



## Institutional Master Plan Notification Form for Amendment and Renewal of Existing Institutional Master Plan

Submitted to the Boston Planning & Development Agency  
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**CHAPTER 1: OVERVIEW AND MISSION**

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## CHAPTER 1: OVERVIEW AND MISSION

### 1.1 Introduction

The Trustees of Tufts College (“Tufts” or the “University”) submit this Institutional Master Plan Notification Form (“IMP NF”) pursuant to Sections 80D-8, 80D-5 and 80D-9.2(a) of the Boston Zoning Code for amendment and renewal of its Institutional Master Plan (“IMP”) for Tufts’ Health Sciences Boston Campus, dated October 1993, approved by the Boston Redevelopment Authority in December 1994, and adopted by the Boston Zoning Commission in March 1995, as updated May 3, 2004, amended in 2007, and further amended and renewed in 2009. As so amended and renewed, the term of the IMP expired on October 20, 2019. Tufts submitted an update letter on November 17, 2017, and, on May 16, 2018, submitted a Letter of Intent to file this amendment to its IMP.

The Boston Planning and Development Agency (“BPDA”) has requested that Tufts include in this amendment the two properties that it leases from the Museum of Fine Arts (the “Museum”) at 230 The Fenway (the “Fenway Building”) and 160 St. Alphonsus Street (the “St. Alphonsus Building”) for use by Tufts as the School of the Museum of Fine Arts at Tufts (hereafter, “SMFA at Tufts”). The BPDA has also requested that this IMP NF address the University’s relationship to the R1/P12 Parcels in Chinatown. Tufts is including information about these properties below.

Tufts is seeking (i) approval of this IMP NF and the IMP together as the renewed IMP for a period of four years, expiring October 20, 2023, and (ii) an expedited amendment procedure 80D-9.2(a). Tufts meets the criteria for an expedited amendment procedure 80D-9.2(a); it is not proposing any substantive changes to the uses, dimensions, parking, or loading of existing campus buildings at this time; and no significantly greater impacts will result from continued implementation of the approved IMP than were originally projected.

### 1.2 Tufts University Mission and Objectives

Tufts was founded in 1852 by members of the Universalist church and has grown over the years from a small liberal arts college into a nonsectarian university of 11,586 students (as of 11/18) located on four campuses: one in Medford/Somerville, two in Boston, and one in Grafton. Tufts is an inclusive, student-centered community devoted to excellence in creating, preserving, disseminating, and applying knowledge and ideas. The University is committed to deep intellectual and artistic engagement that inspires all in its community to pursue a lifetime of learning. Tufts encourages intellectual curiosity, facilitates sustained critical thinking, and believes that dedication to the rigors of intellectual inquiry and creative achievement will result in a profound impact on the challenges that society will encounter over the next decade. Tufts’ signature approach to higher education stems from the belief that seemingly disparate forces can, and must, work together, if we are to reach our full potential. This belief is perhaps best exemplified by Tufts’ unusual, yet highly successful, positioning of itself as a moderately sized university that excels at research and is committed to providing students with a personalized experience. Tufts is a blend of both a research university and a liberal arts college, a unique combination that attracts students, faculty, and staff who thrive in its environment of curiosity, creativity, and engagement.

Tufts’ two campuses located in the City of Boston (the “City”) are integral parts of the University. On the Health Sciences Campus in Chinatown, 2,871 students (as of 11/18) pursue studies in medicine, dental medicine, nutrition, and biomedical sciences. Tufts’ cutting-edge health sciences research is linked to innovative educational programs that produce healthcare professionals who will have a sustained positive impact on the health of individuals, communities, and the world. Tufts is affiliated with 22 clinical

teaching sites throughout the state, with the primary teaching hospital being Tufts Medical Center. At the SMFA at Tufts campus in Fenway/Mission Hill, 184 talented and curious students (as of 11/18) become artists with purpose. Graduates work across mediums, disciplines, and techniques to produce art that provokes thought and inspires change.

### **1.2.1 Tufts University Mission**

Tufts University is a student-centered research university dedicated to the creation and application of knowledge. The University is committed to providing transformative experiences for students and faculty in an inclusive and collaborative environment where creative scholars generate bold ideas, innovate in the face of complex challenges and distinguish themselves as active citizens of the world.

### **1.2.2 Mission of Boston Schools**

#### ***School of Medicine***

The Tufts University School of Medicine was established in 1893. The school has long been noted for its excellence in research and patient care, as well as for providing its graduates with a solid foundation in basic and clinical science. Tufts University School of Medicine prepares students to become skilled, passionate health care providers and researchers that make a difference in the world. Graduates continue to top-tier residencies or take leadership roles at prestigious organizations around the country. They segue into dynamic, fulfilling careers that improve lives and tackle some of medicine's toughest challenges.

The mission of Tufts University School of Medicine is to educate a diverse body of students and advance medical knowledge in a dynamic and collaborative environment. It seeks to foster the development of dedicated clinicians, scientists, public health professionals, and educators who will have a sustained positive impact on the health of individuals, communities, and the world.

#### ***School of Dental Medicine***

The Tufts University School of Dental Medicine was founded in 1868. Its philosophy is based on preventative dental medicine and training practitioners to offer the finest patient treatment. The curriculum stresses oral diagnosis and treatment planning, and the program is designed to graduate doctors of dental medicine who will be prepared to practice general dentistry as it evolves in the years ahead.

The mission of the School of Dental Medicine is patient-centered education committed to excellence, which includes research, community service, and an international reputation for leadership in dental education and patient care. Tufts achieves this mission through: evolving comprehensive dental education that integrates science, technology, patient needs, and lifelong learning in a world-class environment; interdisciplinary research to improve oral care and impact overall health; recruitment, development, support, and retention of a diverse group of exceptional students, faculty, staff, and alumni; and civic engagement in service to local, regional, national, and global communities.

#### ***The Gerald J. and Dorothy R. Friedman School of Nutrition Science & Policy***

The Friedman School of Nutrition Science and Policy at Tufts University was established in 1978 with the mission of bringing together biomedical, social, political, and behavioral scientists to conduct research, educational, and community-service programs to improve the nutritional health

and well-being of populations throughout the world. From its first class of 17 students, the Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy has matured to a student body with over 300 students and 1800 alumni representing 34 countries since 1978. Master of Science and Doctoral degree programs are offered in the social and biological sciences. Specialized training programs are available for physicians pursuing doctoral degrees in human nutrition and graduates of bachelor degree nutrition programs who wish to become registered dietitians.

The mission of the Friedman School of Nutrition Science and Policy is to generate trusted science, educate future leaders, and produce real world impact in nutrition science and policy.

