

# Northeastern University Community Benefits Annual Report 2015



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## SUMMARY

Northeastern has a proud history of service learning and community engagement. To supplement the many well-established programs in the community, Northeastern's Institutional Master Plan (IMP) intentionally set stretch goals for community benefits in categories of spending, hiring and academic support in nearby neighborhoods and within underrepresented constituencies. These goals will guide the university over the 10-year term of the IMP and each year Northeastern will create an annual report documenting the progress and current standings to reach the goals identified. There are many ways Northeastern supports the local community that are not included in this Report. Programs range from legal support to early childhood reading lessons. Northeastern Crossing, which opened this past September, was created as a place to host some of these programs as well as be a location for members of the community to stop by for more information on Northeastern.

The following are highlights of progress Northeastern University has made in support of the IMP Community Benefits.

### Target Procurement

- Northeastern spent \$42.6M with Small Local, Women Owned and Minority Owned Business Enterprises (SL/W/MBEs).
- Additionally, Northeastern has awarded but not yet expended close to \$36 million in contracts with W/MBEs as part of the ISEC project. 16 MBEs have been awarded contracts with a total value over \$9M and 21 contracts have been awarded with WBEs for a total value close to \$27M as part of the ISEC project.
- In the past fiscal year, Northeastern nearly doubled the percentage spent with W/MBEs from 8% of spending in FY14 to 15.73% in FY15. The university has exceeded its commitment of achieving 12% spending with W/MBEs within 3 years.

### Capacity Building

- In April, Northeastern ran a Capacity Building program for 16 SL/W/MBEs. 10 of the businesses were awarded contracts with Northeastern within 6 months of the training. 100% of surveyed participants say the program helped them refine their pitch and reach out to other anchor institutions in Boston.

### Employing our Neighbors

- Northeastern currently employs 483 residents from the zip codes contiguous to campus, an increase of 95 employees over last year.
- 87 individuals were hired for a new job as a result of connections made at the 3<sup>rd</sup> annual Northeastern Community Vendor Job Fair.

### Partnership for Academic Success

- Northeastern increased the number of scholarships awarded to Boston Public School (BPS) students by 12% and increased yield of BPS students by 135% from 2014 to 2015.
- Northeastern held 4 College Readiness events over the past 2 years, reaching 239 BPS students.
- In continued efforts to support Boston students in gaining entrance to a 4 year degree program, Northeastern enrolled 21 students from the zip codes surrounding Northeastern's campus into Foundation Year. This is a 31% increase in local enrollment from the previous school year.

### Community Spaces

- Northeastern Crossing opened September 28, 2015. Northeastern Crossing is a venue for authentic exchanges between Boston residents and the Northeastern Community with programming that fosters dialogue, creative collaborations and new connections.  
[www.northeastern.edu/crossing](http://www.northeastern.edu/crossing)
- Carter Playground, a joint project between Northeastern and the Boston Parks Department to renovate and upgrade Carter Field Park, is scheduled to begin construction in spring 2016.

## SL/W/MBE PROCUREMENT

### *ISEC Construction Spending & Hiring*

#### Goals Committed

- For non-design projects on ISEC, Northeastern will commit to the goal of hiring 51% Boston residents, not less than 35% minorities and 10% women, and further to establish a planning and oversight committee, including residents and elected officials, to help meet those goals.
- Northeastern will commit 30% of hard construction costs for the Interdisciplinary Science and Engineering Complex to Minority Owned Business Enterprises (MBE) and 10% to Women Owned Business Enterprises (WBE).

#### Key Progress & Current Status Fiscal Year 2015: July 1, 2014 – June 30, 2015

- Construction on the first IMP Project, the Interdisciplinary Science and Engineering Complex (ISEC), commenced in May 2014. Suffolk Construction Company (Suffolk) is the Construction Manager for this project. The Workforce and W/MBE goals are incorporated into the Construction Agreement between Suffolk and Northeastern University as well as being incorporated into Subcontract Agreements that are executed by Suffolk.

