



# Chapter 1

## Mission and Objectives

*This chapter provides background information on Boston College's history and mission, and how the proposed IMP development advances its mission and objectives. It also identifies the team responsible for preparing the IMP.*

### History of Boston College

Boston College was founded by the Society of Jesus in 1863, the first institution of higher education to be established in the City of Boston. With three teachers and 22 students, it opened its doors on September 5, 1864.

Originally located on Harrison Avenue in Boston's South End, Boston College shared quarters with Boston College High School as it educated the sons of Boston's Irish immigrants, whom it had been founded to serve, in Greek and Latin classics, English and modern languages, philosophy and religion.

Toward the end of its first 50 years, Boston College outgrew its urban setting and moved to then-rural Chestnut Hill on the site of the former Lawrence Farm, where ground was broken in 1909 for its first building, Gasson Hall. The three other buildings that would form the core of the early campus soon followed: St. Mary's Hall in 1917, Devlin Hall in 1924 and Bapst Library in 1928.

Though incorporated as a university from its beginning, Boston College did not begin to fill out the dimensions of its university charter until the 1920s, when it added the Summer Session, the Graduate School of Arts and Sciences, the Law School and the Evening College. The 1930s saw the introduction of the Graduate School of Social Work and the College of Business Administration (now known as the Wallace E. Carroll School of Management).

The schools of Nursing (now the William F. Connell School of Nursing) and Education (now the Carolyn A. and Peter S. Lynch School of Education) followed in 1947 and 1952 respectively. The Graduate School of Arts and Sciences first offered doctoral programs in 1952, followed by the Graduate schools of Education, Nursing, and Management.

The addition of each of these schools was an expression of Boston College's ongoing commitment to contribute to the common good by offering programs to meet society's changing needs. With these new schools came demands for increased space and new facilities. New purchases doubled the size of the Boston College campus with the addition of the Upper Campus in 1941 and the Lower Campus through the acquisition of the Lawrence Basin and adjoining land in 1949. In 1974, Boston College acquired Newton College of the Sacred Heart, 1.5 miles away. With 15 buildings on 40 acres, the Newton Campus now houses Boston College Law School and residence halls for more than 800 Boston College freshmen.

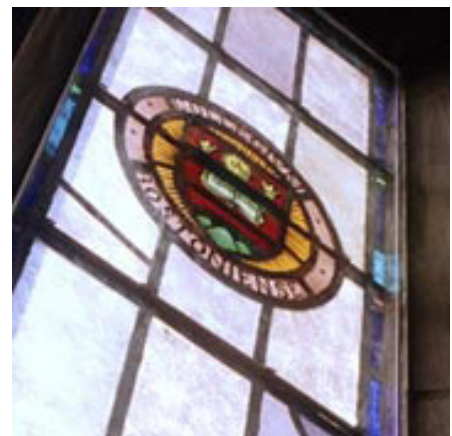
As Boston College expanded its educational offerings, it also extended opportunities for admission. The first woman earned a BC degree in the late 1920s, and by 1970, the University was fully coeducational. Today, women comprise more than half of all enrolled students. In 1996 the Evening College became the College of Advancing Studies, offering master's as well as bachelor's degrees. That same year, the University's longest presidency came to an end when J. Donald Monan, S.J., became chancellor and was succeeded by William P. Leahy, S.J.

In the past quarter-century, Boston College has worked diligently in its unending pursuit of academic excellence, adding faculty positions, expanding faculty and student research, increasing student financial aid, and enhancing opportunities in key undergraduate programs such as foreign study, community service and personal formation.

As it pursued these goals, the University experienced a commensurate growth in reputation, both nationally and internationally. Today, it is considered one of the nation's finest universities, drawing upwards of 30,000 applicants from Boston and the New England region, as well as from all 50 states and more than 80 countries.

The rise in the quality of the student body has enabled BC students to earn more than 200 major national fellowships in the past 10 years, including two Rhodes Scholarships, three Marshall Scholarships, 120 Fulbright grants, 14 Goldwater Scholarships and 10 Truman Scholarships. Externally sponsored research funding has grown to \$52 million annually, and student financial aid has reached \$114 million. Minority student representation has climbed to 25 percent.

As it has evolved, Boston College has held fast to the ideals that inspired its Jesuit founders. The University



continues to offer an education that is distinctive in both spirit and content, designed to serve as a transformative experience for young men and women. BC's focus is not only on the intellectual, but also on the personal, spiritual and physical development of its students. Each year, thousands of BC students participate in retreats and spiritual formation activities, as well as in a broad array of extracurricular activities ranging from sports to the arts. BC students perform 444,000 hours of volunteer community service in the City of Boston alone, assisting dozens of schools, hospitals and community and non-profit organizations.

