof of the Mall.

Proposed Institutional Project 5. Carriage House Addition

One opportunity for building new space is within an area at the rear of 118 Beacon Street, where carriages were once serviced. A two-story addition at the basement and first floor levels within the area’s remnant walls will provide library and office space for such student services as the Tutoring Center, Student Advisory Services, Career Services, and others, and an outdoor terrace at the first floor level. This project is expected to commence in 2016.

A preliminary design for a 2,500 square foot addition whose zoning height would be no greater than twenty-five (25’) feet has been prepared. The exterior materials would conform to the design guidelines for the Back Bay, as regulated by the Boston Landmarks Department and the Back Bay Architectural Commission (“BBAC”). The early design was shared with the Back Bay Architectural Commission staff for their input, and the BBAC’s comments have been

incorporated into the proposed design for the addition. Please refer to Figures 4 and 5 for before and after images of the proposed Carriage Area addition.

Proposed Institutional Project 6. The College Terrace

The existing one-story Mall addition at the basement level at the rear of the 104-114 Beacon Street buildings houses the dining hall, auditorium, student services and Campus Police. Fisher proposes to create an outdoor terrace, open to the sky, on a portion of the roof of the Mall addition to provide an outdoor social space where all members of the Fisher community can sit and socialize. The College Terrace fulfills a critical unmet need of the College as Fisher currently has no outdoor space where its students, staff and faculty can sit in a casual environment with tables and chairs and enjoy each others company. This project is scheduled for construction in 2017.

The size of the terrace will be no more than 2,500 square feet on a portion of the 6,000 square foot Mall roof [about forty-percent of the roof area] to provide an attractive, fully open to the sky, well-landscaped outdoor gathering and sitting space for all members of its community. The location of the terrace is appropriate since it will be accessed directly from the major student activities spaces in the Mall below and is adjacent to the Campus Police desk.

The perimeter of the entire rooftop of the Mall addition will be surrounded by a wrought iron fence with brick elements in keeping with the well-designed and appointed terraces elsewhere on Back Street. The terrace portion of the rooftop will be fully contained within the third of the roof adjacent to the rear of 112- 114 Beacon Street. It is anticipated that this new outdoor amenity will offer an attractive alternative for student gathering, instead of the sidewalks along Beacon Street —the only open space available to them at the present time.

This proposed terrace does not add any FAR to the Mall as it is unenclosed usable open space. The sight line to the terrace from the 120 Beacon Street building will be obscured by the Carriage Area addition proposed at 118 Beacon Street. A preliminary design has been discussed with staff of the Back Bay Architectural Commission. The final design will be subject to the approval of the Commission. Please refer to Figures 6, 7, and 8 for before and after images of the College Terrace over the Mall addition; Figure 9 provides photographs of existing decks on Back Street.

