



Boston College Community
Benefits & Economic Impact
Report



BOSTON COLLEGE

OFFICE OF GOVERNMENTAL & COMMUNITY AFFAIRS

May 19, 2009

Stephen W. Kidder, Esq.
Hemenway & Barnes, LLP
60 State Street
Boston, MA 02109

Re: Boston College Community Benefits & Economic Impact Report

Dear Mr. Kidder:

In response to the request by Mayor Menino's PILOT Task Force for information regarding Boston College's community outreach and involvement, please find enclosed a report detailing a broad range of community service programs that benefit the residents of Boston, as well as information on the University's economic impact on the city and the region.

Boston College looks forward to working with the Task Force as it evaluates the information requested, engages in a meaningful dialogue with the diverse educational, medical and cultural institutions in Boston and makes recommendations to enhance the positive relationships that currently exist between the City and its non-profit community. If you have any questions regarding the report, please do not hesitate to contact me at (617) 552-4787.

Sincerely,

A handwritten signature in black ink, appearing to read "Thomas J. Keady, Jr." with a stylized flourish at the end.

Thomas J. Keady, Jr.
Vice President
Governmental & Community Affairs

Community Benefits and Service Programs

Introduction

Located in Boston and Newton, Boston College enjoys a special relationship with its host communities, enriching the vibrancy of these cities through its academic and financial resources, cultural and recreational offerings, community partnerships and volunteer service programs. Boston College's contributions to both cities reflect its mission as an institution of higher learning and its Jesuit tradition of forming students to be men and women in service to others.

As an active neighbor, Boston College is committed to making University resources available to residents of Allston-Brighton and Newton through the formal programs and partnerships described in this chapter, through the many campus activities and events open to local residents, and through the time, talents and energies of Boston College student, faculty and staff volunteers. Thanks to a culture of volunteerism where community service is encouraged, supported and valued, recent survey results indicate that Boston College students volunteer more than 444,000 hours of community service throughout the year, and that University employees volunteer an average of 4.8 hours a week, exceeding both the national and state averages of 2.5 and 1.9 hours per week. The University estimates that Boston College undergraduates provide \$3.5 million in service to the community and that faculty provide an additional \$1.5 million in annual volunteer service.

This chapter provides an overview of Boston College's community benefits programs offered in the following areas:

- Educational Partnerships and Scholarships
- Community Development Assistance
- Volunteer Service Programs
- Cultural Resources
- Athletic and Recreational Programs

Educational Partnerships and Scholarship Aid

Through the dedicated efforts of the Lynch School of Education, Boston College is invested in a number of ongoing partnerships with the Boston Public Schools (BPS) and Catholic schools. These partnership programs address educational research, teacher induction and training, student teacher placements, curriculum development, professional development consultation and community and parental engagement. Over the years, hundreds of Boston College students have volunteered in public, private and parochial schools in Boston, Newton and throughout the Greater Boston area.

This section provides an overview of a number of innovative programs offered by the Lynch School of Education and other departments at the University. Additionally, the section describes the financial aid commitment of Boston College to students from Boston, and specifically from Allston-Brighton, to assist them in attending the University.

Scholarship Aid

Boston College is committed to providing funds to meet the full-demonstrated need of every student applying for financial aid. In support of this commitment, Boston College grants institutional scholarships that come from a variety of sources, including 500 named scholarships. Table 13-1 provides a breakdown of the institutional aid received by students from Allston-Brighton and Boston.

Allston/Brighton Scholarship Program

The Allston/Brighton Boston College Scholarship Program provides 10 academically talented students from Allston/Brighton with scholarships to attend Boston College. To be eligible for the award, the students must be permanent residents of Allston/Brighton for a minimum of four years and be accepted for freshman admission. In the event that ten Allston/Brighton students do not meet the requirements, the scholarships are awarded to students from other Boston neighborhoods. Students must also complete the Boston College financial application process and have an institutionally determined need greater than \$10,000 to be considered.

For the academic year 2007-2008, seven scholarships were awarded to Allston/Brighton students and three to students in other Boston neighborhoods. The ten full tuition scholarships represent an annual commitment of approximately \$351,500 per year, or a four-year commitment of more than \$1.4 million in scholarship assistance.

Table 13-1 Educational Aid to the Allston/Brighton Community and Boston

2006-2007	Allston-Brighton	Boston
Number of undergraduates	122	356
Number receiving any aid	94	273
Dollar amount of aid	\$2,361,567	\$8,352,469
Average aid amount	\$25,123	\$30,595
Number receiving any grant	78	239
Dollar amount of grants	\$1,858,163	\$6,343,758
Average grant amount	\$23,823	\$26,543
Number receiving BC grant	74	232
Dollar amount of BC grants	\$1,654,847	\$5,303,907
Average BC grant amount	\$22,363	\$22,862

Educational Partnerships

Step Up Initiative

In conjunction with Boston, Harvard, Northeastern and Tufts universities, Boston College is collaborating in a new partnership to bring a comprehensive set of learning support services to 10 Boston Public Schools. Through the Step Up Initiative, BC's Lynch School of Education is paired and working closely with the Winthrop Elementary School and the Russell Elementary School located in Dorchester. Major areas that have been identified by the Superintendent of Schools, and where Boston College will be offering its resources, include professional development and instructional support in English language learning, cultural competency, and training principals and teacher leaders on the use of data and their implications for evaluation and assessment.

Boston Connects

Boston Connects is a unique school-community-university partnership linking fourteen Boston Public Elementary Schools in Cluster 5 and Cluster 2, the YMCA of Greater Boston and Boston College with other community partners to coordinate school and community support programs serving more than 4,500 students and their families. In January, the Lynch School of Education announced a \$9.2 million extension of funding through grants from the New Balance Foundation, Strategic Grants Partners and the Charles Hayden Foundation. The Boston Connects partnership is committed to the principle that academic success in urban schools requires integrated and comprehensive student and family support both to address the non-academic barriers to learning and to promote healthy development. To this end, Boston Connects is working toward building systemic change within these elementary schools and surrounding neighborhoods by connecting individual students and families with effective in-school student support and well-developed community agency resources. Through Boston Connects, students and their families are able to

gain access to better health care and nutritional information programs, educational resources, after-school care and other prevention programs.

College Bound

Established by Boston College in 1987, College Bound is a program for culturally and racially diverse students from the Boston Public Schools that focuses on increasing their access to and retention in four-year institutions of higher education. College Bound is currently affiliated with Brighton High School and the West Roxbury Education Complex. Students from both the Lynch School of Education and the College of Arts and Sciences work with high school youths to refine their academic skills and supplement their high school programs with Saturday enrichment classes both on the BC campus and in their communities. The program also fosters leadership skills and parental engagement, and provides career advisement, college application assistance and financial aid guidance.

Options through Education

The Options Through Education Transitional Summer Program (OTE) is a six-week pre-collegiate enrichment program designed for educationally and financially disadvantaged students who are highly motivated potential achievers. OTE gives these students a leg up on the sometimes daunting transition to college life. It familiarizes participants with Boston College's academic and administrative resources, strengthens their scholastic skills and acquaints them with the campus and surrounding community. The program has been recognized by the Education Testing Service as a national model and boasts a 91 percent retention rate for its students during their collegiate careers and a 94.5 percent graduation rate for its AHANA (African-American, Hispanic, Asian, and Native American) participants during the past four years.

YMCA Black Achievers College Fair

For the past 12 years, Boston College has hosted the YMCA Black Achievers College Fair at the Flynn Recreation Complex. This event introduces 3,000 African-American high school seniors to the educational opportunities at area universities, including Boston College, historically black colleges and universities, and military academies. College admissions representatives, as well as representatives from organizations that assist students with college planning, test preparation and scholarship assistance, are on hand to provide guidance and answer questions.

Private Industry Council (PIC) Summer Jobs Program

This program provides students from 14 Boston Public High Schools with summer employment opportunities at various businesses, colleges and universities and non-profit agencies in Boston, with a goal of integrating education with future employment objectives. Boston College has participated in the PIC Summer Program since 1985, employing 25 to 30 students in various offices and departments across campus such as Athletics, Governmental and Community Affairs, Human Resources, the Lynch School of Education and the Bookstore. In addition to providing the students with valuable work experience, the program offers MCAS tutorial classes and college admission information.