Boston College also maintains its commitment to respond directly to society's most pressing needs through new academic initiatives, research in critical areas and through a wide variety of programs to enrich intellectual and cultural life beyond the campus gates. In addition to its societal outreach, its economic impact on the region exceeds \$1.3 billion annually.

To keep pace with the expanding scope of the University, Boston College has completed several major construction projects over the past few decades, including the expansion and renovation of Higgins Hall, the updating of residence halls on the Upper and Newton campuses and the construction of a new office building for faculty and administration on the Lower Campus. Most recently, the University acquired 65 acres of land across Commonwealth Avenue in Brighton previously owned by the Archdiocese of Boston.

Despite these significant enhancements, however, Boston College lacks the facilities it needs to meet its current demands and its aspirations for the future. It is in response to this pressing need that the University is submitting this 10-year Institutional Master Plan to the City of Boston.

### **Boston College Mission**

The following mission statement of Boston College was approved by the Board of Trustees in 1996, prior to the last accreditation. It focuses on teaching and research at the highest levels, and affirming and developing the University's Jesuit, Catholic character in an inclusive fashion.

Strengthened by more than a century and a quarter of dedication to academic excellence, Boston College commits itself to the highest standards of teaching and research in undergraduate, graduate and professional programs and to the pursuit of a just society through its own accomplishments, the work of its faculty and staff, and the achievements of its graduates. It seeks both to advance its place among the nation's finest universities and to bring to the company of its distinguished peers and to contemporary society the richness of the Catholic intellectual ideal of a mutually illuminating relationship between religious faith and free intellectual inquiry.

Boston College draws inspiration for its academic societal mission from its distinctive religious tradition. As a Catholic and Jesuit university, it is rooted in a world view that encounters God in all creation and through all human activity, especially in the search for

truth in every discipline, in the desire to learn, and in the call to live justly together. In this spirit, the University regards the contribution of different religious traditions and value systems as essential to the fullness of its intellectual life and to the continuous development of its distinctive educational heritage.

Boston College pursues this distinctive mission by serving society in three ways:

- By fostering the rigorous intellectual development and the religious, ethical and personal formation of its undergraduate, graduate and professional students in order to prepare them for citizenship, service and leadership in a global society
- By producing nationally and internationally significant research that advances insight and understanding, thereby both enriching culture and addressing important societal needs
- By committing itself to advance the dialogue between religious belief and other formative elements of culture through the intellectual inquiry, teaching, learning and community life that form the heart of the University



Boston College fulfills this mission with a deep concern for all members of its community, with recognition of the important contribution that a diverse student body, faculty and staff can offer, with a firm commitment to academic freedom, and with a determination to exercise careful stewardship of its resources in pursuit of its academic goals.

## Major Programs and Initiatives

### The Strategic Plan

Each decade since 1975, Boston College has engaged in a comprehensive, long-range strategic planning process to guide its institutional vision. In February 2006, the Board of Trustees approved a Strategic Plan titled “Excellence, Distinction, Leadership: Boston College in the 21st Century,” which was the result of a two-year assessment and planning process that involved more than 200 faculty, students and staff. The Strategic Plan calls for hiring up to 100 new faculty and adding several new academic centers and institutes as part of a 10-year \$1.6 billion investment in BC’s future. The Plan developed seven strategic directions, each stemming from an existing strength and flowing directly from the University’s mission, that offer the possibility of distinguishing Boston College from its peers in critical areas.

These seven strategic directions include:

- Commit Boston College to becoming the leader in liberal arts education among American universities.
- Develop and implement a student formation program that will be a contemporary model for colleges and universities committed to student formation.
- Identify and support selected research commitments that will achieve excellence and distinction in addressing urgent societal problems.
- Commit targeted resources to selected natural sciences emphases that will establish Boston College as a national leader in these areas.
- Build on the strengths and reputations of Boston College’s professional schools to establish leadership in critical professional areas.
- Become a significant intellectual and cultural crossroads by leveraging Boston College’s international resources and partnerships and its Jesuit and Catholic networks.
- Become the world’s leading Catholic university and theological center.

### The Campus Plan

Upon the completion of the Strategic Plan, Boston College hired the nationally respected campus architecture and planning firm Sasaki Associates of Watertown to help develop a long-range Campus Master Plan that would provide Boston College with an opportunity to achieve excellence by using the strength and distinctiveness of its campus to reinforce its mission and strategic objectives. The plan was designed to meet several goals for the campus based on the following guiding principles.

