WENTWORTH INSTITUTE OF TECHNOLOGY
CAMPUS MASTER PLAN
SUMMER, 2009

Goody Clancy
Perkins + Will

Rickes Associates | VHB | Cosentini & Associates | Byrne McKinney | SAIC
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Project and cost estimates, the Facility Conditions Assessment, the Instructional Space Utilization Analysis, the Non-Instructional Space Evaluation (Program), and the Sustainability Assessment are included as appendices under separate cover.
Executive Summary

Between February 2008 and March 2009, the Wentworth community came together to create a campus master plan. Working with a team of consultants, institutional and residential neighbors, and city officials – and beginning with the foundation of the Strategic Plan – Wentworth Institute of Technology identified needs and opportunities related to the physical environment, and developed a long-range plan for the campus’s future.

As the Institute evolves, the campus will evolve with it. Wentworth’s campus master plan seeks to:

- Give new life to aging facilities;
- Strengthen the campus core;
- Provide a quality open space network;
- Improve surrounding streets;
- Showcase Wentworth along Huntington Avenue, the Avenue of the Arts; and to
- Leverage opportunities for campus-owned land.

The long-range vision for the Wentworth campus includes the potential for roughly 2 million square feet of new development, including competitive academic buildings, modern residence halls, and a rich array campus life spaces.

Over the next 10 years and beyond, Wentworth will pursue construction of a new campus center and athletic facilities, strategic additions to key academic facilities, development of
a new residence hall, renovation and modernization of existing facilities as well as investments in campus open spaces and adjacent streetscapes.

With a long-range vision for the campus in place, Wentworth can move forward with near-term improvements knowing that each investment will provide tangible, near-term benefits while also moving the Institute another step along the way toward larger goals.

Wentworth Institute of Technology has long been an important institution within the City of Boston, providing a hands-on, practical education to residents of the neighborhood, the region and well beyond. Through implementation of the Campus Master Plan, Wentworth will advance its academic mission, renew existing assets, and claim a more visible physical presence within the city.
Introduction to Wentworth and the Campus Master Planning Process

Campus Profile

Wentworth Institute of Technology is an institution of approximately 3,000 full-time undergraduates located on 31 acres within the Mission Hill and Fenway neighborhoods of Boston, Massachusetts. Wentworth prides itself on offering students a hands-on, real-world education in the technology, engineering and design fields.

Mission, Vision and History

For nearly 100 years, Wentworth Institute of Technology (Wentworth) has been providing a practical, profession-oriented education to students from the Boston area and beyond. Wentworth students benefit from personalized attention within a small-college setting and from applied experience in the workplace through two to three semesters of cooperative education. Since its founding in 1904 by Arioch Wentworth, the Institute has continued to evolve in response to changes in technology, workforce requirements and student needs. A commitment to Wentworth’s core values of honesty, energy, economy and system has remained a constant.

In the past decade, Wentworth has undergone significant change. The institution has successfully transitioned from a commuter campus to a residential campus, now housing approximately sixty percent of its full-time, on-campus undergraduates within Institute-owned housing. Academic programs have grown, with the Institute taking an increasingly dynamic role in the design fields. Dr. Zorica Pantic, the country’s first female engineer to lead a technical college, joined Wentworth as President in 2005, and has brought a new vision that will carry the Institute into the 21st century. The urban environment around Wentworth has evolved significantly as well, providing new opportunities for the school to benefit from and contribute to the wave of public and private investment that is breathing new life into Huntington Avenue and adjacent areas.
Under Dr. Pantić’s leadership, Wentworth embarked on a comprehensive, institution-wide Strategic Plan. The Strategic Plan identifies six initiatives that focus on enriching undergraduate programs, including development of a Biomedical Engineering program; providing graduate program offerings; enhancing the student experience; increasing K-14 outreach in engineering, technology and design; expanding program offerings to attract and serve non-traditional populations and to support life-long learning; and upgrading Wentworth’s financial, administrative and physical infrastructure to keep competitive.
**Academic Programs**

The Institute offers 14 career-oriented majors across its seven undergraduate academic departments. Architecture students can now apply to earn their Masters by remaining at Wentworth for an additional year of study. Masters programs in Construction Management and Technology as well as a new undergraduate program in Biomedical Engineering Technology are currently under consideration. Departments and programs are as follows:

**Department of Applied Mathematics and Sciences**
- Environmental Science

**Department of Architecture**
- Architecture

**Department of Civil, Construction, and Environment**
- Civil Engineering Technology
- Construction Management

**Department of Computer Science and Systems**
- Computer Science
- Computer Network and Information Systems

**Department of Design & Facilities**
- Industrial Design
- Interior Design
- Facilities Planning & Management

**Department of Electronics and Mechanical**
- Mechanical Engineering Technology
- Computer Engineering Technology
- Electronic Engineering Technology
- Electromechanical Engineering

**Department of Humanities, Social Sciences, and Management**
- Management

Through the Arioch Center for Professional Education (formerly the Division of Professional and Continuing Studies), Wentworth also provides a range of life-long learning opportunities. ACPE students can pursue associate degrees in Architectural Technology or Building Construction, bachelor degrees in Construction Management or Project Management, professional certificates in Land Surveying, Facilities Management or Construction, and an assortment of workforce training and development courses.
Enrollment

Wentworth’s enrollment has remained relatively stable over the past decade. As of fall 2008, the Institute served 2,859 full-time undergraduate students on the campus. An additional 547 students were on semester-long co-op assignments – an Institute requirement – and 37 students were studying abroad. The Arioch Center for Professional Education served 320 students in credit-bearing courses and an additional 208 students in continuing education courses.

In fall 2008, Wentworth housed 1,775 of its students on the campus, including 57 co-op students. That constitutes approximately 60% of the Institute’s on-campus undergraduate population. An additional 161 on-campus beds house students from other nearby institutions.

Campus, Facilities and Context

Wentworth is located at the crossroads of Boston’s Mission Hill, Fenway, and South End neighborhoods. It is truly an urban campus with a rich diversity of neighbors, including the Museum of Fine Arts, the Isabella Stewart Gardner Museum, the Greek Orthodox Cathedral of the Annunciation, the Mission Main and Alice Heyward Taylor public housing developments, Massachusetts College of Art and Design (MassART), Northeastern University, the Massachusetts Water Resources Authority Ward Street headworks, a District Five fire station, and the Back Bay Fens. Both programmatically and physically, Wentworth is an institution closely knit into its urban environment.

The campus is richly served by transit. The Institute lies within steps of both the Longwood and Museum of Fine Arts MBTA Green Line trolley stops. Roxbury Crossing and Ruggles Stations on the MBTA’s Orange Line are also close to campus, providing access to both commuter rail and subway service. Ten major MBTA bus routes and several shuttles operated by the Medical, Academic and Scientific Community Organization (MASCO) serve the campus. In addition, Wentworth is just blocks away from the Southwest Corridor Park’s commuter bike path.

The campus consists of 35 buildings, including 13 residence halls, 12 academic and administrative buildings, 1 building and several ancillary structures devoted to athletics, and 4 buildings associated with physical plant, storage and infrastructure. One building, Beatty Hall, houses a mix of student life, dining, academic and administrative functions, including Wentworth’s library. Two currently vacant structures that were once a part of the Vienna Brewery complex, and now a designated Boston Landmark, are also owned by the Institute.
WENTWORTH BUILDINGS
# Building Inventory

<table>
<thead>
<tr>
<th>BLDG #</th>
<th>BUILDING NAME</th>
<th>CONSTRUCTION YEAR</th>
<th>FLOORS</th>
<th>HEIGHT</th>
<th>GROSS SQ FT</th>
<th>NET SQ FT</th>
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<td>Kingman Hall</td>
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<td>26'</td>
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<td>6,590</td>
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<td>8</td>
<td>Beatty Hall</td>
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<td>66'</td>
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<td>101,700</td>
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<td>9</td>
<td>Nelson Rec. Ctr/Tansey Gym</td>
<td>1969</td>
<td>4</td>
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<td>39,437</td>
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<td>Service Building</td>
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<td>11</td>
<td>Tudbury Hall</td>
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<td>50'</td>
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<td>555 Huntington Ave.</td>
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<td>Evans Way</td>
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<td>Edwards and Rodgers Hall</td>
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<td>5</td>
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<td>60,300</td>
<td>50,113</td>
<td>201</td>
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<td>Baker Hall</td>
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<td>5</td>
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<td>48,626</td>
<td>43,336</td>
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<td>SVS</td>
<td>Sweeney Viewing Stand</td>
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<td>2</td>
<td>48'</td>
<td>1,466</td>
<td>1,262</td>
<td>-</td>
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<td>SFH</td>
<td>Sweeney Field House</td>
<td>2001</td>
<td>1</td>
<td>37'</td>
<td>1,134</td>
<td>1,020</td>
<td>-</td>
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<td>SSB</td>
<td>Sweeney Service Bldg.</td>
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<td>1</td>
<td>37'</td>
<td>448</td>
<td>366</td>
<td>-</td>
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<td>Ira Allen Building</td>
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<td>Power Plant Annex</td>
<td>1915</td>
<td>2</td>
<td>20'</td>
<td>7,933</td>
<td>4,802</td>
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<tr>
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<td>Annex North</td>
<td>1924/1935</td>
<td>3</td>
<td>44'</td>
<td>53,538</td>
<td>46,069</td>
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</tr>
<tr>
<td>22</td>
<td>Annex Central</td>
<td>1915</td>
<td>4</td>
<td>49'</td>
<td>52,009</td>
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</tr>
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<td>Annex South</td>
<td>1915</td>
<td>3</td>
<td>44'</td>
<td>32,006</td>
<td>27,348</td>
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<tr>
<td>24</td>
<td>Annex East</td>
<td>1956</td>
<td>3</td>
<td>44'</td>
<td>32,429</td>
<td>22,876</td>
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<td>25</td>
<td>Storage Building/The Warehouse</td>
<td>1928</td>
<td>1</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>-</td>
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<tr>
<td>26</td>
<td>Brewery Structures</td>
<td>1876/1886</td>
<td>4/2</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td>7V</td>
<td>7 Vancouver St.</td>
<td>1915</td>
<td>4</td>
<td>38'</td>
<td>4,588</td>
<td>3,544</td>
<td>11</td>
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<tr>
<td>9V</td>
<td>9 Vancouver St.</td>
<td>1900</td>
<td>4</td>
<td>38'</td>
<td>6,820</td>
<td>5,154</td>
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<tr>
<td>15V</td>
<td>15 Vancouver St.</td>
<td>1900</td>
<td>4</td>
<td>38'</td>
<td>5,800</td>
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<td>15</td>
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<tr>
<td>60LP</td>
<td>60 Louis Prang</td>
<td>1900</td>
<td>4</td>
<td>41'</td>
<td>6,444</td>
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<td>62LP</td>
<td>62 Louis Prang</td>
<td>1900</td>
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<td>3,692</td>
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<tr>
<td>66LP</td>
<td>66 Louis Prang</td>
<td>1900</td>
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<td>3,608</td>
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<td>68 Louis Prang</td>
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<td>5</td>
<td>46'</td>
<td>10,365</td>
<td>8,307</td>
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</table>

**Total**: 1,936
INTENT OF PLAN

Long-Term Plans Help Guide Near-Term Decisions

The Campus Master Plan is intended to chart a course for physical growth and enhancements over the next 20 years and beyond. Although institutions need the flexibility to respond to changes in academic programs, pedagogy, market demand, institutional priorities and more, they also benefit from a “road map” that helps to guide the type, location and sequence of campus investments. A long-term campus master plan enables institutions to consistently respond to near-term capital needs and enhancements in ways that advance long-range goals.

Matching Facilities to Mission

Wentworth is committed to providing a student-focused environment that supports practical, hands-on learning in the fields of technology, engineering and design. What campus enhancements are needed to support this commitment? What campus enhancements will be needed to support this commitment in the future? Space is precious; both indoor and outdoor campus spaces should contribute to the work happening within them, and communicate a message about the kind of place Wentworth is today and will be in the future. Through its Campus Master Plan, the Institute has looked critically at the campus and facilities to identify where enhancements are needed to advance the institution’s mission.

Responding to Institutional Change

New leadership, evolving academic programs, the transition to a truly residential campus and the development of a strategic plan have all been sources of recent institutional change for Wentworth. These changes have implications for campus facilities – from the types and amount of spaces needed to the ways in which spaces are used. The Campus Master Plan provides a tool to respond to and be proactive about change, identifying new needs that must be met as well as emerging opportunities to recapture and repurpose space as needs change.

City Requirements

The City of Boston zoning code (Article 59-Mission Hill) requires that Wentworth file an Institutional Master Plan (IMP) every 8 years to provide notice of proposed development plans. This is a formal process through which city and neighborhood representatives evaluate an institution’s proposals and forge agreements with the institution about the shape and magnitude of development that can take place on a campus. A campus master plan, the type of plan detailed in this report, is an important foundation for the IMP process, helping an institution to identify needs and define near- and mid-term projects before applying to the City for approval to move forward with these plans.
The Wentworth campus – and the neighborhoods around it – have evolved over time. The original 1908 master plan, shown here, envisioned a different campus than the one we see today. The main building complex along Ruggles Street was constructed more or less as planned. Buildings that followed later, however, have given the campus and Quad a different shape than Wentworth’s first campus planners imagined.

Beatty Hall, Nelson Recreation Center, and Kingman and Willson Halls, for instance, were designed in the 1940s, ‘50s and ‘60s to meet the campus needs of their time. The kinds of spaces Wentworth needed by mid-century – classrooms, student life spaces, athletic facilities, and science labs – required different types and shapes of buildings than the workshop facilities planned in 1908. Wentworth’s early planners might also have been surprised by the growth of the campus beyond the Quad, along both sides of Huntington and across Parker Street.

Many aspects of the original plan have stood the test of time, however. The strong central quadrangle, gracious front lawn along Ruggles Street, and passageways between buildings remain important elements of the campus today, and will likely continue to be important in the decades to come.

How will the Wentworth campus evolve over the next 100 years? Undoubtedly, in ways we can’t predict today. A good campus master plan, however, sets up a framework that is flexible enough to accommodate the unexpected.
THE MASTER PLANNING PROCESS

In January of 2008, Wentworth Institute of Technology hired a team of consultants to assist with the development of a campus master plan. The Institute’s planning team was led by campus planners Goody Clancy and architects Perkins+Will, supported by engineers and consultants in academic space utilization, real estate sustainability, and transportation. Beginning in February 2008 and concluding in March of 2009, the master planning process included a full Facilities Condition Assessment, an Instructional Space Utilization Report, a Non-Instructional Space Needs Assessment, and a review of sustainability opportunities. These documents, available under separate cover, are at the core of the assessments and recommendations that follow.

The Wentworth Community Creates a Plan

The Wentworth Institute of Technology Campus Master Plan was fundamentally shaped by the active participation of faculty, staff, students and neighbors, who provided input at each step of the process.

An Executive Committee of key decision makers, led by Wentworth President Dr. Pantić, met regularly throughout the planning process to review findings and provide input. A Steering Committee of faculty, staff and students representing a broad range of campus departments and functions (academics, student services, campus life, housing, facilities planning and construction, and more) also met regularly throughout the planning process, providing invaluable guidance into the development of the plan. Regular check-ins with the Board of Trustees Physical Facilities Committee and full Board of Trustees helped to ensure feasibility of plan outcomes and alignment with the Institute’s mission. Wentworth’s longstanding Community Task Force of residential and institutional neighbors and City officials played an important advisory role in the process.

During each of the five phases in the master planning process, a large-scale outreach event brought the campus community together to provide and gather information about campus needs and opportunities. Members of the Wentworth community – and students in particular, who often comprised over half the attendees – were eager to help chart the future of the campus, and were active and vocal participants at each of these well-attended events. Design students, for instance, seized the master planning process as a hands-on learning opportunity. Two open public meetings – a visioning workshop and a draft plan open house – provided opportunities for the broader community to provide input.