Let's Get Ready Program

Starting in fall, 2006, Boston College partnered with the *Let's Get Ready* program to offer SAT and college preparatory services to 45 high school juniors and seniors from Allston-Brighton, to enhance their abilities to successfully apply to college and to increase the number of qualified applicants for the Allston-Brighton Scholarship Program. To date, participants have achieved an average SAT score increase of 140 points, and enrollment has increased to 58 students. Program participants meet two evenings a week at Another Course to College (ACC) in Brighton, where 18 to 20 Boston College students serve as coaches for the writing, verbal and math sections of the SAT. The program's more than 40 hours of free SAT tutoring and 15 hours of preparation for the college search process have made success on the SAT and college admittance attainable goals. This successful Boston College program is viewed as a model for other *Let's Get Ready* sites in Massachusetts.

MACC — Massachusetts Campus Compact Tutoring Program

The Boston College-Massachusetts Campus Compact Tutoring Program is a group of 75 undergraduate students who volunteer at a Boston public school or the West End House Boys & Girls Club. Tutors assist at the schools at least one day a week and participate in weekly training sessions on the BC campus.

Read Aloud Program

The Read Aloud Program is a partnership among the faculty and staff of Boston College, the Boston Public Schools and Boston Partners in Education. The program's nearly 70 volunteers are assigned to read to students once a month at three local Brighton elementary schools: the Mary Lyon, the James Garfield and St. Columbkille School. The volunteers read from specially chosen books that are appropriate for the age level, interest and curriculum of the pupils. Volunteers also lead book discussions, question and answer sessions, or general conversations in the classroom.

Donovan Urban Teaching Scholars Program

The Donovan Urban Teaching Scholars program is an intensive one-year master's degree program in teacher preparation. Each year, the program recruits and supports a diverse cohort of up to 30 graduate students, and provides them with an academically challenging education specifically responsive to the concerns and needs of urban students, families, schools and communities. Both pre-practicum and practicum placements for the Donovan Urban Teaching Scholars occur in the following Boston Public Schools: Jackson Mann, Boston International High School, Mary Lyon, Brighton High School and West Roxbury Education Complex. A number of Donovan alumni are currently teaching in BPS.

Teachers for a New Era

Boston College's University-wide commitment to teacher education is strengthened by participation in the Carnegie Corporation's Teachers for a New Era (TNE) initiative. As one of 11 TNE institutions preparing, assessing and supporting future teachers, Boston College improves teacher preparation and P-12 pupil learning through continued collaboration among Education and Arts & Sciences faculty and Boston-area school-based professionals. Boston College's

extensive liberal arts core curriculum and social justice vision enhance opportunities available to teacher candidates and practicing teachers.

Demonstrating its commitment to the Boston Public Schools, a significant number of Lynch School of Education students are placed in Boston Public Schools for both pre-practicum and practicum placements as reflected in Table 13-2. Based on the quality of this experience and job performance, many graduates are hired by BPS as indicated in Table 13-3.

**Table 13-2 Boston College Lynch School of Education
Students Placed in Boston Public Schools for Pre-Practicum and Practicum**

<u>Field</u>	<u>Date</u>	<u>Boston Public Schools</u>	<u>Non Boston Public Schools</u>	<u>Total</u>	<u>Percent in Boston Public Schools</u>
Teacher Education	2006-2007	93	210	303	31%
Education Administration	2006-2007	4	5	9	44%
School Counseling	2006-2007	1		1	100%

Table 13-3 Boston College Boston Public School Hire Report

<u>Year</u>	<u>BC BPS New Hires</u>	<u>Total BPS New Hires</u>	<u>Percent BC BPS New Hires</u>
2006-2007	58	544	10.7%

Center for Catholic Education

As the top-ranked Catholic school of education, BC's Lynch School has a long tradition of concern for Catholic education at all levels. Uniquely poised to lead the charge of building new models of sustainability for Catholic schools across the country, Boston College's Center for Catholic Education brings under one banner various initiatives related to Catholic education. One such successful local initiative is the St. Columbkille School Partnership described below.

St. Columbkille School Partnership

In 2006, Boston College, the Archdiocese of Boston and St. Columbkille Parish established a ground-breaking partnership to preserve and strengthen Catholic, parish-based education for the children and parents of Allston-Brighton. This unique collaboration, the first between a Catholic university and a parochial school in the United States, draws on the rich resources of the Lynch School of Education, best practices in American elementary education, and the guidance of Catholic educational, social and religious principles. In its first year, the partnership implemented a new early childhood curriculum, offered teacher training and professional development

programs (including 100 percent scholarship for teachers or faculty seeking a master's degree from the Lynch School of Education), completed much-needed renovations to the physical plant, and examined both the financial and management structure of the school. In total, Boston College has invested more than \$1 million in St. Columbkille School since 2006.

St. Columbkille Summer Camp

Since 2003, Boston College and St. Columbkille School have joined forces to offer a summer day camp for local children. Open to 120 campers from ages 3 to 14 residing mainly in Allston-Brighton, the camp operates nine one-week sessions on the BC campus. In addition to classroom learning, activities include specialized on-campus informational tours of the BC bookstore, admissions, police department, museum and library, use of computer labs, the pool and other athletic facilities, a karate clinic, events with student athletes, reading enrichment provided by the Storymobile and field trips to area resources such as the science museum, zoo and the aquarium.

Urban Catholic Teacher Corps

The Urban Catholic Teachers Corps (UCTC) is a two-year service program for teachers who wish to gain experience teaching in urban Catholic schools in the Boston area, while living in community with other aspiring teachers. Now in its 10th year, UCTC offers professional experience and spiritual development to young teachers interested in Catholic education, while providing the Archdiocese of Boston with a source of trained educators committed to urban Catholic schools.

Community Development Assistance

Boston College participates in numerous community development activities and programs designed to strengthen the physical, social and economic conditions of its neighboring communities. The following community development initiatives illustrate the University's commitment to improving the quality of life beyond its campus borders.

Allston-Brighton/Boston College Community Fund

Created in 1995 by Boston College and Mayor Thomas M. Menino, the mission of the Fund is to provide grant support to Allston-Brighton community groups or non-profit organizations for projects that enhance the community through civic engagement, beautification initiatives, youth enrichment or educational programs. The Fund Committee is composed of community residents, representatives from the City of Boston and Boston College. The Fund awards individual grants of up to \$3,000 (recently increased from \$2,500) in two cycles during the fall and spring of each year and one \$25,000 biennial beautification grant (see Tables 13-4 and 13-5).

Table 13-4 Spring 2007 Community Fund Awards

Organization	Grant Amount
Addiction Treatment Center of New England	\$3,000
Boston Connects	\$3,000
Brighton High School	\$3,000
Caritas Good Samaritan Hospice	\$3,000
Children's Organic Garden Science Project with the Conservatory Lab Charter School	\$900
The Fishing Academy, Inc	\$3,000
Holy Resurrection Orthodox Church, Open Door Ministry	\$3,000
Mt. Saint Joseph Academy	\$2,600
St. Columbkille School	\$3,000
The Winship Elementary School Parent Council	\$1,860
TOTAL	\$26,360

Table 13-5 Spring 2007 \$25,000 Biennial Award

Organization	Grant Amount
West End House Boys and Girls Club of Allston-Brighton	\$25,000

This past year the Fund conducted a special grant cycle, awarding a total of \$175,000 in three categories: Civic Engagement, Community Beautification, and Youth Enrichment (see Table 13-6). With the addition of the three special grants, the Fund awarded more than \$225,000 to Allston-Brighton initiatives during the past year and will soon surpass the \$1 million mark in total grants since its inception.