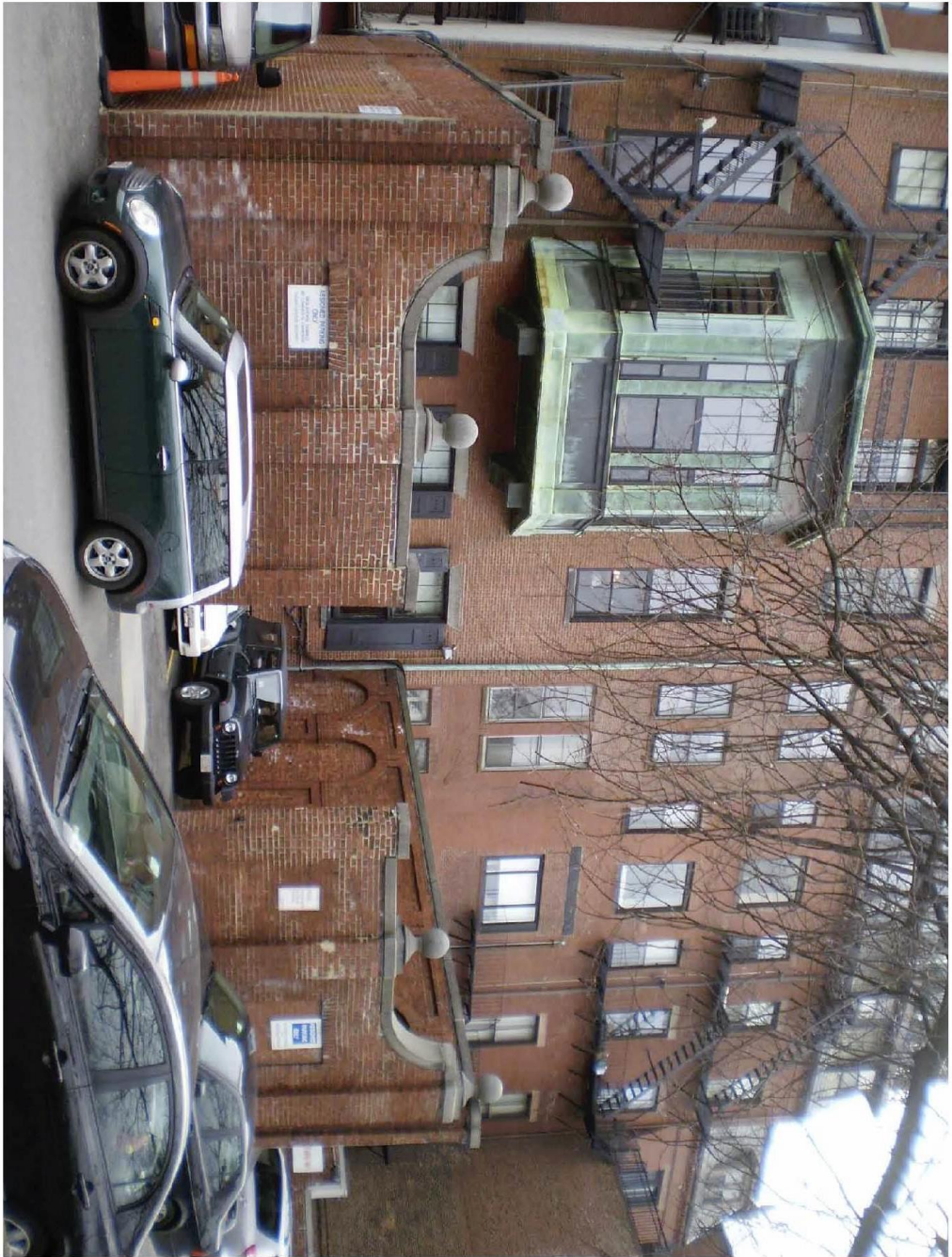


FIGURE 4. CARRIAGE HOUSE ADDITION SITE

Choo
& Company, Inc.
One Billings Road, Quincy, MA 02171
617-786-7727
Fax 617-786-7715



FIGURE 5. CARRIAGE HOUSE ADDITION PERSPECTIVE

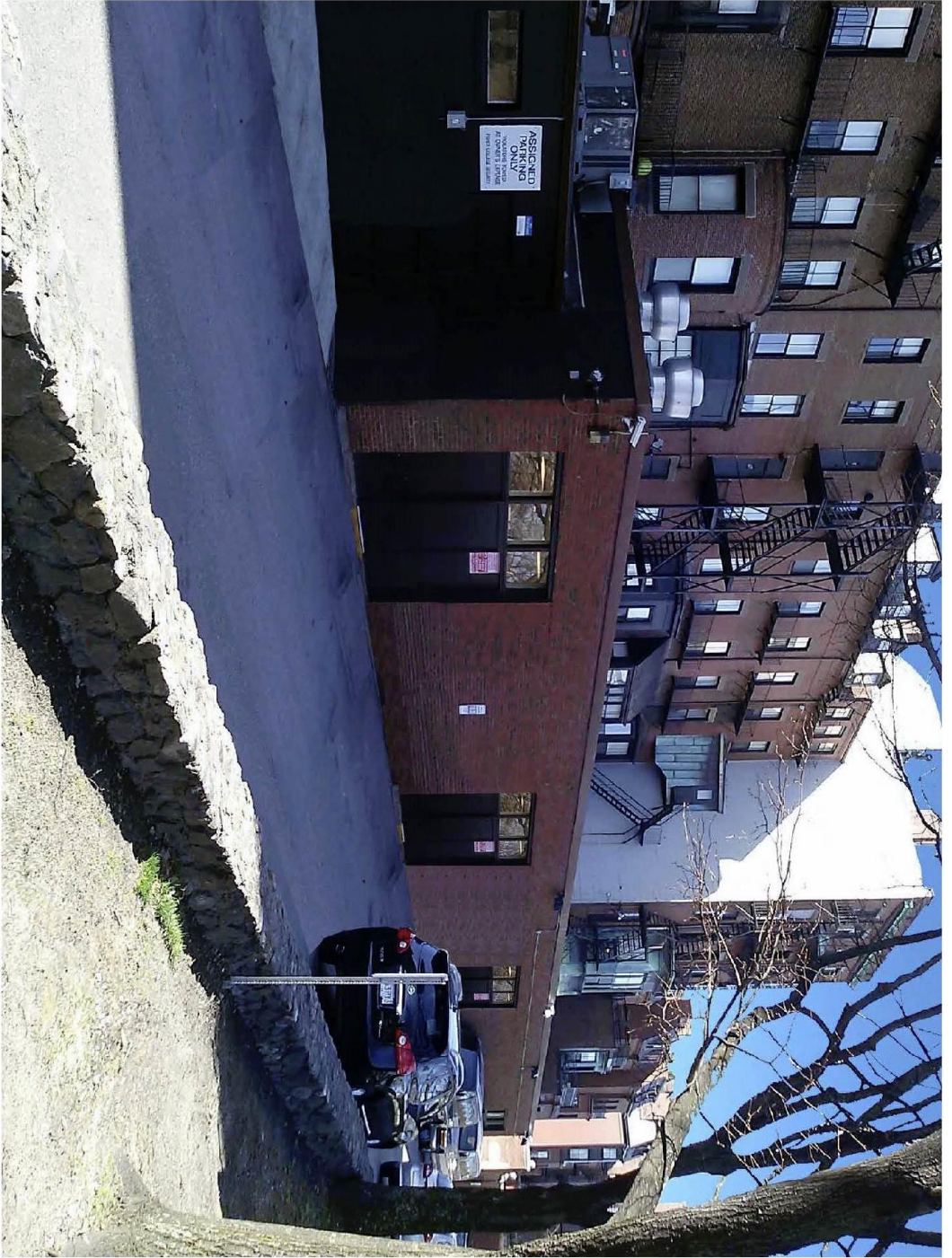


FIGURE 6. MALL ADDITION TODAY



FIGURE 7. PROPOSED MALL ROOF PERIMETER ENCLOSURE

Choo
& Company, Inc
One Billings Road Quincy, MA 02171
617-786-7727 fax 617-786-7711