In an effort to attain these goals the following outreach efforts were conducted relating to the ISEC Project:

Date	Outreach Effort
July 2014- June 2015	<ul style="list-style-type: none"> <li>• Meetings were held with the ISEC Diversity Team and subcontractors on the project to strategize efforts to increase Boston resident, Minority and Women workforce participation.</li> <li>• Meetings with Union officials to increase Boston resident, Minority and Women workforce participation.</li> </ul>
July 2014	<ul style="list-style-type: none"> <li>• NU sponsored W/MBE Partnership Outreach Meeting for ISEC</li> </ul>
March 2015	<ul style="list-style-type: none"> <li>• NU sponsored Employment Opportunity Session</li> </ul>
May 2015	<ul style="list-style-type: none"> <li>• Free OSHA 10-Hour Construction Training Session offered to Boston residents</li> </ul>

The below charts shows the Workforce Utilization for the ISEC project in FY15

Workforce Utilization	Workforce Goal	Total as of June 30, 2014
Minority	35%	40.1%
Women	10%	4.2%
Boston Resident	51%	35.1%

The following chart presents the awarded to date contracts based on subcontract awards to W/MBEs. These numbers represent sixteen MBEs and twenty-one WBEs for a value of \$9,153,787 and \$26,936,142, respectively.

Business Entities	Project Goal	Awarded to date Contracts
Minority	30%	9%
Women	10%	23.6%

The Diversity project team, which includes representatives from Northeastern, Northeastern’s Diversity Consultant (Diversity Development) and Suffolk Construction, continues to meet bi-weekly to look at potential scopes of work that can be conducted by W/MBEs and Small and Local Business Entities. The Project Construction Manager meets weekly with all subcontractors to discuss W/MBE efforts along with other contract performance requirements.

***IMP Design/Construction Spending***

Goals Committed

- Northeastern will direct 30% of major design/construction spending in the Northeastern IMP to MBEs and 10% to WBEs.

Fiscal Year 2015 Key Progress & Current Status

- As of June 30<sup>th</sup>, 2015 the only IMP Projects in design or construction are Carter Playground and the ISEC. The following table presents FY15 design and construction expenditures with SL/W/MBEs on Carter Playground and the ISEC.

Business Entities	IMP Goal	Total Expenditures June 30, 2014
Minority	30%	0.78 %
Women	10%	9.48 %
Small and Local		0.54 %
Total		10.25%

Carter Playground is only in the design phase so there will be many opportunities moving forward on the project to contract with SL/W/MBEs.

***Non-IMP Design/Construction Spending***

Goals Committed

- Northeastern will direct 10% of design/construction spending for projects not described in the Northeastern IMP to Small Local, Women and Minority Owned Business Enterprises (SL/W/MBE) within three years.

Fiscal Year 2015 Key Progress

The following table presents FY15 design and construction expenditures with SL/W/MBEs.

Business Entities	Combined Project Goal	Total as of June 30, 2015
Minority	-	3.31%
Women	-	4.48%
Small and Local	-	9.20%
Total	10%	14.03%

Northeastern has exceeded the 10% goal within 2 years with 14% of spending on SL/W/MBEs.

## Overall Spending

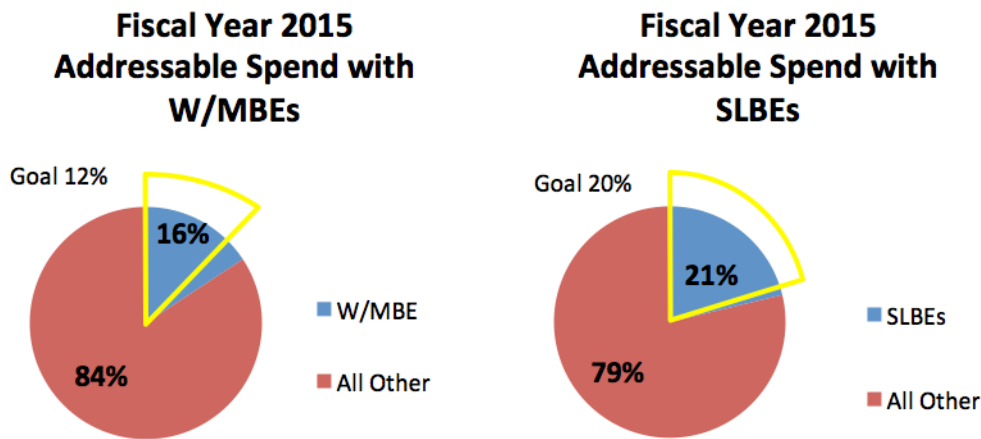
### Goals Committed

- Northeastern will commit to increasing business with SLBEs to 20% of its discretionary spending and W/MBEs to 12% of discretionary spending within ten years.
- Northeastern will identify appropriate community-based businesses for on-campus opportunities, with the goal of integrating them into new or existing university buildings as well as designating them as preferred vendors in the university purchasing system. Northeastern will identify these appropriate community based businesses no later than occupancy of the ISEC project.
- Northeastern will continue to hold vendor fairs, including events targeted specifically to SLBEs and W/MBEs.