#### ***Jean Mayer USDA Human Nutrition Research Center on Aging (HNRCA)***

The HNRCA at Tufts is one of six human nutrition research centers supported by the United States Department of Agriculture (USDA). It is a bench-to-bedside research center that generates translational scientific results. It is run by a cooperative agreement between the USDA and Tufts University and its center is one of the largest research centers in the world studying nutrition and its relationship to healthy aging and physical activity. Many HNRCA scientists are faculty at the Friedman School, the School of Medicine, and/or the Tufts Graduate School of Biomedical Sciences.

The mission of the HNRCA is to promote healthy and active aging based on research focused on nutrition and physical activity choices that encourage vitality.

#### ***Graduate School of Biomedical Sciences***

The Graduate School of Biomedical Sciences, formerly known as the Sackler School of Biomedical Sciences, was established in 1980 with the vision of advancing health through the integration of all medical fields. Scientists and trainees work together to solve problems of biomedical importance that span the translational spectrum from the most basic to bench-to-bedside research and beyond. The school provides outstanding graduate biomedical science education that prepares graduates to be future leaders in research, teaching, biotechnology and other science-based careers with an emphasis on interdisciplinary training that integrates state-of-the-art approaches to basic and clinical sciences.

The mission of the Graduate School of Biomedical Sciences is to train the next generation to career excellence in academia and across the biomedical workforce. It holds as key values: excellence in research, good mentorship, collaboration across disciplines, and inclusion.

#### ***School of the Museum of Fine Arts (SMFA)***

For nearly 150 years, the SMFA has been on the cutting edge of art education. In 1876, the School of Drawing and Painting opened within the Museum of Fine Arts, and since then the school has grown immensely. In 1956, the Bachelor of Fine Arts program was established in cooperation with Tufts University, and in 1960, the Master of Fine Arts program was established in cooperation with Tufts as well. In 2016, the SMFA became a part of Tufts University's School of Arts and Sciences.

The mission of the SMFA at Tufts is to prepare students to become contemporary artists and thinkers determined and prepared to make a difference.

### 1.3 Student Population

#### 1.3.1 Projected Future Enrollment

Tufts does not foresee any significant increases in the student population on the Health Sciences Campus during the extended term of this IMP (2019-2023); however, the University is continuing to develop additional online and summer programs. While the SMFA at Tufts plans to increase BFA enrollment to 251 by 2024, this reflects the return to the student population size from previous years when the SMFA at Tufts was operated by the Museum.

#### 1.3.2 Historic Enrollment

Refer to Table 1-1 for historic enrollment figures.

*Table 1-1: Student Population of Boston Schools from fall 2014 through fall 2018*

School	Degree Type	Fall 2018			Fall 2017			Fall 2016			Fall 2015			Fall 2014		
		Full-Time	Part-Time	Total	Full-Time	Part-Time	Total	Full-Time	Part-Time	Total	Full-Time	Part-Time	Total	Full-Time	Part-Time	Total
School of Arts and Sciences - SMFA	Bachelors	112	15	127	128	7	135	191	5	196	n/a	n/a	n/a	n/a	n/a	n/a
	Masters	35	6	41	53	5	58	54	29	83	n/a	n/a	n/a	n/a	n/a	n/a
	Post-Baccalaureate	11	0	11	7	1	8	10	11	21	n/a	n/a	n/a	n/a	n/a	n/a
	Diploma	5	0	5	11	4	15	8	0	8	n/a	n/a	n/a	n/a	n/a	n/a
Friedman School of Nutrition Science and Policy	Masters	166	32	198	179	17	196	162	35	197	172	32	204	176	17	193
	Doctorate-Research (PhD)	54	2	56	61	4	65	64	3	67	55	4	59	58	0	58
	Certificate	0	54	54	0	68	68	0	40	40	9	77	86	0	68	68
	Non-Degree	1	9	10	0	14	14	0	13	13	0	7	7	0	5	5
Graduate School of Biomedical Sciences	Masters	39	0	39	38	0	38	47	1	48	41	1	42	34	0	34
	Doctorate-Research (PhD)	171	0	171	173	0	173	180	0	180	181	0	181	188	0	188
	Certificate	n/a	n/a	n/a	0	6	6	0	2	2	1	2	3	0	4	4
	Non-Degree	0	11	11	0	5	5	0	1	1	1	6	7	0	10	10
School of Dental Medicine	Masters	8	0	8	12	0	12	13	0	13	11	0	11	8	6	14
	Doctorate-Professional (DVM, DMD, MD)	859	3	862	867	10	877	820	7	827	811	0	811	781	3	784
	Certificate	135	0	135	130	0	130	121	2	123	123	0	123	126	5	131
	Non-Degree	1	1	2	1	0	1	5	0	5	8	10	18	3	8	11
School of Medicine (MD students)	Doctorate-Professional (DVM, DMD, MD)	846	0	846	834	1	835	842	0	842	816	1	817	815	1	816
School of Medicine (PHPD students)	Masters	389	45	434	405	38	443	441	58	499	417	59	476	390	56	446
	Doctorate-Other (OTD, DrPH)	11	1	12	12	0	12	11	1	12	8	1	9	5	0	5
	Certificate	0	5	5	1	6	7	0	8	8	0	8	8	0	3	3
	Non-Degree	0	28	28	0	7	7	0	12	12	0	10	10	0	10	10
<b>Grand Total</b>		<b>2,843</b>	<b>212</b>	<b>3,055</b>	<b>2,912</b>	<b>193</b>	<b>3,105</b>	<b>2,969</b>	<b>228</b>	<b>3,197</b>	<b>2,654</b>	<b>218</b>	<b>2,872</b>	<b>2,584</b>	<b>196</b>	<b>2,780</b>

## **CHAPTER 2: EXISTING PROPERTY AND USES**

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**CHAPTER 2: EXISTING PROPERTY AND USES**

**2.1 Health Sciences Campus in Chinatown**

**2.1.1 Overview**

Tufts’ Health Sciences Campus is located downtown in Boston’s Chinatown neighborhood. As outlined in Table 2-1, the campus includes nine buildings with a total of 1,216,774 gross square feet. The buildings were built between 1925 and 2002 and vary in condition and need for improvement. Since 2010, the Biomedical Research and Public Health (BRPH) building has been considered one building with four wings – Arnold, South Cove, M&V and Stearns.

Buildings owned by Tufts are presented in Table 2-1 and Figure 2-1 along with their addresses, principle uses, years built, and number of floors.