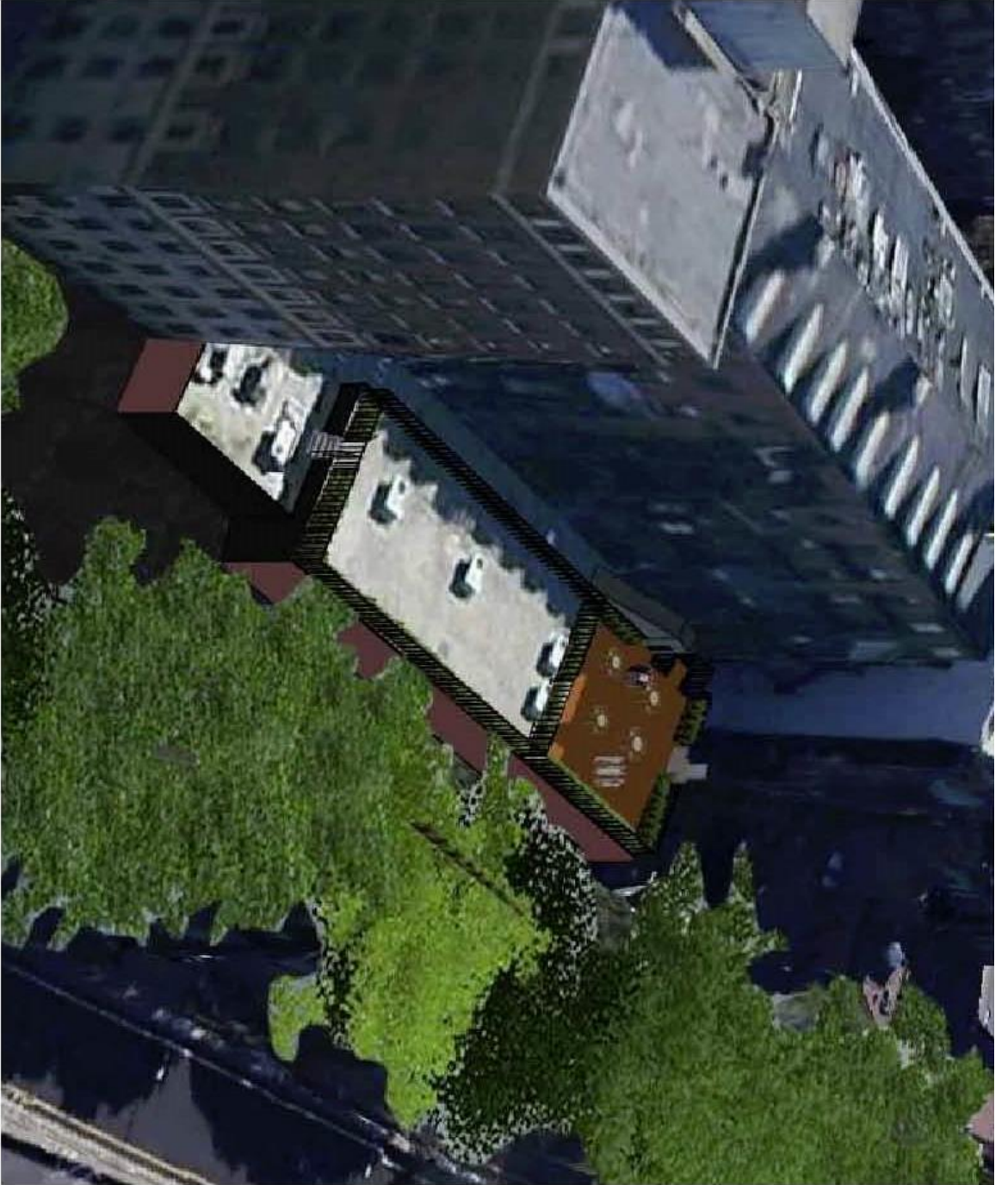


FIGURE 8. PROPOSED COLLEGE TERRACE



130 BEACON STREET, BOSTON, MA
BACK STREET VIEW



144 BEACON STREET, BOSTON, MA
BACK STREET VIEW

FIGURE 9. BACK STREET DECKS - PHOTOGRAPHS

PROPOSED INSTITUTIONAL PROJECT 7. CONVERT 10/11 ARLINGTON ST. TO INSTITUTIONAL USE

The offering for sale in September 2012 of a 17,250 square foot building at 10/11 Arlington Street presented Fisher College with an incomparable and timely opportunity to meet much of its immediate and future needs for institutional office space due to undersized and overcrowded institutional offices today.

Fisher's bid for this property was accepted because the Tellus Institute, in keeping with its mission and values, sought to sell its property to a non-profit owner and accepted a price from Fisher that was less than what the property could have realized from a private developer. Tellus and Fisher executed a Purchase and Sale Agreement in October 2012 and closed on the building early in March, 2013. The opportunity presented by this amount of space right at the core of its campus allows Fisher the flexibility to renovate and to repurpose its facilities to their highest and best institutional uses in the service of the College's existing and future academic goals.