Table 13-6 Special Grant Awards

Organization	Grant Amount
Beautification Project Grant: Allston Village Main Streets, "Allston Village Beautification"	\$50,000
Youth Enrichment Project Grant: YMCA of Greater Boston (Oak Square), "Oak Square Community Teen Center"	\$50,000
Civic Engagement Project Grant: Brighton-Allston 200, Inc. "The Brighton-Allston Bicentennial"	\$75,000
TOTAL	\$175,000

Boston College Neighborhood Center

The Boston College Neighborhood Center, located on Washington Street in the heart of Brighton Center, is now in its 12th year of linking University resources to services to the Allston-Brighton community. The Center's programs include:

Tutoring and Mentoring Programs

Boston College students volunteer to tutor more than 100 local children in a variety of programs and settings: one-on-one at the Neighborhood Center, on the Boston College campus, and in after-school programs. The one-on-one tutoring program matches BC students with Allston-Brighton students ranging from elementary school through high school. BC students participate in after-school tutoring programs at the Jackson Mann School, St. Columbkille School, the Commonwealth Tenants Association After-School Program, and the Read Boston Program, a children's literacy campaign operating at the Hamilton and the Baldwin Elementary Schools. In addition, BC students are mentoring young girls in the third, fourth and fifth grades at the Hamilton, Winship and Garfield Elementary Schools via the BC chapter of the Strong Women, Strong Girls Program. The program's mission is to empower young girls and build positive self-esteem and skills for life-long success.

English as a Second Language (ESL)

Boston College students volunteer to teach English to local residents at the Neighborhood Center and five other sites in Allston/Brighton: the Allston/Brighton Community Development Corporation, Insight, the Joseph Smith Community Health Center, Covenant House and the Commonwealth Tenants Association. This program has helped hundreds of immigrants to learn English and has helped hundreds more experience the joys of reading.

Food for Families

The Boston College Office of Governmental and Community Affairs, the Alumni Association and the Neighborhood Center collaborate with the Commonwealth Tenants Association and the Boston Food Bank to feed needy families at the housing development. On the second Wednesday of each month, BC student athletes and other volunteers work in conjunction with the Commonwealth Tenants Association to bag and distribute groceries from the Food Bank. Through this effort, 225 bags are distributed to families and the elderly each month.

HEAR — Helping Educate for Academic/ Athletic Responsibility

Boston College student athletes and their coaches visit every Allston-Brighton public and parochial elementary and middle school at least once throughout the year. During their interactions, student athletes speak to the class about the value of academics and the importance of teamwork in everyday life. In addition to visiting schools, the HEAR program also makes regular visits to patients at the Franciscan Children's Hospital and Boston Children's Hospital. The assistant director of the Neighborhood Center works with the schools to match their needs with BC resources and provides youth tickets to BC athletic events.

Service Days

Service Days offer opportunities for students to give back to the surrounding communities of Allston and Brighton by volunteering their time to assist neighborhood organizations with various projects. Teams of students help with park beautification, painting projects at churches, schools and public housing developments, city-wide clean up efforts such as Boston Shines, assisting elderly and disabled neighbors, flower planting, graffiti removal, nursing home visits and youth mentoring. In recent years, service projects were performed at the Oak Square YMCA, Irish Immigration Center, Brighton Main Streets, St. Columbkille School, all three local libraries and at the Commonwealth and Faneuil Gardens Housing Developments.

Veronica Smith Senior Center

Boston College partners with the Veronica Smith Senior Center to provide health screening for seniors. It also provides programs such as the Men's Club at BC, which features events and lectures, and organizes a dance for the seniors featuring the vocal and musical talent of BC students. A tour of the Boston College campus and lunch are offered to 30 seniors each spring.

Volunteer Service Programs

Boston College emphasizes volunteerism as a vital part of a student's education and personal formation. The number of student volunteers in the Allston/Brighton community alone is estimated at more than 1,000 per week and their effect is significant. For example, a former executive director at the West End House Boys and Girls Club stated that the community service work the organization received saved the Club between \$100,000 and \$125,000 each year. Three of Boston College's most notable volunteer service programs, PULSE, 4Boston and the Appalachia Volunteers, are mentioned below in addition to a sampling of other programs involving both students and employees.

PULSE

Boston College's PULSE program is a national model for service learning that integrates academics with a service internship at one of 51 community service placements in the Greater Boston area. The 400 students involved in the program volunteer between eight and twelve hours each week during the academic year at a variety of non-profit organizations. On any given day, PULSE students are coordinating volunteers for Project Bread's Walk for Hunger, serving breakfast to homeless men at the Pine Street Inn, or providing tutoring and mentoring services at three Brighton organizations: Crittendon Hastings House, Commonwealth Tenants Association and the Parent's Center at Saltonstall House.

4Boston

Boston College's 4Boston program, comprising more than 300 undergraduate students, is a major volunteer initiative that services 18 community agencies in the City of Boston. Named for the four hours each student provides on a weekly basis, the 10-week program operates during the fall

and spring semesters. Each placement is made up of a team of 20 students and over the course of one year alone 4Boston volunteers average more than 80,000 service hours. Placements in Brighton include the Commonwealth Tenants Association After-School Program, the Jackson/Mann Adult Education Program and the Franciscan Children's Hospital Residential Assessment Program.

Appalachia Volunteers

Since its founding in 1978, the Boston College Appalachia Volunteers program has provided hope and assistance to marginalized and impoverished communities located in the Appalachian region of the United States. Starting with 12 students, the BC program has grown to more than 650 volunteers operating in 36 different locations within Appalachia, making it the largest Spring Break service organization in the United States. In order to gain valuable experience working with different facets of the community, volunteers participate in local service opportunities during the academic year leading up to their Spring Break service trip. This past fall a total of 175 students participated in community service activities at the Oak Square YMCA, the Brighton and Oak Square Libraries, Brighton Main Streets/Boston Shines Clean-Up, the Veronica Smith Senior Center and the Faneuil Gardens Housing complex.

American Red Cross Club of Boston College

The American Red Cross of Boston College (ARCBC) is a student organization that works in conjunction with the American Red Cross of Massachusetts Bay Chapter. The ARCBC sponsors five blood drives each year, offers CPR and first aid training, assists with food distribution for the needy in Boston, and provides immediate disaster relief to the surrounding community.

Campus School Volunteers

The Campus School Volunteers of Boston College (CSVBC) are a group of undergraduates established to work with and advocate for the students with complex health needs, many of whom are from the Greater Boston area, who attend BC's Campus School for the multiply disabled. The group was established in 1996, and has become one of the largest student volunteer groups on campus. The Campus School Volunteers work both directly with the students in classroom settings, as well as outside the school organizing fund raisers and promoting awareness.

Circle K Club of Boston College

Circle K is a service organization dedicated to community and campus involvement in and around the Boston College area. A majority of the service projects are aimed at improving the general well being of the residents of Allston-Brighton. Boston College students participate in activities ranging from a literacy project at the Hamilton and Baldwin Schools, to working in the soup kitchens at Brighton Congregational Church, to initiating a bicycle and helmet safety program at local elementary schools.

Cleansweep

Now in its 15th year at BC, Cleansweep student, employee and alumni volunteers collect household items, clothing, food and appliances donated by students at the close of each academic year. These items are then distributed for re-use to hundreds of non-profit organizations, community agencies, churches and schools in Boston and other local communities. Not only does this program embody BC's mission of service to others, but it helps the environment by reducing waste and promoting recycling.

Dance Marathon

Each spring, Boston College students gather to dance the night away and raise funds for Brighton's Franciscan Hospital for Children. Through donations from friends and family along with sponsorships from local businesses, the event raised a record \$165,000 in 2007, and since its establishment in 2003, the Dance Marathon has contributed more than \$350,000 to the hospital.

Grads Give Back Day

Each year the Law Student and Graduate Student Associations of Boston College plan a day of community service called "Grads Give Back Day." This year, more than 100 graduate students volunteered at placements on campus and throughout Boston. The service opportunities ranged from conducting on-campus food and clothing drives, hosting a social for children attending the Campus School, clean-up of the jogging and pedestrian pathways at the Chestnut Hill Reservoir, visiting residents at the Brighton House Rehabilitation and Nursing Center and assisting with a spring clean-up of the grounds and facilities at the Franklin Park Zoo.