*Table 2-1: Health Sciences Campus - Existing Properties*

	<b>Building Name</b>	<b>Address</b>	<b>Current Use(s)</b>	<b>Circa Year Built</b>	<b>Stories Above/Below Grade</b>	<b>Building Gross Square Feet (GSF)</b>
<b>1</b>	School of Dental Medicine*	1 Kneeland Street	Clinic / Admin / Academic	1973 (orig) 2008 + 2019 +	15/1	336,114
<b>2</b>	Posner Hall	200 Harrison Avenue	Admin / Housing	1954	4/1	61,708
<b>3</b>	Mid Posner Lot	Harrison Avenue	Interim Open Space / Loading	n/a	n/a	n/a
<b>4</b>	Biomedical Research & Public Health (BRPH) Building					293,272
	<i>M&amp;V Wing</i>	136 Harrison Avenue	Academic / Research	1930-1945	8/1	<i>132,350</i>
	<i>Stearns Wing</i>					<i>58,792</i>
	<i>Arnold Wing</i>					<i>56,648</i>
<i>South Cove Wing</i>	<i>45,482</i>					
<b>5</b>	Storage Building	37 Tyler Street	Mechanical	1985	1/0	360
<b>6</b>	Jaharis Family Center for Biomedical and Nutrition Sciences	150 Harrison Avenue	Admin / Research / Academic	2002	9/1	179,735
<b>7</b>	Central Mechanical Facility	37 Tyler Street	Mechanical	2000	1/0	2,268
<b>8</b>	Jean Mayer USDA Human Nutrition Research Center on Aging (HNRCA)**	711 Washington Street	Admin / Research / Academic	1982	16 / 1	207,633
<b>9</b>	Tufts Center for Medical Education	145 Harrison Avenue	Admin / Academic / Library	1986 (orig) 2010 +	8 / 1	135,684
* Dental School - The School of Dental Medicine Lobby/Elevator Project is currently under construction.						
** HNRCA - Tufts does not own the land or building - they are owned by the Federal Government (USDA).						

**2.1.2 Leased Property**

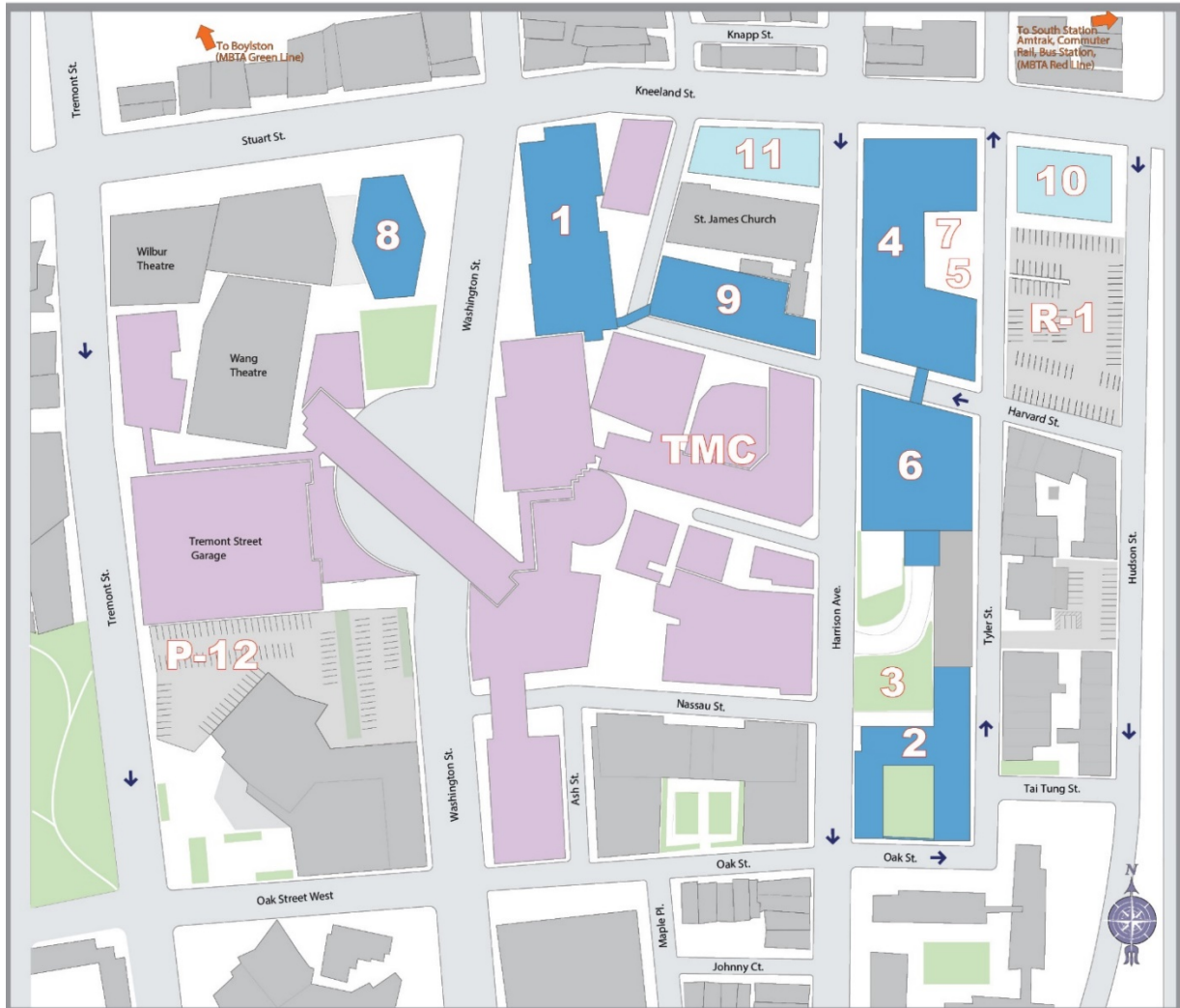
In addition to the property Tufts owns, Tufts leases a small amount of office and clinic space, as identified below in Table 2-2 and shown in Figure 2-1.

Tufts also has a license agreement with the City to operate a parking lot on the City-owned R-1 parcel behind 75 Kneeland Street. The University had development rights on this parcel until the end of December 2017, at which point those rights expired and the University entered into a 3-year license agreement with the City. Tufts Shared Services, Inc. operates parking on the parcel on behalf of the University and Tufts Medical Center.

*Table 2-2: Health Sciences Campus – Property Leased to Tufts University*

	<b>Building Name</b>	<b>Address</b>	<b>Current Use(s)</b>	<b>Floor Area Rented</b>	<b>Lease Expiration Date</b>
<b>10</b>	75 Kneeland Street				
	Floor 6	75 Kneeland Street	Office / Admin / Clinic	15,088 RSF	12/31/22
	Floor 8		Office/ Admin	15,088 RSF	11/30/21
	Floor 9		Office/ Admin	15,088 RSF	1/31/23
	Floor 11 – Partial		Office/ Admin	7,616 RSF	5/31/21
	Floor 14		Research	15,088 RSF	11/30/25
<b>11</b>	35 Kneeland – Level 3	35 Kneeland Street	Academic - Simulation Center & Clinical Skills	9,628 GSF	2023

Figure 2-1: Health Sciences Campus Map



### 2.1.3 Non-Tufts University Occupants

Tufts has recently entered into several occupancy agreements with non-Tufts users for utilization of University research and retail space, as identified below in Table 2-3.

