University of Massachusetts Boston

Final Report

of the

Master Plan Subcommittee

for the Chancellor’s Strategic Planning Task Force

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Submitted by:

Ellen O’Connor, Vice Chancellor for Administration and Finance (co-chair)
Manickam Sugumaran, College of Science and Mathematics (co-chair)
Michael Alli, Undergraduate Student
Kristy Alster, Provost’s Office
James Auciello, College of Nursing and Health Sciences
Elsa Auerbach, College of Liberal Arts
Patrick Barron, College of Liberal Arts
Jennifer Brown, Office of Institutional Research and Policy Studies
Caroline Coscia, Graduate Student Assembly
Stephen Crosby, McCormack Graduate School of Policy Studies
Diane D’Arrigo, Campus Services
Patrick Day, Student Affairs
John Drews, Department of Facilities and Classified Staff Union
Brian Dumser, Office of Environmental, Health and Safety
Daryl Ford, Information Technology
Gail Hobin, Community Relations
Duane Jackson, Office of the Chancellor
Peter Kiang, Graduate College of Education
Marlene Kim, College of Liberal Arts
Peter Langer, Provost's Office
Catherine Lynde, College of Liberal Arts and Faculty Staff Union
Darryl Mayers, Procurement
Peter McClure, College of Management
Brian McNeil, Division of Athletics
Anita Miller, Provost’s Office
Daniel Ortiz, Healey Library
Virginia Perelson, Ross Center for Disability Services
Mudumba Prasad, Graduate Student
Julie Sanabria, Advising Center and Professional Staff Union
Zehra Schneider-Graham, Office of Environmental, Health, and Safety
Michael Shiaris, College of Science and Mathematics
Gary Siperstein, McCormack Graduate School of Policy Studies
Amy E. Smith, McCormack Graduate School of Policy Studies
Nancy Stieber, College of Liberal Arts
Kathy Teehan, Enrollment Management
Charlie Titus, Athletics and Recreation
Paul Tucker, College of Liberal Arts
Jack Wiggin, Urban Harbors Institute

Resource Persons

Shaun Curry, Office of Facilities Management
Christine DePalma, Office of Campus Master Planning
Dorothy Renaghan, Office of Facilities Management
Susan Wolfson, Office of Campus Master Planning
# Table of Contents

Charge................................................................................................................................. 4

Vision ................................................................................................................................. 4

Overview of the Work of the Master Plan Steering Committee ............................... 4-5

Phase 1: Key Major Goals................................................................................................. 8

Key Objectives..................................................................................................................... 9-14

Work to be Accomplished ............................................................................................... 14-17

Recommended Broad-Brush Priorities for Implementing the
First Ten Years of the Master Plan ................................................................................... 18
**Charge**

The Master Plan Steering Committee advises on the physical development of the campus and ensures that the implementation of UMass Boston’s 25-year Master Plan is consistent with the plan’s guiding principles and long term vision. The steering committee also fosters openness and inclusion in the master planning process through dialogue and communication with the university’s internal and external stakeholders.

**Vision**

The Master Plan will develop a physical blueprint for UMass Boston that optimally reflects and supports the university’s academic mission and strategic goals. The physical environment will be renewed and rebuilt to meet the needs of students, faculty, and staff as they contribute to the university’s leadership in public higher education and research in the twenty-first century while pursuing its urban mission. The re-centering and reorganizing of campus space will result in a more vibrant and engaging university life. State-of-the-art facilities will inspire and connect our students, faculty, and staff with the university’s local, national, and global communities and serve to bolster ties with our surrounding neighbors.

**Overview of the Work of the Master Plan Steering Committee**

In fall 2006, UMass Boston initiated a comprehensive strategic planning process guided by the theme: *UMass Boston Renewal: Building the Student-Centered, Urban Public University of the New Century*, gathered input from internal and external constituencies, and produced a strategic road map for transforming the university and ensuring that it is able to reach its full potential as Boston's only public university.