The 10/11 Arlington building remains the home of the Tellus Institute, which occupies approximately half of the space; the rest of the building is leased to other tenants who also sought extensions to stay beyond the closing date. For this reason, Fisher will take occupancy of the available space incrementally after the Institutional Master Plan map amendment is approved, thus conferring institutional use for the building.

Institutional offices will be moved to the fourth and sixth floors occupying approximately 4,900 square feet of 10/11 Arlington Street immediately upon approval of the IMP anticipated early in 2014. The offices will be moved from the 116 Beacon Street building where administrative office uses will be displaced to allow conversion to dormitory beds. In turn, some of the institutional office space now in One Arlington Street will also move to 10/11 Arlington Street so as to accommodate and centralize the classroom space displaced from 116 Beacon Street. One Arlington will remain a mixed office and classroom building, while 10/11 Arlington Street will be used predominately as institutional office space. Moving these uses is not anticipated to require any construction. Rather Fisher prefers to repurpose existing rooms in order to maintain as much as possible, the original interiors of these fine buildings. Over time as tenants move out and additional space needs arise, Fisher's institutional uses will occupy the rest of the building.

ZONING

H-3-65 ZONING DISTRICT

Fisher's properties are located entirely within an H-3-65 zoning sub-district. In this sub-district, College or University Use is a conditional use. There is a maximum building height of 65 feet and a maximum floor area ratio of 3.0. Fisher was not subject to the requirement of an Institutional Master Plan until 2012 when the lease at Hostelling International increased Fishers total gross floor area of institutional uses over the 150,000 square foot threshold established in Section 80D of the Boston Zoning Code.

GROUNDWATER CONSERVATION OVERLAY DISTRICT

Fisher's properties and the Proposed Institutional Projects are located within the Groundwater Conservation Overlay District ("GCOD"), governed by Article 32 of the Code. Fisher will incorporate systems into its Proposed Institutional Projects that meet the standards and requirements set forth in Article 32 of the Code. Fisher will obtain a written determination from the Boston Water and Sewer Commission as to whether said standards and requirements are met. Fisher College will provide a copy of said written determination to the BRA and Boston Groundwater Trust prior to the issuance of any Certification(s) of Consistency. Accordingly, Fisher College will not be required to obtain a conditional use permit from the Board of Appeal, and shall be deemed to be in compliance with Article 32.

RESTRICTED PARKING DISTRICT

Fisher's property is located in the Restricted Parking Overlay District. Accordingly, no off-street parking is required for any new Fisher projects, and any parking that is provided is a conditional use.

INSTITUTIONAL MASTER PLAN

Article 80D of the Code sets forth the requirements for IMP review. IMP review is designed to assess the combined aspects of an institution's overall development program, and to provide the public with an opportunity for comment and review. Once an IMP is approved, it sets forth the zoning for an institution and supersedes underlying zoning to the extent that provisions are addressed in the IMP. Under Section 80D-11 of the Code, a Proposed Institutional Project which receives a Certification of Consistency with an applicable IMP is deemed to comply with underlying zoning.

PROJECT TEAM

Proponent

Fisher College
118 Beacon Street
Boston, MA 02216
Contact: Steven Rich, Vice President of Finance

Campus Development Consultant

CD+a
20 Copley Street
Brookline, MA 02446
Contact: Catherine Donaher, Principal

Government and Community Relations Consultant

Colliers International
160 Federal Street
Boston, MA
Contact: Peter Gori, Associate

Architect

Choo & Company
One Billings Road
Quincy, MA 02171
Contact: Arthur Choo

Legal Counsel

McCarter and English
265 Franklin Street
Boston, MA 02110
Contact: Cynthia Keliher

Chapter 4. Community Benefits

SERVING BOSTON PUBLIC SCHOOL STUDENTS AND GRADUATES

COLLEGE 101: A FISHER COLLEGE INITIATIVE

Fisher is committed to serving Boston Public School students: College 101 seeks to support Boston Public School students as they navigate the path to higher education. As a member of the Boston community, Fisher College is committed to better understanding the achievement gap for BPS students, and investing in creative, innovative solutions to address this problem. Fisher full funds this program.

The Key to addressing the BPS achievement gap is early intervention and collaboration: To this end, Fisher College collaborates with local schools and businesses to begin working with students on college and readiness a full year before they graduate from high school. Our program is centered on the premise that a meaningful experience with Fisher College faculty and curriculum, and exposure to the undergraduate environment, will foster the skills and self-confidence necessary to enable BPS students to realize their dream of higher education.

Currently College 101 is comprised of four main sections:

Customized Curriculum: To prepare BPS students for college level academic expectations, students come to class five days per week, 1½ hours per day over six weeks. They take courses adapted to meet high school students' needs and capacities, with particular attention to building basic math and English skills, as well as, "persistence attributes," such as time management and study skills. Courses are chosen specifically to align with the thematic focus of BPS high schools, and they are easily transferable to colleges and universities.

Paid Internships: Recent literature indicates that students who connect college curriculum with their personal career goals are more likely to become engaged in their college experience, and they are more likely to graduate. Engagement is linked to high academic indicators, such as persistence, retention, graduation, and satisfactory academic standing. In addition to exploring career options in the classroom, students are placed in paid internships to refine their career readiness skills.

Dual Enrollment: Upon successfully completing College 101, students are invited to dual enroll in one College level class at Fisher, in addition to their high school classes. They work alongside Fisher students and earn college credits – an experience which Fisher believes greatly increases their inclination to pursue post-secondary education. Participants have the opportunity to graduate from high school with 9 college level credits.

