



Campus Master Plan

Framingham State University

November 2025



FRAMINGHAM
STATE
UNIVERSITY

STUDIO ENÉE

E+P



President's Letter

It is with great pleasure that we share Framingham State University's 2025 Campus Master Plan (CMP), our campus community's vision for the built environment that houses and sustains our work as educators, as partners in regional development, and as stewards of the land that we share with so many.

We know that the foundation of architectural design is "form follows function": this concept underpins the Framingham CMP. Regional public universities like ours are anchors of place—they are a bedrock of the community around and with which many other elements grow. Our institution is not going to move to another community; it cannot sell its many buildings, greenways, and land to the highest bidder, and surely, it has stood the test of time. The function of our university is to offer extraordinary public higher education so that our students can thrive and live inclusive, productive lives. The form, then, takes shape by providing learning and living spaces so that our students, faculty, staff, and surrounding community members can fulfill this vision—they can learn, teach, and explore. The form displays our values of connection and interaction, meeting students' needs on their journey through our institution.

The 2025 Campus Master Plan will help Framingham State realize important objectives of our current Strategic Plan, including: deeply integrating our campus with the civic, economic, educational, and educational life of Framingham and the MetroWest area; adopting environmentally conscious practices that lead to long term preservation of the physical infrastructure and promote environmental stewardship; achieving comprehensive student success for all students, and implementing structures that support students' exploration of careers and life goals. Most importantly, this plan will help FSU reaffirm its commitment to public and transformative educational opportunities available to all students in our region.

This Master Plan is the proud product of a representative group of Framingham State stakeholders, professional architecture professionals, and the Commonwealth. A campus-wide CMP Steering Committee, comprised of FSU staff, faculty members, students, and Board of Trustees members, worked extensively with Studio Enée Architects throughout this process; the committee led conversations of many campus stakeholder groups as well as community input sessions and digital surveys. We wanted to gather as much information and input before, during, and now at the conclusion of this process in order to produce the most inclusive, forward-thinking plan possible. This is Framingham State University's plan, yes. But it belongs to the greater Commonwealth community as well.

It is important to know that over the coming weeks and months, enacting the CMP will offer opportunities and certainly require us to work with many others in the region. Nothing grand happens without grand effort, good will, and significant cooperation and communication. It is also important to know that Framingham State will almost assuredly not enact the elements of the CMP in a pre-determined order. Many elements go into the plans contained herein, and we will need to be flexible and thoughtful as we take our next steps.

Finally, it is critical to note what is happening outside of the CMP parameters you see here. Much work, both new work and deferred maintenance, is already occurring on our campus: We have a new elevator (with more to come), many updated accessibility features, restored labs, and refurbished building and landscape elements, all of which contribute to our continued commitment to this place where our FRAMily learns, lives, and grows. As we near our institution's 200th year, the Campus Master Plan seems a fitting tribute to the values that underscored our creation as the country's first public school for teacher education. A democracy, then and now, needs public institutions like ours—it needs Framingham State University in its finest form!

Table of Contents

Executive Summary	6
Introduction (Task 1)	15
Campus Plan Purpose and Goals	19
Planning Process And Schedule	23
Plan Foundations (Task 1)	27
Existing Documentation + Previous Master Planning Efforts	28
Campus Observations + Analysis	40
Stakeholder Engagement	54
Framework Strategy (Task 2)	82
Master Plan Principles	83
Utilization Findings and Summary	86
Master Plan Strategy	97
Decarbonization Roadmap Summary - Task 2	117
Sustainability Assessment	121
Master Plan Alternatives (Task 3)	131
Master Plan Alternatives	132
Landscape Observations + Opportunities	133
Master Plan Opportunities + Alternatives	161
Master Plan Revised Alternative Approach and Macro Moves	172
Site Opportunities	179
Building Renovation Approach	194
Consensus Solution (Task 4)	204
Master Plan Consensus Solution	205
Program Relocation Opportunities	218
Classroom Recommendations	219
Building Renovation Opportunities	220
Phasing and Implementation	224
Decarbonization Roadmap	227

Appendix A: Decarbonization Roadmap	231
Workshop 5 Presentation June 2025 CMTA	232
Executive Committee Presentation August 2025 CMTA	241
FSU_Decarbonization Roadmap November 2025 CMTA	248
Appendix B: Sustainability Assessment	255
Sustainability Assessment Soden Sustainability	256
Appendix C: Utilization	292
Utilization Eastley + Partners	293
Appendix D: Wayfinding & Mobility	315
Wayfinding & Mobility Howard Stein Hudson	316
Appendix E: Cost Estimate Summary	323
Cost Estimate Fennessy Consulting	325

Executive Summary

This Campus Master Plan is an update to the Framingham State University (FSU) 2012 Master Plan. The Master Plan update will identify and reaffirm the long-term direction for campus development and facilities investments that will support FSU's 2024-2029 mission and strategic plan for the next ten years (2025-2035).

The goal of this planning effort is to identify opportunities to accommodate evolving academic and student services' needs, and the associated capital infrastructure required to meet those needs. The strategy

for this Master Plan is to address specific buildings and planning ideas to study areas of opportunities and identify planning priorities.

As part of the Master Plan a Decarbonization Roadmap was developed to provide short term and long term strategies to achieve carbon reduction as required by Executive Order 594. The roadmap considers electrification strategies, budget costs, and phasing.

Master Plan Guiding Principles

1. Showcase FSU's work

By locating innovative and synergistic programs in 'front door' spaces on campus.

2. Elevate learning spaces

With technology, highly-flexible furniture, and room configurations.

3. Repurpose and reimagine

Aging infrastructure to align with the strategic goals and needs of the current/next generation.

4. Invest in open spaces

That are beautiful, accessible, visible, and integrated throughout the campus.

5. Create a sustainable campus

Through physical, fiscal, and climate-justice initiatives.

6. Engender sense of community

Throughout the entire campus by providing social spaces that are visible and connected.

7. Accelerate partnerships and internships

That connect FSU to the community and provide career readiness.

3,230

Students
Enrolled in
10-Years

1

New Library
Learning
Commons

10

Buildings
with Partial
Renovations

2

Outdoor
Campus Open
spaces added

100%

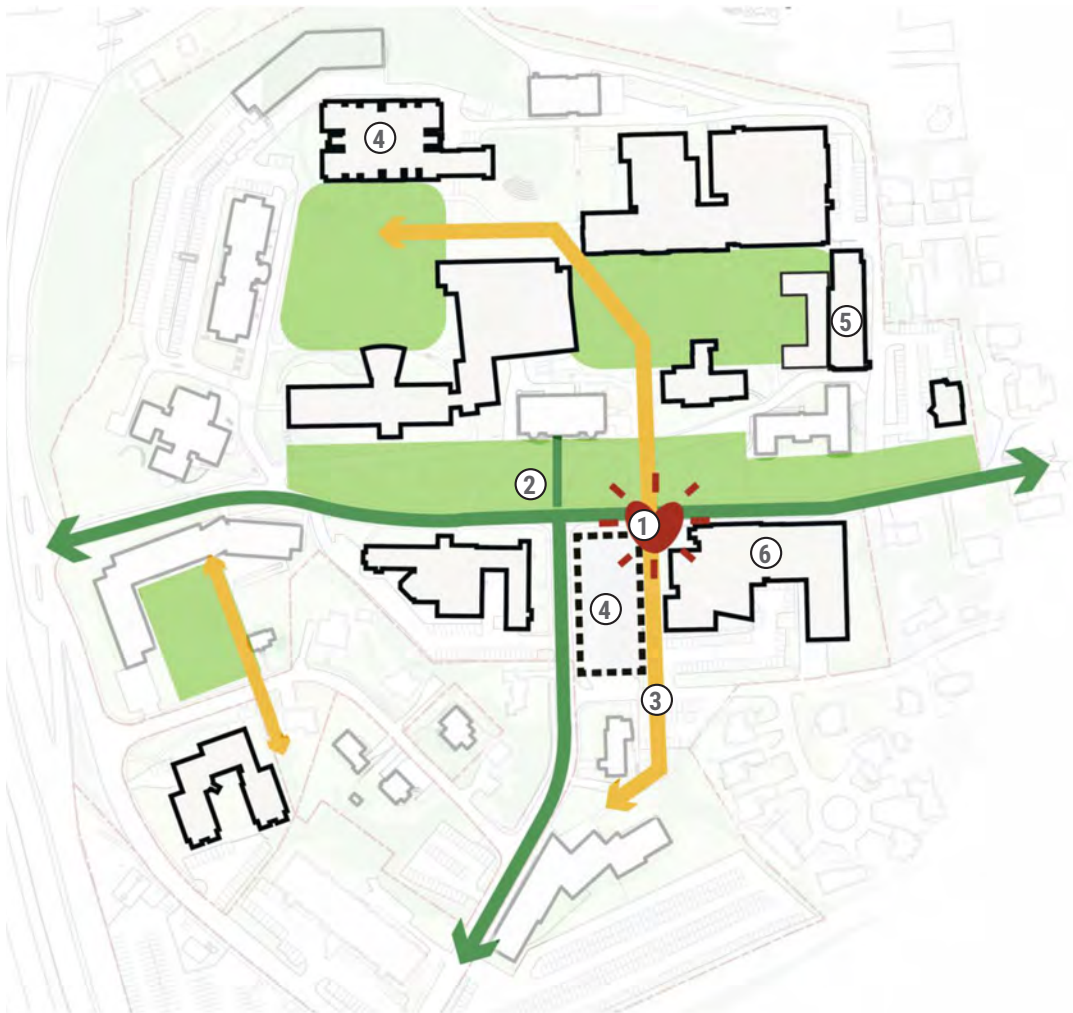
Campus
Electrification
by 2050 (per
Decarbonization
roadmap)

Master Plan Vision

The Master Plan framework looks to strengthen and reinforce the “heart” of the campus, and to center it along the two primary axes of circulation. These axes provide focus for landscape interventions to improve accessibility and ease of pedestrian movement through the campus. The “heart” of the campus is a student hub, adjacent to the McCarthy Student Center and the future site of a new right-sized library learning commons and academic hub.

The framework incorporates six key components:

1. A “Heart” for the Campus
2. State Street Open Space
3. Pedestrian Spine + Corridor
4. Reinvisioning the Library
5. New Home for Admissions
6. Maximizing McCarthy



Master Plan Recommendations

1. New Library Learning Commons

Learning Commons, optimally sized- Foster Hall site.

2. Admissions Welcome Center Building

Future alternatives under consideration

3. Linsley Hall

Renovate to faculty/staff/graduate student housing

4. McCarthy Student Center

Renovate to activate Student Services Center

5. Foster Hall & Day Care Center Building

Demolish; New Library Learning Commons on site; Day Care Center relocated

6. Athletic Recreation Center & Dwight Hall

Moderate renovation and expansion into Dwight Hall

7. Hemenway Hall and Annex

Create high-flex classrooms and AI Hub. Relocate Communication Media, and Performance Department

8. Elevate learning spaces

Home for the College of Education and Social & Behavioral Sciences

9. Repurpose and reimagine

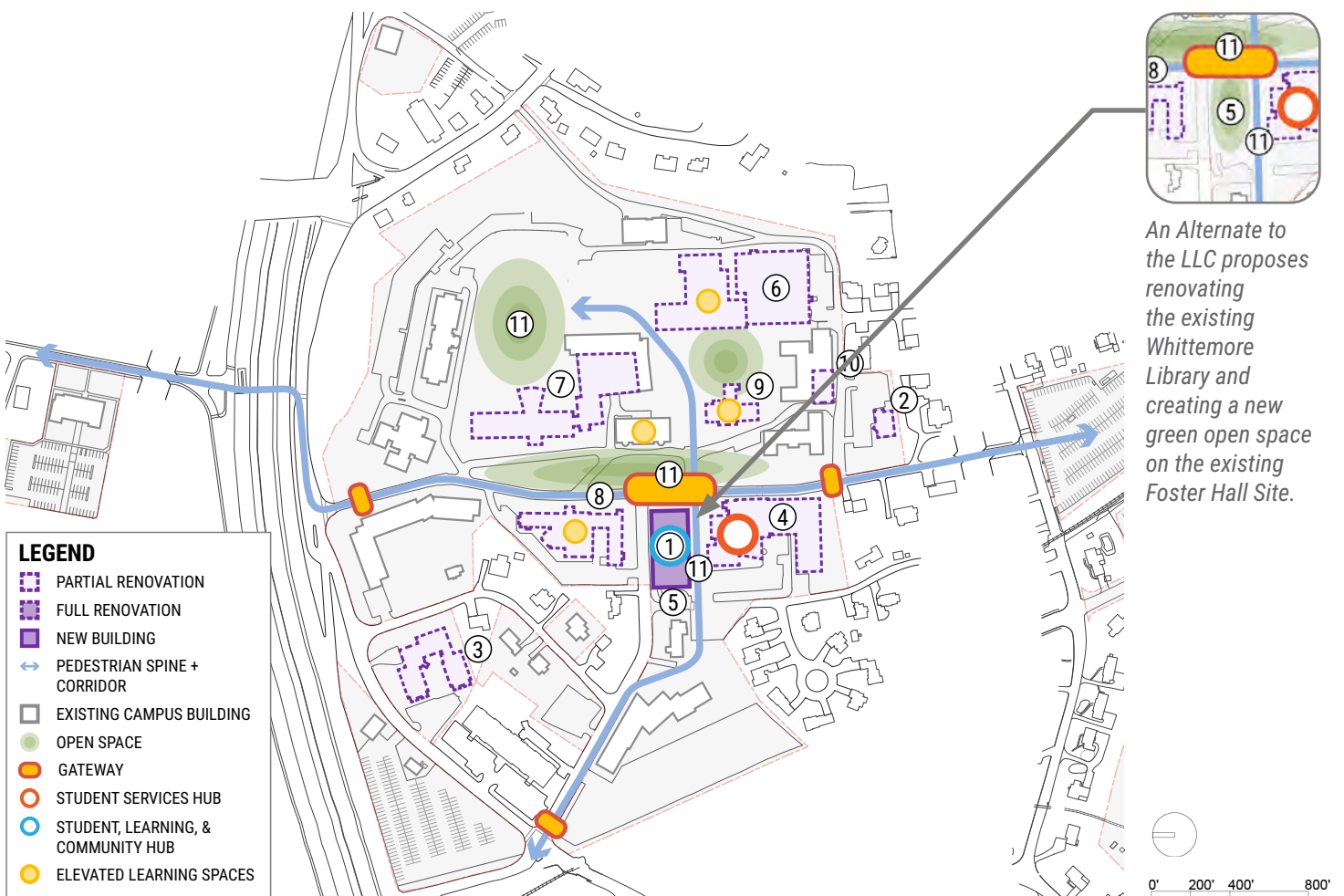
Home for the College of Business

10. Peirce Annex

Renovate to accommodate Admissions

11. Open Space Accessibility and Connectivity

Activated open space + new pedestrian spine



An Alternate to the LLC proposes renovating the existing Whittemore Library and creating a new green open space on the existing Foster Hall Site.

Consensus Solution: LLC at Heart of Campus

Consensus Solution: Library Learning Commons at the Heart of Campus

New Library Learning Commons at the "heart" of campus

The pedestrian spine will be accessible from Church Street to State Street with improved accessibility



Consensus Solution: LLC at Heart of Campus

New Library Learning Commons (LLC)

The New Library Learning Commons, at the heart of the campus, would be optimally sized at 65,000 GSF to accommodate student study spaces, library collections, FSU Centers including CASA and Digital Humanities, IT and Technology and Student Health Services. A future study would confirm program opportunities and the massing on the site.



New Library Learning Commons view from State Street

At the "heart" of the campus on State Street, a welcoming plaza extends from the Library Learning Commons entrance to the McCarthy Student Center Entrance



Programming Diagram



Accessible walkways allow all to traverse the Pedestrian Spine connecting Church Street to State Street

Pedestrian Spine looking towards State Street

An Alternate to a new Library Learning Commons proposes renovating the existing Whittemore Library. The proposed renovation would provide additional student study space, relocate the CASA program to Whittemore, increase student visibility and activity, improve wayfinding, circulation and accessibility.



Whittemore Library

Program Relocation Opportunities

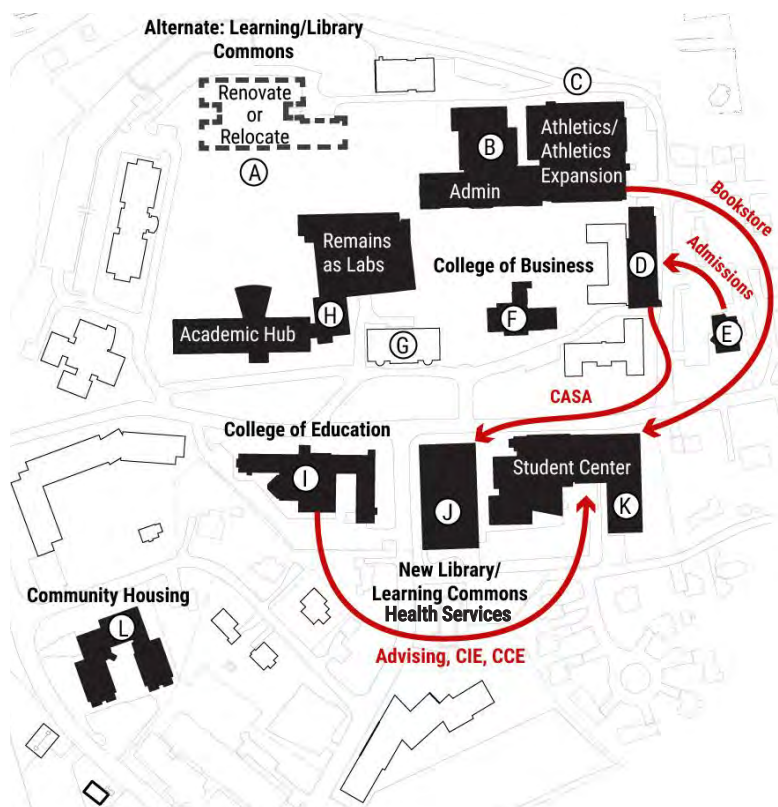
The recommended program relocation opportunities are to:

1. **Move CASA** to the New Library Learning Commons, or Whittemore Library for the Alternate Option. This will allow Admissions Center to move to the Peirce Hall Annex.
2. **Move the Bookstore** from the Athletics Center to the McCarthy Student Center to allow for additional Athletics program space.
3. **Relocate Advising, CIE, and CCE** from O'Connor Hall into the McCarthy Student Center to reinforce McCarthy as a student Center. O'Connor Hall could then provide four new, high flex, right-sized classrooms.

Classroom Recommendations

Per the 2024-25 Rickes Utilization Study, ~30 classrooms were needed. Through further discussion and study, the master plan proposes that ~40 classrooms be retained.

1. **Retain or reconfigure approximately 20 classrooms within Hemenway Hall/Annex** allowing for the building to become the new home for the Communications, Media, and Performance department.
2. **Keep four classrooms in Whittemore Library** (under the Alternate option)
3. **Reconfigure and construct four new classrooms in the first level of O'Connor Hall**
4. **Add one classroom to Crocker Hall.**
5. **Remove all of the classrooms from Dwight Hall + McCarthy Center.**



BUILDINGS

- (A) WHITTEMORE LIBRARY
- (B) DWIGHT HALL
- (C) ATHLETIC/RECREATION CENTER
- (D) CASA
- (E) ADMISSIONS WELCOME CENTER
- (F) CROCKER HALL
- (G) MAY HALL
- (H) HEMENWAY HALL
- (I) O'CONNOR HALL
- (J) NEW LIBRARY LEARNING COMMON
- (K) D. JUSTIN MCCARTHY CENTER
- (L) LINSLEY HALL

Recommended Master Plan Macro Moves

Building Renovation Test-Fit Example

McCarthy Student Center

Level 5

- Consolidated Student Services
- Advising

Level 4

- Consolidated Student Services
- CCE
- New Outdoor Terrace
- Additional Student Club Space

Level 3 (State Street)

- Expanded Student Space
- CIE
- New Student Services Touchdown space

Level 2

- New Plaza Outside of McCarthy West Entrance
- Expanded Vestibule in West Entrance
- Entrance at Annex

Level 1

- Police Remains



- Lounge/Student Space
- Student Services
- Centers & Institutes
CIE/Advising/CCE
- Police & Transportation
- Lobby & Food Services
- Building Support
- Shared Meeting Spaces
- Plaza/Terrace



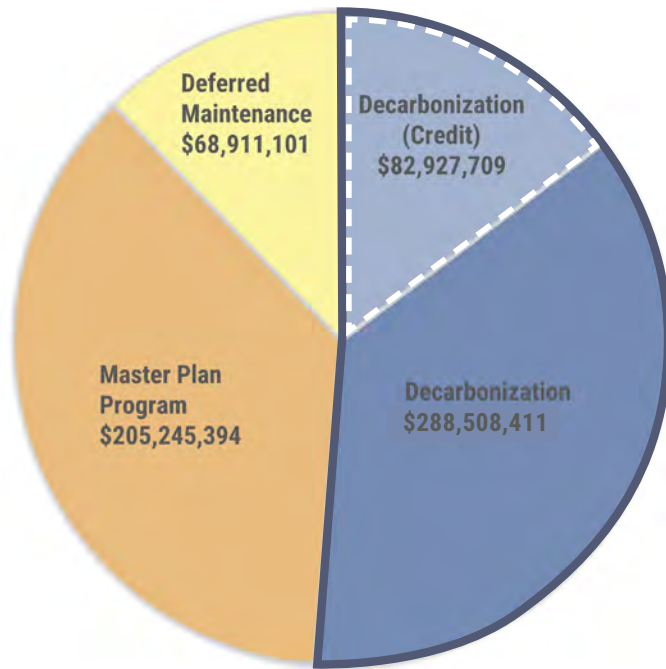
McCarthy Student Center

Cost Estimate Summary

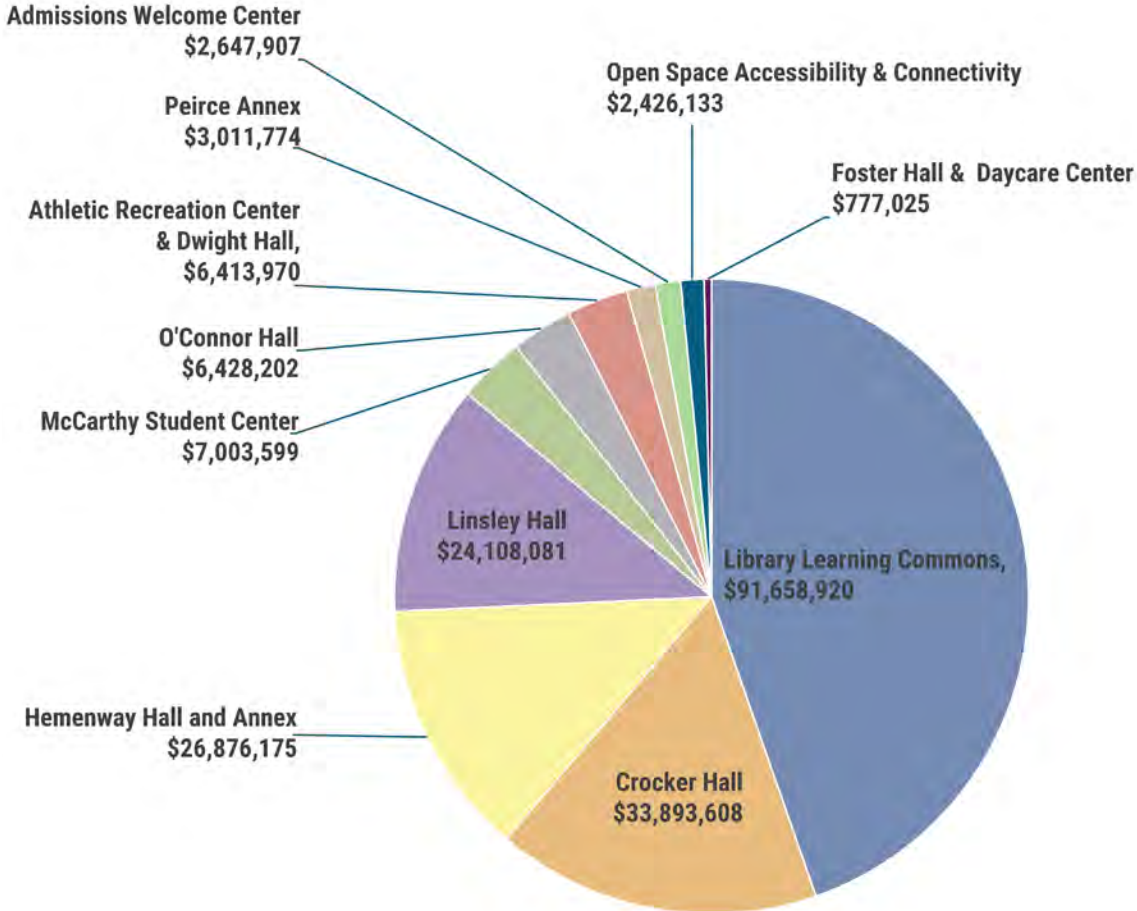
Master Plan Total Cost \$485.8 M

The Campus Master Plan cost estimate provides a total project cost of approximately \$485,800,894. This cost includes Deferred Maintenance Costs, Master Plan Program, Decarbonization, and includes a Decarbonization Credit.

The Graphs depict the cost breakdown between the major categories and the cost by programming.



Master Plan Program Cost: \$205.2 M





Introduction (Task 1)

Studio Enée has been retained by the Department of Capital Asset Management and Maintenance (DCAMM) and Framingham State University (FSU) to complete this 2025 update to the 2012 Master Plan. The Master Plan update will identify and reaffirm the long-term direction for campus development and facilities investments that will support FSU's mission and strategic plan for the next ten years (2025-2035). The goal of this planning effort is to identify opportunities to accommodate evolving academic and student services' needs, and the associated capital infrastructure required to meet those needs.

About Framingham State University

Framingham State University (FSU) is the first public institution for the education of teachers in the United States with its founding in 1839 as the Lexington Normal School. It is now a comprehensive university historically serving more than 4,000 undergraduate and graduate students across a wide range of disciplines with a mission that is rooted in reform to democratize access to a first-rate education. The 78-acre campus is uniquely situated within the Framingham community 20 miles outside of Boston in the MetroWest economic corridor. FSU's

integration within the surrounding neighborhoods allows the university to serve the Framingham community while providing an endless network of opportunities for students. The traditional New England campus strikes a balance with its historic, picturesque buildings and modern facilities like the state-of-the-art science labs and residence halls. FSU is dedicated to sustainability and environmental stewardship and has been recognized as a Green College by the Princeton Review 15 times.



Project Team

Project Name

Framingham State University

Campus Master Plan

Owner

Framingham State University

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Owner - Executive Leadership

Dr. Nancy S. Niemi, President

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Claire Ramsbottom, Board of Trustees Vice Chair

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Kristen Daly, Principal/Owner of KDaly Communications, LLC

Mariel Freve, Vice President, Chief Accounting Officer, Controller at Symbotic

Dennis Giombetti, District Staff for State Senate President Karen Spilka

Luke Yubeta, Student Trustee

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Owner Contact -

FSU Steering Committee

Robert Totino, Ed.D., Chief Financial Officer, Vice President

Ann Martin, Capital Projects Management

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Kristen Porter-Utley, Ph.D., Provost & Vice President for Academic Affairs

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Seamus Fennessy, Principal/Owner

Campus Plan Purpose and Goals

From the 2025-2029 Strategic Plan

Mission Statement

FSU prepares students for a productive life, enhanced by learning & leadership, that contributes to the culturally diverse world of the twenty-first century. The University is an important educational & cultural center in the MetroWest Region of Massachusetts committed to excellence, access, & service. A FSU education cultivates thoughtful, responsible local & global citizens, prepares students for careers, & positions them for success.

Core Values

The following shared core values direct FSU'S thinking, planning, actions, & initiatives:

- 1. Academic Excellence:** Strive to inspire a culture informed by the joy & work of learning, in which curiosity, discovery, innovation, & excellence are the driving forces.
- 2. Ethical Citizenship:** Seek to foster a culture of ethics, integrity & respect, such that it creates the ground that motivates FSU's work & work ethic.
- 3. Personal & Professional Growth:** Aspire to create a nurturing culture where all thrive & are supported in their own paths toward lifelong growth & leadership in personal & professional ways.
- 4. Global Stewardship:** Endeavors to advance global understanding, empathy & stewardship for people & the environment, embracing diversity & a sense of community in both local & global settings.
- 5. Public Purpose & Commitment:** Strive to construct a community that is committed to public purpose, informed action & service.
- 6. Inclusive & Collaborative Community:** Seek to encourage a supportive, diverse, collaborative & cohesive environment in which we learn from each other through informed, clear, & open communication.

Vision Statement

The FSU community envisions a university that is:

- Vibrant intellectual environment pursuing shared goals
- Innovator in higher education & a leader in inclusive excellence
- Thriving living-learning community committed to fostering each student's success & providing a life-changing experience for all students who commit to take advantage of all that is offered
- Warm, welcoming environment for faculty, staff & students of diverse talents & backgrounds
- Place where everyone's role & contributions to the mission are valued
- Institution that is engaged with & meaningfully contributing to the MetroWest region & beyond.

Strategic Priorities 2024-2025

The FSU community envisions a university that will:

1. Enhance academic programs, teaching methods, and student services
2. Embed DEI across all university operations
3. Improve student experience through integrated support services, mentorship, and internships
4. Strengthen institutional capacity, financial sustainability, and data-driven decision-making
5. Reinforce FSU's impact through community partnerships and experiential learning

Enrollment Trends + Strategies

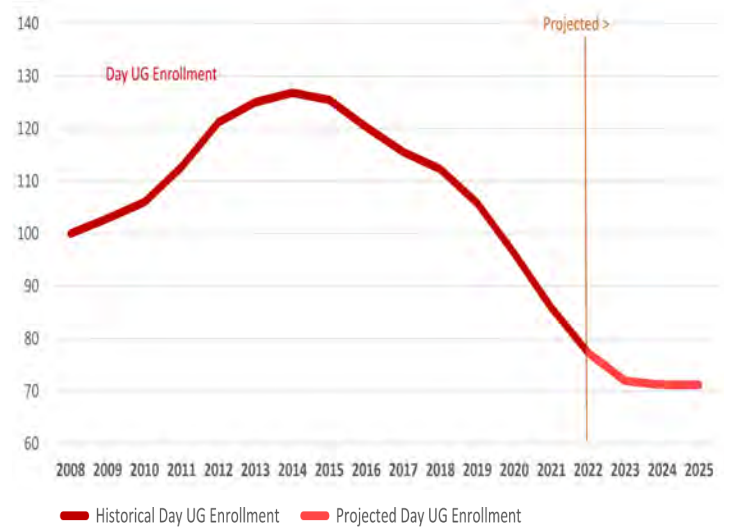
FSU has experienced an approximate 40% decline in aggregate enrollment over the past decade. In Fall 2008 through Fall 2014 FSU experienced significant increases in enrollment. Over the past decade, FSU has experienced consistent reductions (that accelerated during the pandemic years) in enrollment (Day UG enrollment trend shown in the chart)

Factors affecting the enrollment decline include:

- Lack of enrollment management expertise and a significant delay in responding strategically to declining enrollment over time
- Significant staff turnover in admissions that put additional stress on the recruitment team
- A small decline in MA public high school graduates over the past decade
- Decline in MA high school graduates' college attendance rate that has fallen by 10% over the past decade, resulting in a decrease in the aggregate potential market size
- FSU's enrollment decline started earlier and has

Actual and Projected Enrollment Trend Indexed To Fall 2008

Index to Fall 2008



been 10% greater than the decrease in MA public state universities aggregate enrollment

- Anticipated action by the University of MA to restore its non-resident and international student enrollment, resulting in UMass pursuing and accepting more MA resident students that have historically attended the State Universities.
- The impact of MassReconnect that offers Community College students “free college” through additional last-dollar grant funding
- The expansion of MASSGrant Plus student financial aid funding to all three segments

The University's student demographics over the past decade has seen a reduction in white female students and increase in Latinx and African American/Black students, as well as Pell-Eligible students. The most recent incoming first time first year class is represented by 50% of students who identify as BIPOC and 54% who identify as First Generation students. This shift in student

Campus Plan Purpose and Goals

demographics has implications for admissions activities, student services, and pedagogy.

To address enrollment decline, the University is investing \$18 million over five years to reverse enrollment trends through partial re-capture of market share and increasing rates of retention. The goal by Fall of 2027 Enrollment Day is to reach 2,640 Undergraduate and 660 Graduate students (3,300 total). This would be an increase of 180 students or 6% over Fall 2023 enrollment levels. FSU's current Graduate enrollment projections for the 2025-2030 period anticipates a 148 Graduate student increase

(40% increase) that is greater than the 2024-2027 Strategic Enrollment projection made in 2023. By Fall of 2030, FSU anticipates a total of 815 Graduate students. (See tables below)

To achieve these results, a new Dean of Strategic Enrollment Management/Chief Enrollment Officer was hired in May 2023 and a new Director of Graduate and Continuing Education was hired as well. Additionally, a new Strategic Enrollment Management approach was created for the university. The Strategic Enrollment Planning effort aims to stabilize and ultimately grow enrollment to align student enrollment with institutional capacity.

2024-2027 Strategic Enrollment Plan

Semester	Undergraduate FTE Students	Graduate FTE Students	Total FTE Students
Fall 2023 Actual	2547	574	3121
Fall 2024	2500	616	3116
Fall 2025	2540	648	3188
Fall 2026	2590	657	3247
Fall 2027	2640	660	3300
	2640 would represent ~5% increase over Fall 2023	660 would represent ~15% increase over Fall 2023	3300 would represent ~6% increase over Fall 2023

2025-2030 Graduate Enrollment Projections

Academic Year	Total Graduate Students
25-26	735
26-27	787
27-28	808
28-29	825
29-30	815

Commonwealth Context

FSU is one of nine state universities and is the only public, four-year university in the MetroWest region. As a part of the Commonwealth public higher education system, the development of the campus master plan addresses the following statewide goals and policies:

- Executive Order 594 –Leading by Example. Decarbonizing and Minimizing Environmental Impacts of State Government. This order sets goals and requirements that will accelerate the decarbonization of fuels used to heat and cool state facilities, help to demonstrate new technologies and strategies necessary to meet the Commonwealth’s energy goals, and quicken the shift to electric heating and vehicles.
- Executive Order 569 –Integrated Climate Change Strategy. This order calls for the integration of

the Commonwealth’s climate change mitigation and adaptation efforts.

- Executive Order 623 and the Affordable Homes Act. The Commonwealth is seeking underutilized campus areas statewide where the development of housing serving local and regional needs could be appropriate. FSU’s Linsley Hall has been identified as having housing potential.

A Decarbonization Study is being conducted in conjunction with the Campus Master Plan Update. The goal of this study is to provide short term and long term strategies to achieve drastic carbon reduction required by Executive Order 594 while being high level and directional. The road-map will consider electrification strategies, budget costs and phasing. The budget costing analysis will be taken from the recently completed decarbonization road-maps.



Planning Process And Schedule

What Is A Campus Master Plan?

This Campus Master Plan is a comprehensive and long-range (10 year) vision that is aspirational yet implementable over time. A Campus Master Plan:

1. Addresses needs and opportunities of both interior and exterior spaces on campus.
2. Advances near-term priority projects within a broader context.
3. Identifies opportunities for many areas of the university to work towards shared objectives.
4. Has a flexible framework to support decision-making.
5. Is tied to student success.
6. Process is collaborative & intended to build consensus.

FSU's 2024-2029 Strategic Goals

The goal of the master plan is to align the physical campus to these Strategic Goals to enhance the quality of the campus experience.

FSU's 2024-2029 Strategic Goals are:

1. **Purpose:** Leverage our Public Good Mission for Impact
2. **Program:** Innovate for Student Success
3. **People:** Nurture a Diverse and Thriving Community
4. **Place:** Create Spaces that Inspire
5. **Performance:** Fortify the Foundation for Excellence



Campus Master Plan Process

This Campus Master Plan process is divided into three sections, Discover and Analyze, Explore, and Refine and Document.



Schedule

		2025								
Duration		M	A	M	J	J	A	S	O	
Part 1 - Discover & Analyze										
Task 1: Project Start Up, Information Gathering & Gathering Data Collection	12 weeks	[Orange Bar]								
Steering Committee Workshops		★	★	★						
Part 2 - Explore										
Task 2: Assessment of Future Needs	6 weeks				[Blue Bar]					
Steering Committee Workshops					★	★				
Task 3: Alternatives to Address Future Needs	7 weeks					[Blue Bar]				
Steering Committee Workshops						★	★			
Part 3 - Refine and Document										
Task 4: Consensus Solution	5 weeks						[Green Bar]			
Cost Estimating								[Green Bar]		
Steering Committee Workshops								★		
Task 5: Final Documentation	2 weeks								[Green Bar]	

Legend

★ = FSU Steering Committee Workshop



Plan Foundations (Task 1)

In the past two decades, FSU has completed two master plans with the original completed in 2007 and the update in 2012 and 2014. To create a new vision for the campus, the 2025 Master Plan update expands on the 2012 Master Plan and 2014 Master Plan Update.

Existing Documentation + Previous Master Planning Efforts

The 2025 Master Plan update will identify and reaffirm the long-term direction for campus development and facilities investments that will support FSU's mission and strategic plan for the next ten years (2025-2035). The goal of this planning effort is to identify opportunities to accommodate evolving academic & student services' needs, and the associated capital infrastructure required to meet those needs.



Campus Master Plan Overview

FSU 2012 & 2014 Update

The 2012 Master Plan Update examines the need for increased residential housing on campus, the impact of enlarged academic programs and needed student services, and the general impact of parking on campus.

The campus challenges identified included:

- 1. Housing Deficiencies:** Ongoing demand for on-campus housing requires additional residence halls.
- 2. Parking Shortages:** A need for structured parking solutions to accommodate growing faculty and student populations.
- 3. Aging Facilities:** Buildings like Hemenway Hall, O'Connor Hall, and McCarthy Center require modernization and expansion.
- 4. Traffic & Connectivity Issues:** Need for better pedestrian circulation and transit solutions.

The Master Plan Update identified near and long-term Capital Investments to address the campus challenges. Residential and Student Life suggested expansions were for a new Residence Hall located on the Maynard Lot, as well as expansion of the McCarthy Center and Athletic and Recreational Facilities to accommodate more students and allow for the transition of O'Connor Hall from a residential to academic use. A new 800-car parking garage was suggested with the preferred site alternative for the new Resident Hall to replace commuter parking that would be lost due to the Residence Hall.

Other parking improvements included relocating accessible parking spots to better support campus mobility and potential partnerships with the MetroWest Regional Authority for expanded bus services to the satellite parking lots.

2012 Campus Master Plan Land Use

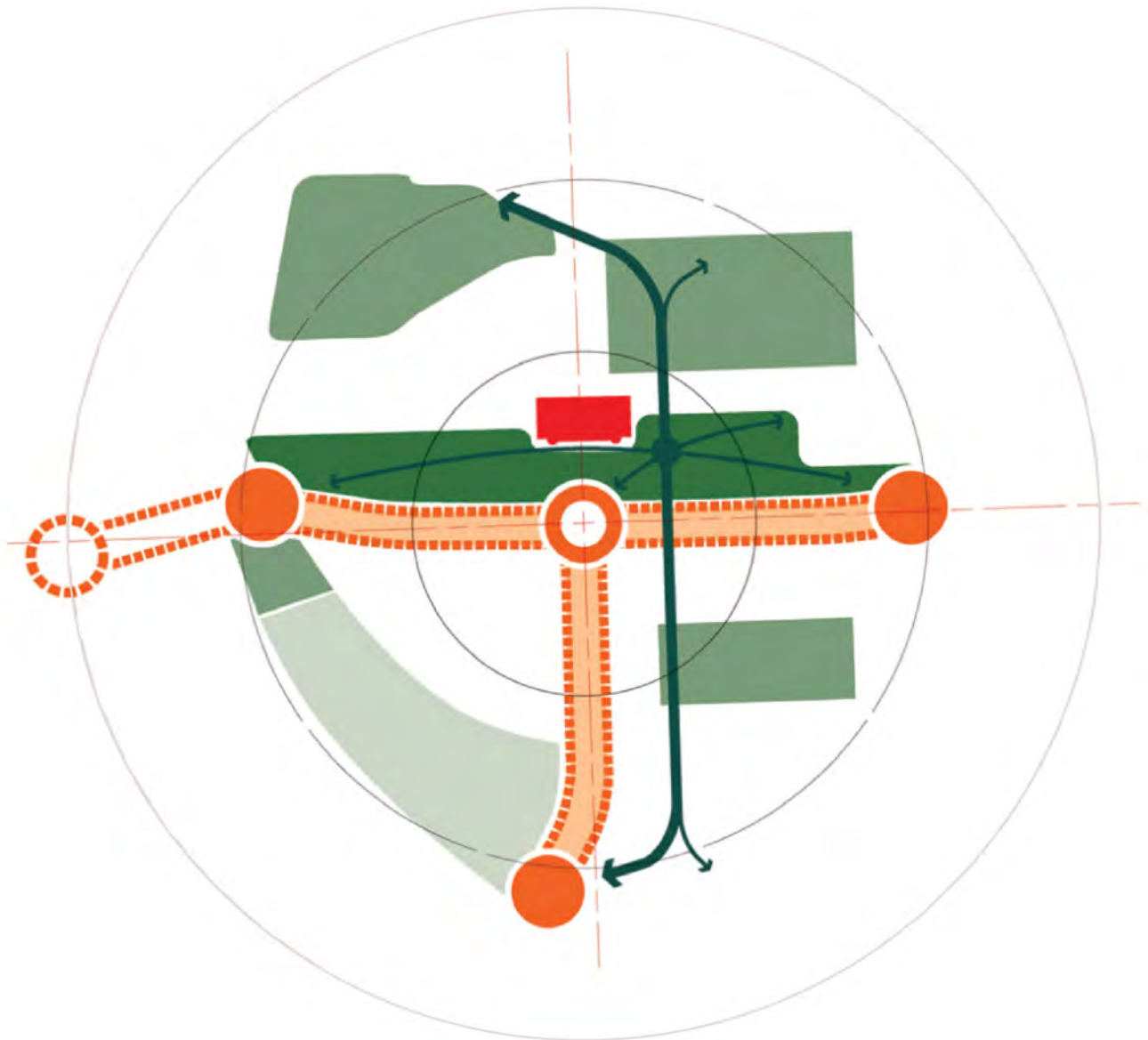


Existing Documentation + Previous Master Planning Efforts

Academic and Research enhancements focused on uniting education-focused programs like the education-focused programs under the new Center for Education and Teaching Excellence (CETE), and science-focused programs in the Hemenway Hall expansion to house Biology, Chemistry, Nursing,

and Food & Nutrition programs. An expansion to the Academic Quadrangle would extend the main academic plaza along State Street and enhance the existing pedestrian experience by connecting key campus locations using walkways and green spaces.

2007 Campus Framework Concept Diagram



Underlying Master Plan Concepts

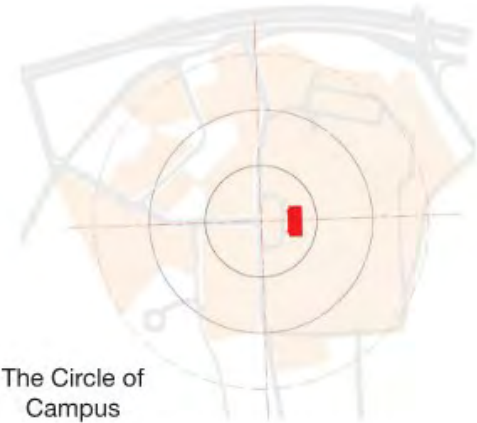
The 2012 Master Plan strategies reinforce the 2007 Campus Framework “Circle of Campus” concept that focuses on centralizing the campus in a concentric arrangement about May Hall as the center point. This defines the academic center of campus along State St and Maynard Rd where markers were completed at the main entrances to identify gateways into the core campus through the “Campus Threshold Projects”.

“The Pedestrian Spine”, builds upon the 2007 Master plan’s “Transverse Spine” concept by extending east-west across the campus and parallel to Maynard Road, connecting the commuter lot with the McCarthy Center and academic core of the campus.

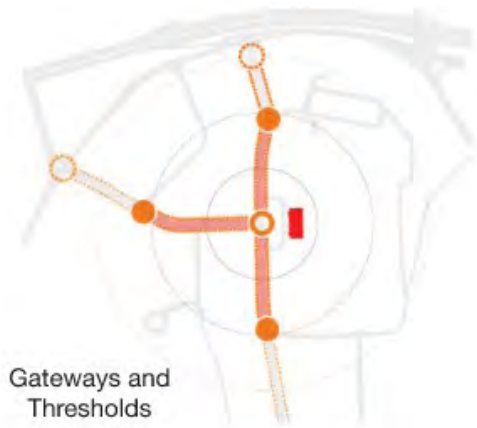
Enhancing the pedestrian experience along the “Pedestrian Spine” is strengthened further by creating a “Front Yard” through a well-defined green open space that is centered on May Hall and extends linearly along the public streetscape of State Street. The 2007 Master Plan identified the possibility of building more green spaces in the western quadrants with future development of a Residence Hall and displacing parking behind McCarthy Center.

The 2014 Master Plan Update noted additional opportunities to address planned improvement changes. Opportunities include expanding to the “satellite” locations to improve campus connectivity, expanding along Adams Road, modernizing infrastructure through sustainability and technology investment, and repurposing existing spaces like residence halls and the bookstore for Athletics use.