As part of the strategic planning process, a Master Plan Steering Committee composed of a cross-section of faculty, students, and staff was established and charged with studying the long-term physical needs of the university in conjunction with the university's strategic goals and objectives, and with recommending a framework for campus development and reconstruction. The work of the steering committee was to proceed in an open, transparent, and participatory manner that considered input and feedback from the broad spectrum of university stakeholders and public constituents. The steering committee developed a long-term vision for the campus and guiding principles that would help direct decision-making of the framework plan. The Commonwealth's Division of Capital Asset Management (DCAM) was a strong proponent of the development of a long-term Master Plan and hired the architectural firm, Chan Krieger Sieniewicz (CKS) to assist in this important effort.

In June 2007, the Chancellor's Strategic Planning Task Force submitted a final report to the chancellor, highlighting four strategic goals and sixteen specific recommendations. Among the
strategic goals is Goal 3 - Create a physical environment that supports teaching, learning, and research. The task force recommended that an objective of this goal (Objective 6) include the creation of a facilities Master Plan with a 25-year time frame to support the university mission. The objective also recommended the beginning of detailed planning for the first phase of campus capital improvement.

Throughout 2007, an extensive outreach effort was conducted that sought to maximize participation of the UMass Boston community and external stakeholders in development of a campus Master Plan. To this end, the following activities were pursued:

- Over 80 interviews were held with a representative group of faculty, students, and staff to understand their perspectives on the strengths and weaknesses of the physical campus and their aspirations for the future.
- Nearly 20 workshops were conducted with university community members on options for the long-term framework, and several meetings held with key elected officials, including state legislators, Boston’s Mayor Thomas M. Menino, Boston City Council representatives, and the Boston Redevelopment Authority.
- Two open public meetings were conducted after the public was invited through over 1,000 emails to institutional neighbors, community associations, businesses, and other interested parties, and ads in 30 local newspapers.
- A UMass Boston Campus Master Plan website was created; it reported progress on the plan’s development, addressed frequently asked questions, posted meeting notes, and provided an email address and online form for submitting input and feedback.

After considering all input and feedback on the alternative campus options, the steering committee recommended a preferred campus Master Plan to Chancellor Motley and his Executive Staff; this was subsequently revised to reflect their guidance and direction. The UMass Board of Trustees was briefed on the plan in December 2007 and expressed its support for the future campus plan.

Throughout 2008 and 2009, the Master Plan Steering Committee continued to engage the university community and surrounding neighbors in a collaborative and transparent effort to further refine the 25-year framework and consult on development of implementation plans.
The full realization of the 25-year Master Plan as illustrated in the drawing above will include additional academic buildings to support future enrollment increases and academic priorities, supplemental residential student housing, open space and landscape improvements, and new athletics facilities.

During this period, the steering committee also convened technical advisory subcommittees on athletics and recreation, information technology, and parking and transportation, charging them with recommending design guidelines and implementation plans to help guide the future development of Master Plan projects.

The Athletics and Recreation Subcommittee was charged with documenting UMass Boston’s athletics and recreational programmatic existing and future needs and with recommending guidelines and standards for athletics and recreational spaces based on industry standards and benchmarks. Some highlights of its report included:

- an assessment of current athletics facilities;
• a recommendation to create a new and comprehensive Wellness Center to include activity spaces for recreational and intramural sports, a new and larger fitness center, larger and more modern medical, counseling, and services area for health and wellness, and spaces and amenities to enhance the academic experience of students;

• opportunities for the future development of the campus/waterfront relationship; and

• plans to share a baseball complex with Boston College High School.

The Information Technology Subcommittee was charged with recommending standards and guidelines that would support and promote the learning, teaching, and research requirements of the university community. Its report focused on collecting data on best practices in the design of learning spaces, and on present, emerging, and future technologies; site visits to institutions of higher education currently engaged in the design and building process of new learning spaces; and outreach to faculty and students in an effort to understand their perspectives on technology as an integral part of pedagogy and learning.