### Key Progress Fiscal Year 2015: July 1, 2014 – June 30, 2015

Northeastern's combined spend across all Small Local, Women Owned and Minority Owned businesses (SL/W/MBE) totaled approximately \$42.6 million. Of this total, \$18.1 million represented the total university spending with woman and minority owned business and \$24.5 million with small local businesses.

Northeastern is proud to report numbers that exceed the goals set forth in the Institutional Master Plan.



In fiscal year 2015 15.73% of Northeastern's spending was on Women and Minority Owned Business Enterprises. This is more than 3% over the IMP goal of 12%.

In fiscal year 2015 21.24% of Northeastern's spending was on Small Local Businesses, exceeding the goal of 20% of discretionary spending within 10 years.

\* Northeastern spending is defined as the total potential spend that can reasonably be sourced from a small supplier versus spending with conglomerate enterprises for services such as utilities and insurance. This fiscal year Procurement used a measuring and reporting structure that included Tier 1 suppliers, a business Northeastern directly contracts with, as well as Tier 2 suppliers, which are typically sub-contractors to Tier 1 suppliers.



In order for Northeastern University to achieve its spending goals, the office of Procurement Services has developed a program that harnesses the potential of people, resources, events, and policies that promotes the integration of planning, organizing, and implementing the many aspects of this initiative. Due to the effort of many individuals, the results over the last year have surpassed most of the university's IMP procurement and related goals.

### *Supplier Qualification*

A key systemic change within Northeastern's business operations has increased the growth potential for spending with underrepresented businesses. In fiscal year 2014, the university lowered the general liability insurance requirements for suppliers significantly from the level of \$5 million to \$1 million. This change decreases the operating costs for existing Northeastern suppliers as well as increases the number of smaller businesses that can accommodate Northeastern's insurance requirement.

### *Community Networking Events*

In an effort to promote engagement Northeastern hosted the 3rd annual "W/MBE & SLBE Supplier Networking" event on August 21st, 2014 at the University's Curry Student Center. There were over 300 attendees that had access to 30 tables with representation from many local schools and state agencies including Boston College, Harvard University, Simmons College, Boston University, Wentworth Institute, MBTA, and Massachusetts Department of Transportation. The event was a success as it created a great opportunity for businesses to make connections with potential clients. This event will be held again in Summer 2016.

### *Associations & Partnerships*

This year Northeastern also maintained its participation and partnership with key external organizations that benefit the underrepresented business program.

- Next Street, a local Boston investment bank, partnered with Northeastern to enhance key components of our program. The partnership included overall assisting Procurement Services with:
  - Improving our sourcing strategy for underrepresented business
  - Improving our reporting and measurement approaches
  - Facilitated a major capacity building program
- Interise, a local non-profit, that provides business operations training for start-up businesses.
- Greater New England Minority Supplier Development Council (GNEMSDC). Northeastern has continually supported and participated in GNEMSDC programs for more than 20 years.

## Capacity Building Program

In Spring 2015 Northeastern developed a capacity building program in partnership with Next Street. The goal of the capacity building program was to help small local, minority and women owned businesses grow and build their capacity to compete for contracts from Northeastern and other large institutions, in an effort to help boost the local economy. Northeastern selected 16 Small Local, Minority or Women Owned businesses in the metro Boston area to participate in the program. The program took place on Northeastern's campus one day a week for three weeks. The days were made up of group learning, workshops, and exercises designed to help business owners develop the skills needed to secure contracts with large institutions, such as Northeastern. Topics covered in the learning modules were strategic planning, financial management, and leadership. The businesses also receive an in-depth understanding of Northeastern's procurement processes. The series concluded with an opportunity for each participant to "pitch" his or her business to more than 20 Northeastern administrators with purchasing responsibility.