2007 Campus Framework Concept Diagrams



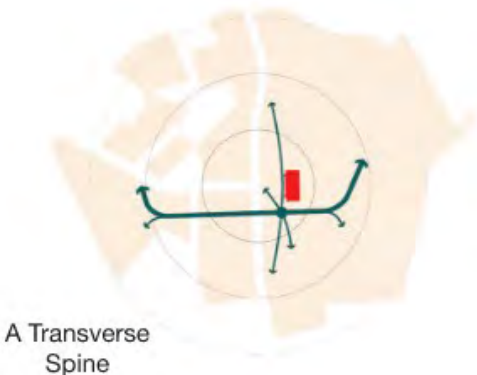
The Circle of Campus



Gateways and Thresholds

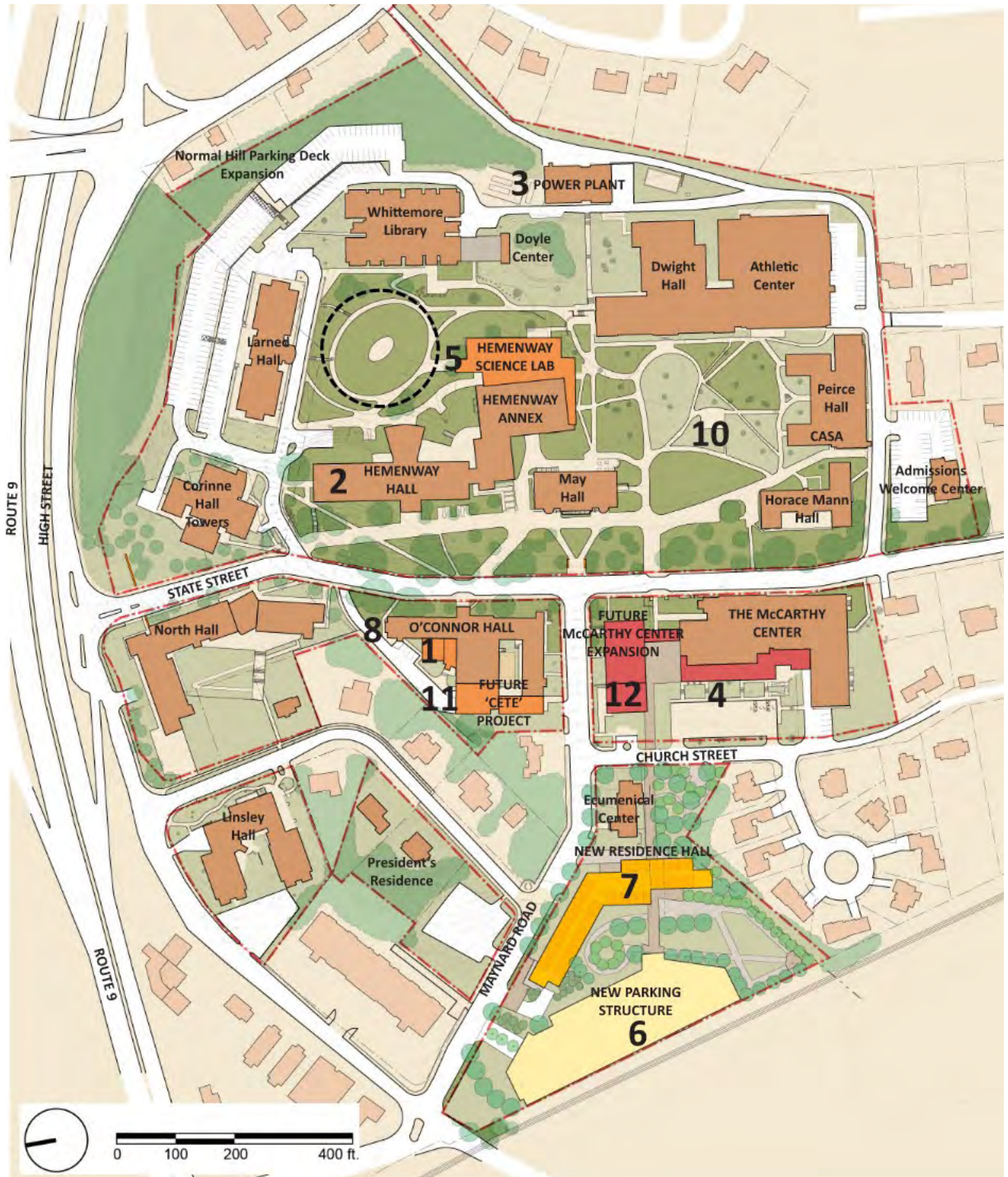


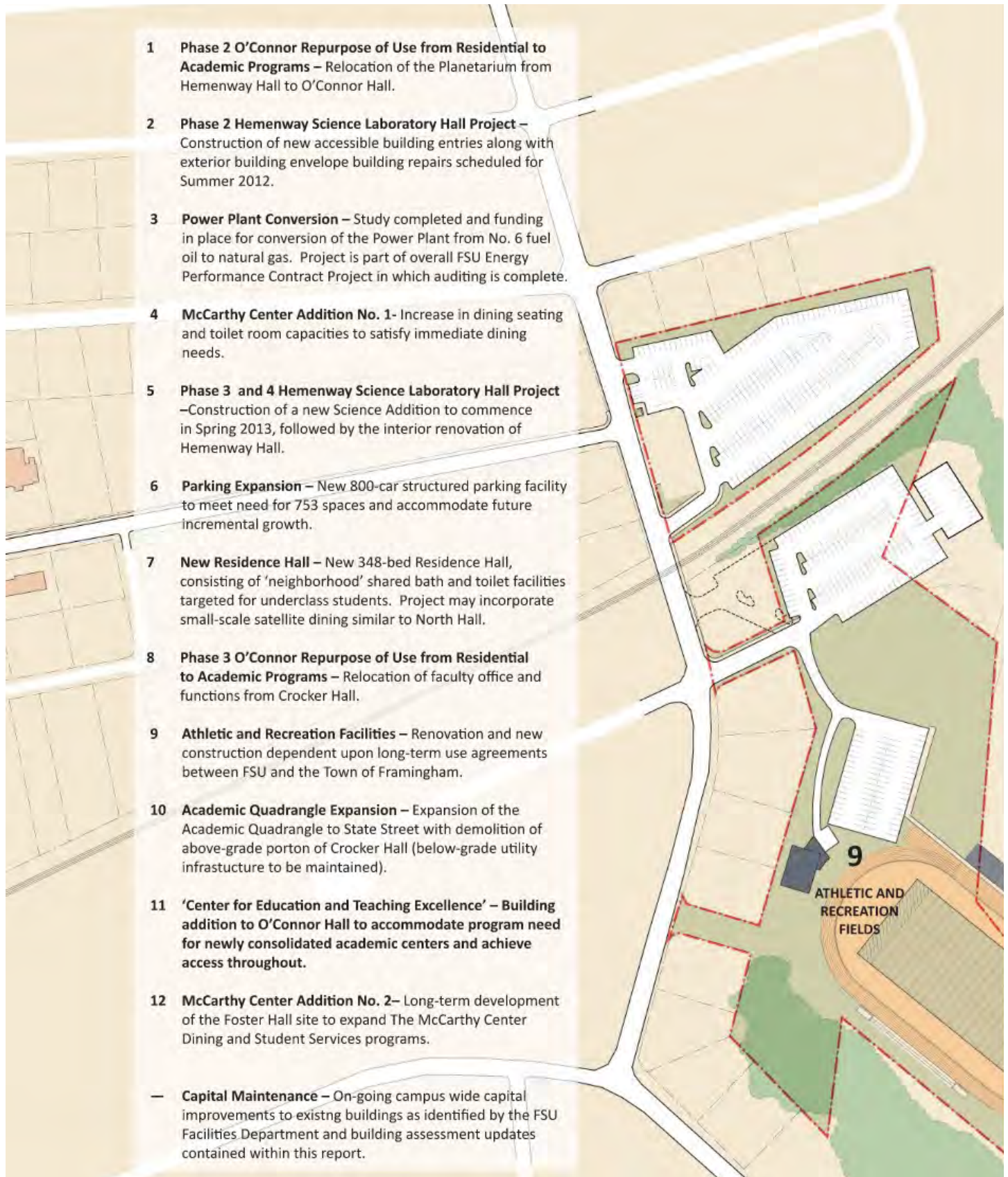
The Front Yard as Center



A Transverse Spine

2012 Campus Framework Plan





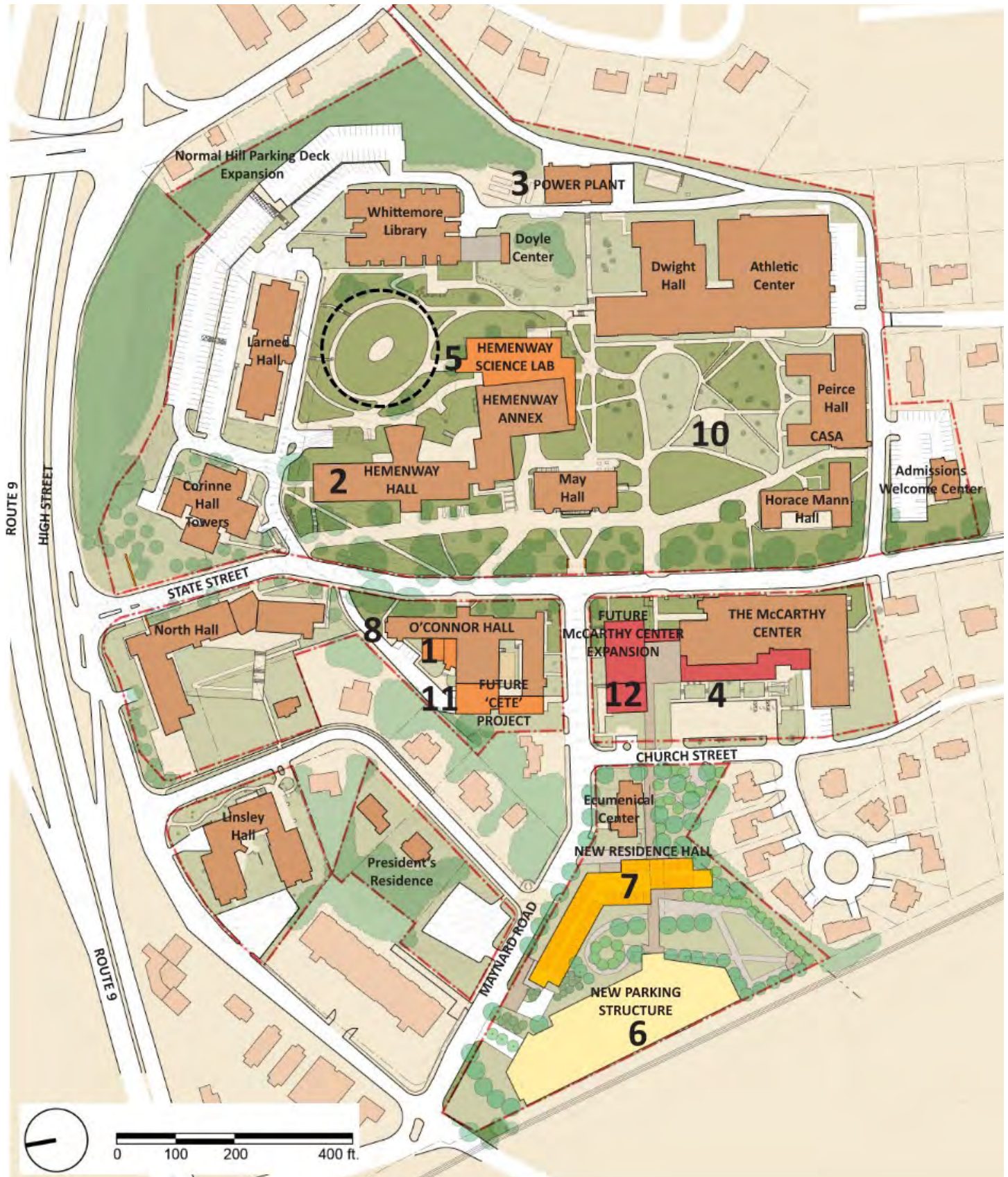
Prior Master Plan Projects Update

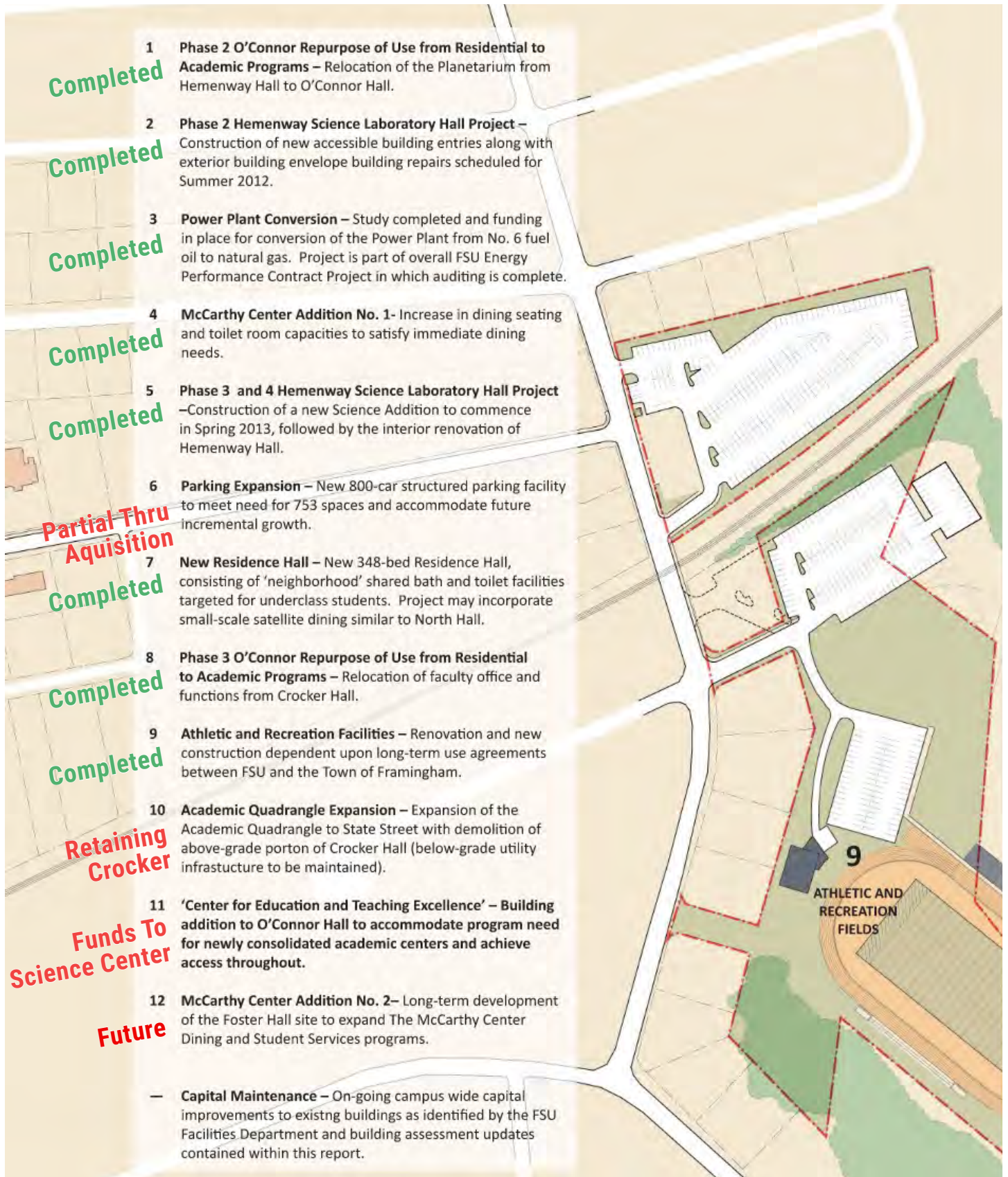
The 2012 Master Plan update identified projects that were identified in the 2007 Master Plan but were not addressed. The Academic Quad Expansion was not completed as it was decided to retain and renovate Crocker. Certain Athletic and Recreational venue projects were completed but not all updates were made. The McCarthy Center Addition #2 was not pursued as falling enrollment made the project less of a priority and funding has not been secured for the Whittemore Library Learning Resource Center Project.

Projects completed since the 2012 campus master plan are depicted on the next two pages.



Completed Projects Since 2012 Campus Master Plan Update





Recent and Planned Facilities Improvements

DCAMM and CannonDesign conducted a Facility Condition Assessment (FCA) for FSU in 2024 to evaluate the physical condition, deferred maintenance needs, and long-term capital planning for the 19 Commonwealth-owned buildings on campus. The assessment provides a 10-year outlook on facility conditions, projected repair costs, and climate resilience measures.

From this assessment, the estimated construction cost (ECC) is projected to be \$50.5M for 10-year deferred maintenance needs. May Hall, Whittemore Library, and O'Connor Hall have the highest long-term maintenance needs and Hemenway Hall and McCarthy Center will require major repairs in the next five years. The highest priorities for deferred maintenance projects across the 10-year period are Whittemore Library, McCarthy Center, and Hemenway Hall.

The FCA includes an ADA compliance review, with an estimated accessibility compliance cost of \$2.18M. Building with the highest accessibility issues are Dwight Hall/McAuliffe Auditorium, Whittemore Library, May Hall, and the McCarthy Center.



Major capital needs identified in recent planning exercises beyond general capital adaptation and renewal needs that could be supported by the State Fair Share or State General/Special Obligation Bond financing include:

1. Whittemore Library Adaptation and Renewal

“New Library” vision that would consolidate library resource materials to support new hybrid settings for group work and social meeting spaces, provide digital and media-enhanced learning spaces, permit consideration of co-location of teaching support functions, and renovate existing instructional spaces.

2. FCA Repairs, Renovations and Adaptation

Address deferred maintenance backlog as identified through Facilities Condition Assessment study.

3. Linsley Residence Hall Repurposing

Repurposing from traditional student housing to apartments for faculty/staff/graduate students would address university recruitment goals, reduce costs to residence students, and support the overall Commonwealth goal to expand housing. The MSCBA anticipated costs for the project to be approximately \$4.0M. The remaining \$2.6M will be going to a renovation of Larned Hall.

4. New Admissions Center

The 2007 Master Plan identified the Admissions Center requiring upgrades.

5. McCarthy Center Selective Space Reallocations
Student Life and Services

6. Health, Wellness, and Fitness Facility

A new facility would provide additional fitness and recreation venues and could accommodate Foster Hall Health Services (expanded) functions (vacated Health Services space could be used to expand McCarthy Center Student Clubs space)

Other capital projects were noted to be considered through the 2012 and current campus master planning process that could be addressed through new facility inclusion, existing facility expansion, or through space reallocation. They include:

1. Information Technology Services (ITS) Facility
2. Center for Academic Success and Achievement improvements (CASA)
3. Specialized Academic Classrooms/Labs
4. Danforth Museum Expansion
5. Athletic Fields improvements
6. Second floor of 1812 House
7. Counseling, Health, & Wellness Facility (Foster Hall) improvements

Documents and Data Informing The Plan

The primary data and documents reviewed are listed in the table below.

Document	Authorship	Document	Authorship
2007 Framingham State College: Master Planning for State and Community Colleges	Chan Krieger Sieniewicz	2022 FSU Climate Action Plan	FSU
2012 FSU: Campus Master Plan	Chan Krieger Sieniewicz	FSC Full Utilization Study Submitted 12 Sep 2008	Rickes Associates Inc.
2014 FSU: Campus Master Plan Update	FSU	Linsley Hall Alternative Use Options 12/17/2023	FSU
2018 FSU Capital Planning	FSU	MSCBA Linsley Hall Building Use Options 4/28/2023 – Res-Hall Redevelopment	MSCBA & PCA
FSU Fiscal Years 2023-2027 Capital Spending Plan	FSU	MSCBA 4/22/2024 Residence Hall Alternative Use Case Studies and Proposals	MSCBA
2023-2027 FSU Strategic Enrollment Plan	FSU	Warren Conference Center – Town of Ashland Barn Development Proposal	FSU
2024-2029 Strategic Plan	FSU	Warren Center Planning Assessment 10/21/2019	Dewing Schmid Kearns
FSU Year One Strategic Priorities	FSU	University Community Club Proposal 1/15/2021	FSU
Spring 2024 FSU Institutional Self-Study Submitted to the New England Commission of Higher Education	FSU	WCC 6/17/2024 Rev – FSU Rink Landscape Study	Gregory Lombardi Design
2024 FSU Facility Condition Assessment by DCAMM	DCAMM & FOS of CannonDesign	8/23/2024 MSCBA FSU WCC New Barn Assessment	MSCBA & Jones Arch
2023 FSU Whittemore Library Facility Condition Assessment	DCAMM & FOS of CannonDesign	DCR RFEI for the Rehabilitation, Management and Maintenance	FSU
2023 FSU Information on Accessibility Compliance	DCAMM	DCR FSU MOA Draft 6/04/2024	FSU
FY24-FY26 DCAMM Critical Repair Spending Plan for FSU	FSU	2024 MSCBA Strategic Direction Report and Appendix	MSCBA
2018 FSU Major Capital Project Request Whittemore Library Adaptation & Renewal Project	DCAMM	FSU 2024 Master Plan Supporting Materials 10/18/2024	FSU
DCAMM Higher Education Quarterly Briefing 6/20/2024	DCAMM		

Campus Observations + Analysis

Representatives from the design team and DCAMM visited the campus where members of the FSU Steering Committee led a guided tour around and through the main campus buildings. Studio Enée later toured some of the satellite campus locations during a second tour and were able to view the MetroWest College Planning Center, Danforth Museum, Entrepreneur Innovation Center, and the Athletic Fields and Loring Ice Arena.



Observations of Physical Campus

The design team's exterior and interior observations are as follows:

Academic

- Mix of old and new buildings with brick + glazing.
- Main entrances of the buildings are oriented towards State Street.
- We toured the academic buildings as shown on the slide that include classrooms, labs, offices, and some centers and institutes.



Dwight Hall



May Hall



Hemenway Hall



McCarthy Center



Hemenway Labs

Classroom & Labs

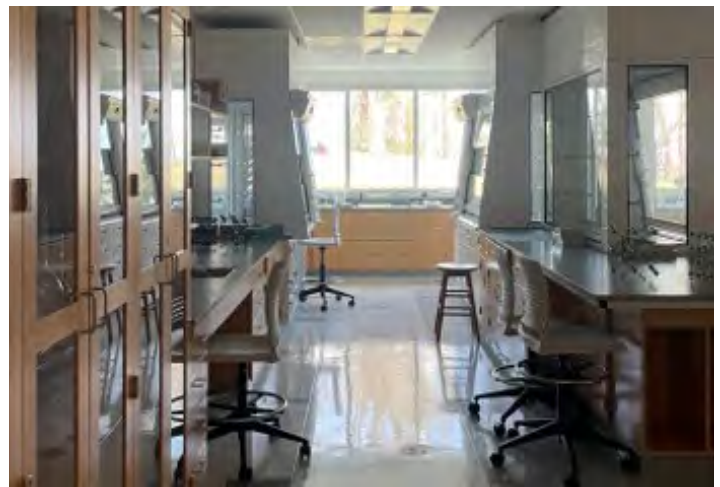
- Some of the classrooms and labs were toured.
- The furniture is not standardized for classroom spaces and both physical and digital teaching set ups vary.



Hemenway Lab



Hemenway Hall Lab



Hemenway Lab



Hemenway Hall Classroom



Whittemore Library Classroom

Centers & Institutes

- The Centers & Institutes are distributed across campus and are often not visible.
- The MetroWest College Planning Center is being underutilized as users do not come to campus.
- The Entrepreneur Innovation Center is not easily accessible by walking.
- The Danforth Museum is across Routh 9 and is a huge asset for the university.
- McAuliffe Center brings the community to campus.



MetroWest College Planning Center



Center for Civic Engagement & Service Learning



Entrepreneur Innovation Center



Danforth Museum



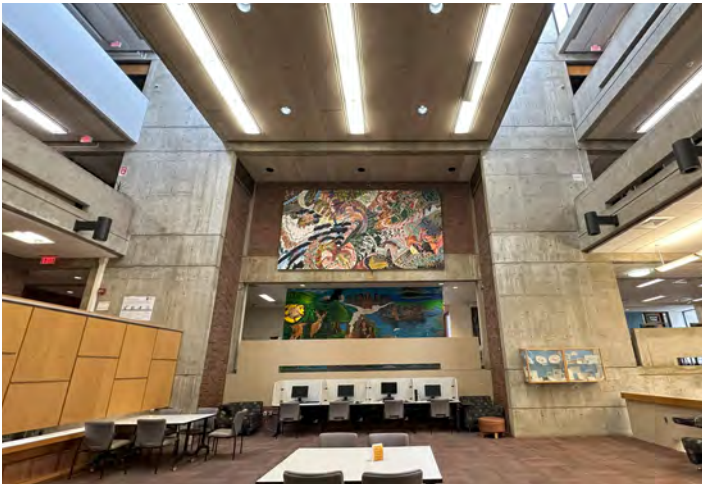
McAuliffe Center

Whittemore Library

- The library programming is unique as it includes typical library functions, technology, and classrooms for the Art & Music department.
- Not all areas of the library are accessible and the café amenity's open hours differ from the library's
- Student activity is not currently visible because of the structure and layout of the building



Exterior



Interior



Entry



Interior



Classroom

Student Success

- The university has many spaces dedicated specifically to student success and services. The group toured the CASA, Student Services in McCarthy, and spaces for student activities and success like the Club and Game rooms.
- The service spaces are not naturally located within the path of students which decreases their engagement with those spaces



Admissions Welcome Center



CASA



McCarthy Center - Student Success



McCarthy Center - Club Room



McCarthy Center - Game Room

Residence

- The residence halls are utilized except Linsley Hall which is currently offline and not utilized, except for summer-housing as it has air conditioning.
- There was discussion about how to repurpose Linsley Hall to generate revenue for the university. Shared and private spaces were discussed and what could be done
- Larned Hall is adjacent to Whittemore. We were able to tour the lobby and the E-Gaming Room which is utilized but could be in a more central location for student accessibility.



Larned Hall



Larned Hall - Esports & Gaming



Linsley Hall



Linsley Hall - Interior Room

Athletic

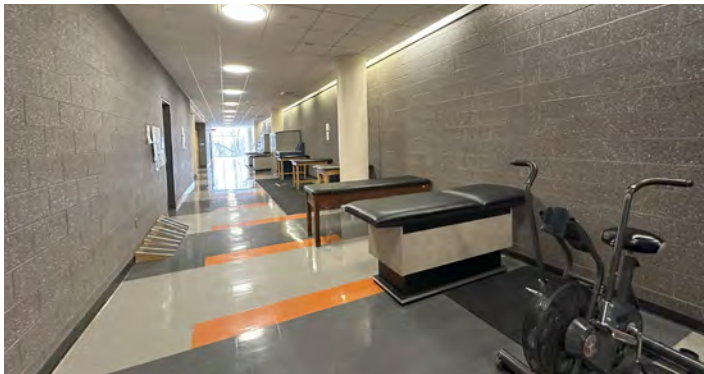
- The Athletic Center houses the main gym, workout gym, locker rooms, campus bookstore, and studios for yoga and other recreational classes. Relocation of the bookstore to McCarthy would allow more space for Athletic program growth.
- The Multi-Use and softball fields were toured and while they feel distant from the main campus, they are close in proximity. They are separated from the main campus by a neighborhood that is not a part of the university campus adding to the feeling of separation.



Athletic Center



Athletic Center - Campus Bookstore



Athletic Center Corridor



Multi-Use Field



Softball Field

Signage

- Improve exterior campus & interior building way-finding
- Directional signage is needed
- Improve existing signage sizing and locations
- Strengthen the entrances to the campus with visible and powerful branding



Campus Signage



Framingham State University Entrance Sign



Digital Signage at McCarthy Center



Signage at Doyle Technology Center

Campus Extents + Land Use

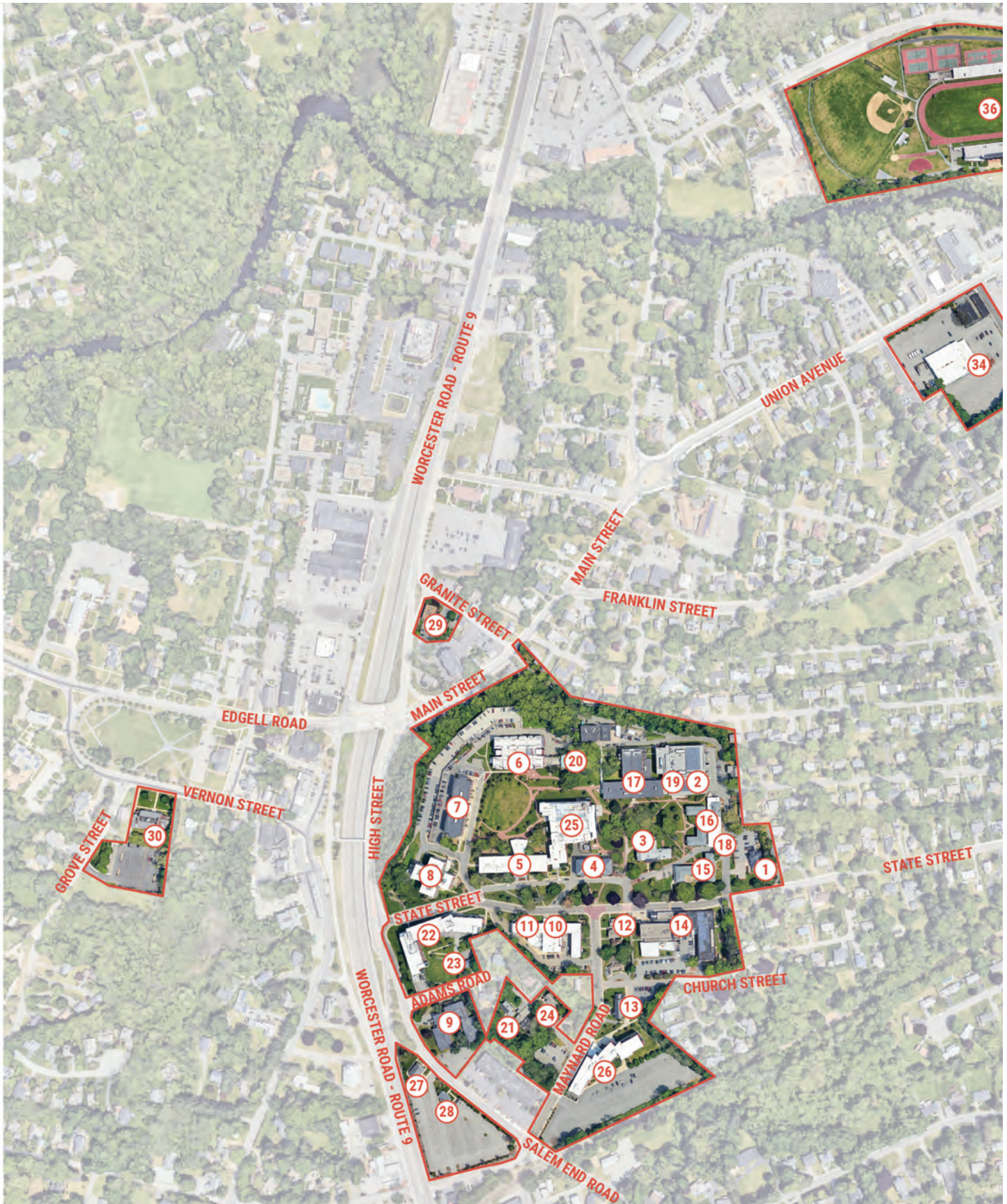
Site Context

FSU is a 78-acre campus located in the MetroWest region spread across six non-contiguous parcels of land: the main campus at State Street and Maynard Road, the Danforth Art School north of Route 9, the Maple Street Athletic Fields and Commuter

parking lot, the parking lots at Union Avenue and Franklin Street, and the Warren Conference Center at the Ashland Reservoir. The university also utilizes Bowditch Field southeast of main campus and the Loring Ice Arena at Fountain Street for their athletic team sports.



Main Campus Context





LEGEND

- ① ADMISSION WELCOME CENTER
- ② CAMPUS STORE
- ③ CROCKER HALL
- ④ MAY HALL
- ⑤ HEMENWAY HALL
- ⑥ WHITTEMORE LIBRARY
- ⑦ LARNED HALL
- ⑧ CORINNE HALL TOWERS
- ⑨ LINSLEY HALL
- ⑩ O'CONNOR HALL
- ⑪ MCAULIFFE CENTER
- ⑫ FOSTER HALL
- ⑬ HEINEMAN ECUMENICAL CENTER
- ⑭ MCCARTHY CENTER
- ⑮ HORACE MANN HALL
- ⑯ PEIRCE HALL
- ⑰ DWIGHT HALL
- ⑱ CASA
- ⑲ ATHLETIC CENTER
- ⑳ DOYLE CENTER
- ㉑ DEVELOPMENT & ALUMNI RELATIONS
- ㉒ MILES BIBB HALL
- ㉓ HONORS PROGRAM HOUSE
- ㉔ ALUMNI HOUSE
- ㉕ HEMENWAY LABS
- ㉖ WEST HALL
- ㉗ 1812 HOUSE
- ㉘ FACILITIES OFFICE
- ㉙ 860 WORCESTER ROAD
- ㉚ DANFORTH ART SCHOOL
- ㉛ MAPLE STREET FIELD COMPLEX
- ㉜ MAPLE STREET SOFTBALL FIELD
- ㉝ MAPPLE STREET COMMUTER LOT
- ㉞ UNION AVE. RESIDENT PARKING
- ㉟ FRANKLIN STREET PARKING LOT
- ㊱ BOWDITCH FIELD

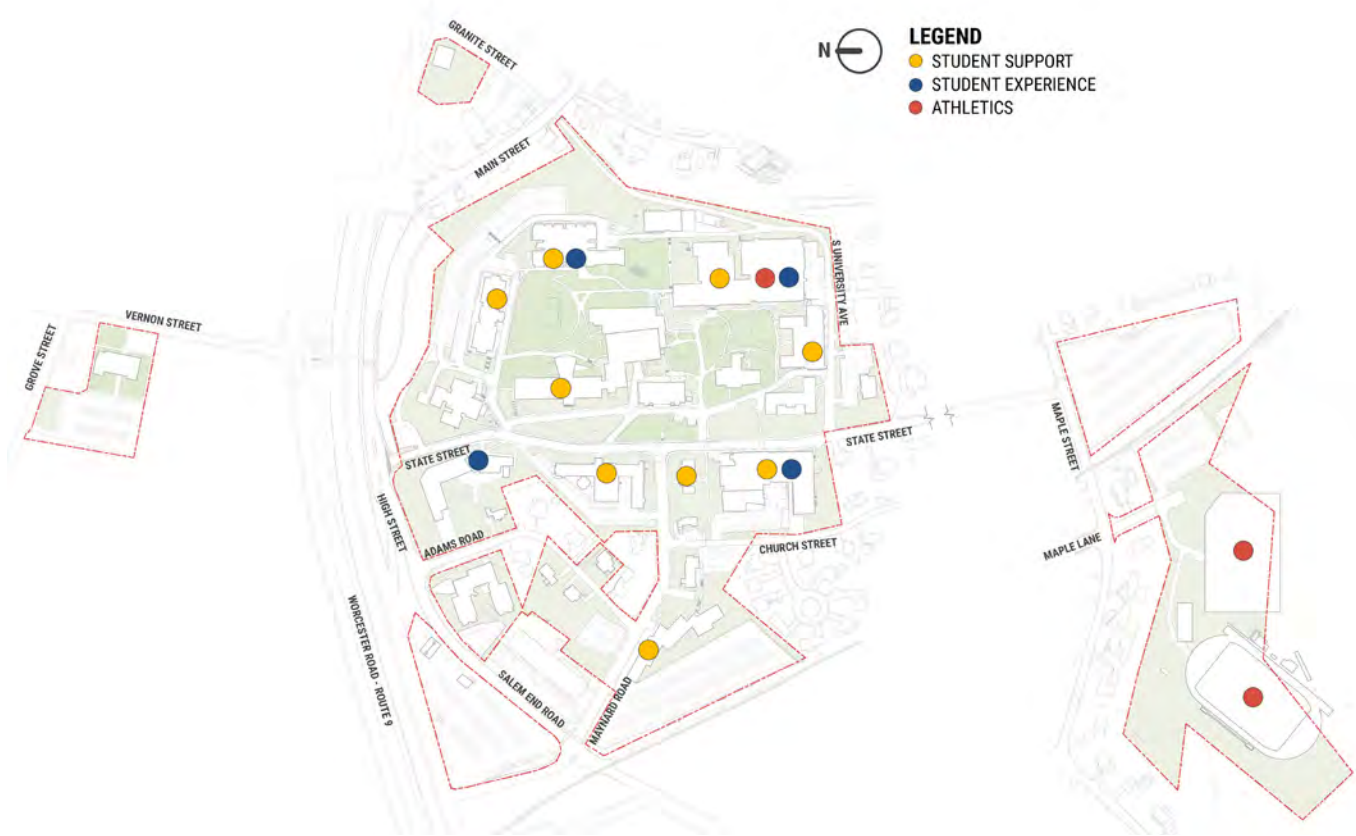
Building & Land Use



College Department Location



Student Spaces



Mobility - Street Character



Stakeholder Engagement

During these interviews, the design team described the master planning process and schedule and asked a set of questions specific to the campus and each group. Attendees provided responses and comments about how they experience campus, what works well and what needs improvement, and what they would like to see for the campus in the next ten years. The summaries from each stakeholder group are as follows with detailed meeting minutes included in the Appendix of this summary narrative.



President & Executive Staff

- Ideal campus location between Worcester and Boston
- Strengthen connection to community
- Strengthen connection across Route 9 to retail and Danforth Art Museum
- Improve wayfinding and branding
- Higher visibility of specialized programs
- Linsley Hall reuse opportunity: faculty housing, camps, events, etc.
- Need for large event spaces
- Need for centralized parking for events



Student Affairs

Includes Residence Life, Athletics, Counseling, Police:

- Increase physical transparency to visually connect students/student spaces
- Repurpose underutilized residence halls (Linsley)
- Safety of vehicles and pedestrians on campus
- Improve wayfinding and branding
- Relocate bookstore
- Police: improve access to police and increase program spaces
- Counseling: Reconfigure spaces to improve student access to services
- Athletics:
 - Upgrade locker rooms
 - Increase gym space
 - Improve HVAC
 - Use of town fields/ enhancements at town fields



Enrollment Management

Includes Student Services, Enrollment, Financial Aid, Marketing:

- Strengths: welcoming, diverse, well-maintained, small NE campus
- Higher visibility of students and student spaces
- Improve wayfinding and branding
- Centralize student services
- Dedicated information desk at McCarthy
- Relocating Bookstore to McCarthy
- Higher visibility of specialized programs
- Improve relationship with community
- Opportunities for flexible adult programs



Finance and DICE Divisions

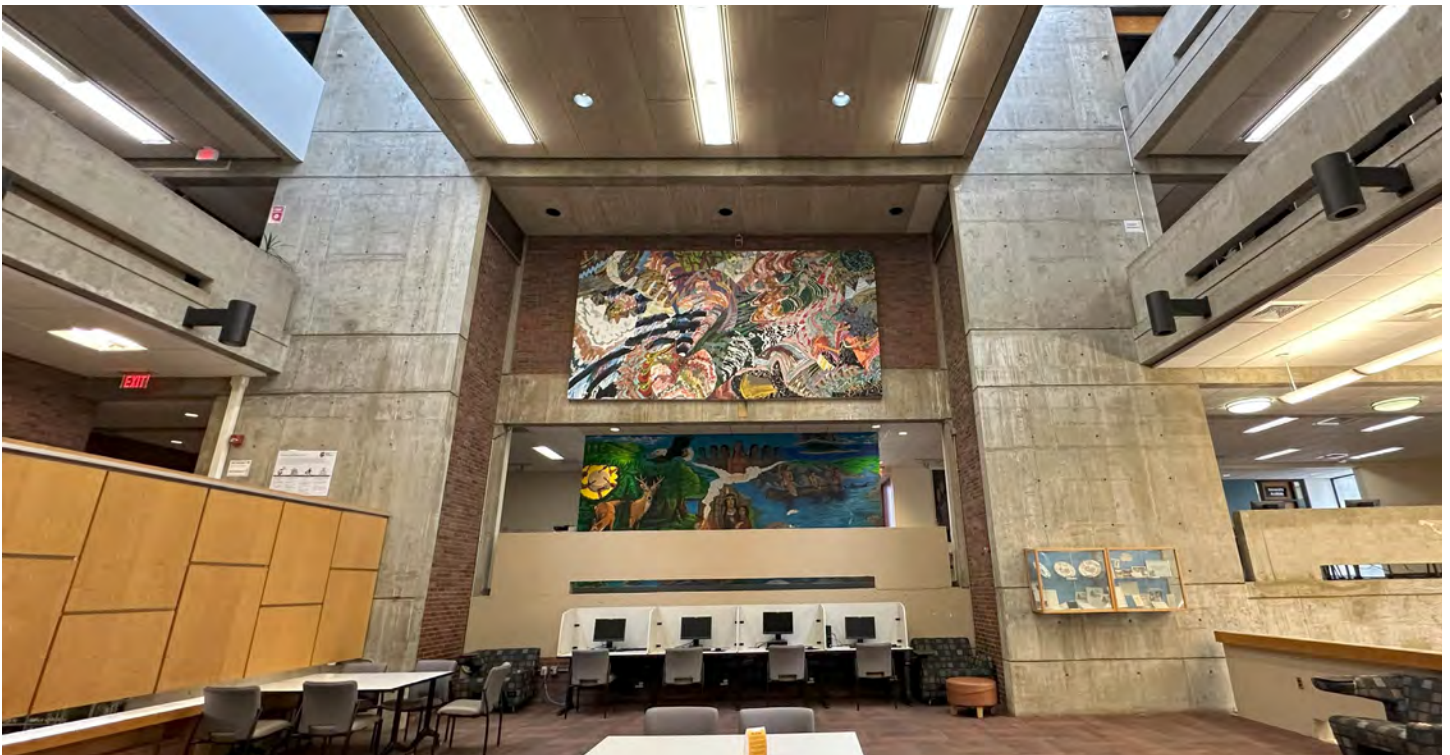
Inlcudes Finance, Technology, Administration, Facilities, DICE:

- Repurpose underutilized residence halls (Linsley)
- Update electrical infrastructure
- Deferred maintenance needs (elevators, roofs)
- Transportation: DPT more centralized
- ITS:
 - Repurpose Doyle
 - Create future-focused technology/ collaboration hub in Library
 - AI future program
- DICE:
 - Program expansion
 - Metrowest College Planning Collaborative at 1812 House



Whittemore Library

- Strengths:
 - Study spaces and specialized spaces function well, however more needed
 - Upper-level classrooms bring students into Library
- Challenges:
 - Brutalist building with several inaccessible spaces
 - Wayfinding and visibility of students
 - Deferred Maintenance: elevators, HVAC, etc.
 - Café hours are limited
- Compact collections storage creates opportunity for program space
- Reimagine Library as interdisciplinary / collaborative learning spaces
- Opportunity for more entrances / porosity



Academics

- Goal: Elevate and centralize student and academic spaces
- Strengths: campus, location, students, engaging faculty/staff, exterior space
- Commuter students need study/ lounge spaces on campus
- Need flexible, high-tech learning spaces
- Equitable classroom space and furniture throughout the campus
- Higher visibility of specialized programs
- Need informal spaces to exchange ideas outside of classroom
- Desire college-specific buildings (e.g. Business) with inter-disciplinary synergy
- Repurposing underutilized residence halls (Linsley)
- Increase centralized parking



Student Engagement

Student engagement occurred in two parts; the first part was in-person in the McCarthy Center Alumni Room during the student's free period. The students were asked to answer questions on a series of boards using colored dots that represented their year level and living locale and written descriptions on sticky notes. The questions were separated into categories about transportation, an overview of campus, their campus experience, and campus and study spaces.

Most students who participated were undergraduate students and their responses are summarized as follows:

- Strength: campus, location, students, faculty/ staff, exterior spaces
- McCarthy Center: welcoming and inclusive
- Study Space preference: small groups/individual study spaces in dorms
- Commuter students need more study space, lounge/hangout areas
- Campus spaces should be more transparent and inviting
- Improve student programming to create more community for all students
- Improve accessibility and universal design in older facilities
- Athletics and Recreation: increase locker rooms and a pool
- Improve wayfinding and branding







Engagement Boards

INTRODUCTION


FSU Campus Master Plan

OPEN FORUM INSTRUCTIONS:

-  **UNDERGRADUATE STUDENT**
LIVING ON CAMPUS
-  **UNDERGRADUATE STUDENT**
LIVING OFF CAMPUS
-  **GRADUATE STUDENT**
LIVING ON CAMPUS
-  **GRADUATE STUDENT**
LIVING OFF CAMPUS


1. Grab a sheet of dots from the bins that correspond with your profile.

2. Proceed to boards & tables, read questions, & share input using dots and sticky notes



FSU Campus Master Plan:








The FSU Campus Master Plan will be used to guide the optimal growth and development of the physical campus in support of the strategic plan priorities – anticipating future trends and needs while also providing the flexibility to adapt to continuous change.

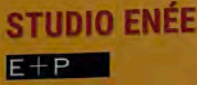



FOR MORE INFORMATION VISIT:

Tell us about yourself.

Place (1) one dot in **each** box that describes you.

 First Year	 Sophomore	 Junior	 Senior
 Graduate Student	 Transfer Student	 Alumni	



Engagement Boards

TRANSPORTATION

FSU Campus Master Plan

How long does it take to get to campus from your home?

Place (1) one dot on the chart below in the location that approximates how far away from the existing campus you live!

How do you typically get to campus?

Place (1) one dot in the box beneath the mode of transportation you most frequently use to get to campus. Select all that apply.

<p>Walk</p> <p>PLACE DOTS HERE</p>	<p>Bike/Scooter/etc</p> <p>PLACE DOTS HERE</p>	<p>Bus/Ride Train</p> <p>PLACE DOTS HERE</p>	<p>Train</p> <p>PLACE DOTS HERE</p>
<p>Ride Share</p> <p>PLACE DOTS HERE</p>	<p>Personal Vehicle</p> <p>PLACE DOTS HERE</p>	<p>Carpool</p> <p>PLACE DOTS HERE</p>	<p>Other Mode?</p> <p>PLACE DOTS HERE</p>

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CAMPUS EXPERIENCE

FSU Campus Master Plan

To what degree do you agree with each of the following statements related to the FSU campus experience?

Place (1) one dot for each statement in the box that describes how much you agree

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My favorite transportation mode is not in contact in winter					
If it was possible to transport around the campus					
It is appropriate to walkable within central location					
They each when I am on campus					
Changing facilities and convenience and subjective to the academic equipment					
Education, fitness, and performance provided a good campus environment					
Overall health, wellness programs, and facilities promote a healthy campus environment					
The physical campus has strong character and a sense of tradition					
The campus has provided a strong connection to the City of Framingham and surrounding neighborhood					
I feel a sense of community and identity with my peers at FSU					
I feel a sense of pride and belonging to the community when on campus					
I feel supported in campus facilities at FSU					
The campus provides a variety of options for diverse students and experiences, social, and cultural activities of all students, members, and individuals/affiliations					
All members of the campus community are included, honored, and valued in all aspects					

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WELCOME & INCLUSIVE

FSU Campus Master Plan

Are there spaces on campus (interior and exterior) that do not feel inclusive?

Place a dot on the plan below in the approximate location of the spaces that do not feel inclusive.

What about the space makes you feel unwelcome or excluded?

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CAMPUS EXPERIENCE

FSU Campus Master Plan

What is your favorite outdoor space on campus to socialize?

Place a dot on the plan below in the approximate location of your favorite outdoor spaces to socialize.

What about the space makes it a good place to socialize?

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Engagement Boards

CAMPUS EXPERIENCE

FSU Campus Master Plan

What is your favorite outdoor space on campus to socialize?

Place a dot on the plan below in the approximate location of your favorite outdoor spaces to socialize.

What about the space makes it a good place to socialize?

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HEALTH + WELLNESS

FSU Campus Master Plan

How often do you use the Dwight Athletic Center?

Place (1) one dot in the box that best describes how often you visit the campus recreation center.

PLACE DOTS HERE	PLACE DOTS HERE	PLACE DOTS HERE	PLACE DOTS HERE	PLACE DOTS HERE
Never or rarely	1-2 times per semester	1-2 times per month	1-2 times per week	Daily

Do you have any suggestions for improvements or changes to campus recreation facilities?

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CAMPUS EXPERIENCE

FSU Campus Master Plan

What is your favorite indoor space on campus to socialize?

Place a dot on the plan below in the approximate location of your favorite indoor spaces to socialize.

What about the space makes it a good place to socialize?

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CAMPUS EXPERIENCE

FSU Campus Master Plan

How much unscheduled time (non-class) do you typically spend on campus each day?

Place (1) one dot on the scale below in the location that best represents how much time you spend on campus outside of the classroom on a typical day.

# OF HOURS	# OF HOURS	# OF HOURS
NONE	1	2
3	4	5
6	7	

How do you typically spend your unscheduled time on campus?

Place (1) one dot in the indicated space next to the answer that best describes how you spend a majority of your unscheduled time on campus (outside of the classroom).

Studying alone	
Studying in groups or collaborating on projects	
Socializing with friends	
Working at a job on campus	
Working on a research project	
Participating in student organizations or clubs	
Participating in team sports or other recreational activities	
Other?	

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Engagement Boards

CAMPUS EXPERIENCE

FSU Campus Master Plan

Where do you spend your unscheduled time on campus?

Place (1) one dot in the indicated space next to the answer that best describes where you spend a majority of your unscheduled time on campus (outside of the classroom).

McCarthy Center	
Whittemore Library	
Hemenway Lab	
Hemenway Hall	
Hemenway Annex	
CASA	
Residence Halls	
Athletic Center	
Outdoor spaces	
Personal or assigned space (Please identify type of space: residence hall, office, research lab, etc.)	
Other location?	

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STUDY SPACES

FSU Campus Master Plan

Where do you prefer to study?

PLACE DOTS HERE

On-campus active public space (with background)

On-campus quiet public spaces (i.e., Whittemore library)

PLACE DOTS HERE

Off-campus public space (i.e., coffee shop)

PLACE DOTS HERE

Enclosed Study Room

Other

What is your typical study group size?

Individual

2-3 People

4-6 People

7+ People

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CAMPUS SPACES

FSU Campus Master Plan

How would you rate the current quality of spaces at FSU?

Place (1) one dot for each row in the box that describes the quality of the space.

	NEEDS IMPROVEMENT	OKAY	GOOD/GREAT!
LEARNING ENVIRONMENTS			
CLASSROOMS (Classrooms, Lecture Halls, Seminar Rooms, etc.)			
CLASS LABS / LABORATORIES (Science Labs, Computer Labs, etc.)			
SPECIALTY LEARNING SPACES (Performance Spaces, Engineering Labs, Health Science Labs, etc.)			
COLLABORATION SPACES			
STUDY SPACES (Individual Study Spaces, Group Study Spaces, Libraries, etc.)			
ACADEMIC SUPPORT RESOURCES (Makerspaces, Writing Labs, Tutoring, etc.)			
GATHERING / SOCIAL SPACES (Lounges, Commons, Union, etc.)			
RESOURCES & SERVICES			
CAMPUS ENVIRONMENT (EXTERIOR) (Outdoor Study Spaces, Community Spaces, Landscapes, Ease of Circulation, etc.)			
RECREATION SPACES & SERVICES (Rec Center, Rec Fields, Intramural Sports Offerings, etc.)			
STUDENT SERVICES (Advising, Counseling, Registration, Career Services, etc.)			

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ONE BIG CHANGE

FSU Campus Master Plan

Have there been any recent campus changes (e.g., renovated space, new furniture, better lighting, expanded hours, etc.) that have improved your campus experiences?

of which.

PLACE STICKY NOTES HERE

If you could make **ONE BIG CHANGE** to the physical campus environment, what would it be?

FRAMINGHAM STATE UNIVERSITY | STUDIO ENÉE E+P

Surveys

The second part of the student engagement was through an online survey sent through FSU. The student survey questions were the same as the engagement boards asking students about their transportation use, their campus experience, and how they use the campus and study spaces.

Per feedback from the Academic Stakeholder interview, the design team conducted a Faculty and Staff survey to broaden the data. The Faculty and Staff survey was similar to the student survey but also included questions regarding teaching methods and the quality of the spaces.

115 Student Survey & Engagement

51 In-Person Engagement¹

64 Online Survey

184 Employees Surveyed

of which:

22 Administrators

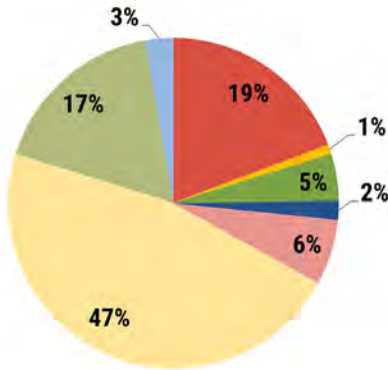
72 Faculty

85 Staff

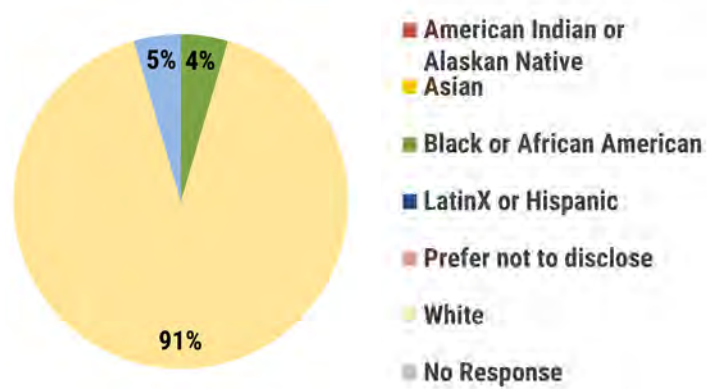
1. The student in-person engagement is approximate as each participant did not answer all of the questions on each board.