*Table 2-3: Health Sciences Campus – Property licensed for use by non-Tufts University occupants*

Building Name	Occupant Name / Location	Current Use(s)	Floor Area Rented	Occupancy Agreement Expiration
BRPH	Bookstore - Arnold, Level 1	Commercial	2,763 RSF	Jun-20
	Cell Essentials - M&V, Level 7	Research	200 RSF	TAW
	Puretech - M&V, Level 8	Research	2,800 RSF	Aug-19
	Akouos - Arnold, Level 6	Research	4,070 RSF	TAW
75 Kneeland	BioLabs - Level 14 (Licensee)	Research	13,828 RSF	n/a
Dental Building	Tufts Medical Center - Level 5 Partial	TMC Inpatient	9,562 GSF	n/a
	Tufts Medical Center - Level 6 Partial	TMC Inpatient	9,630 GSF	n/a
	Tufts Medical Center - Level 1	TMC Loading Dock	1,150 RSF	n/a
		TSS Print Shop	365 RSF	n/a
	Tufts Shared Services - Basement	Mechanical	21,017 GSF	n/a

The University is also contemplating making additional space available for occupancy by non-Tufts users. The specific space being currently considered for this change of user is floors 6-9 of the Jaharis Building, located at 136 Harrison Avenue. Each floor consists of 11,167 gross square feet of existing research laboratories and associated office space, for a total of 44,668 square feet of space. Specific occupants are undetermined at this time, but target users would be firms or organizations with a need for research in a laboratory environment, for either short or long term occupancy, and preferably with synergies to existing Tufts University research and other endeavors.

### 2.1.4 Future Program Demands and Objectives

At this time, Tufts does not have any specific new buildings planned, and expects that during the extended term of this IMP (2019-2023), any future projects will be located within the existing footprints of the buildings as outlined in Table 2-1.

Tufts’ objectives for future renovation projects on the Health Sciences Campus include:

- Responding to and accommodating academic and institutional needs of the University in its mission for the next four years** - Tufts is committed to ensuring that its physical plant meets the standards for educational facilities and secures Tufts’ position as a nationally recognized first tier research institution. To that end, Tufts is finalizing a new lobby and elevator within the School of Dental Medicine to create a better patient experience. Potential future projects include relocating the School of Medicine’s Clinical Skills and Simulation Center from leased space in 35 Kneeland to renovated space within the BRPH building, as well as fit-out of shell and/or underutilized space for research and clinic needs.
- Improving space utilization within the existing building footprint** – Tufts has initiated several space planning processes across the campus, including implementing space use

guidelines and policies, resulting in a creation of space efficiencies & future program opportunities within our buildings.

- **Maintaining facilities to ensure ongoing commitment to high quality education** — To ensure that the Tufts Health Sciences Campus meets the rigorous demand for high quality, nationally-recognized education, Tufts will continue to maintain and update its existing buildings and campus. Proposed mechanical improvement upgrades and façade improvements will create more energy efficient buildings.
- **Evaluating the needs of existing leased space** — Although Tufts has secured the leased space it needs at this time, the University recognizes that over time, space needs may change. Therefore, Tufts will continue to evaluate its existing leases and consider whether new leases are needed and/or may decide not to renew leases.
- **Continuing ongoing collaboration and outreach with the Tufts University neighbors in the Chinatown community** - Tufts will continue the extensive community benefits program described in Chapter 5.0.

### 2.1.5 Access and Circulation

Tufts University Health Sciences Campus is located in the southern part of downtown Boston, surrounded by Chinatown and the Theater District, and is generally bound by Stuart/Kneeland Streets, Tyler Street, Oak Street and Washington Street. Primary access to the Health Sciences Campus is provided from and to I-93 (Southeast Expressway) and I-90 (Massachusetts Turnpike) via Kneeland Street. The primary loading dock for the Health Sciences Campus is located at the rear of the BRPH Building accessed by Tyler Street. The Campus operates other loading docks; a second at the Dental Building shared with Tufts Medical Center is accessed from Monsignor Shea Road via Kneeland Street; a third at the Jaharis Center is accessed from Harrison Avenue; and the fourth at the HNRCA is accessed via Stuart Street.

The campus is served by transit access to the Orange Line and Silver Line at Tufts Medical Center Station on Washington Street. The campus is also within convenient walking distance of South Station (commuter and inter-city rail and inter-city bus) and Downtown Crossing Station (Red, Orange & Green Lines). A number of express and local MBTA bus routes also serve the campus.

Parking for the Health Sciences Campus is provided through Tufts Shared Services, an umbrella entity serving both Tufts University and Tufts Medical Center. Tufts Shared Services provides medical and dental patient and visitor parking and select parking for Health Sciences Campus faculty, doctors, and senior administrators in its main garage at 274 Tremont Street (930 spaces); employee and student parking is provided in 272 spaces in a lot at Traveler Street. In addition, Tufts Shared Services leases spaces for student and employee parking at the Herald Street Garage (370 spaces), the Motor Mart Garage (400 spaces), and in two lots on Hudson Street (65 spaces). In total, 1,202 spaces are owned by Tufts Shared Services and 835 spaces are leased, for a total of 2,037 spaces.

A variety of Transportation Demand Management (TDM) measures are implemented for the campus through Tufts Shared Services. These include pre-tax purchase of MBTA passes through payroll deduction, a 35% MBTA pass subsidy (increased from 20% in 2007), transit promotions, a transportation coordinator, provision of transit schedules and maps, a transportation fair,

advocacy for improved MBTA services, and participation in the A Better City Transportation Management Association with access to its ridesharing. Other incentive programs include preferential carpool parking, tiered parking rates, and provision of two ZipCar spaces. These programs are continually examined and updated as new measures are developed or conditions change.

### **2.1.6 Student Housing**

Tufts currently provides an on-campus housing option, Posner Hall, for graduate students enrolled in the School of Medicine graduate programs. Common kitchens, study areas and bathrooms complement the 94 single occupancy rooms. Other students live in off-campus apartments that are a short walk or public transit ride away. Tufts University provides an Off-Campus Housing website for both the Boston campuses and the Medford/Somerville campus as a free service to the Tufts community, and covers topics including rental listings, roommate searches, and Massachusetts tenant rights.

## **2.2 SMFA at Tufts Campus in Fenway/Mission Hill**

### **2.2.1 Overview of Acquisition**

In July 2016, Tufts acquired the academic programs and personal property, and a license to use the name, of the School of the Museum of Fine Arts from the Museum. The SMFA at Tufts utilizes the buildings owned by the Museum at 230 The Fenway and 160 St. Alphonsus Street in Mission Hill pursuant to leases from the Museum which have terms of 12 years with options to extend.