### Program Overview

- 16 businesses graduated from Northeastern University's first ever Capacity Building Program in April, including:
  - 10 Women-owned business enterprises
  - 6 Minority-owned business enterprises
  - 5 Disadvantaged business enterprises
  - 8 Boston-based businesses
- Business industries included facilities services, printing and marketing, consulting and professional services, construction and maintenance, catering, and architecture and engineering
- 5 businesses had previously completed work with NU; 11 businesses had never worked with NU prior to the program

### Impact Metrics

#### Business Size

##### *Revenue Growth*

- Capacity Building Program graduates report annual revenue growth of an average of over 7% from 2014-2015

##### *Employee Growth*

- Capacity Building Program graduates report that the increase in the number of full-time employees averaged over 15% from 2014-2015

### Contracts & Partnerships

#### *Work with Northeastern*

- 10 graduates have reported doing work with NU since the completion of the Capacity Building Program in April; these graduates reported over \$2.4M in new business with the University
- Of those who reported work with the University, half (5 businesses) are working on (or recently completed) first-time contracts with NU

- Several businesses are still in active conversation with the University and anticipate signing small to mid-sized contracts within the next few months

*Work with Anchors*

- Graduates reported over \$1.06M in new business with other Boston-based anchor institutions (i.e. Hospitals, Universities, and Corporations/Large Enterprises)

*Work with Peers*

- 3 Capacity Building Program graduates reported doing work with a peer program participant since the completion of the program
- 3 participants also reported giving a referral for another program graduate

Qualitative Metrics

*Since completing the capacity building program...*

- 100% have refined/developed their business' strategic plan
- 85.71% have developed processes to better manage their budget and other key financial indicators
- 57% have implemented a system to monitor quality of work
- 43% have created a formal process for performance reviews
- 43% have promoted internal high performers
- 43% have created a more consistent system for measuring client satisfaction
- 100% of survey respondents say that the program helped them refine their pitch and reach out to other anchor institutions in Boston

Participant Feedback

“The program has been an inspiration to go out and more actively make connections with larger institutions in the future.”

“The course certainly makes us emboldened to reach out to other institutions. I’m doing some small jobs with MIT and UMass Boston.”

“The program helped me to formalize my sales process and make sure I am having the right conversations to move things forward.”

“I think that the program has helped us get a better idea of how to navigate other organizations and start to ask the right questions so you can get the answers you need and move forward.”

## Ongoing Support

Northeastern is providing continued business mentoring to participants of the Capacity Building Program that Northeastern has been unable to hire. Since the completion of the Capacity Building Program, management in the Facilities Division has been mentoring the owner of Tremendous Maids. Tremendous Maids is a non-union cleaning company and because the existing cleaning contract requires the use of union labor, Northeastern is unable to hire Tremendous Maids for that scope of work. Northeastern is particularly invested in supporting Tremendous Maids because Tremendous Maids supports the hiring of local minority workers and is dedicated to supporting low income neighborhoods. Victoria Amador, the owner of Tremendous Maids, described her company in a recent Boston Globe profile of her company, as *“We are a social company helping our employees to grow and develop — and we just happen to be in the cleaning business,”*

## EMPLOYMENT OPPORTUNITIES

### *Community Hiring & Internships*

#### Goals Committed

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

#### Key Progress Academic Year September 1, 2014 – August 30, 2015

When the Community Benefits goals were established in 2013 Northeastern had 394 employees residing in the contiguous zip codes, making up 11% of the faculty and staff at Northeastern. Using 11% as the base percentage Northeastern's goal is to have 14 – 16% of employees residing in the local zip codes.

As of September 1, 2015 the number of employees residing in the contiguous zip codes was 483, this is a significant increase of 95 employees from 2014 raising the percentage of local employees to 12.65% of Northeastern employees.

	2008	2009	2010	2011	2012	2013	2014	2015
Number of employees residing in local zip codes	298	319	321	346	347	394	388	483
Percent of employees residing in local zip codes	10.4%	10.8%	10.5%	10.7%	10.3%	11.0%	10.2%	12.65%

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

In order to meet these goals Northeastern's HRM Department has continued to:

- Evaluate the online posting sites on which Northeastern posts job openings and research new posting sites with the goal of reaching local residents.
- Assemble an outreach plan targeting local neighborhoods to inform the residents of hiring events at Northeastern.
  - Ads created convey the message that the events are community focused and feature top local employers and training organizations.
  - Publications where the ads are posted are Boston Metro, Fenway News, Bay State Banner, Mission Hill Gazette, Back Bay Courant, and Dorchester Reporter.
  - Flyers for events are distributed to all of the City of Boston Main Streets organizations.