Cultural Resources

Boston College's McMullen Museum of Art

Boston College's McMullen Museum of Art serves as a dynamic educational resource for all of New England, as well as the national and the international communities. The Museum displays its notable permanent collection and mounts exhibitions of scholarly importance from all periods and cultures of the history of art. The Museum is free and open to the public. Private group tours are also available by request and the Museum's docents can tailor their presentations to the group's age level and interests. Museum personnel may also be able to provide additional texts or facilitate contact with a BC faculty member with expertise in a specific area of interest.

Boston College Arts Festival

For the past ten years in April, Boston College has sponsored a celebration of the arts which is free and open to the public. More than 13,000 people attended the 2007 Festival that showcased the artistic achievements in the performing, visual and literary arts of 1,000 Boston College students, faculty and administrators. The festival features instrumental, vocal and dance

performances, art exhibitions and demonstrations, film screenings, literary readings, an afternoon of art activities designed for children, and a Mass for the arts.

Humanities Series

For fifty years, the Humanities Series has enriched the intellectual, cultural and spiritual lives of Boston College students, faculty and staff, as well as the general public, by offering a remarkable range of speakers, artists and performers. Over the years, the University has been host to an amazing range of talent, including twenty-two of the Library of Congress's Poet Laureate Consultants and four Nobel Prize winners in literature, nearly all of whom appeared in free events open to the neighboring community.

Neighborhood Night at the Theater

In conjunction with the Arts Festival, the Office of Governmental and Community Affairs invites 100 neighborhood residents to attend opening night of the student Spring theatrical production at Robsham Theater. Prior to the production, the University hosts a reception where residents and members of the BC community can converse and enjoy light refreshments.

Irish Institute at Boston College

Since its founding in 1997, the Irish Institute at Boston College has hosted more than 100 programs and numerous special events open to the public. Working under the auspices of the Center for Irish Programs, the Irish Institute makes use of cross-campus and local resources to facilitate rewarding personal, corporate and professional exchanges with the goal of promoting a lasting peace in Ireland. The Irish Institute often hosts officials and policymakers from Ireland and Northern Ireland and offers professional development programs in areas such as government, business, and education.

"Pops on the Heights"

For the past 15 years, the Boston Pops Orchestra has performed at Boston College in a scholarship fundraising gala known as "Pops on the Heights." As part of this event, the University extends an invitation to 100 neighbors to enjoy dinner and the performance. Last year's event featured renowned conductor John Williams and the event raised a record \$2 million in funds. Since the inception of the program, 522 scholarships have been awarded to needy students.

Sports and Recreational Programs

Boston College Athletic Tickets

In conjunction with the Athletic Department, the Office of Governmental and Community Affairs reserves 50 tickets per game for residents of Allston-Brighton to attend on-campus football,

basketball and hockey games. Tickets are obtained on a first-come, first-served basis by contacting the Office. Table 13-7 indicates the value of the tickets distributed last year.

Table 13-7 Sports Tickets Provided to Allston-Brighton Residents

<u>Sport</u>	<u>Number of tickets per home game</u>	<u>Cost to Boston College per home game</u>
Football	50 tickets at \$37 each for 7 games	\$12,950
Basketball	50 tickets at \$20 each for 14 games	\$14,000
Hockey	50 tickets at \$20 each for 19 games	\$19,000
Annual Total		\$45,950

Flynn Recreation Complex Summer Program

Boston College opens the Flynn Recreation Complex to 30 residents of Allston -Brighton per day, weekdays during the summer. Residents register with the Office of Governmental and Community Affairs and contact the office to use the swimming pool and fitness equipment in the facility. This extremely popular program runs from early June through late August.

Mayor's Cup Hockey Tournament

Each October, Boston College donates ice time to the City of Boston for the Mayor's Cup Hockey Tournament. This tournament provides youngsters of all ages from neighborhoods throughout Boston with the opportunity to compete at the squirt, peewee and bantam hockey levels on the home ice of the 2008 NCAA Men's Hockey National Champions.

Allston-Brighton Youth Hockey

Boston College supports the Allston-Brighton Youth Hockey program by donating ice time in Conte Forum on an annual basis.

Boston College Spring Football Game

Each spring, the University hosts an inter-squad football match at Alumni Stadium that is free and open to the community. In addition to the game, the University hosts a carnival in the Flynn Recreation Complex with games, activities and refreshments for families to enjoy.

Kid's Karate Exhibition

For the last 16 years, BC has partnered with Kid's Karate, a premier youth karate program, to host an annual exhibition in the Power Gym at Conte Forum. More than 4,800 local children from

Boston and Newton have benefited from the program which builds self-esteem, mental and physical confidence, and mutual respect among the children.

Jimmy Fund Charity Events

Boston College opens the Flynn Recreation Complex to the Hoops for Hope, 3-on-3 basketball tournament, which raises money to support cancer research. Last September, the Jimmy Fund utilized BC athletic and parking facilities to accommodate 400-600 walkers and served as the official start the Jimmy Fund 5-Mile Walk.

Community Rowing Boathouse

Boston College is participating in the development of the Community Rowing Boathouse now under construction at 100 Nonantum Road in Boston on land leased from the Commonwealth of Massachusetts. As a "Contributing Organization," the University has committed to a substantial payment towards construction costs and annual payments for on-going operating expenses in exchange for the use of boat storage racks in the facility by its crew team.

Economic Impact

Introduction

As a research university with 14,500 students, 3,500 faculty and staff, and an annual budget of \$710 million, Boston College's estimated regional economic impact is more than \$1.3 billion annually. The University's students, employees and 87,000 annual visitors are primary purchasers who generate significant sales revenue to local businesses. Boston College proposes to spend \$1 billion in construction and renovation projects over the next decade, creating both permanent and temporary jobs, as well as additional revenue and benefits for the cities of Boston and Newton and their residents.

This chapter provides an overview of Boston College's impact on the Boston economy and the numerous financial benefits it provides. The University represents a significant component of the higher education employment cluster in the region. As a result, it greatly enhances the expanding creative economy of Boston and the region; generates new employment opportunities for construction trades and for individuals through its Boston resident and affirmative action policies; contributes directly to City of Boston finances through payroll taxes, voluntary payment for municipal services, and development impact project payments; and offers small business development opportunities to the local community.

Boston College Economic Impact

Boston College contributes to state, local and national economies in a range of different ways, including the creation of jobs related to University construction projects, ongoing research or summer programs, training and education that result in enhanced skills for its workforce, and through a broad array of educational, social and research-related services to local, national and international communities.

In early 2008, Boston College completed an economic impact report that highlights the University's impact on the local and national economy. The report focused on ways in which funds derived from outside sources – such as tuition from out-of-state and international students or federal support for research – is spent across the economy, generating jobs and income for local residents.

National Impact of Boston College

In addition to the ways in which Boston College contributes to the local and state economies, the economic impact report conducted by the University also focused on the national economy to assess the institution's total impact. The following summarizes Boston College's economic impact by expenditure type:

Budget (excluding payroll)

Non-payroll spending by Boston College on goods and services, utilities and construction generates \$804 million in direct, indirect and induced impacts nationally. In other words, for every one dollar the University spends directly, another \$2.00 is generated in indirect and induced impacts. In employment, for every one job created by Boston College's direct spending, another is created through indirect and induced spending impacts.

Faculty and Staff Payroll

In 2006-07, Boston College's payroll was nearly \$237 million in salaries alone. Fringe benefits represented another \$74 million in expenditures. Combining staff and faculty payroll expenditures, Boston College generates approximately \$492 million in direct, indirect and induced outputs and nearly 3,500 jobs nationally. This means that for every dollar of spending by a Boston College staff or faculty member, an additional \$1.40 is generated through indirect and induced spending.

Spending by Students

Approximately 14,500 students attend Boston College. Spending by out-of-region students, especially those who live on campus, can be tied directly to their attendance at the University. The combined annual impacts of graduate, undergraduate, on-campus, off-campus and commuter student spending in local businesses over 11 months is estimated to be \$133 million.

Visitors

Boston College events, such as Commencement, arts and cultural offerings and activities for prospective students and alumni, attract an estimated 87,714 visitors to the area on a regular basis. Each visitor who comes to the city spends money in local establishments, which contributes to the generation of jobs and labor income.

Spending by overnight visitors to Boston College created nearly \$16 million in impact for the national economy. For every \$1.00 spent by overnight visitors, an additional \$1.73 is generated through indirect and induced spending.