Tell us About Yourself

Student

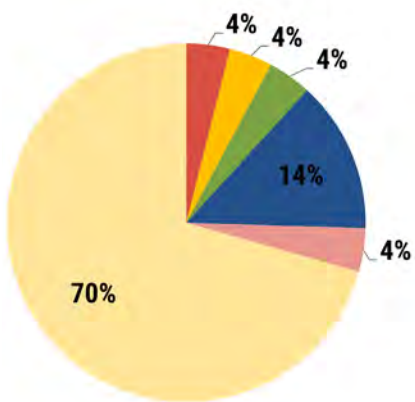


Faculty

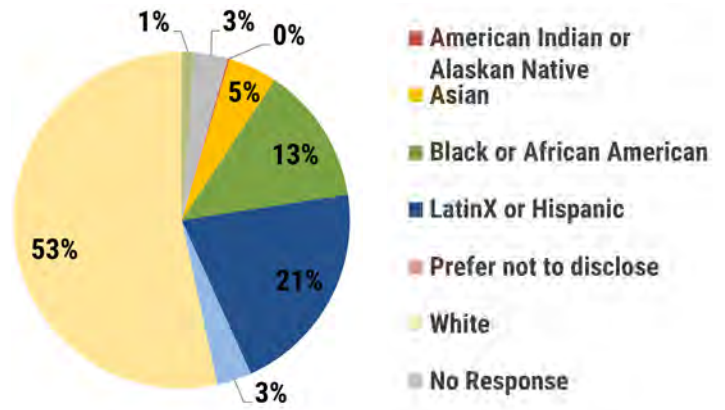


Race or Origin

Student online survey respondents

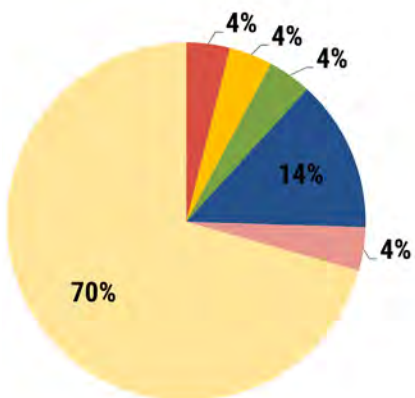


FSU actual student demographics

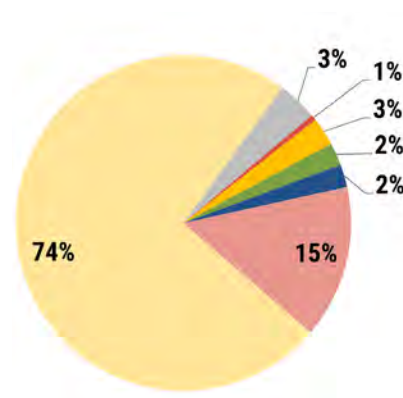


Race or Origin

Student

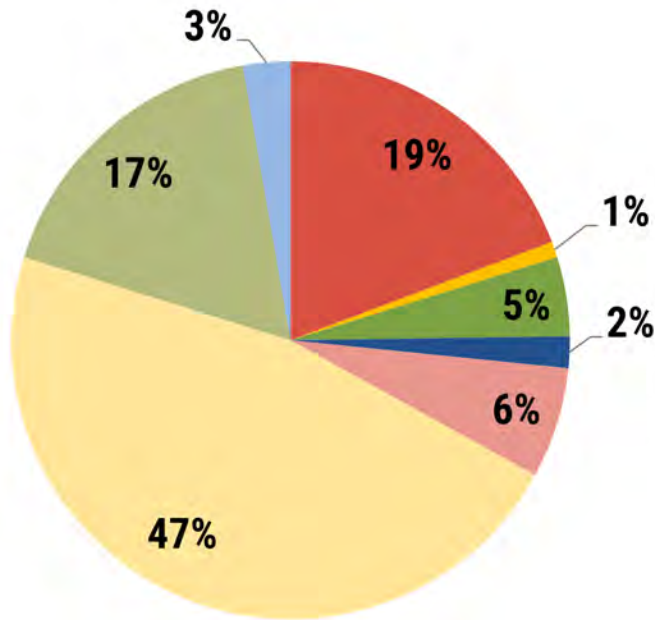


Faculty

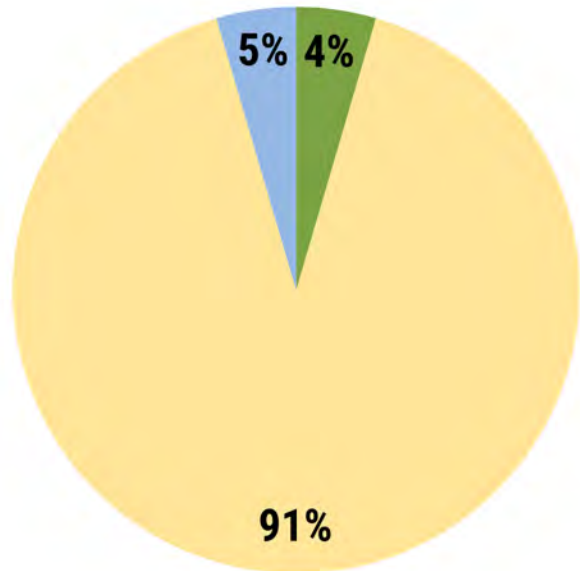


How do you typically get to campus?

Student



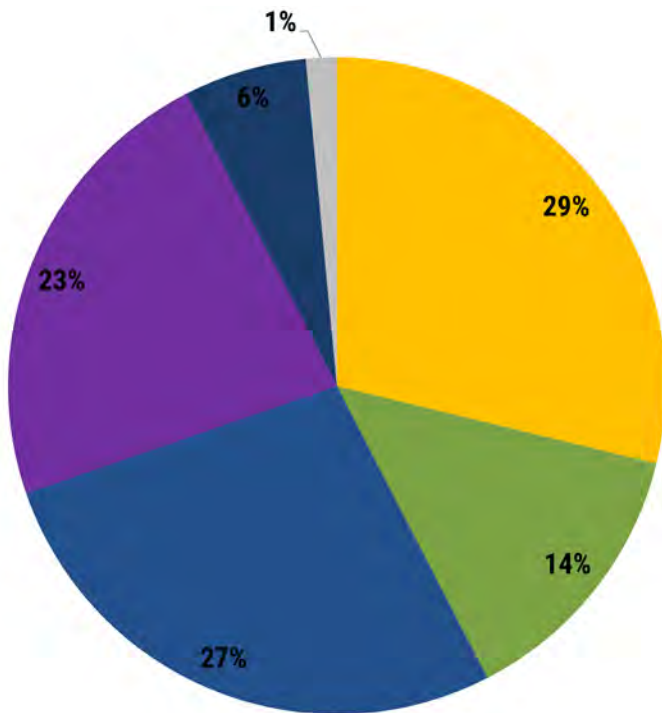
Faculty



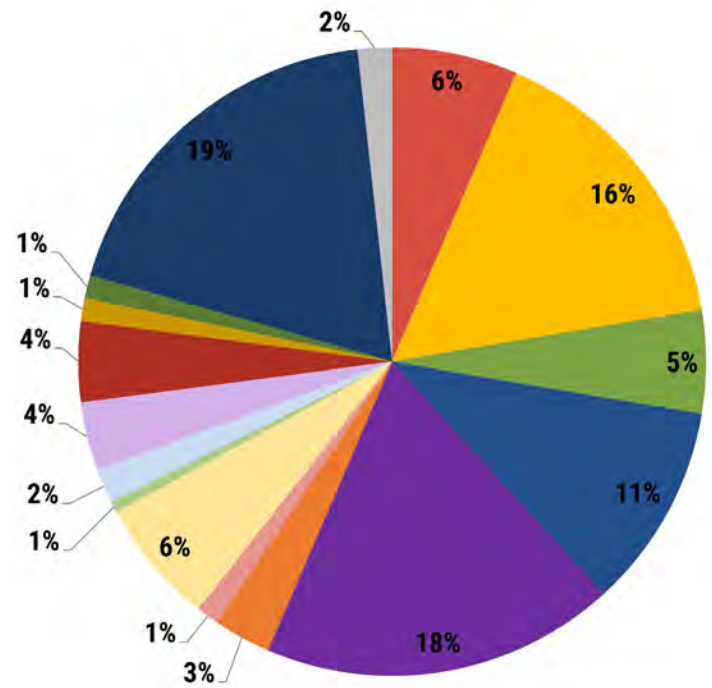
- Walk
- Bike/scooter
- Bus/Ram Tram
- Train
- Ride Share
- Personal Vehicle
- Carpool
- Other

Which college/department are you in?

Student

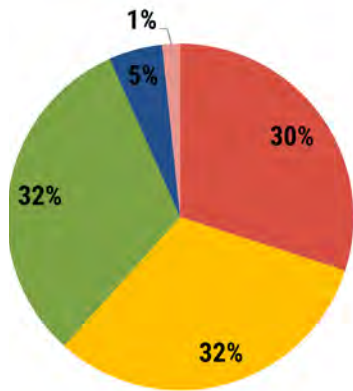


Faculty

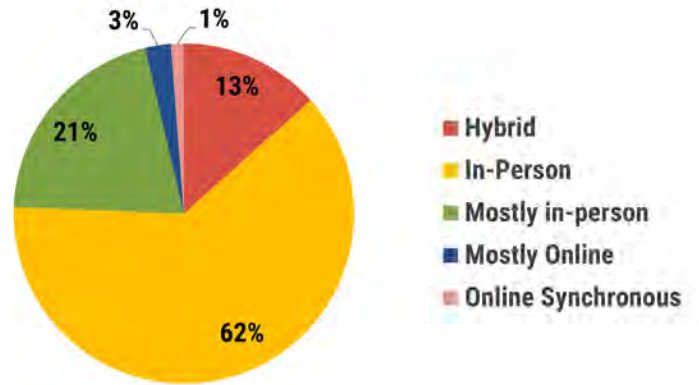


- Center/Institute
- College of Arts & Humanities
- College of Business
- College of Education and Social & Behavioral Sciences
- College of Science, Technology, Engineering, & Mathematics (STEM)
- Counseling, Health and Wellness
- DICE
- Enrollment Management
- Dining Services
- Graduate Studies
- Henry Whittemore Library
- Student Support Resources
- Transportation Services
- University Police
- Other
- No Answer

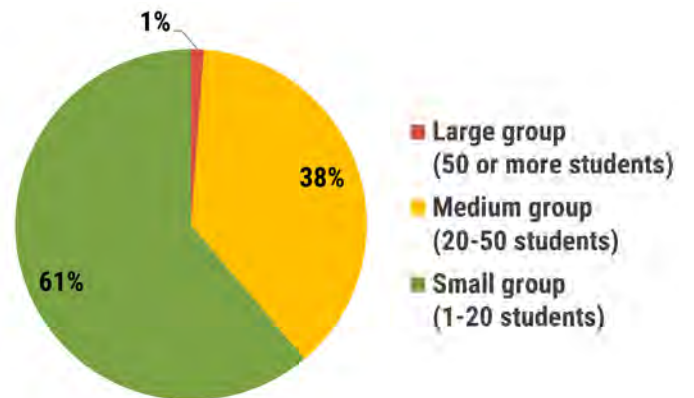
How do you prefer to take classes? Student



How do you teach classes? Faculty

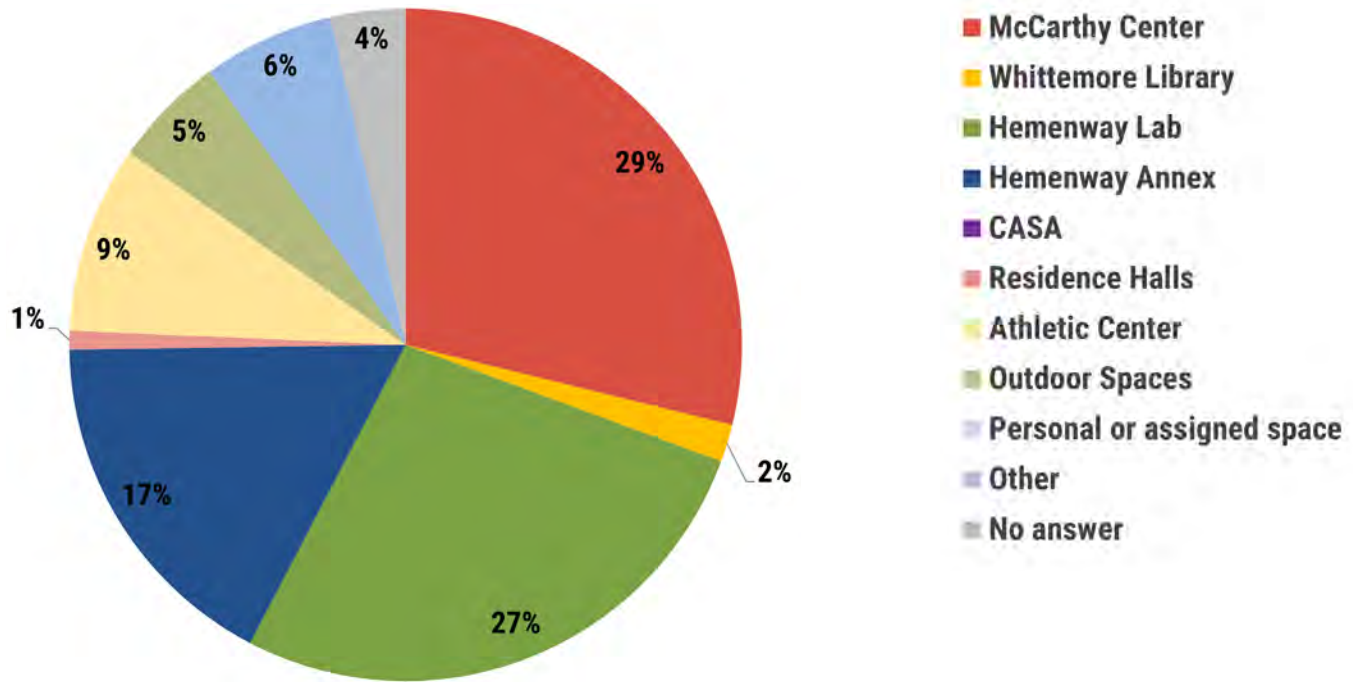


What size classes do you teach?



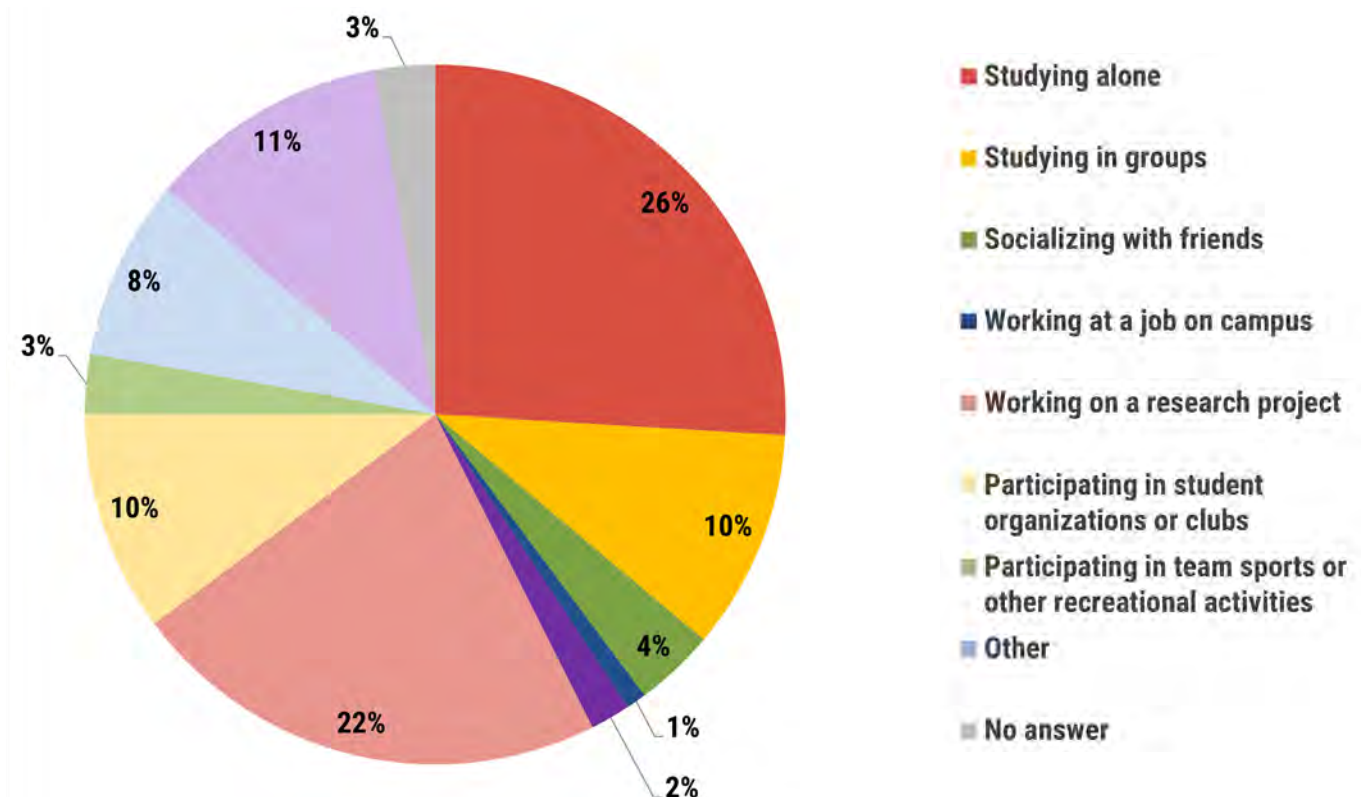
How do you typically spend your unscheduled time on campus?

Student



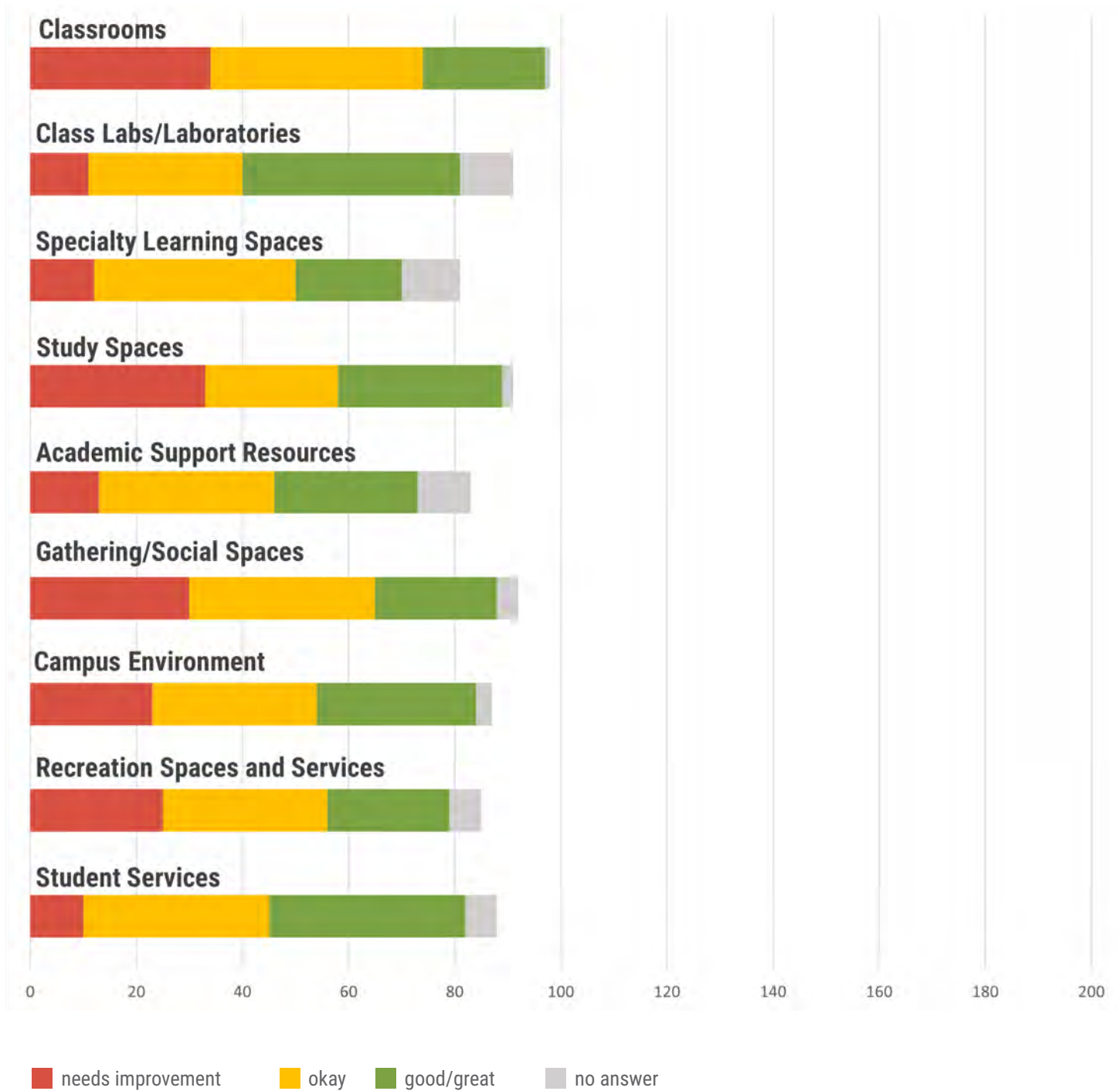
Where do you spend your unscheduled time on campus?

Student



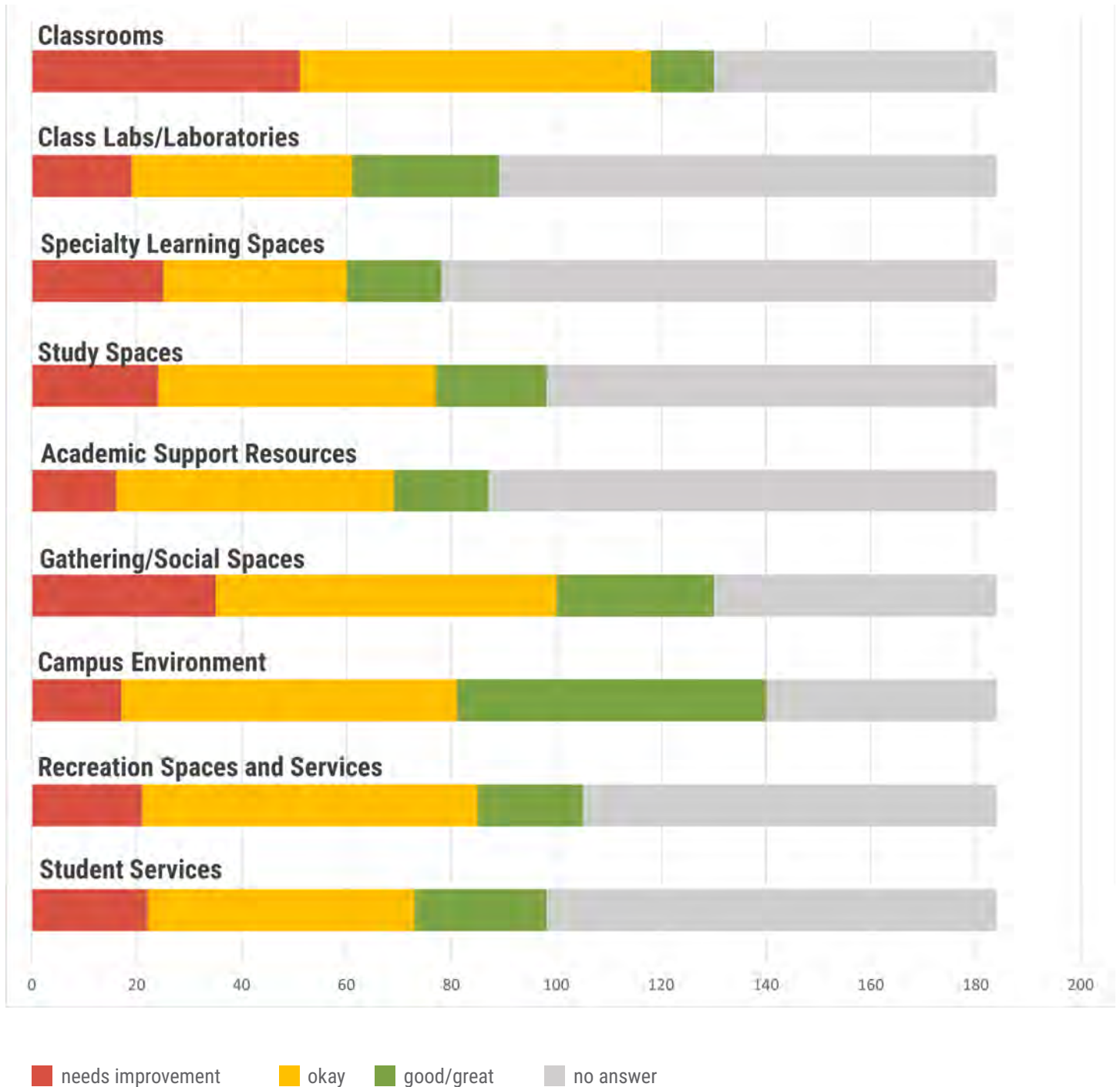
How do you prefer to take classes?

Student

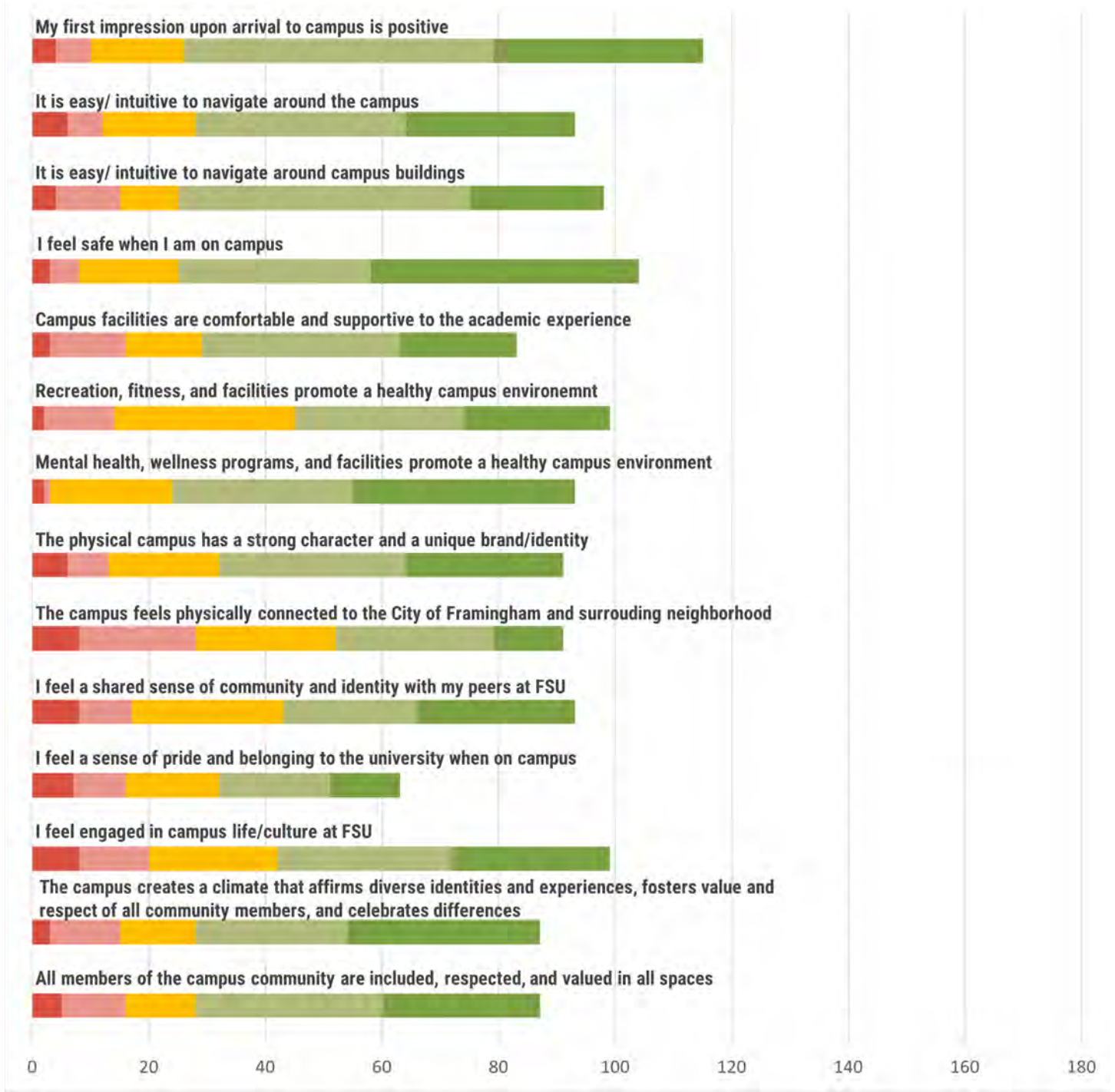


How do you prefer to take classes?

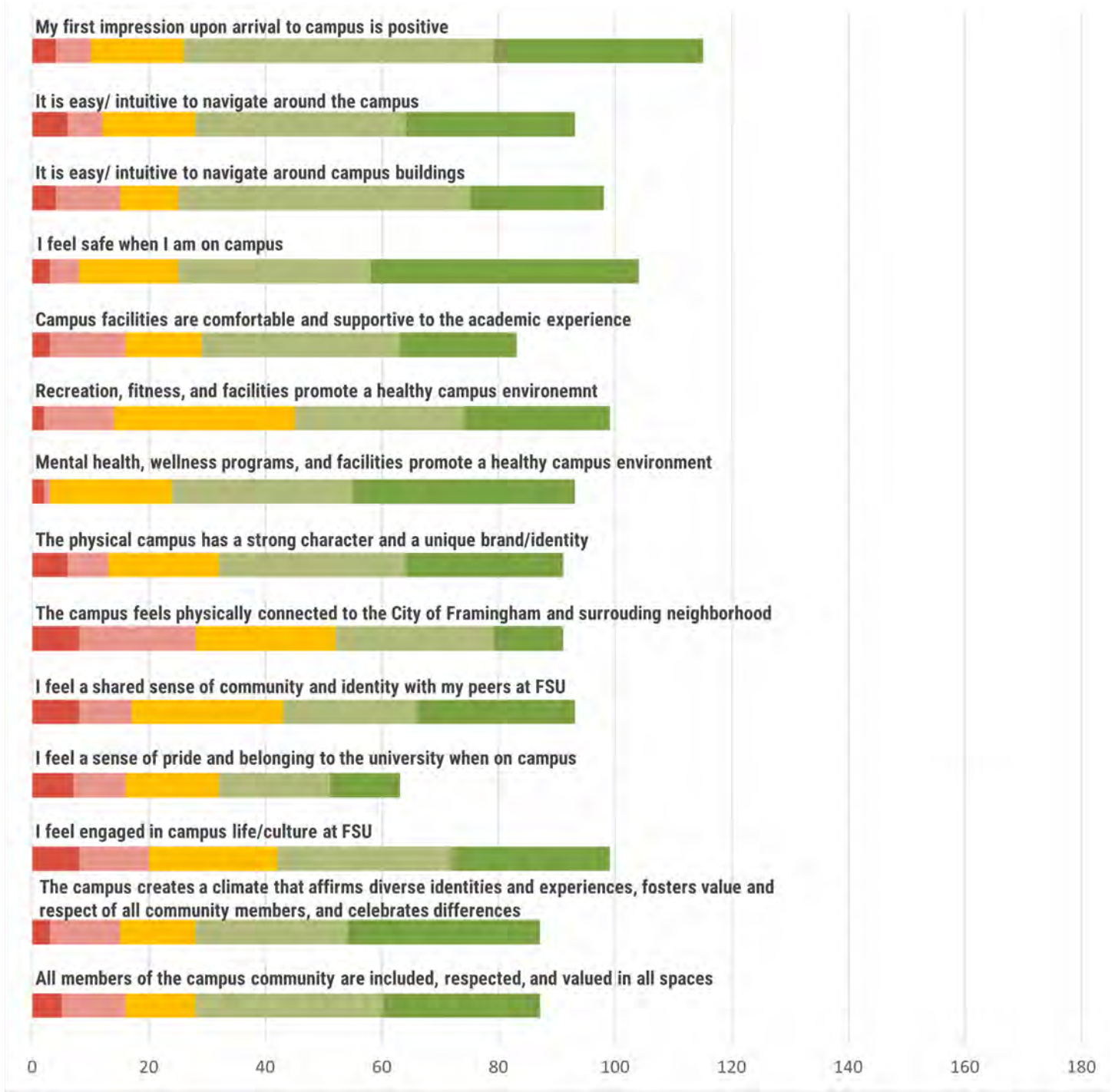
Faculty



How would you rate the current quality of spaces at FSU? Student



How would you rate the current quality of spaces at FSU? Faculty



■ strongly disagree
 ■ disagree
 ■ neither agree nor disagree
 ■ agree
 ■ strongly agree

Core Themes

1. Elevate all spaces on campus

- Elevate and centralize student and academic spaces
- Highlight assets and differentiators e.g. Danforth Museum
- Address deferred maintenance and campus infrastructure
- Equitable classroom space & furniture throughout campus
- Ensure University departments address diversity within their programming
- Increase flexible, high-tech learning spaces to meet hybrid learning needs
- Highlight the University's commitment to sustainability

2. Strengthen FSU's connection to the community

- Provide more community programming and events
- Create welcoming, inviting spaces for the community
- Need ample, central event parking to engage the community



Core Themes

3. Strengthen connections to satellite locations

- Improve connections to businesses/ amenities across Rte. 9
- Celebrate satellite campuses as University assets and differentiators
- Connections to satellite locations and the surrounding community
- Improve shuttle service - dedicated shuttles, more drivers

4. Pedestrians and vehicular experience

- Use State Street as a campus connector
- Activate State Street with student spaces
- Improve pedestrian experience & safety along State Street
- Improve accessibility and universal design
- Reinforce the quad and green spaces
- Improve wayfinding
- Parking assignment adjustments



Core Themes

5. Improve wayfinding, signage, and branding

- Improve exterior campus & interior building wayfinding
- Directional signage is needed
- Improve existing signage sizing and locations
- Strengthen the entrances to the campus with visible and powerful branding

6. Visibility for specialized programs and colleges

- Highlight assets and differentiators
- More college program visibility
- Identifiable spaces for each College
- Improve space efficiencies with department adjacencies and synergies



Core Themes

7. Centralized student success spaces

- All student related services should be in one central location
- Central location would improve cross departmental efforts
- Improve visibility of student activity and spaces

8. Improve visibility of student spaces

- Improve visibility of Student Activities
- Improve visibility of Lounge and Study Spaces
- Create informal learning and lounge spaces



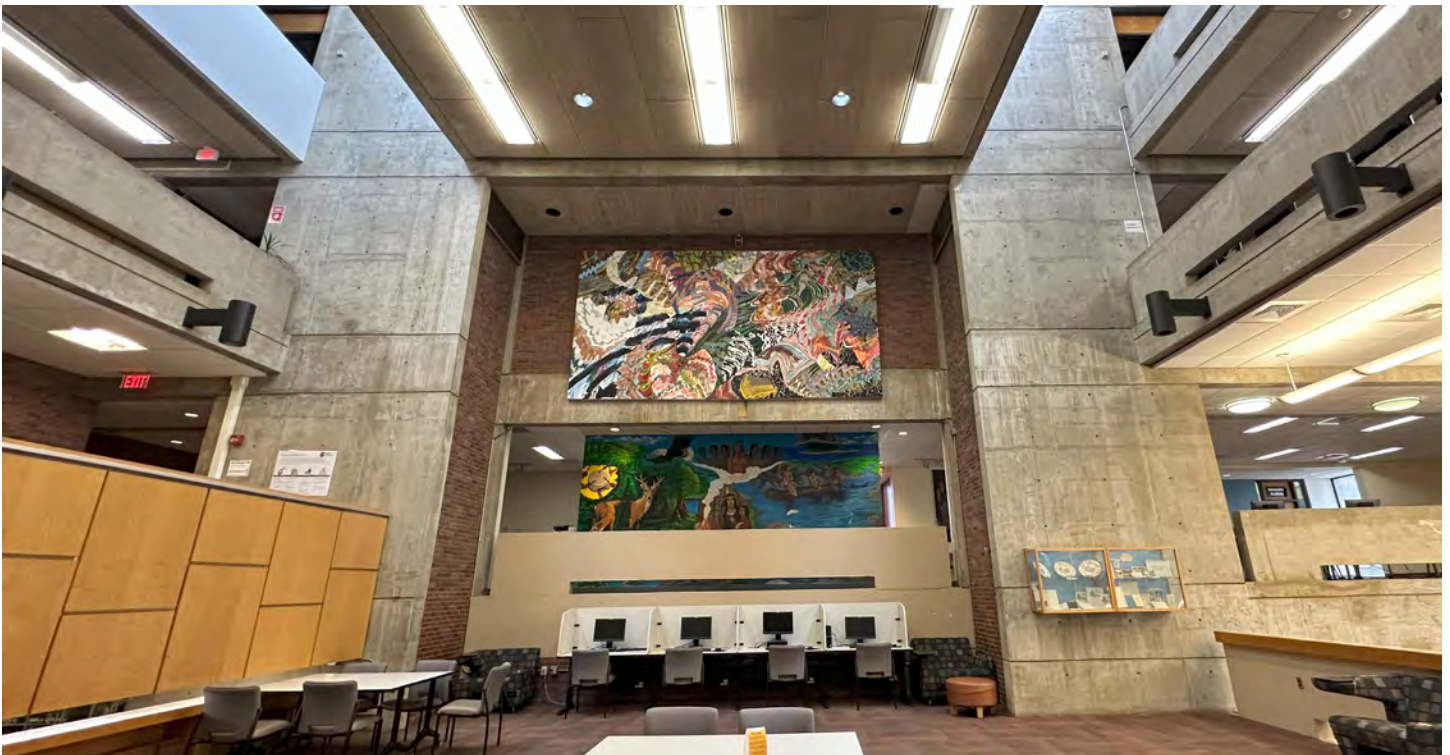
Core Themes

9. Repurpose underutilized spaces

- Repurpose Linsley Residence Hall as a revenue source:
 - Faculty/staff and early educator housing
 - Camps
 - Renovate underutilized academic spaces to align with University program priorities

10. Reimagine the library as a state-of-the-art collaborative learning center

- Library as an interdisciplinary/hub space
- Balance of collaborative and individual study spaces
- Visible students and study spaces
- Improve accessibility
- Address deferred maintenance
- Compact stacks / storage to create program space





Framework Strategy (Task 2)

The 2025 Master Plan update uses the previous master plans, previous studies, surveys, stakeholder interviews, facility conditions assessments, existing documentation review, master plan principles, utilization summary, and enrollment projections to create a comprehensive ten year master plan for FSU's future. The Master Plan Principles and Master Plan Strategy will create a framework for the development of the plan.

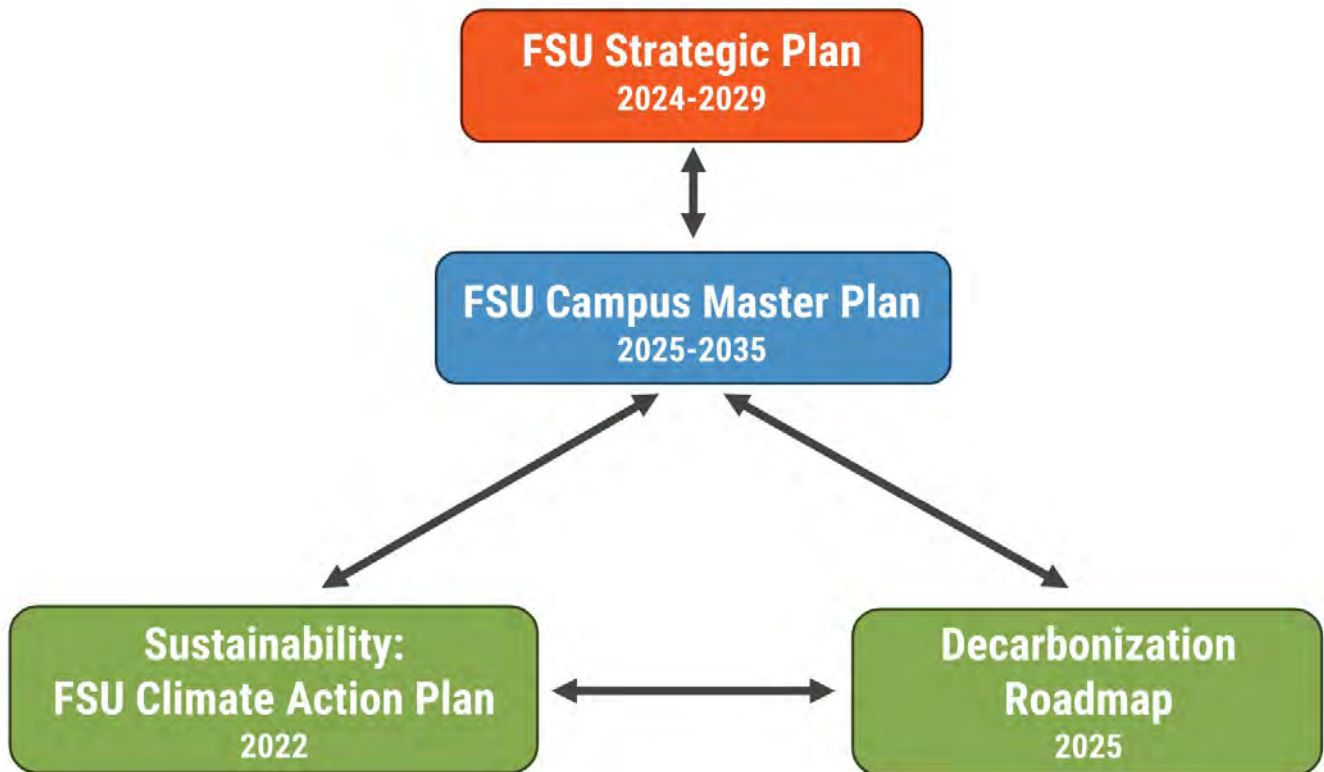
Master Plan Principles

Master Plan Principles are a value or belief that guides decision-making, a statement that provides guidance and direction. The Steering Committee used the past FSU Master Plans, current initiatives, and other Master Plan Inputs to inform these principles. The principles feed into master plan SMART Goals and help to measure the success of alternatives and recommendations explored later in the master planning process.

FSU Plans and Initiatives

The 2025-2035 FSU Campus Master Plan is informed by prior FSU Master Plans and the 2024-2029 FSU Strategic Plan which provide historical context to the campus and the goals for the next five years.

Happening concurrently with FSU Campus Master Plan are the Decarbonization Roadmap and Sustainability review of the 2022 FSU Climate Action Plan. These studies will inform the proposed alternatives in the next step of the master planning process.



Master Plan Inputs

During the exploration stage of the master planning process, many factors and inputs are considered to shape the final plan. The Master Plan uses the information gathered from surveys, stakeholder interviews, and background document research to create the Master Plan Principles. This foundational development combined with the Utilization Summary, Enrollment Projections, and Master Plan Strategy will create a framework to develop alternatives.

The strategy for this Master Plan is to address specific buildings and planning ideas to study areas of opportunities and identify planning priorities.



Master Plan Principles

During the March 14th meeting, the Steering Committee created the ingredients for Planning Principles that will guide the Master Plan process. These principles were reviewed at all Steering Committee workshops.



1. Showcase FSU's work by locating innovative and synergistic programs in 'front door' spaces on campus.
2. Elevate learning spaces with technology, highly-flexible furniture, and room configurations.
3. Repurpose and reimagine aging infrastructure to align with the strategic goals and needs of the current/next generation.
4. Invest in open spaces that are beautiful, accessible, visible, and integrated throughout the campus.
5. Create a sustainable campus through physical, fiscal, and climate-justice initiatives.
6. Engender sense of community throughout the entire campus by providing social spaces that are visible and connected.
7. Accelerate partnerships and internships that connect FSU to the community and provide career readiness.

Utilization Findings and Summary

Utilization Overview and Inputs

How best to determine existing and future space needs

As part of their Campus Master Plan (CMP), FSU and DCAMM asked the Studio Enee and Eastley+Partners team to review the BHE 2301: Higher Education Space Utilization Study for Framingham State (Study) dated March 2025 from Rickes Associates (RA). The team reviewed the Study during spring 2025, and the findings from the Study—as well as other reviews, tasks, and recommendations noted in this chapter—were presented to the CMP Steering Committee in June 2025.

Utilization Inputs

As part of the CMP utilization work, the team broadened its work and organized the following efforts:

- Participated in two campus walkthroughs – Prepared separate undergraduate student, graduate student, faculty, and staff campus surveys,
- Conducted an in-depth classroom space walkthrough,
- Coordinated extensively with members of the Steering Committee,
- Held two FSU utilization workshops with a cross-sectional group of faculty and staff. Review of this Study, and from document, site visits, and campus feedback, the team prepared the following findings and recommendations.



Table of Contents

1. Overview
2. Key Findings
3. Strategic Drivers
 - Targeted Space Inventory
 - Personnel Data
 - DHE Fall 2023 Enrollment
4. Instructional Space Utilization Analysis
 - General-Purpose Classrooms
 - Specialized Instructional Spaces
5. Office Space Analysis
 - Summary
 - ASF Grouping by Building
 - ASF Grouping by Category
 - Personnel Distribution by Category
 - Key Points
6. Office Space Analysis
7. Data Sources and Appendices

Rickes Associates' Space Utilization Study, March 2025: Cover and Table of Contents



Team Campus Walkthrough

Specific Documents Reviewed:

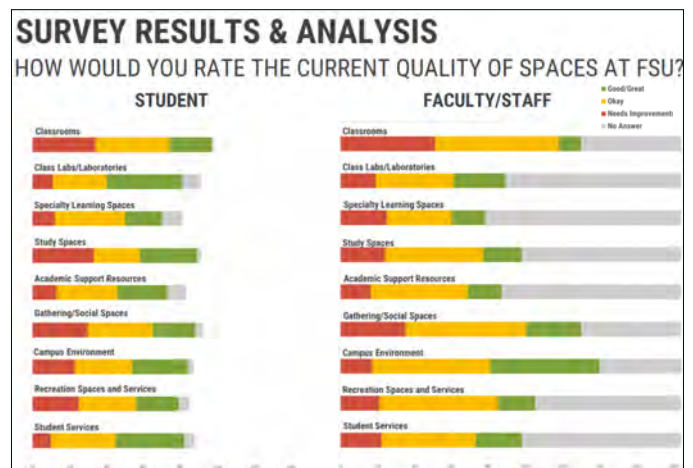
The team studied twenty one specific documents which are noted in the accompanying inset. These documents included enrollment data, space metrics, registrar data.

As directed, however, the CMP remained focused on the Study. The body of that document assessed three space categories: General Purpose Classrooms (FICM/HEGIS 100), Specialized Instructional Spaces (FICM/HEGIS 200), and Office Space (FICM/HEGIS 300).

Inputs for the Study were based on Fall 2023 and Spring 2024 data, and applied space guidelines approved by the Commonwealth. The Rickes’ Study reviews both seat occupancy and hourly utilization each week for FICM 100 and 200 spaces. During the Study, DCAMM and FSU worked with Rickes to clarify space use, understand specialized needs, and correlate course locations.

E+P FSU utilization documents summary
2. 2025_03_21 Day enrollment projections FY26 to FY31.docx
3. 2025_03_21 Fall 2023 employee headcount.docx
LE_Framingham State University Enrollment Data Fall 2023 SUBMITTED March 2025.xlsx
LE_Where courses were taught fall 2023 aka Framingham State University Room-by-Room Appendices SU...
LL_4. FSU Classrooms and Labs Listing 20240812.xlsx
LE_This has ASF by person/type aka Framingham State University Personnel Data SUBMITTED March 202...
LE_Framingham State University Instructional Data SUBMITTED March 2025.xlsx
LL_4. Course Data FSU_Schedule_Blocks_20Jan2015.pdf
LL_1. List of Buildings for DCAMM Utilization Project.xlsx
E+P_DCAMM Instructional Assumptions RESPONSE REVIEW AM 11.1.24.docx
E+P_FSU DCAMM Space Utilization Draft Findings - SUBMITTED 12.03.2024.pdf
E+P_DCAMM Framingham State University Draft Findings SUBMITTED March 2025.pdf
E+P_Instructional Assumptions Framingham State University -SUBMITTED March 2025.pdf
Non-Classrooms with Features REVIEW May2025.xlsx
Link to FSU classroom photos
Classroom information
DCAMM Framingham State University Draft Findings with appendices SUBMITTED March 2025.p
RE: HE State-wide Utilization Study- Framingham SU- pilot?.eml
DCAMM notes from Mila Mendoza
DCAMM and FSU utilization notes

List of Documents Reviewed



Master Plan Survey Results and Analysis

Summary Findings from the Study

Best use of existing and new space information to help accomplish FSU's goals

Summary of the 2024 Rickes Associates assessment of campus space

The following provides a high-level summary of the Study and addresses the three space categories noted above—FICM 100, 200, and 300. The Output section of this chapter examines each of these space categories in more detail.

FICM 100, Classroom Spaces

Within their Study, RA found that FSU currently has more classroom space and classroom units than state guidelines advise. Additionally, many of these existing classrooms seat more students than FSU's courses require.

FICM 200, Specialized Instructional Spaces

Specialized Instructional Spaces include teaching labs, research labs, and teaching spaces that feature equipment or technology specific to a field of study.

In its Study, RA found that FSU has only a marginal surplus of FICM 200 spaces.

FICM 300, Office Spaces

Office space includes conference and collaboration rooms, office support, and office units that may include one or more work stations. Based on the Study, RA found that the university has more area allocated to offices than is needed.



Classroom in May Hall



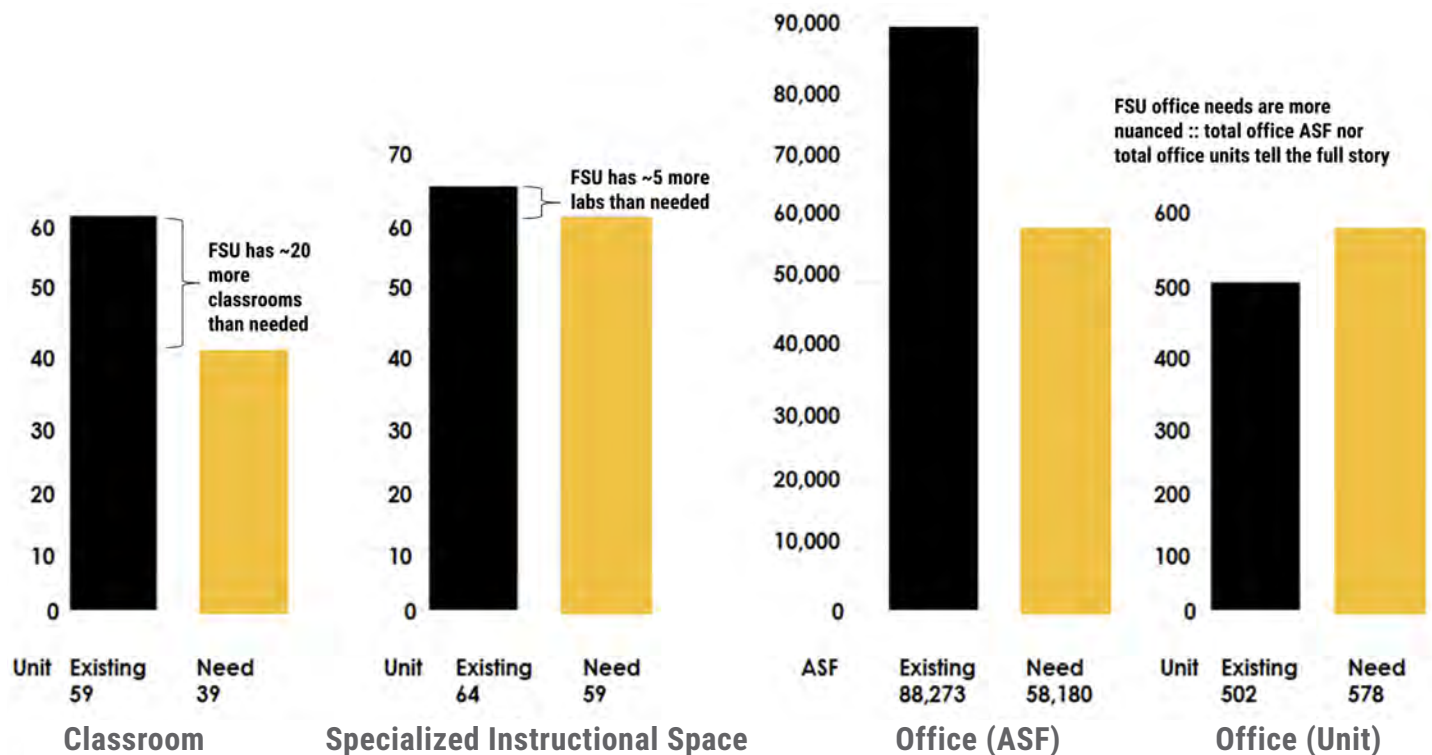
Classroom in Hemmenway Hall

Observations and Recommendations

Overall Findings:

After careful consideration of the Study findings, and weighing campus observations, FSU discussions, and faculty and staff input, the team created the following observations and recommendations:

- Classrooms: FSU has more classrooms than are needed and classrooms sizes do not match the enrollment sizes needed.
- Specialized Instructional Spaces: FSU has approximate amount of specialized instructional space that they need.
- Offices: FSU has more square footage assigned to offices than they need, overage is often due to inherited spaces from other uses.