In addition to events and committee meetings, faculty, staff, students and neighbors followed and shaped the process through stakeholder interviews, focus groups, drop-in sessions, online surveys, a dedicated email address and an L-Connect “web library” of master planning documents and presentations.

The Campus Master Plan is truly the work of a broadly inclusive Wentworth community.
A Five Phase Process

The 14-month master planning process consisted of four phases.

**PHASE 1: INVESTIGATION OF NEEDS AND OPPORTUNITIES**

During Phase 1, the planning team sought to identify what was working well at Wentworth and where improvements were needed. This phase included review of existing documents and plans; investigation of campus conditions; and interviews and focus groups with a broad range of campus stakeholders. A Kick-Off Event brought together 200 members of the campus community for an introduction to the master planning process and discussion of campus issues and opportunities.

**PHASE 2: ANALYSIS AND VISIONING**

The focus of Phase 2 was to quantify space needs and explore opportunities for accommodating those needs. The planning team assessed building and infrastructure conditions and identified the type and magnitude of instructional, administrative and student life related space needs. Over 250 members of the campus community – the strongest showing the planning team had seen to date at this type of event – participated in the Campus Planning Charrette and Visioning Workshop, with small groups of faculty, staff and students working together to create large-format maps of their visions for the campus. At Neighborhood Meeting #1, residents of Mission Hill and the Fenway worked together to create vision maps, focusing
on opportunities and concerns along the edges of the Wentworth campus.

**PHASE 3: INVESTIGATION OF DEVELOPMENT ALTERNATIVES**

At the beginning of Phase 3, the planning team developed a preliminary program of near- and long-term needs, as well as a list of Campus Master Plan Principles (outlined in Chapter 3) grounded in the input and findings from Phases 1 and 2. Three master plan alternatives were developed, showing different ways the campus could grow and change over time. Each alternative responded to the Campus Master Plan Principles but took a different approach to how the campus might accommodate space needs. At a Review of Alternatives Event, over 100 members of the campus community came together to offer input on the alternatives. Others provided input via email or electronic survey.

**PHASE 4: DEVELOPMENT OF DRAFT PLAN**

In Phase 4, the best elements within each of the master plan alternatives were integrated into a unified campus plan, which was subject to extensive review by the Wentworth community and its neighbors. The 130 participants at the Draft Plan Event offered thoughtful input, as did participants at Neighborhood Meeting #2.

Before the Campus Master Plan was finalized, however, changing economic circumstances required Wentworth to revisit its approach to meeting near- and long-term campus needs.

**PHASE 5: ADAPTING THE PLAN FOR TODAY’S ECONOMIC CLIMATE**

The global economic downturn quickly changed assumptions about anticipated revenue, fundraising potential and borrowing capacity. In response, the Institute revised its Campus Master Plan to reflect the new realities and to enable priority projects to move forward. Wentworth’s plans regarding the pace and scale of development evolved, but the commitment to addressing campus needs in the near-, mid- and long-term remained unchanged. The final plan and implementation strategy are detailed within Chapters 3 and 4.
The master planning process involved extensive investigation of campus conditions, needs and opportunities. Findings are summarized below. The full Instructional Space Utilization Analysis Report, Non-Instructional Space Evaluation and Facilities Condition Assessment are available under separate cover.

CAMPUS CONTEXT

From Wentworth’s stately “front door” on Ruggles Street, one can see the world-renowned Museum of Fine Arts, a trolley stop that will take you to the heart of downtown Boston in under 10 minutes, traditional early twentieth-century apartment buildings that continue to house students and families, a new park on the site of a former gas station, and a historic entrance to one of Boston’s greatest open space treasures – Frederick Law Olmsted’s Emerald Necklace. But from the Wentworth Quad, one is within a traditional campus, enclosed by 2–4 story, human-scaled buildings that speak to a century of teaching, learning, and student life. As an urban institution, Wentworth is focused both inward and outward, providing both a traditional campus environment and immediate access to the amenities, opportunities and challenges of life in a major city.
Wentworth occupies 31 acres in the Mission Hill and Fenway neighborhoods. The compact campus straddles Huntington Avenue (the Avenue of the Arts) to the north, Parker Street to the south, and Ruggles Street to the east. Most campus facilities are currently located east of Ward Street but several large parking lots, a warehouse, two currently vacant buildings that were once part of a brewery complex and a slice of land known as the “Gurney Parcel” comprise Wentworth’s land to the west.

Wentworth’s rich diversity of neighbors includes the Museum of Fine Arts (MFA), the Isabella Stewart Gardner Museum, the Greek Orthodox Cathedral of the Annunciation, the Mission Main and Alice Heyward Taylor public housing developments, Massachusetts College of Art and Design (MassART), Northeastern University, a Massachusetts Water Resources Authority headworks, a District 5 fire station, and the Back Bay Fens. The Longwood Medical and Academic Area (LMA), home to most of Boston’s major teaching and research hospitals as well as Harvard Medical School, is less than a 10-minute walk from campus.

Both physically and in terms of student life offerings, Wentworth is closely linked to other institutions within the Colleges of the Fenway consortium: Wheelock College, Simmons College, Emmanuel College, and especially with nearby MassART and Massachusetts College of Pharmacy and Health Sciences (MCPHS). For instance, MassART and Wentworth students make active use of each others’ dining halls, fitness facilities, paths and open spaces. In some areas, the borders between the institutions seem to overlap.

After a long period of disinvestment, the Wentworth vicinity has become one of the most dynamic and evolving parts of Boston. Just to the west of the campus, adjacent to Wentworth’s Parker Street parking lots, a major new neighborhood-driven, mixed-use, transit-oriented development known as Roxbury Crossing is underway on vacant and underutilized land known as Parcel 25. A significant addition to the MFA will reinforce Huntington’s designation as the Avenue of the Arts, and restore the museum’s role as a gateway to the Back Bay Fens. The Isabella Stewart Gardner Museum has begun work on an addition that will place the museum’s primary entrance on Evan’s Way, where it will front the main entrances for two of Wentworth’s
residence halls. MassART has just completed its own campus master plan and is poised to move forward with several building projects, including a new residence hall south of Huntington Avenue along Vancouver Street. In addition, expansion needs will likely require LMA institutions to locate some activities beyond their traditional boundaries.

Both programmatically and physically, the Institute is an institution closely knit into its urban fabric. Wentworth’s rich urban context provides significant opportunities for the Institute to showcase its identity, its students, and to be a dynamic part of the area’s evolution.

**OPPORTUNITIES AND CHALLENGES**

- **Wentworth could claim a stronger, more dynamic presence along Huntington Avenue:** Wentworth has significant frontage along Huntington Avenue but one could easily pass the Institute by without realizing its presence. In addition, buildings along Huntington speak more to the institution’s past than its present, providing few opportunities to showcase what Wentworth is today, or the exciting work in which its students and faculty are engaged.

- **Coordination of development plans between MassART and Wentworth could help maximize investments and improve shared boundaries:** Property lines marking the boundary between Wentworth and its neighbors weave and bend at nearly every campus edge. Boundaries between MassART and the Institute are no exception. With both institutions preparing to pursue development plans, conversations about how to maximize benefits – particularly in the areas just north and south of Huntington, where students flow regularly between the two campuses – should continue. Positive discussions between MassART and Wentworth about the design of a proposed MassART residence hall along Huntington Avenue are a good model. Opportunities include: shared student facilities (e.g., residence halls, fitness facilities, health centers); improved open spaces, with the potential for shared elements that celebrate areas that serve as crossroads between the two institutions (e.g., art and technology displays, furnishings that reflect the character of both institutions); and enhanced pedestrian paths (e.g., improvements to the “Pike,” the main pedestrian route across Huntington used heavily by both MassART and the Institute students).

- **Land is scarce! Opportunities for land leases and shared facilities should be fully investigated:** Undeveloped or underutilized land is a scarce and precious resource in the vicinity of Wentworth, and of the many institutions seeking to meet physical growth needs, Wentworth is nearly unique in having ample space to accommodate new facilities. Joint development, long-term leases, and shared facilities all provide opportunities for area institutions and other entities to meet similar needs efficiently, and constitute sources of potential revenue for Wentworth. Potential partnerships with other colleges and universities (e.g., Colleges of the Fenway institutions, Northeastern University), with LMA institutions and with private entities seeking to locate in the area should be fully investigated. Partnerships should align with Wentworth’s mission and financial goals, and be balanced with Wentworth’s own needs for use of its land.

The Institute and MassART have many common edges.
Both Wentworth affiliates and neighbors are concerned about providing a safe, secure and welcoming environment: A safe environment is a real and ongoing priority for any urban institution or resident. The area in and around Wentworth is a relatively safe place to be, but safety and security could be reinforced through future enhancements. Opportunities include building design that provides for more “eyes on the street” (e.g., through the placement of doors and windows); avoiding blank walls and dead edges (such as those on the Nelson Recreation Center) that discourage activity and limit visibility into outdoor spaces; placing active uses on the ground floors of buildings; using keyless entry and other technologies to control access to facilities; providing ample lighting in and around campus; and ensuring that campus security personnel are a visible presence, particularly during evening hours. Providing a physical environment that welcomes neighbors onto campus is also a shared goal.

Positive development along Huntington Avenue and Parker Street could help strengthen areas around Wentworth as active, vibrant urban destinations: Vibrant, walkable environments with places to go and interesting things to see are tremendous recruitment and retention tools for urban institutions. Meetings and workshops with the Wentworth community and its neighbors confirmed again and again the strong desire of all to see more activity, more life, and more retail in the areas around Wentworth, particularly along Huntington Avenue and Parker Street.

Broadly speaking, the Wentworth campus has a straightforward organization with academic, administrative and student life functions clustered in the center of the campus – the campus core – around a quad; residence halls along both sides of Huntington on the northwestern end of campus; and parking and warehouse facilities located south of the campus core along Parker Street. Northeast of the campus core along Huntington Avenue and directly across from the MFA is Wentworth’s athletic field, serving as the campus’s gateway for those arriving from downtown.
Several non-Wentworth facilities – a fire station, a Massachusetts Water Resources Authority (MWRA) headworks, and existing and proposed MassART residence halls – are also located within the campus core. North of Huntington along Vancouver and Louis Prang Streets, four residential buildings under private ownership abut Wentworth residence halls. The half-block distance between the edge of Wentworth’s campus core and the Parker Street parking lots is occupied by the Alice Heyward Taylor residential development. Together, the Greek Orthodox Cathedral of the Annunciation and the Alice Heyward Taylor development abut several of the Institute’s academic buildings – Ira Allen and the Annex complex – on three sides.

In terms of Wentworth’s internal organization, most spaces associated with particular departments are co-located within the same building, but often not the same floor. The academic department with the most cross-building “sprawl” is Electronics and Mechanical, currently located in six buildings throughout the main building complex: Dobbs, Wentworth, Williston, Rubenstein, Kingman and Willson. However, internal corridors connect each of the buildings in which the department has space – you can get from one Electronics and Mechanical place to another without going outside – and the department is by far the most intensive user of department-specific space within the main building complex.

BUILDING USE BY ACADEMIC DEPARTMENT
OPPORTUNITIES AND CHALLENGES

• **City streets connect the Institute to its neighbors and to other areas of Boston, but can also make parts of the campus feel disconnected from the core:** Parker Street separates Ira Allen and the Annex complex from the campus core. Ruggles Street separates the main building complex (including the campus’s “front door” at Wentworth Hall) from the playing field. And busy Huntington Avenue, with trolley tracks and a fence through the center limiting pedestrian crossings, divides the campus core from most of Wentworth’s on-campus housing.

• **The Institute’s “front door,” the main building complex on Ruggles Street, could have a stronger presence from Huntington Avenue:** The Wentworth campus has significant frontage along high-visibility Huntington Avenue but the formal entrance to the Institute is along less-prominent Ruggles Street. One can see Wentworth Hall from Huntington Avenue but Sweeney Field, surrounded by a tall wrought iron fence, is in many ways a barrier between this prominent street and the Institute’s front door.

• **Limited acquisitions would help to consolidate campus boundaries:** Acquisition of the four structures on Vancouver and Louis Prang Streets north of Huntington that are not currently under the Institute ownership, should those properties becomes available, would consolidate campus boundaries and provide a clearer border between Institute and neighborhood housing. In the long-term, these acquisitions would also make possible a new generation of campus housing in this area – campus housing that could potentially address the needs of several area institutions. On the south side of Huntington, acquisition of the fire station would provide the Institute with continuous frontage along this stretch of the Avenue of the Arts. Preliminary conversations with the fire department in recent years suggest that the City may be open to discussions. Were the Institute to acquire this land, it would need to construct a new fire station in the same location or across the street, possibly as part of a larger development. 125 High Street in Boston provides a nearby model of a private mixed-use development that houses a municipal fire station.

• **Some departments – and departmental offices in particular – are dispersed across multiple buildings or floors:** All campuses are subject to “campus entropy”: dispersal of related functions because of localized space shortages that prevent new space needs from being accommodated in optimal places. For instance, when new faculty are hired, they may be placed in offices that are remote from their teaching spaces or departmental colleagues. Today, Computer Science faculty are located on the basement and 4th floors of Dobbs Hall. Humanities and Social Science faculty are located on the 3rd and 4th floors of Beatty Hall. All faculty offices and specialized instructional spaces for the Applied Math and Science Department (AMS) are in Ira Allen, with the exception of three offices and the biology and chemistry labs, which are located in relatively distant Willson Hall. Electronics and Mechanical facilities are dispersed across six buildings. In fact, the only academic department with all faculty located in a single building is Architecture.
Departmental dispersal is an issue for non-academic departments as well. Student Affairs offices, for instance, are located in five buildings.

For academic departments, particularly in terms of faculty offices, dispersal makes it more difficult for students to find their professors, and for faculty members to find each other. For non-academic departments, dispersal can mean hunting from building to building in search of the service or office you need to access.

- **Many departments lack a departmental “headquarters” – a centralized place where students and faculty can find department administrators, department-related information, and one another:** Current and prospective students, faculty and staff within each academic department would benefit from departmental “headquarters,” each equipped with reception area, offices, meeting spaces, printing resources and, ideally, gathering/work areas for faculty, staff and students within the department. As is now the case with the Architecture Department, a headquarters could help departments operate more efficiently, provide a sense of arrival, and convey a message about the work and identity of the department to both the Wentworth community and prospective students.

**CAMPUS SPACE NEEDS**

Within the master planning process, three studies investigated the Institute’s space needs: the Instructional Space Utilization Analysis, the Non-Instructional Space Evaluation, and the Facilities Condition Assessment. These studies were supplemented by interviews, focus groups, surveys, drop-in sessions and events involving a broad range of faculty, staff and students. The results of the space needs investigation demonstrated that, overall, the Institute needs a modest amount of additional space as well as upgrade and modernization of existing spaces.

Additional space is needed to provide expanded on-campus opportunities for students to eat, work and play now that the Institute has become a 24-hours a day/12-months a year residential campus. Some instructional space is needed as well, to relieve pressure on over-utilized labs and studios, and “right-sizing” of classrooms would alleviate a sense of overcrowding in general-purpose classrooms. General upgrade and modernization of instructional spaces is also needed, and provides opportunities to address these space and size issues. Some additional space is also needed to support administrative offices.

**Instructional Space Needs**

Led by the nationally-regarded space utilization experts at Rickes Associates, Wentworth’s instructional space needs analysis is rooted in both quantitative data (the Institute’s space inventory, scheduling window, course scheduling data and enrollment numbers, as well as standard benchmarks) and the input of faculty, who participated in interviews, drop-in sessions and an online survey. The study examines both current needs (data from Fall 2007) and the impact of growth to 3,700 undergraduate students originally identified within Wentworth’s strategic plan.
The study measures utilization according to three factors: **weekly room hour utilization rate** (the proportion of time instructional spaces are actually used for scheduled coursework compared to the total time available within the Institute’s scheduling window); **seat occupancy rate** (the proportion of student seats that are occupied when a room is scheduled relative to the total number of student seats within the room); and **station size** (the average amount of square footage – asf – available per student seat).