The Fenway Building is in the Museum of Fine Arts Cultural Facilities Subdistrict of the Fenway Neighborhood District (Map 1Q) and is included in the Museum's Development Plan for Planned Development Area No. 63, dated April 27, 2004 (the "PDA"). The Fenway Building includes 100,515 of gross floor area devoted to classrooms, studios, and instructional space for woodworking, metal welding, sculpture, ceramics, painting, photography, printing, video and film; galleries and exhibition space; a library; administrative offices; and uses accessory thereto, including without limitation, a café, and storage.

The PDA contemplates that the Fenway Building will continue to be utilized for school uses. Tufts has not changed the overall use of the Fenway Building. The Fenway Building continues to be used primarily for studio and performance art programs and related office and administrative functions and support services.

The PDA anticipates that the FAR of the parcel (the "School/Garage Parcel") on which the Fenway Building and adjacent structured parking facility sit will not exceed 4.3. The maximum height of buildings on the Museum/Garage Parcel is anticipated to be 80 feet. The allowed FAR otherwise in a Cultural Facilities District is 4.0 and allowed Maximum Building Height is 75 feet. The current FAR of the School/Garage Parcel is approximately 3.17 and the height of the Fenway Building is currently approximately 53 feet.

The St. Alphonsus Building is located at 160 St. Alphonsus Street and 35 Pontiac Street in Mission Hill. It contains approximately 40,900 gross square feet. It was used by the Museum and continues to be used by the SMFA at Tufts for studio art programs, gallery space, fabrication

studios and related office and administrative functions and support services. During the extended term of this IMP (2019-2023), Tufts has no plans to change the uses of the building.

The St. Alphonsus Building is located in a multifamily residential subdistrict (MFR-1) in the Mission Hill Neighborhood District (Map 6D). College and University use is currently forbidden, but the St. Alphonsus Building was constructed as a warehouse in the 1930s and was renovated from storage space to studio and classroom use in 2004. The current allowed FAR is 1.0 and the current Maximum Height is 35 feet.

Buildings leased by Tufts on the SMFA at Tufts campus are included in Table 2-4 and Figure 2-2 along with their addresses, principle uses, years built, and number of floors.

*Table 2-4: SMFA at Tufts Campus – Existing Properties*

	<b>Building Name</b>	<b>Address</b>	<b>Current Use(s)</b>	<b>Circa Year Built</b>	<b>Stories Above/Below Grade</b>	<b>Building Gross Square Feet (GSF)</b>
<b>1</b>	230 The Fenway	230 The Fenway	Academic / Art Studios / Café/ Admin	A Wing (1929); Wing B (1984)	4/1	100,515
<b>2</b>	160 St Alphonsus	160 St Alphonsus Street + 35 Pontiac Street	Academic / Art Studios / Admin	1930s 2004 (reno)	2/1	40,901

Figure 2-2: SMFA at Tufts Campus Map



### 2.2.2 Future Program Demands and Objectives

Tufts' objectives for future renovation projects on the SMFA at Tufts Campus include:

- **Responding to and accommodating academic and institutional needs of the University in its mission for the next four years** - Tufts is committed to ensuring that its physical plant meets the standards for art education and support facilities. To that end, Tufts is finalizing a new cafe within the Fenway Building to create a better student experience. Potential future capital investments include updating art studios and classroom spaces as well as creating additional faculty and staff administrative space.
- **Improving space utilization within the existing building footprint** – Tufts has initiated several space planning processes across the campus resulting in a creation of space efficiencies and future program opportunities within the leased buildings.



- **Strengthening campus identity through a signage and arts program** — Tufts is exploring implementing a new signage and arts program to create a sense of identity within the urban SMFA at Tufts campus. This initiative is to be considered a platform for artists from the Tufts community to showcase and display the university’s creative energy.
- **Maintaining facilities to ensure ongoing commitment to high quality education** — Since the University acquired use of the campus in 2016, the Museum and the University have made several building improvements including a new atrium smoke evacuation system, various Americans with Disabilities Act (ADA) improvements, façade upgrades and new infrastructure to support the buildings and equipment.

### 2.2.3 Access and Circulation

The SMFA at Tufts is located in both the Fenway and Mission Hill neighborhoods. The primary loading dock for the Fenway Building is located at 230 The Fenway, accessed from Louis Prang Street behind the Museum of Fine Arts Parking Garage. A loading dock for the St. Alphonsus building is accessed from Pontiac Street.

The Fenway Building is most easily accessed by either the Museum of Fine Arts stop on the Green Line E Train or by the Ruggles station on the Orange Line. The MBTA #39 bus to the Museum of Fine Arts stop is the most direct bus route. Parking is available in metered spots along Museum Road, The Fenway and Evans Way or at the Museum of Fine Arts Parking Garage located on Museum Road.

The St. Alphonsus Building is most easily accessed by the Longwood stop on the Green Line E Train or the Roxbury Crossing station on the Orange Line. A number of express and local MBTA bus routes also serve the campus. Several faculty, student and visitor parking spaces are provided at the building and managed by the University parking office.

Tufts offers regular shuttle service between the Boston SMFA at Tufts campus and the Medford/Somerville campus during the academic year. Additionally, Tufts provides shuttle service between the Fenway Building and the SMFA Residence Halls located in Brookline. While the shuttle service offers students convenient transportation to and from their dorms, the residences are a 10-15 minute walk from the campus. SMFA students also have the option to use a SafeRide service, which is accessed through the Lyft app, as an alternative to walking alone late at night.

### 2.2.4 Student Housing

All SMFA at Tufts first-year BFA students are required to live in Tufts residence halls located in Brookline, near the SMFA at Tufts Campus. Second-year BFA students may elect to also live on campus in Medford/Somerville. Due to the different academic requirements of the program, Combined Degree (BFA + BA/BS) students are required to live on the Medford/Somerville campus for their first two years at Tufts. For upper-level students, the Office of Residential Life and Learning provides listings of available apartments, roommates, realtors, and alternative accommodations on their Off-Campus Housing website.

## **CHAPTER 3: PROPOSED FUTURE PROJECTS**

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## CHAPTER 3: PROPOSED FUTURE PROJECTS

### 3.1 Expansion of Tufts Shared Services Owned Tremont Street Parking Garage

Tufts University and Tufts Medical Center are each 50% stakeholders and occupy 50% of the board of Tufts Shared Services, Inc. (“TSS”). TSS provides and operates parking which serves both institutions as well as an energy plant that serves some University and hospital buildings.

TSS is in a development partnership and has signed an Operating Agreement with Millennium Partners, Asian Community Development Corporation (“ACDC”) and Corcoran Jennison to develop City-owned Parcel P-12 which is located adjacent to the Tremont Street parking garage. The team was designated as the developer of the site in December 2018 by the BPDA and the project is currently in the Article 80 development process. Millennium Partners is the project lead and General Partner for the four team members.