- Ads are posted on Northeastern's City and Community Affairs Facebook and Twitter accounts.
  - Ads are also posted on the list serve for Boston Career Link, YMCA Training Inc., and Operation A.B.L.E.
- Expand the current internship program to include a partnership with Year Up, an organization that provides urban young adults with the skills, experience, and support that will empower them to reach their potential through professional careers and higher education.
  - Over the next year Information Technology Services will host three interns from Year Up.
- Work with Northeastern's preferred temporary hiring agencies to focus their temporary placements on residents from our surrounding neighborhoods.
- HRM continues to meet with department heads and hiring managers to garner support and educate them on the hiring initiatives. In addition, HRM consults with departments on strategies and resources to enable them to support the goals.

## ***Community Career Training & Job Fairs***

### Goals Committed

- Northeastern will provide 10 employment training and education programs to community members per year.
- Northeastern will continue to hold job fairs, including events targeted specifically to local residents.

### 2015 Key Progress

- Northeastern hosted the third annual Community Vendor Job fair. Over 20 vendors and over 200 job seekers attended the fair. Participating vendors included Rebecca's Café, Laz Parking, Home Depot, Eddie Bauer, and Northeastern University Police Department.
- This year's community vendor job fair received extremely positive feedback from vendors and participants.
- HRM partnered with local agencies and community centers to design and conduct four job readiness trainings. These trainings had over 40 participants who also attended the Community Vendor Job Fair.
- 87 local residents were offered a new job as a result of connections made at the Job Fair.

### **Vendor feedback:**

"Candidates were better prepared."

"Candidates did their homework on my business; that shows me initiative and highlights someone I want to hire."

"Well rounded attendance and candidates presented professionally"

<b><i>Community Vendor Job Fair July 23, 2015</i></b>
Vendors: 21
Attendees: 227
Applications received: 1,524
Interviews conducted: 149
<b>Hires: 87</b>

### **Participant feedback:**

"Wonderful neighborhood event."

"I attended three workshops for this fair and felt ready to participate."

"Great diversity in employers."

"Appreciate Northeastern caring about its community".

"Saw this on Facebook and came with my friends. Glad I did I have an interview in two weeks."

Community Job Readiness Workshops

**WORKSHOP 1**

Mock Interviews

*December 2, 2014*

**Presenter**

Total Clerical Services

Charlotte Muller, Regional Vice President

**Workshop Focus**

One-on-one opportunity with a recruiter for a mock interview

**Participant Comments**

"Great opportunity to get in front of a hiring manager; get my foot in the door"

**WORKSHOP 2**

Attending a Job Fair

*July 14, 2015*

**Presenter**

Boston Career Link

Kathleen Brant, Business Services Manager and Greg Burnett, Business Account Representative

**Workshop Focus**

Provided job seekers with essential tools that would prepare them to successfully attend a Job Fair. Topics covered included: rules of engagement, how to make a professional impression and how to access Boston Career Link Services

**Participant Comments**

"Nice to be invited on campus and participate in this for free"  
"Teachers were nice I learned a lot"  
"I'm more focused and ready to attend fairs in general after attending this"  
"Enjoyed real life examples and recommendations on what I can be doing to improve myself"

**WORKSHOP 3**

Resume 101

*July 14, 2015*

**Presenter**

A.B.L.E. of Greater Boston, Inc.

Tee Provost, Senior Community Service Employment Program Manager

**Workshop Focus**

Provided job seekers with essential skills in crafting a successful resume. Topics covered included: resume formatting, styles-chronological and functional, and resume must haves

**PARTICIPANT COMMENTS**

"It's what I needed I've never done my own resume"  
"Instructor was wonderful even connected with my after the session to ensure I was on the right track"



**WORKSHOP 4**

Interview Preparation

*July 14, 2015*

**Presenter**

MBA Career Center of D'Amore-McKim School of Business

Judith Downey, Associate Director

**Workshop Focus**

Discussed common interview and behavioral interview questions, as well as how to choose a reference

**Participant Comments**

"I came with a group of people and we all got something out of it."

"Learned a lot and even got to participate"

"Things were explained at all levels from basic to experienced"

"I definitely will attend job fair after coming here"

## **PARTNERSHIP FOR ACADEMIC SUCCESS**

### ***College Readiness***

#### Goals Committed

- Beginning fall 2013, working with BPS guidance counselors and other administrators, Northeastern will host semiannual College Readiness events on campus for BPS students and their families from the four neighborhoods, to provide critical information needed to prepare and apply for college and for financial aid.