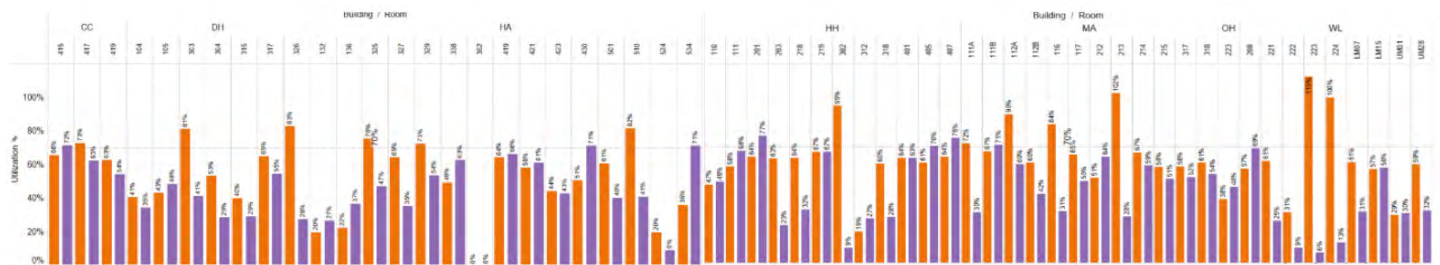
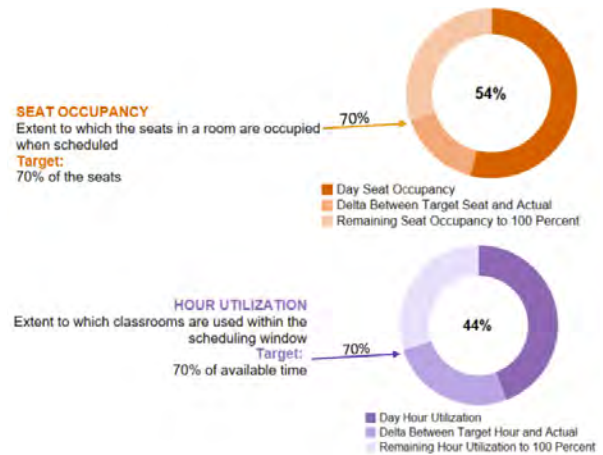
Comparison for Classroom, Specialized Instructional Space, and Office (Data from Rickes Associates)

Utilization Findings and Summary

100 FICM Classroom Occupancy and Recommendations

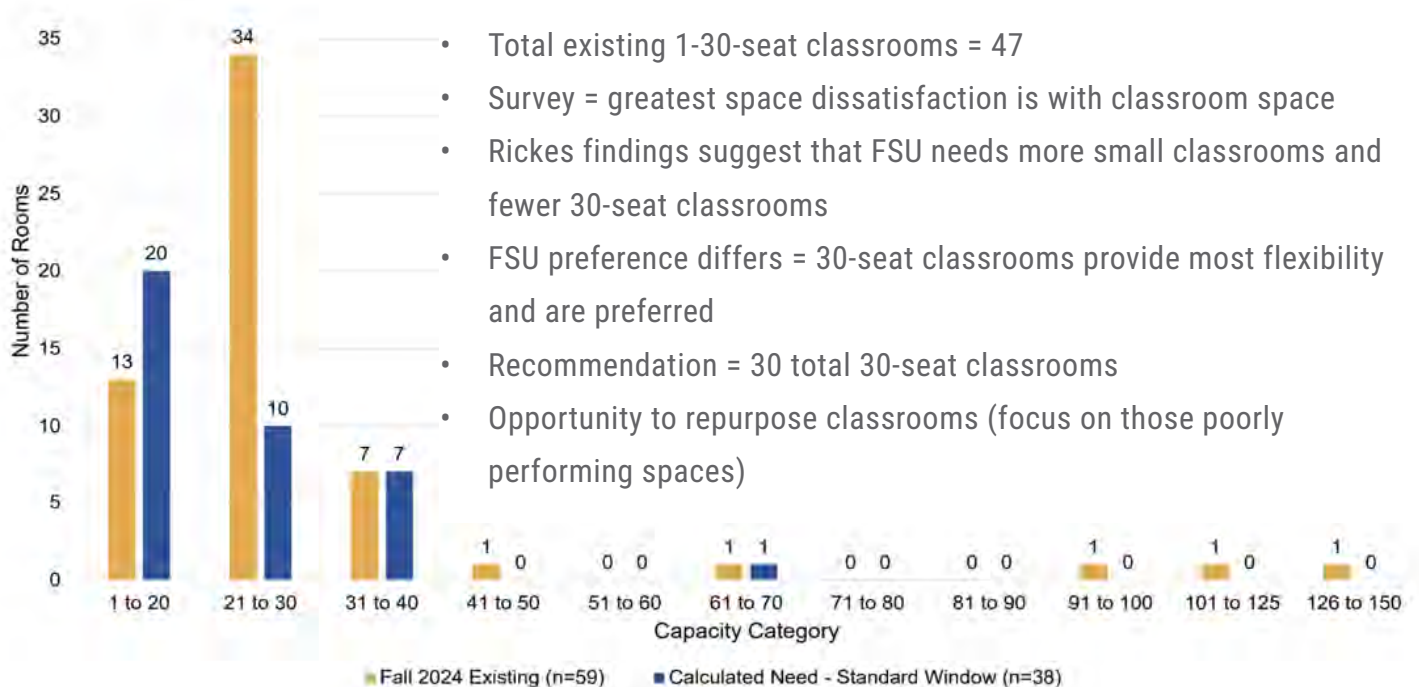
The team has the following observations and recommendations for classroom space:

- Of the 59 classrooms, 41 fall significantly short of the 70% target utilization
- Most utilized classrooms include CC 415; HA430, 534; HH 201, 405, 407; MA111B; WL 208
- Most seat-occupancy classrooms include DH 303, HH 302, MA 213



Classroom Utilization Rate Comparison by Seat Occupancy and Hour Utilization (Graphics courtesy of Rickes Associates)

100 FICM Classroom Capacity Observations and Recommendations



- Total existing 1-30-seat classrooms = 47
- Survey = greatest space dissatisfaction is with classroom space
- Rickes findings suggest that FSU needs more small classrooms and fewer 30-seat classrooms
- FSU preference differs = 30-seat classrooms provide most flexibility and are preferred
- Recommendation = 30 total 30-seat classrooms
- Opportunity to repurpose classrooms (focus on those poorly performing spaces)

General-Purpose Classroom Needs (Graphics courtesy of Rickes Associates)

Utilization Findings and Summary

New Classroom Data Repository

Because FSU asked the team to study classrooms more in-depth, the master plan team conducted a separate full-day walkthrough specifically focused on classroom spaces. During this walkthrough, each campus classroom was visited, and detailed data was recorded, including the number of seats, the type of furniture, and the presence of technology. This information was compiled into an Excel document, which serves as a centralized record of classroom conditions. The document is designed to be flexible and can be updated as new or additional information becomes available.



Classroom in Hemmenway Annex

Name	Applied ASF	ICM	Max Occup	Floor	Lighting	Ceiling	Screen	projector	Whiteboard	Blackboard	Sound	Furniture	Other room features	Columns/signposts/obstructions	Location	Conductive to learning	Note	
				Unobstructed Carpet	Wood	Window/windward light	No windows	Port to excellent, 1, 3	low, regular, high	fixed, movable, e. roll down, TV	Ceiling fixed, movable cart	Fixed, movable					port to excellent, 1, 5	
HH 101	400	100	30															
MA 316		100	10/8					FTV		F1		x						Seminar room, not part of the inventory
CC 415	925	110	30	x	x	3 R	RD	F	M1, F1		x	x						5
CC 417	925	110	30	x	x	3 R	RD	F	M1, F2		x	x						5
CC 419	925	110	30	x	x	3 R	RD	F	M1, F2		x	x						5
DH 104	640	110	24/30	x	x	3 H	RD	F	M1	F1		x						5 High top table (x2), storage along the walls
DH 105	1141	110	50/50	x	x	2 R	FTV2	-	M1	F1		x						3 Individual tablet chairs, long and inflexible layout
DH 303	681	110	32/30	x	x	3 H	RD	F	M1	F1	x							5 Built in old cabinet
DH 304	655	110	34/30	x	x	3 H	RD	F	M1	F1	x							5 Built in old cabinet
DH 315	633	110	27/30	x	x	3 H	RD	F	F1	-	x							4 Built in old cabinet
DH 317	651	110	30/30	x	x	3 H	RD	F	M1	F1	x							5 Built in old cabinet
DH 326	686	110	30/30	x	x	3 H	RD	F	M1	F1	x							Built in old cabinet, 3 tablet armchairs on the back, a table with 3 seats in the front against the wall
HA 132	1594	110	142/149	x	x	1 H	RD	F	F3, M1	-	x	x						2 Fixed tablet arm chair
HA 136	1622	110	102	x	x	3 H	RD	F	F2, M1		x	x						2 Fixed tablet arm chair
HA 325	579	110	30/30	x	x	1 R	RD	F	-	F2	x							4
HA 327	586	110	27/30	x	x	1 R	RD	F	-	F2	x							4
HA 329	579	110	28/30	x	x	1 R	RD	F	-	F2	x							4 Sink
HA 338	585	110	30	x	x	1 R	RD	F	-	F2	x							4
HA 352	324	110	12/12	x	x	2 R	TV	-	M1	F3	-	x	x					3 seminar room with low enrollment
HA 419	580	110	30			2 R	RD	F	-	F3	x							3 Several lights burned out
HA 421	583	110	34/30			2 R	RD	F	-	F3	x							3 Several lights burned out, room has very tight rows, difficult to get by if someone were sitting

E+P Instructional Classroom Inventory Data

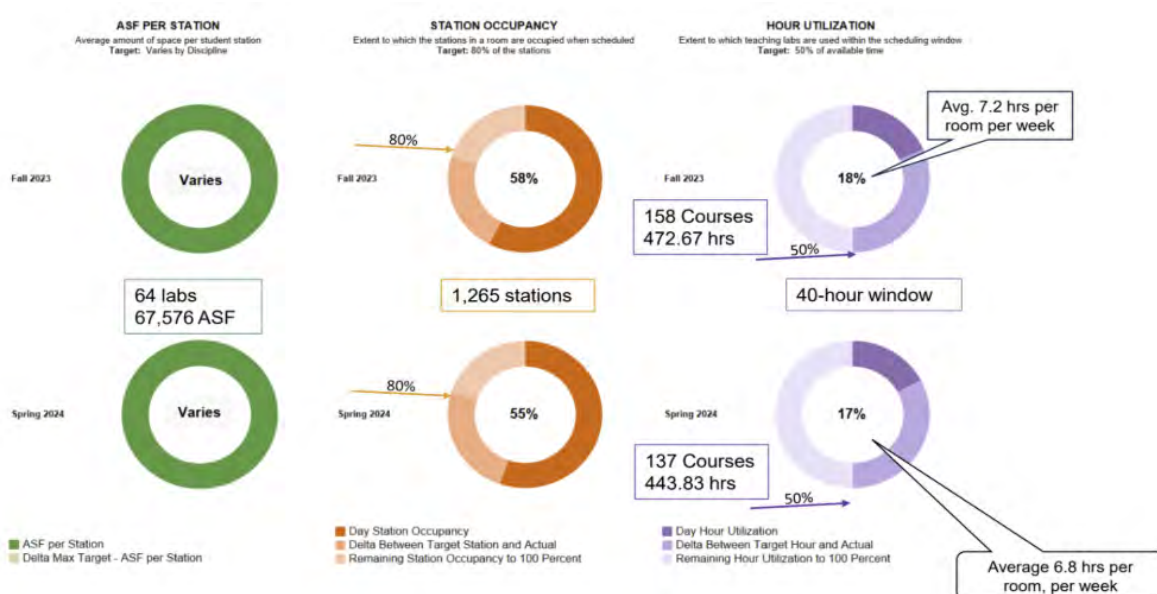
200 FICM Specialized Instructional Spaces Observations and Recommendations

Current Specialized Instructional Spaces meet FSU's current demand. There is a modest surplus—the equivalent of five laboratories worth of surplus space—and the CMP recommends reviewing poorly performing FICM 200 spaces and repurposing these spaces for subspecialization, such as a future tissue lab. Other observations and recommendations are as follows:



Specialized Instructional Space in Hemmenway Annex

- Total specialized instructional spaces = 64
- FSU preference = need some specialized instructional space upgrades and some additional specialized spaces (like tissue labs)
- Recommendation = keep existing total number of specialized instructional spaces
- Opportunity = look for opportunities to upgrade selective specialized instructional spaces and add a few specialized spaces

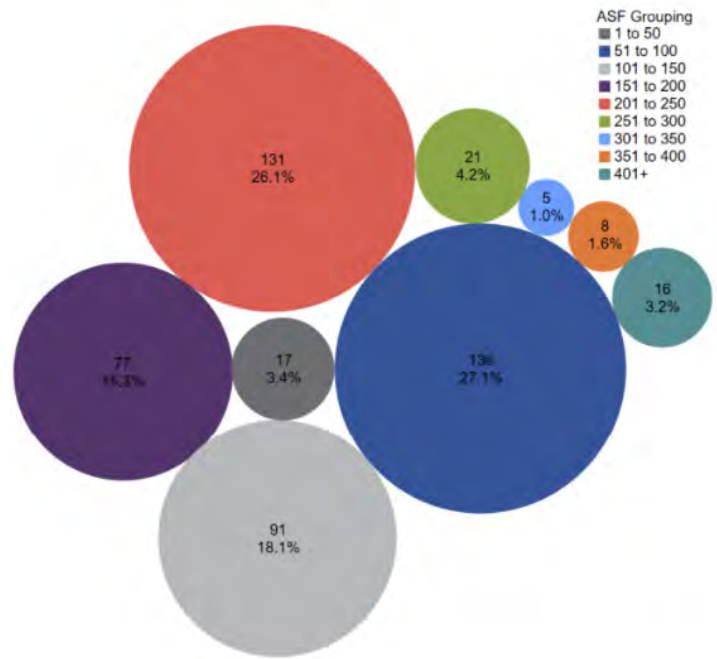


Specialized Instructional Spaces Utilization Study Fall 2023 and Spring 2024 (Graphics courtesy of Rickes Associates)

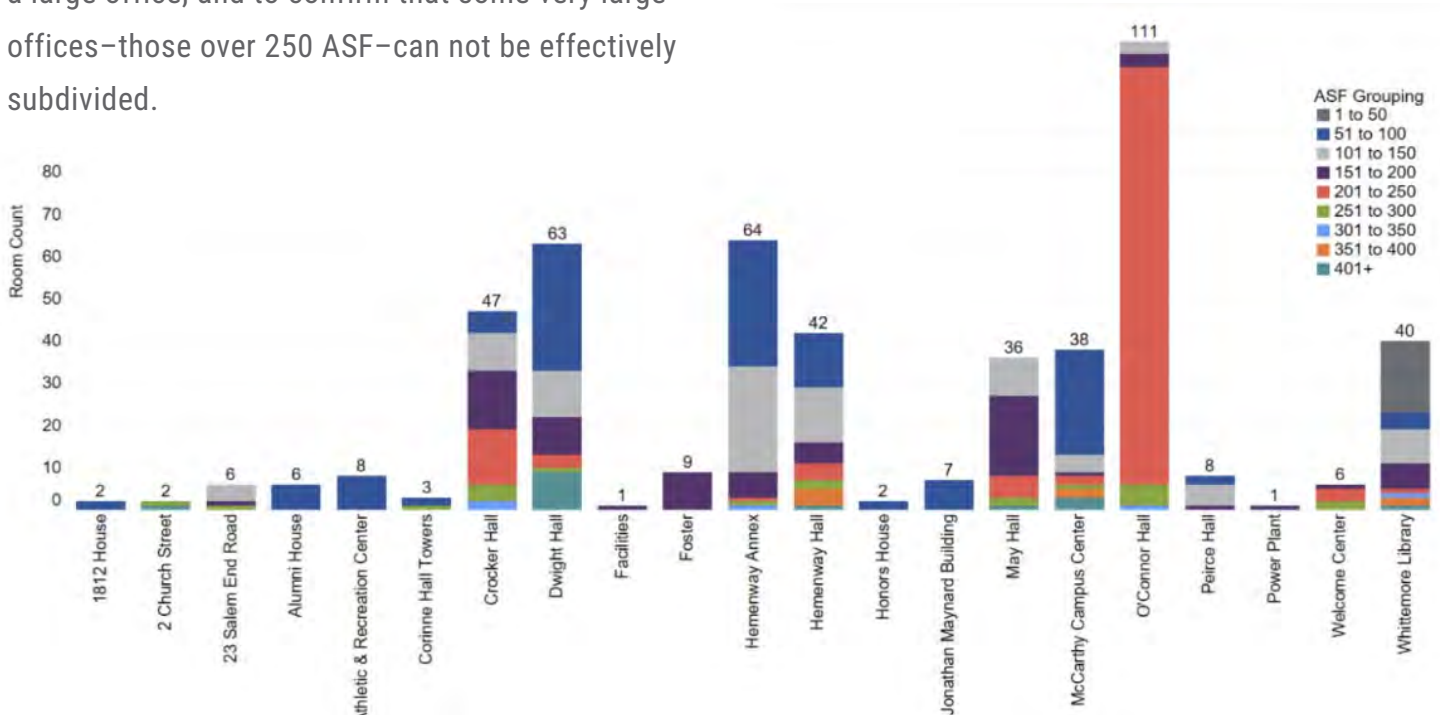
300 FICM Office Space Observations and Recommendations

Office space is located in nearly each campus building. Approximately thirty percent of offices are under 100 assignable square feet. The remaining seventy percent of offices are distributed within 101-200 ASF (44%), and 201 and 401+ ASF (26%). The campus' office units trend larger than average because many offices have been converted from other uses. For example, O'Connor Hall—which contains a fifth of the total campus offices—was a former residence hall with large double bedrooms and the structure and utility systems in place do not allow cost-effective ways to subdivide these spaces.

For this reason, it is important to consider ways that these larger offices, often inherited from other functions, can be occupied creatively. One example would be to have two or more work stations within a large office, and to confirm that some very large offices—those over 250 ASF—can not be effectively subdivided.



Comparison of ASF Groupings by Number of Office Spaces (Graphics courtesy of Rickes Associates)



Existing ASF Grouping by Building (Graphics courtesy of Rickes Associates)

300 FICM Office Space Observations and Recommendations

Another key consideration is aligning the number of work stations within the campus to the number of employees who require a work station. Currently, the number of headcount employees is approximately 669 while there are approximately 502 office units.

The University should continue to identify which employees require a dedicated work station, which should have access to a sign-out or hoteling space, and which employees do not require an on-campus work space.

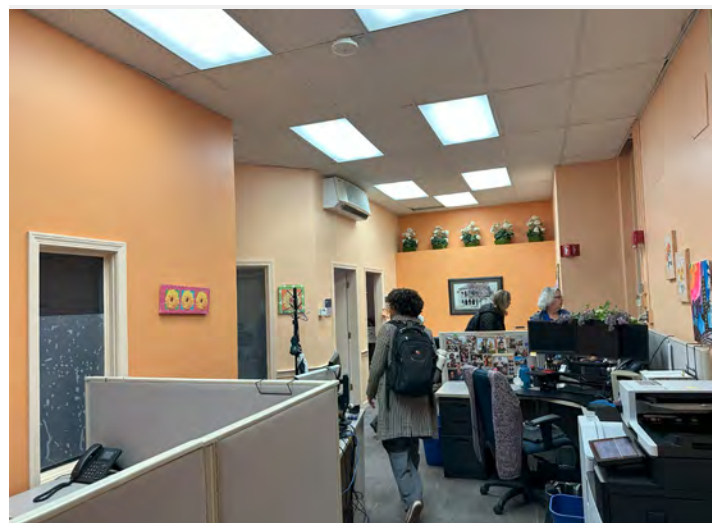
- Total existing employees= 578 full-time equivalency (FTE)/669 headcount (HC)
- Existing offices = 502 office units
- An office is a geographic unit bounded by walls and a door
- A workstation is a desk/chair/technology enabled space

Personnel Category	Headcount	Calculated ASF
Executive	1	220
Senior Administration	16	2,880
Faculty and Professional	321	38,520
Technical/Paraprofessional	276	16,560
No Assigned Space	55	N/A
Grand Total	669	58,180

Source Framingham State University



Office View

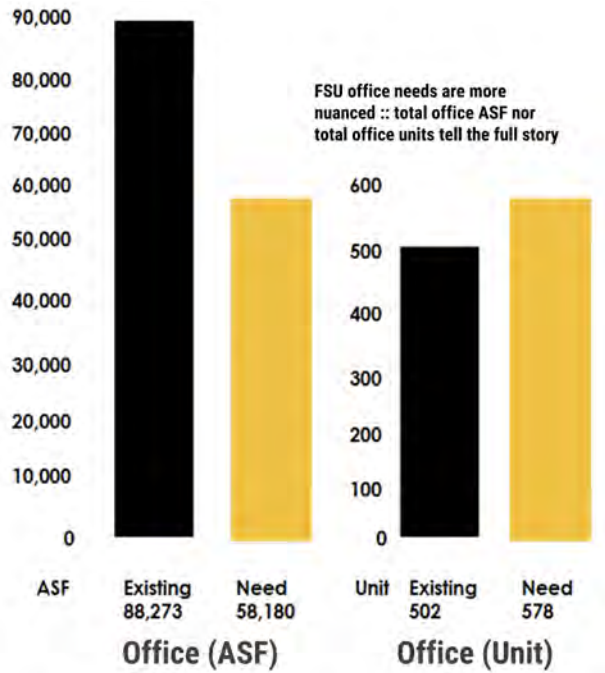


Office View

300 FICM Office Space Observations and Recommendations

Other observations and recommendations are as follows:

- FSU calculation = office need is between 505-528 units depending on assumptions for part-time personnel who share offices and whether vacant positions are considered
- FSU preference = based on FSU's calculations, the existing total office space works well
- Opportunities = shared offices, possibilities to create 'living rooms' for departments/collections of adjacent departments, right sizing large office spaces
- The University should continue to explore which employees require a private office and which could be candidates for a shared or sign-out office.



Existing and Need Comparison for Office

Next Steps



Classroom in Whittmore Library



Classroom in Whittmore Library



Computer Lab in Hemmenway Hall

The utilization and programming tasks of this CMP are companions, the findings of which will help the team create campus alternatives for later review.

Moving forward, it will be important to continue focusing on FSU's classrooms in order to recommend a future portfolio of teaching spaces that aligns with academic goals and instructional needs. This includes identifying areas within existing campus buildings that can be repurposed to support broader campus needs, with careful consideration given to location, visibility, and accessibility. To ensure a well-rounded and informed approach, a cross-sectional group of faculty should be formed to discuss current findings related to classrooms and offices, as well as to explore potential opportunities for improvement and innovation.

Master Plan Strategy

The strategy for the Master Plan is to make meaningful and precise changes to the highest priority buildings on the campus. The Task 1 inputs combined with the Decarbonization Roadmap and Sustainability Assessment plans informed the selection of 7 high priority buildings. Each building offers planning opportunities which align with Master Plan Principles. This chapter will explore the Master Plan strategy



Process for Building Re-Use Ideas

Recommendations per

building are based on:

- 2024 Facility Conditions Assessment by DCAMM except for Linsley and Foster Hall
- Utilization Review of the Rickes' Study
- Stakeholder Interviews and Surveys
- Tour Observations

The FSU Master Plan will:

- Review 7 buildings based on 2014 Master Plan Update
- Make high-level planning recommendations
- Provide strategic repurposing for select spaces in each building that would be opportunities for future studies

FSU Master Plan Building Priorities - 7 Buildings

1. Whittemore Library

- Classrooms + Study Spaces
- Improve accessibility + circulation
- Condense stacks
- Decarbonization

2. McCarthy Student Center

- Main Floor
- Faculty/Staff Dining reuse
- Game Room reuse
- Book Store potential
- Upper Floor Classrooms reuse

3. Linsley Hall

- Program opportunities for revenue

4A. Hemenway Hall

- Classrooms and Storage
- Lab reuse

4B. Hemenway Annex

- Classrooms and Storage
- Lab reuse

5. Foster Hall

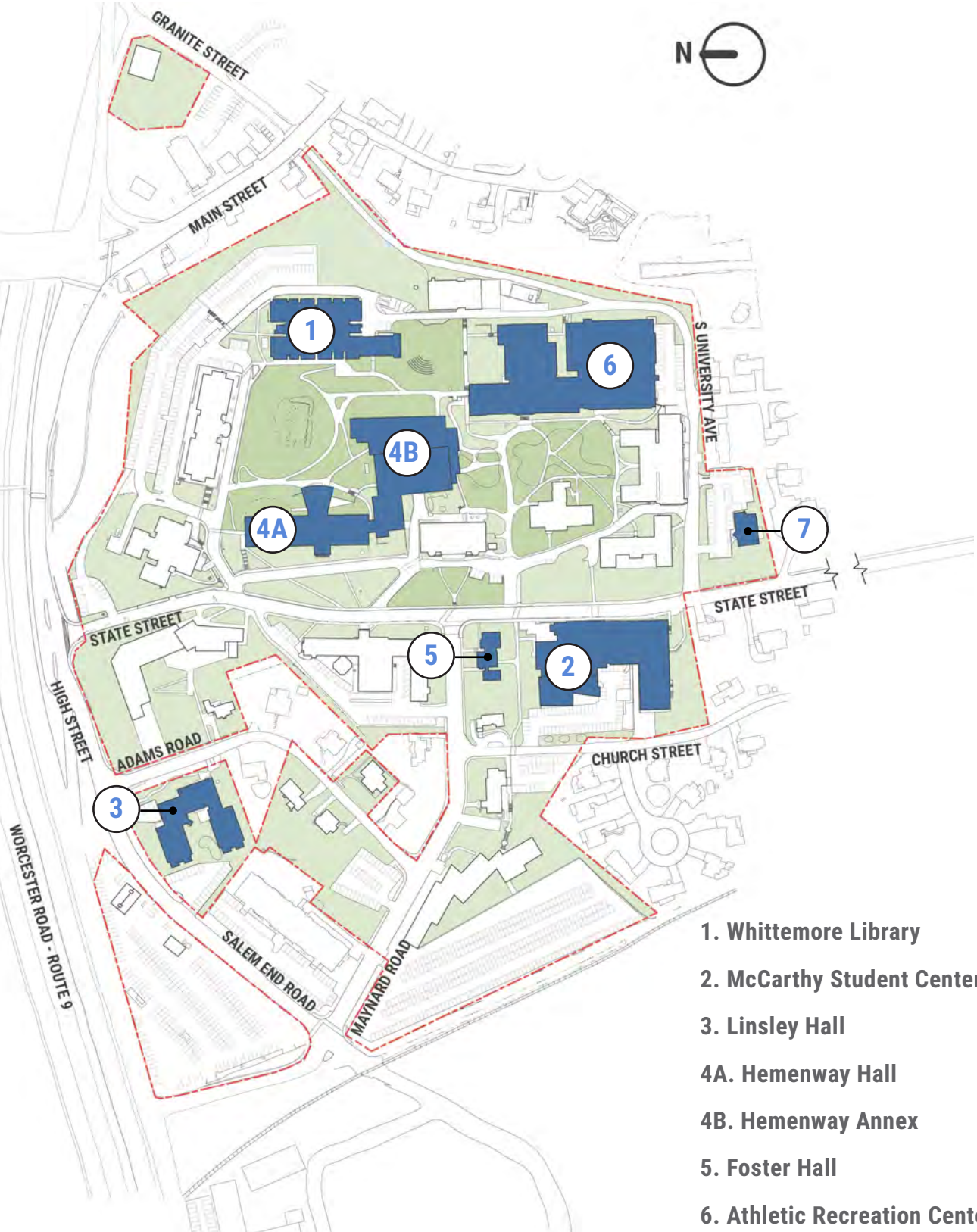
- Improve program circulation + access

6. Athletic Recreation Center

- Bookstore relocation
- Locker Rooms

7. Admissions Welcome Center

- Potential alternative space



- 1. Whittemore Library
- 2. McCarthy Student Center
- 3. Linsley Hall
- 4A. Hemenway Hall
- 4B. Hemenway Annex
- 5. Foster Hall
- 6. Athletic Recreation Center
- 7. Admissions Welcome Center

Master Plan Strategy Alignment with Planning Principles

Library Learning Commons	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	1. Showcase FSU's Work by locating our innovative and synergistic programs in 'front door' spaces on campus	2. Elevate our Learning Spaces with technology, highly-flexible furniture, and room configurations	3. Repurpose and Reimagine aging infrastructure to align with the strategic goals and needs of the current/next generation	4. Invest in Open Spaces that are beautiful, accessible, visible, and integrated throughout the campus	5. Create a Sustainable Campus through physical, fiscal, and climate-justice initiatives	6. Engender a Sense of Community throughout the entire campus by providing social spaces that are visible and connected	7. Accelerate Partnerships & Internships that connect us to our community and provide career readiness			
Welcome Center Building																					
Linsley Hall																					
McCarthy Student Center	✓																				
Foster Hall																					
Athletics	✓																				
Hemenway Hall & Annex	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
O'Connor Hall	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Crocker Hall	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Peirce Annex																					
Open Space																					

Master Plan Principles

1. Showcase FSU'S Work

2. Elevate our Learning Spaces

3. Repurpose and Reimagine

4. Invest in Open Spaces

5. Create a Sustainable Campus

6. Engender a Sense of Community

7. Accelerate Partnerships and Internships

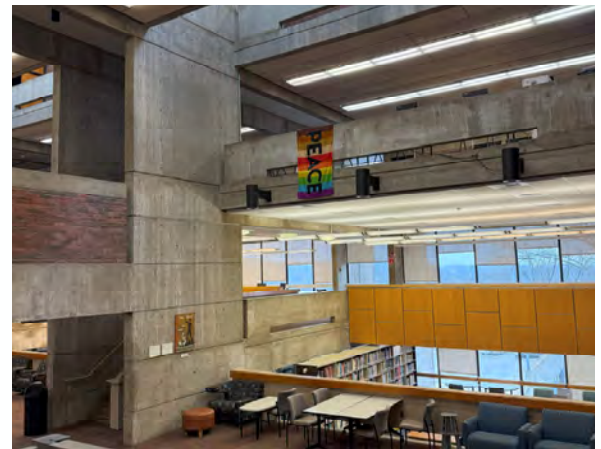
1. Whittemore Library

- 113,460 GSF
- Completed 1969

Program Opportunities:

- Highlight academic programs
- Condense library stacks
- Increase student study spaces and visibility of students
- Repurpose underutilized study rooms to create a central hub
- Improve entrance and patio

Existing Conditions



Aspirational Examples



1. Whittemore Library: Areas of Opportunity

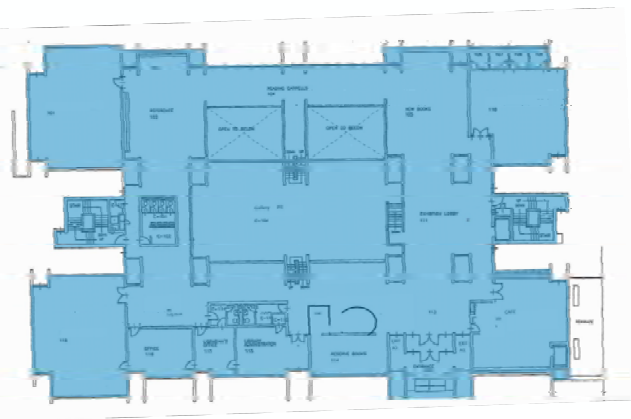
■ FSU Areas of Opportunity



Lower Mezzanine



Upper Mezzanine



First Floor



Second Floor

Master Plan Principles
1. Showcase FSU'S Work
2. Elevate our Learning Spaces
3. Repurpose and Reimagine
4. Invest in Open Spaces
5. Create a Sustainable Campus
6. Engender a Sense of Community
7. Accelerate Partnerships and Internships

2. McCarthy Student Center

- 101,540 GSF
- Completed 1976
- Renovated 2016-2018

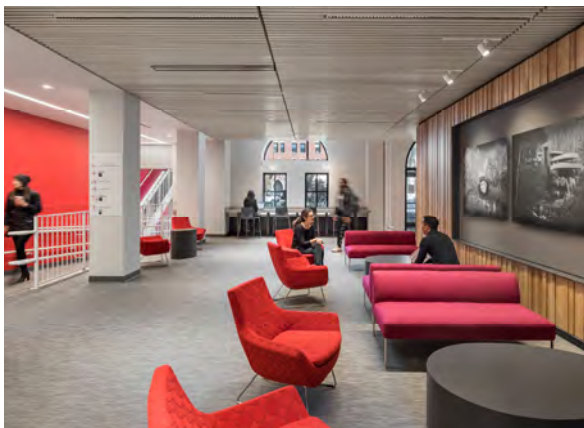
Program Opportunities:

- Repurpose underutilized spaces like the Game Room
- Implement flexible and adaptive technology into classrooms & student spaces
- Faculty Dining reuse as potential Bookstore relocation
- Consider classroom repurposing

Existing Conditions

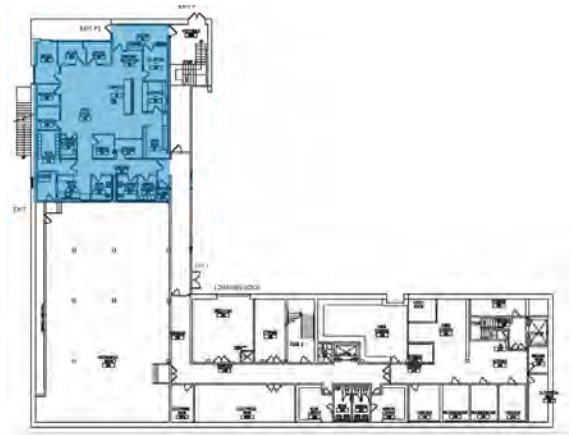


Aspirational Examples

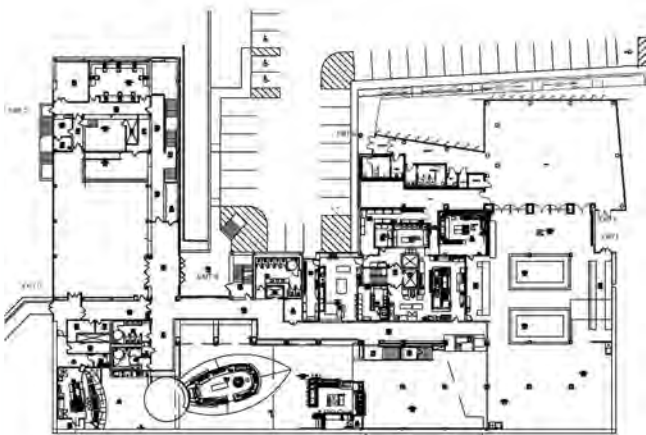


2. McCarthy Student Center: Areas of Opportunity

■ FSU Areas of Opportunity



Floor 1



Floor 2



Floor 3



Floor 4



Floor 5

Master Plan Principles
1. Showcase FSU'S Work
2. Elevate our Learning Spaces
3. Repurpose and Reimagine
4. Invest in Open Spaces
5. Create a Sustainable Campus
6. Engender a Sense of Community
7. Accelerate Partnerships and Internships

3. Linsley Hall

- 52,000 SF
- Completed 1971
- Renovated 2002

Program Opportunities:

- Repurpose to provide an opportunity for revenue as:
- Summer Camps
- Early Educator Housing
- Faculty/Staff Housing
- Graduate Student Housing
- Apartment Year-Round Housing

Existing Conditions



Aspirational Examples

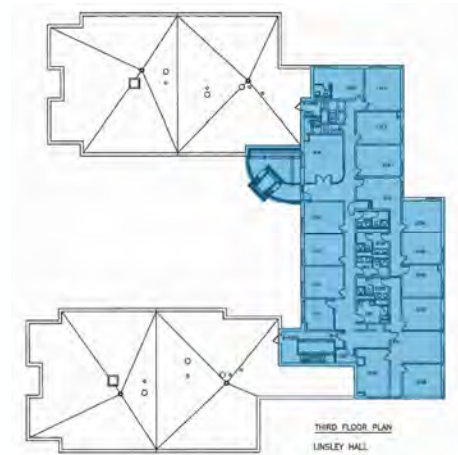


3. Linsley Hall: Areas of Opportunity

■ FSU Areas of Opportunity



First Floor



Third Floor



Second Floor

Master Plan Principles

1. Showcase FSU'S Work

2. Elevate our Learning Spaces

3. Repurpose and Reimagine

4. Invest in Open Spaces

5. Create a Sustainable Campus

6. Engender a Sense of Community

7. Accelerate Partnerships and Internships

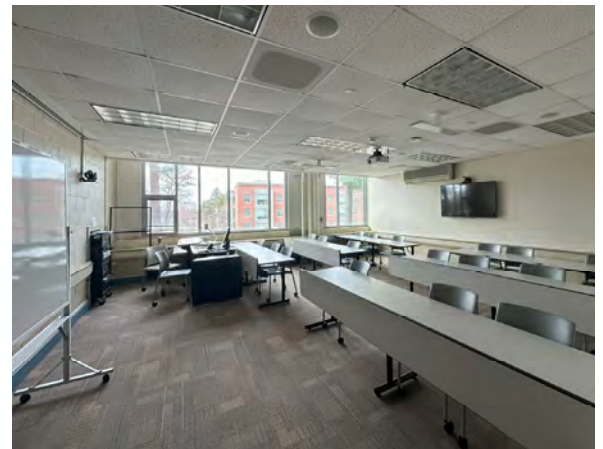
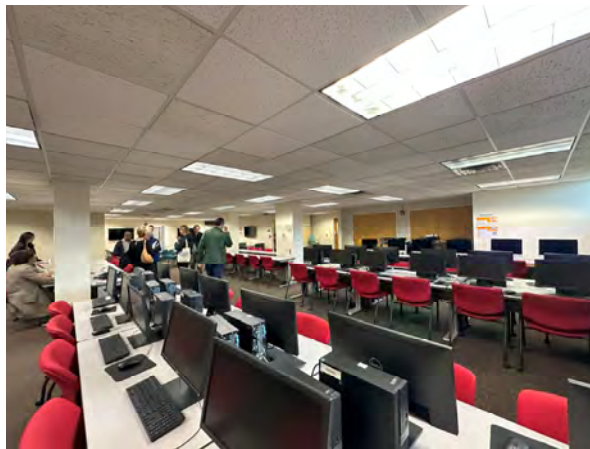
4A. Hemenway Hall

- 71,745 GSF
- Completed 1963
- Renovated 2016

Program Opportunities:

- Highlight academic programs
- Repurpose underutilized classrooms and storage
- Computer lab reuse
- Improve interior wayfinding

Existing Conditions



Aspirational Examples



4A. Hemenway Hall: Areas of Opportunity

■ FSU Areas of Opportunity



First Floor



Third Floor



Second Floor



Fourth Floor

Master Plan Principles
1. Showcase FSU'S Work
2. Elevate our Learning Spaces
3. Repurpose and Reimagine
4. Invest in Open Spaces
5. Create a Sustainable Campus
6. Engender a Sense of Community
7. Accelerate Partnerships and Internships

4B. Hemenway Annex

- 91,995 GSF
- Completed 1974
- Renovated 2016

Program Opportunities:

- Highlight academic programs
- Repurpose underutilized classrooms and storage
- Lab reuse to be more flexible
- Improve interior wayfinding

Existing Conditions



Aspirational Examples



4B. Hemenway Annex: Areas of Opportunity

■ FSU Areas of Opportunity



First Floor



Third Floor



Fifth Floor



Second Floor



Fourth Floor



Sixth Floor

Master Plan Principles
1. Showcase FSU'S Work
2. Elevate our Learning Spaces
3. Repurpose and Reimagine
4. Invest in Open Spaces
5. Create a Sustainable Campus
6. Engender a Sense of Community
7. Accelerate Partnerships and Internships

5. Foster Hall

- 6,500 SF
- Completed 1976

Program Opportunities:

- Repurpose space to improve circulation and access
- Improve interior wayfinding
- Reallocate space for in-person, individual and group care
- Consider new entry

Existing Conditions



Aspirational Examples



5. Foster Hall: Areas of Opportunity

FSU Areas of Opportunity



First Floor



Third Floor



Second Floor

Master Plan Principles

1. Showcase FSU'S Work

2. Elevate our Learning Spaces

3. Repurpose and Reimagine

4. Invest in Open Spaces

5. Create a Sustainable Campus

6. Engender a Sense of Community

7. Accelerate Partnerships and Internships

6. Athletic Recreation Center

- 66,450 GSF
- Completed 2002

Program Opportunities:

- Bookstore relocation
- Repurpose space to support Athletic Program
- Locker Room renovations
- Highlight student and community programming such as fitness classes

Existing Conditions

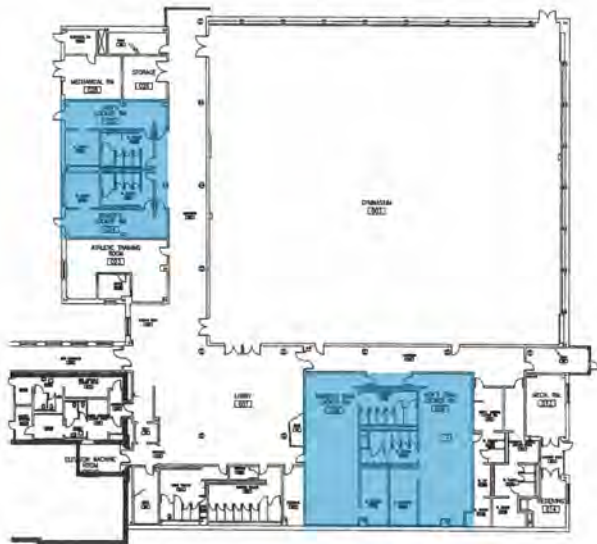


Aspirational Examples



6. Athletic Recreation Center: Areas of Opportunity

■ FSU Areas of Opportunity



Ground Floor



First Floor

Master Plan Principles

1. Showcase FSU'S Work

2. Elevate our Learning Spaces

3. Repurpose and Reimagine

4. Invest in Open Spaces

5. Create a Sustainable Campus

6. Engender a Sense of Community

7. Accelerate Partnerships and Internships

7. Admissions Welcome Center

- 3,000 GSF
- Completed 1905
- Renovated 2014

Program Opportunities:

- Consider alternate location for Admissions with expanded programming space
- Repurpose space for potential alternative use
- Consider addition to existing facility with expanded programming
- Improve wayfinding for program

Existing Conditions

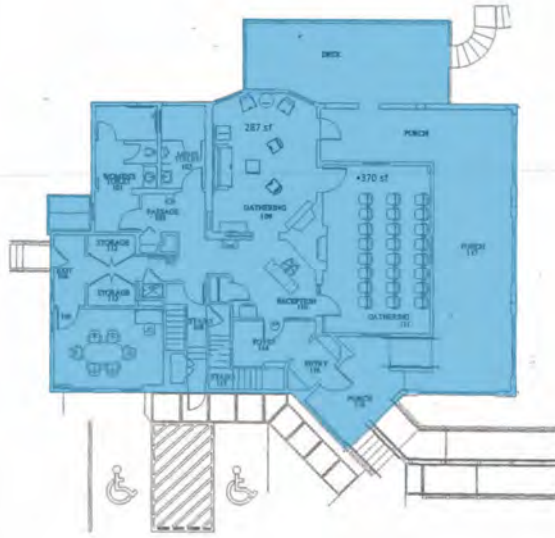


Aspirational Examples



7. Admissions Welcome Center: Areas of Opportunity

■ FSU Areas of Opportunity



First Floor



Second Floor



Third Floor

Decarbonization Roadmap Summary - Task 2

To comply with Executive Order 594 (EO 594), FSU must reduce its onsite fossil fuel emissions by 95% (compared to 2004 baseline emissions) by 2050 and improve the campus' energy efficiency. There are incremental emissions reductions requirements in 2025, 2030, and 2040. Due to a fuel conversion at the steam power plant, FSU is close to their 2030 emissions reduction target. To reach their 2040 target, FSU would need to eliminate an additional 1,800 metric tons of carbon dioxide equivalent (MTCDE) of onsite fossil fuel emissions.

CMTA is in the process of defining priorities and identifying projects for each of the 30+ buildings on the FSU main campus and WCC. These projects will be used to create a 2025- 2050 Decarbonization Roadmap that aligns with the emissions reduction targets outlined by EO 594. Technologies like air source heat pumps, geothermal systems and those focused on electrification and optimized building performance are all in consideration to assist with the decarbonization of each fossil fuel burning building.

Decarbonization Toolbox



Developing the Decarbonization Roadmap is an iterative process, which will consider different stakeholder needs. Several lenses were used to identify priority buildings that would be stated for decarbonization earlier in the Roadmap.

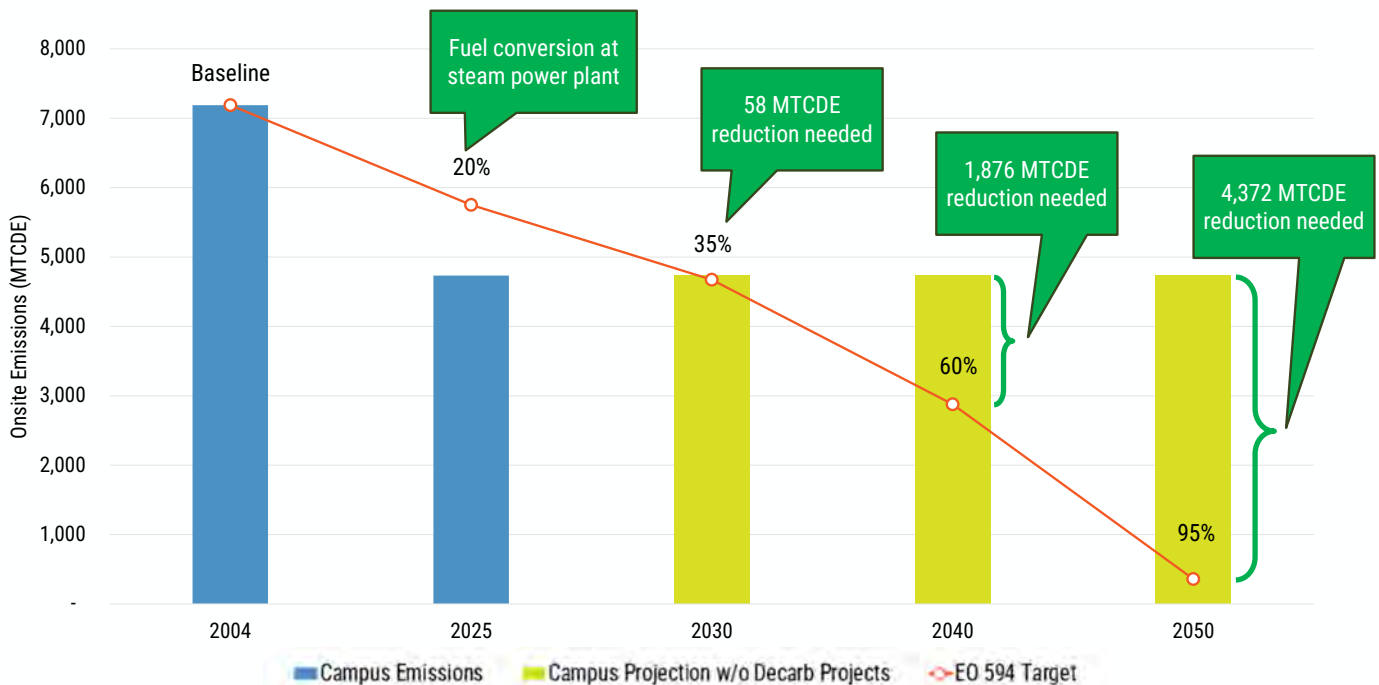
- Largest impact on elimination of onsite fossil fuel emissions
- Elimination of standalone natural gas equipment (i.e. emissions not associated with the natural gas burning Steam Power Plant)
- Electrification of Food Service Equipment
- Equipment End of Life
- Alignment with Master Planning Efforts
- All electric buildings, such as the Athletic Field House, Danforth Museum, and Henry’s Place, are

already decarbonized and will not be included in the Roadmap.

The slides include details on the emissions associated with different groups of buildings that could be decarbonized to achieve the 1,800 MTCDE emissions reduction required by 2040. CMTA identified 10 buildings that ranked high across these criteria. They include the Whittemore Library, McCarthy Center, Athletic Recreation Center, and Linsley Hall, which were also identified as priority buildings for the Campus Master Plan. However, all fossil fuel emitting buildings will be included in the developing Decarbonization Roadmap.

Executive Order 594

Onsite Fossil Fuel Emissions



Campus Onsite Fossil Fuel Consumption



Warren Conference Center Fossil Fuel Consumption



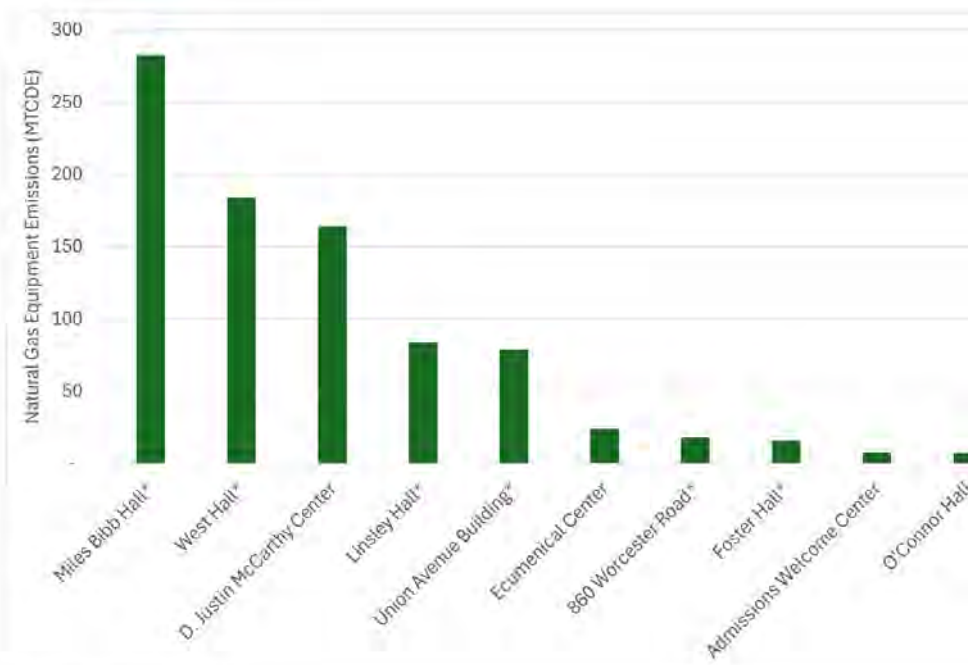
Elimination of Onsite Fossil Fuels



Rank	Building	MTCDE
1	Power Plant	722
2	McCarthy Center	429
3	Whittemore Library & Doyle IT Center	425
4	Dwight Hall & Athletic Recreation Center	332
5	Corinne Towers*	329
6	Hemenway Labs	319
7	Hemenway Annex	317
8	Miles Bibb Hall*	283
9	O'Connor Hall	260
10	Larned Hall*	254

*Buildings owned by MSCBA. Values shown are in MTCDE.