The Institute currently has 44 **general-purpose classrooms** – instructional spaces not tied to a specific subject or discipline by equipment or configuration. Collectively, those rooms contain 30,526 asf and 1,736 student stations across nine campus buildings. The building with the largest share of general-purpose classrooms is recently renovated Wentworth Hall. Of the 452 unique daytime courses scheduled in general-purpose classrooms during Fall 2007, 79% had an enrollment of 29 or fewer students. Only 13% enrolled 40 or more students.

### GENERAL-PURPOSE CLASSROOMS BY BUILDING

<table>
<thead>
<tr>
<th>BUILDING (ABBREVIATION)</th>
<th>TOTAL # ROOMS</th>
<th>TOTAL # STATIONS</th>
<th>TOTAL ASF</th>
<th>AVERAGE STATION SIZE (ASF/STATION)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annex Central (ANXCN)</td>
<td>6</td>
<td>240</td>
<td>5,176</td>
<td>21.6</td>
</tr>
<tr>
<td>Annex North (ANXNO)</td>
<td>1</td>
<td>18</td>
<td>390</td>
<td>21.7</td>
</tr>
<tr>
<td>Beatty (BEATT)</td>
<td>7</td>
<td>407</td>
<td>7,815</td>
<td>19.2</td>
</tr>
<tr>
<td>Dobbs Hall (DOBBS)</td>
<td>3</td>
<td>134</td>
<td>2,087</td>
<td>15.6</td>
</tr>
<tr>
<td>Ira Allen Building (IRALL)</td>
<td>3</td>
<td>98</td>
<td>1,683</td>
<td>17.2</td>
</tr>
<tr>
<td>Rubenstein Hall (RBSTN)</td>
<td>3</td>
<td>89</td>
<td>1,488</td>
<td>16.7</td>
</tr>
<tr>
<td>Watson Hall (WATSN)</td>
<td>3</td>
<td>110</td>
<td>2,307</td>
<td>21.0</td>
</tr>
<tr>
<td>Wentworth Hall (WENTW)</td>
<td>16</td>
<td>545</td>
<td>8,062</td>
<td>14.8</td>
</tr>
<tr>
<td>Willson Hall (WILLS)</td>
<td>2</td>
<td>95</td>
<td>1,518</td>
<td>16.0</td>
</tr>
<tr>
<td><strong>TOTAL, ALL GENERAL PURPOSE CLASSROOMS</strong></td>
<td><strong>44</strong></td>
<td><strong>1,736</strong></td>
<td><strong>30,526</strong></td>
<td><strong>17.6</strong></td>
</tr>
</tbody>
</table>
Chapter 2: Existing Conditions

Number of General Purpose Classroom Courses by Course Enrollment (Total=452)

This chart shows the number of general-purpose classrooms that are in use during each of Wentworth’s scheduling window. Low room use on Tuesday afternoons is due to the Student Activity/Academic Meeting Period. Wentworth’s classrooms are less heavily used on Fridays and during late afternoons and evenings.

Most of Wentworth’s classrooms can accommodate over 40 students, but most courses taught within classrooms enroll fewer than 30 students.
For general-purpose classrooms, space utilization experts recommend a target utilization rate of 67% for weekly room hour use (representing 6 of 9 hours between 8 am and 5 pm Monday through Friday), 67% for seat occupancy and 22 sf per station (18 to 20 sf per station have been past standards at Wentworth). In other words, during the hours in which the Institute offers classes, Wentworth should seek to schedule its general-purpose classrooms about 2/3 of the time, to fill about 2/3 of the seats when those classrooms are in use, and to provide an average of 22 sf per seat. These benchmarks acknowledge both that campus space is precious and must be used intensively, as well as the need to retain flexibility so that new sections can be added, additional students can be accommodated within sections, room maintenance and non-scheduled activities can take place, and because a perfect “match” between room size, classroom amenities and course sections cannot necessarily be achieved in every time period.

Currently, the Institute has 50 specialized instructional spaces – formally scheduled rooms such as labs or studios that require special equipment associated with the teaching of a particular discipline. The Institute’s specialized instructional spaces collectively provide 1,486 student stations in rooms occupying 87,502 sf of space across 12 campus buildings. Almost 1/3 of the Institute’s specialized instructional spaces are located in Annex Central. Of the 310 unique daytime courses scheduled in specialized instructional spaces during Fall 2007, 95% had an enrollment of 29 or fewer students.

**Summary of Specialized Instructional Spaces (SIS) by Building**

<table>
<thead>
<tr>
<th>BUILDING (ABBREVIATION)</th>
<th>TOTAL # ROOMS</th>
<th>TOTAL # STATIONS</th>
<th>TOTAL ASF</th>
<th>AVERAGE STATION SIZE (ASF/STATION)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annex Central (ANXCN)</td>
<td>15</td>
<td>313</td>
<td>15,752</td>
<td>50.3</td>
</tr>
<tr>
<td>Annex East (ANXEA)</td>
<td>2</td>
<td>64</td>
<td>10,268</td>
<td>160.4</td>
</tr>
<tr>
<td>Annex North (ANXNO)</td>
<td>4</td>
<td>336</td>
<td>15,941</td>
<td>47.4</td>
</tr>
<tr>
<td>Annex South (ANXSO)</td>
<td>5</td>
<td>110</td>
<td>12,436</td>
<td>113.1</td>
</tr>
<tr>
<td>Beatty (BEATT)</td>
<td>1</td>
<td>25</td>
<td>930</td>
<td>37.2</td>
</tr>
<tr>
<td>Dobbs Hall (DOBBS)</td>
<td>8</td>
<td>205</td>
<td>11,200</td>
<td>54.6</td>
</tr>
<tr>
<td>Ira Allen Building (IRALL)</td>
<td>2</td>
<td>80</td>
<td>2,057</td>
<td>25.7</td>
</tr>
<tr>
<td>Kingman (KINGMN)</td>
<td>3</td>
<td>75</td>
<td>4,097</td>
<td>54.6</td>
</tr>
<tr>
<td>Rubenstein Hall (RBSTN)</td>
<td>3</td>
<td>61</td>
<td>4,321</td>
<td>70.8</td>
</tr>
<tr>
<td>Watson Hall (WATSN)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Wentworth Hall (WENTW)</td>
<td>4</td>
<td>92</td>
<td>4,264</td>
<td>46.3</td>
</tr>
<tr>
<td>Willson Hall (WILLS)</td>
<td>2</td>
<td>80</td>
<td>1,667</td>
<td>20.8</td>
</tr>
<tr>
<td>Williston Hall (WLSTN)</td>
<td>1</td>
<td>45</td>
<td>4,569</td>
<td>101.5</td>
</tr>
<tr>
<td><strong>TOTAL, ALL SPECIALIZED INSTRUCTIONAL SPACES</strong></td>
<td><strong>50</strong></td>
<td><strong>1,486</strong></td>
<td><strong>87,502</strong></td>
<td></td>
</tr>
</tbody>
</table>

* It is noted that in a few instances specialized instructional spaces (studios or labs) are used for general-purpose instruction pertinent to that program.
Chapter 2: Existing Conditions

Specialized Instructional Space Capacity

Nearly thirty percent of Wentworth’s specialized instructional spaces accommodate more than 30 students.

Specialized Space Courses by Enrollment (Total=30)

Ninety-five percent of courses taught in specialized instructional spaces enroll fewer than 30 students.

Individual Course Meetings by Day

With the exception of Fridays, lab and studio courses are well-distributed throughout the week.
Space utilization experts recommend for specialized instructional spaces a target utilization rate of 50% for weekly room hour use and 80% for seat occupancy. A 50% weekly room hour use rate allows time for set-up and break-down and self-directed study by students, though much lower use rates may be appropriate for studio and project rooms designed primarily for independent work and study. The 80% seat occupancy rate reflects the need for intensive use of spaces requiring a higher level of capital investment. Because appropriate station size varies so significantly across different types of specialized instructional spaces, there is no standard square foot allocation target.

**OPPORTUNITIES AND CHALLENGES**

- **Wentworth could schedule general-purpose classrooms more intensively and fill more empty seats when classrooms are in use, though ideally, more space per seat could be provided:** At Wentworth, general-purpose classrooms are scheduled an average of 61% of the daytime scheduling window (below the 67% target), an average of just 59% of seats are filled when a room is in use (below the 67% target) and, on average, only 17.6 asf of space is allotted per seat (less space than the recommended target of 22 asf per seat).

- **For general-purpose classrooms, there is a mismatch between room size and section size:** Were the Institute to increase its weekly room hour utilization and seat occupancy rates to 67% and “right-size” its general-purpose classrooms to better match the size of the sections it is teaching, Wentworth would need only 40 of its 44 general-purpose classrooms and could eliminate 66 stations. However, an additional 6,214 asf of general-purpose classroom space would still be needed to provide the recommended amount of space per student seat, allowing for more “elbow room,” furniture that accommodates laptops, etc. Under this scenario, Wentworth would have fewer classrooms with 40–49 stations and more classrooms with 30–39 stations.

- **In some cases, Wentworth could schedule specialized instructional spaces more intensively and fill more empty seats when these rooms are in use:** At Wentworth, specialized instructional spaces are scheduled an average of only 39% of the daytime scheduling window (below the 50% target), with 20 of the 50 spaces showing room hour utilization rates of 30% or below. As noted above, for studios and other specialized instructional spaces needed for self-guided student work, infrequent scheduling may be desirable. An average of 74% of seats are filled when a room is in use (below the 80% target).

### PROPOSED NUMBER OF GENERAL-PURPOSE CLASSROOMS BY SIZE GROUPING

<table>
<thead>
<tr>
<th># OF SEATS</th>
<th>CURRENT # OF ROOMS</th>
<th>PROPOSED # OF ROOMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1–9</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>10–19</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>20–29</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>30–39</td>
<td>6</td>
<td>15</td>
</tr>
<tr>
<td>40–49</td>
<td>23</td>
<td>9</td>
</tr>
<tr>
<td>50–59</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>60–69</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>70–79</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>80–89</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>90–99</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>44</td>
<td>40</td>
</tr>
</tbody>
</table>
Some general-purpose classrooms and specialized instructional spaces appear to be overutilized, while others appear to be highly underutilized: While overall room hour utilization and seat occupancy rates are below the recommended targets, the Institute has a number of general-purpose classrooms and specialized instructional spaces with very high or very low utilization and occupancy rates. Careful examination of each of these spaces would reveal whether off-target utilization or occupancy rates are appropriate for that space (for instance, because a larger proportion of unscheduled time is needed for independent student work); whether the space could, in fact, be used more intensively (for instance, by combining labs that are needed to support the curriculum but scheduled infrequently); and whether modest investments (e.g., upgrade of finishes, changes to furniture or room configuration, provision of air conditioning, installation of technology) could increase the frequency with which faculty want to use that space. It is worth noting that the most frequently used general-purpose classrooms are in recently renovated Wentworth Hall. To relieve pressure on specialized instructional spaces with very high room hour utilization or occupancy rates, additional sections of courses may need to be offered, or additional spaces provided.

A more standardized approach to scheduling would allow Wentworth to use instructional spaces more efficiently: Wentworth’s unique approach to pedagogy, scheduling and space

<table>
<thead>
<tr>
<th>BUILDING</th>
<th>ROOM</th>
<th>% SEAT FILL</th>
<th>% HOURS IN USE</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANXCN</td>
<td>103</td>
<td>43%</td>
<td>58%</td>
</tr>
<tr>
<td>ANXNO</td>
<td>134</td>
<td>107%</td>
<td>22%</td>
</tr>
<tr>
<td>BEATT</td>
<td>421</td>
<td>59%</td>
<td>80%</td>
</tr>
<tr>
<td>DOBBS</td>
<td>203</td>
<td>49%</td>
<td>63%</td>
</tr>
<tr>
<td>DOBBS</td>
<td>302</td>
<td>49%</td>
<td>62%</td>
</tr>
<tr>
<td>DOBBS</td>
<td>308</td>
<td>55%</td>
<td>49%</td>
</tr>
<tr>
<td>IRALL</td>
<td>3</td>
<td>76%</td>
<td>45%</td>
</tr>
<tr>
<td>IRALL</td>
<td>5</td>
<td>45%</td>
<td>36%</td>
</tr>
<tr>
<td>IRALL</td>
<td>7</td>
<td>63%</td>
<td>30%</td>
</tr>
<tr>
<td>RBSTN</td>
<td>103</td>
<td>66%</td>
<td>81%</td>
</tr>
<tr>
<td>RBSTN</td>
<td>104</td>
<td>68%</td>
<td>19%</td>
</tr>
<tr>
<td>RBSTN</td>
<td>405</td>
<td>85%</td>
<td>26%</td>
</tr>
<tr>
<td>WENTW</td>
<td>106</td>
<td>56%</td>
<td>87%</td>
</tr>
<tr>
<td>WENTW</td>
<td>206</td>
<td>61%</td>
<td>81%</td>
</tr>
<tr>
<td>WENTW</td>
<td>207</td>
<td>77%</td>
<td>50%</td>
</tr>
<tr>
<td>WENTW</td>
<td>208</td>
<td>47%</td>
<td>9%</td>
</tr>
<tr>
<td>WENTW</td>
<td>209</td>
<td>54%</td>
<td>80%</td>
</tr>
<tr>
<td>WENTW</td>
<td>212</td>
<td>56%</td>
<td>80%</td>
</tr>
<tr>
<td>WENTW</td>
<td>214</td>
<td>90%</td>
<td>31%</td>
</tr>
<tr>
<td>WENTW</td>
<td>308</td>
<td>71%</td>
<td>16%</td>
</tr>
<tr>
<td>WENTW</td>
<td>309</td>
<td>59%</td>
<td>81%</td>
</tr>
<tr>
<td>WILLS</td>
<td>102</td>
<td>56%</td>
<td>80%</td>
</tr>
</tbody>
</table>

HEAVY USE AND LOW USE GENERAL-PURPOSE CLASSROOMS

Some of Wentworth’s labs need upgrade and modernization.
allocation makes optimizing use of instructional spaces a challenge. However, instituting and adhering to consistent scheduling practices and procedures (time blocks with defined class times, meeting days and clear breaks between each block) would allow the Institute to maximize use of its classrooms, as would use of scheduling software. Guidelines requiring a certain percentage of courses to be scheduled by each department during less desirable time blocks (e.g., early mornings, late afternoons, Fridays) could also increase the efficiency with which the Institute uses instructional space.

• Equipment in some specialized instructional spaces is outdated, and some spaces need modifications to better meet the needs of the courses taught within them: Many labs (e.g., chemistry, biology) need to be updated in response to changes in both technology and pedagogy. For an institution committed to providing a real-world education in technology, modern instructional spaces that reflect current and emerging practices is critical. In some cases (e.g., the Basic Industries Lab), outfitting specialized instructional spaces with next-generation equipment will result in labs that require less space, or that can be combined with other labs.

The Institute has been successful in finding space for emerging programs but has often had to do so in facilities that were designed for another purpose. For instance, the Industrial Design program occupies space in what was once a high school gymnasium and cafeteria. Additional investment is needed to better adapt this space to its current use through better separation of “clean” and “dirty” work areas, provision of storage space, etc.

In some instances, sharing comparable labs or studios with other Colleges of the Fenway institutions could help Wentworth meet instructional space needs.

• Curriculum expansion will require new specialized instructional spaces: The Institute will soon offer a program in Biomedical Engineering. Other programs (for instance, Computer Science) are looking to expand their curricular offerings. Over time, the Institute’s academic programs will continue to evolve. Meeting new program needs will, in most cases, require new labs and/or studios. In some cases and for the short-term, the Institute may be able to meet emerging program needs by sharing space with other institutions (e.g., using labs at MCPHS) but in the long-term Wentworth will generally need to provide those spaces on campus. The Institute will need the flexibility to accommodate its evolving academic programs in both new and renovated spaces.