The TSS portion of the 369,000 square foot total project is a 264 parking space addition to the Tremont Street garage comprised of 95,000 square feet. The addition relies on the exits, entrances, and ramps of TSS’ existing garage. A stand-alone garage could not fit on the same footprint as the expansion.

The remainder of the overall program is as follows:

- 171 affordable housing units in 182,000 square feet (Millennium and ACDC)
- 140 hotel rooms and meeting space adjacent to the existing Doubletree hotel 84,000 square feet (Corcoran Jennison).
- 8,000 square foot new Chinatown branch of the Boston Public Library

The project is expected to complete the permitting process in 2020 and open in 2022.

### 3.2 Proposed Campus Improvements - Health Sciences Campus

Tufts will continue its ongoing maintenance projects and periodic interior renovations to ensure that its facilities meet the standards of a first-rate health sciences educational institution. The following are specific examples of proposed maintenance and interior renovation projects that are expected to occur during the term of the IMP:

- Renovation of approximately 10,000 square feet of interior space in the BRPH Building, for use as a Clinical Skills and Simulation Center. This program will be relocated to a Tufts owned building from leased space.
- Renovation of approximately 10,000 square feet of interior space in the BRPH Building, for use as academic and administrative office space.
- Modernization of existing office, clinic, and research laboratory spaces to ensure spaces accommodate modern equipment, and serve the needs of students, patients and faculty.
- Renovation of the existing BRPH entry doors to increase energy efficiency in the lobby.
- Infrastructure upgrades and capital improvements as necessary. Tufts has plans to replace, repair and upgrade various infrastructure on the Health Sciences Campus. Typical projects include air handler and fan replacement, fire alarm system repairs and upgrades, roof replacement and repairs, window replacement, electrical upgrades, exterior masonry repair, restroom upgrades and similar projects.

### **3.3 Proposed Campus Improvements – SMFA at Tufts**

Tufts will continue its ongoing maintenance projects and periodic interior renovations to ensure that its SMFA at Tufts facilities meet the standards of a first-rate educational institution. The following are specific examples of proposed maintenance and interior renovation projects that are expected to occur during the term of the IMP:

- Modernizing of existing academic and administrative spaces to ensure spaces accommodate modern equipment, and serve the learning needs of students and faculty.
- Exploration of establishing a campus exterior signage and arts program to create a sense of campus identity and to showcase the University's talented students and faculty.
- Infrastructure and capital improvements upgrades as necessary – improvements to the base building to be a collaborative effort by the Museum and the University while tenant improvements are to be completed by the University.

**CHAPTER 4: CITY OF BOSTON  
ECONOMIC IMPACT**

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**CHAPTER 4: CITY OF BOSTON ECONOMIC IMPACT**

**4.1 Financial Contributions to the City of Boston from FY13-FY19**

Table 4-1 shows Tufts’ financial contributions to the City of Boston. Included are real estate taxes paid to the City and PILOT payments. Additionally, linkage payments in the form of a Housing Exaction and Jobs Exaction were paid to the City for Tufts’ Dental Building. The total amount of the Housing Exaction was estimated to be \$8,924.58 for the Elevator and Lobby Project and the total amount of the Jobs Exaction was estimated to be \$1,780.38 for a total of \$10,794.96.

*Table 4-1: Financial Contributions to the City of Boston from FY13-FY19*

<b>Year Submitted</b>	<b>Real Estate Tax Paid to City of Boston</b>	<b>Payment in Lieu of Taxes</b>	<b>Subtotal</b>
FY13	\$ 457,547	\$ 375,000	\$ 832,547
FY14	\$ 510,200	\$ 425,000	\$ 935,200
FY15	\$ 577,805	\$ 491,400	\$ 1,069,205
FY16	\$ 757,591	\$ 556,007	\$ 1,313,598
FY17	\$ 758,132	\$ 569,899	\$ 1,328,031
FY18	\$ 776,870	\$ 584,187	\$ 1,361,057
FY19	\$ 694,529	\$ 450,000	\$ 1,144,529
<b>Total</b>	<b>\$ 4,532,674</b>	<b>\$ 3,451,493</b>	<b>\$ 7,984,167</b>

**4.2 Employment Demographics**

Tufts has a total of **1,738** employees on its Boston campuses. 1,577 of these employees work on the Health Sciences Campus, and 161 work at the SMFA at Tufts. As of November 2018, **652** Boston residents were employed by the University at all four of its campuses, with a total annual salary of **\$46,681,662**.

**CHAPTER 5: COMMUNITY  
BENEFITS SUMMARY**

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## CHAPTER 5: COMMUNITY BENEFITS SUMMARY

### 5.1 Programs for Boston Residents and Organizations

The University has a reputation for shaping civic leaders who give back to the communities to which they belong, whether those communities are local, national, global, or virtual. Driven by the ideals of human rights and democratic participation, faculty, staff and student leaders take responsibility for addressing the most pressing challenges of our time and improving people's lives.

The University is dedicated to giving back to the City through a number of programs that benefit Boston schools, organizations, and residents. Below are some examples of programming.

#### 5.1.1 School of Dental Medicine (TUSDM)

- **Dental Clinics** -- Services are provided at the Dental School to Boston area residents. Cost of services are significantly more affordable than at traditional dental offices.
- **Give Kids a Smile** -- TUSDM participates in the nationwide dental program Give Kids a Smile. It is a one-day event during which children are provided free dental screenings, cleanings, and fillings. Oral health information and free oral care products are also offered to children, families, and caregivers.
- **Community Dental Program in Boston Public Schools** -- This program provides preventative dental services in the Boston Public Schools. These services include dental screenings, cleanings, fluoride, dental sealants, radiographs and minor restorative dentistry. Dental care in school-based programs costs less than in private dental offices and is provided free of charge to uninsured children.

#### 5.1.2 School of Medicine (TUSM)

- **Community Service-Learning Placements in Boston** -- Each TUSM student completes over 50 hours of service on community projects that address health disparities and social determinants of health. These projects include the Sharewood Project (a free health education program for low-income patients), Boston Healthcare for the Homeless, initiatives in STEM and health education, and patient support programs at Tufts Medical Center/Floating Hospital for Children.
- **ATASK Community Building Program** -- TUSM students run monthly recreational programming at the Asian Task Force Against Domestic Violence's family shelter, including arts and crafts, field trips, gardening, and more.
- **Jumbo Chess** -- Medical students lead a weekly chess club on Friday afternoons at the Boston Chinatown Neighborhood Center's After School Program.
- **Josiah Quincy Upper School Sexual Health Education for Students with Intellectual Disabilities** -- Medical students work with Tufts Pediatrics faculty to deliver a unique curriculum in sexual health to students with intellectual disabilities.