Elimination of Standalone Natural Gas Equipment



Top 10 Emitters

1. **Miles Bibb Hall***
2. **West Hall***
3. **McCarthy Center**
4. **Linsley Hall***
5. **Union Ave Building***
6. Ecumenical Center
7. 860 Worcester Road*
8. Foster Hall*
9. Admissions Welcome Center
10. O'Connor Hall

*Buildings owned by MSCBA.

Sustainability Assessment

At FSU, sustainability isn't just a line in a strategic plan—it's a guiding principle that shapes how spaces will be designed, support learning, and engage the community. In this report, we'll explore how that core value shows up in the Climate Action Plan, recent

assessments, and emerging opportunities across campus. The goal is to connect the dots, surface co-benefits, and support FSU in telling a clear, compelling story about its sustainability leadership.

“At FSU, sustainability is not just a talking point— it is a core value”

- Nancy Niemi, Framingham State President



FSU Celebrates New Solar Canopy with State and Local Officials

FSU Needs Assessment 2023 Definitions

Sustainability: “to create and maintain conditions under which **humans and nature can exist in productive harmony**, that permit fulfilling the social, economic, and other requirements of **present and future generations.**”

- Environmental Protection Agency

Climate Justice: “an approach that **connects the climate crisis to the social, racial, and environmental issues** in which it is deeply entangled. It **recognizes the disproportionate impacts of climate change on low-income and BIPOC communities** around the world, the people and places least responsible for the problem.”

- University of California, Center for Climate Justice

FSU Sustainability

Framingham State University has already made meaningful commitments to sustainability through its Climate Action Plan (CAP), ongoing campus operations, and leadership across the state university system. This review offers an opportunity to reflect on where FSU stands today – and how we can strategically align the next steps with emerging opportunities in decarbonization, resilience, and integrated campus planning.

Sustainability intersects with every part of campus life:

- Energy, dining, transportation, procurement, grounds, and student health + culture all represent touchpoints where FSU’s sustainability values show up daily.
- The CAP update is as much about campus



experience and operational resilience as it is about carbon accounting.

Integration with campus master planning creates long-term stability:

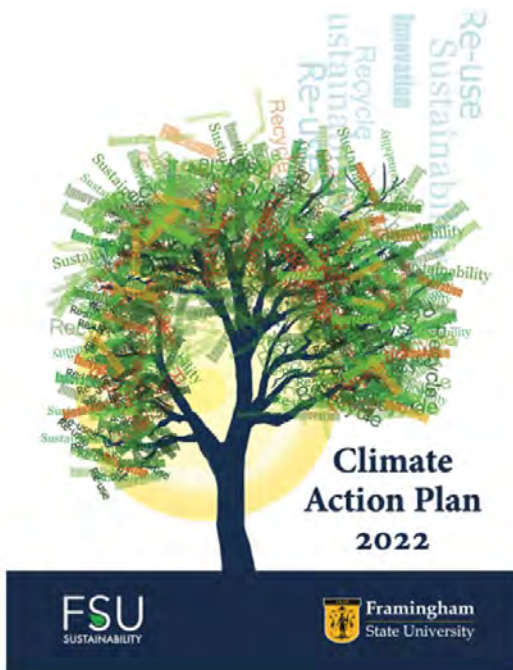
- As FSU rethinks space utilization, academic programming, residence life, and deferred maintenance, sustainability provides a framework to align student learning, capital investments with long-term climate goals.

All of the Master Plan Principles and Decarbonization Priorities align with sustainability, specifically

Eliminating Fossil Fuel Emissions: this is the heart of climate action. Every ton of avoided emissions contributes to a viable future. Phasing out fossil fuel combustion also improves air quality and reduces long-term operational risks.

And, Fossil Fuel Equipment End of Life Strategy: Every aging system is an opportunity to upgrade—not just replace.

We were asked to review the climate action plan 2022 and look at the campus sustainability needs assessment 2023.



FSU Climate Action Plan 2022 Summary

We were asked to review the climate action plan 2022 and look at the campus sustainability needs assessment 2023.

The first Climate Action Plan (CAP) was developed beginning in the summer of 2007 under the leadership of the FSU Facilities Office.

CAP 2022 includes a strong emphasis on reducing CO2 emissions and energy use as well as new policies intended for creating a sustainable, healthy, and just environment for the campus community.

Refers to Executive Order No.484 (superseded by EO No. 594)

The 15 major action points are divided into three basic energy and GHG reduction categories:

- general campus policies;
- upgrades and projects; and
- lifestyle changes for students, faculty, and administration

Implementation of the action items of the CAP is

a joint responsibility of the Campus Sustainability Coordinator, the Facilities Department, and the University President.

The CAP Actions are organized into three categories:

- **Action 1-6** deal primarily with both structural investment and policy matters that have a direct correlation to reducing both CO2 emissions and energy demands.
- **Actions 7-13** are more policy oriented, addressing the need to conserve and protect all campus natural resources. These actions mandate little if any financial cost to the University but suggest lifestyle changes that can enhance the sustainable programs of the University.
- **Actions 14-15** promote the importance of the educational aspects essential for the plan to be comprehensive, holistic and representative; thus, allowing it to fulfill its pedagogical objective.



FSU Campus Sustainability Needs Assessment 2023 Summary

A campus-wide needs assessment was conducted during the 2022 – 2023 academic year to gather information about current sustainability and climate justice initiatives, barriers to implementation, and ideas for future initiatives.

Key Take-aways:

- Sustainability and climate justice to be very important.
- FSU does and should make sustainability a university-wide goal at the same level of priority as issues like diversity and student health
- Campus building energy efficiency, Dining Services initiatives, recycling projects, and renewable energy projects were perceived to be the areas of highest importance for respondents.
- Many respondents reported not being sure how we're doing at FSU with regards to areas of sustainability and climate justice, indicating a need for better communication about our current work and future plans.
- Key barriers to progress included lack of engagement from the FSU community, lack of funding and resource investment, lack of awareness and communication about current initiatives, and scheduling challenges.
- The majority of respondents are willing to place more effort into reducing their own environmental impact and encouraging others to do the same.

Alignment of CAP and Needs Assessment

The survey responses from the Needs Assessment were tied back to each relevant Action from the CAP.

The highlighted initiatives above reflect the highest perceived importance from the survey respondents: Campus building energy efficiency, Dining Services initiatives, recycling projects, and renewable energy projects were perceived to be the areas of highest importance for respondents

With regards to FSU's performance, perceptions were more mixed. There seems to be a disconnect between what people view as important (on the previous slide) and how they perceived FSU to be doing. Respondents reported that FSU is doing the best with regards to reducing paper and toner use; campus-wide engagement to generate ideas and plan sustainability initiatives; curriculum that focuses on sustainability and climate justice; recycling projects, and Dining Services initiatives. Notably, many respondents reported not being sure how FSU is doing across all of the categories. This indicates there is room for improvement with regards to communication about the current work.

Interest in Future Campus Sustainability Initiatives: Respondents were asked to rank the top three areas of focus FSU should prioritize for future initiatives. Renewable energy projects topped the list, followed by campus building energy efficiency, Dining Services initiatives, transportation, and recycling projects.

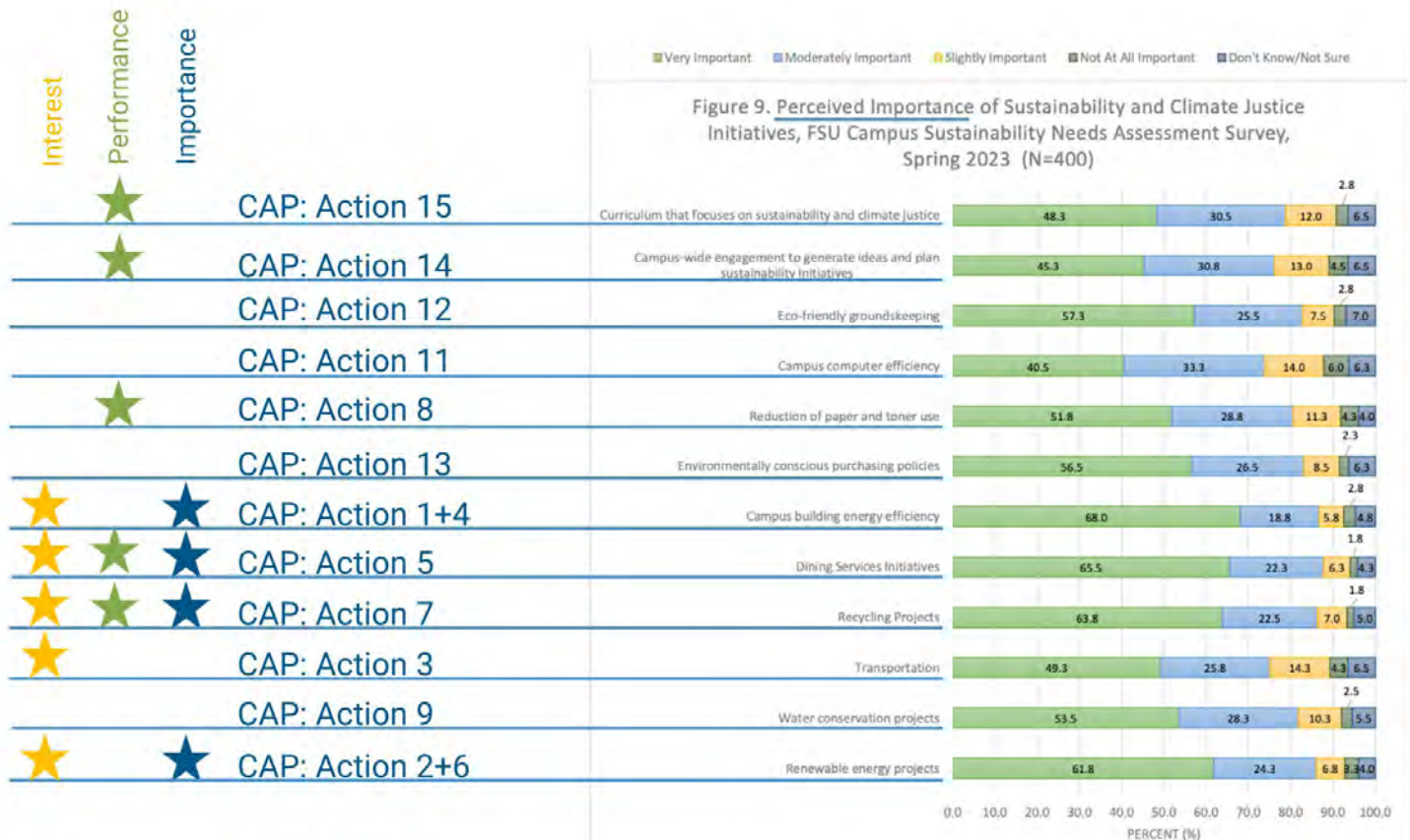
Each initiative (linked to its respective CAP action) is rated for its perceived importance (blue stars) and community interest (yellow stars), which together tend to correlate with higher levels of performance (green stars).

and traction, they offer the best opportunities for near-term impact and visibility. This is why we'll dive into them a bit deeper as a potential strategic focus moving forward into CAP 2.0

Notably, Action 5 (Dining Services Initiatives) and Action 7 (Recycling Projects) stand out as having:

- High importance to the campus community,
- Strong student and staff interest, and
- Measurable progress already underway.

Because these areas already enjoy both enthusiasm



Alignment with Master Plan + Decarbonization Roadmap

Building on the foundation laid by the 2022 Climate Action Plan and the insights from the 2023 Campus Sustainability Needs Assessment, we've aligned our recommendations with key buildings identified in both the space utilization study and the decarbonization roadmap. By weaving these

efforts together, a set of high-impact sustainability opportunities emerge—ones that not only respond to FSU's stated priorities, but also strategically target the buildings and systems where investment will yield the greatest environmental, educational, and operational returns.

Priority Buildings

Decarbonization

- **Whittemore Library** & Doyle IT Center
- **McCarthy Center**
- Dwight Hall & **Athletic Recreation Center**
- Corinne Towers
- Hemenway Labs
- Miles Bibb Hall
- West Hall
- **Linsley Hall**
- Union Ave Building
- Warren Conference Center

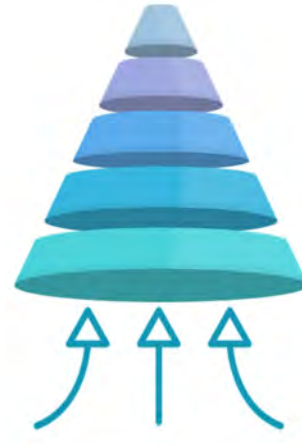
Master Plan

- **Whittemore Library**
- **McCarthy Center**
- **Athletic Recreation Center**
- Hemenway Hall/Annex
- **Linsley Hall**
- Foster Hall
- Admissions Welcome Center

*Buildings in **Bold** align with the Master Plan + Decarbonization Roadmap

FSU High-Impact Sustainability Opportunities

- **Geothermal** + air-source heat pumps
 - Replace aging fossil fuel infrastructure with highly efficient, low-emissions systems.
 - Reduce Scope 1 emissions while supporting campus decarbonization goals.
 - Improve indoor comfort and reduce long-term operating costs.
 - Leverage utility incentives and MassCEC funding for system upgrades.
- Deploy **On-Site Solar** + Storage as a Visible Campus Climate Investment*
 - Prioritize rooftop solar and parking canopy installations.
 - Pair solar with battery storage to lower peak demand charges and improve campus resilience.
 - Engage students via real-time dashboards and living lab opportunities.
 - Leverage available MassCEC, IRA, and utility incentives for public higher ed.
- Electrify Food Service Equipment to Lower Emissions and Protect Health*
 - Reduce Scope 1 GHG emissions by phasing



- Launch a **Zero Waste Orientation Program** to Build Early Student Engagement*
 - Embed waste reduction behaviors at student move-in and orientation.
 - Reduce landfill waste through education, composting, and recycling programs.
 - Train student Eco-Rep teams to lead peer-to-peer zero waste education.
 - Track waste diversion rates as a visible CAP progress metric.
- Implement Compost Tea & Integrated Pest Management (IPM) for **Sustainable Groundskeeping***
 - Replace synthetic fertilizers with regenerative, biologically active soil amendments.
 - Support pollinator health and native biodiversity across campus green spaces.
 - Reduce staff exposure to chemical pesticides and herbicides.
 - Use campus grounds as a demonstration site for student learning and environmental research.
- Implement Compost Tea & Integrated Pest Management (IPM) for **Sustainable Groundskeeping***
 - Improve indoor air quality for dining staff and students.
 - Capture significant energy savings through modern induction and electric cooking technologies.
 - Position FSU to access state and federal funding for electrification and workforce training.

- Optimize **Campus Wayfinding** to Support Energy, Equity & Efficiency Goals
 - Reduce unnecessary energy use (lighting, HVAC, elevator trips).
 - Support inclusive design through accessible, multilingual, and ADA-compliant signage.
 - Enable better space utilization and scheduling efficiency.

*building on the Current CAP Initiative

**“We care. We’re ready.
And we want to be part
of the solution.”**

**- FSU Community
(paraphrased from Needs Assessment)**

Assessment to Action: FSU’s Evolving Sustainability Story

Every university’s sustainability journey is a living, evolving story—and FSU is no exception. Through the 2023 Needs Assessment, we heard loud and clear that the campus community is ready to go deeper. As we look toward the next evolution of the Climate Action Plan—what we’re calling CAP 2.0—there’s an opportunity to move beyond disparate efforts and toward a more integrated, real-time narrative. One that not only tracks progress, but connects the dots across initiatives, inspires engagement, and makes the story of sustainability at FSU visible, relatable, and ongoing.

The Needs Assessment surfaced key themes:

- A desire for real-time information (dashboards, signage, visibility)
- Strong interest in hands-on learning and sustainability in coursework
- Calls for clearer coordination, communication, and shared ownership
- Passion for zero waste, clean energy, and climate justice

Connecting the Dots

Each initiative is not a silo—it’s a thread in a campus-wide fabric of decarbonization, equity, and education.

CAP 2.0 can build from these efforts to scale impact, track progress, and engage more people.



CLEAN ROOM



Master Plan Alternatives (Task 3)

Applying the Master Plan Framework, Conceptual Master Plan Alternatives were developed to address the priorities identified in Task 2. The Alternatives identify opportunities and provide recommendations for overall pathways and circulation throughout campus, site accessibility, wayfinding, and opportunities for repurposing or renovating existing space.

Master Plan Alternatives

The Master Plan Alternatives explore multiple options to address the priorities identified in Task 2. Each Alternate explores varied levels of intervention to the layout of the campus and renovation of buildings.

The Alternatives are organized around a planning framework which looks to strengthen and reinforce the “heart” of the campus, and to center it along the two primary axes of circulation. These axes provide focus for landscape interventions to improve accessibility and ease of pedestrian movement through the campus. The “heart” of the campus is a student hub, adjacent to the McCarthy Student Center and the future site of open space or a new optimally-sized library and academic hub.

The Master Plan Alternatives include campus “macro” moves for open space and landscape, a building renovation approach, and program relocation opportunities. Additionally, several stakeholder meetings were held throughout this phase allowing for feedback and refinement of building and program opportunities.



Landscape Observations + Opportunities

Ground, Landscape Architect, visited FSU during a site tour on July 11, 2025. The team discussed existing conditions and potential opportunities to improve the connection across State Street, site accessibility, pedestrian experience, and create a campus presence along State Street.

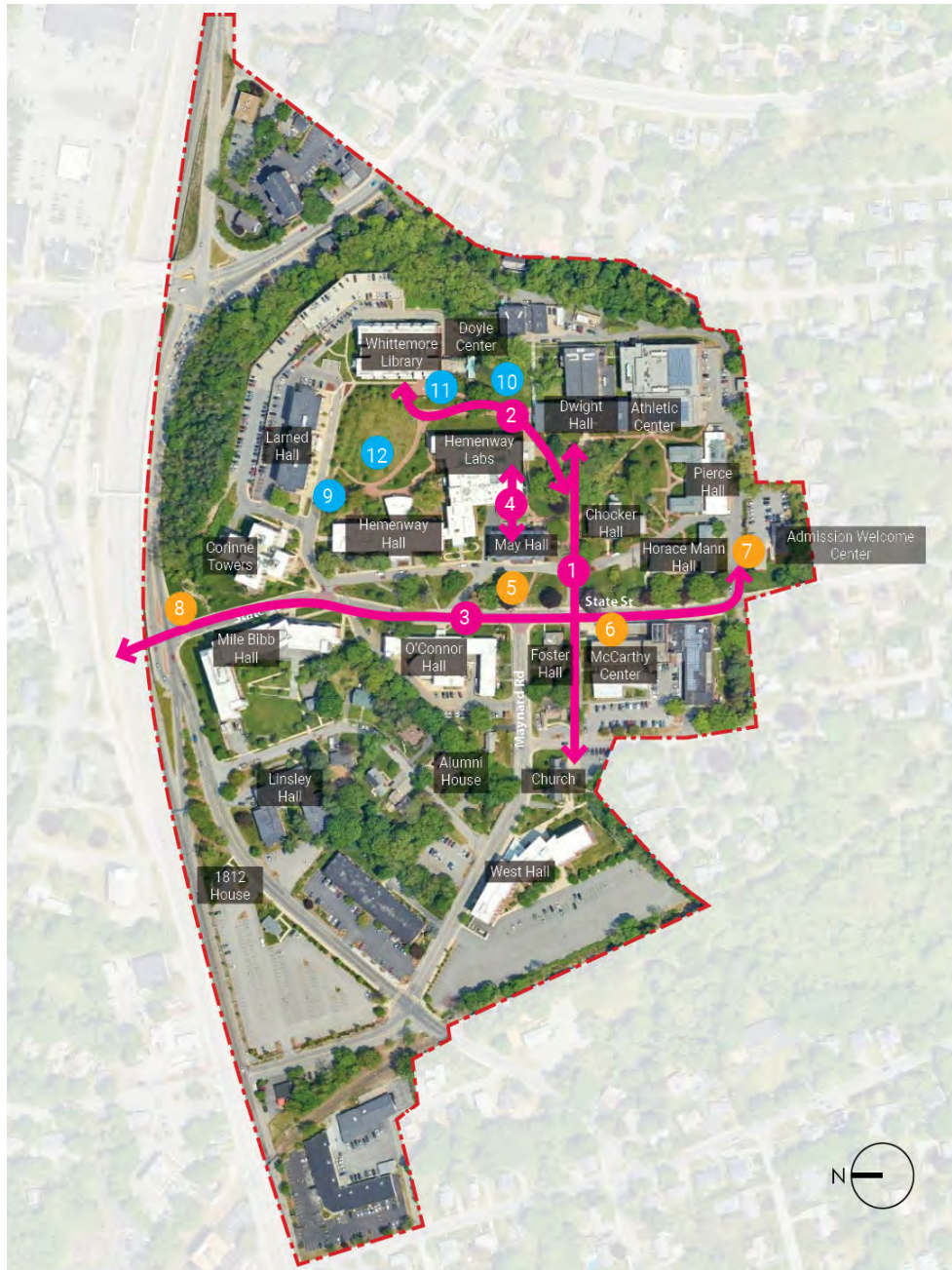
- Spine up from McCarthy Visitor Parking to State Street
- Spine from State Street to Upper Quad
- Create a campus presence along State Street
- Create an accessible and fitting frontage to the historic campus
- Make the service road feel more pedestrian than vehicular
- Upgrade the entry to Admissions
- Create strong campus gateways
- Accessibility challenges throughout
- Activation of library quad
- Connection between May Hall and Hemenway

Ground's observations include:

- Established trees. Well maintained landscape.
- 2 Quads with different characters and nice scale
- Lack of student presence along State Street
- Accessibility challenges



Focus Points



SPINE AND CORRIDOR:

- 1 Spine up from McCarthy Visitor Parking to Dwight Hall.
- 2 Desire line between Library and lower quad.
- 3 May Hall back exit to Hemmingway.
- 4 Upgrade streetscape along State St.

FRONTAGE AND GATEWAY:

- 5 Upgrade the frontage of Hemenway and May Hall
- 6 Upgrade of Plaza at McCarthy Center.
- 7 Upgrade the entry to Admissions.
- 8 Upgrade the Gateway at State St.

UPPER AND LOWER QUADS:

- 9 Accessibility to upper quad from State St.
- 10 Amphitheater
- 11 Library and outdoor seating accessibility.
- 12 Activation of library quad

Spine and Corridor

Spine up from McCarthy Visitor Parking to State Street



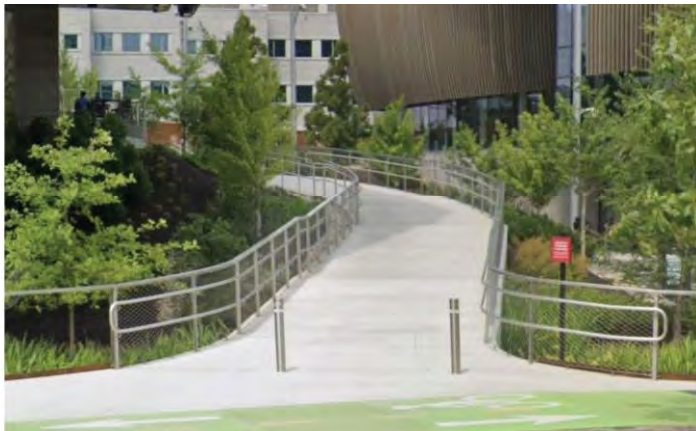
Spine and Corridor

Spine up from McCarthy Visitor Parking to State Street



Existing Conditions

- No accessible path connecting the McCarthy Visitor Parking to the McCarthy Center plaza.
- The spine lacks sufficient visual prominence to function as the primary connection.



Opportunities

- Create an accessible spine if possible.
- Give the spine an identity with lighting/signage/planting.
- Create seating areas along the length to pause and for informal gathering.

Spine and Corridor

Spine from State Street to Upper Quad



Spine and Corridor

Spine from State Street to Upper Quad



Existing Conditions

- A challenging path for the individuals with mobility impairments
- Vehicles try to drive up to Dwight Hall
- Accessibility to Dwight may need an architectural solution



Spine and Corridor

Spine from State Street to Upper Quad



Opportunities

- Create an accessible spine if possible.
- Give the spine an identity with lighting/signage/ planting.
- Create seating areas along the length to pause and for informal gathering.



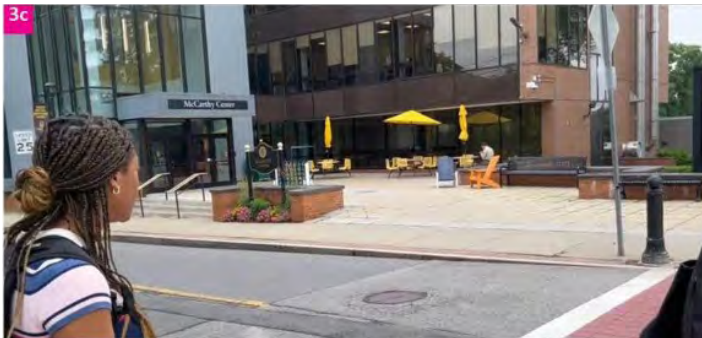
Spine and Corridor

Create a campus presence along State Street



Spine and Corridor

Create a campus presence along State Street



Existing Conditions

- College does not have a campus presence from the street.
- Difficult to know when you have arrived.
- Limited social space along the street.
- Wayfinding is not intuitive.

Spine and Corridor

Create a campus presence along State Street



Opportunities

- Potential additional banners in gold.
- Distinctive furniture at McCarthy Plaza and other locations.
- Places for students to see and be seen.
- Accessible and branded pedestrian crossing.
- Knee-high stone walls.

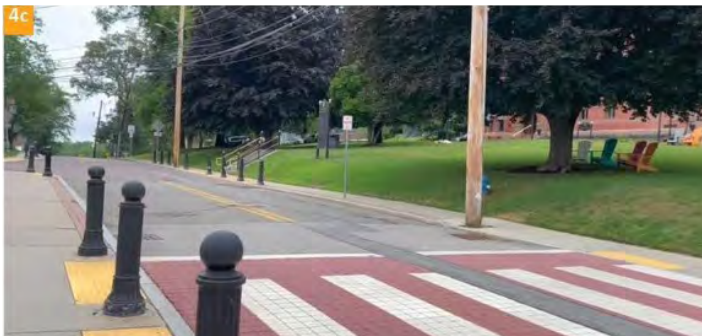
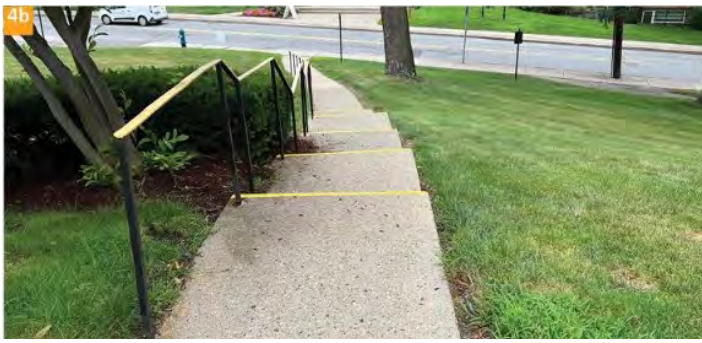
Frontage and Gateway

Create an accessible and fitting frontage to the historic campus



Frontage and Gateway

Create an accessible and fitting frontage to the historic campus



Existing Conditions

- Frontage should accommodate accessible route from State Street without compromising the existing trees.

Frontage and Gateway

Create an accessible and fitting frontage to the historic campus



Opportunities

- Add ramps and/or sloping walkways to make an accessible connection.
- Make crossing by the McCarthy Center accessible.
- Improve existing stairways to make them compliant.
- Consider existing trees when planning interventions.



Frontage and Gateway

Make the service road feel more pedestrian than vehicular



Frontage and Gateway

Make the service road feel more pedestrian than vehicular



Existing Conditions

- The service road creates a cut in the campus character.
- It is not a gracious frontage to the existing buildings.



Frontage and Gateway

Make the service road feel more pedestrian than vehicular



Opportunities

- Should accommodate emergency access, HC parking, and daycare drop-off/pickup.
- Should feel more like a linear plaza.



Frontage and Gateway

Upgrade the entry to Admissions



Frontage and Gateway

Upgrade the entry to Admissions



Existing Conditions

- Admissions Welcome Center is not visible from State St.
- Challenging pedestrians access.



Frontage and Gateway

Upgrade the entry to Admissions



Opportunities

- Update the street entryway to Admissions, add stairs and accessible sloping walkway for direct entry.
- Implement traffic table on the intersection.
- Add clear and visible signage for the Admission Welcome Center.



Frontage and Gateway

Create strong campus gateways



Frontage and Gateway

Create strong campus gateways



Existing Conditions

- Lack of clear visual cues at both campus arrival points on State Street.



Frontage and Gateway

Create strong campus gateways



Opportunities

- Enhance signage and other branding strategies at the entry points.
- Consider if the current brand could be slightly modified to make it a bit more apparent.



Upper and Lower Quads

Accessibility challenges throughout

Note: These are only a few examples. Ideally the accessibility audit would be completed.

Existing Conditions



- Accessible entry to Dwight Hall is challenging.



- Impractical to improve amphitheater as would need to make accessible.



- Some existing walkways may not be compliant.



- Doyle Center Outdoor Seating Area is not accessible.

Upper and Lower Quads

Activation of library quad



Upper and Lower Quads

Activation of library quad



Existing Conditions

- Scale of quad is good for large events, but is underused much of the time.
- Need to enhance the everyday experience.



Upper and Lower Quads

Activation of library quad



Opportunities

- Thicken the adjacent edges with tree planting.
- Introduce a hammock grove.
- Use distinctive movable furniture.
- Create a pollinator garden at one edge in association with college departments.



Upper and Lower Quads

Connection between May Hall and Hemenway



Upper and Lower Quads

Connection between May Hall and Hemenway



Existing Conditions

- Current connection from May Hall to Hemenway Hall Basement is utilitarian feeling.
- Students have created a “cow path” up hill.



Opportunities

- Design a way to redirect students to more accessible route.
- Create a garden at the grade level connection.



Master Plan Opportunities + Alternatives




Using the FSU Master Plan Principles identified in Task 2 and the Master Plan Framework, three alternative options for a Master Plan Framework emerged. The alternatives are organized around the campus heart and the pedestrian spine. Each option increases in scope and cost starting from a minimum option, to a moderate intervention and finally to a maximum intervention. Each Alternative explores options to create accessible, sustainable, and elevated spaces throughout the FSU campus and considers landscape and open space opportunities to improve the pedestrian experience and improve site accessibility.



Master Plan Strategies

Improve Campus Connectivity Across State Street

LEGEND

-  CONNECTIONS ACROSS STATE STREET
-  PEDESTRIAN SPINE + CORRIDOR
-  OPEN SPACE





BUILDINGS

- ① WHITTEMORE LIBRARY
- ② MCCARTHY CENTER
- ③ LINSLEY HALL
- ④ HEMENWAY HALL
- ⑤ FOSTER HALL
- ⑥ ATHLETIC CENTER
- ⑦ ADMISSIONS HOUSE

Improve Campus Connectivity to the Community

LEGEND

-  FRAMINGHAM + FSU SHARED COMMUNITY SPACES
-  FSU ONLY COMMUNITY SPACES



BUILDINGS

- ① WHITTEMORE LIBRARY
- ② MCCARTHY CENTER
- ③ LINSLEY HALL
- ④ HEMENWAY HALL
- ⑤ FOSTER HALL
- ⑥ ATHLETIC CENTER
- ⑦ ADMISSIONS HOUSE

Increase Engagement

LEGEND

- - - OPPORTUNITIES FOR TRANSPARENCY + ENGAGEMENT
- OPEN SPACE
- PEDESTRIAN SPINE + CORRIDOR



BUILDINGS

- ① WHITTEMORE LIBRARY
- ② MCCARTHY CENTER
- ③ LINSLEY HALL
- ④ HEMENWAY HALL
- ⑤ FOSTER HALL
- ⑥ ATHLETIC CENTER
- ⑦ ADMISSIONS HOUSE

Campus Entry Experience

LEGEND

- CAMPUS GATEWAY
- CAMPUS ENTRY
- STREETSCAPE WAYFINDING OPPORTUNITY



BUILDINGS

- ① WHITTEMORE LIBRARY
- ② MCCARTHY CENTER
- ③ LINSLEY HALL
- ④ HEMENWAY HALL
- ⑤ FOSTER HALL
- ⑥ ATHLETIC CENTER
- ⑦ ADMISSIONS HOUSE

Master Plan Strategies

Elevate Learning Spaces Across Campus Portfolio

LEGEND

 LEARNING SPACES




BUILDINGS

- ① WHITTEMORE LIBRARY
- ② MCCARTHY CENTER
- ③ LINSLEY HALL
- ④ HEMENWAY HALL
- ⑤ FOSTER HALL
- ⑥ ATHLETIC CENTER
- ⑦ ADMISSIONS HOUSE



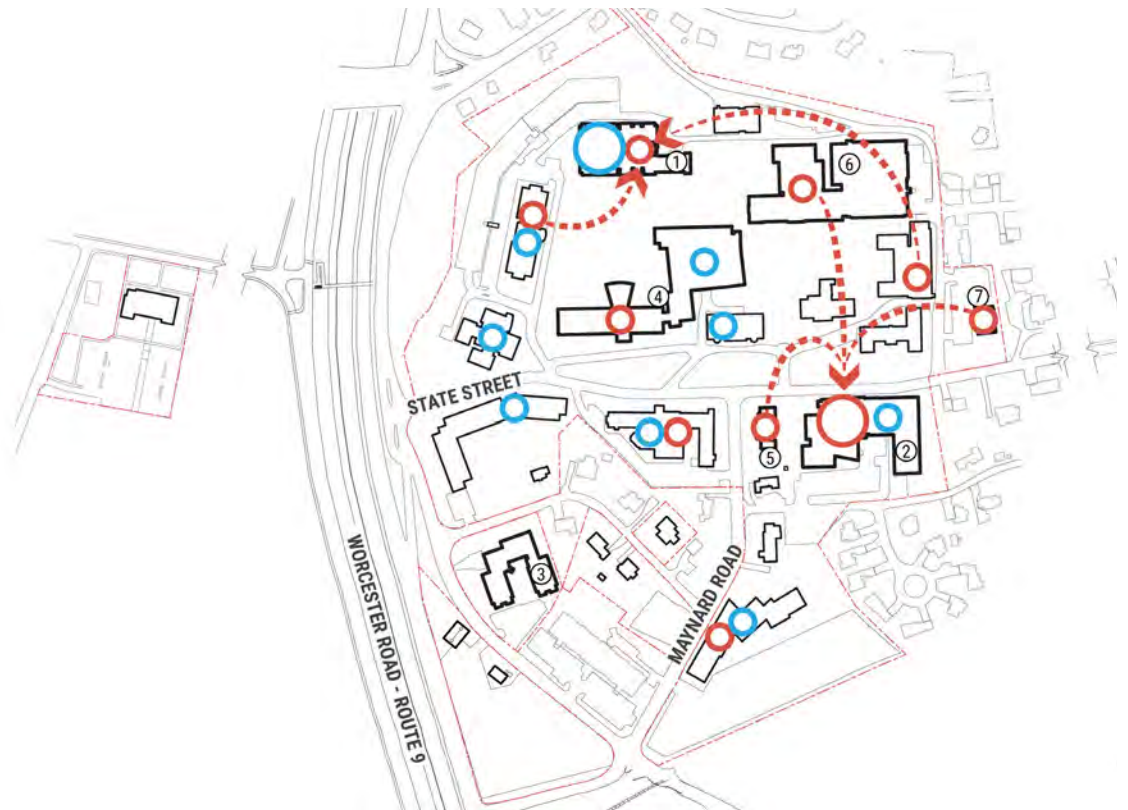
Relocating Program to Create Student Space

LEGEND

-  STUDENT SERVICES
-  STUDENT STUDY, LOUNGE, TECHNOLOGY HUB
-  PROGRAM RELOCATION











BUILDINGS

- ① WHITTEMORE LIBRARY
- ② MCCARTHY CENTER
- ③ LINSLEY HALL
- ④ HEMENWAY HALL
- ⑤ FOSTER HALL
- ⑥ ATHLETIC CENTER
- ⑦ ADMISSIONS HOUSE



Master Plan Opportunities

LEGEND

-  CONNECTION ACROSS STATE STREET
-  OPPORTUNITIES FOR TRANSPARENCY
-  PEDESTRIAN SPINE + CORRIDOR
-  OPEN SPACE
-  STREETScape WAYFINDING OPPORTUNITY
-  GATEWAY
-  STUDENT SERVICE
-  STUDENT STUDY, LOUNGE, TECHNOLOGY HUB
-  LEARNING SPACES
-  FRAMINGHAM + FSU SHARED COMMUNITY SPACES



BUILDINGS

- ① WHITEMORE LIBRARY
- ② MCCARTHY CENTER
- ③ LINSLEY HALL
- ④ HEMENWAY HALL
- ⑤ FOSTER HALL
- ⑥ ATHLETIC CENTER
- ⑦ ADMISSIONS HOUSE

Master Plan Alternative Constants

**Master Plan
Inputs**



**Specific Building/
Planning Ideas**

FSU Master Plan Building Priorities - 7 Buildings

1. Whittemore Library

- Classrooms and Study Spaces
- Improved Accessibility and Circulation
- Condense Stacks
- Decarbonization
- AI Hub

2. Admissions Welcome Center

- Potential Renovations and/or Alternative Space

3. Linsley Hall

- Alternative Housing Opportunities

4. McCarthy Student Center

- Main Floor
- Faculty/Staff Dining Reuse
- Game Room Reuse
- Book Store Potential
- Upper Floor Classrooms Reuse

5. Foster Hall

- Improve Program Circulation and Access

6. Athletic Recreation Center

- Bookstore Relocation
- Athletic Program Support

7A. Hemenway Hall

- Classrooms and Storage
- Lab Reuse

7B. Hemenway Annex

- Classrooms and Storage
- Lab Reuse

Master Plan Alternatives

Element	Alternative A	Alternative B	Alternative C
	Least Intervention	→	Greatest Intervention
Whittemore Library	Partial Renovation	Moderate Renovation	Full Renovation +
Admissions Welcome Center	Full Renovation	Full Renovation + Addition	Admissions Relocation + Full Renovation
Linsley Hall	Renovate to non-student housing	Renovate to non-student housing	Renovate to non-student housing
McCarthy Student Center	Repurpose Faculty Lounge, Game Room, Classrooms for Student Space/Services, and Bookstore Relocated	Repurpose Faculty Lounge, Game Room, Classrooms for Student Space/Services, and Bookstore Relocated	Repurpose Faculty Lounge, Game Room, Classrooms for Student Space/Services, and Bookstore Relocated
Hemenway Hall & Annex	Renovate to highlight academic programs and repurpose underutilized classrooms	Renovate to highlight academic programs and repurpose underutilized classrooms	Moderate Renovation of buildings to open to one another
Foster Hall	Partial Renovation	Full Renovation + Entry/Connection Addition	Demolish + Relocate Program
Athletic Recreation Center	Renovate Locker Rooms + Renovate Bookstore for Rec Center	Renovate Locker Rooms + Repurpose Bookstore for Teams Room	Expand Athletic Center North or South to Accommodate Athletic Needs
Open Space, Accessibility, + Connectivity	Activated + Accessible Open Space	Activated + Accessible Open Space	Activated + Accessible Open Space Additional Open Space where Foster Hall is Demolished
Entry/Gateway	Gateways at State Street Campus Entries + Campus Center	Gateways at State Street Campus Entries, Campus Center + Maynard Road/Spine	Gateways at State Street Campus Entries, Campus Center, + Maynard Road/Spine + Service Road Pedestrianization

Master Plan Alternatives

Alternative A

- Whittemore - Partial Renovation
- Admissions - Full Renovation
- Foster - Partial Renovation



Alternative B

- Whittemore - Moderate Renovation
- Admissions - Full Renovation and Addition
- Foster - Full Renovation and Entry/Connection












Alternative C

- Whittemore - Full Renovation
- Admissions - Program Relocation and Full Renovation
- Foster - Demolish and Relocate Program



Alternative A

LEGEND

-  PEDESTRIAN SPINE + CORRIDOR
-  FULL RENOVATION
-  MODERATE RENOVATION
-  PARTIAL RENOVATION
-  ADDITION
-  OPEN SPACE
-  STUDENT, LEARNING, & COMMUNITY HUB
-  STUDENT SERVICES HUB
-  ELEVATED LEARNING SPACES
-  GATEWAY










BUILDINGS

- ① WHITEMORE LIBRARY
- ② MCCARTHY CENTER
- ③ LINSLEY HALL
- ④ HEMENWAY HALL
- ⑤ FOSTER HALL
- ⑥ ATHLETIC CENTER
- ⑦ ADMISSIONS HOUSE



Alternative B

LEGEND

-  PEDESTRIAN SPINE + CORRIDOR
-  FULL RENOVATION
-  MODERATE RENOVATION
-  PARTIAL RENOVATION
-  ADDITION
-  OPEN SPACE
-  STUDENT, LEARNING, & COMMUNITY HUB
-  STUDENT SERVICES HUB
-  ELEVATED LEARNING SPACES
-  GATEWAY










BUILDINGS

- ① WHITEMORE LIBRARY
- ② MCCARTHY CENTER
- ③ LINSLEY HALL
- ④ HEMENWAY HALL
- ⑤ FOSTER HALL
- ⑥ ATHLETIC CENTER
- ⑦ ADMISSIONS HOUSE



Alternative C

LEGEND

-  PEDESTRIAN SPINE + CORRIDOR
-  FULL RENOVATION
-  MODERATE RENOVATION
-  PARTIAL RENOVATION
-  ADDITION
-  OPEN SPACE
-  STUDENT, LEARNING, & COMMUNITY HUB
-  STUDENT SERVICES HUB
-  ELEVATED LEARNING SPACES
-  GATEWAY

BUILDINGS

- ① WHITEMORE LIBRARY
- ② MCCARTHY CENTER
- ③ LINSLEY HALL
- ④ HEMENWAY HALL
- ⑤ FOSTER HALL
- ⑥ ATHLETIC CENTER
- ⑦ ADMISSIONS HOUSE



Master Plan Revised Alternative Approach and Macro Moves

The team further revised the three Master Plan Alternatives to two Alternatives with feedback from stakeholders.

Alternative 1 includes proposed renovations at the “priority” buildings including Whittemore Library and reorganizes program to reinforce McCarthy Student Center as a student hub. At the campus heart, new open space and an accessible pedestrian spine transform the campus experience.

Alternative 2 includes proposed renovations at the “priority” buildings and reorganizes program to reinforce McCarthy Student Center as a student hub. At the campus heart, a new optimally-sized Library creates an academic hub and an accessible pedestrian spine transform the campus experience.

Site Recommendations

- Create a campus heart with accessible pedestrian + green space connection across State Street

Opportunities for Underutilized Program

- Utilization review indicates more classrooms than needed
- Some classrooms may be reimagined for expansion or new academic programming
- Linsley Hall to be reimagined for faculty/staff/graduate student housing

Building Program Needs and Opportunities

- Whittemore Library reimagined with AI Hub
- Active campus center
- Admissions Welcome Center reimagined
- Athletics lockers + program space
- Health Services modernization
- Student Clubs + Services expansion + visibility
- Police Station expansion + visibility
- Showcase specialty programs



Recommended Macro Moves for the Site

1. New pedestrian axis linking the Ecumenical Center/West Hall with the Lower Quadrangle
2. Improved Maynard Road streetscape
3. New open space north of McCarthy Center
4. Larned Beach is regraded to improve sightlines and to better reveal Whittemore Library



Preliminary Recommended Master Plan Macro Moves: Building and Program

Foster Hall

- Demolished; site as campus heart for open space or future library

Whittemore Library

- Renovated or relocated to Foster Hall site

Admissions Welcome Center

- Renovated for Police or Health Services

McCarthy Hall

- Active campus center, Advising, Admissions + visible Student Service

Dwight Hall

- Administrative Center + Athletic building expansion

Hemenway Hall/Annex

- Create opportunities for Departmental 'living rooms', + alternate new home for AI and/or for Communication, Media, + Performance

O'Connor Hall

- Becomes a more robust home for the College of Education

Crocker Hall

- Becomes a more formal home for the School of Business + Campus Health + alternate location for Admissions Welcome Center

A. Whittemore Library

B. Dwight Hall/
Performing Arts
Center

C. Athletic/Recreation
Center

D. CASA

E. Admissions
Welcome Center

F. Crocker Hall

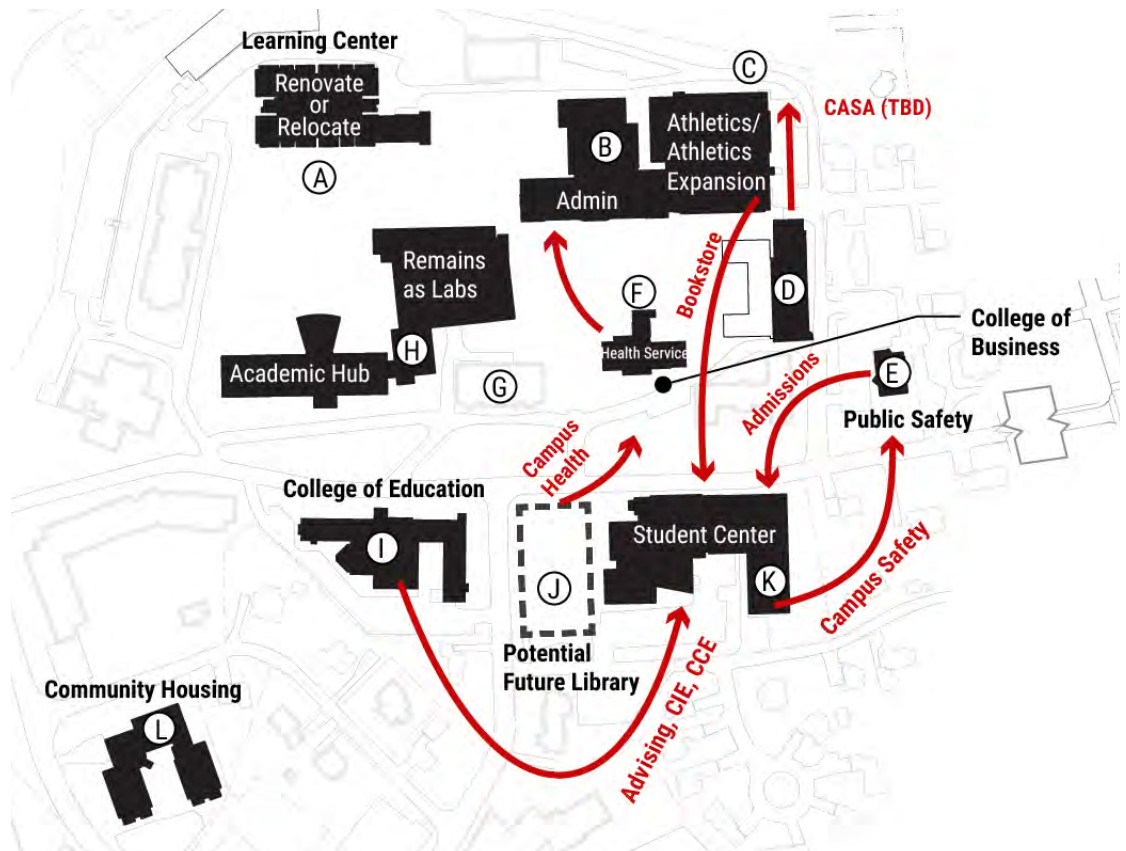
G. May Hall

H. Hemenway Hall

I. O'Connor Hall

J. Potential New
Library

K. D. Justin McCarthy
Center

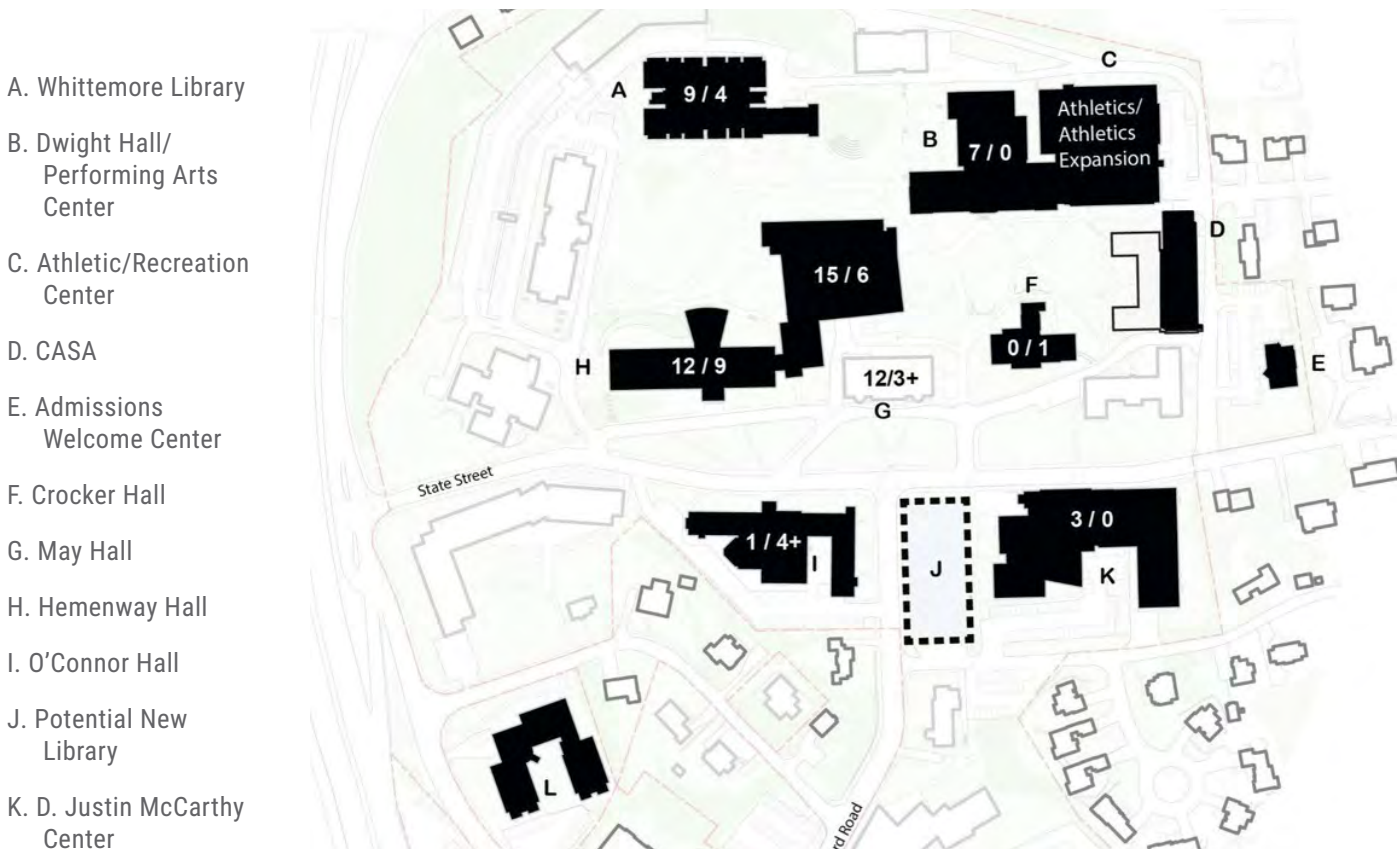


Recommended Macro Moves: Classrooms

Per the Utilization Study review, it was determined that while FSU has 59 total classrooms, only 40 classrooms are needed to meet current needs. The additional classrooms offer opportunities for other program including providing needed student space.