Both of these reports included thoughtful recommendations informed by best practices, industry standards, and feedback from the university community. The reports are proving to be helpful to planners, architects, specialist consultants, and the broader university community as the university moves forward with implementing its Master Plan.

The Parking and Transportation Subcommittee is expected to present and submit its final report to the steering committee this fall. The chancellor and provost extended an invitation to the steering committee to continue its important work as a subcommittee of the Strategic Planning Task Force 2010. At its first meeting as a subcommittee of this task force, the steering committee agreed that as the Master Plan entered a new phase - implementation - there was much to discuss and work on. Over the past several months, the steering committee has engaged in conversations about implementing the first several projects described in the campus Master Plan, including the Integrated Sciences Complex, General Academic Building No. 1, road and utility projects, and a campus-wide space-allocation planning and utilization study. In addition, the steering committee also continues to encourage the university to progressively propose programmatic ideas to planners at the Edward M. Kennedy Institute for the United States Senate.

Going forward, the Master Plan Steering Committee will continue to meet on a regular basis and work with all university stakeholders to ensure that the implementation of the plan is consistent with established guiding principles and the university’s long term vision.

**Phase 1: Key Major Goals**
Driven by a key strategic goal—bringing instructional and research space up to standards of excellence and beginning to address space deficits related to student enrollment growth—the first phase of the Master Plan (2008-2018) initially prioritizes construction and renovation of academic buildings and improvements to the campus infrastructure necessary to sustain modern facilities. Additional Phase 1 projects reflect other strategic priorities and include new student residences, projects that enhance the quality of campus life (such as open space and landscape improvements), and new athletics fields.
Key Objectives

To date, active planning has occurred for several priority projects including the Integrated Sciences Complex, General Academic Building No. 1, existing facility renovations, relocation of utilities and the realignment of roadways, and the Edward M. Kennedy Institute for the United States Senate. Phase 1 projects slated for later in the 10-year period are expected to begin within the next couple of years (see Phase 1 Preliminary 10-year Implementation Plan on p. 8).

This section discusses the key objectives or the steps that need to be taken for each active Phase 1 project, if the project is to be successfully implemented. It also provides a brief overview of projects to be subsequently initiated.

Integrated Sciences Complex

UMass Boston is completing schematic design on the $152-million Integrated Sciences Complex (abbreviated hereafter as ISC), its first new academic building since the campus opened in 1974. This building will be a catalyst for cutting-edge laboratory research, training, and teaching. The ISC will position UMass Boston to reach its goal of being recognized nationally as a prominent public research university and, as a result, as one of Greater Boston’s finest research institutions. To be located on the former soccer practice field just south of the Quinn Administration Building (Master Plan Site A) and designed by the Boston-based architectural firm Goody Clancy, the ISC will have an immediate welcoming impact upon those entering the campus by car from Morrissey Boulevard and upon pedestrians approaching the building.

The ISC will provide nearly 220,000 gross square feet of new space, consisting of:

- wet and dry research labs and research support space (housing biology; chemistry; environmental, earth, and ocean sciences; physics and engineering; and psychology research programs);
- four undergraduate biology teaching labs;
- interdisciplinary undergraduate “sandbox” research space;
- a psychology observation facility;
- two new research centers—the Center for Personalized Cancer Therapy and the Developmental Sciences Research Center;
- an animal vivarium facility;
- conference rooms;
- café, lounge, and lobby space;
- a loading entrance for building services; and
- an enclosed pedestrian connection to the Quinn Administration Building.
Schematic design is expected to be complete by the beginning of July 2010, at which time detailed design development will commence for a four-month period, followed by preparation of construction documents. DCAM expects to begin early site work in December 2010, with building construction starting in early spring 2011. Building commissioning and relocation of building occupants will follow a two-year construction phase, allowing for a fall 2013 opening.