• The Arioch Center for Professional Education would benefit from a high-end corporate training room: Currently, Wentworth serves corporate clients through training sessions held at off-site facilities. A high-end, technology-equipped corporate training room

<table>
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</table>
would enable Wentworth to offer these courses right on the campus. Benefits include better co-location of ACPE facilities and increased familiarity with Wentworth and its campus for potential employers.

For additional information, please see the Instructional Space Utilization Analysis report.

**Non-Instructional Space Needs**

A Non-Instructional Space Evaluation report was prepared by Perkins+Will based on a series of faculty, staff and student interviews, a review of existing physical space on campus, a draft program of the Campus Center prepared by Wentworth, and professional experience. The report found a significant need for space and activities that support the needs of a residential campus. With the relatively recent increase in on-campus residency, coupled with the potential further increase in housing capacity, the missing spaces are needed more than ever.

**OPPORTUNITIES AND CHALLENGES**

- **Wentworth needs a true campus center:** As Wentworth has transitioned from a commuter campus to a residential school, the need for student life space has increased significantly. Wentworth needs more and enhanced on-campus places for students to study, eat, interact with friends, exercise, and enjoy a range of different social and educational activities.

  The planning team estimates the Institute’s Campus Center space needs at approximately 86,740 NSF (or 107,733 GSF assuming a 60% efficiency factor), inclusive of a common lounge and social spaces, student leadership programs, an intercultural space, dining and retail, fitness, and a variety of professional staff offices. The office area includes space for Career Services, Dean of Students, Counseling, Health Services, and Housing and Residential Life. Of the total area, it is anticipated that 22,100 NSF related to food service would be existing space that is renovated and expanded within Beatty Hall. The planning team estimates that 64,640 NSF of new construction is needed.

- **Some additional space is needed to accommodate faculty and staff offices:** To accommodate new hires and to advance Wentworth’s goal of providing private offices for faculty members, some additional space is recommended. The Institute’s academic office space targets are 120 NSF for department heads, 100 NSF for faculty, and 80 NSF for staff. The planning team estimates Wentworth’s need for academic-related office space at 9,950 NSF, or 15,308 GSF.
• **Administrative space is needed to support student services and other support functions:** Approximately 10,317 NSF (15,972 GSF) of additional administrative space is needed to support growth in Enrollment Management (Admissions, International Student Services, Financial Aid and Registrar), the Center for Community and Learning Partnerships, the Center for Teaching and Learning, the Arioch Center for Professional Education, Institutional Advancement, Public Safety and Physical Plant. Wentworth’s office space targets are 120 NSF for department heads, 100 NSF for staff, and 80 NSF for administrative support.

• **The Alumni Library is a potential campus hub that would benefit from additional space, renovation and access improvements:** Wentworth’s library is actively used by students as a study, social and exhibition/event space. Upgrade of library finishes (carpet, paint, furniture, etc.) would help to enhance this important campus hub. In addition, more space for seating and study, gathering and exhibitions, instruction, general collections, archives and support is recommended. The library would also benefit from a stronger physical presence on the campus. Today, the library is tucked away on the upper floors of Beatty Hall. Ideally, this important space would be physically and visually accessible – and more prominent – from the ground floor and the Quad.

• **The Center for Teaching and Learning (CTL) is an important campus resource in search of a new home:** Wentworth’s Center for Teaching and Learning has grown significantly in recent years, and now provides tutoring services in over 75 subjects. Now located within converted classrooms, the CTL would benefit from a larger space, private office and study areas, additional computer stations, and upgrade of finishes to provide a more welcoming environment for students. The CTL would also benefit from relocation to an easily located, high-traffic area (e.g., the library, a new campus center).

• **Improvements and additional space is needed to support the Institute’s athletics programs:** Both the condition and quantity of locker rooms, staff/coach offices and other athletic support spaces at Wentworth are issues. Athletic programs would benefit significantly from upgrade of these facilities, as well as from additional square footage for events and performances, team and general support space, and offices. Accommodating these spaces would require an additional 28,532 NSF (43,895 GSF) of athletics space.

*For additional information, please see the Non-Instructional Space Evaluation report.*

**Condition of Facilities**

As part of the Campus Master Plan, Perkins+Will led a facilities condition assessment in spring of 2008. This assessment was based on visual inspections, previous studies provided by the Institute, an infrastructure assessment and the input of facilities planning and construction staff at Wentworth.

Through the assessment, each building was evaluated according to the following criteria: configuration; accessibility; egress; exterior wall; windows and doors; mechanical/electrical/plumbing; fire alarm system; fire protection; lighting; information technology; interior finishes; and fixtures and furnishings.
DEGREE OF INVESTMENT NEEDED

Facilities Conditions Assessment Criteria

1. **Configuration**: Is the building’s general layout efficient and effective?
2. **Accessibility**: Does the building meet Americans with Disabilities Act requirements?
3. **Egress**: Does the building meet code compliance for egress in the event of a fire?
4. **Exterior Wall**: Are the building’s exterior walls in need of repair?
5. **Windows and Doors**: Are the building’s windows and doors in need of repair?
6. **Mechanical/Electrical/Plumbing**: What is the condition of the building’s MEP systems?
7. **Fire Alarm System**: Does the building have a fire alarm system?
8. **Fire Protection**: Does the building have a fire protection system?
9. **Lighting**: Does the building have adequate interior lighting?
10. **Information Technology**: Does the building have adequate information technology?
11. **Interior Finishes**: What is the condition of the building’s interior finishes?
12. **Fixtures and Furnishings**: What is the condition of the building’s fixtures and furnishings?
Facilities were then placed into three broad categories of investment need: Minor (requires no immediate or short-term improvements, in good condition), Moderate (requires a strategy for repair in the short- to mid-term, not currently critical), and Major (requires either significant repair or a short-term solution to meet current needs and expectations).

**OPPORTUNITIES AND CHALLENGES**

- **Investments are needed to upgrade Wentworth's facilities:** The condition of the facilities at Wentworth is generally serviceable, but with opportunities for improvement in terms of both performance and appearance. Many of Wentworth's facilities are in need of investment to meet programmatic needs, to improve accessibility and code compliance, and to provide an attractive and welcoming environment that speaks both to Wentworth's long history and to its mission as a school of technology.

  Although each facility will require investment over the duration of this Campus Master Plan, based on both condition and performance, the following buildings are of near-term concern: Edwards and Rodgers (a residence hall), Willson and Kingman (academic buildings), Nelson/Tansey (the athletics/recreation center), and Annex Central/South/East (academic buildings). All together, these facilities provide approximately 260,000 GSF of space.

- **Across the campus, there are significant disparities in the condition of facilities:** Within Wentworth’s facilities, there are many disparities in condition within the same building or group of buildings. In Williston Hall for example, the Student Services Suite is in good condition, but the Basic Industries Lab directly below on the ground level is in need of significant improvement.

  Cross-departmental disparities are evident as well. The Architecture Department has bright, freshly renovated space, while Industrial Design facilities and any number of Applied Mathematics and Sciences or Electronics and Mechanical labs are in various states of need.

  Professional offices also vary in terms of their condition. Offices in Williston are clearly in the best condition, while a range of other office areas – from the third floor of Ira Allen to Computer Science offices in Dobbs – have significant needs, ranging from poor building systems to too many people sharing an office.

  In terms of student housing, the student residences at 555 Huntington Avenue are clearly in the best condition, while aging Edwards and Rodgers Hall is in need of replacement.

  Wentworth has been a coeducational institution for many years, but because of its legacy as an all-male school, there are disparities in restroom facilities as well. Retrofits have created a sufficient number of women's restrooms, but in some cases, these facilities are far smaller than adjacent men’s rooms.

- **Wentworth is in need of high-quality student life spaces:** Student life facilities would benefit from upgrade, expansion, and in some cases, relocation. The social spaces in the basement of Beatty Hall are not ideal, welcoming or warm. These spaces are invisible from the Quad and hidden from first-time visitors. Meeting spaces for student clubs and
organizations are difficult to locate, undersized, and in need of improvement. Flexible space at a range of sizes is needed for campus programs and events. Wentworth would benefit from an additional café venue with extended hours that could also provide an alternate location for informal meetings. This should be located adjacent to open lounge spaces. Fitness and recreational spaces are in need of access and overall physical and functional quality improvements.

- **The Annex complex is in need of significant improvement**: The Annex complex is academic “home base” for roughly half of Wentworth’s students. Although Architecture Department facilities were recently renovated and select other spaces are in good condition, the majority of the Annex complex shows significant deferred maintenance. Circulating within the Annex is challenging due to multiple level changes and poor wayfinding. Accessibility and egress are issues as well. The building infrastructure is in need of repair, from parts of the exterior walls and windows to the building's mechanical and electrical systems. The facades of Annex North and Annex South that face the neighbors are in moderate condition. Annex East needs significant building envelope and system upgrades and improvements and does not currently foster a good working environment.

- **Willson and Kingman Halls are good candidates for replacement**: Willson Hall and Kingman Hall are small, undistinguished, two-level structures located on prime central campus real estate between Huntington Avenue and the Quad. Both have significant deficiencies in terms of condition and performance. Neither of the buildings meet ADA compliance or provide proper egress from the second floor, making them non code-compliant. Lab spaces are in need of significant upgrade and renovation, and faculty offices would be better co-located with other offices of the same department.

- **Older residence halls are good candidates for replacement or renovation**: Edwards and Rodgers is an aging, undistinguished residence hall on prime Huntington Avenue real estate. Built in 1924, the building is nearing the end of its usable life and would require investment beyond its value to remain serviceable in the long-term. The building does not meet ADA compliance nor is it code compliant. Baker Hall is another undistinguished residence hall along Huntington Avenue. Replacement of Baker Hall would provide a modern facility that would better appeal to students, enable Wentworth to provide more housing at this site, and define a more attractive “face” for Wentworth at an important campus gateway. The Vancouver and Louis Prang residence halls require renovation but could also be replaced over time.

- **Campus infrastructure investments would be needed to support facilities expansion**: In general, existing campus infrastructure has limited capacity to serve additional buildings. Within the campus core for instance, steam, chilled water and electrical systems are currently sized to allow for minimal expansion to additional campus buildings or for increased load associated with upgrades of existing buildings.
OPEN SPACE

Open spaces and paths are the glue that transforms a cluster of buildings into a cohesive campus. Wentworth’s attractive, inviting open spaces – both at the core of the campus and along its edges – are tremendous assets. In addition to its own high quality open spaces, Wentworth is within easy reach of some of Boston’s most beloved parks.

The Campus Quad (1), the Institute’s most actively used open space, is a bustling place at the heart of the campus, crisscrossed many times a day by students, faculty and staff making their way between campus destinations. Along the Parker Street edge of the Quad are three Tennis Courts and a Volleyball Pit (2). Front Lawn (3) is a formal space fronting Wentworth’s main building complex – the Institute’s “front door.” A small hardscape area near the 610 building at Huntington Avenue, Leopard Plaza (4), features a statue of the Institute’s mascot and provides a gateway to the core campus for students arriving from the Longwood T-stop or from the residence halls north of Huntington. Nearby is the Papoulidis Quad (5), a small green space between the two residence halls. Sweeney Field (6) is also part of the Institute’s open space inventory, but is fenced on all sides and appropriate only for formally scheduled sports activities. Bond Park (7) and a small Entry Green (8) along Ruggles Street see little active use but provide a gateway to the campus from the northeast end of Huntington Avenue. Two former gas station sites along Huntington are now owned by Wentworth and are being redeveloped as temporary parks (9).

The Wentworth community also benefits from close proximity to publicly-owned parks and open spaces. Evans Way Park (10), a historic entrance into the Olmsted designed Emerald Necklace park network, fronts Evans Way and Tudbury residence halls. MassART and the Isabella Stewart Gardner Museum border the park as well. Wentworth also neighbors the Back Bay Fens (11), an important and well-loved link in the Emerald Necklace. MassART Park (12), a small plaza at Huntington Avenue and Evans Way adjacent to Wentworth’s residence halls, provides a shady meeting or resting space for students from both institutions. Just behind Wentworth’s Parker Street lots is the Southwest Corridor Park (13), a 4.7 mile linear park that connects Boston’s Back Bay to the Forest Hills area of Jamaica Plain along land that was once intended as a highway.

Wentworth maintains both Evans Way Park and MassART Park. When restoration work on the Muddy River is complete, Wentworth students will help to replace a footbridge, assisting with design and construction.

OPPORTUNITIES AND CHALLENGES

- **Buildings are underconnected to the Quad:** Although window views from buildings lining the quad are attractive, from the Quad itself the connection to interior spaces is weaker than it could be. The 2nd floor dining hall in Beatty Hall, for instance, offers large windows with spectacular views onto the campus’s most important open space. But from the Quad, the lively bustle of students eating, exercising, attending classes and more is hidden from view.

- **Campus open spaces could be used more intensively:** In good weather, the Quad is used for passive recreation. Graduations are held here under a tent. Primarily, however, the Quad is a pass-through space with few formal places to stop and linger. Improvements to
OPEN SPACE IN AND AROUND WENTWORTH

CAMPUS OPEN SPACES AND PLAZAS
CAMPUS PLAYING FIELDS/COURTS
OTHER NEARBY OPEN SPACES
the Quad could help the Institute use this tremendous resource more intensively by providing places that invite students to sit, study, dine, relax, and more.

Large lawns can be rare treasures in an urban environment, but Ruggles Lawn sees little use. Except as a pass-through route between the main building complex and the Museum of Fine Arts T-stop, or between the campus and destinations to the south and east, the lawn is rarely utilized.

Evans Way Park is also an open space resource for Wentworth, as well as a front lawn for MassART and the Isabella Stewart Gardner Museum. Though active use is limited by the City’s commitment to preserving this space as a passive park and a historic asset, Wentworth and its neighbors might investigate opportunities for non-intensive programming.

• **Open spaces could be better connected, more visible and more permeable:** The connection between formal Front Lawn and the bustling heart of the campus – the Quad – is tenuous, as are connections between the Quad and Leopard Plaza, and between Leopard Plaza and Evans Way Park. Although the Quad is Wentworth’s most active and imageable open space, it is nearly invisible from Huntington Avenue, Ruggles Street and Ward Street. From Parker Street, access to and views of the Quad are blocked by tennis courts. Campus enhancements could help to better link open spaces, and strengthen these important places as a more visible and accessible part of the Wentworth experience.

**GETTING AROUND CAMPUS**

Wentworth is a walking campus: small, compact, and scaled for people rather than cars. **The Pike** is Wentworth’s primary circulation spine, a path heavily traveled by students, faculty staff and visitors as they make their way through the campus. Beginning at the Annex complex, the Pike crosses Parker Street and extends along the Quad before passing Kingman and Willson Halls, parking areas, and a chain link fence that marks the edge of the MWRA headworks facility. The Pike continues across Huntington Avenue past Wentworth residence halls, and then travels on as part of the Colleges of the Fenway Walk – a route connecting the six CoF institutions.

