



Chapter 12

Economic Development

Introduction

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

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

Boston College Economic Impact

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

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

National Impact of Boston College

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

Budget (excluding payroll)

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

Faculty and Staff Payroll

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

Spending by Students

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

Visitors

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

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

Total Impacts

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

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

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

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

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

Economic Impact of Purchasing Expenditures

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

Table 12-2 2006 Purchasing

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

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

Local Economic Impacts of Boston College

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

Purchasing

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

Table 12-3 2006 Local Purchasing

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

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

IMP Proposed Future Projects

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

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

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

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

Creative Economy

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

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

- Applied arts
- Advertising
- Performing arts: music, theater and dance
- Publishing and printing
- Broadcasting
- Sound recording and music publishing
- Film, video and photography
- Heritage

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

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

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

Writers Among Us

Boston College faculty and staff author and edit dozens of books each year, from poetry and prose to non-fiction works of history and management science. These authors, the lifeblood

of a free society as well as the region's creative economy, lend their scholarship to Boston and the world. The University celebrates its authors through Writers Among Us, which recognizes their scholarship and creativity. Special events offer the University community, the public, and the media opportunities to meet and speak with novelists, poets, historians and essayists among professors, staff and alumni of Boston College. Recently, Writers Among Us has recognized works including:

- *The New Feminized Majority: How Democrats Can Change America with Women's Values* (Paradigm, 2008) by Katherine Adam '07 and Prof. Charles Derber
- *The Faithful: A History of Catholics in America* (Belknap, 2008) by Prof. James O'Toole
- *An Anthology of Jewish-Russian Literature: Two Centuries of Dual Identity in Prose and Poetry* (M.E. Sharpe, 2007), edited by Prof. Maxim D. Shrayer
- *Spelling Love with an X: A Mother, a Son, and the Gene That Binds Them* (Beacon Press, 2007), Associate Dean Clare Dunsford's memoir about raising her son afflicted with fragile X syndrome
- *The Athens of America: Boston, 1825-1845* (University of Massachusetts Press, 2006), the 16th book by University Historian and Prof. Thomas H. O'Connor
- *Take Heart: Catholic Writers on Hope in Our Time* (Crossroads Publishing, 2007), edited by Ben Birnbaum, editor of *Boston College Magazine*
- *Deaths and Transfigurations: New Poems* (Paraclete Press, 2005), a collaboration between poet and Prof. Paul Mariani and National Book Award-winning illustrator Barry Moser
- *Return to Greatness: How America Lost Its Sense of Purpose and What It Needs to Do to Recover It* (Princeton University Press, 2005), by Prof. Alan Wolfe, director of the Boisi Center for Religion and American Public Life
- *The Tree-Sitter* (W. W. Norton, 2006) the latest novel by BC English Prof. Suzanne Matson.
- *Coming Up Short: The Challenge of 401(k) Plans* (Brookings Institution Press, 2004), co-authored by Prof. Alicia Munnell, the director of the Center for Retirement Research

Linden Lane Press

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

Master Class: Alumni in Residence

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

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

Boston College Arts Council

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

In keeping with its Jesuit educational tradition, which has always included a high interest in and regard for the arts, Boston College celebrates a rich tradition of the arts on campus, with diverse cultural opportunities — including concerts, exhibitions, lectures and theater performances — to enrich both mind and spirit.

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

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

Major Cultural Facilities

McMullen Museum of Art

The McMullen Museum of Art at Boston College organizes and presents innovative, multidisciplinary exhibitions that receive national and international recognition, attracting

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

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



E. Paul Robsham, Jr. Theater Arts Center

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

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

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

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

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

Brighton Dance Studio

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

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



Cultural Events

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

Other examples of cultural offerings include:

Boston College Arts Festival

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

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

Neighborhood Night at the Theater

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

Irish Institute at Boston College

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

“Pops on the Heights”