Collaboration with BPS Faculty: College 101 sections are team taught by Fisher faculty and BPS faculty. This collaborative relationship allows Fisher to learn more about BPS students, and to develop best practices for serving this population. In turn, high school faculty gain a greater understanding of college level academic expectations, and they can facilitate a smoother transition for students from high school to college.

Fisher hopes that College 101 will become a model for increased partnerships between Boston Public Schools, local businesses, and higher education institutions, resulting in increased high school graduation, college matriculation, and college completion rates for BPS students.

Participating High Schools:

- Boston Community Leadership Academy (BCLA)
- Brighton High School
- Another Course to College (ACC)
- West Roxbury Education Complex
- Excel High School
- The BASE, an inner-city High School athletics organization whose students will participate in College 101 courses.

Course Offerings:

Introduction to Mass Communication

This course surveys the dynamics of mass communications and media in the computer age. All aspects of the media--history, ethics, organization, and career opportunities in print and electronic media - are covered through reading and class work. After gaining perspective through reading and class discussion of the nature and history of mass communications, students proceed to class work involving print media--including newspapers, magazines, and book publishing; and electronic media--including radio, sound recording, motion pictures, television and the Internet/World Wide Web.

Introduction to Business

This course surveys the challenges, social responsibilities, and ethics of business. The student will acquire a broad overview of American and international business, with an emphasis on marketing, accounting, finance, management, human resources, advertising, production, computers and MIS, business law, government regulations, and the international climate of business. Through simulation and the case study method, the student makes business decisions dealing with marketing, management, and promotion.

Introduction to Psychology

This course is an introduction to the scientific study of behavior. The introductory readings and lectures demonstrate how psychology has emerged as a distinct social science. The following areas are studied: the nervous system and its relationship to behavior, sensory processes, learning, cognition, testing, and individual differences. A library component is included.

Introduction to Criminal Justice

This course provides an overview of the history and present-day operation of the criminal justice process in the United States. Students analyze the role, responsibility, and authority of each of

the components of the system: police, courts, corrections, and the underlying principles and values of justice.

Additional Benefits of College 101

Fisher College provides employment opportunities in the College 101 program to BPS teachers over the summer. Fisher pays their summer salary to teach in the program, which Fisher absorbs at full cost.

Fisher provides college credit to BPS students in the College 101 program—they can accrue up to nine college credits before entering as Fisher Freshmen. Fisher gives each participant a scholarship for \$500 in addition to the average \$10,200 financial aid package provided by the College.

The College concluded its sixth successful College 101 program for rising seniors in the Boston Public Schools in the summer of 2012, with 4 classes and 48 participating students. Enrollment in the program was significantly higher than the previous year's cohort with a 60% increase in Boston Public School students choosing to participate in the program. Of the 48 students, 22 elected to pursue the dual-enrollment option and continued their studies in a fall 2012 class at Fisher.

SCHOLARSHIPS AND FINANCIAL AID

Fisher College provided a total of \$2.3 million in scholarships last year to City of Boston students enrolled at Fisher. The average scholarship per Boston students was \$10,200.

FISHER'S CIVIC ENGAGEMENT IN THE BACK BAY

In addition to its flagship partnership with the City of Boston and the Boston Public Schools, Fisher as an institution, contributes a broad range of benefits, services and opportunities to its neighbors, the City and surrounding areas, disadvantaged populations, and civic institutions. A selective sample of those benefits is described below:

Neighborhood Association of the Back Bay. Fisher's Dean of Students, serves as the live-in, on-call administrator for the college. As a member of NABB and Back Bay resident, the Dean attends meetings and participates in NABB events.

Fisher participates in NABB's annual Alley Rally where our students, faculty and staff spend a day cleaning up the Back Bay neighborhood. The college has done this for many years and provides all necessary supplies for the participating students, faculty and staff.

In addition, neighbors are invited and welcomed at speaker's series, theater productions, free athletic clinics, the annual Fair Trade Fair and other events at Fisher.

Gibson House Museum. Fisher has a long history with this Museum, a historic house museum dating from 1860 which is located across the street from Fisher. Fisher offers numerous maintenance services including landscaping and snow removal, as well as the services of its maintenance staff for repairs and installations. Recently the Garden Club donated two magnolia

trees to Fisher. The college planted one in front of its property at 139 Beacon St. and the other on the lawn that spans between 139 Beacon and 137 Beacon (The Gibson House).

Fisher students and their families support the Gibson Museum by attending their tours, particularly during summer registration days. Fisher students volunteer to decorate the Museum for Halloween.

Friends of the Public Garden. Fisher is a corporate partner of the Friends and supports the organization financially. Fisher students serve as interns providing their time and skills to help advance the mission of the Friends organization.

Back Bay Association. Fisher is a member of BBA and reaches out to local employers to identify opportunities where Fisher student interns can make a difference to their business and mission.

Boston Parks and Recreation Department. Fisher underwrote the Boston Common Christmas Tree Lighting in December, 2012 and was a sponsor and member of the Event Committee for the annual Rose Garden event.

The Esplanade Association/DCR. Fisher is working with the Esplanade Association and DCR on the preparation of their 20/20 vision - a strategic planning initiative. The college supports TEA's Wednesday Night Yoga program on the Esplanade as part of their Healthy, Fit and Fun program.