#### 5.1.3 Collaborative Health Sciences Initiatives

- **Josiah Quincy Upper School Tutoring Program** -- Medical, dental, and other health sciences students provide after-school tutoring at the local Chinatown middle and high schools, providing essential expertise in science and math to students who are referred to the center.



- **Tufts Chinatown Wellness Initiative (TCWI)** -- TCWI is an interprofessional project of medical, dental, and nutrition students that promotes health literacy and wellness through monthly interactive seminars in partnership with ACDC.
- **Jumbo's Kitchen** -- In partnership with the Friedman School, medical students run weekly cooking classes on Friday afternoons at Boston Chinatown Neighborhood Center's (BCNC) After-School Program.

#### 5.1.4 School of Arts, Sciences, and Engineering (includes SMFA)

- **STEM Ambassadors in Boston Public Schools (BPS)** -- The Center for STEM Diversity and Tisch College offer Josiah Quincy Upper School students the opportunity to participate in presentations where Tufts University STEM Ambassadors present scientific information with related experiments.
- **Student Teacher Outreach Mentorship Program (STOMP) in BPS** -- STOMP pairs Tufts students with teachers in BPS to create and implement engineering curricula in classrooms. The students and teachers collaborate to bring new technologies and innovative activities to the classroom, working to meet the Science, Technology and Engineering component of the Massachusetts Framework in creative and engaging ways.
- **City Studio After-School Art Program through SMFA at BPS** -- City studio was established through a partnership between BPS and the SMFA at Tufts that acts as a bridge towards higher art education. The program places a dual focus on both a rigorous conceptual development of a high school student's art practice, and the practical steps towards college enrollment in the art field.
- **Masters of Art in Teaching (MAT) Placements in BPS** -- In the course of their student teaching, MAT students spend a minimum of 75 hours in their school placements in the fall semester, and a minimum of 150 hours in their school placements in the spring. In all cases, students exceed these numbers – resulting in a typical spring semester placement totaling over 500 hours. Over time, the students end up teaching at least two classes in their discipline, as well as assistant teaching, participating in parent-teacher nights, and volunteering to help with sports and art programs.
- **STEP UP Education Program in BPS** – Tufts' psychology graduate students are paired with students in the STEP UP program at the Chittick Elementary School in Mattapan for the duration the spring semester. Each pair works with a teacher and students in a classroom to prepare and implement a violence prevention program through social skills building.
- **Occupational Therapy Service-Learning in Boston hospitals, schools, and community agencies** -- *Service-Learning Projects*: Entry level masters students lead weekly groups for children addressing social-emotional and play skills and for adults with intellectual disabilities to facilitate learning in meaningful leisure and social participation. *Level I & Level II Fieldwork*: Students placed in hospitals, clinics, public schools, and charter schools learn about and assume entry-level occupational therapy roles under supervision of qualified fieldwork educators. Occupational Therapists benefit through collaboration and see Tufts' students as a resource for new ideas and information about new evidence-based practices.
- **FOCUS Community Service Pre-Orientation** -- Students complete over 2,500 service hours during pre-orientation at multiple sites in Boston each August before classes begin. Some past sites included: the Boston Rescue Mission, the St. Francis House, Cradles to Crayons, Giving Camp, Youth Build Boston, MassEquality, Boston Children's Theater, and the City School.
- **Leonard Carmichael Society** -- The Leonard Carmichael Society is Tufts' umbrella organization for 34 service subgroups across campus. With over 1,000 student members, the

group completed over 480 hours of service in Boston in 2018. Some partner groups include: The Boys and Girls Club, Animal Aid, HIV/AIDS Initiative, Peer Health Exchange, Strong Women Strong Girls, Special Olympics, and more.

### 5.1.5 Tisch College for Civic Life

Many of the University's community engagement efforts are led by the Jonathan M. Tisch College of Civic Life, which works to give students the knowledge, skills, and opportunities to solve problems and build a stronger society. Tisch College is a university-wide institution, and all Tufts students can participate in its various initiatives to promote effective and active civic lives. Many of their events are free and open to the public. Below are two programs that impact the City of Boston.

- **Tisch Scholars Placements in Boston** -- Tufts pays Tisch Scholars 8 hours per week during the academic year to work on projects that address community-identified needs with community-centered organizations.
- **Tisch Summer Fellows Placements in Boston** -- The Tisch Summer Fellows program offers substantive paid internships with Boston community partners that allow Tufts students to gain real-world skills while building stronger communities at a local level.

## 5.2 Tufts Community Grants

Tufts Community Grants was started in November 1995 to support the university's host communities and the important work being done by Tufts volunteers with community organizations in Boston, Grafton, Medford, and Somerville. The Tufts Community Grants are fully funded by donations from Tufts University faculty and staff through the annual Tufts Community Appeal (TCA), an internal fundraising campaign. All gifts to the Tufts Community Appeal go directly to non-profit organizations through grants.

Boston Grant Recipients from Last 5 Years (note: some organizations have received multiple grants):

Art Resource Collaborative for Kids	Friday Night Supper Program
Asian American Civic Association (AACA)	Friends of the Chinatown Library
Asian Community Development Corporation (ACDC)	Greater Boston Chinese Golden Age Center (GBCGAC)
Boston Chinatown Neighborhood Center (BCNC)	Josiah Quincy Elementary School
Boston Self Help Center	Josiah Quincy Upper School
Boston Shakespeare Project	Peer Health Exchange
Chinatown Cultural Center	Ricesticks and Tea Food Pantry
Chinese Consolidated Benevolent Association of NE	Strong Women Strong Girls
Chinese Progressive Association	The DREAM Project
Chinese Women's Association	Wang YMCA of Chinatown

### 5.3 Boston Community Partners Supported with Financial Contributions

Each year, Tufts provides financial support to various organizations to assist with events or other campaigns. Some of the organizations below have received support multiple times over the last three years.

AIDS Action Committee	Fenway Alliance
Asian American Civic Association	Greater Boston Chinese Golden Age Center
Asian American Resource Workshop	Josiah Quincy Elementary School
Asian Community Development Corporation	Kwong Kow Chinese School
Asian Women for Health	Mission Hill Back to School Jam
Boston Arts Academy	Mission Hill Main Streets
Boston Chinatown Neighborhood Coalition	Mission Hill Road Race
Boston Parks and Recreation	Roxbury Tenants of Harvard
Boston Wellness Summit	Sampan Newspaper
Chinatown Coalition	Sociedad Latina
Chinese Consolidated Benevolent Society	Wang YMCA
Chinese Progressive Association	World Journal Newspaper
Chinese Women's Association of New England	World Unity

### 5.4 Free Space Provided to Boston Community Partners

The office of Government and Community Relations (GCR) offers free campus space to local community organizations seeking venues for events, meetings, or other activities. Some of the organizations listed below reserve space multiple times each year.