1. **Create One Campus**—That the former Archdiocesan property become fully integrated with the Boston College campus, and that the 118-acre Chestnut Hill Campus, the 40-acre Newton Campus and the 65-acre Brighton Campus each provide a notable setting that contributes to the campus learning environment and the life of the University.
2. **Develop Mixed Campus Uses**—That Boston College’s campuses host a mix of academic, residential and co-curricular facilities, and provide civic, spiritual and open-space areas that foster a vibrant and engaged University community.
3. **Emulate the Character of the Middle Campus**—That the new facilities on the Lower and Brighton campuses reflect the distinctive character of the Middle Campus with its combination of Gothic architecture and collegiate open spaces, linked quadrangles and walkways.
4. **Provide Appropriate Campus Density**—That campus development emulate the Middle Campus’ proportion of open space to building space, reflecting the Middle Campus

height (4-5 stories) and open-space pattern, while respecting the character of the surrounding community.

5. **Promote Student Formation**—That the Lower and Brighton campuses develop undergraduate student housing reflecting the University’s commitment to student formation that supports intellectual development and responsible student behavior in smaller living communities.
6. **Achieve Sustainability**—That development on each campus achieve higher levels of energy efficiency and champion the natural environment, and that sustainability goals be carefully considered with each project.

### The Institutional Master Plan

With the help of Sasaki Associates, the University then embarked on developing a comprehensive Institutional Master Plan to provide the facilities and infrastructure needed to support the Strategic Plan. The Plan was first presented publicly on December 5, 2007, when Boston College filed its IMPNF with the City of Boston.

The 10-year Institutional Master Plan calls for the construction of four new academic buildings, a University Center, a Recreation Center, 1,280 additional beds of undergraduate housing, a Fine Arts District and new athletic fields and facilities. The plan will create 21st century classrooms and laboratories, replace a 48-year old student center and a 36-year-old recreation complex, add much-needed playing fields and athletic facilities and bring 1,280 students currently living in local neighborhoods into campus housing. In addition, the plan will help develop an integrated campus with linked quadrangles, pedestrian walkways and buildings in the tradition of BC’s distinct English Collegiate Gothic architecture.

The IMP calls for \$1 billion in construction and renovation projects to create the academic, co-curricular and residential facilities needed to help raise Boston College to the highest echelon among premier American universities.

Currently, Boston College is ranked 35th by US News & World Report among national universities. Its graduate programs are also among the best in the nation, with its Graduate School of Social Work ranked 14th; The Lynch School of Education ranked 18th; The Connell School of Nursing ranked 26th; the Law School ranked 26th and the graduate program of the Carroll School of Management ranked 34th.

A common feature of the universities ranked ahead of Boston College is superior facilities. State-of-the-art facilities help to attract the best faculty and students, and improve the productivity of the entire university community. Boston College is proposing to rectify this deficit by building facilities to meet its most pressing needs and to help it compete with its peer institutions.



As a result, the University is proposing to build a new institute for integrated sciences to help its burgeoning science programs to flourish through interdisciplinary cooperation. Its plan is to create facilities that will enable its programs in synthetic-organic chemistry, molecular biology and nanotechnology, among others, to excel at the highest international levels.

The University is also proposing to add three additional academic buildings to overcome its faculty-office space and classroom-deficit issues vis-a-vis its competitor schools.

Similarly, the University is proposing to add an intramural field on the Brighton Campus and a new 200,000 sf recreation complex on St. Thomas More Road because the lack of intramural space and its current 35-year old Flynn Recreation Complex put BC at a competitive disadvantage with schools having superior recreational facilities.

Boston College is also committed to adding more beds of undergraduate housing to narrow the housing gap that exists between the University and the elite schools with which it competes for students. By raising its total on-campus housing, Boston College will join Harvard, Yale, Princeton, Columbia, Stanford, MIT and California Tech as the nation's major private universities that house more than 90 percent of their students on campus, thereby addressing a key determining factor in college students' admissions decisions. Most importantly, the new beds will help Boston College to meet its strategic objective of being a

leader in student formation by enabling it to structure residential learning and other formational programs that enhance the educational experience and improve student engagement and behavior.

In conclusion, the mission of Boston College is to educate leaders who will affect the social order by using their education and God-given talents in the service of others. In the competitive world of higher education, aspiring students have many options among the nation's best colleges and universities. Through its Strategic Plan, the University hopes to create an academic program that will help attract the very best students. Through its Institutional Master Plan, it hopes to provide the best possible facilities to support them, with the goal of helping one of the nation's best universities to become even better.



Institutional Master Plan Team

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