Recommendations:

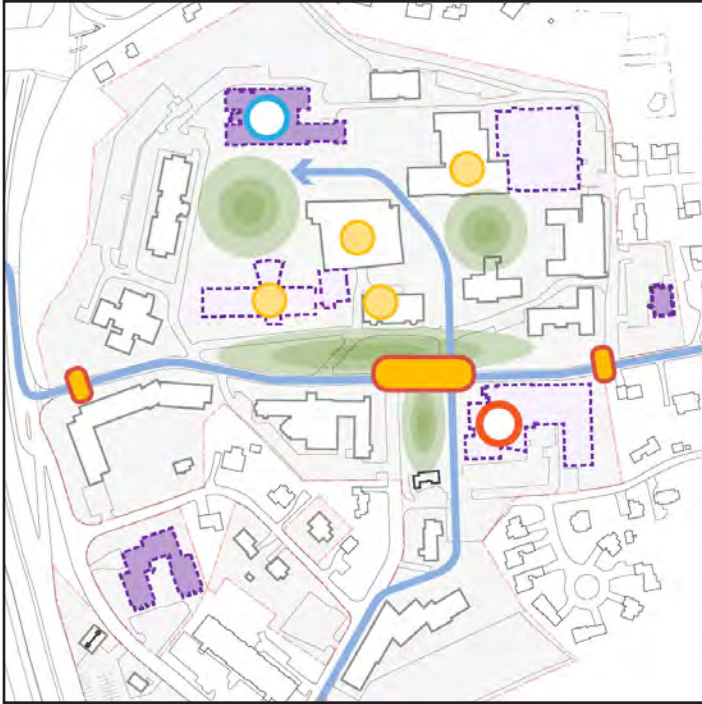
- Hemenway Hall/Annex + Whittemore Library need 50%-75% of existing classrooms to remain
- O'Connor Hall increase by 4 classrooms
- Crocker increase by 1 classroom
- Dwight Hall + McCarthy Center all classrooms could be removed



Revised Master Plan Alternatives Summary Comparison

Alternative 1

Alternative 2



<p>Whittemore Library Full Renovation</p>	<p>Whittemore Library New, Optimally-Sized Building</p>
<p>Admissions Welcome Center Admissions Relocation and Building Renovation</p>	<p>Admissions Welcome Center Admissions Relocation and Building Renovation</p>
<p>Linsley Hall Renovate to Faculty/Staff/Graduate Student Housing</p>	<p>Linsley Hall Renovate to Faculty/Staff/Graduate Student Housing</p>
<p>McCarthy Hall Active Student Center w/ Admissions and SSC</p>	<p>McCarthy Hall Active Student Center w/ Admissions and SSC</p>
<p>Foster Hall Demolish and Relocate Program</p>	<p>Foster Hall Demolish and Relocate Program</p>
<p>Athletic Recreation Center Renovate Athletics lockers + program space</p>	<p>Athletic Recreation Center Expand Athletics Lockers + Program Space</p>
<p>Hemenway Hall/Annex Moderate Renovation</p>	<p>Hemenway Hall/Annex Major Renovation</p>
<p>Open Space, Accessibility, and Connectivity Activated + Accessible Open space including Foster Hall site.</p>	<p>Open Space, Accessibility, and Connectivity Activated and Accessible Open Space</p>
<p>Entry/Gateway Gateways at State Street Campus Entries + Campus Center</p>	<p>Entry/Gateway Gateways at State Street Campus Entries, Campus Center, + Maynard Road/Spine + Service Road Pedestrianization</p>

Alternative 1 Renovated Library

LEGEND

- PEDESTRIAN SPINE + CORRIDOR
- PARTIAL RENOVATION
- FULL RENOVATION
- NEW BUILDING
- REMAINING CAMPUS BUILDING
- OPEN SPACE
- STUDENT, LEARNING, & COMMUNITY HUB
- STUDENT SERVICES HUB
- ELEVATED LEARNING SPACES
- GATEWAY

BUILDINGS

- ① WHITTEMORE LIBRARY
- ② ADMISSIONS HOUSE
- ③ LINSLEY HALL
- ④ MCCARTHY CENTER
- ⑤ EXISTING FOSTER HALL SITE
- ⑥ ATHLETIC CENTER
- ⑦ HEMENWAY HALL



Alternative 2 New, Optimally-Sized Library

LEGEND

- PEDESTRIAN SPINE + CORRIDOR
- ⊗ PARTIAL RENOVATION
- ⊗ FULL RENOVATION
- NEW BUILDING
- REMAINING CAMPUS BUILDING
- OPEN SPACE
- STUDENT, LEARNING, & COMMUNITY HUB
- STUDENT SERVICES HUB
- ELEVATED LEARNING SPACES
- GATEWAY

BUILDINGS

- ① EXISTING WHITTEMORE LIBRARY S
- ② ADMISSIONS HOUSE
- ③ LINSLEY HALL
- ④ MCCARTHY CENTER
- ⑤ NEW LIBRARY
- ⑥ ATHLETIC CENTER
- ⑦ HEMENWAY HALL



Site Opportunities

The site approach evaluated the location of a new Library on campus, master plan site improvements, site accessibility and strengthening the pedestrian spine that connects the campus on both sides of State Street. Several sites for the location of a new optimally-sized Library were considered.

- Each design can effectively mediate grade changes, helping to improve the currently challenging pedestrian circulation between the Ecumenical Center/West Hall and the Lower Quadrangle
- Options 1, 2, and 3 are centrally located, enhancing their accessibility and visibility within the campus core

Whittemore Library Relocation: Alternative 2

Potential Site Opportunities

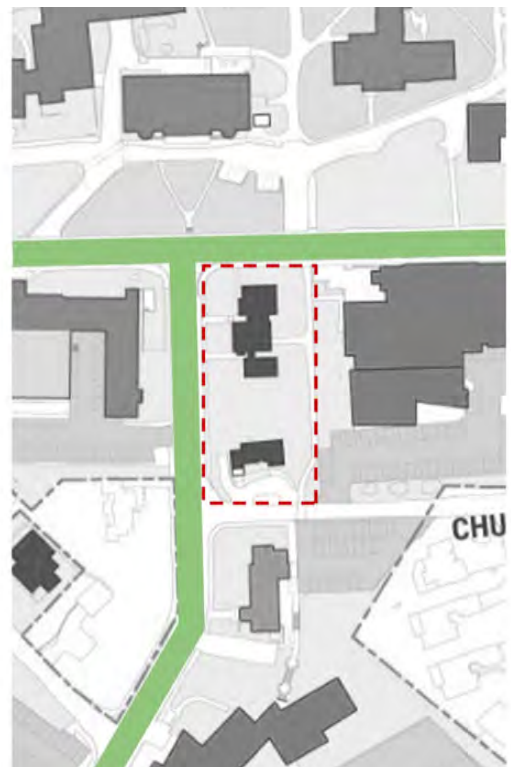
- All options establish a strong campus presence along State Street



Recommended Potential Site Opportunities for Whittemore Library Option 1

Site Option 2 Location Strategies

- Centrally-located library
- Enhances campus visibility + accessibility for students + community
- Adjacency to McCarthy Student Center maximizes site + creates active open space
- Pedestrian spine connects to heart of campus
- Landscape + streetscape improvements:
- Provides shade and shelter
- Frame key campus landmarks ex. May Hall
- Improved circulation between residence halls + Lower Quadrangle



Urban Design Framework for Option 2

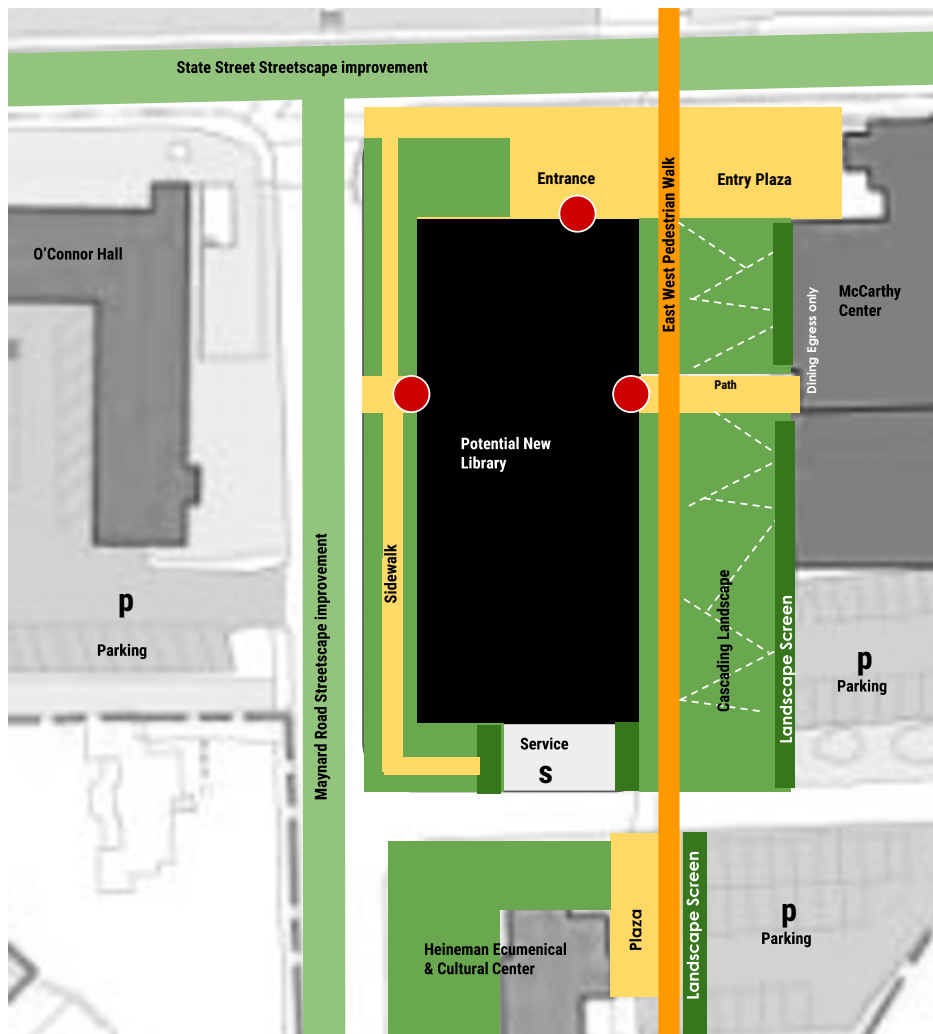
Option 2 - A

This centrally located library enhances campus visibility and accessibility for both FSU students and the broader community. Positioned next to the McCarthy Student Center, it optimizes site coverage to maximize the building footprint. A ground level could accommodate a café, bookstore, welcome center, art gallery, and circulation desk, while the upper levels could provide a new home for the library and CASA program.

The building, integrated with a cascading landscape and the East-West pedestrian walk, helps mitigate

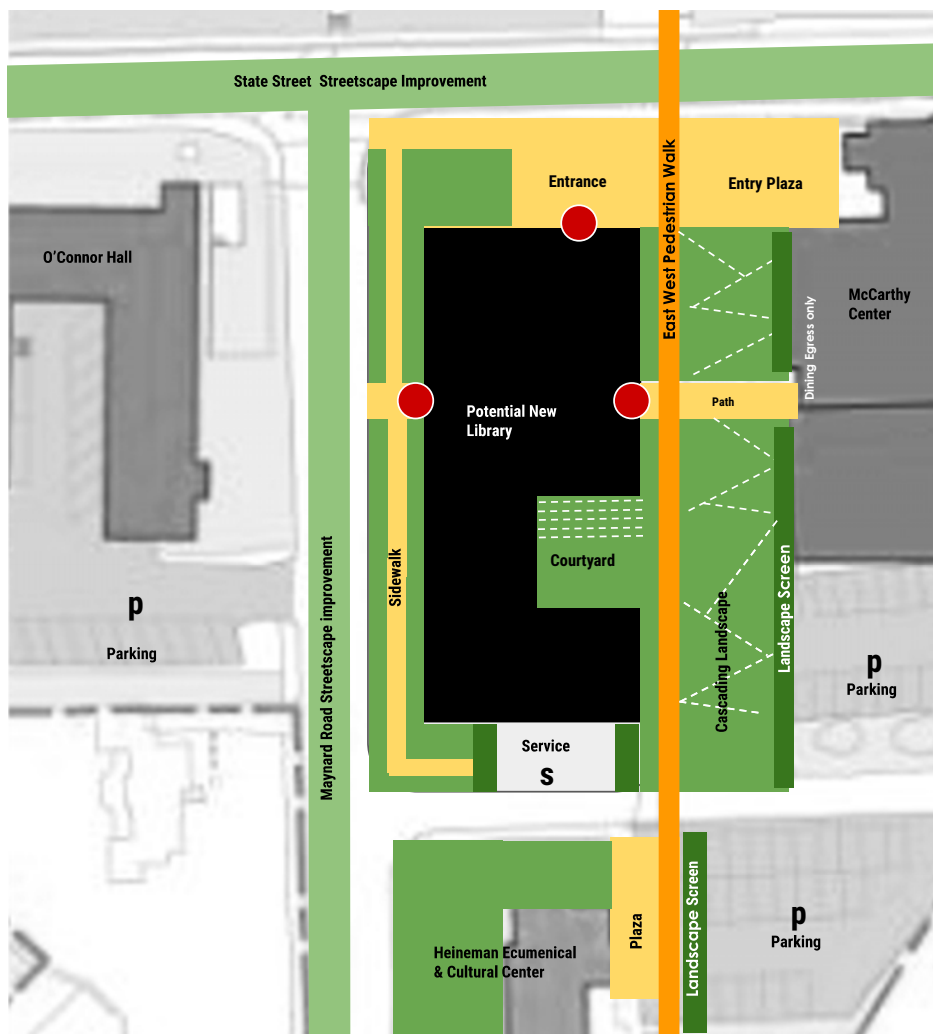
the slope and improves circulation between the residence halls and Lower Quadrangle. The vibrant and welcoming entry plaza serves as a central gathering space at the campus heart, fostering both social interaction and academic exchange among students.

Landscape and streetscape improvements enhance the student pedestrian experience by providing shade and shelter. These enhancements also strengthen the sense of place while framing key campus landmarks such as May Hall.

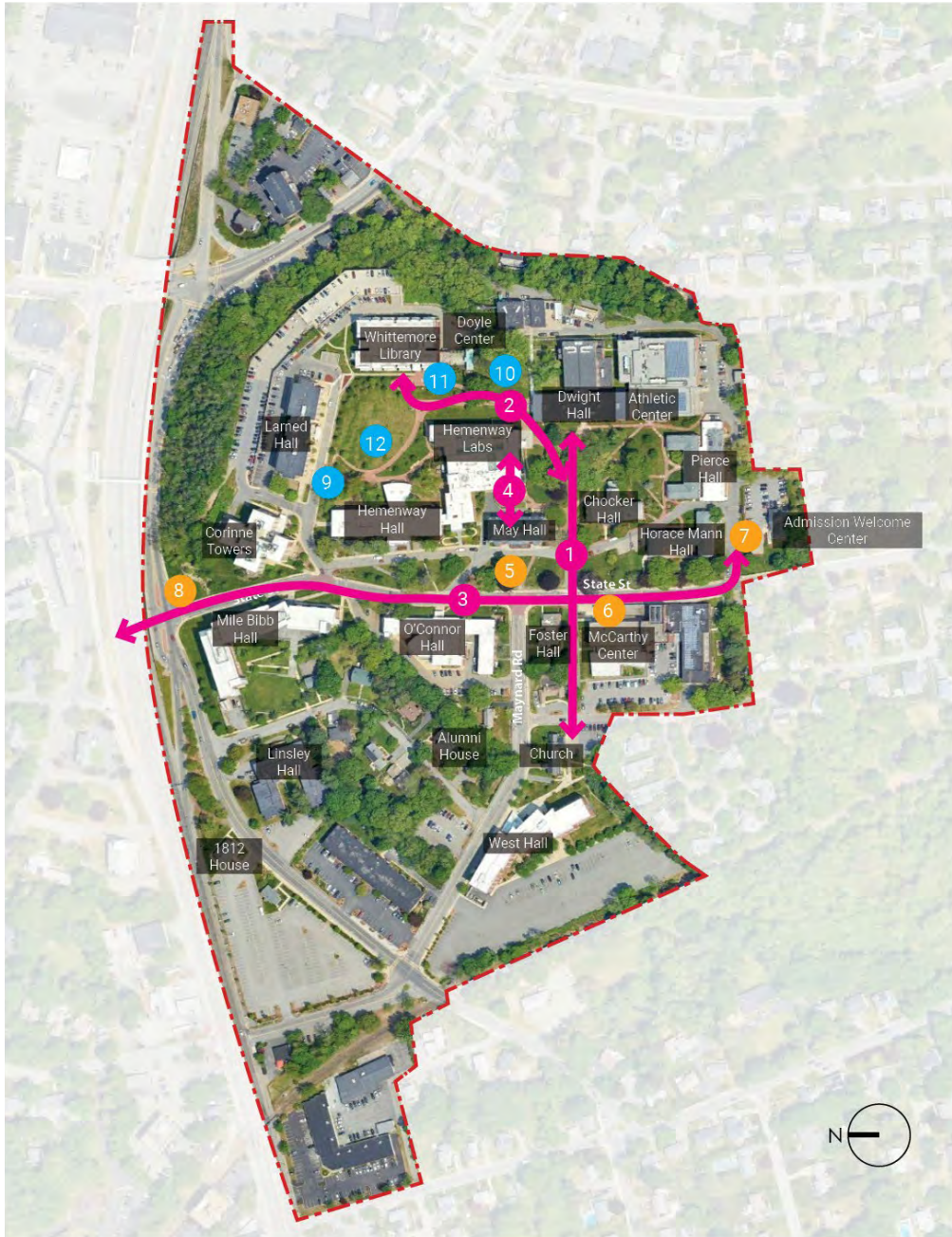


Option 2 - B

A variation of Option 2-A, Option 2-B features an outdoor courtyard with tiered seating that supports outdoor learning, student gatherings, and performances. The sun-filled, sheltered space functions as an inviting outdoor living room for the FSU community.



Landscape Opportunities



SPINE AND CORRIDOR:

- 1 Spine up from McCarthy Visitor Parking to Dwight Hall.
- 2 Desire line between Library and lower quad.
- 3 May Hall back exit to Hemmingway.
- 4 Upgrade streetscape along State St.

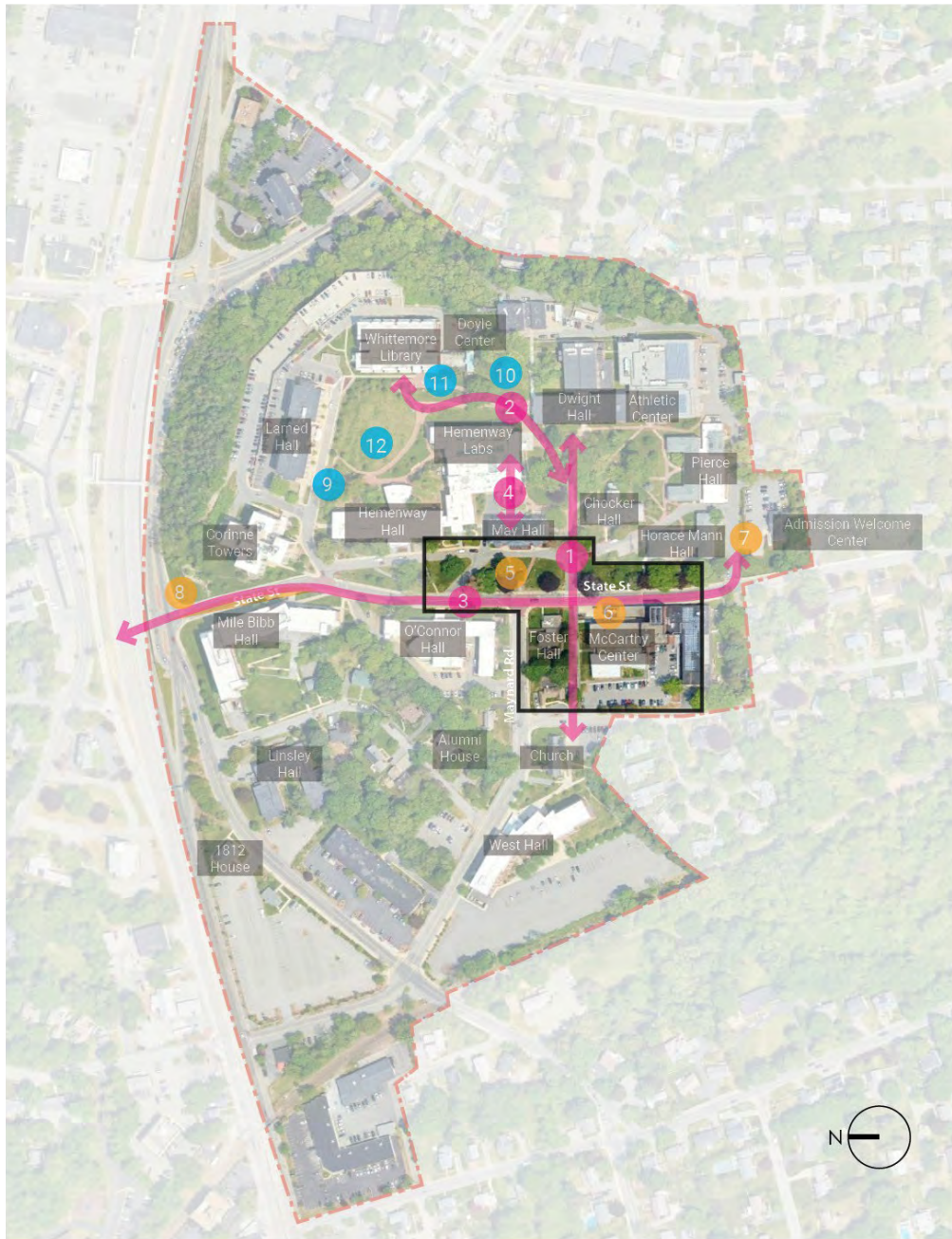
FRONTAGE AND GATEWAY:

- 5 Upgrade the frontage of Hemenway and May Hall
- 7 Upgrade of Plaza at McCarthy Center.
- 8 Upgrade the entry to Admissions.
- 9 Upgrade the Gateway at State St.

UPPER AND LOWER QUADS:

- 9 Accessibility to upper quad from State St.
- 10 Amphitheater
- 11 Library and outdoor seating accessibility.
- 12 Activation of library quad

Focus Area



SPINE AND CORRIDOR:

- 1 Spine up from McCarthy Visitor Parking to Dwight Hall.
- 2 Desire line between Library and lower quad.
- 3 May Hall back exit to Hemmingway.
- 4 Upgrade streetscape along State St.

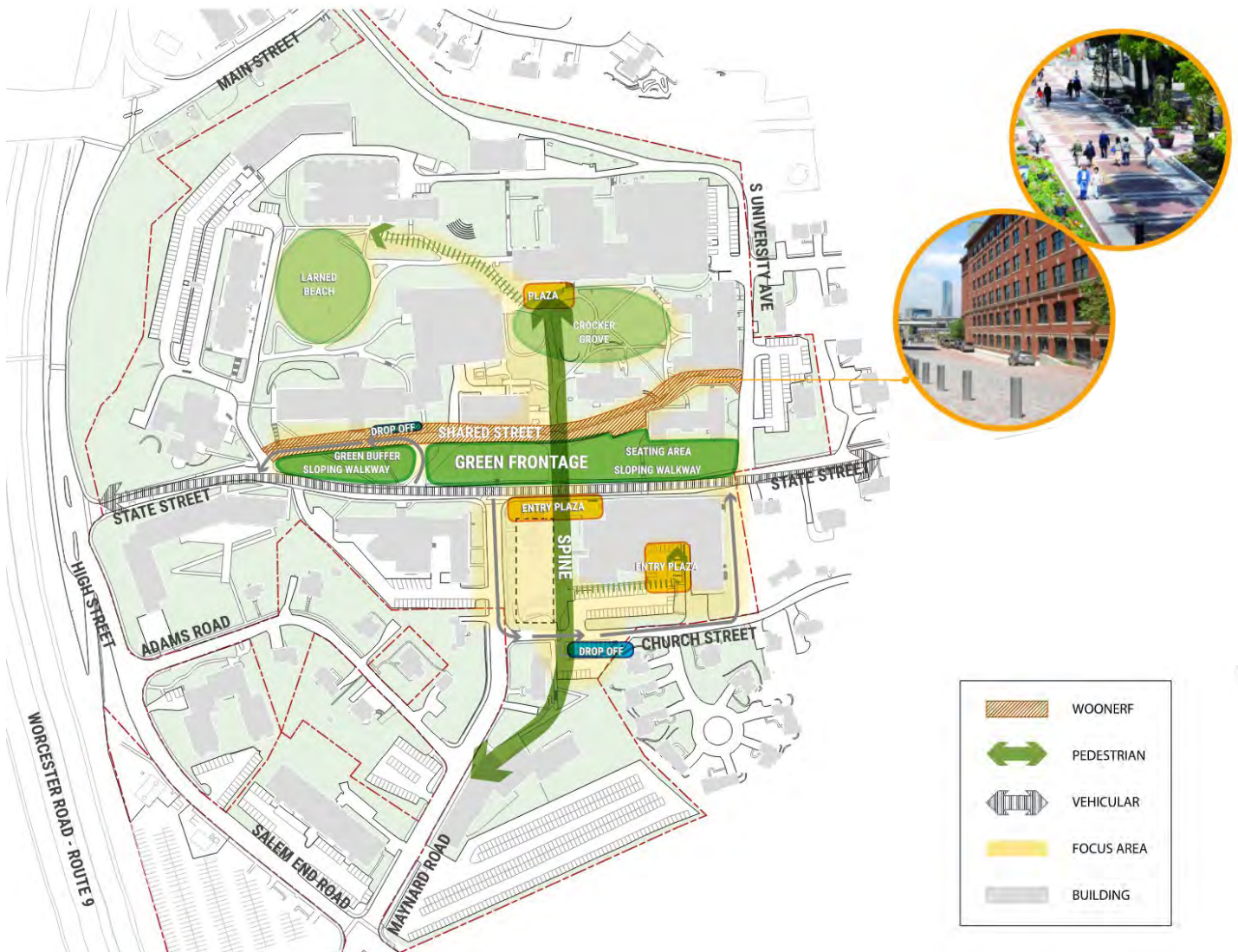
FRONTAGE AND GATEWAY:

- 5 Upgrade the frontage of Hemenway and May Hall
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- 8 Upgrade the Gateway at State St.

UPPER AND LOWER QUADS:

- 9 Accessibility to upper quad from State St.
- 10 Amphitheater
- 11 Library and outdoor seating accessibility.
- 12 Activation of library quad

Master Plan Site Improvements



Precedents



Spine from McCarthy Visitor Parking to Quad - Existing Buildings



1. McCarthy Center Drop-Off and Accessibility Update

- Accessible Campus Spine from parking lot to Shared Street.
- Direct traffic from State st. to a new drop-off locations behind McCarthy Center.
- New entry plaza on the west side of McCarthy.

Spine from McCarthy Visitor Parking to Quad - New Library Building



1. McCarthy Center Drop-Off and Accessibility Update

- Accessible Campus Spine from parking lot to Shared Street.
- Direct traffic from State st. to a new drop-off locations behind McCarthy Center.
- New entry plaza on the west side of McCarthy.

Spine from McCarthy Visitor Parking to Quad **Design Opt 1 Seating Steps**



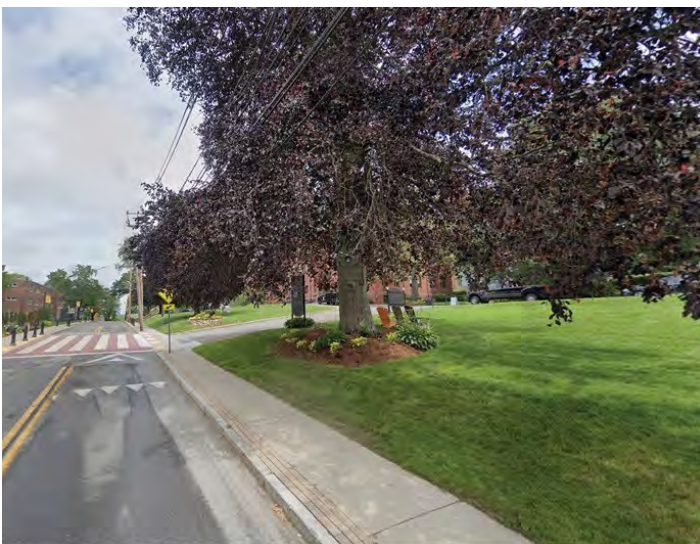
Spine from McCarthy Visitor Parking to Quad Design Opt 2 Benches



View of State Street Crossing



Current Condition



View of Accessible Ramp up the Front Lawn



Current Condition



View of Expanded Plaza



Current Condition



Wayfinding & Mobility Opportunities

Howard Stein Hudson, the Wayfinding & Mobility consultant, reviewed the pedestrian safety/ accessibility issues at certain intersections that include non-state property and provided concepts (see Appendix D) based on the discussion during the March 20, 2025 field walk. They reviewed seven locations and looked closely at the locations along Maynard Road given the steep existing grades of that street.

Locations 1 thru 3 at State Street are already raised intersections and are intended for reconstruction in kind as they were recently disturbed by gas line construction.

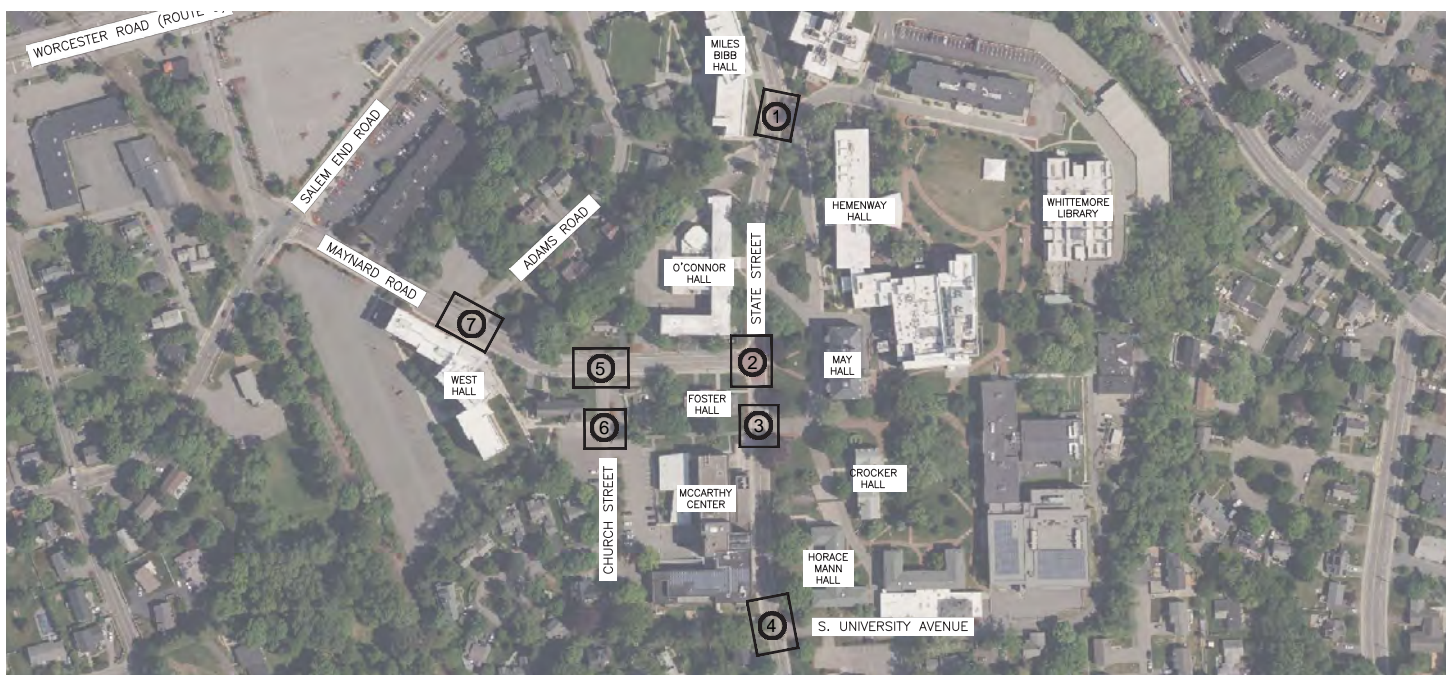
The new raised intersection concepts include 4 locations:

- State/S University Ave – New gateway from the South to temper northbound traffic adjacent admissions.

- New Raised crossing for Church Street for the Campus Spine path
- Additional raised crossings for Maynard Street (Locations 6 and 7)

Their studies took a cursory review of grading, utilities and drainage. Many of these locations will require new drainage improvements, in street utility adjustments and additional survey to advance.

The locations along Maynard Street will need extra attention should they move past conceptual design as the street grade already exceeds ADA slopes and any sidewalk reconstruction would trigger compliance. Their study also included a preliminary roadway profile (see Appendix D) given the delicate nature of grades of Maynard.



Building Renovation Approach

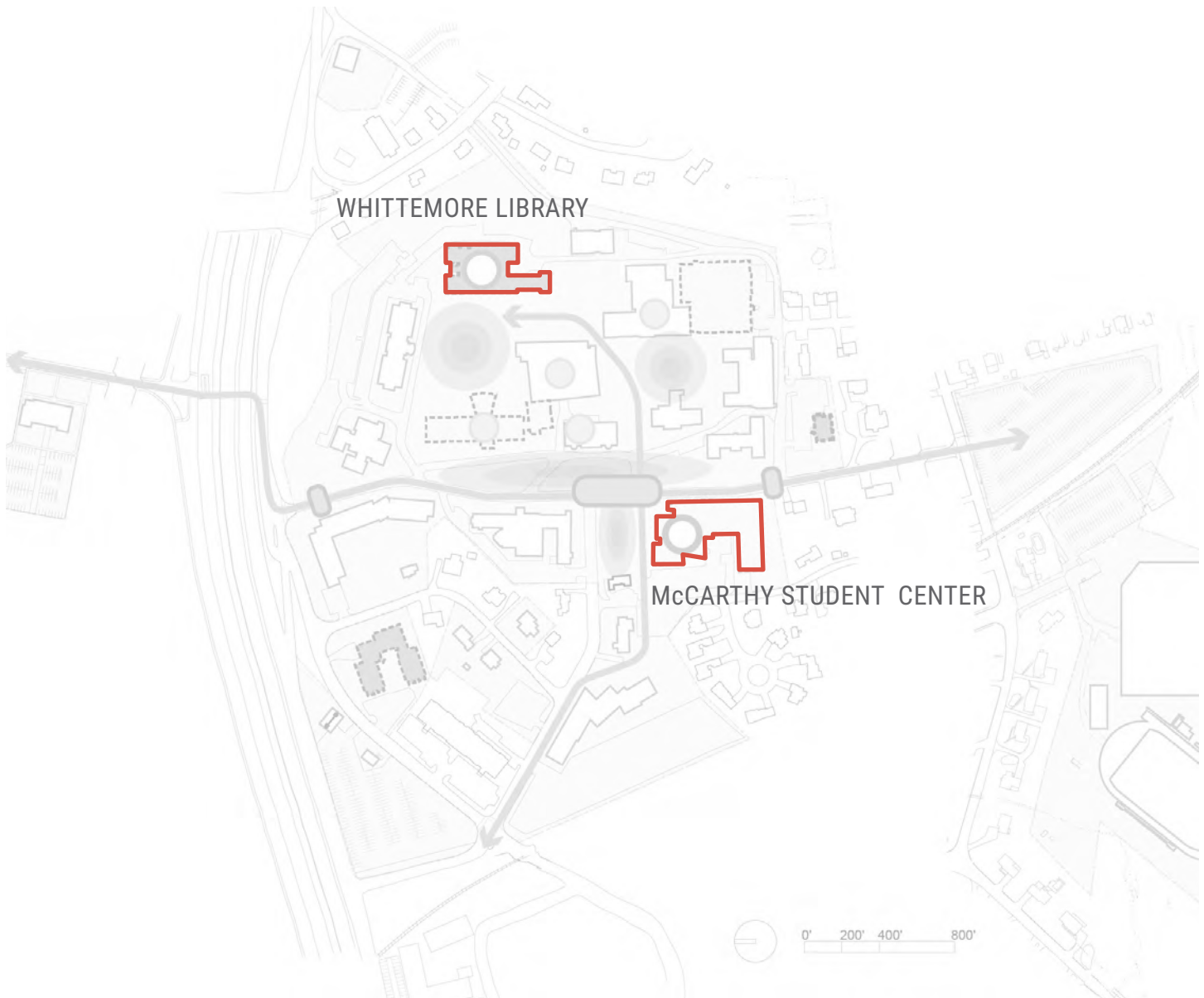
The Alternatives study the opportunities for building renovation and program relocation at McCarthy Student Center and Whittemore Library, the campus's main student and academic hubs. Two renovation approaches were considered for each building with program relocation varying between the options.

For the existing Whittemore Library:

- Option A Accessible Half-Floor Levels
- Option B Infill Floor Levels

For the McCarthy Student Center:

- Option A Moderate Renovation
- Option B Maximum Renovation



Whittemore Library Renovation

Precedents



Boston Public Library Roslindale Branch
Leers Weinzapfel Associates



UMass Dartmouth Library Renovation
DesignLAB Architects

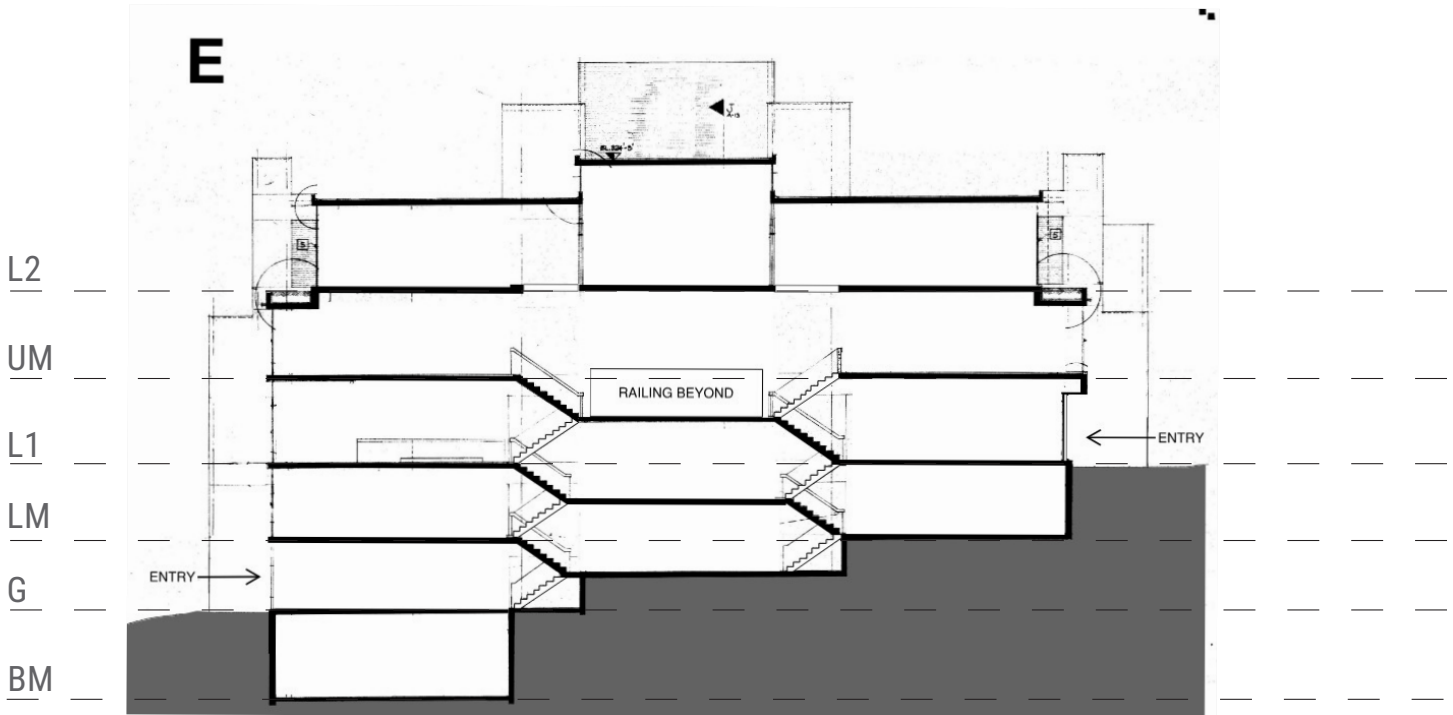
Whittemore Library Renovation Option A Accessible Half Floor Levels

Program

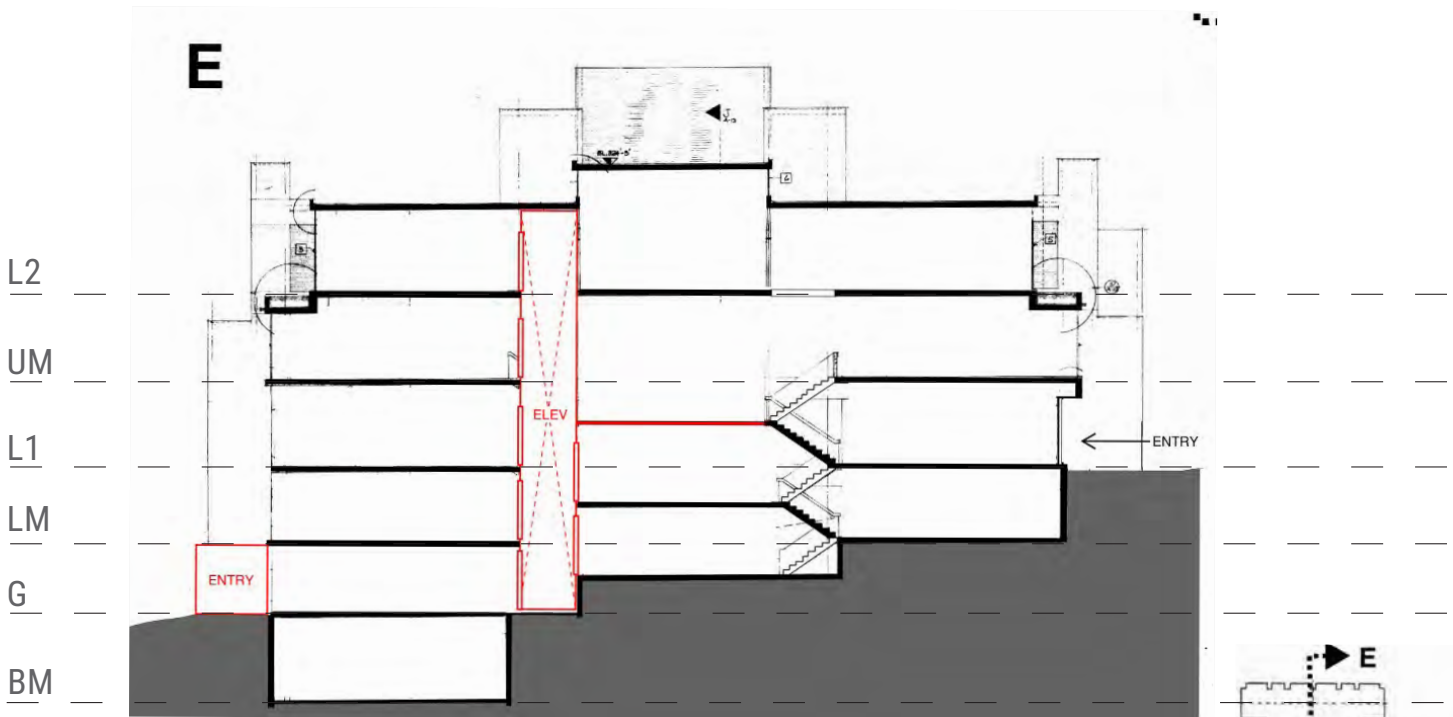
New Program or Program Relocated to Library:	Existing Program to Remain or Relocated in Building:	Program Relocated to Other Building or Removed:
Group + Individual Study Spaces	Librarian Front Desk + Reserve Books	Some Classrooms
Art Exhibition	IT/Technology	Reference Room
Club Space	Café	Early Childhood Education Curriculum Library
Bloomberg	Special Collections + Archives Rooms	
CASA/Advising	Music, Arts, + Communication Offices + Programming	
Conference/ Meeting Rooms	Media Department Podcast Booth + Computer Lab	
High Density Stacks	Center for Digital Humanities	
Secondary Librarian Desk	Some Classrooms	
	Children's Stacks + Reading Area	
	Stacks	
	Faculty/Staff Offices + Lounge	
	Social Media Lab + IT Helpdesk	

Whittemore Library Renovation

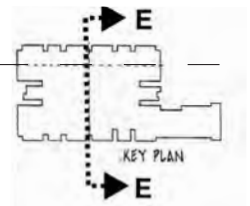
Section Design



Existing



Option A



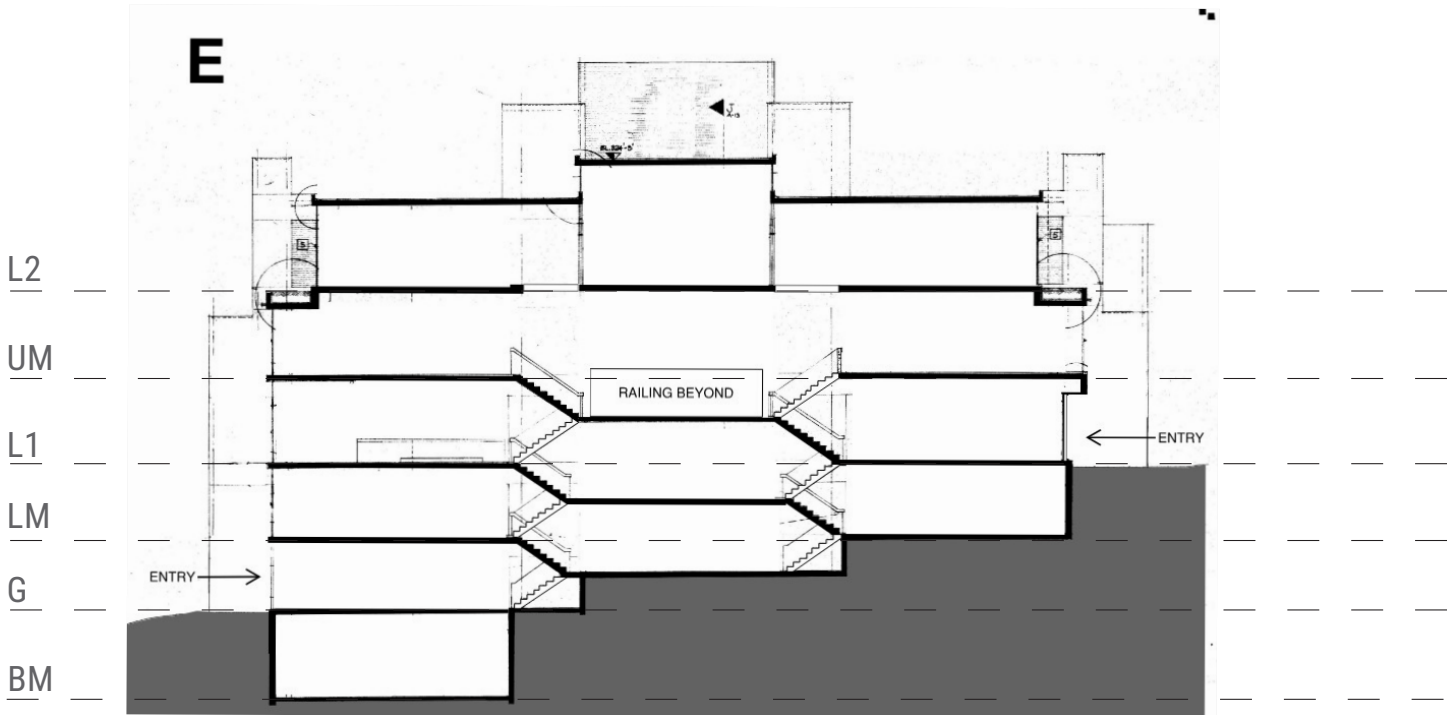
Whittemore Library Renovation Option B Infill Floor Levels