Asian American Civic Association	Chinese American Citizens Alliance
Asian Community Development Corporation	Chinese Historical Society
Asian Task Force Against Domestic Violence	The Fenway Alliance
Boston Chinatown Neighborhood Center	Greater Boston Chinese Golden Age Center
Boston Chinese Evangelical Church	Josiah Quincy Upper School
Boston Lodge of Chinese American Citizens Alliance	Lee Family Association
Boston Public Schools Office of Special Education and Student Services	Wang YMCA of Chinatown

### 5.5 Memberships and Affiliations

Association of Independent Colleges & Universities in Massachusetts (AICUM)  
 Academic Analytics LLC  
 American Academy of Arts & Sciences (AAAS)  
 American Council of Learned Societies (ACLS)  
 American Council on Education (ACE)  
 Association for Women in Science (AWIS)  
 Association of American Colleges & Universities (AAC&U)  
 Boston Town and Gown Association  
 Business Higher Education Forum  
 Campus Compact  
 Census 2020 City of Boston Higher Education Committee  
 Chinatown Safety Committee  
 Consortium of Universities for Global Health / Global Health Education Consortium

Eastern Association of College and University Business Officers (EACUBO)  
 Education Advisory Board  
 Fenway Alliance  
 Fulbright Association  
 Graduate Consortium in Women's Studies  
 Greater Boston Chamber of Commerce (GBCC)  
 Leadership Alliance (Brown University)  
 Medford Chamber of Commerce  
 Medford Health Matters  
 Museum of Fine Arts  
 Massachusetts Department of Higher Education  
 National Association of College and University Business Officers (NACUBO)  
 New England Commission of Higher Education (NECHE)  
 New England Council  
 New England Small College Athletics Conference (NESCAC)  
 Pro Arts Consortium  
 Research!America  
 Scholars at Risk (NYU)  
 Somerville Chamber of Commerce  
 SomerVision 2040  
 The Chinatown Coalition  
 The College Board  
 Universities Research Association, Inc.  
 WGBH Educational Foundation  
 Worker Rights Consortium

**5.6 Undergraduate Financial Aid Awarded to City of Boston Residents**

The University meets 100% of need, as determined by analysis of family financial resources, for all admitted undergraduates who complete an aid application by their respective deadline. Financial aid for undergraduate Arts & Sciences and Engineering students is awarded entirely based on need.

*Table 5-1: Need-based Undergraduate Financial Aid Granted to City of Boston Residents FY13-18*

<b>Year Submitted</b>	<b>Undergraduate Financial Aid Provided to Boston Residents</b>
FY13	\$ 2,330,685
FY14	\$ 2,185,165
FY15	\$ 2,699,065
FY16	\$ 3,058,479
FY17	\$ 3,047,010
FY18	\$ 2,724,343
FY19	-
<b>Total</b>	\$ 16,044,747

**CHAPTER 6: SUSTAINABILITY**

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## CHAPTER 6: SUSTAINABILITY

### 6.1 Overview

Tufts has had a climate commitment since 1990 when the president at the time, Jean Mayer, convened a group of university presidents from around the world in Talloires to create the Talloires Declaration – a 10-point action plan for incorporating sustainability and environmental literacy in teaching, research, operations, and outreach at colleges and universities. The declaration has since been signed by almost 500 institutions from over 50 countries. Tufts developed the first university policy in 1990 as well. More recently, Tufts joined the Second Nature Climate Commitment in 2016 and has set a goal of reaching carbon neutrality by 2050.

### 6.2 Sustainability Efforts in Boston

Several sustainability efforts exist on the Boston campuses including:

- Using steam sourced from Veolia’s combined heat and power plant.
- Performing energy efficiency upgrades across campus buildings, including a retro-commissioning in Jaharis that has reduced energy usage by 13% over the past 2 years.
- Running a robust recycling program that has been in place for decades. Total waste decreased by 36% between 2013 and 2018.
- Collecting fitness trackers through the charity “RecycleHealth”, which was started by a Tufts medical school professor to distribute devices to underserved populations.
- Composting in cafés and residence halls as well as at select offices and events.
- Facilitating annual move out drives to promote upcycling and reuse.
- Dispensing dental materials sustainably at the School of Dental Medicine to reduce waste.
- Distributing CSA shares on the Health Sciences Campus through the New Entry Food Hub at the Friedman School.
- Staffing a sustainability office to support sustainability efforts on all Tufts campuses.
- Distributing information online and in person to the Tufts community on how to be sustainable on campus. Maintaining several social media sites, a newsletter, and a blog, to further disseminate information to the University community and other parties.
- Hiring student “Eco-Reps” to work in the residence halls (including Posner Hall) educating and engaging residential students. Eco-Reps manage compost bins, run events, and encourage residents to live more sustainably.
- Offering all Tufts employees the opportunity to become trained “Eco-Ambassadors”. The program provides participants with the resources, skills, and knowledge necessary to effect change, serve as leaders, and promote sustainable behaviors both in their offices and in the larger Tufts community. Currently, there are 31 Eco-Ambassadors across 24 departments.
- Recognizing Tufts offices for engaging in sustainable practices through the Green Office Certification program. The Boston campuses have 11 certified Green Offices.
- Educating all new staff and incoming students on Tufts’ sustainability goals and practices, particularly on how to properly dispose of waste on campus.

- Participating in several sustainability consortiums including the Boston Green Ribbon Commission's Higher Education Working Group, the Association for the Advancement of Sustainability in Higher Education (AASHE), and the Northeast Campus Sustainability Consortium (NECSC), and the Sustainability Student Leadership Symposium.
- Offering the Tufts Green Fund so students and employees can win grants to do sustainable actions on campus, such as starting a composting program, installing water bottle filling stations, or hosting a themed conference.

Recognition:

- The university is rated STARS Silver, a rating system that allows schools to measure how sustainable they are in categories such as academics, operations, planning and governance.
- Tufts received honorable mention for the Mass DOT Spotlight Award for Excellence in Commuter Options in part because employees receive a 35% discount on public transit passes and are subject to a policy for telecommuting.

### **6.3 Academic Programs Incorporating Sustainability**

The academic programs at the Boston campuses provide education related to sustainability in several of their degree programs. For example:

- The Friedman School of Nutrition Science and Policy has a variety of sustainability related academic programs including the Agriculture, Food and Environment program, which fuses the disciplines of nutrition, sustainability, agricultural science, environmental studies, and public policy; and joint degree programs with the Urban and Environmental Policy and Planning Graduate Department. The School also does research on sustainable diets.
- The SMFA at Tufts teaches its students how to make art responsibly through coursework and special events such as its Health, Safety, and Sustainability Day in April.