Total Impacts

Table 12-1 below presents the aggregate impact of all Boston College-affiliated spending—budget, payroll and visitors—on the national economy, totaling more than \$1.3 billion.

Table 12-1 Boston College Total Economic Impact (2006)

Dollars generated in national economy	± \$1,332,062,686
Employment (number of jobs)	± 11,771
Labor income	± \$477,457,963

Source: The Economic Impact of Boston College, The Hanover Research Council, 2008

Each dollar spent by or because of Boston College, whether on construction, utilities and purchasing, payroll, or through visitor expenditures, adds another \$1.73 to the economy. In all, these dollars generate approximately 12,000 jobs in the national economy, as the establishments patronized by Boston College, its employees, visitors and suppliers are able to hire and pay more workers. Of the total dollar spending amount, nearly \$477 million goes directly to self-employed and wage-employed workers as "labor income."

Economic Impact of Purchasing Expenditures

The economic impact report also calculated the discrete impact of Boston College's purchasing expenditures on the national economy. As Table 12-2 shows, purchases of goods and services—excluding utilities and construction—generated over \$643 million in total direct, indirect and induced outputs. With a multiplier of 2.97, this means that a direct expenditure of \$1 on goods and services added \$1.97 to the economy through indirect and induced spending. Combining total direct, indirect and induced impacts, purchasing alone led to the creation of approximately 6,400 new jobs.

Table 12-2 2006 Purchasing

	Output	Employment	Labor Income
Total Direct	\$216,666,672	3,312.6	\$125,772,808
Total Indirect	\$143,121,977	1,017.1	\$43,266,663
Total Induced	\$283,491,707	2,074.2	\$87,439,996
Total	\$643,280,356	6,403.9	\$256,479,467
<i>Implied Multiplier</i>	2.97	1.93	

Source: The Economic Impact of Boston College, The Hanover Research Council, 2008

Local Economic Impacts of Boston College

Boston College provides significant economic benefits to the City of Boston, City of Newton and the region. This section provides a summary of the economic impact of the University within Middlesex and Suffolk counties.

Purchasing

The economic impact report calculated the impact of purchasing expenditures in the local area, defined as Middlesex and Suffolk Counties. As Table 12-3 shows, purchases of goods and services alone, excluding utilities and construction, generated more than \$40 million in total direct, indirect and induced outputs. With a multiplier of 1.64, for every \$1.00 spent directly by Boston College on goods and services, an additional \$0.64 was generated through indirect and induced spending. Combining total direct, indirect and induced impacts, purchasing in the local area led to the creation of roughly 450 new jobs.

Table 12-3 2006 Local Purchasing

	Output	Employment	Labor Income
Total Direct	\$24,700,000	342.8	\$15,172,898
Total Indirect	\$7,203,459	45.4	\$2,396,241
Total Induced	\$8,555,447	61.3	\$3,066,969
Total	\$40,458,906	449.5	\$20,636,108
<i>Implied Multiplier</i>	1.64	1.3	

Source: The Economic Impact of Boston College, The Hanover Research Council, 2008

IMP Proposed Future Projects

The economic impact report conducted by the University calculated the future impact of the 10-year Boston College Institutional Master Plan on the local area, defined as Middlesex and Suffolk Counties. As shown in Table 12-4, the total impact of the construction is estimated to be \$1.57 billion, producing an estimated 12,243 jobs and \$737 million in labor income.

Table 12-4 IMP Proposed Future Projects Expenditure, Middlesex-Suffolk County Area Impact

	Output	Employment	Labor Income
Total Direct	\$990,316,672	8,103.5	\$507,534,752
Total Indirect	\$253,141,655	1,774.7	\$111,137,079
Total Induced	\$330,032,788	2,364.4	\$118,313,797
Total	\$1,573,491,115	12,242.6	\$736,985,628
<i>Implied Multiplier</i>	1.59	1.51	

Source: The Economic Impact of Boston College, The Hanover Research Council, 2008

Creative Economy

Boston College recognizes the economic, social and cultural impact of the creative economy on the overall health of the campus, city and region. The University continues to make strides toward incorporating creative industries into its economic development strategy.

The Boston Redevelopment Authority (BRA) defines the Creative Economy "as those activities which have their origin in individual creativity, skill and talent and which have a potential for wealth and job creation." According to industry sources, activities within the creative economy include those related to the following areas:

- Applied arts
- Advertising
- Performing arts: music, theater and dance
- Publishing and printing
- Broadcasting

- Sound recording and music publishing
- Film, video and photography
- Heritage

In May 2005, Mayor Menino launched the CREATE BOSTON program at the BRA to help businesses rooted in creativity achieve their full potential for success.

Boston College is uniquely positioned to enhance the creative economy through the investments in campus resources and new campus projects proposed within the Institutional Master Plan.

As an institution of higher learning, Boston College provides numerous educational opportunities in various creative sector industries. The education of thousands of young people with critical thinking and analytical skills is a vital service in the support of Boston's creative economy. But the University must be understood in a broader context as a driving and shaper of the creative economy's agenda. The University is a community not only of teachers, researchers and scientists, but of poets, novelists, essayists, historians, editors and playwrights, as well as musicians, actors, singers, photographers and videographers. Through their study and expression, these craftspeople bring together the multiple media forms so crucial not just to the creative economy, but to the hundreds of businesses that rely on new knowledge. Boston College fosters this community through investment and support, as well as through programs that bring creative professionals into contact with its students, faculty and the general public.

Writers Among Us

Boston College faculty and staff author and edit dozens of books each year, from poetry and prose to non-fiction works of history and management science. These authors, the lifeblood of a free society as well as the region's creative economy, lend their scholarship to Boston and the world. The University celebrates its authors through Writers Among Us, which recognizes their scholarship and creativity. Special events offer the University community, the public, and the media opportunities to meet and speak with novelists, poets, historians and essayists among professors, staff and alumni of Boston College. Recently, Writers Among Us has recognized works including:

- *The New Feminized Majority: How Democrats Can Change America with Women's Values* (Paradigm, 2008) by Katherine Adam '07 and Prof. Charles Derber
- *The Faithful: A History of Catholics in America* (Belknap, 2008) by Prof. James O'Toole
- *An Anthology of Jewish-Russian Literature: Two Centuries of Dual Identity in Prose and Poetry* (M.E. Sharpe, 2007), edited by Prof. Maxim D. Shrayer
- *Spelling Love with an X: A Mother, a Son, and the Gene That Binds Them* (Beacon Press, 2007), Associate Dean Clare Dunsford's memoir about raising her son afflicted with fragile X syndrome
- *The Athens of America: Boston, 1825-1845* (University of Massachusetts Press, 2006), the 16th book by University Historian and Prof. Thomas H. O'Connor

- *Take Heart: Catholic Writers on Hope in Our Time* (Crossroads Publishing, 2007), edited by Ben Birnbaum, editor of *Boston College Magazine*
- *Deaths and Transfigurations: New Poems* (Paraclete Press, 2005), a collaboration between poet and Prof. Paul Mariani and National Book Award-winning illustrator Barry Moser
- *Return to Greatness: How America Lost Its Sense of Purpose and What It Needs to Do to Recover It* (Princeton University Press, 2005), by Prof. Alan Wolfe, director of the Boisi Center for Religion and American Public Life
- *The Tree-Sitter* (W. W. Norton, 2006) the latest novel by BC English Prof. Suzanne Matson.
- *Coming Up Short: The Challenge of 401(k) Plans* (Brookings Institution Press, 2004), co-authored by Prof. Alicia Munnell, the director of the Center for Retirement Research

Linden Lane Press

This year, Boston College announced the creation of Linden Lane Press, which will produce a range of books on the history of Boston College as the University approaches its 150th anniversary in 2013. Focusing on works of substantial interest to the Boston College community, the first three volumes will include a brief history of Boston College written by University Historian Thomas H. O'Connor, and a book called *Founding Fathers*, which profiles the first six BC presidents.