Program

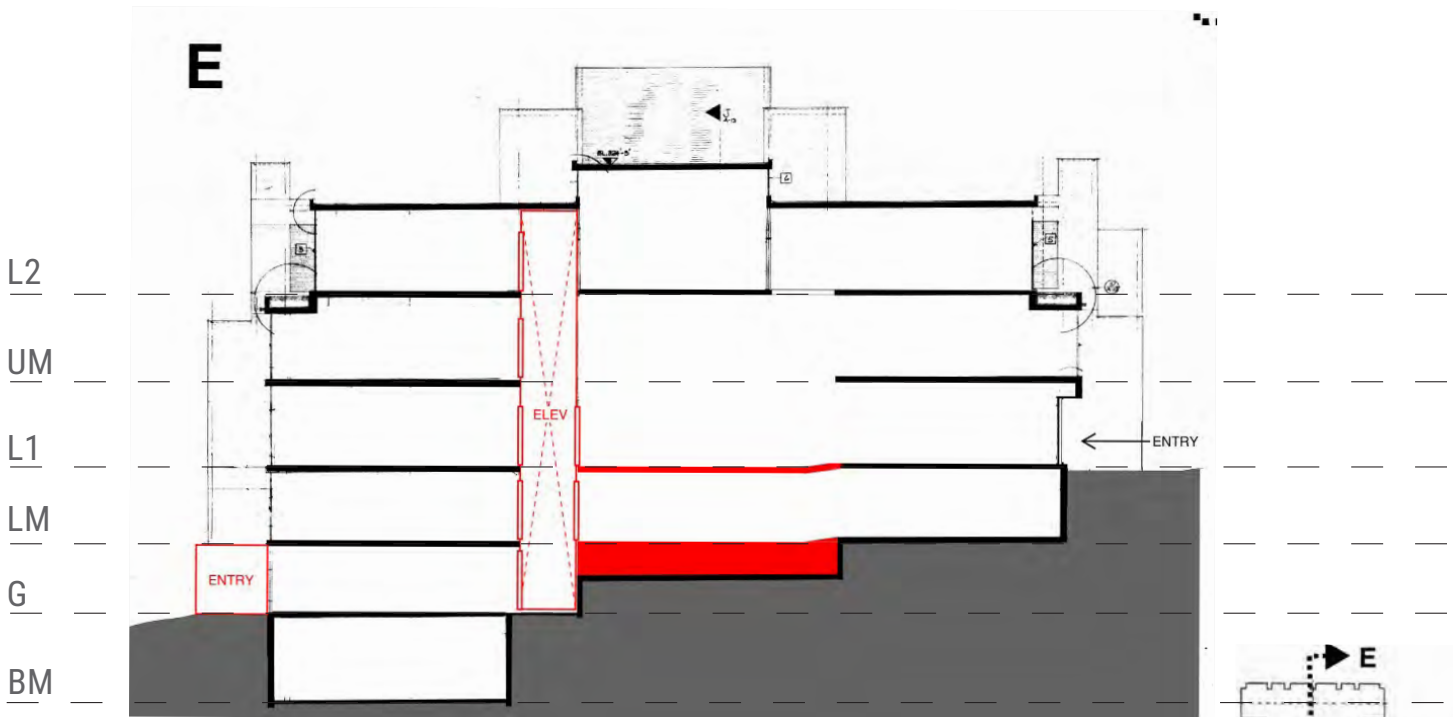
New Program or Program Relocated to Library:	Existing Program to Remain or Relocated in Building:	Program Relocated to Other Building or Removed:
Bookstore	Librarian Front Desk + Reserve Books	Some Classrooms
Enclosed Terrace	IT/Technology	Reference Room
Group + Individual Study Spaces	Café	Early Childhood Education Curriculum Library
Art Exhibition	Special Collections + Archives Rooms	
Club Space	Music, Arts, + Communication Offices + Programming	
Bloomberg	Media Department Podcast Booth + Computer Lab	
Conference/ Meeting Rooms	Center for Digital Humanities	
High Density Stacks	Some Classrooms	
Secondary Librarian Desk	Children's Stacks + Reading Area	
	Stacks	
	Faculty/Staff Offices + Lounge	
	Social Media Lab + IT Helpdesk	

Whittemore Library Renovation

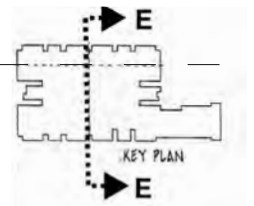
Section Design



Existing



Option B



McCarthy Student Center Renovation

Precedents



Tufts University Barnum and Dana Hall
STUDIO ENÉE Architects



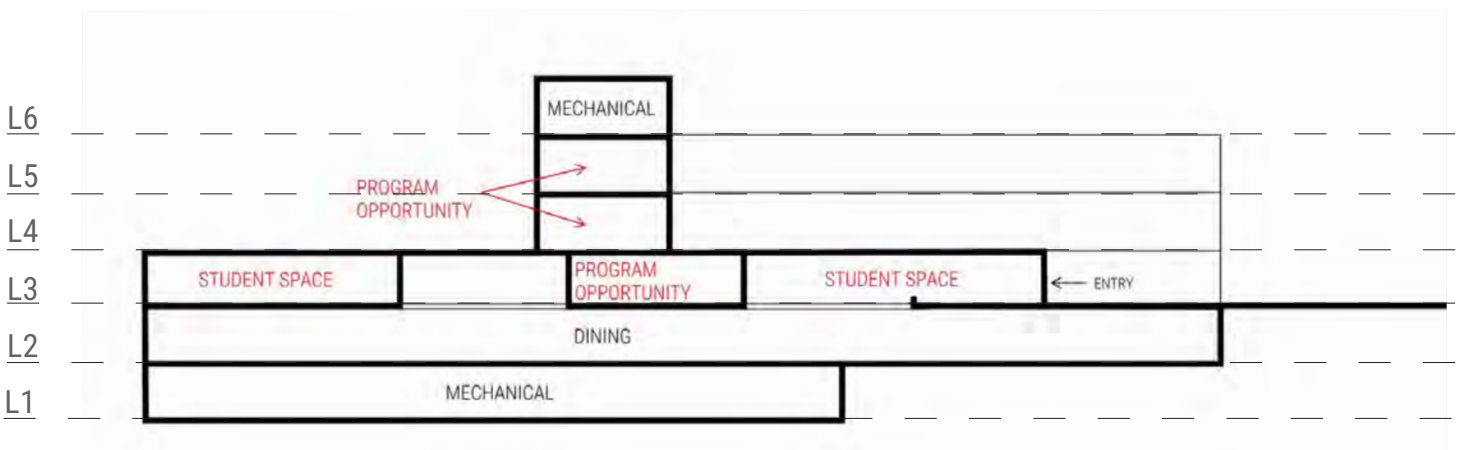
Harvard University Smith Campus Center
Hopkins Architects + Bruner/Cott Architects

McCarthy Student Center Option A Moderate Renovation

Program

New Program or Program Relocated to McCarthy:	Existing Program to Remain or Relocated in Building:	Program Relocated to Other Building or Removed:
Admissions Center	Dunkin	Police Department to Admissions
Admissions, Career Development, and Student Experience Touch down Space	Food Service Offices	Art Gallery to Whittemore
John C Stalker Institute	Community Standards	Additional Club Space in Whittemore
CIE	Framingham State Activities Board	Faculty Lounge
Bookstore	Student Government Association	Game Room
Additional Student Lounge Space	Career Development	3 Classrooms
	Multipurpose Room (Club Space)	
	Dining Services	
	Student Services	

Section



Option A

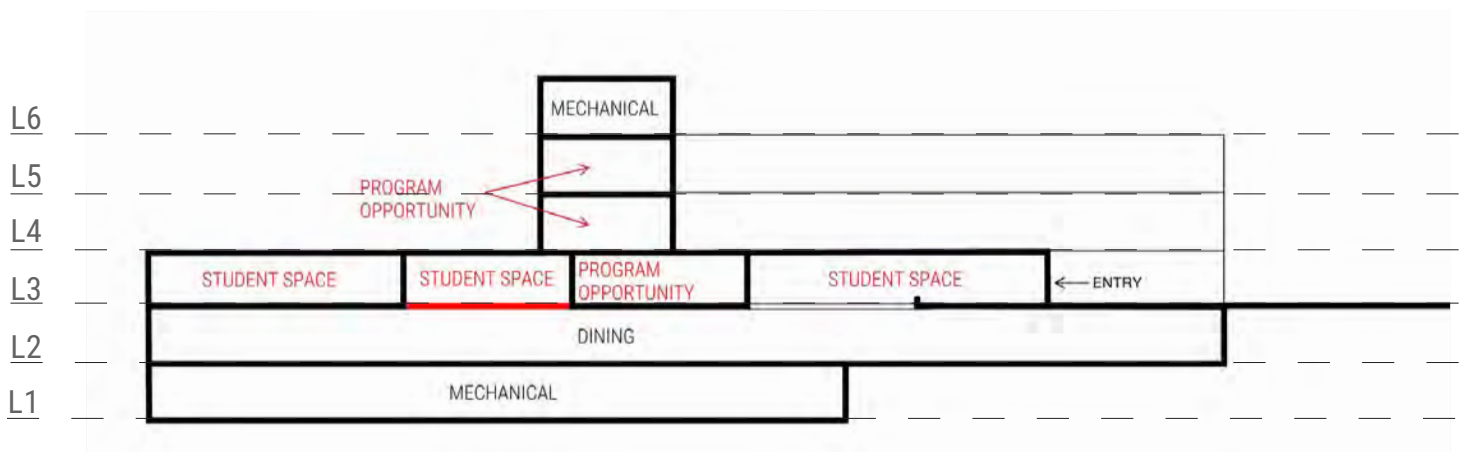


McCarthy Student Center Option B Maximum Renovation

Program

New Program or Program Relocated to McCarthy:	Existing Program to Remain or Relocated in Building:	Program Relocated to Other Building or Removed:
Admissions Center	Dunkin	1839 Meeting Room
Admissions, Career Development, and Student Experience Touch down Space	Galepost	Faculty Lounge
CIE	Club Room	Game Room
Advising	Career Development	3 Classrooms
Additional Student Lounge Space	Radio Office/Broadcasting	Art Gallery
Additional Multipurpose Rooms (Club Space)	Student Government Association	
	Community Standards	
	Framingham State Activities Board	
	Police Department	
	Student Services	
	Dining Services	

Section



Option B





Consensus Solution (Task 4)

The vision for the Master Plan includes a new, optimally-sized Library Learning Commons, a new pedestrian spine and open space that makes the Maynard and State Street pedestrian paths to east campus accessible, prioritized program relocation and improved the campus wayfinding and college identities through phased renovations. A proposed Phasing and Implementation strategy was created and shows alignment with potential funding sources to guide implementation of Master Plan projects in the next ten years.

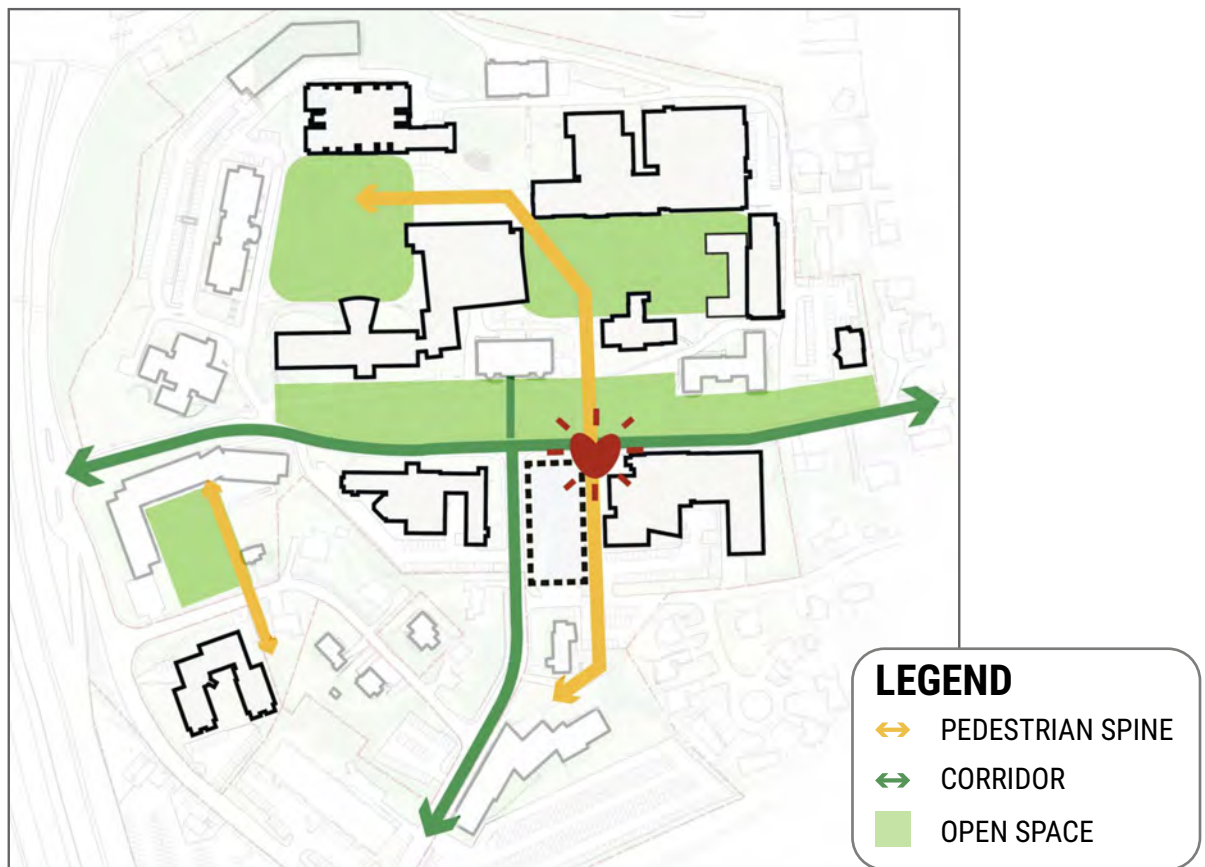
Master Plan Consensus Solution

The Master Plan Consensus Solution creates a “heart” of the campus and student hub, adjacent to the McCarthy Student Center and the future site of a new optimally-sized Library Learning Commons and academic hub. At the State Street gateway, a new pedestrian spine with accessible open space connects the campus on both sides of State Street.

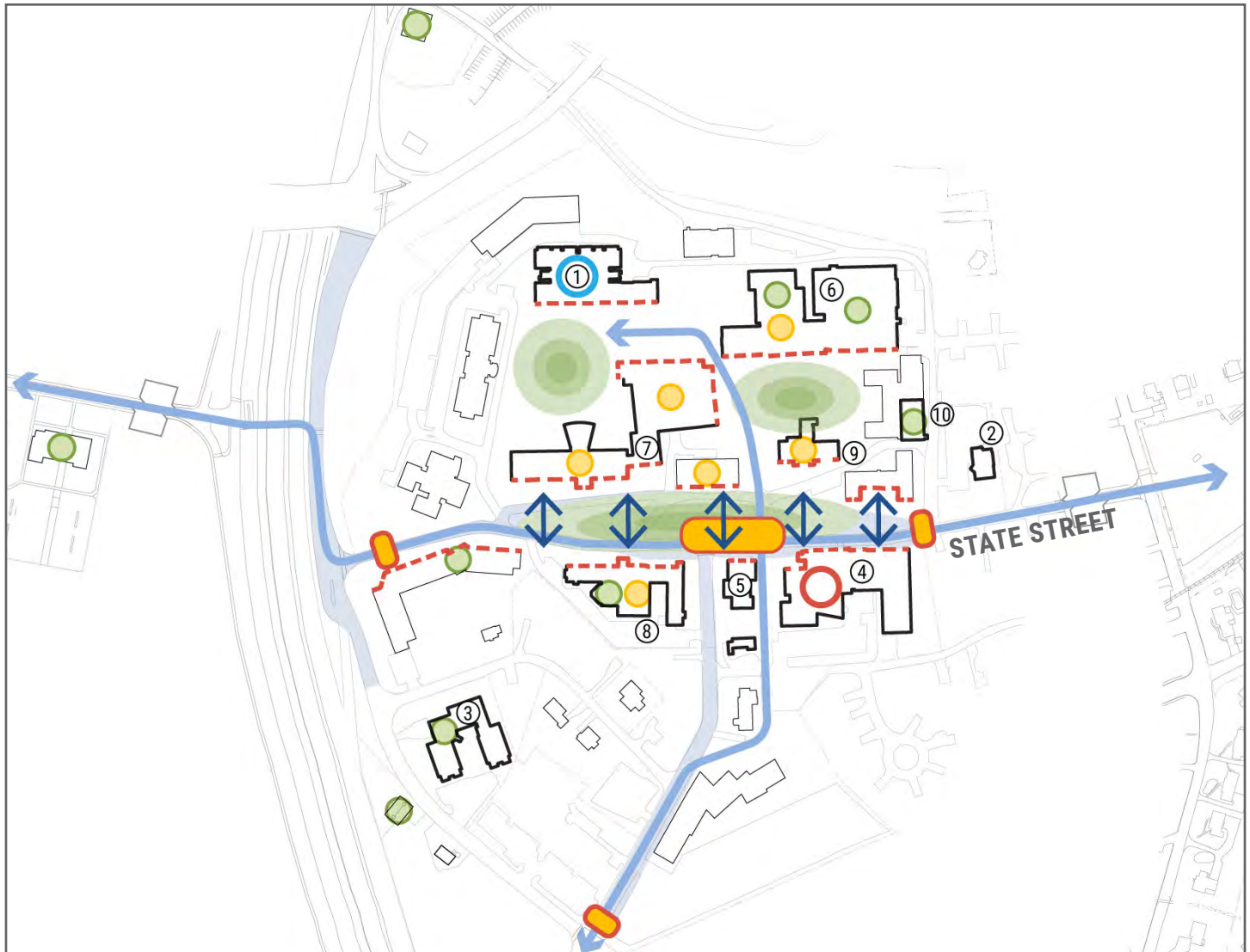
The Master Plan Framework incorporates six key components:

1. **A “Heart” for the Campus**
2. **State Street Open Space**
3. **Pedestrian Spine + Corridor**
4. **Reinvisioning the Library**
5. **New Home for Admissions**
6. **Maximizing McCarthy Student Center**

Program Relocation Opportunities, Classroom Recommendations, and Building Renovation Opportunities are proposed to create a student hub at McCarthy Center, reimagine underutilized classrooms for alternate use, elevate learning spaces with high-flex classrooms, create a new home for Admissions, and centralized homes for each of the Colleges. The existing Whittemore Library would be demolished to create new opportunities for future development.



Campus Opportunities



LEGEND

- CONNECTION ACROSS STATE STREET
- OPPORTUNITIES FOR TRANSPARENCY
- PEDESTRIAN SPINE + CORRIDOR
- OPEN SPACE
- STREETScape WAYFINDING OPPORTUNITY
- GATEWAY
- STUDENT SERVICE
- STUDENT STUDY, LOUNGE, TECHNOLOGY HUB
- LEARNING SPACES
- FRAMINGHAM + FSU SHARED COMMUNITY SPACES

Campus site opportunities include strengthening connectivity across State Street, creating an accessible path/pedestrian spines and corridors, improving open space, and creating identifiable campus gateways. Program opportunities include elevating the learning spaces across campus buildings, creating a consolidated Student Service Hub at McCarthy Center and improving the Library to create a Student Study, Lounge, and Technology Hub.

Consensus Solution: Library Learning Commons at Heart of Campus

The New Library Learning Commons, at the heart of the campus, would be optimally-sized at 65,000 GSF as a student hub to accommodate student study spaces, library collections, FSU Centers including CASA and Digital Humanities, IT and Technology and Student Health Services. A future study would confirm program opportunities and the massing on the site.

The Recommendations for the Master Plan are as follows:

1. New Library Learning Commons

Learning Commons, optimally sized- Foster Hall site.

2. Admissions Welcome Center Building

Future alternatives under consideration

3. Linsley Hall

Renovate to faculty/staff/graduate student housing

4. McCarthy Student Center

Renovate to activate Student Services Center

5. Foster Hall & Day Care Center Building

Demolish; New Library Learning Commons on site; Day Care Center relocated

6. Athletic Recreation Center & Dwight Hall

Moderate renovation and expansion into Dwight Hall

7. Hemenway Hall and Annex

Create high-flex classrooms and AI Hub. Relocate Communication Media, and Performance Department

8. Elevate learning spaces

Home for the College of Education and Social & Behavioral Sciences

9. Repurpose and reimagine

Home for the College of Business

8. Pierce Annex

Renovate to accommodate admissions

11. Open Space Accessibility and Connectivity

Activated open space + new pedestrian spine

Consensus Solution: Library Learning Commons at Heart of Campus



LEGEND

- PARTIAL RENOVATION
- FULL RENOVATION
- NEW BUILDING
- PEDESTRIAN SPINE + CORRIDOR
- EXISTING CAMPUS BUILDING
- OPEN SPACE
- GATEWAY
- STUDENT SERVICES HUB
- STUDENT, LEARNING, & COMMUNITY HUB
- ELEVATED LEARNING SPACES

Consensus Solution: Library Learning Commons at Heart of Campus



New Construction*	1 Existing Whittemore Library & Doyle IT Center
Renovation	2 South University House
To-Remain	3 Linsley Hall
Future Site Development*	4 McCarthy Student Center
*Existing Building Demolished	5 Library Learning Commons
	6 Athletic Recreation Center & Dwight Hall
	7 Hemenway Hall & Annex
	8 O'Connor Hall
	9 Crocker Hall
	10 Peirce Annex

Consensus Solution Alternate: Renovated Whittemore Library

The alternate solution proposes a complete renovation of Whittemore Library. The proposed program would provide additional student study space, relocate the CASA program to Whittemore, increase student visibility and activity, improve wayfinding, circulation and accessibility. By demolishing Foster Hall and the Daycare Center, more open green space will be created, extending the Plaza in front of the McCarthy Center.. Renovations are proposed to other FSU buildings. The improvements will connect the green open spaces, Campus gateways, learning spaces, and student hubs.

The Recommendations for the Master Plan alternate are as follows:

- 1. Whittemore Library & Doyle IT Center**
Renovation
- 2. Admissions Welcome Center Building**
Future alternatives under consideration
- 3. Linsley Hall**
Renovate to faculty/staff/graduate student housing
- 4. McCarthy Student Center**
Renovate to activate Student Services Center
- 5. Foster Hall & Day Care Center Building**
Demolish; Open Space Health Services future location under review; Day Care Center relocated
- 6. Athletic Recreation Center & Dwight Hall**
Moderate Renovation
- 7. Hemenway Hall and Annex**
Create high-flex classrooms + AI Hub Relocation of Communication, Media, & Performance
- 8. O'Connor Hall**
Home for College of Education and Social & Behavioral Sciences
- 9. Crocker Hall**
Home for College of Business
- 10. Peirce Annex**
Renovate to accommodate Admissions
- 11. Open Space Accessibility and Connectivity**
Activated Open Space + New Pedestrian Spine

Consensus Solution Alternate: Renovated Library





LEGEND

- PARTIAL RENOVATION
- FULL RENOVATION
- NEW BUILDING
- PEDESTRIAN SPINE + CORRIDOR
- EXISTING CAMPUS BUILDING
- OPEN SPACE
- GATEWAY
- STUDENT SERVICES HUB
- STUDENT, LEARNING, & COMMUNITY HUB
- ELEVATED LEARNING SPACES

Consensus Solution Alternate: Renovated Library



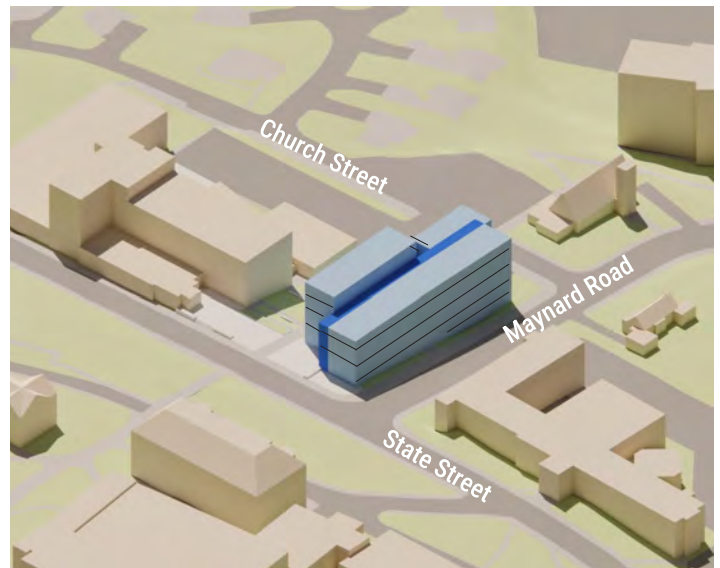
 Renovation	1 Existing Whittemore Library & Doyle IT Center
 To-Remain	2 South University House
	3 Linsley Hall
	4 McCarthy Center
	5 New Open Space
	6 Athletic Recreation Center & Dwight Hall
	7 Hemenway Hall & Annex
	8 O'Connor Hall
	9 Crocker Hall
	10 Peirce Annex

New Library Learning Commons

The New Library Learning Commons (LLC) is at the Heart of the campus providing an optimally-sized learning commons at the central gateway of Framingham State University. The approximately 65,000 GSF Library Learning Commons is proposed to include student study spaces, the library services collections and archives, Student Health Services, Student Tutoring (CASA), Digital Humanities, and Technology Services. The building massing was test-fit to meet the scale of State Street and Church Street respectively. On State Street, the massing is shown at four stories from street level to match the scale of the McCarthy Student Center, and at Church Street the building massing is shown at a maximum of four stories to meet the height of the surrounding context and to provide ambulance access to Student Health Services. The courtyard between the masses brings daylight into the floors, and allows for outdoor learning and programming. At State Street the entrance to the LLC extends the plaza from McCarthy Student Center to allow for increased student activity at State Street.



Southwest Aerial View of the New Library Learning Commons

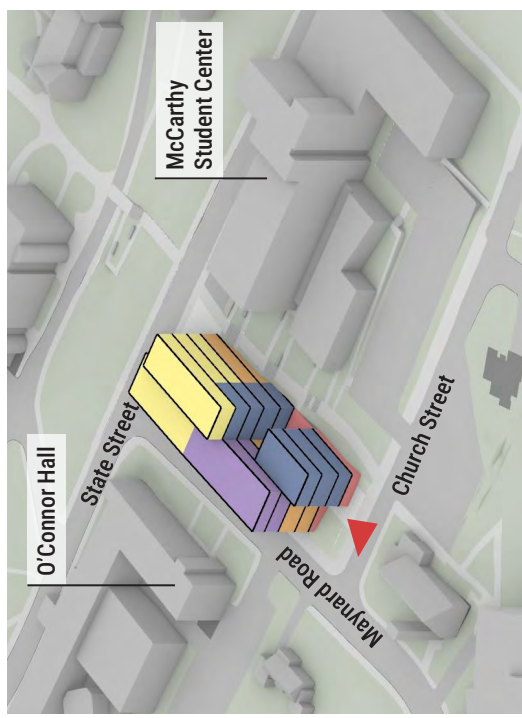
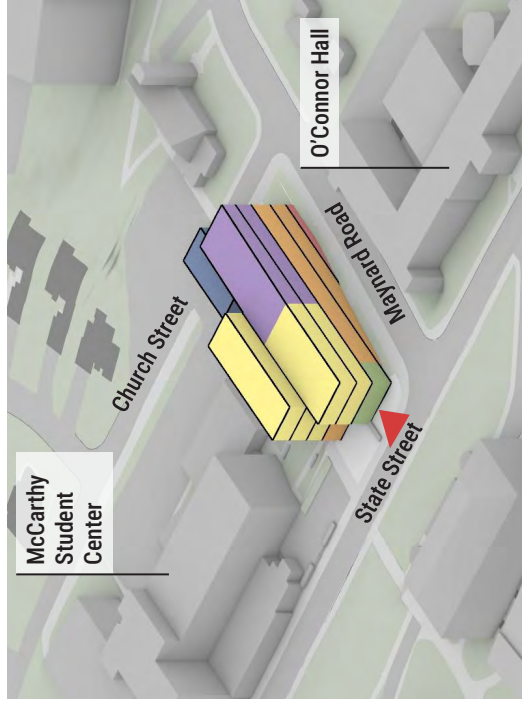


Northeast Aerial View of the New Library Learning Commons

Master Plan Consensus Solution

The Master Plan propose relocating Communications, Media, & Performance (CM&P) program, and reducing classrooms for a new LLC that has a reduced footprint but with greater efficiency. The CM&P program would be relocated from the library to Hemenway Hall and Annex and the Center for Academic Success and Achievement (CASA) would be relocated from Peirce Annex to the LLC.

Program Space	Existing Whittemore Library + Doyle IT Center	New Library Learning Commons
Student Study	8,540 NSF	7,590 NSF
Library Services/ Collections/ Archives	10,400 NSF	9,730 NSF (Condensed Stacks)
Centers & Institutes Digital Humanities + CASA	3,100 NSF	6,540 NSF (w/ CASA)
IT/ Technology	5,640 NSF	2,870 NSF (Help Desk/Front Office Only)
Lobby & Café	1,570 NSF	500 NSF (No Café)
Building Support	7,320 NSF	4,020 NSF
Health Services	0 NSF	4,500 NSF
Communications, Media, & Performance	10,020 NSF	0 NSF (Relocated)
Classrooms	7,530 NSF	0 NSF (Relocated/Reduced)
Total NSF:	54,120 NSF	35,750 NSF
Total GSF:	114,960 GSF (47% grossing factor)	65,000 GSF (55% grossing factor)



New Library Learning Commons



Existing View of Foster Hall from State Street



View of New Library Learning Commons

Pedestrian Spine

A new accessible pedestrian spine would connect both sides of campus across State Street and improve accessibility and ease of pedestrian movement through the campus. A series of steps and sloped walkways provide opportunities for open space and seating for students to gather and meet.



Site Plan

Existing View



View from State Street down to Church Street

Pedestrian Spine



Site Plan



Existing View



View from Church Street to the Pedestrian Spine

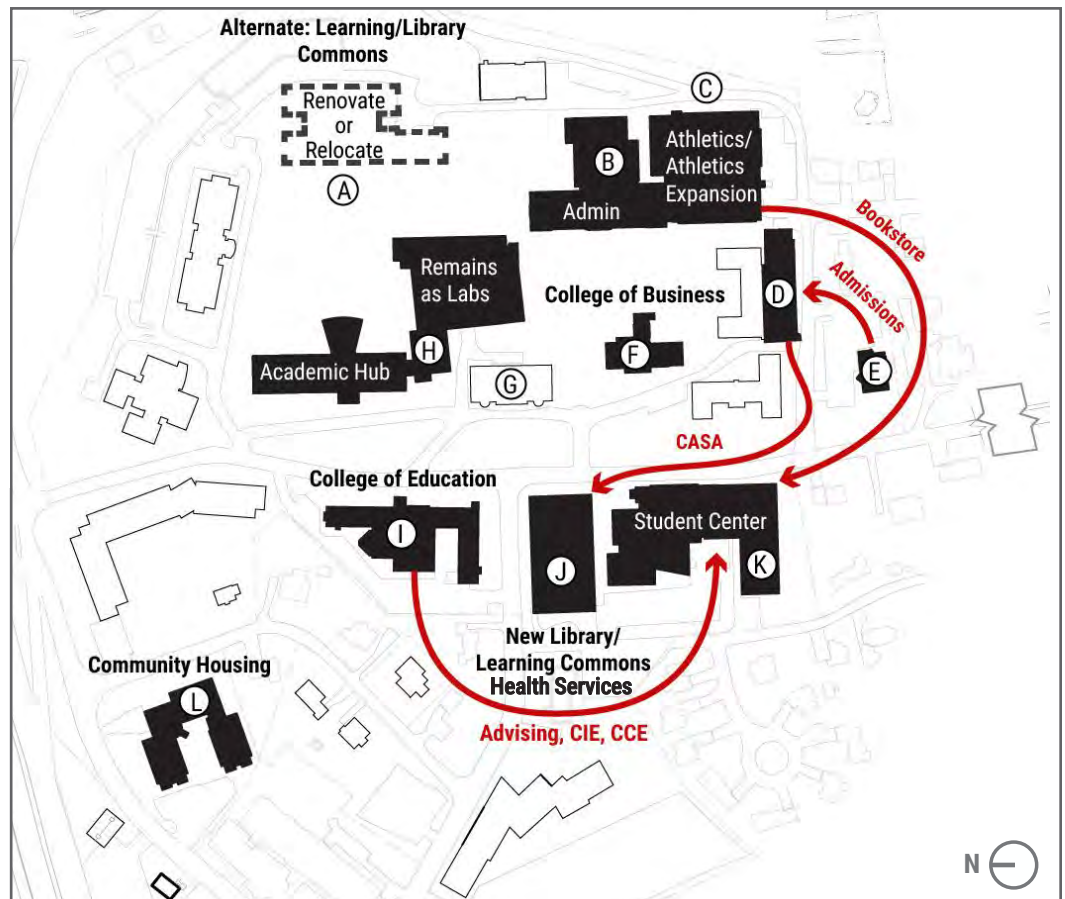
Program Relocation Opportunities

The recommended program relocation opportunities are to:

1. **Move CASA** to the New Library Learning Commons, or Whittemore Library for the Alternate Option. This will allow Admissions Center to move to the Peirce Hall Annex.
2. **Move the Bookstore** from the Athletics Center to the McCarthy Student Center to allow for additional Athletics program space.
3. **Relocate Advising, CIE, and CCE** from O'Connor Hall into the McCarthy Student Center to reinforce McCarthy as a student Center. O'Connor Hall could then provide four new, high flex, right-sized classrooms

BUILDINGS

- (A) WHITTEMORE LIBRARY
- (B) DWIGHT HALL
- (C) ATHLETIC/RECREATION CENTER
- (D) CASA
- (E) ADMISSIONS WELCOME CENTER
- (F) CROCKER HALL
- (G) MAY HALL
- (H) HEMENWAY HALL
- (I) O'CONNOR HALL
- (J) NEW LIBRARY LEARNING COMMONS
- (K) D. JUSTIN MCCARTHY CENTER
- (L) LINSLEY HALL



Classroom Recommendations

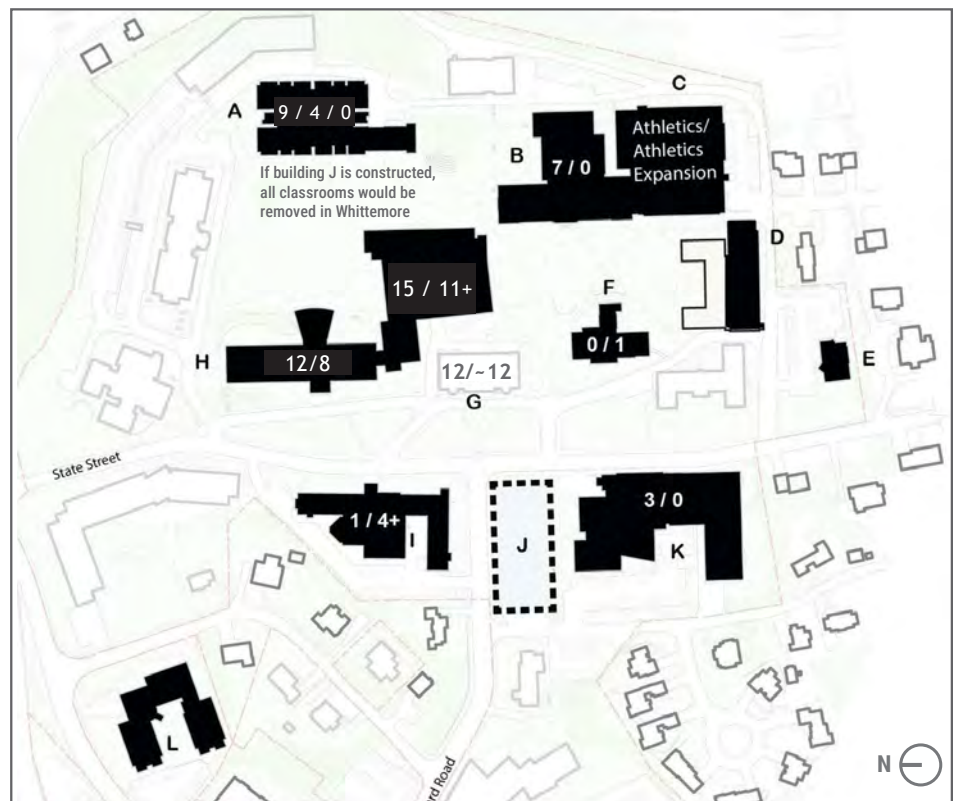
The 2024-25 Rickes Utilization Study reviewed the utilization of the campus classrooms. Currently FSU has 59 Classrooms, and the Rickes Utilization Study noted that only 30 classrooms are needed. Through further discussion and study, the master plan proposes that approximately 40 classrooms be retained.

The classrooms removed provide opportunities for the following recommendations:

1. Retain or reconfigure approximately 20 classrooms within Hemenway Hall/Annex allowing for the building to become the new home for the Communications, Media, and Performance department.
2. Keep four classrooms in Whittemore Library (under the Alternate option)
3. Reconfigure and construct four new classrooms in the first level of O'Connor Hall
4. Add one additional classroom to Crocker Hall.
5. Remove all of the classrooms from Dwight Hall + McCarthy Center.

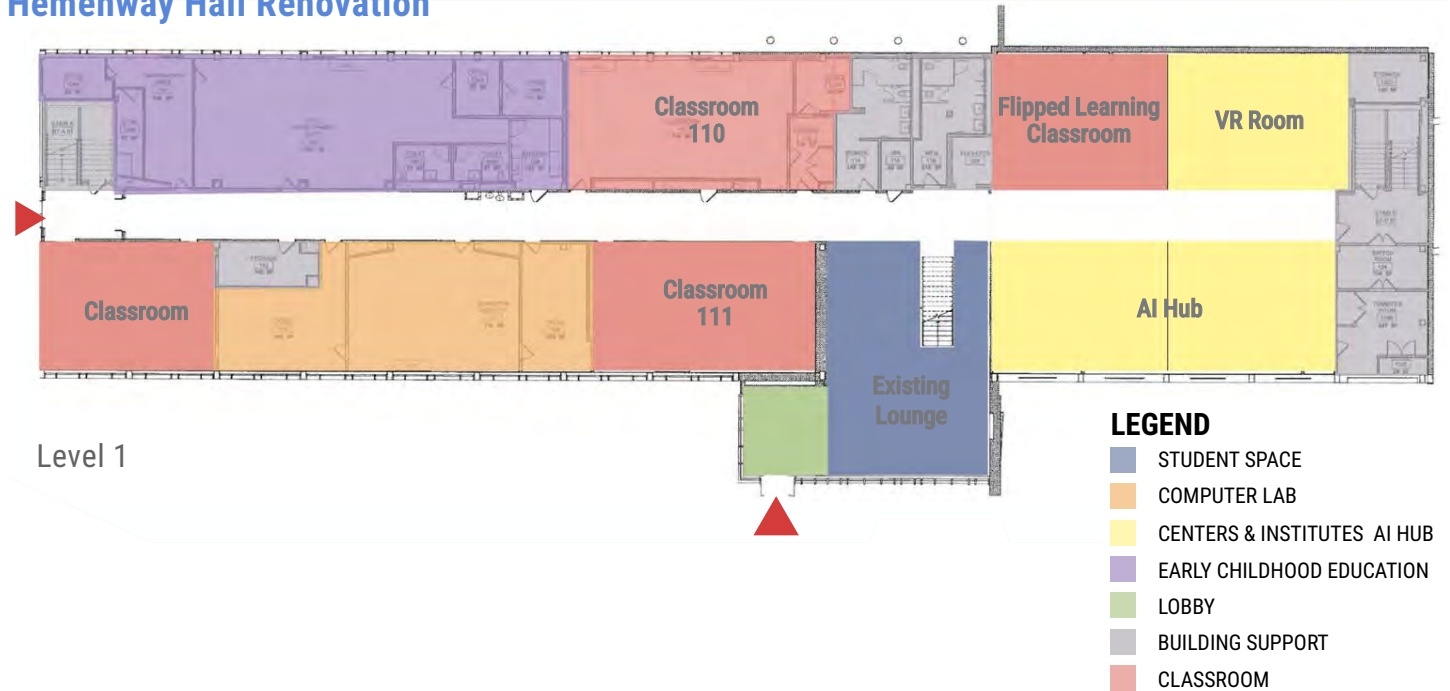
BUILDINGS

- Ⓐ WHITTEMORE LIBRARY
- Ⓑ DWIGHT HALL
- Ⓒ ATHLETIC/RECREATION CENTER
- Ⓓ CASA
- Ⓔ ADMISSIONS WELCOME CENTER
- Ⓕ CROCKER HALL
- Ⓖ MAY HALL
- Ⓗ HEMENWAY HALL
- Ⓘ O'CONNOR HALL
- Ⓝ NEW LIBRARY LEARNING COMMONS
- Ⓚ D. JUSTIN MCCARTHY CENTER
- Ⓛ LINSLEY HALL



Building Renovation Opportunities

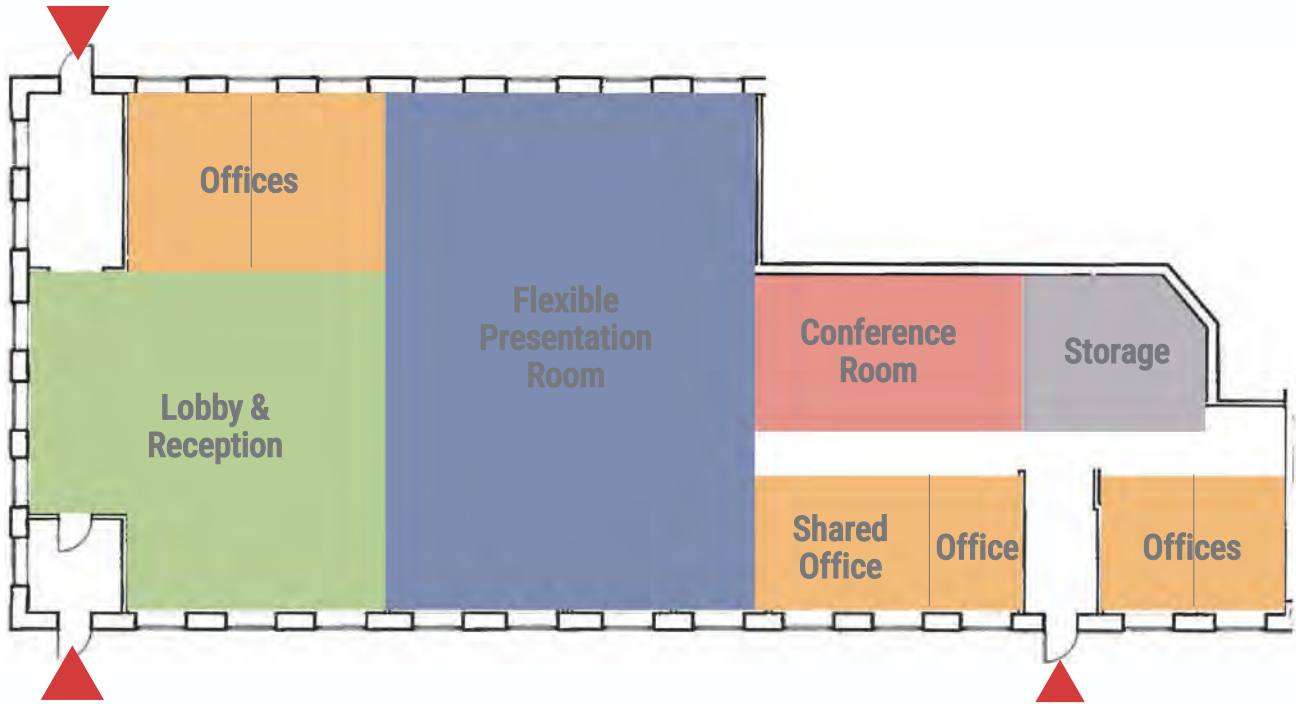
Hemenway Hall Renovation



O'Connor Hall Renovation



CASA/ Peirce Hall Renovation for Admissions Welcome Center



Level 1



Level 3

- LEGEND**
- PRESENTATION ROOM
 - OFFICES
 - LOBBY & RECEPTION
 - BUILDING SUPPORT
 - CONFERENCE ROOM

Whittemore and Doyle Center Renovation

Level 2

- Lounge/Student Study
- Future Program

Upper Mezzanine

- CASA
- Group Study Spaces
- Classroom

Level 1

- IT Help Desk
- Group Study Spaces
- Entry at Café/Terrace

Lower Mezzanine

- Classrooms
- Digital Humanities

Ground Floor

- New Entry from Parking Garage
- Secondary Librarian's Desk
- Print Shop gains Exterior Entry



LEGEND

LOUNGE/STUDENT STUDY	LOBBY & CAFE
LIBRARY SERVICES/ COLLECTIONS/ARCHIVES	CAMPUS & BUILDING SUPPORT
CENTERS & INSTITUTES DIGITAL HUMANITIES + CASA	CLASSROOM
IT/TECHNOLOGY	EXTERIOR TERRACE
	FUTURE PROGRAM

McCarthy Student Center Renovation

Level 5

- Consolidated Student Services
- Advising

Level 4

- Consolidated Student Services
- CCE
- New Outdoor Terrace
- Additional Student Club Space

Level 3 (State Street)

- Expanded Student Space
- CIE
- New Student Services Touchdown space

Level 2







- New Plaza Outside of McCarthy West Entrance
- Expanded Vestibule in West Entrance
- Entrance at Annex

Level 1

- Police Remains



LEGEND

 LOUNGE/STUDENT STUDY	 LOBBY & FOOD SERVICES
 STUDENT SERVICES	 BUILDING SUPPORT
 CENTERS & INSTITUTES CIE/ADVISING/CCE	 SHARED MEETING SPACES
 POLICE & TRANSPORTATION	 PLAZA/TERRACE

Phasing and Implementation

The Phasing and Implementation Plan considers three phases over a period of 10+ years to create an implementation strategy for projects, aligned with potential funding sources.

Phase 1 (0-5 Years)

Proposed Phase 1 Projects include:

- AI Hub/ CM&P Department Labs Study and Construction
- Linsley Hall Design and Construction
- Bookstore Relocation
- Athletic Center Minimum Renovation
- Admissions House Minimum Renovation
- McCarthy Center Space Reassignments & Renovation
- Hemenway Annex Space Reassignments & Renovation
- Health Services Temporary Relocation
- Library Learning Commons Study and Design



Master Plan Alternate - Open Space

Phase 2 (5-10 Years)

Proposed Phase 2 Projects include:

- McCarthy Center Space Reassignments & Renovation
- O'Connor Hall Reassignments & Renovation
- Hemenway Annex Space Reassignments & Renovation
- Crocker Hall Reassignments & Renovation
- Health Services Temporary Relocation
- Library Learning Commons Study, Design and Construction
- Foster Hall & Day Care Demolition
- Library, CASA, Health Services Relocations
- Pedestrian Spine Design

Phase 3 (10+ Years)

Proposed Phase 3 Projects include:

- Pedestrian Spine Construction
- Admissions Relocation to Peirce Hall
- Whittemore Library and Doyle/IT Demolition and Site Repurposing

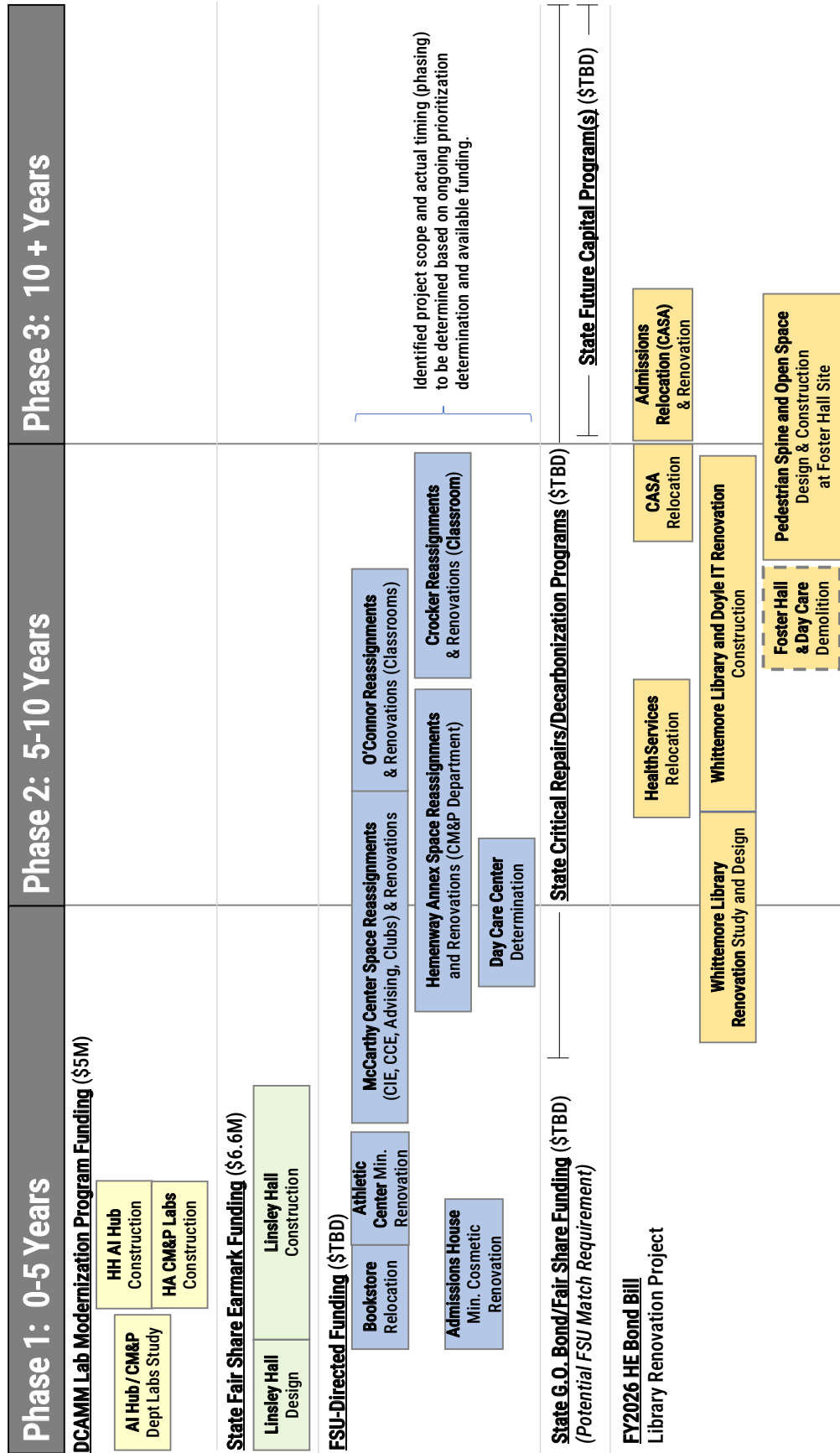
Master Plan Alternate

The project phasing in the Master Plan Alternate is similar except for the Whittemore Library Renovation Project instead of a new Library Learning Commons.