In the **main building complex**, internal connections between buildings allow one to weave through much of the campus without stepping outside: Willson, Kingman, the Power Plant, Rubenstein, Williston, Wentworth, Dobbs and Watson Halls are all connected. The **Annex complex** – consisting of the Annex North, Annex Central, Annex South and Annex East – also provides internal connections between buildings.
**OPPORTUNITIES AND CHALLENGES**

- **Street crossings at Huntington Avenue, Parker Street and Ruggles Street can be challenging:** City streets connect the Institute to its wealth of neighbors and to the heart of Boston, but they can also act as barriers between different parts of campus. Heavy traffic on Parker Street, Ruggles Street and especially Huntington Avenue (Route 9) can make traveling between campus facilities a challenge. The recent addition of two patterned crosswalks on Parker Street, each stamped in the Institute’s school colors, extend the Pike to the Annex complex and the Ira Allen building while providing a safer crossing between facilities on either side of the street. Crossing Ruggles Street remains challenging, even with the help of traffic lights at both the Huntington Avenue and Parker Street intersections. Huntington Avenue crossings are limited to four crosswalks, and a wrought iron fence along the T-tracks prevents additional connectivity across the busy road. A break in the fence and median in front of the District 5 fire station, which allows fire trucks to turn right or left onto Huntington, does eliminate physical barriers for pedestrian crossings. But though this route is sometimes used by students, it is not safe or appropriately signalized for pedestrians.

- **The main pedestrian route through campus, the Pike, could be enhanced:** The Pike is very heavily used by both the Wentworth and MassART communities but does not provide an optimally welcoming or attractive pedestrian experience. For instance, while the stretch of the Pike between Leopard Plaza and Beatty Hall could celebrate Wentworth’s identity as a school of both history and innovation, pedestrians are flanked on one side by parking lots and on the other by a chain link fence that separates the Wentworth campus from the sometimes odiferous MWRA headworks facility.

- **From the Institute’s “front door” on Ruggles Street, there is no direct path to the Quad or campus center:** Ideally, a campus provides a direct and intuitive route between its main entrance and the place that constitutes its heart or hub - often a quad or campus center. The aim is to put your best face forward, drawing guests and visitors quickly into lively and active spaces that showcase the institution and its students. In the Institute’s case, this would mean a direct path between the Ruggles Lawn entrance to Wentworth Hall and the Quad. Arches on the Quad-side of Wentworth Hall indicate that this connection was part of the original intent of the building. Today, however, navigating from Wentworth’s main entrance to the Quad and Beatty Hall requires traveling a winding, multi-floor route through several buildings – a confusing experience for visitors and guests.

- **For prospective students and other guests, the Wentworth experience begins in West Lot – disconnected from the best of the campus:** A parking attendant provides a warm welcome once one has reached West Lot, but service areas along the edges of the main building complex and circuitous routes between the parking lot and...
Admissions hide Wentworth’s most attractive and imageable spaces from prospective students and their families, as well as from other guests. Visitors should be greeted with attractive views into the campus, and direct routes to Admissions and the Quad.

- **Circulation within the Annex complex is problematic:** Level changes between buildings within the Annex complex are a significant accessibility challenge, as is moving between floors within the complex’s buildings. In addition, the long, winding path to Annex East is isolating to departments within that building and a frustration for students who must frequently move large projects and unwieldy supplies.

## GETTING TO AND FROM CAMPUS

### Arriving by Car: Parking and Vehicular Circulation

Wentworth has sufficient parking to meet current needs. As the Institute has become an increasingly residential campus and as gas prices have fluctuated, on-campus parking demand among faculty, staff and students has fallen in spite of permit prices that are well below that of neighboring institutions. Today, the Institute has 1,163 parking spaces in nine parking lots. The Institute leases 336 of these spaces to MASCO (Medical Academic and Scientific Community Organization) for use by institutions in the neighboring Longwood Medical Area, and maintains 79 spaces for use by residents of Mission Main and Alice Heyward Taylor residential developments. Free use of the Institute parking facilities is also provided to visitors of the Greek Orthodox Cathedral on Sundays and for special events. The Institute sold 884 parking permits to campus affiliates in spring semester of 2008, down from 1,267 permits in spring of 1999. Wentworth estimates its own future demand for on-campus parking at 600–800 spaces, but these numbers could be further reduced by policies that strongly encourage biking, walking and transit use over driving.

### PARKING AT WENTWORTH

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### OPPORTUNITIES AND CHALLENGES

- **Parking for visitors and guests should be easy to locate and provide a welcoming experience:** Most guests and prospective students traveling to the Institute from outside of the city will approach the campus via Huntington Avenue but prominent gateways to the campus – and visible signage to direct visitors – are lacking. This results in a confusing arrival experience. Those traveling westbound from the core of Boston to the Institute’s main entrance and visitor lot, for instance, need to turn left onto Parker Street...
PARKING AT WENTWORTH
before the campus is within view since left turns onto Ruggles from Huntington are not permitted. Due to a lack of signage and visual cues, however, many visitors will pass the campus by and continue on Huntington for blocks in search of a turnaround.

- **Left turns from West Lot onto Ruggles Street are problematic:** West Lot’s 199 spaces are heavily used by faculty, staff and visitors. Rush hour traffic volumes on Ruggles Street, however, can make heading from West Lot to Huntington Avenue challenging and dangerous, prolonging departure times.

- **Providing additional incentives for students, faculty, staff and visitors to leave their cars at home would benefit the Wentworth campus:** Currently, Wentworth provides a transit pass subsidy of up to $60 a month for faculty and staff who opt not to purchase parking permits. The Institute also participates in the Medical, Academic and Scientific Community Organization (MASCO) CommuteWorks program, which offers incentives to employees for walking, biking or using transit, including use of their shuttle service to JFK/UMass and Harvard Square MBTA Stations. Bolstering incentives for student and employee use of alternative modes of transportation – and providing disincentives for driving and parking – could improve the Institute’s energy performance and enable Wentworth to use less of its valuable land for car storage.

### Beyond the Car: A Campus of Many Modes and Edges

The Wentworth campus is just steps from two Green Line T-stops (Longwood and Museum of Fine Arts), a short walk from two Orange Line stops (Roxbury Crossing and the Ruggles T/Commuter rail station) and conveniently located along ten major MBTA bus routes. The Medical, Academic and Scientific Community Organization (MASCO), of which the Institute is a member, provides shuttle service between area destinations and offers incentives for leaving one’s car at home. Cyclists can reach the campus via the Southwest Corridor Park commuter bike path, which extends from Boston’s Back Bay to the Forest Hills area of Jamaica Plan and provides many transit connections along the way. In addition, many destinations (e.g., the Back Bay Fens, the stores and movie theatre at the Landmark Center, the shops at Brigham Circle) are within easy walking distance. Walking, biking and transit are all convenient and effective ways to get to and from the campus.

Throughout the master planning process, faculty, staff, students and neighbors expressed their desire to see enhancements along the edges of the campus – improvements that would support a more welcoming, walkable and permeable environment.

### OPPORTUNITIES AND CHALLENGES

- **The campus would benefit from more permeable edges:** Much of the Wentworth campus is focused inward, with many of the Institute’s most imageable and attractive spaces tucked out of sight from the edges of the campus. New development and landscape improvements could provide welcoming views and access points into the campus.
• **Ward Street, now a “back door” to the campus, is in need of enhancements:**
  Parking and service areas behind Beatty Hall create a look and feel along Ward Street that stands counter to Wentworth’s commitment to its neighborhood. Landscape and screening improvements would make Ward Street a more inviting place to be. The recent removal an old wrought iron fence is an important first step.

• **Parker Street has great potential:**
  Within just blocks, Parker Street travels past Northeastern University, the Greek Orthodox Cathedral of the Annunciation and the Wentworth campus. A significant mixed-use development on Parcel 25 will soon place offices, housing and open space between the Institute’s Parker Street parking lots and the Roxbury Crossing T-stop. Improvements such as the Institute’s new crosswalks are helping to make Parker Street a safer, more welcoming place to walk, but additional enhancements could help activate and improve the area between the Annex complex and the Parker Street lots, and better connect what is sometimes thought of as the remote “back 40” to the campus core just half a block away. Currently, Parker Street accommodates two travel lanes and two parking lines. The street’s dimensions make this something of a tight squeeze – particularly in snowy conditions – but the relatively narrow width strengthens the street’s potential to provide a more intimately scaled, pedestrian-friendly environment. Concerns about long-term parking along Parker by area students could be addressed through meters.

**UNDERUTILIZED LAND**

On Wentworth-owned land between Ruggles and Ward Street, developing at heights that are sensitive to the existing campus and its surroundings and at densities that leave room for open space, Wentworth could accommodate an additional 600,000–700,000 GSF of development. Overall, Wentworth could accommodate an additional 1.2 to 1.7 million GSF of growth on campus-owned land. That level of additional capacity, for an institution committed to modest growth and maintaining a small-college environment, means that Wentworth can accommodate several generations worth of facilities growth and still have space to spare.

The Wentworth campus is located in a rapidly evolving urban neighborhood, where available land is increasingly scarce. Unlike most institutions in its vicinity, Wentworth has ample land on which to accommodate not just its own growth but, potentially, some of the needs of other entities as well. Opportunities for more intensive use of campus land include: Parker, Mindoro and Halleck – the **Parker Street Parking Lots (1)**; the **Warehouse (2)**; two former gas station sites (3) (4) on Huntington Avenue; **Kingman and Willson Halls (5)**, two small, aging academic buildings located in key sites on the campus Quad; **West Lot (6)**, the **Annex Lot (7)** and other parking areas; the **Quad tennis courts (8)** along Parker Street; a small Wentworth-owned green space at Huntington and Ruggles along with the **District Five**
fire station (9), which could be relocated nearby; the aged Edwards and Rodgers (10) residence hall, also occupying important frontage along Huntington Avenue; and Sweeney Field (11), perhaps the campus’s most valuable real estate.

OPPORTUNITY AREAS

OPPORTUNITIES AND CHALLENGES

- **Underutilized land provides opportunities for generating revenue to fund campus investments:** Wentworth is an institution of modest means, significant capital needs and ample land. Development partnerships such as land leases – in which an institution or company would pay Wentworth for the right to develop on the Institute’s land, with the land fully reverting back to Wentworth after many decades – provide a tremendous economic opportunity for Wentworth. In investigating development partnerships, the Institute would want to consider:
  > **Appropriate locations** for joint or non-Wentworth development; for instance, areas at campus edges rather than the campus core.
  > Compatibility between **potential uses** of the site and the Institute’s mission and goals.
  > Expectations for building and site **designs**, to ensure that new development meets goals for both campus and edges.
  > Extent of **economic opportunity** that a new development would pose (e.g., development partnerships should maximize the Institute’s ability to complete costly campus enhancement and renewal projects).
• **Space sharing could address needs both for Wentworth and other institutions:** Wentworth already shares space resources with nearby institutions. For instance, Wentworth’s parking spaces serve the Institute, MASCO and the Greek Orthodox Cathedral of the Annunciation; a fitness center in the basement of Beatty Hall serves students from Wentworth, MassART and Massachusetts College of Pharmacy and Health Sciences (MCPHS); Wentworth and MassART students eat daily at either institution’s dining hall; and sports teams at Northeastern University use Sweeney Field while Wentworth’s hockey team uses Northeastern’s Matthews Arena. Wentworth also shares space in its residence halls: in fall 2008, Wentworth leased 173 beds to MCPHS and Emmanuel College students. Additional opportunities for sharing space (e.g., shared residence halls, intramural facilities, health centers, counseling centers, or even instructional spaces) could help area institutions address common needs at more manageable costs; maximize use of scarce land resources; and enable each institution’s students to benefit from the proximity of other nearby students engaged in different areas of study.

• **Replacement of low, aging buildings at the core of the campus would help the Institute make more efficient use of campus land:** Kingman and Wilson Halls, collectively providing just 21,000 GSF in two-story buildings in spite of prime locations on the Quad, are aging structures housing outdated labs and experiencing significant code and performance problems. Edwards and Rodgers is an 85-year-old residence hall that is reaching the end of its usable life. Redeveloping these sites provides opportunities for new, modern facilities that could meet programmatic needs and make more intensive use of scarce campus land.

• **Surface parking lots are optimal sites for new development:** Currently, Wentworth has more parking spaces than are necessary to accommodate campus parking needs, and the demand for parking is likely to continue decreasing over time. Reducing the Institute’s supply of surface parking advances Wentworth’s commitment to sustainability by encouraging alternative transportation and reducing run-off from large paved areas. Further, surface parking lots are poor neighbors – unattractive places to walk near, and the source of safety concerns among faculty, staff, students and neighbors. Wentworth will always need some parking to accommodate faculty and staff arriving from afar, visitors and guests, and students who are commuting from family homes or co-ops not accessible via transit. Many of the campus’s surface parking areas, however, provide optimal sites for new buildings, open space and more. Over time, minimizing the amount of space devoted to surface parking would provide the Institute with opportunities to use its land in ways that better contribute to the campus and neighborhood.

• **Relocation of Sweeney Field provides an opportunity to improve this facility and make more intensive use of a key Huntington Avenue location:** Sweeney Field is in a prime location at an important “crossroads” between multiple institutions and neighborhoods. Occupying key frontage on the Avenue of the Arts, across from the newly renovated Museum of Fine Arts and a Green Line trolley stop, the field is undersized, can accommodate only a limited range of sports, and is often mistaken for a Northeastern facility. It is also due to be returfed. Relocating the field would enable the Institute to address field size deficiencies and to accommodate additional sports, while leveraging opportunities at the Huntington Avenue site. Redevelopment of the site that could provide a more visible urban presence for Wentworth, generate revenue needed for campus enhancements, and better connect Wentworth’s “front door” to Huntington Avenue.
Vision for the Wentworth Campus

MASTER PLAN VISION

The Wentworth Campus Vision Plan emerged from an extensive needs assessment, an investigation of opportunities, and the active participation of the Wentworth community and its many residential and institutional neighbors. The Campus Vision Plan outlines the Institute’s long-range and near-term goals and aspirations for its campus, and provides a “road map” that will guide campus investments and enhancements in the decades to come. The plan is focused on six major themes: strengthening the core, improving surrounding streets, showcasing Wentworth along Huntington Avenue, giving new life to aging facilities, providing a high quality open space network, and leveraging opportunities for campus land holdings.

Campus Master Plan Principles

The foundation of this plan is a set of principles guiding how the campus should grow and change over time. The Campus Master Plan Principles emerged from the planning team’s site, space and facility assessments; an all-campus Kick-Off Event, aimed at identifying issues and opportunities; a dozen vision plans developed by faculty, staff and students at a campus Workshop and Charrette; and a Neighborhood Meeting in which participants from the broader community identified opportunities and concerns pertaining to the campus and its edges. The Campus Master Plan Principles provide a “checklist” for what the Campus Master Plan should accomplish.

• Meet needs for new and existing facilities.
• Explore opportunities for development partnerships that could advance programmatic or revenue goals.
• Use new development and campus improvements to strengthen the image the Institute projects internally and to the broader world.
• Identify a rational land use strategy to guide new growth and other campus improvements.
• Make campus edges and access points as inviting, as attractive and as permeable as possible.
• Improve circulation and pedestrian connections to, through and along the edges of campus.
• Provide a strategy for addressing the transportation needs of staff, faculty, students, guests and prospective students.
CAMPUS VISION PLAN

**Give new life to aging facilities**
- Phased renovation of existing facilities
- Enhancement of the campus as a hands-on learning tool

**Provide a quality open space network**
- New and enhanced signature open spaces
- Wall of Innovation
- Welcoming paths to the Quad

**Leverage opportunities for campus-owned land**
- Development that brings programmatic and economic benefits

**Showcase Wentworth along Huntington Avenue**
- Distinctive new academic and residence hall facilities
- Glassy facades that showcase activity and broadcast Wentworth’s identity

**Improve surrounding streets**
- New student life and academic facilities along Parker Street
- Relocated athletic facilities with parking below
- Streetscape and open space improvements

**Strengthen the Campus Core**
- New Campus Center
- New and improved open spaces
- New academic facilities
- Enhancements to athletics and recreation building
VISION PLAN PROJECTS

A  Campus Center
B  Parker Street Green
C  Nelson Recreation Center
D  Quad Academic Building
E  Wentworth Hall Pass-Through
F  Rubenstein Hall Pass-Through
G  Ira Allen Addition
H  Annex Addition
I  Annex East
J  New Sweeney Field
K  Long-Term Development Site
L  Streetscape Improvements
M  Huntington/Prang Residence Hall
N  Huntington/Ward Residence Hall
O  Live-Learn Residence Hall
P  Huntington Avenue Academic Building
Q  Interactive Power Plant
R  Innovation Courtyard
S  Wall of Innovation
T  Huntington-Ruggles Development Site

EXISTING CAMPUSS BUILDING
FUTURE CAMPUSS FACILITY
PROPOSED FUTURE PROJECT
CAMPUSS BOUNDARY
**Strengthening the Core of the Wentworth Campus: Improvements around the Quad**

Improvements in and around the Quad will strengthen this area as the hub of the Wentworth campus.