#### Key Progress Academic Year: September 1, 2014 – August 30, 2015

- The Northeastern departments of Admissions and City and Community Affairs have held four College Readiness events over the past 2 years reaching 239 BPS students.
- Each event includes a series of guest speakers, panel discussions and workshops. Current Northeastern students are a part of the panels and workshop so that they can tell the story of their path from high school to college and how they selected the colleges they applied to. The events also offer a financial aid workshop for parents/guardians giving them information on the financial aid process and as resources for identifying additional financial aid sources.
- For the previous events Northeastern has limited the invitations to only BPS 9th and 10th graders in the nine zip codes directly surrounding Northeastern's campus, however this target market has been shrinking with each program. For 2016 invitations have been sent to all BPS 9th and 10th graders to bolster registration and attendance.
- The next College Readiness program will take place on Saturday, January 9, 2016, from 10am-1pm at the Fenway Center, 77 St. Stephen Street, on Northeastern's campus.

## *Foundation Year*

### Goals Committed

- Beginning fall 2014, BPS graduates from these neighborhoods applying to Foundation Year will receive priority in the admission process.

### Key Progress Academic Year: September 1, 2014 – August 30, 2015

- Beginning in the spring 2014 admissions process priority for acceptance was given to BPS graduates from the goal specified zip codes.
- 21 students from the specified zip codes were enrolled in the 2015-2016 school year cohort. This represents a 31% increase in enrollment of students from the zip codes over the previous year.
- 47 students from Foundation Year Cohorts 1-6 (2010-2015) have transferred to Northeastern's undergraduate residential colleges. 12 students have graduated 35 are enrolled and pursuing their degrees.
- Foundation Year has an 85% completion rate. 80% of the students who complete Foundation Year enroll at 4-year institutions and 20% enroll at a 2-year institution Foundation Year's 4-year persistence rate is more than double the persistence rate of the BPS Class 2007 graduates who enrolled at 2-year institutions.

## *Scholarships & Financial Aid*

### Goals Committed

- Beginning fall 2015, Northeastern will offer an additional 30 full-tuition, need-based scholarships to Boston Public Schools graduates, 20 in the specified zip codes and 10 citywide, in addition to continuation of 120 current full-tuition scholarships currently offered in Boston. Of the 120 existing scholarships, a minimum of 10 will be targeted to the specific zip codes.
- Beginning fall 2015, Northeastern will provide financial aid covering 100% of demonstrated need for all enrolling BPS students from these neighborhoods.

### Key Progress Academic Year: September 1, 2014 – August 30, 2015

Northeastern's Enrollment Management and Students Affairs division made significant progress toward achieving the enrollment and scholarship goals. Recruitment initiatives implemented last year enabled Northeastern to increase the number of scholarships awarded and to more than double enrollment of students graduating from Boston Public and Charter High Schools. Programs are in place to sustain and build upon the momentum experienced after a successful 2014-2015 Academic Year. In year two of the recruitment strategy, we hope to refine existing strategies and enhance efforts targeting Boston's most qualified students.

Strategies continue to be focused in four major areas including a) strengthening newly established feeder programs, b) continuing to connect the institution with Boston students on a personal level, c) expanded partnership and the creation of professional development opportunities for the city's public school counselors, and d) the promotion and awarding of newly created Boston scholarship opportunities.

- Northeastern's admission office improved communication with Boston students and School Counselors by creating new informational marketing materials produced exclusively for Boston school students.
- The Enrollment Management and Student Affairs division established a team of staff in Admissions, Student Financial Services, Foundation Year and the Opportunity Scholarship unit that is dedicated to serving and assisting BPS students and community partners in all aspects of the admissions and enrollment process.
- Northeastern has dedicated funds to sponsor Boston Public High School Counselors to attend the 2016 New England Association for College Admission Counseling's Annual Meeting and Conference which will be hosted on Northeastern's campus in June 2016. This professional association comprised of college admission and school counselors from the New England Region works to improve college access, transition and success. Northeastern will partner with Catherine Chiu, the Director of Guidance for BPS for support in implementing this initiative.