*View from the water looking northeast to the Integrated Sciences Complex (Preliminary architectural drawing, Goody Clancy, June 2010)*

**General Academic Building No. 1**

Planning for the $100-million General Academic Building No. 1 (hereafter GAB1), to be located on the existing Beacons parking lot (Master Plan Site O), started in fall 2009 with the establishment of an internal steering committee composed of the provost, each dean or her/his representative, the vice provost for information technology and chief information officer, and the vice chancellor for administration and finance. Since commencing its work, this committee has conducted research on other institutional general academic building projects, developed guiding principles for the building’s vision and goals, and reviewed all existing campus space types housing operations that could potentially relocate to the new facility.

A recommended space program was developed by the steering committee and subsequently presented to the chancellor and the Executive Leadership Team in April 2010 for their consideration. Guided by a fundamental requirement to serve a large cross-representation of students and faculty, the recommended building program seeks to cost-effectively accommodate academic space needs, enhance campus and student life through a building that will border and
frame the future Central Quad, and be a symbol of UMass Boston’s enduring commitment to teaching and learning. The recommended program includes:

- general-purpose classrooms;
- seminar/breakout rooms;
- food services;
- student lounge/study space;
- art studios and performing arts (theater) facilities;
- chemistry teaching labs;
- departmental space associated with art and chemistry;
- the Computer Science and Math departments;
- the Honors Program; and
- the Graduate Studies Office.

Additional feedback on the recommended program for GAB1 was also gathered from the vice chancellors for student affairs, enrollment management, and athletics, recreation, and special projects and program. The following key advice was offered by the vice chancellors:

- On university-wide use of space: There was a consensus that spaces in GAB1, such as the theater and seminar rooms, be made available for non-academic purposes when they are not being used for instruction or other academic functions. This is obviously a space-management issue that the university needs to resolve for all campus space as Master Plan implementation continues to move forward.

- On the location of student lounge space: While this is a matter for detailed programming, the vice chancellors suggested that student study and social space be dispersed throughout the building to create building-wide energy and activity.

All feedback on the recommended program for GAB1 is being considered, and the chancellor and his executive leadership are expected to make a final decision on the preliminary recommendations by mid-June 2010. Working with the UMass Building Authority, a Request for Proposal (hereafter RFP) will subsequently be issued for an architectural firm to assist the university in detailed programming and conceptual design. Assuming a 12-month design process and 27 months for construction, commissioning, and move-in, the university has targeted spring 2014 for the opening of GAB1.

**Existing Facility Renovations**

During development of the Master Plan, Chan Krieger Sieniewicz and its sub-consultant, Rickes Associates, applied broad planning multipliers to general space categories to determine the university’s aggregate space needs to support 15,000 students. These order-of-magnitude estimates reflected a shortage of space that helped to justify the need for new academic buildings
but did not specify the types of spaces required to meet UMass Boston’s strategic goals and academic priorities.

Since the Master Plan was adopted, detailed planning for the ISC has moved forward, helping to create a series of moving parts in the campus space equation. More specifically, a number of spaces will eventually be vacated in Wheatley and McCormack Halls once the ISC opens. In addition, several programs and units in the existing Science Center (such as the College of Nursing and Health Sciences and the Data Center) will need to be relocated to new or renovated space before the building can be demolished and an at-grade campus created. Moreover, the construction of a new general academic building within the next four years will allow the campus to “right-size” many of its severely undersized general-purpose classrooms located in existing facilities.

Given the scope of these campus-wide changes a holistic approach to facilities and space planning has been initiated by the university with the assistance of DCAM, Goody Clancy, and Rickes Associates. Accordingly, a study is currently underway that will provide UMass Boston with a strategic approach for developing a space allocation plan for the use of renovated space and two new general academic buildings (the exact timing of the second building to be further defined as planning proceeds).

The study will analyze the general classroom needs of the university under 15,000 and 18,000 student enrollment models and develop order-of-magnitude space projections for specialized instructional and departmental needs. In addition, given available funding and the fact that it is not cost-effective to perform a complete renovation of Wheatley and McCormack Halls, the study will also examine building code requirements and help the university to formulate a strategic approach to facility changes based on code trigger thresholds and available resources.