Fisher College Library serves as the local branch library for the Back Bay and makes its collection available to the Metro-Boston Library network as well. Fisher's neighbors in the Back Bay can use the library as if it were a public library where they can walk in to research and find materials and information they are seeking, take out and return books and use the services of its librarians. In the past five years, over 15,000 of Fisher's books and other items have been borrowed from members of the Network.

Fisher College Landscaping. Over the past 74 years, Fisher College has prided itself on its transformation of the historic blocks it occupies in the Back Bay. With its well manicured landscaping of flowers, lawn care, regular outdoor and exterior maintenance, holiday decorating, etc., Fisher has contributed substantially to the improved aesthetic of the neighborhood. The College spends about \$150,000 annually on its Beacon Street landscaping.

OTHER CIVIC ENGAGEMENT

MEETINGS AND EVENTS ACCOMMODATIONS

Fisher College is the support center for the range of logistics needed to carry out Boston's annual 4th of July festivities. The organizers use Fisher's facilities for the four days that it takes to support Boston's mammoth Fourth of July Celebration. Fisher's parking and large spaces including Alumni Hall, the cafeteria, rooftops and several offices are dedicated to the effort. Fisher assigns Campus Police, Facilities staff and Information Services staff to support this effort.

Fisher values its neighborly relationships with many organizations in the Back Bay and throughout the City of Boston. In the spirit of being a good institutional neighbor, the College provides to the groups listed below accommodations for their meetings and events. In recent years, the savings to these organizations from use of Fisher's space exceeds \$20,000. Below are examples of some of the organizations to which Fishers offers space:

Esplanade Association, Gibson House, Neighborhood Association of the Back Bay (NABB), Garden Club of the Back Bay, Boston Rotaract Club, Hispanic American Chamber of Commerce (HACC), Rotary Club of Boston #7, Toastmasters of Boston, and the Tufts 10K race.

VOLUNTEER ACTIVITIES AND FUNDRAISING

Bostonians of all ages are served by Fisher's large cadre of staff, faculty and student volunteers--some visit at the Hale House for frail elderly of mixed incomes who are eager for company and especially welcome young people from Fisher; other Fisher volunteers supplement formal schooling by mentoring underserved children and youth at the Ellis Memorial Children's Center, the MATCH School, Be Safe/Be Ready, T.E.A.M. and others. Fisher students make and deliver gifts and hand-made cards and coloring books for children under in-patient care at Massachusetts General Hospital (MGH) and at Ellis Memorial and for women in a local half-way house. Fisher volunteers also work as assistants at the Gibson House Museum, particularly with the museum's efforts to reach out to local children.

Fisher organizes a large number of fundraisers and awareness campaigns, many of which the Fisher community participates in, including:

- Campaigns supporting medical research and aid
- Book drives for *More Than Words* a non-profit organization that helps youth at risk run a bookstore, and thereby learn how to better run their lives
- A Prom dress donation program by Fisher's Fashion program for *Belle of the Ball*, a Boston-based charity
- Old blankets and towel drives for the *Animal Rescue League of Boston*
- Blood donation drives
- Fundraisers for those struggling in places ravaged by natural disasters or war in various places around the globe.

Fisher College stresses supporting those who serve or have served in our armed forces. The College acts on this concern by assembling and shipping care packages to our local troops, preparing meals for and visiting veterans at a Safe Haven home in Dorchester, along with other events and programs throughout the year.

COMBATING POVERTY, HOMELESSNESS AND HUNGER

The Fisher community works consistently over the academic year to address issues of poverty, hunger, and homelessness in Boston and elsewhere by serving meals regularly at local soup kitchens and organizing and sorting clothes and offering other forms of support at homeless shelters. Among the many groups Fisher serves are The Salvation Army, Boston Rescue Mission, Saturday's Bread and the Women's Lunch Place.

Fisher students and staff participate in interfaith and intercollegiate campaigns for hunger awareness and meal packaging events for Massachusetts children. Fisher College also looks world-wide by hosting an annual event where 10,000 meals are packaged on campus for hungry children in Central America and Africa with Stop Hunger Now. The Fisher community also conducts an annual Oxfam America Hunger Banquet and invites our neighbors in the Back Bay to join in.

Members of the Fisher community extend themselves to be global citizens, when they come together to build homes with Habitat for Humanity in Lawrence, MA and in Florida, Georgia, Texas, and North Carolina to benefit individuals and families who otherwise wouldn't be able to afford a home.

ENVIRONMENTAL STEWARDSHIP

Environmental stewardship is another dimension of Fisher College's community work. Fisher community members participate every year in the Esplanade Fall Cleanup, the Charles River Cleanup, and the Alley Rally, a Back Bay wide effort to clean up the public back alleys of Back Bay, donating both labor and materials. Fisher's Common Experience classes of about 50 people spent an afternoon painting the benches on the Esplanade. Members of the College community also maintain and plant the strip of public land on Back Street behind the Fisher buildings.

FISHER INTERNS

Over 100 Fisher students work as interns up to 10 hours per week annually at many governmental, private and non-profit organizations in the Boston area. As interns they provide services and offer their expertise to supplement the capacity of these organizations to carry out their missions. In exchange for their unpaid services, the students gain access to and experience first-hand workplace demands and the range of competencies necessary to be successful in their future careers.