- In an effort to ensure we are reaching the most qualified and deserving BPS students, BPS Guidance Counselor leadership will be invited to participate on Northeastern's Boston scholarship selection committee.
- Northeastern's admission office had 100% participation in Key College fairs for Boston students around the city, including participation in area community college fairs.
- Northeastern's admission office has also increased targeted recruitment efforts specifically by:
  - 1) Participating in College Information Programs with community based organizations serving BPS (including but not limited to –Youth Tutoring Youth, College Advising Corp, 826 Write Boston, etc.)
  - 2) Expanding recruitment activities with Boston's Parochial and Independent Schools serving neighborhood students
  - 3) Hosting a "Boston Scholars" Overnight Program and Breakfast Reception for our cohort of newly admitted Boston scholarship award winners
- Increased the number of scholarships awarded to BPS students by 12%. This included offering 4 BPS students Northeastern's most prestigious scholarship, the University Scholars Program although no students awarded this scholarship chose to enroll.
- Developed and awarded 10 new full-tuition, room& board scholarships to Boston Public High Schools Valedictorians and enrolled 6 Valedictorians from BPS High Schools
- Increased yield by 135% for Boston Public Students from 2014 to 2015
- Implemented an on campus support program including mentoring and advising for all newly enrolling Boston Scholars in the Office of Scholarship and Opportunity Programs
- Northeastern hosted two Information Sessions for Boston residents that reside in Boston Housing Authority developments.
  - November 18, 2015-focused on the BHA scholarship opportunity for the Undergraduate Day program and the
  - February 2016 program will highlight additional academic opportunities available to residents
- BPS & NU College Bootcamp hosted by Northeastern's Office of Opportunity Scholarship Programs and the BPS College Readiness office, over 200 BPS Juniors were on our campus for the daylong program.

## *Transfer Opportunities*

### Goals Committed

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

### Key Progress Academic Year: September 1, 2014 – August 30, 2015

- Boston Public High School students who were denied admission to Northeastern were all offered a transfer admission contract which guarantees admission to Northeastern after students complete one year of college work at a local community college. Interested students are also offered advising sessions with the Admissions team to support them as they make progress toward fulfilling the terms of the contract.
- Northeastern finalized and implemented Articulation & Guaranteed Admissions programs for Boston students with Roxbury Community College and Bunker Hill Community College, applicable both to the full- time Undergraduate Residential Day School and the College of Professional Studies.

# COMMUNITY ENGAGEMENT & INVESTMENT

## *IMP Advisory Council*

### Goals Committed

- Northeastern will convene an IMP Advisory Council to maintain regular and continuous dialogue and transparency with neighbors, address issues of concern as and when they arise, and explore new possibilities for community-university engagement. It is anticipated that the IMP Advisory Council will meet quarterly.
- Northeastern will establish this IMP Advisory Council by the end of May 2014.

### 2015 Key Progress

- The IMP Advisory Council met in May in Northeastern's Alumni Center. The meeting was well attended. The IMP Advisory Council was provided with updates on all community benefits listed in Northeastern's Institutional Master Plan. The main focus points were the opening of NU Crossing and the Carter Playground renovation project.
- On September 28, 2015 Northeastern invited the IMP Advisory Council to attend the ribbon cutting ceremony of the Northeastern Crossing Community Space. The next meeting will occur in the Northeastern Crossing Space.
- On December 15, 2015 the IMP Advisory Council met again in the new Northeastern Crossing Space. On the agenda for the meeting was Northeastern's new student housing project, updates on the ISEC project and College Readiness events.

## *Northeastern Crossing*

### Goals Committed

- Northeastern will create a Neighborhood Center, as both a focal point for community engagement programs and services and a portal for community enquiries into university procurement, employment, admissions, and financial aid.
- Northeastern will establish this Neighborhood Center no later than 2015 and will update the IMP Advisory Council on progress toward its opening.

### 2015 Key Progress

Northeastern Crossing, formerly called the Northeastern Neighborhood Center, officially opened on September 28, 2015. The venue has three full time staff and is equipped with free WiFi, four computers, two sets of projectors with screens, a conference room, and a classroom. Programming is currently community-driven and created, with staff supporting the goals and operations of each program as needed. Staff are also active in assisting with building networks of collaborations across the on- and off-campus divide, in addition to proactively conducting greater neighborhood outreach to individuals and community organizations and deeper campus engagement with the colleges, programs, and student clubs.