A new **Campus Center (A)** will enable Wentworth to better meet the student life needs of a campus that now bustles with students 24 hours a day, 7 days a week and 12 months a year. Housing a rich array of active spaces such as a café, a late-night venue, a climbing wall, student activities offices, lounge space and more, the new building will be located at the very heart of the campus – along the Quad – while helping to generate activity and an attractive, more lively Wentworth presence along Parker Street.

The Campus Center will better connect the Annex complex and Ira Allen building across Parker Street to the heart of the Wentworth campus – a connection currently weakened by the high-fenced tennis courts. A green space fronting Parker Street, **Parker Street Green (B)**, will provide a new outdoor place for members of the Wentworth community and the broader neighborhood to enjoy. A rich array of places to study, gather, participate in campus events or just hang out will improve the student experience at Wentworth and provide a compelling reason for students to remain on campus during nights and weekends. Tennis courts will be relocated to the Halleck Street parking lot (details below).

The Campus Center will be designed to maximize transparency, showcasing the activity within. It will enhance visual and perceptual connections across the campus, bridging the divide between the core areas and the facilities east of Parker Street. It will have many physical links between indoor and outdoor spaces, enabling activities such as dining and studying to spill out into the Quad or Parker Street Green in warm weather. The Campus Center will provide an amenity that will help keep Wentworth competitive, while enriching the experience of those who are already a part of the Wentworth community.

A passageway to Watson Hall will connect the new Campus Center to student health services, counseling services and the campus’s largest event space.

Wentworth’s student life facilities will be further improved by renovations and a small addition at the **Nelson Recreation Center (C)**. Aging and insufficient locker rooms, restrooms and coaching areas will be improved and expanded. An underground or above ground connector to the new Campus Center may be provided.
Wentworth’s neighbors – residents of Mission Hill and the Fenway, area institutions and community organizations, along with elected officials and city staff – have participated in the master planning process from the beginning. Before developing its campus plan, the Institute brought campus leadership together with residents from Mission Hill and the Fenway for an open meeting at the Mission Church Parish Center. Working in small groups, participants discussed campus needs and goals; neighborhood needs and goals; and opportunities to advance common goals. A second neighborhood meeting near the end of master planning process provided an opportunity for the public to view and comment on draft plans for the campus. Throughout the process, the Institute’s Community Task Force met regularly, voicing neighborhood aspirations and concerns and providing input as the plan took shape. The following goals, distilled from outcomes of the first neighborhood meeting and vetted by the Community Task Force, focus on how the evolution of the Wentworth campus could contribute to the strength of the neighborhood.

- House as many Wentworth students on campus as feasible to minimize the impact of students living in the Mission Hill neighborhood
- Improve campus edges and eliminate neighborhood-facing “back doors”
- Improve pedestrian connections, particularly to campus open spaces
- Promote a shared, walkable and active mixed-use environment along all edges, including Huntington Avenue
- Help support positive local development (e.g., along Huntington, at Parcel 25)
- Participate in neighborhood stability
Across the Quad from the new Campus Center, a new **Quad Academic Building (D)** will, in the future, replace small, aging 1- and 2-story Kingman and Willson Halls with a distinguished state-of-the-art academic facility.

The Quad itself, a wonderful space that can be hard to find for those unfamiliar with the circuitous routes through the main building complex, will be made more accessible and prominent through new, more direct connections that can bring guests and visitors directly to the heart of the Wentworth campus. Modifications to Wentworth Hall – the **Wentworth Hall Pass-Through (E)** – will enable pedestrians to travel from Wentworth’s “front door” on Ruggles Street straight through the building and into the Quad behind. The **Rubenstein Hall Pass-Through (F)** – a glassy new ground-floor breezeway – will provide a direct connection from a smaller West Lot into the Quad.

These improvements will strengthen the Quad as a campus crossroads, and as an iconic space where members of the Wentworth community come together in work and play.

**Improvements along Parker and Ward Streets**

Parker and Ward Streets, which have long felt like back ends to the campus, will become more welcoming places for both campus affiliates and the broader community.

The Campus Center and Parker Street Green (described above) will draw new activity to the Parker Street edge of the campus. With its glassy walls and windows, the Campus Center will serve as a beacon during evening hours, brightening what can now be an uncomfortably dark edge of campus. The new Parker Street Green will be an inviting place to toss a Frisbee, to enjoy a snack, or simply to relax with friends.

The **Ira Allen Addition (G)** will add new space at the back of the building, currently home to most of Wentworth’s math and science facilities. The addition will resolve accessibility and circulation problems within the existing building and provide new state-of-the-art labs. Outdated Biology and Chemistry labs now located in Willson Hall will be replaced within the Ira Allen addition, consolidating all facilities for the Applied Mathematics and Sciences Department – and all facilities requiring special ventilation - within a single building. New labs needed to support Wentworth’s emerging Biomedical Engineering program will also be located within the facility. The addition will enable Wentworth to decommission problematic Willson Hall. The top floor of the addition could be designed to accommodate greenhouses – a true “green roof” that could provide a living laboratory for Wentworth’s students.
Demolition of the now idle Annex Power Plant will enable construction of an **Annex Addition (H)** behind Annex Central. This addition will help accommodate the significant recent growth in Wentworth’s design and construction management programs, all currently housed within the Annex. The addition would also enable Wentworth to provide purpose-built space for these programs – programs that have been working hard to provide high caliber training in facilities designed for far different uses. In the longer term, demolition of Annex Central and the construction of a new **Annex East (I)** connecting Annex North, South, and the Annex Addition will provide additional purpose-built space, along with a new Annex Courtyard. These improvements will also address ADA deficiencies throughout the Annex complex.

The improvements to Ira Allen and the Annex complex will be accompanied by aesthetic improvements to the rear of these buildings along Annunciation Road.

The most dramatic transformation along Wentworth’s stretch of Parker Street, however, will be the relocation of Sweeney Field from Huntington Avenue at Ruggles Street to the Parker Lot at Parker and Station Streets. **Relocated Sweeney Field (J)** will provide a friendlier, greener use for an area that is now a large expanse of surface parking, and is often regarded as an eyesore and safety concern for both the campus community and its neighbors. Space constraints at the field’s current Huntington Avenue site forced Wentworth to build Sweeney at a smaller size than regulations require. The new location, however, will permit a full-size field close to indoor athletic facilities in Nelson Recreation Center, and has the potential to accommodate additional amenities such as a running track. Parking on the existing Parker Lot will be replaced below the field. If feasible, the old brewery buildings currently located on the site could be reused as support facilities for the athletic program. With the construction of the Campus Center (see above), the **Tennis Courts** will be relocated to this area as well, reducing the size of adjacent Halleck Lot and co-locating Wentworth’s outdoor athletic facilities. While today Wentworth has only three tennis courts, relocation will enable the Institute to provide six courts – enough to host a meet.

In the coming years, the Mindoro Lot and the remainder of the Halleck Lot will continue to provide surface parking, particularly as new facilities and green spaces significantly reduce the size of surface parking lots in other parts of the campus. In the long term, however, with the closure
Enlivened Parker Street will be supported by *streetscape improvements* (L) such as landscaping, decorative lighting and street furniture, which will buffer sidewalks from surface parking lots and make Parker Street more inviting. On Nelson Recreation Center’s Parker Street edge, now a blank wall, brick panels could be replaced with glass, providing more visibility into and out from the building. These improvements will strengthen Parker Street as a safe, active place to be.

Ward Street will also be enhanced through streetscape improvements, with new landscaped buffers screening service areas behind Beatty Hall and Nelson Recreation Center. A new landscaped path will provide a welcoming route between Ward Street, the relocated athletic facilities on Parker Street, and the Quad.

But Wentworth’s investments along Ward and Parker will be just one piece of this area’s transformation. Just beyond the Wentworth campus, a new development planned by Mission Hill Neighborhood Housing Services at Roxbury Crossing will add housing, office space and more at the Parcel 25 site. This significant project, along with the improvements planned by Wentworth, will help to transform Parker Street from what has long been treated as a “back edge” into a vibrant mixed-use street.

**Showcasing Wentworth along Huntington**

New facilities along Huntington Avenue, the Avenue of the Arts, will enable Wentworth to showcase its mission, its students and its dynamism to the city of Boston and beyond.

On the north side of Huntington at Louis Prang Street, on the site of a former gas station, a new Huntington/Prang Residence Hall (M) will provide attractive new housing for upperclassmen within Wentworth’s primary student housing district. This facility could house only Wentworth students, or it could serve other Colleges of the Fenway students as well, building on Wentworth’s tradition of providing space for students from neighboring institutions within its residence halls. This project will enable Wentworth to house more of its students on campus, where they can contribute to the “critical mass” needed to strengthen Wentworth as the center of students’ weekend and evening lives, as well as their academic worlds.
Currently, there are just four properties on the block bounded by Huntington Avenue, Evans Way, Vancouver Street and Louis Prang that are not owned by Wentworth. Should these properties come to be owned by Wentworth, the provision of additional campus-related housing in this area would be possible.

On the south side of Huntington, at Ward Street, aging Baker Hall and an area once occupied by another gas station will become the site of a new Huntington/Ward Street Residence Hall (N). As a campus gateway, the first element of Wentworth people will see when traveling down Huntington from the west, this building provides an opportunity for the Institute to make a bold statement about Wentworth’s presence along the Avenue of the Arts. The residence hall will also help support this area as a growing student housing district for both MassART and Wentworth.

A third new residence hall, the Live-Learn Residence Hall (O), will replace Edwards and Rodgers, an old residential building that is nearing the end of its serviceable life. Located just to the east of a residence hall currently planned by MassART, the facility will enable Wentworth to house additional students on campus within modern, competitive, amenity-rich space. On its first several floors, the building could also provide a home for classrooms, offices and studios. Its proximity to both academic and residential buildings will make the Live-Learn Residence Hall an ideal place for both student housing and academic space.

A new Huntington Avenue Academic Building (P) near Ruggles Street could provide additional instructional and office space in the campus core. Built on a site that is now partially occupied by a District 5 fire station, it would also incorporate a new fire facility, and would need to be carefully designed and constructed in close cooperation with the City. A portion of the glassy first floor of this mixed-use building could serve as a “billboard” for Wentworth, showcasing the active learning within.
Today, Wentworth maintains a relatively low profile along Huntington. One could pass the Institute by without realizing one is in the midst of a campus – a campus that houses tremendous energy and creativity. New facilities along Huntington Avenue provide an opportunity for Wentworth to address near- and long-term space needs, as well as to claim a more prominent place along the Avenue of the Arts.

**New Life for Aging Facilities**

The Vision Plan for Wentworth identifies new facilities to accommodate current and future space needs. At the core of the Vision Plan, however, is **phased renovation of Wentworth’s existing facilities**, many of which will require significant investment to improve both appearance and functionality.

Across the campus, building modernization will be a means to: upgrade outdated instructional spaces – a critical issue for an institution of technology; address accessibility shortfalls; update aging systems; mitigate gender equity issues in restroom facilities; and provide a fresh look for facilities that appear tired and worn.

Because the needs are significant and resources such as swing space and dollars are limited, renovations cannot happen all at once. Renovations across buildings – and sometimes within a building – will be phased, allowing Wentworth to make strategic decisions about how much can be renovated at a given time, and which spaces should be targeted first. Over time, however, each of Wentworth’s buildings will be renovated, enabling these facilities to serve a new generation of the Institute’s students.

One unique renovation that will provide tremendous benefits to Wentworth is enhancement of the **Power Plant (Q)** as a hand-on learning resource. Today, passersby can view the Institute’s cogeneration facilities through large glass windows that line building corridors within the main academic complex – an amenity that reinforces Wentworth’s identity as a school of technology and practical education. Modifications to the plant will build on this distinctive asset by: expanding the size of windows to make the machinery within as visible as is feasible; color-coding machinery within the plant to highlight each piece of equipment; and providing explanatory signs that identify the equipment displayed within, describe how the facility operates, and provide information on the benefits of cogeneration over traditional approaches to energy production. Dashboarding software interfaces that track Wentworth’s energy performance will be prominently displayed here as well.
Open Space Network

The Wentworth campus will benefit from improvements to the Quad and the evolution of Wentworth’s own version of the Emerald Necklace – a series of green spaces and courtyards extending along the Pike from the Annex complex through the campus and across Huntington Avenue to MassART Park, Evans Way Park and the Back Bay Fens. A second “strand” in the necklace will connect the Front Lawn on Ruggles Street to the Quad through the Wentworth Hall Pass-Through described above.

A new Innovation Courtyard (R) along the Huntington Avenue end of the Pike will transform a portion of West Lot into a green space framed by new academic and residence hall buildings. Accessible from both Huntington Avenue and Leopard Plaza, Innovation Courtyard will bustle with both Wentworth and MassART students as they pass many times daily on their way to classes, residence halls, dining halls, and student life facilities. Sculptures, interactive art, and playful-but-practical furnishings could mark the courtyard as a unique and shared space.

Connecting Innovation Courtyard to the Quad will be the Wall of Innovation (S), which will replace the chain link fence dividing the MWRA property from the Wentworth campus. Through LCD screens, murals, interactive exhibits or other means, the Wall of Innovation will showcase the Institute’s tradition of hands-on learning and practical innovation in the design and technology fields – and transform the Pike into an iconic space for Wentworth.

Landscape improvements associated with the Campus Center project will strengthen the Quad as an “outdoor room” – not just a place to travel through, but an inviting place to stay and enjoy. The Rubenstein Hall and Wentworth Pass-Throughs described above will help to draw the Quad into the forefront of the Wentworth experience.

The Parker Street Lawn and Annex Quad, also described above, will complete the links in the Institute’s chain of green space.

Leveraging Opportunities – Sweeney Field Site

The large triangular site along Huntington Avenue at Ruggles Street (T), currently occupied by Sweeney Field, is likely the most valuable land the campus holds. With the relocation of Sweeney to the Parker Street Lot (see above), Wentworth has the opportunity to investigate new opportunities for this important site. Adjacent to the Museum of Fine Arts,
Northeastern University, and Wentworth’s formal “front door,” with the hospitals and laboratories of the Longwood Medical and Academic Area (LMA) just blocks away, the site is truly at an institutional crossroads.

Through a special study, Wentworth will investigate the potential of this site to accommodate a research and development facility. Such a facility poses a tremendous opportunity for Wentworth.

Research facilities – which would benefit from close proximity to the LMA, LMA shuttle routes, and MBTA Orange Line, Green Line and Commuter Rail service – could provide students with invaluable co-operative education opportunities, as well as the potential for permanent positions following graduation.

In addition, private development on this site would provide the Institute with the funds it needs to move forward with much-needed investments in existing facilities, as well as with construction of the new academic, residence hall, and student life facilities that will help keep Wentworth competitive.

Ideally, development on this site will be part of a long-term lease arrangement, with Wentworth retaining ownership of the land. Wentworth may also preserve a portion of the site – or a portion of a building constructed on the site – for campus uses. Development should be responsive to context, appropriate in scale and massing, and seek to advance a pedestrian-friendly environment in the area.

In the coming years, through investments in existing assets, new facilities and open spaces, Wentworth will build on its many strengths to enhance its campus as a place to learn, live, work and visit.