Some of the offices and organizations where Fisher students have worked as interns include:

- The Esplanade Association, Friends of the Public Garden
- Timberland, Marshalls, LIT Boutique, Vera Bradley, Karmaloop, Chanel, AKRIS
- Hispanic American Chamber of Commerce, Boston International Real Estate
- Regan Communications, Arnold Worldwide
- Save the Harbor/Save the Bay, United South End Settlements, Dress for Success, El Mundo, The Samaritans, First Night

- Boston Healthcare for the Homeless, Brigham and Women’s Hospital
- Hostelling International, Inn at St. Botolph
- Women’s Lunch Place, Our Place in Cambridge
- Transportation Children’s Center, Government Center Childcare, John Winthrop School, Beacon Hill Nursery School, Ellis Memorial, Bright Horizons

PROFESSIONAL CONTRIBUTIONS

Rotary Club of Boston #7. Fisher’s leadership team has been an active participant in the Rotary Club’s weekly luncheons/meetings and has provided public relations expertise for Rotary events. Fisher is also a member of their “31 Nights of Lights” planning committee which is an annual event held at the Prudential Center for local businesses and institutions in the community highlighting one per night for the month of December leading up to Christmas.

Workforce Development Committee. Fisher has been a member of this Committee for the past six years and provides insight and expertise from the perspective of the higher education industry to the committee.

FISHER COLLEGE SECURITY

The Fisher College Police Department operates 24 hours a day, 7 days a week, 365 days a year, including holidays and vacation periods to provide for the security and protection of all students, staff and employees, along with residents and visitors in and around the Beacon and Arlington Streets blocks. The Police Department currently employs 11 members-- nine Police Officers and two Public Safety Officers. Fisher’s police officers are appointed as Special State Police Officers under Massachusetts General Law Chapter 22C Section 63 by the Colonel of the Massachusetts Department of State Police and are also sworn Suffolk County Deputy Sheriff’s vested with full police powers pursuant to M.G.L. Chapter 37.

Public Safety officers are authorized by the college to enforce rules and regulations and to assist police officers to serve and protect Fisher community. Fisher College Police Department communicates, cooperates, and collaborates with the Boston Police Department, Massachusetts State Police, and other Campus Police Departments throughout Boston to ensure the safety of students, staff, and faculty and by extension, resident and visitors in their area.

Fisher College Police Officers patrol the neighborhood regularly and investigate any suspicious activities or people they encounter. Public Safety officers are primarily used inside buildings to maintain a fixed post, perform interior safety checks of buildings, enforce college rules and regulations, monitor surveillance cameras and deter criminal activity.

All police officers and public safety officers are trained in CPR/First Aid and defensive tactics. Several officers have also received specialized training in Rape Aggression Defense, Crime Prevention and CPR instructor training. Public Safety Officers receive basic training in law enforcement procedures.

Transportation, Sustainability and Urban Design

INTRODUCTION

This chapter includes a description of the components of Beacon Street traffic, including the demand and supply of parking on Beacon Street, constraints on the use of certain Back Bay streets for different types of vehicles, as well as loading and deliveries to Fisher. Also background information is included regarding Fisher’s sustainability initiatives and its commitment to maintaining the high standards of design worthy of its presence in a notable historic district.

TRANSPORTATION

PARKING

Throughout the Back Bay neighborhood, the demand for parking exceeds the supply and the Arlington/Berkeley block of Beacon Street is no exception. For the most part, the demand for parking on Beacon Street is generated by:

- Residents who can use metered spaces on Beacon Street, and also have resident parking stickers which allow them to park on most other Back Bay Streets.
- Commercial vehicles which come to provide services or make deliveries to residents. Vehicles serving Fisher are expected to use the Back Street loading area, but some use metered spaces too.
- Any member of the general public who can find an open space including Fisher’s commuting students, faculty and staff, nearby workers, visitors and tourists, among others.

Unlike most streets in the Back Bay, all of the 46 parking spaces on Beacon Street between Arlington and Berkeley Street are governed by meters from 8 AM to 8 PM, so the spaces are available to the general public as well as to residents, students and visitors. Meters have a two-hour time limit and, under City of Boston regulations, cars parked at meters must be moved from the block after the two hours have expired, and park elsewhere, but not in another open space on that same block. Because of this restriction, most Fisher students and employees who drive to school find another parking option, or must move their cars after a short time.

In keeping with City-encouraged practice, Fisher College, like most colleges in Boston, does not allow resident undergraduates to bring personal cars with them. If students own personal cars,

they must find parking in the open commercial supply in the City; most use the Boston Common Garage. Staff and faculty who drive to work park in the Boston Common Garage, where they benefit from monthly parking rates.

The parking supply on Fisher property is limited to twenty-five spaces, 23 of which are located on Back Street and are used for the College vans, and parking for a few faculty and staff; two other spaces are at 111 Beacon, one of which is used for the College car; the other space is leased to the former owner of this property. Five more parking spaces are located behind the rental apartments at 115, 139 and 141 Beacon Street and are leased to tenants in the buildings; they are not used by members of the Fisher community. Four new spaces, located at 10/11 Arlington Street will be added to Fisher's parking inventory when Fisher takes occupancy of the building. The City of Boston discourages institutions from creating more parking, and in addition, Fisher is located in a Restricted Parking District under the Boston Zoning Code.