Once the space-planning study is completed, the university will work with the UMass Building Authority in the selection of an architectural firm to assist with the detailed programming of spaces targeted for renovation in existing facilities.

In addition to planning for targeted renovations in existing facilities that are directly related to the development of the ISC and GAB1, and the demolition of the Science Center, the university will also continue to move forward with maintaining and making select improvements and renovations within other existing facilities and areas on campus.

Utilities Relocation and Road Realignment

The realization of the Master Plan’s vision will require the university to relocate its utilities infrastructure from the substructure to an alternative routing system. Over the last two years, the university has worked closely with DCAM and an engineering firm (Arup) to formulate a
utilities master plan, based on the future needs of the university, which provides a blueprint for the implementation of a cost-effective and efficient system. In addition, the firm also performed a high-level study of renewable energy sources that the university may want to explore and consider as it continues to make efforts to reduce its carbon footprint.

With the utilities master plan in place, over the last few months the university has worked with the UMass Building Authority on a detailed RFP to hire a highly qualified engineering firm to assist in the study and conceptual design of a new utilities system. The RFP also includes an examination of changes to the perimeter roadway, called for early in the Master Plan timetable, which will likely coincide with the construction associated with the relocation of campus utilities.

The UMass Building Authority recently received several proposals, and in partnership with the university, will interview those firms with the strongest proposals in mid-June and award a contract shortly thereafter, allowing this critical-path project to move forward.

**Overview of projects that will be initiated within the next couple of years**
Within the next couple of years, the university will also begin detailed planning on additional projects described within the Master Plan. These projects include General Academic Building No. 2 (GAB2), a new inter-building circulation system, new ground-level building entrances, new baseball fields, and student residences.

**General Academic Building No. 2**
As we move forward in planning additional new facilities on the UMass Boston campus, the integration of academic and strategic planning with campus and facilities planning will become even more critical. Following the confirmation of the space program for GAB1, the identification of high-priority space needs, and the establishment of overarching principles that will guide space-planning decision-making, the university will have the opportunity to begin detailed planning for GAB2. At that point, the university will have the opportunity to make strategic decisions about this building’s space program.

**New Ground-Level Building Entrances**
In 2011, the university expects to pursue detailed planning to study options for creating new ground-level entrances to all existing buildings so that users can conveniently access classrooms, offices, and other academic-related spaces once the substructure is demolished.

**Substructure and Science Center Demolition**
The university, in collaboration with DCAM, continues to advance interim substructure stabilization projects. During academic year 2011-2012 and in coordination with the UMass Building Authority and the road-realignment and utility-relocation projects, the university expects to begin detailed planning on the deconstruction of those portions of the substructure and
plaza that are not under buildings. It is anticipated that detailed planning required for the
demolition of the Science Center will begin in 2011.

New Campus Internal Circulation System
Recognizing that the university community strongly supports the continuation of an enclosed
campus circulation system (the current system is referred to as the “catwalk”), the university will
soon begin a study that will explore improved and new enclosed-circulation options that it may
choose to implement as new Master Plan projects are being planned for and developed.

New Baseball Fields
The university continues to making excellent progress on the development of a joint-use baseball
facility for UMass Boston, Boston College High School, and our neighboring community. Based
on this preliminary work, it is expected that detailed planning for a first-rate baseball facility will
begin soon.

Student Residences
The first phase of the Master Plan also includes the development of student housing (1,000
beds). Through the stewardship of the Office of the Vice Chancellor for Student Affairs, a study
will soon be completed that explores the housing market in Greater Boston and demand by
UMass Boston students for on-campus housing. The results of this study will allow the
university to begin to develop programmatic goals and objectives for future campus student
residences.