Master Class: Alumni in Residence

Master Class: Alumni in Residence is a homecoming for alumni authors, filmmakers and actors, who return to campus to share their insights with the campus community and the public. A sampling of returning alumni includes:

- Barbara Delinsky, '69, best-selling author, most recently of *The Secret Between Us* (Doubleday, 2008).
- Robert Cording, PhD '77, twice a fellow in poetry from the National Endowment for the Arts and the author of five books, including last year's collection *Common Life* (Cavan Kerry Press, 2006).
- Todd DePastino, '88, author of the biography of a World War II-era cartoonist *Bill Mauldin: A Life Up Front* (WW Norton & Co., 2008).
- Craig Finn, '93, songwriter and lead singer of the band The Hold Steady.

Boston College Arts Council

Artistic and cultural pursuits are fundamental to a dynamic university environment.

In keeping with its Jesuit educational tradition, which has always included a high interest in and regard for the arts, Boston College celebrates a rich tradition of the arts on campus, with diverse

cultural opportunities — including concerts, exhibitions, lectures and theater performances — to enrich both mind and spirit.

The goals of the University's Arts Council are to make the experience of art available and meaningful to students, support and encourage further development of the arts, integrate them more fully into the life of the BC community, and showcase campus talent and events to a wide external audience.

Composed of Boston College faculty and administrators, the Arts Council represents all of the academic departments in the arts as well as student organizations, the BC Alumni Association, and the Dean of the College of Arts and Sciences. The Council meets each month to discuss the "state of the arts," current Arts Council projects and issues facing students and faculty at Boston College. These meetings foster collaboration among the arts departments and have inspired many new projects.

Major Cultural Facilities

McMullen Museum of Art

The McMullen Museum of Art at Boston College organizes and presents innovative, multidisciplinary exhibitions that receive national and international recognition, attracting audiences from the Boston area and beyond. Stephen Kinzer of the *New York Times* has written that the McMullen is in the vanguard of museums creating exhibitions that "reach far beyond traditional art history," providing political, historical and cultural context for works on view. In the coming years, the McMullen Museum plans to enhance its tradition of playing a major role in the cultural and intellectual life of the University, the visiting public, as well as the international community of scholars and art enthusiasts.

The McMullen Museum's core mission is to cultivate learning, celebrate artistic excellence, explore the visual traditions of diverse cultures and inspire faculty and student research based on the visual arts. The McMullen offers exhibition-related programs, including musical and theatrical performances, films, gallery talks, symposia, lectures, readings, and receptions that draw students, faculty, alumni and friends together for stimulating dialogue. Students and faculty at the University have access to the McMullen's extensive permanent collection, which dates back to the nineteenth century and continues to grow through gifts and acquisitions. Recent additions to the collection include works by Amedeo Modigliani, Frank Stella, Françoise Gilot and John LaFarge. Since 2003-2004, the Museum has averaged more than 18,000 visitors a year.

E. Paul Robsham, Jr. Theater Arts Center

The Robsham Theater Arts Center (RTAC) is the first permanent home designed for theater production at Boston College. Built in 1981, the facility houses a 591-seat main theater, a large lobby and exhibit space, a black box studio theater, a green room, scenery and costume shops, dressing rooms, a design classroom, box office, and faculty and staff offices.

The main theater is a traditional proscenium house with limited thrust capabilities. It seats 591 and is fully handicapped accessible. Designed specifically for educational theater, it includes a completely equipped stage house with fly gallery, an orchestra pit for some 20 musicians, adequate wing and backstage space, and state-of-the-art lighting and sound systems.

The building also includes a flexible black box Bonn Studio Theater that seats 150 to 200. The Bonn Studio is used for Theater Department workshop productions, as well as a laboratory for dance and theater classes. The Theater Department is in residence at the RTAC, as are the Robsham Dance and Theatre Company and the Boston Liturgical Dance Ensemble.

The RTAC and the Theater Department combine their efforts under an artistic organization known as the University Theater. The University presents four faculty-directed and two student-directed productions each academic year.

The Robsham Theater Arts Center assists the University community in the presentation of the performing arts. The RTAC is a department in the Division of Student Affairs and a partner with the Theater Department for the production of dramatic arts programming for the benefit of the University community and as an educational experience for students majoring in theater at Boston College.

Brighton Dance Studio

The Brighton Dance Studio opened for its first use on Tuesday, September 4, 2007. The studio includes a basketball court-sized dance space, ballet barres, mirrors and a sound system. It is located at 2115 Commonwealth Avenue, on the Brighton Campus, less than a ten minute walk from the Robsham Theater Arts Center.

The Brighton Dance Studio was created by renovating the former gymnasium of St. John's Seminary (formerly known as the Brighton Gym). The project was initiated and managed by the Arts Space Task Force, a committee of administrators that has sought to address some of the space needs of arts programs and organizations on campus.

Cultural Events

Throughout the year, Boston College is alive with diverse cultural offerings, many of which are open to the public. Offerings include musical performances by the University Chorale, BC bOp! and a wide range of other singing and instrumental groups, exhibits at the Burns Library, specialized film and documentary screenings and the University's celebrated Lowell Humanities Series, which has been a venue for some of the most preeminent writers, artists and thinkers of the past 50 years.

Other examples of cultural offerings include:

Boston College Arts Festival

Every April for the past 10 years, Boston College has sponsored a celebration of the arts which is free and open to the public. More than 13,000 people attended the 2007 Festival that showcased the artistic achievements in the performing, visual and literary arts of 1,100 Boston College students. The festival features instrumental, vocal and dance performances, art exhibitions and demonstrations, film exhibitions, literary readings, an afternoon of art activities designed for children, and a Mass for the arts.

Neighborhood Night at the Theater

In conjunction with the Arts Festival, the Office of Governmental and Community Affairs invites 100 neighborhood residents to attend opening night of the student Spring theatrical production at Robsham Theater. Prior to the production, the University hosts a reception where residents and members of the Boston College community can converse and enjoy light refreshments.

Irish Institute at Boston College

Since its founding in 1997, the Irish Institute at Boston College has hosted more than 100 programs and numerous special events open to the public. Working under the auspices of the Center for Irish Programs, the Irish Institute makes use of cross-campus and local resources to facilitate rewarding personal, corporate and professional exchanges with the goal of promoting a lasting peace in Ireland. To this end, the Irish Institute often hosts officials and policymakers from Ireland and Northern Ireland and offers professional development programs in areas such as government, business and education.

"Pops on the Heights"

For the past 15 years, the Boston Pops Orchestra has performed at Boston College in a scholarship fundraising gala known as "Pops on the Heights." As part of this event, the University extends an invitation to 100 neighbors to enjoy dinner and the performance. Last year's event, featuring renowned conductor John Williams, raised a record \$2 million in funds. Since the inception of the program, 522 scholarships have been awarded to needy students.

New Creative Economy Initiatives

Throughout the 10-year duration of the Institutional Master Plan, the University anticipates investing in new cultural facilities and improving space dedicated to the fine arts. In addition, the University will consider potential partnerships with the City of Boston, through such programs as CREATE BOSTON, to enable the unique cultural assets and opportunities of Boston College to advance the creative economy business sectors.

Brighton Campus Fine Arts District

A Fine Arts District is planned on Commonwealth Avenue between the former Cardinal's Residence and former Creagh Library. It would contain the following:

- An approximately 55,000 sf Fine Arts/Museum complex of linked buildings of four to five stories and a height of 60 feet.
- An approximately 30,000 sf auditorium with 1,200 seats, primarily for University use.

This Fine Arts District will enhance the University's time-honored Jesuit commitment to the arts and provide an invaluable resource to students, faculty and the local community.

Corporate Leadership and Civic Engagement

Boston College plays an active role in supporting the local business communities in Boston and Newton, the leading industries of Massachusetts and global management leaders by offering University research and technical assistance through academic centers, expert faculty and student service projects. These efforts reach the for-profit, non-profit and government sectors, bringing best practices to managers and policy makers that stress fiduciary responsibility, social justice and corporate citizenship. In addition, staff members from Boston College's Office of Governmental and Community Affairs serve as active board members of the following business organizations: The Allston and Brighton Main Streets Programs, the Allston and Brighton Boards of Trade and the Newton-Needham Chamber of Commerce.