TRAFFIC, TRUCKS AND BUSES

Beacon Street carries a large volume of automobile traffic as it provides access to and from Storrow Drive and serves as an arterial route for evening commuters heading west. While most of the volume on the street is generated by through traffic, some is due to Fisher, some to residents on the block and some to the short-stay hotel at 113 Beacon Street which generates cab trips, airport shuttles and vans. Beacon Street also sees substantial truck traffic, since trucks are prohibited by city regulations from using Storrow Drive, Commonwealth Avenue and Marlborough Street.

Trucks servicing Fisher --particularly food and larger trucks-- make deliveries to Fisher at the rear of 116 Beacon on Back Street where the ramps into the building are located; these deliveries are scheduled for 7 AM when the night-time truck restriction on Beacon Street is lifted. Vending machines are filled on weekends, also early in the morning, from Back Street. Fed Ex/UPS trucks use Back Street for the majority of their deliveries to Fisher, however, sometimes when drivers are delivering to several adjacent buildings they drop off Fisher packages while making one stop on Beacon Street. Some time ago, the first two parking meters were removed from in front of 100 Beacon Street and designated as a commercial loading zone. Many trucks, including UPS and FedEx, use these for deliveries to Fisher and others at the east end of Beacon Street. Fisher picks up and drops off at the Post Office all of its incoming and outgoing US Mail, thus not requiring those trucks to come to Beacon Street to serve Fisher. Many trucks make deliveries during the day to residential buildings on the street, including Peapod, Zoots, Post Office, and the like.

Because buses are constrained by municipal regulation from using many streets in the Back Bay, including Storrow Drive, Commonwealth Avenue and Marlborough Street, many buses, beyond those engaged by Fisher, rely on Beacon Street to traverse the Back Bay.

Fisher uses vans predominately to transport its soccer, basketball and baseball/softball teams to games and practices, with the exception that for some practice sessions and games the size of the travelling group requires the use of buses. The vans drop off and pick up athletes on Back Street.

The contract with Fisher's bus company spells out a protocol for the bus to arrive 10 minutes prior to departure time to allow for loading equipment and athletes. From time to time, a driver does not conform to this arrangement; when that happens, Fisher speaks with the driver to remind him that his bus is not welcome to sit for longer than the prescribed 10 minutes. Fisher will exercise greater vigilance over the bus activity to alleviate concerns raised by residents.

Fisher College is pursuing other options for bus pick-up and drop-off and is very open to working with its neighbors and the City of Boston to identify other locations/arrangements which would be amenable to all concerned.

TRANSIT AND BICYCLES

Because of the severe limitations on parking in the Back Bay in general and on Beacon Street in particular, most Fisher students, faculty and staff commute by T or walk to class. If they do bring a car, they find parking in a commercial facility. Fisher College also promotes the Semester Pass program offered by the MBTA to students. Many take advantage of this 11% savings and purchase the semester passes. Fisher College also provides to employees the option to purchase MBTA passes at a monthly rate.

Some students and staff are using bicycles for travel to the College but the T seems to be the preferred mode of travel, much more than bicycles. Fisher has a bicycle rack on Back Street which appears to meet current demand for bicycle parking. The Hubway bicycle program has a station at the corner of Arlington and Beacon Streets; students and staff are encouraged to use the bikes available there.

PEDESTRIANS AND PUBLIC SAFETY

Fisher students and faculty are pedestrians and T-riders whose presence adds to the street life and public safety on Beacon Street. Because the abutting streets and alleys serve the Fisher community, Fisher's Campus Police function as a reassuring presence as they patrol the blocks in the vicinity of Fisher buildings. The extra security provided by patrols and security cameras, in addition to Boston police presence, contributes to the feeling of safety that students, faculty and neighbors experience when they walk in this area, especially at night.

SUSTAINABILITY



Fisher is committed to environmentally friendly policies and the College aspires to establish a "green" ethos within the entire community. Recognizing the need to reduce at the source, Fisher has moved toward a more paperless environment, offering a web-based billing system for student accounts and instituting a student-led recycling program. In 2008, the College completed a major energy-saving electrical efficiency project sponsored by NSTAR. This project included the updating or replacement of electrical controls and ballasts, fixtures, lighting, and switches. The cost of this upgrade was recouped by energy savings in the first year of operation. Also, the College's heating systems utilize newer, energy-efficient boilers.

URBAN DESIGN

Fisher's physical environment is not one of its own making—rather it encompasses the beautiful 19th century buildings that line Beacon and Arlington Streets. Fisher's contribution to the urban quality of its street and neighborhood is to maintain all of its facilities to a very high standard, and to undertake meticulous preservation and renovations of its buildings.

Fisher takes pride in its stewardship of all the buildings it owns by maintaining their historic and architectural importance and in the careful choice of external materials when undertaking capital improvements. The façades of all of Fisher's brownstone buildings have been resurfaced after decades of weathering. A major restoration program extended to the copper and slate roof details, gutters and down spouts, bay windows, ornamental columns, ballasts and decks, all returned to their historical specifications. As part of the brownstone work, Fisher completed a window replacement project. Aging and damaged windows have been replaced with newly-manufactured, energy-efficient panes and historically-accurate architectural frames.

Pedestrians who live, work and go to school in the vicinity of Fisher appreciate the lovely exterior treatment of the buildings and their landscaped front yards. The College is particularly attentive to maintaining its own property, as well as the sidewalks and streets in the vicinity of its buildings and buildings owned by others to the benefit of all who live nearby as well as passers-by.