Parking Garage
Planning for a parking garage will be coordinated with long-term planning efforts for the
Bayside property and for on-campus parking needs, which continue to be studied. It is
anticipated that planning efforts for this project will be further defined within the next two years.

Work to Be Accomplished

Establishment of Academic and Strategic Priorities for Space Planning
In an effort to produce a meaningful space-allocation plan, the university needs to identify
academic and strategic priorities that will allow it to cost-effectively accommodate high-priority
space needs within available “space containers” (existing and new facilities). To this end, it is
essential that areas of programmatic growth be defined and space-planning principles
established. For example, which academic programs are expected to experience enrollment
growth and therefore require additional space for personnel and other support? Do these
programs require specialized spaces that are not currently available?
The university will also need to establish overarching principles that will guide space-planning decision-making. Within this context, will all departments or programs be “right-sized” when relocated to renovated space? Is the goal to consolidate all academic units that are currently located in different buildings? Or, should program adjacencies be maximized so as to promote synergies and collaboration?

This integration of academic and strategic planning with facilities planning and development is critical if UMass Boston is to succeed in meeting its academic and research goals.

**Project Interdependencies**

The demolition of the plaza and substructure and the future reconstruction and development of the campus will present complex technical, logistical, and operational challenges. In the first ten years of the Master Plan, UMass Boston plans on undertaking major projects that are inherently interdependent and will require multi-year design and construction programs that need to be meticulously synchronized. Any delay in one project or task will have critical consequences for successfully completing the larger program on schedule, within budget, and with minimal disruption to the campus.

For example, prior to the demolition of the substructure all campus utilities need to be relocated, but before this occurs new ground-level entrances to existing buildings need to be created so that users can conveniently access classrooms, offices, and other academic-related spaces. Another good example of the interdependence of projects is the need to provide a new temporary catwalk connection between the Healey Library and McCormack Hall before the Science Center can be demolished (university community members strongly support the continuation of the catwalk or some form of an internal campus circulation system during and after the Master Plan is implemented).

It is imperative that the university work with professionals who can assist in the development of a master schedule premised on the close coordination and sequencing of individual projects. In addition, the university will also seek professional advice on temporary construction mitigation measures to minimize disruption to campus operations. Over the next year, plans will be advanced to obtain these critical services.

**Environmental Permitting Process**

The university is currently working with DCAM and the UMass Building Authority on preparing an Expanded Environmental Notification Form (EENF) for the Master Plan that will be filed with and readily available for public review at the Executive Office of Energy and Environmental Affairs (Massachusetts Environmental Policy Act Office, or MEPA) by early July.
The EENF presents potential environmental impacts, analysis of alternatives, and appropriate mitigation measures for the Master Plan. The analysis considers transportation, long-term parking needs, infrastructure implications, greenhouse gas emissions, and construction-period impacts. This filing will detail the impacts of initial projects including the ISC, road realignment, and a new Harborwalk segment. As the university advances its planning and development of other projects described in the Master Plan, it will be required to seek additional MEPA approvals.

After completion of a public review process, approval by the Executive Office of Energy and Environmental Affairs is anticipated this fall, allowing construction of the ISC to proceed as scheduled.

**Research Space Management**

University research programs often necessitate substantial infrastructure, including laboratory and support spaces, and involve facility needs that vary greatly both within and across disciplines. As UMass Boston continues to grow its research enterprise and graduate programs, it is important for the university to ensure that new or renovated research space is used in an efficient and productive manner.

At research universities, best practices call for policies which govern the allocation, evaluation, utilization, and reassignment of all research space based on programmatic needs and priorities. Moreover, objective criteria are used to determine research space allocations and metrics are applied to analyze research productivity of the individual investigator and/or the department.

There are a variety of methodologies that research universities employ to help ensure that research space is optimally utilized and managed, including but not limited to:

- **Personnel-based**: The entitlement to space is determined by the size of the research group, generally including the number of students working on research projects.
- **Project-based**: Establishes a clear limit on the period of time for which the research space may be retained by the researcher or research group.
- **Input-based**: This relates to the research funding process, where the award of research grants is measured against the allocation of research space.
- **Output-based**: The process of allocating space based on “productivity” of its use may include research-student degree-completions or peer-reviewed publications.