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



New Creative Economy Initiatives

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

Brighton Campus Fine Arts District

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

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

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

Corporate Leadership and Civic Engagement

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

Carroll School Office of Government and Corporate Affairs

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

The Center for Asset Management

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

The Center for Corporate Citizenship

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

The Winston Center for Leadership and Ethics

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

The Boston College Business Institute

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

Services are offered in the areas of:

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

The Center for Work & Family

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

Leadership for Change

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

Church Management and Administration

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

MBA Consulting Project

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

Employment Opportunities and Programs

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

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

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

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

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

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

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

Boston Residents Construction Employment Standards

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

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

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

Outreach Programs

Boston College Supported Employment Program

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

Private Industry Council (PIC) Summer Jobs Program

This program provides students from 14 Boston Public high schools with summer employment opportunities at various businesses, colleges and universities, and non-profit agencies in Boston with a goal of integrating education with future employment objectives. Boston College has been a leading employer in the PIC Summer Program since 1985, training and employing 25-30 students in various offices and departments across campus. Placements include: Athletics, Governmental and Community Affairs, Human Resources, the Lynch School of Education, the

Campus School, the Boston College Police Department, Transportation and Parking and the Bookstore. In addition to providing the students with valuable work experience, the program offers MCAS tutorial classes and college admissions information.

Dining Services Programs

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

Table 12-7 Dining Service Employees in Boston

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

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

School-to-Career High School Program

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

relationship with Newbury College by providing its culinary students with opportunities to apply their classroom learning in various hospitality venues on campus.

Senior Citizen Program

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

Affirmative Action Plan

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

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

Sponsored Research

In 2007, Boston College generated \$52 million in sponsored research programs and enhanced its commitment to resolve urgent societal problems through its academic research efforts. Some of these efforts, recognized both nationally and internationally, include advancements in treatments for brain cancer and epilepsy, applications for solar power and optical computing, and educational methods that promote children's math, science and

reading literacy. Specialized academic institutes are engaged in research projects that explore the relationship between religion and society, aging and work, the balance between work and family, methods to ensure retirement security, and ways to improve the delivery of medical and social services for the poor, disabled and elderly.

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

Boston College has a duty to make new technologies and innovations available to the public for the public good. While a private university, Boston College recognizes the importance of university research to innovation and subsequent economic development. An example of a prominent University spin-off company is GMZ Energy, an efficiency-boosting material maker that recently announced a groundbreaking new thermoelectric material. Thermoelectric materials allow the direct conversion of heat to electricity or the movement of heat from one part of the material to another when electricity is applied. GMZ's breakthrough, a technology licensed from the Massachusetts Institute of Technology and Boston College, is the discovery of materials that can be cheaply manufactured, easily integrated into existing designs, and are more efficient than other thermoelectric materials. This breakthrough could both expand the existing thermoelectrics market and put GMZ in a leading position within it.



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

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

Payments to the City of Boston

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

Payroll Taxes

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

Voluntary Payments for Municipal Services

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

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

Since 1985, the University has made an annual \$100,000 payment to the City of Newton, in tandem with annual payments to seven community-based organizations to support their educational, cultural, historic, civic or recreational missions. The organizations include: The Foundation for Racial Ethnic and Religious Harmony, Jackson Homestead, Newton Boys and Girls Club, Newton Child Care Commission, Newton Schools Foundation, Newton Pride and the West Suburban YMCA. In FY2007, Boston College's annual contribution to the City of Newton and the organizations totaled \$118,508.

Development Impact Project (DIP) Contributions

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

Previous Linkage Payments

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

Table 12-9 Development Impact Project (DIP) Contributions

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

Future Linkage Payments

Future linkage payments attributable to Boston College proposed development will depend on such factors as the actual square footage of the proposed institutional projects, the level of rehabilitation of existing buildings slated for re-use, the timing of construction, and the opportunities that may be presented for the University to be involved directly in affordable housing creation. Nevertheless, such payments can be expected to be of a significant benefit to the City. For example, linkage payments attributable to the University Center proposal alone may total in excess of \$1.5 million.