ADDRESSING ACADEMIC SPACE NEEDS

High-quality, up-to-date instructional spaces that reflect current pedagogy and support the academic mission of the Institute and its programs are absolutely essential. As an institution of higher education, Wentworth will continue to make the upgrade of academic space a priority.

Additional work is needed to identify the appropriate sequence and scope for enhancements to instructional spaces. The Instructional Space Utilization Analysis undertaken as part of the master planning process can serve as a launching point for

Modernization of outdated lab facilities, like the Basic Industries Lab, will be an important near-term step for Wentworth.
optimizing classrooms, labs and studios. The following goals will help guide decision-making:

- Outdated and ill-suited classrooms should be renovated to meet curricular needs. Specialized instructional spaces should be outfitted to support a hands-on approach to learning that prepares students for what they will encounter in the workplace. Furniture should be flexible and accommodate laptop use.

- A room-by-room investigation of very high use and very low use classrooms, labs and studios should be undertaken to identify: spaces that could be used more intensively; spaces that could be shared across departments; and spaces that are used too intensively and should be expanded, duplicated or made to accommodate additional sections.

- As renovations occur, rooms should be “right-sized” to better reflect the size of the classes taught within.

- Wentworth should seek to use a more standardized approach to scheduling (e.g., increased use of standard scheduling blocks) so that the Institute can make more efficient use of its instructional spaces.

- New labs and studios should be provided where needed to support curricular growth and expansion identified within strategic and academic plans. In some cases, particularly in the short-term, it may be possible to share specialized spaces with other Colleges of the Fenway institutions.

- To the extent possible, specialized spaces associated with particular disciplines should be located close to one another.

- Wentworth should seek to provide a “headquarters” for each of its academic departments – a space that co-locates faculty and administrative offices; a reception area; a common area and/or conference area that enables faculty, staff and students to gather, meet and work collaboratively; and support facilities such as storage space, copiers and mailboxes. Headquarters should provide a sense of arrival and showcase the department’s distinctive curricular mission. Over time, Wentworth should seek to provide private offices for faculty members.

- Both the Library and the Center for Teaching and Learning (CTL) should be equipped with adequate space to support individual study and group work. If possible, these resources should be co-located.

- Over time, technology should become a more pervasive presence at Wentworth, both within and outside of instructional spaces. Wentworth should seek to infuse the campus with opportunities for informal learning and discovery.
PARKING AND TRANSPORTATION STRATEGY

Of Wentworth’s 1,163 parking spaces, approximately 300 will be lost through the development of Sweeney Field, the additions at Ira Allen and the Annex, the creation of a Ward Street path to Beatty Hall, and the relocation of the tennis courts to the Halleck Lot. In the long-term, Wentworth may eliminate as many as 200 more spaces through additional development at the Parker Street lots and at West Lot. Approximately 650 parking spaces would remain.

The reduction in parking spaces called for in this plan will bring important benefits to Wentworth. Land now occupied by cars will be used to accommodate new green spaces and playing fields, student housing and academic buildings, and facilities that will generate needed revenue for funding campus improvements. These changes will strengthen the Wentworth campus as an attractive, people-centered, pedestrian-friendly place. Sustainability benefits include emission reductions and a decrease in the harmful stormwater run-off generated by large surface parking areas.

But the Institute’s ability to reduce its parking supply depends in part on a coordinated transportation strategy that enables and encourages members of the campus community to choose not to bring a car to Wentworth. Convenient access to multiple Green Line and Orange Line MBTA stops, commuter rail and bus service, and the southwest corridor park – as well as proximity to nearby residential areas – make it possible for many Institute affiliates to bike, walk, or ride public transit to campus.

Wentworth will always need parking to serve visitors and guests; faculty, staff and commuter students who live beyond reach of transit; and students in co-op positions who need to reach businesses that are difficult to access without a car. Providing parking spaces is a trade-off, however, and means passing up opportunities to use precious campus land in other ways.

As Wentworth has transitioned to a residential campus and as gas prices have become more volatile, the Institute has seen a decline in demand for campus parking permits. The following policies and incentives could help to further dampen demand.

- Steeply discounted transit passes for students who agree not to purchase parking permits, and additional price reductions for employees
• Cash awards or other incentives (e.g., free or discounted bicycles, meal plan points) for those who opt not to purchase parking permits
• Higher parking rates – rates that are commensurate with prices at other neighboring institutions, that reflect the opportunity cost of not using a given space for other uses, and that can be used to fund walk/bike incentives
• Prominent and attractive bike racks, cages and residence hall storage rooms
• Increased marketing of MASCO CommuteWorks services (e.g., the Commute Fit program, Emergency Ride Home, Longwood T Party, Ridesharing and more)
• Increased publicity of MBTA routes, services, etc.
PHASING STRATEGY

The vision for Wentworth includes both large projects and small projects, enhancements that will occur many years in the future, and improvements that could begin tomorrow. The strategy below divides campus improvement projects into four phases, which have been scaled and sequenced so as to be feasible within the timeframes identified. The phasing strategy is intended to be fluid – a “living plan” that can and should evolve in response to shifts in institutional priorities and opportunities presented by potential funders.

*Priority renovation projects to be determined.*
PHASE 1 (0–5 YEARS)

Phase 1 responds to Wentworth’s most immediate campus space needs through new and improved academic and campus life facilities, as well as through enhancements to outdoor spaces and campus edges.

A new Campus Center and new outdoor athletic facilities will enable Wentworth to better provide a high quality student experience beyond the classroom. New student-oriented on-campus spaces will help make the choice to remain at Wentworth during nights and weekends a more competitive option for students. The Ira Allen addition will replace some of Wentworth’s most outdated labs, consolidate the Applied Mathematics and Sciences department, and address accessibility and performance issues in the existing Ira Allen building. These projects will improve and activate both Parker and Ward Streets.

The Wentworth Hall Pass-Through will create an important new pedestrian path from the Front Lawn on Ruggles Street to the Quad, connecting Wentworth’s front door to the bustling heart of the campus. A landscape plan will provide a unified approach to campus-wide open space and pedestrian path improvements, beginning with the pedestrian Pike.

Through priority renovations to academic facilities and residence halls, Wentworth will begin comprehensive modernization of its existing facilities – work that will continue throughout the four phases. This first round of renovations will target academic spaces on the basis of physical condition and adherence to the Institute’s academic plan.

Should market conditions allow, Wentworth will forge a new partnership that will bring research and development facilities to the current site of Sweeney Field. Goals of this project include co-operative education and employment opportunities for students, economic development for the City of Boston, increased pedestrian activity along Huntington and Parker Streets, and the revenue Wentworth will need to move forward with campus improvement projects.
### PHASE 1 (0–5 YEARS)

<table>
<thead>
<tr>
<th>Project Description</th>
<th>GSF NEW/RENOVATED</th>
<th>GSF DEMOLISHED</th>
<th>STORIES</th>
<th>HEIGHT</th>
<th>BEDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Campus Center</td>
<td>46,000</td>
<td></td>
<td>4</td>
<td>65'</td>
<td></td>
</tr>
<tr>
<td>Ira Allen Addition</td>
<td>18,000</td>
<td></td>
<td>3</td>
<td>40'</td>
<td></td>
</tr>
<tr>
<td>Priority Academic Renovations</td>
<td>10,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relocation of Tennis Courts</td>
<td>39,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Landscape Plan and Initial Implementation</td>
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<td></td>
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<td></td>
<td></td>
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<tr>
<td>Wentworth Hall Pass-Through</td>
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<tr>
<td><strong>SUB-TOTAL</strong></td>
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<tr>
<td>Sweeney Development Project, Part 1*</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Lab/Research Space (non-WIT)</td>
<td>350,000</td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Commercial Space (non-WIT)</td>
<td>200,000</td>
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<td></td>
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</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>550,000</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parker Street Development</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Athletic Field</td>
<td>100,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parking Below Field</td>
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<td>1</td>
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<tr>
<td><strong>TOTAL</strong></td>
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</tr>
<tr>
<td><strong>SUB-TOTAL FOR PHASE 1</strong></td>
<td><strong>864,000</strong></td>
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</tr>
</tbody>
</table>

* Dependent on favorable market conditions
PHASE 2 (5–10 YEARS)

Phase 2 continues the work of Phase 1, focusing on near-term responses to the Institute’s most pressing academic and campus life needs.

An addition at the Annex will provide more and purpose-built academic space to meet the needs of Wentworth’s fastest growing academic programs. A new residence hall along Huntington between Louis Prang and Vancouver Streets will enable Wentworth to house more of its students within campus housing, and provide a competitive on-campus alternative to housing within nearby neighborhoods. Through strategic renovations to Beatty Hall and Nelson Recreation Center, and a modest addition to Nelson, Wentworth will further enhance campus life facilities and recapture and repurpose spaces made available by moves to the new Campus Center. Through ongoing investments in renovation of academic facilities and residence halls, Wentworth will continue to modernize existing buildings and address accessibility shortfalls. Investment in campus landscapes will continue as well.

Priority renovation projects to be determined.

### PHASE 2 (6–10 YEARS)

<table>
<thead>
<tr>
<th>Project Description</th>
<th>GSF NEW/RENOVATED</th>
<th>GSF DEMOLISHED</th>
<th>STORIES</th>
<th>HEIGHT</th>
<th>BEDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demolition of Annex Power Plant</td>
<td></td>
<td>5,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annex Addition</td>
<td></td>
<td>40,000</td>
<td></td>
<td>4</td>
<td>50’</td>
</tr>
<tr>
<td>Renovation of Beatty Basement, Part 1</td>
<td></td>
<td>3,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Backfill of Beatty SLP Space</td>
<td></td>
<td>10,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nelson Renovation</td>
<td></td>
<td>15,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nelson Addition</td>
<td></td>
<td>11,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Landscape Improvements, Part 2</td>
<td></td>
<td>N/A</td>
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<td></td>
<td></td>
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<tr>
<td>Priority Renovations</td>
<td></td>
<td>17,500</td>
<td></td>
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</tr>
<tr>
<td><strong>PARTIAL SUB-TOTAL</strong></td>
<td></td>
<td><strong>96,500</strong></td>
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<tr>
<td>Huntington-Prang Residence Hall</td>
<td></td>
<td>103,000</td>
<td>6</td>
<td>65’</td>
<td>260</td>
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<tr>
<td><strong>SUB-TOTAL FOR PHASE 2</strong></td>
<td><strong>199,500</strong></td>
<td><strong>5,000</strong></td>
<td></td>
<td></td>
<td><strong>260</strong></td>
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</table>
Phase 3 focuses additional investment in Wentworth’s existing assets, upgrading facilities through renovations and replacements.

Renovations to existing facilities will enable Wentworth to strategically modernize academic spaces, residence hall facilities, and more. Outdated learning environments will become state-of-the-art, new finishes will replace those that are tired and worn, and accessibility for people of all mobility levels will be improved. Willson and Kingman Halls will be replaced with the new Quad Academic Building, a high-tech facility that can address the next generation of programmatic needs. Smaller interventions – such as the transformation of the Power Plant into a fully operational interactive learning tool and the Rubenstein Hall Pass-Through – will create special, iconic spaces that will favorably shape the campus experience. Additional development at the Sweeney site may be possible at this time.

<table>
<thead>
<tr>
<th>PHASE 3 (11–15 YEARS)</th>
<th>GSF NEW/RENnovATED</th>
<th>GSF DEMOLISHED</th>
<th>STORIES</th>
<th>HEIGHT</th>
<th>BEDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priority Renovations</td>
<td>12,000</td>
<td></td>
<td></td>
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<td>29,000</td>
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<tr>
<td>Rubenstein Hall Pass-Through</td>
<td>1,500</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Demolition of Kingman and Willson</td>
<td></td>
<td>20,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quad Academic Building</td>
<td>55,000</td>
<td>4</td>
<td>50'</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interactive Power Plant</td>
<td>6,000</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Landscape Improvements, Part 3</td>
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<td></td>
<td></td>
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<td></td>
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<tr>
<td><strong>PARTIAL SUB-TOTAL</strong></td>
<td><strong>103,500</strong></td>
<td>20,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sweeney Development Project, Part 2</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIT Academic Space</td>
<td>12,000</td>
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<tr>
<td>Commercial Space (non-WIT)</td>
<td>48,000</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>60,000</strong></td>
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<tr>
<td><strong>SUB-TOTAL FOR PHASE 3</strong></td>
<td><strong>163,500</strong></td>
<td>20,000</td>
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</tr>
</tbody>
</table>

* Dependent on favorable market conditions, and could also occur simultaneously with Sweeney Development Project, Part 1.
PHASE 4 (15 YEARS AND BEYOND)

In Phase 4, Wentworth will focus investments along Huntington Avenue and Parker Street, showcasing the Institute’s energy and dynamism.

New residence halls will enable Wentworth to house as many students on campus as needed, and to provide housing for students of neighboring institutions as well. New academic facilities will accommodate growth and change in academic programs. As in each earlier phase, strategic renovations will enable Wentworth to continue modernizing spaces as needed, and investments in campus landscape improvements will help to make Wentworth’s outdoor spaces increasingly attractive and welcoming. Development of the Warehouse site and the Halleck and Mindoro parking lots could provide additional athletic facilities for Wentworth, or bring private development to these sites and additional revenue to the Institute. Tennis courts could be relocated within new buildings.

Priority renovation projects to be determined.

**PHASE 4 (16 YEARS +)**

<table>
<thead>
<tr>
<th>Project Description</th>
<th>GSF New/Renovated</th>
<th>GSF Demolished</th>
<th>Stories</th>
<th>Height</th>
<th>Beds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priority Renovations</td>
<td>50,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Landscape Improvements, Part 4</td>
<td>N/A</td>
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<td></td>
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<tr>
<td>Demolition of Edwards and Rodgers</td>
<td></td>
<td>60,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Live-Learn Residence Hall</td>
<td>94,500</td>
<td>7</td>
<td>75’</td>
<td>250</td>
<td></td>
</tr>
<tr>
<td>Demolition of Fire Station</td>
<td></td>
<td>45,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Huntington Ave. Academic Bldg/Fire Station</td>
<td>109,000</td>
<td>6</td>
<td>75’</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demolition of Central Annex</td>
<td></td>
<td>47,000</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>New Annex East</td>
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<td>3</td>
<td>35’</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annex/Ira Allen Connector</td>
<td>4,500</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Demolition of Baker Hall</td>
<td></td>
<td>45,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Huntington-Ward Residence Hall</td>
<td>116,000</td>
<td>6 to 9</td>
<td>65’ to 95’</td>
<td>310</td>
<td></td>
</tr>
<tr>
<td>PARTIAL SUB-TOTAL</td>
<td>428,000</td>
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<tr>
<td>Development of Halleck &amp; Mindoro Lots</td>
<td>273,000</td>
<td>TBD</td>
<td>TBD</td>
<td></td>
<td></td>
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<tr>
<td>Development of Warehouse Site</td>
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<td>TBD</td>
<td>TBD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
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<td>828,000</td>
<td>197,000</td>
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<td>560</td>
</tr>
</tbody>
</table>
**Purpose**

These Design Guidelines are the product of the long and intensive process with the Wentworth community and are a reflection of the Institute’s vision and goals for the future of the campus. The guidelines embody the aspirations that emerged through the planning process and are intended to provide residents, business owners, developers, City agencies, and the entire the Institute academic community with the tools to understand the desired physical form and character of the future campus.