Carroll School Office of Government and Corporate Affairs

As part of the Carroll School of Management (CSOM), the Office promotes the concept of bridging the world of theory and the real world of practice through interaction with the corporate and political communities. It works in partnership with the Boston College Chief Executives' Club of Boston, the nation's top-rated CEO Club, and coordinates the Boston College Citizen Seminar Series, which was established in 1954 to bring together leaders from academia, business, government, labor and private non-profits for the purpose of discussing and debating some of the pressing issues facing the City of Boston and the region in which it is located.

The Center for Asset Management

The Center for Asset Management (CSOM affiliate) brings together faculty with the asset management community from Boston and around the world to refine and disseminate best practices in investment finance.

The Center for Corporate Citizenship

For more than 20 years, The Center for Corporate Citizenship (CSOM affiliate) has provided research, executive education and conferences on corporate social responsibility. The center has nearly 350 corporate members, representing more than 2,200 subsidiaries and individual companies worldwide. More than 4,000 professionals at member companies rely on the center's services, publications and products.

The Winston Center for Leadership and Ethics

The Winston Center was established by the Carroll School in 2006 with the dual mission of conducting compelling research of interest and use to scholars and business leaders, as well as offering programs that engage scholars, executives and students in an exploration of leadership and ethics in business and society. It sponsors a substantial program of research, seminars, guest speakers and experts-in-residence.

The Boston College Business Institute

Founded in 1972, the Boston College Business Institute (CSOM affiliate) provides consulting and business development services to a wide array of firms, ranging from start-ups to existing companies. Clients include entrepreneurs, research laboratories, publicly traded corporations and nearly every type of business in between.

Services are offered in the areas of:

- General Business Planning
- Consulting
- Financial and Strategic Analysis
- Product Development and Launch
- Project Management
- International Market Entry and Consulting
- Research

The Center for Work & Family

Since its founding in 1990, the Boston College Center for Work & Family (CSOM affiliate) has been a national leader in helping organizations create effective workplaces that support and develop healthy and productive employees. The Center provides a bridge linking the academic community to leaders in employment settings who are committed to promoting workforce effectiveness.

Leadership for Change

Leadership for Change, a leadership development certificate program of the Winston Center, serves several levels of management and different sectors of business and society, recruiting cohorts that are diverse by race, ethnicity, culture, age and gender. These young professionals, executives and non-profit administrators come to campus for leadership development training, mentoring and discussions about the interplay between responsibility, accountability and profitability.

Church Management and Administration

The professional management of resources has never been more important for all communities of faith. Boston College is training a new generation of ministers and administrators who will bring the best of private and public-sector practices to their fiduciary responsibilities, which are so critical to supporting ministry work. In 2005-2006, the Institute of Religious Education and Pastoral Ministry (IREPM) and the Carroll School of Management (CSOM) developed the dual degree program in Pastoral Ministry and Business Administration for students interested in careers in the management and administration of churches and church-related organizations and corporations such as dioceses, hospital systems and social service agencies. Understanding competent and ethical management as a ministry to the church and related organizations, the program reflects the University's mission to educate individuals to serve with excellence in their fields and to work for social and economic justice.

MBA Consulting Project

Each year, local and international companies receive hundreds of hours of pro-bono consulting services from the students and faculty of the Carroll School of Management's MBA program. The two-fold program provides companies with top-level consulting services to develop business plans, financial proposals and business development strategies, while MBA students receive real-world experience working with entrepreneurs, chief executives and other corporate leaders. All services are supervised by faculty from the Carroll School and receive legal and technical support from faculty and students from Boston College Law School. These annual projects have served local businesses across all industry sectors, in addition to cultivating start-up companies conceived by Boston College students.

Employment Opportunities and Programs

Boston College currently employs more than 650 Boston residents . Through specialized outreach programs, job fairs, career forums, e-mail and newspaper advertising, Boston College makes every effort to recruit qualified Boston residents for employment opportunities (see Tables 12-5 and 12-6).

Table 12-5 Full-time Faculty and Staff: 2007-2008

	<u>Staff</u>	<u>Faculty</u>	<u>Total</u>
Residing in Boston	455	92	547
Allston	31	6	37
Brighton	141	39	180
Other Boston neighborhoods	283	47	330
Residing outside Boston	<u>1,789</u>	<u>622</u>	<u>2,411</u>
TOTAL	2,244	714	2,958

Table 12-6 Part-time Faculty and Staff: 2007-2008

	<u>Staff</u>	<u>Faculty</u>	<u>Total</u>
Residing in Boston	39	65	104
Allston	1	3	4
Brighton	14	18	32
Other Boston neighborhoods	24	44	68
Residing outside Boston	<u>193</u>	<u>541</u>	<u>734</u>
TOTAL	232	606	838

Detailed information regarding open positions is available on Boston College's employment website www.bc.edu/bcjobs and links to this site are located on the home pages of the Boston College Neighborhood Center and the Office of Governmental and Community Affairs. In addition, Boston College is a member of the Higher Education Recruitment Consortium (HERC), the largest higher education job board in New England, www.newenglandherc.org. Here Boston residents can learn about open faculty and staff positions at Boston College, as well as at more than 60 higher education institutions across the state.

Boston College is proud of its commitment to maintaining its in-house dining, custodial and bookstore services, which are commonly contracted out at other institutions. All of these employees receive full benefits, including tuition remission, health and dental insurance and competitive wages. Additionally, Boston College sponsors an in-house temporary pool for office clerical positions, placing approximately 40 temporary employees throughout the University at any one time. Many of these employees utilize the temporary pool to transition into regular office clerical positions at Boston College.

Boston Residents Construction Employment Standards

Boston College is committed to participating in the Boston Residents Construction Employment plan as set forth in the Mayor's Executive Order of July, 1985 and adopted by the Boston Redevelopment Authority on July 26, 1985. Specifically, the Executive Order requires that the proposed Construction Employment plan shall ensure that, on a craft-by-craft basis, for construction employment for IMP projects the following Boston Residents Construction Employment Standards are met:

- At least 50 percent of the total employee worker hours in each trade shall be by bona-fide Boston residents.
- At least 25 percent of the total employee worker hours in each trade shall be by minorities.
- At least 10 percent of the total employee worker hours in each trade shall be by women.

For the purpose of Construction Employee Plan, employees shall include persons filling apprenticeship and on-the-job training positions.

Outreach Programs

Boston College Supported Employment Program

This program is committed to offering employment opportunities to individuals with disabilities and supporting them in an integrated work environment. The program currently supports 24 developmentally delayed adults with various secondary disabilities, 12 of whom are Boston residents. A number of individuals have been referred from the Center Club of Boston, an organization that provides training and assistance in their job search. Participants range in age from 22 to 62 with varying degrees of skills and independence. These workers hold jobs in the following departments: Dining Services, Bookstore, Off-Campus Housing Office, Human Resources, Center for Corporate Citizenship, Graduate School of Social Work and the BC Libraries.

Private Industry Council (PIC) Summer Jobs Program

This program provides students from 14 Boston Public high schools with summer employment opportunities at various businesses, colleges and universities, and non-profit agencies in Boston with a goal of integrating education with future employment objectives. Boston College has been a leading employer in the PIC Summer Program since 1985, training and employing 25-30 students in various offices and departments across campus. Placements include: Athletics, Governmental and Community Affairs, Human Resources, the Lynch School of Education, the Campus School, the Boston College Police Department, Transportation and Parking and the Bookstore. In addition to providing the students with valuable work experience, the program offers MCAS tutorial classes and college admissions information.

Dining Services Programs

Boston College Dining Services has historically provided a wide range of job opportunities for Boston residents. Table 12-7 shows that of 258 full-time employees, 100 of them are Boston residents.

