

EXECUTIVE SUMMARY

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BACKGROUND & PROCESS

Planning for Lesley's growth and development is an on-going process. The Centennial Plan is an important part of that process and represents the work of Lesley University Campus Planning and Dober, Lidsky, Craig and Associates, Inc. (DLC+A), which was brought on board in 2003. With over fifty years of experience at over 100 institutions, DLC+A has provided Lesley with expertise and analysis in developing a master plan that will chart a course for growth over the next decade.

The Centennial Plan addresses Lesley's main properties in Cambridge and was developed in close concert with and in support of the University's strategic plan, *The Second Century: The Strategic Plan for Lesley University: 2008-2011*, spearheaded by President Joseph P. Moore and included in the appendix. It is not a "punch list" or "to do" list, but rather a roadmap that sets the strategic framework for campus development. Within that framework, the Plan proposes a variety of development options over the next decade.

Initially spearheaded by President *Emerita* Margaret McKenna, planning activity began with establishing an oversight committee which was composed of 24 Lesley personnel, broadly representing all academic, student life and administrative constituencies. This committee met frequently and provided ongoing review and direction to the developing planning process. Smaller committees were established to look at specific issues in more depth. These groups included academic, administrative, student life, residential life, financial, AIB relocation and building renewal working groups. All planning activity was frequently presented to the Trustee Campus Planning and Property Management Subcommittee for additional update, review and direction.

The process began with extensive data collection and review which included:

- A review of the initial and recently-adopted strategic plans to understand direction, new degrees and support programs, new majors and emerging interdisciplinary programs
- Review of all previous campus planning initiatives dating back to 1983
- Extensive meetings with school and department leadership to understand current facility support, future needs and potential growth
- Several meetings with the Lesley community at large to gather additional input
- An extensive study of the undergraduate program to strengthen academic areas and consider coeducation
- Review of current enrollment and projected growth
- Review of faculty and staff and projected growth

- Various other detailed studies including classroom, library, gymnasium / fitness facility and residential housing - current and future growth
- Numerous alternative use studies spawned by discussions on relocating various schools and departments such as GSASS and especially AIB as a way of best utilizing facilities now and in the future
- Development of a detailed inventory of facilities including use by department and by building
- Development of a formal building renewal program to address ongoing maintenance and repair of building inventory

As a part of the discovery during the planning process, specific projects were identified that needed to be accomplished prior to the completion of the Plan to support ongoing areas of growth within the University. These projects, now completed, included new science facilities, relocation of the School of Education to University Hall, a new student center and renovation of several residence halls.

With the development of Lesley's strategic plan has come a redoubling of creative, sustained engagement with Lesley's multiple communities. The Centennial Plan translates key elements of the strategic plan into both short-term and long-term development. It is the intent to continuously revisit and update the Plan to reflect phasing and priorities and the fundamental necessity to respond to new opportunities and challenges as they arise.

PLANNING CONTEXT

Section 1 provides an overview of the University, its campus and its urban context. The partnership recently negotiated with the Episcopal Divinity School (EDS) and the adjacent acquisitions from the Weston Jesuit School of Theology (WJST) enable Lesley to develop a three-node campus and accommodates the initiatives of this Centennial Plan.

Only a ten-minute walk apart, Lesley's three campuses, linked by the vibrant connecting artery of Massachusetts Avenue, must be developed to satisfy the University's needs and incorporate an understanding of the needs of the neighborhood, an exceptionally engaged and well-informed community.

PLAN ELEMENTS BY PROGRAM AREA

Reflecting the broad range of needs that emerged from conversations with the various constituencies mentioned above, Section 2 presents development initiatives in the context of seven program areas:

- Academic-oriented development initiatives that enhance the University's strengths

- Technology-oriented developments that create new opportunities
- Student life-related projects that encourage student engagement
- Residential life-related projects that foster community
- Administrative initiatives that promote greater efficiency and collaboration
- Community-driven and sustainable facilities
- Stewardship and accessibility as they relate to building renewal

PLAN ELEMENTS BY CAMPUS

The physical and site planning emphasizes enhancement of each of the three distinctive campuses and engagement with the surrounding neighborhoods. The Plan seeks to give each campus a distinctive and significant role in the wider University. This distinctiveness will be balanced by measures to integrate the three nodes visually, to create a sense of a coherent whole.

Section 3 highlights development initiatives in their campus context. In all cases, the plan recommends that each campus be open, reflecting a porosity that diminishes traditional town/gown barriers and that creates a welcoming, diverse, and engaged campus environment.

The Quad Campus will continue to be the home of Lesley College and the majority of the University's student housing. Proposed development on the Quad Campus will seek to leverage its collegiate campus character and the advantages of a traditional residential undergraduate liberal arts experience.

The Porter Campus, already the seat of the University's flagship School of Education, will be joined by the new Art Institute, creating an exciting urban campus environment, infused with the arts. The University's administrative functions at the Porter Campus will also be enhanced. Long-term additional development will address the large areas of surface parking on this campus.

The Brattle Campus will provide expanded opportunities for the University's growth. Student housing, a superior central library, additional classroom space and student life space are made possible by the partnership with EDS and the acquisition of these properties. The relocation of the Graduate School of Arts and Sciences as well as some administrative functions to the Brattle Campus are envisioned by the Plan.

PHASING & PRIORITIES

The Centennial Plan includes projects and initiatives that are expected to be accomplished over the next 10 fiscal years. It allows for flexibility based on changing conditions, assumptions and

evolving strategic goals. The projects represented in the Plan have been prioritized and set in a phasing sequence to meet the demands of the University's growth and evolution as they have been projected to date. The actual implementation of the projects will, of course, be highly dependent on the realization of increased enrollment and the availability of funding.

MAJOR INITIATIVES OF THE CENTENNIAL PLAN

As outlined above, the Plan addresses many institutional needs and details both larger, higher profile projects and smaller supporting projects. A summary of the primary goals includes:

- Development of a 3-Node Campus
- Leveraging the unique characteristics of each campus with appropriate program and infrastructure
- Continued development of a "porous" campus environment where Lesley is integrated into and open to its host neighborhoods
- The relocation of AIB to Cambridge
- Relocation and consolidation of the Graduate School of Arts and Social Sciences on the Brattle Campus
- Relocation and consolidation of Library collections and redevelopment of core campus space to create a state-of-the-art "Information Commons"
- Provision of new academic space for Lesley College, which plans to increase its enrollment
- Improvements to classrooms, labs, and other learning space
- Expansion of student life space, including dining and student activities
- Development of new campus green spaces
- Provision of 400 additional student beds
- Comprehensive improvements to office space
- Rationalization of campus parking and reducing the impact of vehicular traffic
- Transformation of the University's IT services to not only get ahead and stay ahead of needs on campus, but to provide state of the art support for off-campus and on-line programs on a scale not previously contemplated
- Development of athletic fields and facilities to meet the needs of a Division III athletics program and fitness/recreation opportunities for students and employees