The design guidelines that follow are divided into two sections; those that address the core campus and those that address the Sweeney Field and Parker Street sites at the campus’ edges with the city. All the design guidelines are based on the following core principles:

- Increasing the visibility and presence of the Institute along the Avenue of the Arts
- Being a “good neighbor” to the institutions and residents surrounding the campus
- Improving pedestrian connections, both between places on campus and between the campus and the surrounding community
- Creating opportunities for private partnerships that can help leverage the full potential of Wentworth’s property

**DESIGN GUIDELINES – CAMPUS CORE**

**A | Holistic**

1. Any new buildings at the Institute shall support the principles for campus development described in the Master Plan.
2. In order to successfully integrate the Institute with the surrounding community, all new buildings on the Institute campus shall respect and respond to the physical context of both the Institute campus and the surrounding urban fabric.
3. Important elements of the Institute campus include the architectural scale and open space of central campus and the preservation of heritage structures.
4. Important elements of the surrounding urban fabric include the varying street scales and orientations of architectural edges along Huntington, Ward, Parker, Ruggles, and Vancouver.
Streets, as well as the architecturally rich character of buildings that include the MFA, the Greek Orthodox Church, and recent Northeastern University buildings.

5. New buildings shall encourage integration with the surrounding community and neighboring institutions through the expression of ease of access and views to both building interiors and open spaces.

B | Organization

6. Distinct campus zones will respond to distinct contextual issues: historic campus core, Huntington Avenue, Parker Street, the Sweeney Field/Museum of Fine Arts, and Evans Way. The historic campus core is bounded by Huntington, Ruggles, Parker, and Ward. Huntington Avenue identifies with the major urban expression of the city, and is linked to peer institutions and major urban development. Parker Street identifies with the most significant transitory fabric, from Ruggles to Roxbury Crossing, and is linked to neighborhoods as well as development sites.

Sweeney Field identifies the district most likely to be redeveloped from its current use, and is linked to its dual respect of the Institute and the Museum of Fine Arts. Evans Way identifies the campus edge with an address on Huntington as well as an address on a part of the Emerald Necklace that links the city’s green spaces, particularly at the address of the new Isabella Stuart Gardner Museum.

7. Any new buildings shall support the axial organization of the campus, reinforced by extended views through open spaces that primarily terminate into transparent facades.

8. Any new buildings along Huntington Avenue shall strengthen the address, identity, and campus fabric of the Institute through transformative architecture that is explicitly expressive of the Institute’s mission of excellence in technology to the Avenue of the Arts.

C | Identity

9. The Institute central buildings of Dobbs, Williston, Watson, and Wentworth Halls will continue to be the signature buildings of the Institute and shall be supported as such through the siting, scale, massing, materials, and form of all new buildings.

10. Any new buildings shall reflect the fact that the Institute is a technical institute as an identity. New buildings should express the commitment to technology while being respectful of the traditional signature buildings. Architectural innovations in technology should express the Institute’s commitment to excellence in sustainable design.

11. The ground level of buildings shall be as public as security will allow.

12. The ground level of buildings shall be as transparent as possible based on program. The
transparency shall reflect the learning and social spaces within the campus core and along the urban edges.

13. Campus and urban wayfinding shall announce the Institute district and clearly identify destinations in an integrated solution that engages the message through large-scale and architectural strategies.

14. The development of the Sweeney Field site must respect and respond to its surrounding context – the Institute, the Museum of Fine Arts, and Northeastern University. The siting must preserve the view corridor from Wentworth to Huntington Avenue. The Sweeney Field development guidelines that follow provide further description.

**D | Open Space**

15. The ground plane pedestrian, service, and vehicular circulation defined by any new construction shall reinforce the open space goals and improved neighborhood edges established in the Master Plan.

16. New buildings shall be designed to reinforce the proposed plan for campus open green spaces, with regard to location of important programmatic functions and entries, through circulation and major facades.

17. Site and landscape design shall strengthen areas of open space and pedestrian circulation as defined in the Master Plan.

18. Pedestrian crossings at public streets shall be integrated with crosswalks and traffic calming measures, where possible.

19. The Evans Way parcels should collectively define an improved open space that creates a residential community for students across Huntington Avenue.

**SPECIFIC APPLICATIONS**

**E | Campus Center**

20. The Campus Center should respect the Institute’s architectural heritage, but not mimic, and reflect its stature as a leader in innovative technologies.

21. The Campus Center should reflect a transparent program of student activities on display.

22. The Campus Center should capitalize on activity and provide a threshold along the main student passage, the Pike.

23. The Campus Center should provide a new campus presence to the public along Parker Street.

24. The Campus Center should provide a welcoming entry from Ward Street.

25. The Campus Center should provide a direct connection to Watson Hall and continue the internal passage along the piano nobile of the heritage buildings.

26. The Campus Center edges should reinforce the campus green across from Wentworth Hall.

27. The Campus Center should help to produce a well-defined campus space.
28. The Campus Center should maintain a mostly transparent ground level.
29. The Campus Center should celebrate sustainable efficiencies through shared campus utilities, integrated solar design solutions, and energy recovery strategies.
30. The Campus Center should provide a strategy to connect to Nelson/Tansey through future phased implementation.

F | Annex
30. The reconfigured Annex should architecturally connect the Annex complex with the core campus across Parker Street through a similar scale of buildings and a similar addition of architecture that expresses innovation in technology.
31. The new Annex East should maintain an axial relationship with the Campus Center and future development.
32. The west facade of the new Annex East should be the new front door and therefore architecturally expressive.
33. The east facade of the new Annex Central facing Alice Heyward Taylor should provide transparency between interior and exterior.
34. The connection between the Annex and the core campus should have traffic calming measures and common landscape elements.

G | Huntington
35. The new architecture on Huntington Avenue should have varying sized transparent openings that celebrate and showcase major programs and activities to the Avenue of the Arts.
36. The ground level on Huntington Avenue should balance transparency with security.
37. The new architecture on Huntington Avenue should leverage the height of recent construction and other adjacent structures to increase the visibility of the Institute.
38. Huntington development should maintain framed views into the Institute campus.
**Parker Street Lots**

**EXISTING CONDITIONS**

The Parker Street lots are currently occupied by surface parking spaces, many of which are leased to MASCO. The lots are adjacent to the Alice Heyward Taylor and Mission Main residential areas, as well as the MBTA right-of-way for the commuter rail and Orange Line trains. To the south of the site is the future home of the “Parcel 25” development, a mixed-use complex at the corner of Tremont and Parker Streets currently in the design and permitting phases.

**PROPOSED CONDITIONS**

**Use**

The Parker Street lots have tremendous potential for the evolution of Wentworth’s campus. New future uses include relocation of Sweeney Field. Relocation and reconstruction of the field would enable Wentworth to move surface parking below the field to a partially below-grade structure in roughly the area currently occupied by the Parker Lot. Part of the adjacent Halleck lot would accommodate the tennis facilities: four courts relocated from near Watson Hall and two new courts. The remaining areas of the Halleck Lot and Mindoro Lot could host a variety of functions, including expansion of athletic facilities or additional private development. This range of uses could help enliven the lower end of Parker Street and help in the evolution of the area from a “back door” to the campus to a more welcoming gateway.

- In the near-term, the most significant change in use will be the transformation of the surface parking lots into playing fields, courts and support facilities for athletics activities.
- Additional uses may range from additional athletics, office, residential, or lab space, depending on Wentworth’s needs and the market conditions at the time that development is contemplated.
- The existing Vienna Brewery buildings have the potential to play a role in the future uses in this area of the campus, but need to be evaluated and assessed to determine the program types for which they may be suitable, potential barriers to reuse, and the cost of rehabilitation, as well as any special requirements associated with their status as a Boston Landmark.
A new home for a regulation-sized Sweeney Field, athletics expansion space, and private development could be part of a new vision for the Parker Street lots.

Height and Massing
A large portion of the existing parking lots will be occupied by the new Sweeney Field located along Parker Street. The approach to massing for the rest of the site should take into consideration the many residents who are in adjacent areas and the proximity of other development activity nearby.
- Any new construction near the Alice Heyward Taylor Apartments should not overwhelm the scale of the existing residential buildings.
- Taller portions of future buildings should be set back from the street edge to minimize their impact on the pedestrian scale of the sidewalk.
- New construction near the Parcel 25 development should approximate its scale, massing, and height in order to create a cohesive streetscape along Halleck and Station Streets.

Materials
Instead of creating a strong identity for the campus through similar appearance or detail selection, the use of a wide variety of building materials and expressions can assist in blending the new development in this area more easily into the surrounding neighborhood.
- Consideration should be given during material selection to the neighboring housing. While residential materials may not be appropriate for the buildings envisioned for this area, use of brick and stone could serve as a natural transition from the residential to institutional buildings.
- Large areas of metal and glass should be avoided in areas adjacent to housing due to their transparency and commercial character, except at the ground floors of buildings in order to promote a more active, lively streetscape.
Along Station Street, development plans should investigate the potential for ground floor neighborhood-oriented retail and services which would also support the developments of which they are part.

**Landscape**

Improvements along Parker Street are centered on the removal of the asphalt parking with the development of a new artificial playing surface to replace the existing Sweeney Field. Parking areas should be located below the new field.

- Due to the elevation difference between Parker Street and Halleck Street, a portion of the parking structure will be visible along Halleck Street. Trees, shrubs, and other landscape elements could be used to help buffer these surfaces from the surrounding residences without conflicting with the sightlines to and from the garage entrances, located on Halleck Street.
- To the greatest degree possible, Halleck Street should be lined with new street trees to make it a more attractive connection between Parcel 25/Roxbury Crossing and Alice Heyward Taylor/Wentworth.

**Parking and Site Design**

As discussed above, the existing parking spaces in the Parker, Halleck, and Mindoro lots could be replaced over time and in below-grade structures. The Campus Master Plan anticipates this occurring in at least two phases; the construction of a new Sweeney Field with parking in a deck beneath and a below-grade structure as part of the development of a large building on the Halleck and Mindoro lots.

- New spaces located below the new Sweeney Field should be accessed from the Halleck Street side of the site, allowing the Parker Street edge to be more pedestrian-oriented.
- If possible, louvered areas necessary to ventilate the parking structure below Sweeney Field should be located along the Station Street and Halleck Street in order to provide a more pleasant pedestrian experience along Parker Street and a more attractive façade toward Alice Heyward Taylor apartments.
- Access to parking in future development on the Halleck and Mindoro lots should be coordinated with the parking strategy for the Parcel 25 development. Ideally, the entrance to the garage will be from the Station Street side of the site.

**Sweeney Field**

**EXISTING CONDITIONS**

The site containing Sweeney Field today lies at the intersection of Ruggles Street and Huntington Avenue and is the most highly visible property on Wentworth’s campus. In addition to the playing field, which is smaller than NCAA regulations require, there are three small structures that are used for storage of athletic equipment. Due to the proximity of the pedestrian and vehicular traffic on nearby streets, the field is currently surrounded by a tall chain-link fence to prevent stray balls from leaving the site. There is also a small surface...
parking lot at the corner of Ruggles Street and Parker Street and a small open space at the corner of Ruggles Street and Huntington Avenue.

**PROPOSED CONDITIONS**
The Campus Master Plan has envisioned the Sweeney Field site as a new gateway to the campus that physically and visually connects the historic main building complex to Huntington Avenue. The site would become more open and accessible to the general public and members of the Wentworth community not associated with athletics. New buildings would allow Wentworth to enhance its own presence along the “Avenue of the Arts” and enable partnerships with private entities which could generate revenue to support the Institute’s programs. The vision for the site also allows Wentworth to complete the pedestrian link between the Ruggles MBTA Station and the Emerald Necklace and Fenway.

**Use**
To encourage an active public realm, the site could allow for a wide range of uses, including institutional, commercial, and retail spaces that could be used by a wide range of people day and night.

- If possible, active uses that are open to the public, such as retail, galleries, cafés, or lobbies, should be encouraged in the ground floor area of any proposed buildings. Active uses are important along the Parker Street, Ruggles Street, and Huntington Avenue elevations.
- The upper levels of buildings could host a variety of uses, including commercial office, research, and labs.

**Height and Massing**
The height and massing strategy of new buildings should respect the main group of Wentworth’s original buildings and respond to a variety of existing and future site conditions.

- The buildings should maintain the setback along Ruggles Street with the main facades approximately aligning with those of Northeastern University’s West Village. This setback anticipates the future location of the Urban Ring and aligning new building facades with existing conditions will help the new structures fit more comfortably into the urban fabric.
- The height of new construction directly along Ruggles Street and Parker Street should approximate the average height of nearby buildings. This will prevent the new projects...
from visually overwhelming the original group of buildings on Wentworth’s core campus (Wentworth, Williston, and Dobbs Hall) or the pedestrian experience along Ruggles Street. This height will also relate to the buildings at Northeastern’s West Village.

- Taller portions of buildings should be set back from the streetwall edge.
- Increased heights should be considered at the northern portion of the site, adjacent to the other tall buildings in the West Village at Parker and Huntington Streets and away from the residential areas in Mission Hill.

**Materials**

Incorporating a variety of materials in a coordinated design can help the new developments at the Sweeney Field site reflect the diversity of potential activities and uses and relate them to their varied architectural context.

- Special emphasis should be placed on attractive materials that convey a sense of quality, beauty, and that will maintain their quality over time. These materials can also help relate new construction to other institutional buildings such as Wentworth Hall, the Museum of Fine Arts, and the West Village at Northeastern.
- Materials at the lowest levels of buildings and near sidewalks or open spaces should be of the finest quality and highest level of durability.
- Use of contemporary materials such as metal and glass should be encouraged to allow the designs greater flexibility to include current architectural considerations of program, composition, technology, and sustainability.
- Use of various materials should assist in breaking down the visual scale of the buildings.
- Large amounts of transparent glass at the ground level could be used to encourage a visual connection between activities inside the buildings and the open spaces and sidewalks that surround them. This should be done to the greatest extent possible without compromising security issues or program considerations.

**Landscape**

A major opportunity of the redevelopment of Sweeney Field is the creation of a new open space that is accessible to a broader segment of the Wentworth community, as well as to surrounding neighborhoods and institutions. Landscape elements should support the goal of the Campus Master Plan to enhance this area as an important link between the campus and city.

**Parking and Site Design**

Parking strategies for future development of this site should consider below-grade solutions to accommodate all required spaces. Surface parking in this area should be discouraged.
• Access to any below grade structure should be made from Parker Street.
• Pedestrian crossings at all intersections leading to the site should be improved with new striping and coordinated timing of lights.
• Building configuration should attempt to create pedestrian pathways that connect the open space network at Northeastern’s West Village through the site and out to the Fenway

SUSTAINABILITY GOALS

The Institute has signed the American College and University Presidents’ Climate Commitment and has committed to the eventual goal of carbon neutrality. Wentworth seeks to reduce its energy consumption and carbon footprint, and to work in a more sustainable manner. Over the past year, a committee made up of faculty, staff and students – along with the student environmental club, the Green Team – has been working to document and advance campus sustainability efforts. Recent sustainability actions include retaining stormwater for irrigation; installation of energy efficient lighting controlled by motion detectors; increased monitoring of energy use and installation of a new cogeneration unit. A sustainability consultant has been hired to assist Wentworth and its Sustainability Committee in moving toward carbon neutrality.

As part of the master planning effort, Science Applications International Corporation (SAIC) provided advice to Wentworth on how sustainability efforts could be advanced as the campus evolves. With the aid of SAIC, the following sustainability goals were identified. Implementation of each vision plan project should involve consideration of these goals.

1. Reduce campus parking and reliance of faculty, staff and students on single occupancy vehicles by encouraging use of public transit, biking and other alternative modes of transportation.
2. Investigate opportunities for increased energy efficiency with each new building or major renovation.
3. Utilize the Institute’s land and facility resources as intensively as possible.
4. Investigate opportunities for on-campus alternative energy production (e.g., wind and water power).
5. Use “dashboarding” technology and other tools to make campus energy performance and consumption part of the daily learning experience at Wentworth.
6. Investigate opportunities for greater use of pervious surfaces in paths and paving, and inclusion of native species in landscaping.
7. Continue Wentworth’s commitment to – and engagement in – sustainability and open space improvements on campus, in the Fens, at Evans Way Park and in other nearby areas, both as sustainability efforts and as education and outreach initiatives.
8. Use campus enhancements as opportunities to build on the work of Wentworth’s Sustainability Committee.