## ***Senior College***

### Goals Committed

- Northeastern will enhance senior access to the university by allowing individuals 55 years and older from the surrounding zip codes to audit classes, access the Snell Library, and attend any campus events or activities at a discounted rate.

### 2015 Key Progress

The Senior College, now known as the Learning Link, enrolled its first members the fall 2015 semester. Learning Link students will have the opportunity to audit a class for the semester while having additional access to campus resources such as the library and study spaces. The next registration period will take place early January 2016 and the list of course offerings will be available late November 2015.

## ***Carter Playground***

### Goals Committed

- Northeastern will commit to rebuilding and maintaining Carter Playground, enhanced by the long-term inclusion of the University's Camden parking lot, (approximately 2 acres appraised at \$8.9 million), into an expanded park at a cost of up to \$15 million initially. The city will continue to regulate permitting and scheduling of the facilities.
- Northeastern will initiate discussions with the Boston Parks Department and Commission during the first quarter of 2014 and hold public discussions when the Parks Department or Commission thinks it appropriate in the subsequent two quarters of 2014.

### 2015 Key Progress

Working closely with Boston Parks Department and with feedback from several community meetings, a final plan for improving and expanding recreation at Carter Playground has been prepared. The plan includes two fields, relocated tennis courts, an expanded accessible playground and a passive sitting area. In addition a seasonal air structure has been added to the plan to allow for year- round use of one of the fields. A construction start in spring 2016 is anticipated.



## ***MBTA Track Crossing***

### Goals Committed

- As part of the ISEC project and subject to receipt of necessary permits and approvals, Northeastern will create a landscaped crossing of the public transit rail line to better knit the Roxbury and Fenway communities and enhance access for persons with disabilities.

### 2015 Key Progress & Current Status

Northeastern continues to work with the MBTA and Amtrak for the approvals necessary to create a new track crossing connecting the Roxbury and Fenway communities by travel through the campus.

## ***Community Development Fund***

### Goals Committed

- Northeastern will contribute \$2.5 million to establish an entrepreneurship fund to build local business capacity, with the guidance of a suitable financial institution.
- Northeastern will establish such fund no later than occupancy of the ISEC project.

### 2015 Key Progress

During the past year the concept of a Small Business Loan Fund has progressed and with assistance from Next Street, we expect to finalize terms and close on the fund in the first quarter of 2016. Critical documents are being drafted and terms for fund management established. As an anchor institution with a \$2.5M commitment to guarantee the Fund's loans, Northeastern anticipates that loan products will be offered that are not otherwise available to Boston's local small business community to support capacity building for business improvements.

## HOUSING

### *Affordable Housing*

#### Goals Committed

- Northeastern will work with partners to identify, advance, and support affordable housing projects in the surrounding neighborhoods that can take advantage of Northeastern's housing linkage obligations.

#### 2015 Key Progress

There have been no opportunities for Northeastern to assist with affordable housing projects in Northeastern's abutting neighborhoods in the past year. Northeastern has kept ongoing communication with local neighborhood organizations and the City should an affordable housing project arise.

### *New Student Housing*

#### Goals Committed

- Northeastern University commits to create, or assist in the creation of, new housing for a minimum of 600 undergraduate students before five years of the term of the Northeastern IMP have elapsed.
- Housing should be a net addition to the stock of housing currently available to Northeastern students, i.e. not a conversion of master leased units.
- Housing shall be an addition to the city's housing stock, i.e. shall not be created through the conversion or replacement of existing housing.

#### 2015 Key Progress

- Northeastern issued a request for proposals (RFP) to identify a private developer partner for at least 600 beds of student housing for Northeastern undergraduate students.
- Northeastern selected American Campus Communities (ACC) as its development partner and has been working with them to develop a concept design for student housing on the parking lot on Columbus Avenue and Burke Street.
- Northeastern and ACC expect to file a Project Notification Form in early 2016.

## ***Housing Impact Study***

### Goals Committed

- Northeastern will fund an update of the Housing Impact Study at or around the five-year term of the Northeastern IMP (timing to be discussed with the BRA and Task Force) in order to examine any changes in the impacts of Northeastern students in rental housing stock, particularly in light of the anticipated opening of over 1,000 new dormitory beds during the next five years (720 at GrandMarc and at least 600 as a result of the Northeastern IMP).

### 2015 Key Progress

Northeastern will develop this study in 2018