Table 12-7 Dining Service Employees in Boston

Residing in Boston	Total #	Race				Years at Boston College (Ranges)
		Hispanic	White	Black	Asian	
Allston	8	6	1	0	1	6.2 to 14.1
Boston	16	4	3	4	5	0.4 to 20.5
Brighton	24	6	14	1	3	0.5 to 33.1
Dorchester	11	2	0	9	0	0.2 to 11.3
E. Boston	4	4	0	0	0	3.5 to 9.2
Hyde Park	10	4	2	3	1	2.1 to 20
Mattapan	3	0	0	3	0	9.1 to 14.3
Roslindale	12	9	0	1	2	1.1 to 26.5
Roxbury	5	3	0	1	1	0.2 to 8.5
West Roxbury	7	0	7	0	0	0.5 to 28.9
Total Number	100	38	27	22	13	

Dining Services actively recruits high school students and senior citizens through the following programs:

School-to-Career High School Program

Through this unique program, Boston College Dining Services cultivates relationships with high schools in Boston, Newton and the greater Boston area that operate culinary or hospitality programs. The program provides high school students interested in a career in the food service industry with part-time on-campus jobs, tours, training, and valuable career advice and mentoring from the Boston College management team. These students gain valuable work experience and hold positions ranging from food preparation to cashier, catering and service operations. A number of these students have transitioned to become full-time employees at the University. Boston College currently partners with the Madison Park Hotel and Hospitality School in Boston, the Learning Preparatory School in Newton and Blue Hills Technical High School. In addition, the University has established a collaborative relationship with Newbury College by providing its culinary students with opportunities to apply their classroom learning in various hospitality venues on campus.

Senior Citizen Program

In an effort to provide senior citizens in the community with employment opportunities following retirement, Boston College Dining Services actively recruits and employs senior citizens on a part-time basis from September through June. The program currently employs 10 individuals and works with area councils on aging and the Boston College Neighborhood Center, which refer interested individuals to the program.

Affirmative Action Plan

Boston College is committed to the principles of affirmative action, non-discrimination, and equal employment opportunity. Its Affirmative Action Plan outlines specific and result-oriented strategies and initiatives designed to achieve a more diversified workforce and specifically to enhance the inclusion and representation of people of color (African Americans, Hispanics, Asians/Pacific Islanders and American Indians/Alaskan Natives), women (including women of color) and persons with disabilities. For the past ten years, the University has participated and will continue to participate in recruitment initiatives and events to further its Affirmative Action Plan including:

- El Mundo & Latino Professional Network Career Fair
- Association of Latino Professionals in Finance and Accounting
- Boston College Dining Services Job Fair, advertising in the Boston Herald
- Urban Job Fairs
- Workforce Career Fair (Patriot Ledger)
- Black/Hispanic MBA Job Fair at MIT
- Veterans Career Fair Fenway Park
- Career Place "Higher Ed Career Fair" Woburn
- NAACP Executive Diversity Job Fair Boston
- Baystate Banner Career Fair Boston
- Newbury College Job Fair Boston
- NSHMBA (Hispanic MBA) Boston Chapter
- Spanish Yellow Pages for Boston

Sponsored Research

In 2007, Boston College generated \$52 million in sponsored research programs and enhanced its commitment to resolve urgent societal problems through its academic research efforts. Some of these efforts, recognized both nationally and internationally, include advancements in treatments for brain cancer and epilepsy, applications for solar power and optical computing, and educational methods that promote children's math, science and reading literacy. Specialized academic institutes are engaged in research projects that explore the relationship between religion and society, aging and work, the balance between work and family, methods to ensure retirement security, and ways to improve the delivery of medical and social services for the poor, disabled and elderly.

The Boston College Office of Sponsored Programs (OSP) provides service to members of the Boston College community involved in the application for and administration of sponsored projects, to support the University's goal to increase the level of such funding, and to protect the University's interest in complying with the project requirements to which Boston College and sponsors may agree.

Boston College has a duty to make new technologies and innovations available to the public for the public good. While a private university, Boston College recognizes the importance of university research to innovation and subsequent economic development. An example of a prominent

University spin-off company is GMZ Energy, an efficiency-boosting material maker that recently announced a groundbreaking new thermoelectric material. Thermoelectric materials allow the direct conversion of heat to electricity or the movement of heat from one part of the material to another when electricity is applied. GMZ's breakthrough, a technology licensed from the Massachusetts Institute of Technology and Boston College, is the discovery of materials that can be cheaply manufactured, easily integrated into existing designs, and are more efficient than other thermoelectric materials. This breakthrough could both expand the existing thermoelectrics market and put GMZ in a leading position within it.

While Boston College had nearly \$52 million in research expenditures in FY2007, the hard sciences (biology, chemistry, physics) received only 18 percent of that amount, reflecting the University's traditional role as a teaching institution. These hard science departments are where the vast majority of patentable inventions are created. As the University continues to invest in its facilities and develop the sciences through its new integrated sciences center, it is anticipated that increases in the number and types of patentable inventions will occur, leading to additional opportunities to license innovations for existing companies, and to form new companies.

Boston College has received more than 130 invention disclosures since 1982 and expended more than \$1.8 million in filing and prosecuting patents. The University currently has five active licenses. The University is also exploring ways in which "non-traditional" assets, such as course software, evaluations, and databases might be transferred to established companies or be developed into spin-off companies.

Payments to the City of Boston

This section describes the direct payments made to the City of Boston on behalf of Boston College.

Payroll Taxes

In FY 2007, Boston College made annual payroll tax payments of \$10,560,000 to the Commonwealth of Massachusetts and \$31,960,000 to the Federal government.

Voluntary Payments for Municipal Services

Boston College makes voluntary payments for municipal payments to its host cities of Boston and Newton.

The University has made voluntary payments to the City of Boston since 1994, contributing approximately \$2.6 million in funding to date. In FY2007, Boston College's annual contribution to the City of Boston totaled \$261,396.

Since 1985, the University has made an annual \$100,000 payment to the City of Newton, in tandem with annual payments to seven community-based organizations to support their educational, cultural, historic, civic or recreational missions. The organizations include: The

Foundation for Racial Ethnic and Religious Harmony, Jackson Homestead, Newton Boys and Girls Club, Newton Child Care Commission, Newton Schools Foundation, Newton Pride and the West Suburban YMCA. In FY2007, Boston College's annual contribution to the City of Newton and the organizations totaled \$118,508.

Development Impact Project (DIP) Contributions

Section 80B-7 of the Boston Zoning Code imposes an obligation on developers of so-called Development Impact Projects (or DIPs) to make payments to the City for use in affordable housing and job creation projects. DIPs are defined as projects that require zoning relief (such as Institutional Master Plan approval) and involve construction or substantial rehabilitation of more than 100,000 sf of space to be occupied by certain uses, including college and university uses, (but excluding student housing and accessory parking). By its terms, Article 80 requires a "housing contribution grant" and a "jobs contribution grant" (commonly known as "linkage payments") currently totaling \$9.44 per square foot on the gross floor area of a DIP in excess of 100,000 sf. The housing contribution payment (\$7.87 per applicable square foot) is payable over seven years, and may be paid "in-kind" by the building or sponsoring of affordable housing. The jobs contribution grant is calculated at \$1.57 per applicable square foot and is payable over two years.

Previous Linkage Payments

Since 2001 Boston College has provided DIP contributions to the City of Boston for two campus projects. The DIP contributions for 21 Campanella Way and the Yawkey Athletic Center consist of jobs exaction and housing exaction payments. As shown in Table 12-9, Boston College has completed the two installments of jobs exaction payments for both projects but continues to contribute towards housing exaction commitments.

Table 12-9 Development Impact Project (DIP) Contributions

Campus Project	Date of Building Permit / Date of Certificate of Occupancy	Total Jobs Exaction Amount (Number of Annual Installments)	Total Housing Exaction Amount (Number of Annual Installments)	Total
21 Campanella Way	March 2001 / November 2002	\$39,372 (2 installments)	\$196,860 (12 installments)	\$236,232
Yawkey Athletic Center	February 2004 / March 2005	\$63,517 (2 installments)	\$317,585 (12 installments)	\$381,102
TOTAL		\$102,889	\$514,445	\$617,334

Future Linkage Payments

Future linkage payments attributable to Boston College proposed development will depend on such factors as the actual square footage of the proposed institutional projects, the level of rehabilitation of existing buildings slated for re-use, the timing of construction, and the

opportunities that may be presented for the University to be involved directly in affordable housing creation. Nevertheless, such payments can be expected to be of a significant benefit to the City. For example, linkage payments attributable to the University Center proposal alone may total in excess of \$1.5 million.