As Master Plan implementation begins, it is recommended that the university consider the development and implementation of business procedures and policies (such as the establishment of research space management policies) which will support the positive transformation of the physical campus.
Architectural and Landscape Design Guidelines
As the university implements its Master Plan, it is essential that future development and changes to existing facilities and outdoor spaces result in a cohesive, functional, and attractive campus that is rooted in UMass Boston’s mission and goals and respectful of its neighbors and natural surroundings.

The Master Plan Steering Committee has recently convened a subcommittee on architectural and landscape design. This group is charged with recommending design principles and guidelines for UMass Boston’s built and natural environments that are consistent with the vision and framework of the Master Plan. These design principles and guidelines will support UMass Boston’s highest academic ambitions and its commitment to enhancing the student experience. Specifically, the committee will consider architectural building elements such as site orientation, scale and proportion, materials, relationship with surrounding open spaces, and signage and furniture. Landscape guidelines encompass design of green spaces, plantings, pedestrian amenities, materials, and way-finding.

The Architectural and Landscape Design Subcommittee is expected to complete their work by the end of 2010.

Long-term Planning for Bayside Property
The recent purchase of the Bayside property has provided UMass Boston with greater flexibility to implement changes to the core campus. In the short term Bayside will be used to replace campus parking lost to construction and serve as contractor staging space for ongoing projects. The university will also continue to work closely with its neighbors as it ensures that the Bayside property is attractive, safe, secure, and a positive feature of Columbia Point.

For the long-term use of the Bayside property, UMass Boston will engage in an inclusive planning process, working with university community members and surrounding neighbors and communities, as well as the City of Boston and the state, to redevelop the site in a way that furthers the university’s mission, realizes the potential for the area, stimulates economic activity, and brings greater opportunity to Columbia Point and the region.

As UMass Boston moves forward with an inclusive planning process for the long-term development of the Bayside property, the it is presented with an even greater and more critical opportunity to define and commit to its academic and research priorities.

Recommended Broad-Brush Priorities for Implementing the First Ten Years of the Master Plan
For nearly four years, Master Plan Steering Committee members have served as stewards and have engaged the university community in a collaborative, transparent, and participatory effort to develop a comprehensive plan that reflects and supports the university’s academic mission and strategic goals. With the support of the UMass President’s Office, we have collaborated with our building partners, the Commonwealth’s Division of Capital Asset Management and the UMass Building Authority, on various studies, assessments, and planning initiatives in support of this plan. We have worked with a multitude of professionals with expertise in design and planning. The Master Plan Executive and Steering Committees have worked tirelessly to ensure that the development of the Master Plan was consistent with its vision and guiding principles. Our planning efforts have stretched across the university and throughout our neighboring communities and included hundreds of interviews, meetings, workshops, and presentations.

As a result of the diligent efforts and the support of many internal and external stakeholders, UMass Boston now possesses a clear-cut blueprint for the positive transformation of the physical campus over the next 25 years, allowing it to proceed with confidence in implementing its Master Plan.

With this blueprint now in hand, our work is just beginning. As described throughout this report and visually depicted in the Phase 1 Preliminary 10-year Implementation Plan on p. 8, UMass Boston is well on its way toward development of the Integrated Sciences Complex and General Academic Building No. 1, and has advanced plans for renovation of existing facilities and improvements to the campus infrastructure and physical plant. By the end of 2015, these planning efforts will have put UMass Boston on course to fulfill its destiny as the student-centered, urban public research university of the 21st century.

To reach its full potential, it is vital that UMass Boston unequivocally establish and commit to academic and research priorities that will allow it to strategically build new state-of-the-art facilities within its financial means. In addition, the university should also continue to develop and implement business procedures and policies which support the positive transformation of the physical campus.