Master Plan - Proposed Phasing + Implementation Timeline

Phase 1: 0-5 Years	Phase 2: 5-10 Years	Phase 3: 10+ Years
<p>DCAMM Lab Modernization Program Funding (\$5M)</p> <ul style="list-style-type: none"> AI Hub / CM&P Dept Labs Study HH AI Hub Construction HA CM&P Labs Construction 		
<p>State Fair Share Earmark Funding (\$6.6M)</p> <ul style="list-style-type: none"> Linsley Hall Design Linsley Hall Construction 		
<p>FSU-Directed Funding (\$TBD)</p> <ul style="list-style-type: none"> Bookstore Relocation Athletic Center Min. Renovation Admissions House Min. Cosmetic Renovation McCarthy Center Space Reassignments (CIE, CCE, Advising, Clubs) & Renovations O'Connor Reassignments & Renovations (Classrooms) Hemenway Annex Space Reassignments and Renovations (CM&P Department) Crocker Reassignments & Renovations (Classroom) Day Care Center Determination 		<p>Identified project scope and actual timing (phasing) to be determined based on ongoing prioritization determination and available funding.</p>
<p>State G.O. Bond/Fair Share Funding (\$TBD) <i>(Potential FSU Match Requirement)</i></p>	<p>State Critical Repairs/Decarbonization Programs (\$TBD)</p>	<p>State Future Capital Program(s) (\$TBD)</p>
<p>FY2026 HE Bond Bill Library Learning Commons Project</p> <ul style="list-style-type: none"> Health Services Temp. Relocation Library Learning Commons Study and Design 	<ul style="list-style-type: none"> Library, CASA, Health Services Relocations Library Learning Commons Construction Foster Hall & Day Care Demolition Pedestrian Spine Design & Construction at Foster Hall Site 	<ul style="list-style-type: none"> Admissions Relocation (CASA) & Renovation Whittemore Library and Doyle IT Demolition/Site Repurposing

Master Plan Alternate - Proposed Phasing + Implementation Timeline



Decarbonization Roadmap

1 EXECUTIVE SUMMARY

1.1 PURPOSE

The Massachusetts Division of Capital Asset Management and Maintenance (DCAMM) and Studio Enée procured the services of CMTA to develop a pragmatic timeline for Framingham State University (FSU) to comply with Executive Order 594. The primary goal is to reduce onsite emissions gradually to at least a 95% reduction from the 2004 baseline emissions, as well as requiring overall efficiency improvements to the campus. This plan presents a timetable with four major phases and the corresponding emissions reductions projections with order of magnitude of capital cost investment. This report takes a decentralized plant approach, offering solutions that remove buildings from the steam plant over time.

1.2 EXECUTIVE ORDER 594 REQUIREMENTS

Taken from Leading by Example Executive Order 594 sets goals and requirements that will accelerate the decarbonization of fuels used to heat and cool state facilities, help to demonstrate new technologies and strategies necessary to meet the Commonwealth's energy goals, and quicken the shift to electric heating and vehicles. By leading by example in these and other areas, state government can help guide the Commonwealth toward a cleaner future.

To comply with EO 594 the following conditions must also be met:

- Meet GHG emissions targets by substantially reducing or eliminating emissions from onsite combustion of fossil fuels in buildings and vehicles,
- Expand and intensify energy efficiency efforts,
- Ensure new construction and substantial renovations meet the highest performance standards practicable,
- Prioritize strategic electrification of buildings, central plants, and vehicles, and/or use of zero-carbon fuels,
- New building and substantial renovations should achieve LEED Silver or higher,
- New buildings and substantial renovations should establish and design to an EUI target that meets or exceeds best-in-class EUI.

1.3 STRATEGIC ROADMAP FOR EMISSIONS REDUCTIONS AND INVESTMENTS

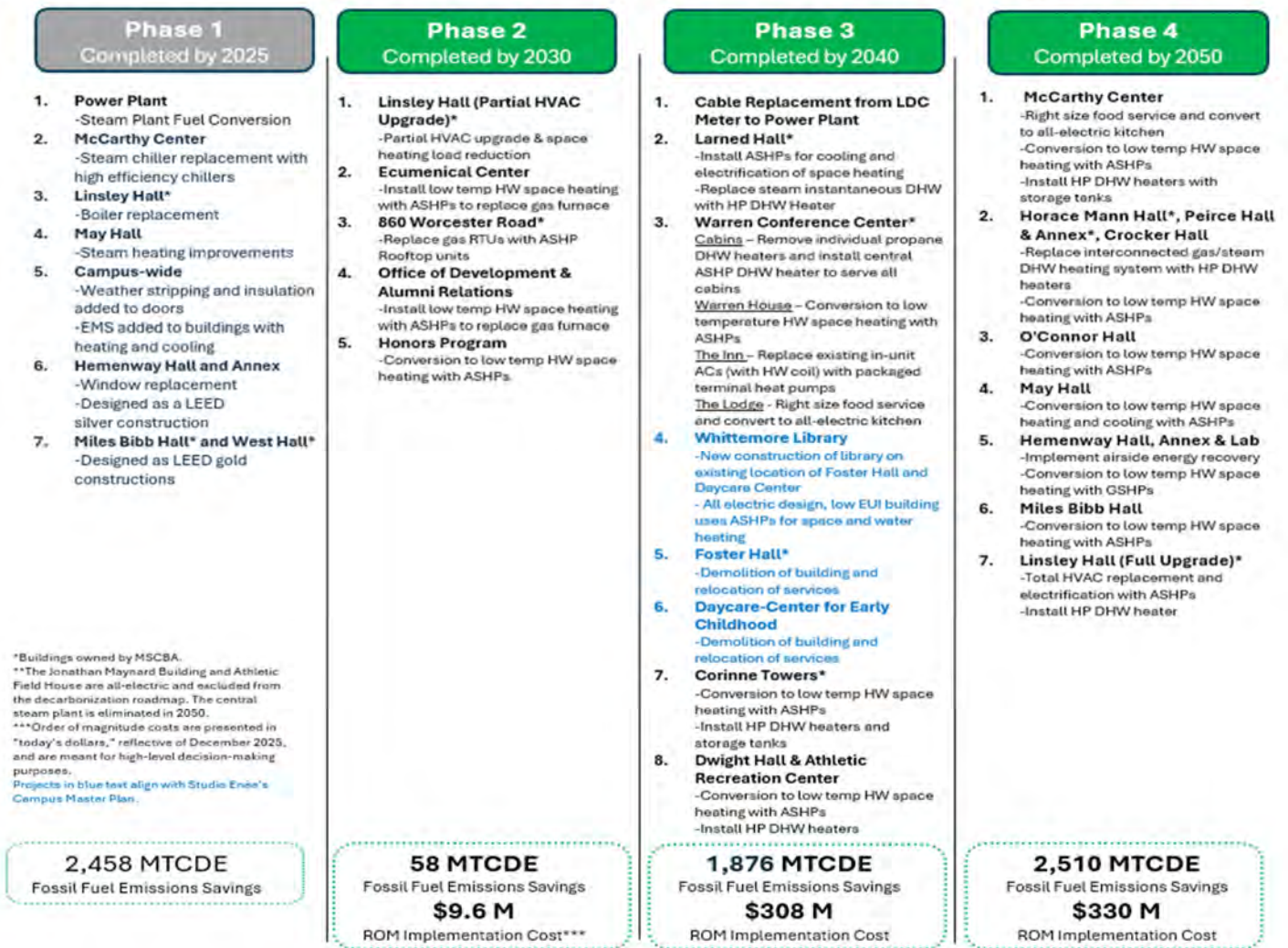
The roadmap proposes a phased approach to decarbonization that is aligned with the end of life of major equipment and systems on campus. The campus roadmap has been divided into four phases, identified here as groups of buildings or collected projects. Phases 1 through 4 should be completed sequentially, however the building projects within each can be completed in any order.

There are two roadmaps presented below, one to meet the minimum emissions reductions required for Executive Order (EO) 594 compliance and an alternate that offers a comprehensive pathway to full campus electrification. Both roadmaps comply with EO 594 emissions reductions targets and eliminate the need for a central steam plant in 2050.

For the minimum compliance roadmap shown in Figure 1.3.1, Phase 1 is comprised of already completed projects and their joint impact on meeting the 2025 emissions target. The short-term focus is Phase 2, where electrification of four small buildings' standalone space heating systems (at the end of their useful life) and load reductions at Linsley Hall achieve the 2030 emission target. Phases 3 & 4 include buildings with the largest fossil fuel emissions, which are

connected to the central steam plant or have standalone fossil fuel burning (natural gas, fuel oil, and propane) equipment. To achieve the 2050 goal, the University must commit to investments in converting to low temperature hot water and to efficient electric heating systems, decommissioning of the central steam plant, and the elimination of fossil fuel equipment. If all items are completed, the final reduction goal should be achievable.

Roadmap Projects – Minimum EO 594 Compliance



*Buildings owned by MSCBA.
**The Jonathan Maynard Building and Athletic Field House are all-electric and excluded from the decarbonization roadmap. The central steam plant is eliminated in 2050.
***Order of magnitude costs are presented in "today's dollars," reflective of December 2025, and are meant for high-level decision-making purposes.
Projects in blue text align with Studio Enne's Campus Master Plan.

Figure 1.3.1 – Building Level Projects in Phases 1 through 4

For the full electrification roadmap in Figure 1.3.2, Phase 1 is comprised of already completed projects. The lists of Phase 2-4 projects are expanded to align with the end of life of major equipment and systems on campus and Studio Enée Master Planning efforts. This alternative includes West Hall and the smaller buildings (outlined in the green box), which were not addressed by the minimum compliance roadmap.

EO 594 requires 95% elimination of onsite fossil fuel emissions by 2050. West Hall is the newest building on campus, was certified LEED Gold in 2016, and represents less than 2.6% of the campus’ 2004 baseline emissions. The remaining smaller buildings represent less than 2.2% of the campus’ 2004 baseline emissions. Their decarbonization would not impact FSU’s ability to comply with EO 594. The full electrification roadmap presents an accelerated pathway to full decarbonization in 2050.

Roadmap Projects – Full Campus Electrification

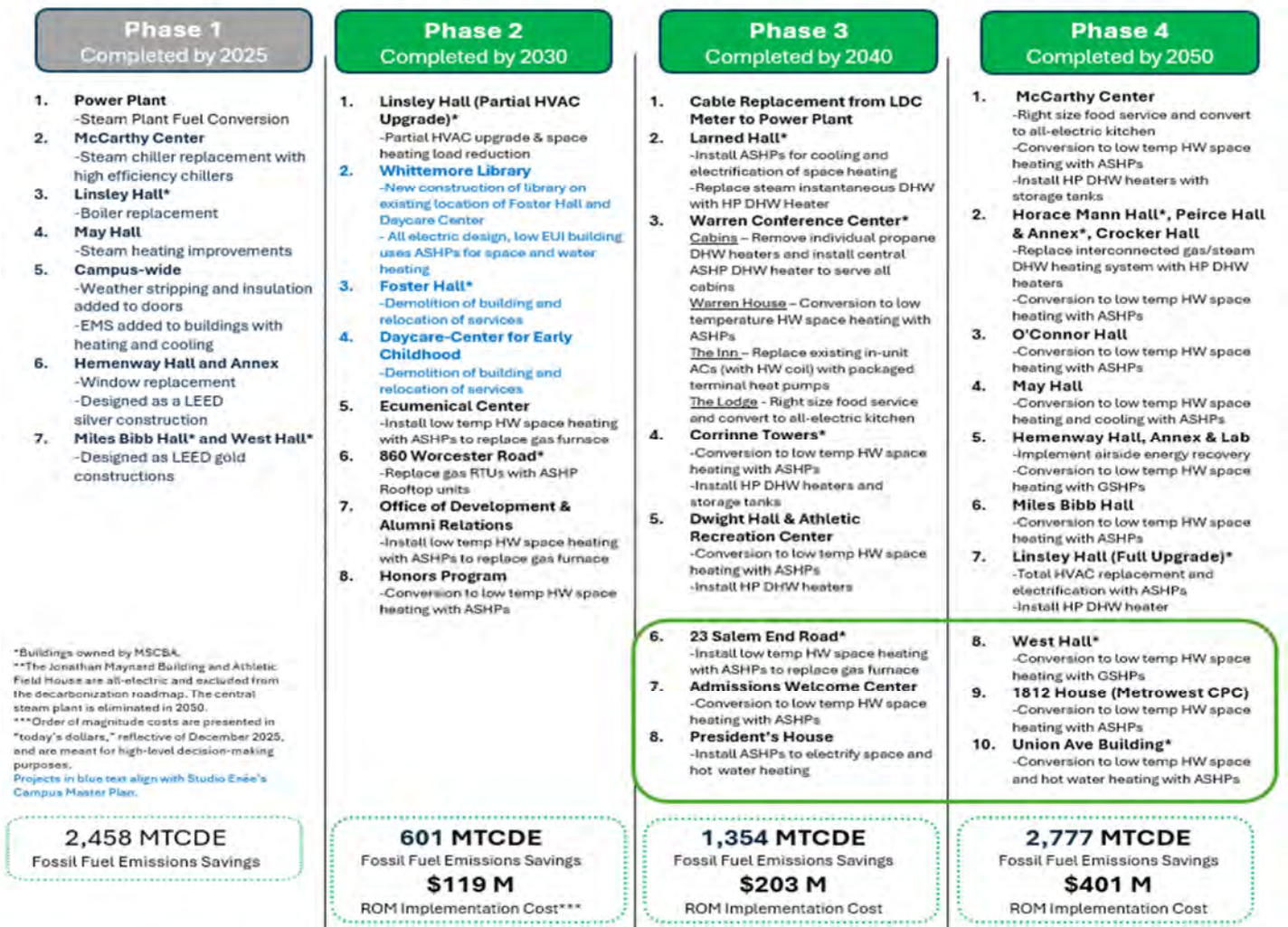


Figure 1.3.2 – Alternate Roadmap: Building Level Projects in Phases 1 through 4

Figure 1.3.3 presents the recommended timetable with four major phases and the corresponding emissions reductions projections with order of magnitude of cost investment for the Minimum Compliance Roadmap. To track progress, the campus should benchmark overall energy performance minimally on an annual basis to understand natural gas, fuel oil, propane and electricity consumption. This data should be used to compare against the reduction plan to understand progress.

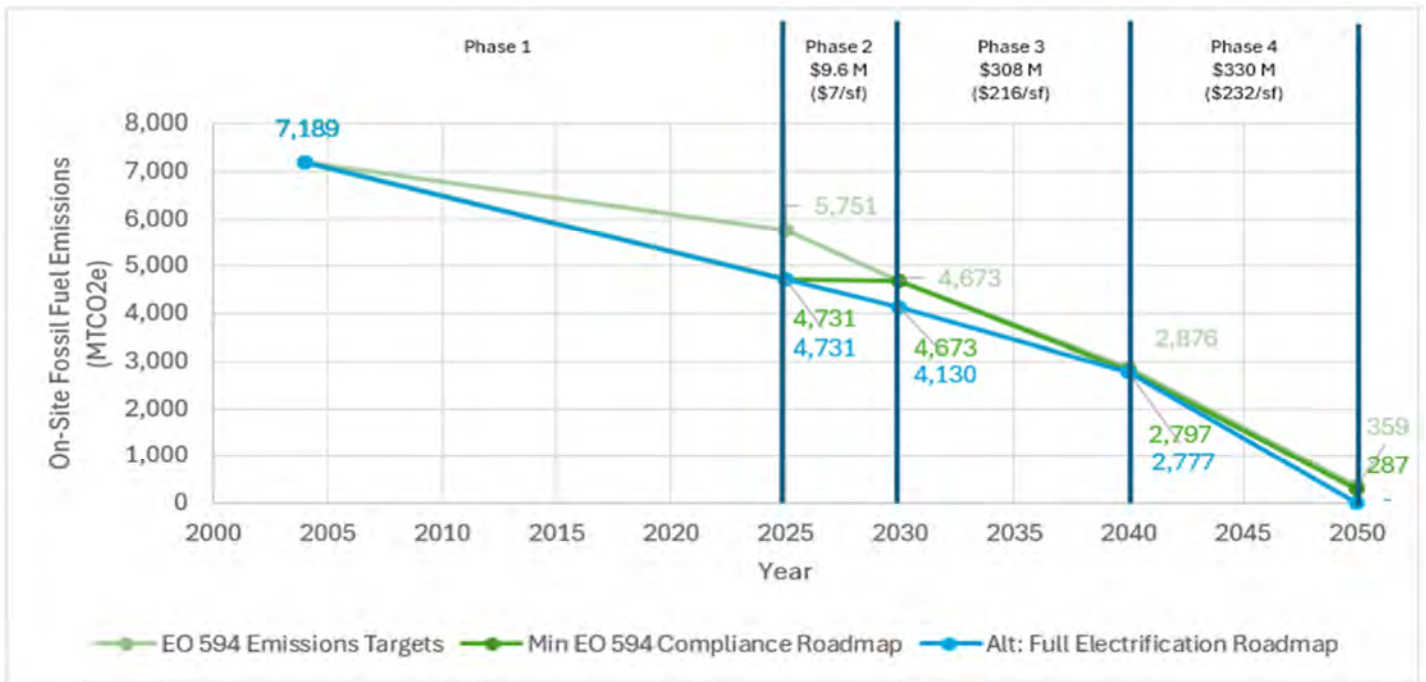


Figure 1.3.3 – Predicted and Target Campus Emissions Over Time, with Required Investment Cost for Minimum Compliance Roadmap

1.5 STATEMENT OF ACKNOWLEDGMENT

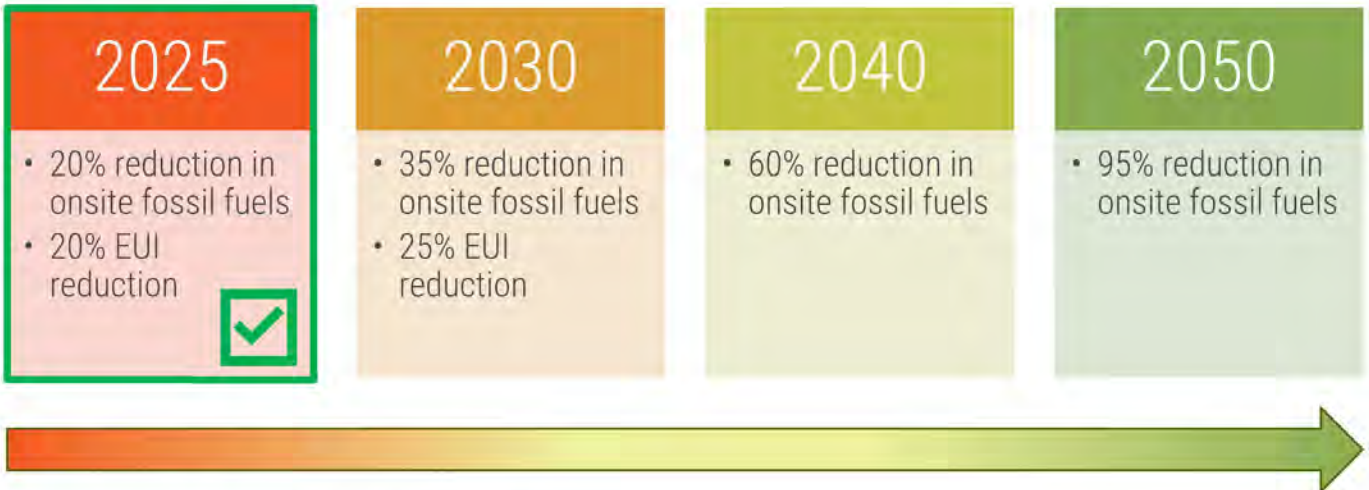
The CMTA team appreciates the opportunity to support the efforts of decarbonization in Massachusetts. We would like to extend special thanks for the support of all the DCAMM, Studio Enée, and FSU staff who assisted in conducting this assessment. Specifically, we would like to thank Robert Ricchi for his leadership and expertise throughout this effort. Additionally, appreciation is given to Whitney Irving, Susan C. Knight, and Jose Arias Soliva at Studio Enée, Ann Martin, Maureen Fowler, Ken Brasili, Dale Hamel, Daniel Giard, Robert Totino, and Sara Simone at FSU, and Betsy Isenstein and Emily Bigda at DCAMM. As Massachusetts and FSU continue to pursue decarbonization, this team will play a critical role in implementing the decarbonization plan and achieving success.

Appendix A: Decarbonization Roadmap

Workshop 5 Presentation June 2025 | CMTA

Overview: Executive Order 594

Decarbonizing & Minimizing Environmental Impacts of the State Government



The reductions are based on a 2004 baseline.

Executive Order 594

Onsite Fossil Fuel Emissions



*The 2025 and 2030 Campus Projections exclude Warren Conference Center emissions.

Process



Work Plan

	Phase 1 Mid-April to Late May	Phase 2 Late May to June	Phase 3 June to Mid-August	Phase 4 Late Aug. to Late Sept.
	Phase 1 Discovery	Phase 2 Baseline Development	Phase 3 Screening & Tuning	Phase 4 Completion
Activities	Data Collection On Site Assessments	Emissions Baseline Development Energy Use Intensity (EUI) Development Data Analysis	Defining Priorities Identifying Projects	Action Plan Pragmatic Business Case
Outcomes	Complete Site Visits of FSU Buildings	Establish Baseline Emissions and E.O. 594 Targets Estimate Building EUIs based on Typology	Estimate Emissions/Energy Impact of Projects Draft Decarbonization Roadmaps (with iterative updates based on FSU and DCAMM feedback)	Final Roadmap with Estimated Emissions and Cost Impacts Final Report detailing project phases from 2025 - 2050
Meetings	Kick off - May 9 (FSU, DCAMM, MSCBA, Studio Enée, CMTA) Site Visit to FSU Main Campus - May 21 (FSU, CMTA, Studio Enée, DCAMM) Site Visit to Warren Conference Center - May 30 (FSU, CMTA)	DCAMM FSU Check In Meeting - May 28 (DCAMM, Studio Enée, CMTA) FSU Check In Meeting - TBD (FSU, DCAMM, MSCBA, Studio Enée, CMTA)	Workshop Prep Meeting - June 18 (Studio Enée, CMTA, Soden Sustainability) Steering Committee Meeting - June 25 Decarb Check In - July TBD (DCAMM, Studio Enée, CMTA) Decarb Check In - July TBD (FSU, DCAMM, MSCBA, Studio Enée, CMTA)	Decarb Check In - August TBD (DCAMM, Studio Enée, CMTA) Decarb Cost Estimation - TBD (Studio Enée, CMTA, Soden Sustainability) Draft Decarbonization Roadmap - Sept TBD (FSU, DCAMM, MSCBA, Studio Enée, CMTA) Final Decarbonization Roadmap Presentation - TBD (FSU, DCAMM, MSCBA, Studio Enée, CMTA)

Decarbonization Toolbox



Defining Priorities

- Alignment with Master Planning Efforts
- Eliminating Fossil Fuels Emissions
- Eliminating Natural Gas Equipment
- Electrification of Food Service Equipment
- Equipment End of Life



Campus Onsite Fossil Fuel Consumption



Warren Conference Center Fossil Fuel Consumption



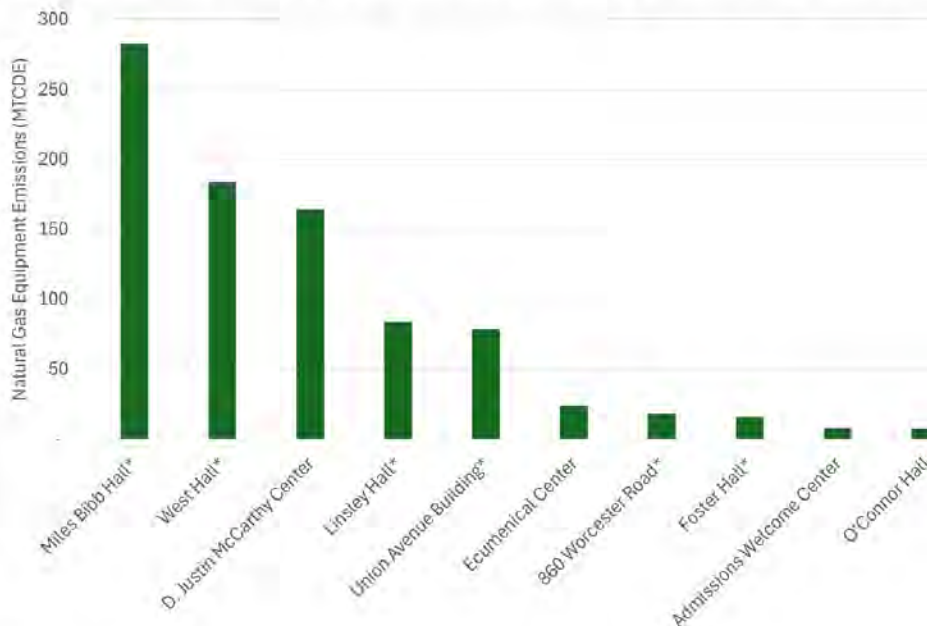
Elimination of Onsite Fossil Fuels



Rank	Building	MTCDE
1	Power Plant	722
2	McCarthy Center	429
3	Whittemore Library & Doyle IT Center	425
4	Dwight Hall & Athletic Recreation Center	332
5	Corinne Towers*	329
6	Hemenway Labs	319
7	Hemenway Annex	317
8	Miles Bibb Hall*	283
9	O'Connor Hall	260
10	Larned Hall*	254

*Buildings owned by MSCBA. Values shown are in MTCDE.

Elimination of Standalone Natural Gas Equipment



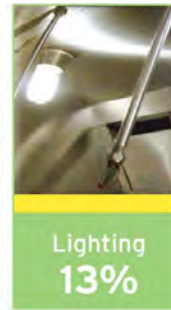
Top 10 Emitters

1. Miles Bibb Hall*
2. West Hall*
3. McCarthy Center
4. Linsley Hall*
5. Union Ave Building*
6. Ecumenical Center
7. 860 Worcester Road*
8. Foster Hall*
9. Admissions Welcome Center
10. O'Connor Hall

*Buildings owned by MSCBA.

Food Service

Elimination of Natural Gas and Reduction in Energy Usage



Equipment End of Life

2025 – 2030

- Whittemore Library – Steam HVAC System (1990s)
- Ecumenical Center – Gas Furnace (2000)
- Linsley Hall – Gas HVAC and DHW Systems (2002)
- McCarthy Center – Natural Gas Food Service Equipment (2016)
- Corrine Towers – Steam HVAC and DHW System (2006)
- Dwight Hall & Athletic Recreation Center – Steam HVAC and Gas DHW Systems (2006)
- Warren Conference Center – Gas Food Service Equipment, Gas HVAC Equipment, Propane DHW Heaters (2000)

2030 – 2040

- Honors Program – Gas Boiler (2006)
- Larned Hall – Steam HVAC System (2008)
- Office of Development and Alumni Relations – Gas HVAC System (2008)
- Horace Mann, Peirce, Crocker, and May Hall – Steam HVAC System & Gas DHW System (2005 - 2018)
- Miles Bibb Hall – Gas Condensing Boilers and DWH Systems (2010)
- 860 Worcester Rd – Gas Fired RTUs (2010)
- O'Connor Hall – Steam HVAC & DHW Systems and Gas RTUs (2012)
- Hemenway Complex – Steam HVAC and DHW Systems (2015)
- McCarthy Center – Steam HVAC (2016) and Gas DHW System (2018)
- Admissions Welcome Center – Gas Boiler & DHW (2018)

2040 – 2050

- West Hall – Natural Gas HVAC & DHW Systems (2016)
- 1812 House – Gas HVAC Systems (2018)
- Foster Hall – Natural Gas Boilers (2024)
- Union Ave Building – Natural Gas Boiler (2024)

Equipment End of Life

2025 – 2030

- Whittemore Library – Steam HVAC System (1990s)
- Ecumenical Center – Gas Furnace (2000)
- Linsley Hall – Gas HVAC and DHW Systems (2002)
- McCarthy Center – Natural Gas Food Service Equipment (2016)
- Corrine Towers – Steam HVAC and DHW System (2006)
- Dwight Hall & Athletic Recreation Center – Steam HVAC and Gas DHW Systems (2006)
- Warren Conference Center – Gas Food Service Equipment, Gas HVAC Equipment, Propane DHW Heaters (2000)

2030 – 2040

- Honors Program – Gas Boiler (2006)
- Larned Hall – Steam HVAC System (2008)
- Office of Development and Alumni Relations – Gas HVAC System (2008)
- Horace Mann, Peirce, Crocker, and May Hall – Steam HVAC System & Gas DHW System (2005 - 2018)
- Miles Bibb Hall – Gas Condensing Boilers and DWH Systems (2010)
- 860 Worcester Rd – Gas Fired RTUs (2010)

Equipment End of Life

2025 – 2030

- Whittemore Library – Steam HVAC System (1990s)
- Ecumenical Center – Gas Furnace (2000)
- Linsley Hall – Gas HVAC and DHW Systems (2002)
- McCarthy Center – Natural Gas Food Service Equipment (2016)
- Corrine Towers – Steam HVAC and DHW System (2006)
- Dwight Hall & Athletic Recreation Center – Steam HVAC and Gas DHW Systems (2006)
- Warren Conference Center – Gas Food Service Equipment, Gas HVAC Equipment, Propane DHW Heaters (2000)

2030 – 2040

- Honors Program – Gas Boiler (2006)
- Larned Hall – Steam HVAC System (2008)
- Office of Development and Alumni Relations – Gas HVAC System (2008)
- Horace Mann, Peirce, Crocker, and May Hall – Steam HVAC System & Gas DHW System (2005 - 2018)
- Miles Bibb Hall – Gas Condensing Boilers and DWH Systems (2010)
- 860 Worcester Rd – Gas Fired RTUs (2010)

1,360 MTCDE
30% of Campus Emissions

Equipment End of Life

2025 – 2030

- Whittemore Library – Steam HVAC System (1990s)
- Ecumenical Center – Gas Furnace (2000)
- Linsley Hall – Gas HVAC and DHW Systems (2002)
- McCarthy Center – Natural Gas Food Service Equipment (2016)
- Corrine Towers – Steam HVAC and DHW System (2006)
- Dwight Hall & Athletic Recreation Center – Steam HVAC and Gas DHW Systems (2006)
- Warren Conference Center – Gas Food Service Equipment, Gas HVAC Equipment, Propane DHW Heaters (2000)

1,360 MTCDE
30% of Campus Emissions

2030 – 2040

- Honors Program – Gas Boiler (2006)
- Larned Hall – Steam HVAC System (2008)
- Office of Development and Alumni Relations – Gas HVAC System (2008)
- Horace Mann, Peirce, Crocker, and May Hall – Steam HVAC System & Gas DHW System (2005 - 2018)
- Miles Bibb Hall – Gas Condensing Boilers and DWH Systems (2010)
- 860 Worcester Rd – Gas Fired RTUs (2010)

900 MTCDE
20% of Campus Emissions

Equipment End of Life

2025 – 2030

- Whittemore Library – Steam HVAC System (1990s)
- Ecumenical Center – Gas Furnace (2000)
- Linsley Hall – Gas HVAC and DHW Systems (2002)
- McCarthy Center – Natural Gas Food Service Equipment (2016)
- Corrine Towers – Steam HVAC and DHW System (2006)
- Dwight Hall & Athletic Recreation Center – Steam HVAC and Gas DHW Systems (2006)
- Warren Conference Center – Gas Food Service Equipment, Gas HVAC Equipment, Propane DHW Heaters (2000)

1,360 MTCDE
30% of Campus Emissions

2030 – 2040

- Honors Program – Gas Boiler (2006)
- Larned Hall – Steam HVAC System (2008)
- Office of Development and Alumni Relations – Gas HVAC System (2008)
- Horace Mann, Peirce, Crocker, and May Hall – Steam HVAC System & Gas DHW System (2005 - 2018)
- Miles Bibb Hall – Gas Condensing Boilers and DWH Systems (2010)
- 860 Worcester Rd – Gas Fired RTUs (2010)

900 MTCDE
20% of Campus Emissions

- O'Connor Hall – Steam HVAC & DHW Systems and Gas RTUs (2012)
- Hemenway Complex – Steam HVAC and DHW Systems (2015)
- McCarthy Center – Steam HVAC (2016) and Gas DHW System (2018)
- Admissions Welcome Center – Gas Boiler & DHW (2018)

1,420 MTCDE
30% of Campus Emissions

2040 – 2050

- West Hall – Natural Gas HVAC & DHW Systems (2016)
- 1812 House – Gas HVAC Systems (2018)
- Foster Hall – Natural Gas Boilers (2024)
- Union Ave Building – Natural Gas Boiler (2024)

1,000 MTCDE
20% of Campus Emissions

Alignment with Master Plan

Decarbonization – Priority Buildings

- Whittemore Library & Doyle IT Center
- McCarthy Center
- Dwight Hall & Athletic Recreation Center
- Corinne Towers
- Hemenway Labs
- Miles Bibb Hall
- West Hall
- Linsley Hall
- Union Ave Building
- Warren Conference Center

Master Plan – Priority Buildings

- Whittemore Library
- McCarthy Center
- Athletic Recreation Center
- Hemenway Hall/Annex
- Linsley Hall
- Foster Hall
- Admissions Welcome Center

Alignment with Master Plan

Decarbonization – Priority Buildings

- **Whittemore Library** & Doyle IT Center
- **McCarthy Center**
- Dwight Hall & **Athletic Recreation Center**
- Corinne Towers
- Hemenway Labs
- Miles Bibb Hall
- West Hall
- **Linsley Hall**
- Union Ave Building
- Warren Conference Center

Master Plan – Priority Buildings

- **Whittemore Library**
- **McCarthy Center**
- **Athletic Recreation Center**
- Hemenway Hall/Annex
- **Linsley Hall**
- Foster Hall
- Admissions Welcome Center

Executive Committee Presentation August 2025 | CMTA

Agenda



Executive Order 594



Roadmap Priorities



Campus Fossil Fuel Emissions

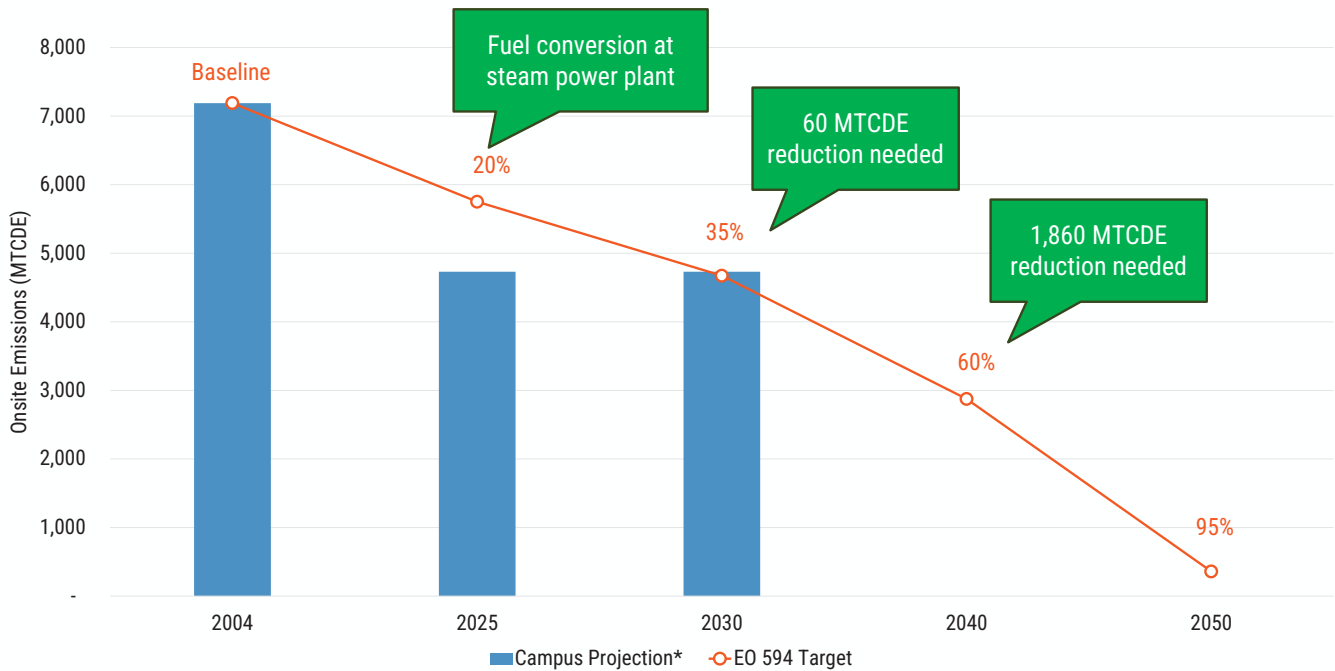


Decarbonization Roadmap - 95% Emissions Elimination



Decarbonization Roadmap - Full Campus Electrification

Executive Order 594 Onsite Fossil Fuel Emissions



Campus Onsite Fossil Fuel Consumption



Steam Central Plant Distribution



Priorities

- Eliminating fossil fuel emissions
- Equipment end of life
- Electrification of food service equipment
- Eliminating propane, oil, and natural gas equipment
- Alignment with master planning efforts



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LEARNERS COMPANY

Priorities

- Eliminating fossil fuel emissions
- Equipment end of life
- Electrification of food service equipment
- Eliminating propane, oil, and natural gas equipment
- Alignment with master planning efforts

Other Factors

- Planned projects
- Phasing & feasibility
- Changes in property use
- Steam distribution lines
- Lower occupancy in residential halls
- Rightsizing equipment for student population

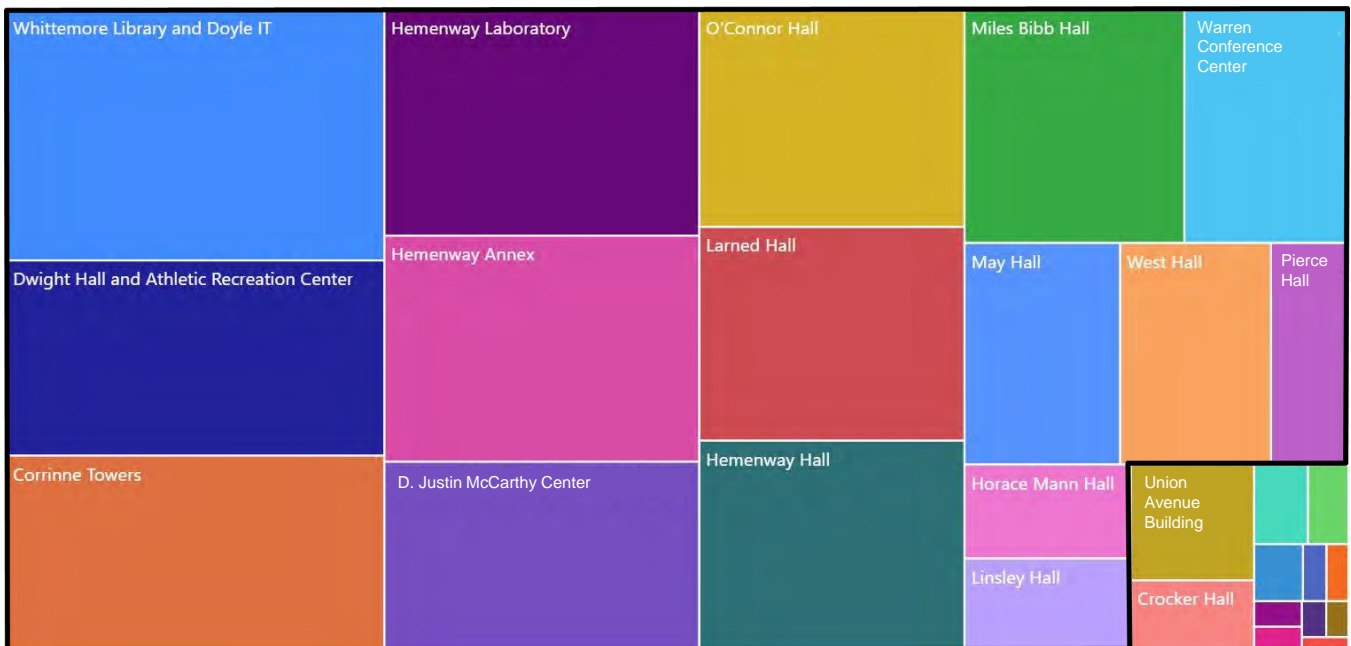


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LEARNERS COMPANY

Campus Onsite Fossil Fuel Consumption



Campus Onsite Fossil Fuel Consumption



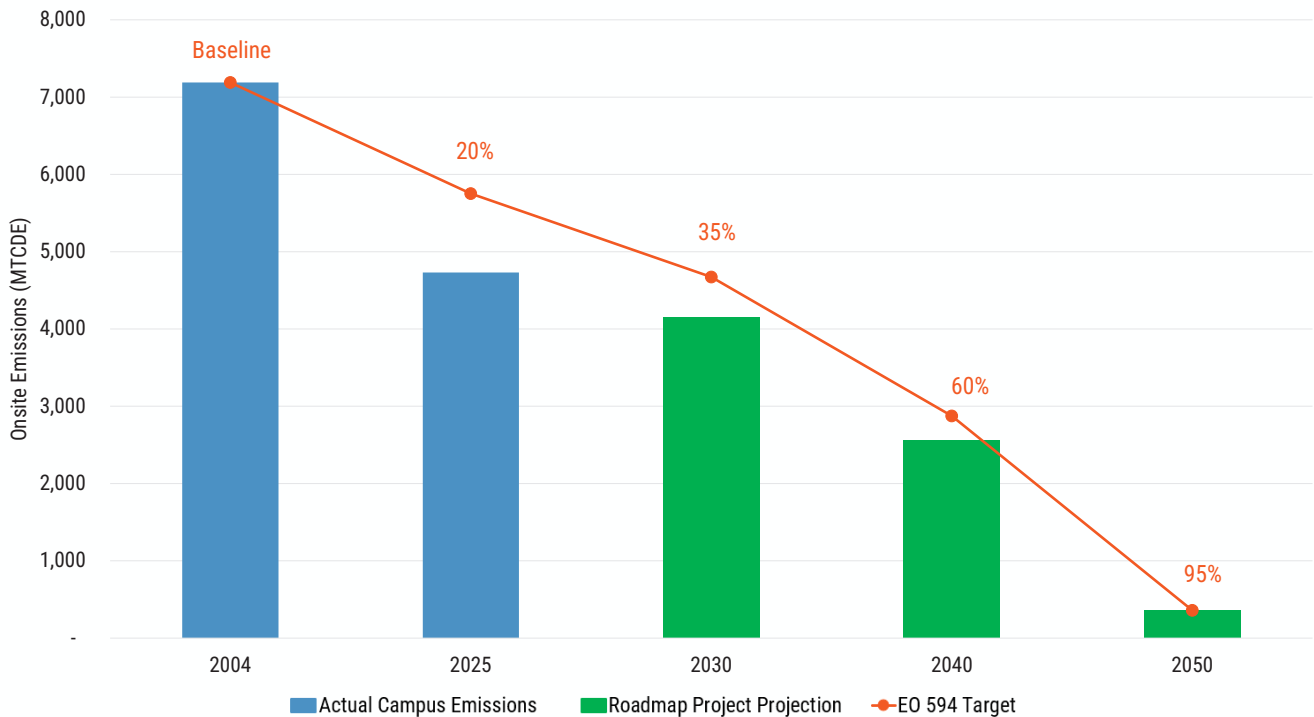
The outlined 16 buildings represent 95% of the total campus onsite fossil fuel emissions.

Roadmap Projects – 95% Emissions Elimination

Phase 1 Completed by 2025	Phase 2 Completed by 2030	Phase 3 Completed by 2040	Phase 4 Completed by 2050
<ol style="list-style-type: none"> Power Plant -Steam Plant Fuel Conversion McCarthy Center -Steam chiller replacement with high efficiency chillers Linsley Hall* -Boiler replacement May Hall -Steam heating improvements Campus-wide -Weather stripping and insulation added to doors -EMS added to buildings with heating and cooling Hemenway Hall and Annex -Window replacement -Designed as a LEED silver construction Miles Bibb Hall* and West Hall* -Designed as LEED gold constructions 	<ol style="list-style-type: none"> Linsley Hall* -Total HVAC replacement and electrification with ASHPs -Install HP DHW heater Larned Hall* -Install ASHPs for cooling and electrification of space heating -Replace steam instantaneous DHW with HP DHW heater Warren Conference Center* <u>Cabins</u> -Replace individual propane DHW heaters with rightsized central heat pump DHW heater <u>Warren House</u> <u>The Inn</u> -Replace gas boilers with ASHPs -Update AHU coils for low temp HW heating -Replace in-room equipment with water source heat pumps <u>The Lodge</u> -Convert to all-electric kitchen -Convert to low temperature HW space heating with ASHPs 	<ol style="list-style-type: none"> Whittemore Library -Conversion to low temp HW space heating with GSHPs Corrinne Towers -Conversion to low temp HW space heating with GSHPs -Install HP DHW heaters and storage tanks Dwight Hall & Athletic Recreation Center -Conversion to low temp HW space heating with GSHPs -Install HP DHW heaters McCarthy Center -Right size food service and convert to all-electric kitchen -Conversion to low temp HW space heating with ASHPs -Install HP DHW heaters with storage tanks 	<ol style="list-style-type: none"> Horace Mann Hall*, Peirce Hall & Annex*, Crocker Hall -Replace interconnected gas/steam DHW heating system with HP DHW heaters -Conversion to low temp HW space heating with ASHPs O'Connor Hall -Conversion to low temp HW space heating with ASHPs May Hall -Conversion to low temp HW space heating and cooling with ASHPs -Disconnect CHW from Hemenway Complex Hemenway Hall, Annex & Lab -Implement airside energy recovery -Conversion to low temp HW space heating with ASHPs Miles Bibb Hall -Conversion to low temp HW space heating with GSHPs West Hall* -Conversion to low temp HW space heating with GSHPs
<p>2,458 MTCDE Fossil Fuel Emissions Savings</p>	<p>579 MTCDE Fossil Fuel Emissions Savings</p>	<p>1,591 MTCDE Fossil Fuel Emissions Savings</p>	<p>2,204 MTCDE Fossil Fuel Emissions Savings</p>

*Buildings owned by MSCBA.
**The Jonathan Maynard Building and Athletic Field House are all-electric and excluded from the decarbonization roadmap. The central steam plant is eliminated in 2050.

Roadmap Compliance with Executive Order 594



Phased Elimination of Central Plant Steam



- Phase 2
 - 9% Steam Reduction
- Phase 3
 - 50% Steam Reduction
- Phase 4
 - 100% Steam Elimination



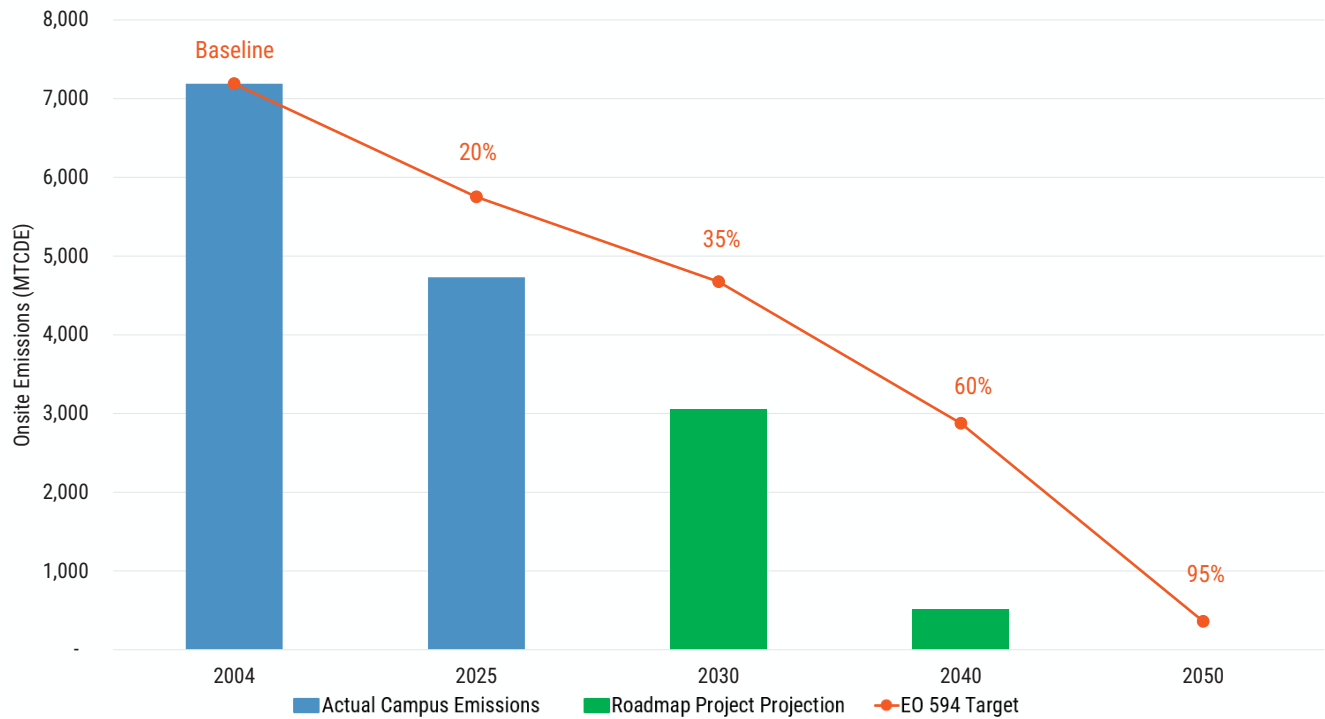
Roadmap Projects – Full Campus Electrification

Phase 1 Completed by 2025	Phase 2 Completed by 2030	Phase 3 Completed by 2040	Phase 4 Completed by 2050
<ol style="list-style-type: none"> 1. Power Plant -Steam Plant Fuel Conversion 2. McCarthy Center -Steam chiller replacement with high efficiency chillers 3. Linsley Hall* -Boiler replacement 4. May Hall -Steam heating improvements 5. Campus-wide -Weather stripping and insulation added to doors -EMS added to buildings with heating and cooling 6. Hemenway Hall and Annex -Window replacement -Designed as a LEED silver construction 7. Miles Bibb Hall* and West Hall* -Designed as LEED gold constructions 	<ol style="list-style-type: none"> 1. Linsley Hall* 2. Warren Conference Center* <u>Cabins</u> <u>Warren House</u> <u>The Inn</u> <u>The Lodge</u> 3. Whittemore Library 4. Ecumenical Center 5. 860 Worcester Road* 6. Office of Development & Alumni Relations 7. Corrinne Towers* 8. Dwight Hall & Athletic Recreation Center 9. Honors Program 	<ol style="list-style-type: none"> 1. Larned Hall* 2. McCarthy Center 3. Horrace Mann Hall* 4. Peirce Hall & Annex* 5. 23 Salem End Road* 6. Miles Bibb Hall* 7. O'Connor Hall 8. Admissions Welcome Center 9. Hemenway Hall 10. Hemenway Annex 11. Hemenway Lab 12. Daycare-Center for Early Childhood 13. Presidents House 	<ol style="list-style-type: none"> 1. West Hall* 2. 1812 House (Metrowest CPC)* 3. Crocker Hall 4. May Hall 5. Foster Hall* 6. Union Avenue Building*
<div style="border: 1px dashed green; border-radius: 15px; padding: 5px;"> <p>2,458 MTCDE Fossil Fuel Emissions Savings</p> </div>	<div style="border: 1px dashed green; border-radius: 15px; padding: 5px;"> <p>1,679 MTCDE Fossil Fuel Emissions Savings</p> </div>	<div style="border: 1px dashed green; border-radius: 15px; padding: 5px;"> <p>2,533 MTCDE Fossil Fuel Emissions Savings</p> </div>	<div style="border: 1px dashed green; border-radius: 15px; padding: 5px;"> <p>519 MTCDE Fossil Fuel Emissions Savings</p> </div>



*Buildings owned by MSCBA.
**The Jonathan Maynard Building and Athletic Field House are all-electric and excluded from the decarbonization roadmap. The central steam plant is eliminated in 2050.

Roadmap Compliance with Executive Order 594



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Phased Elimination of Central Plant Steam

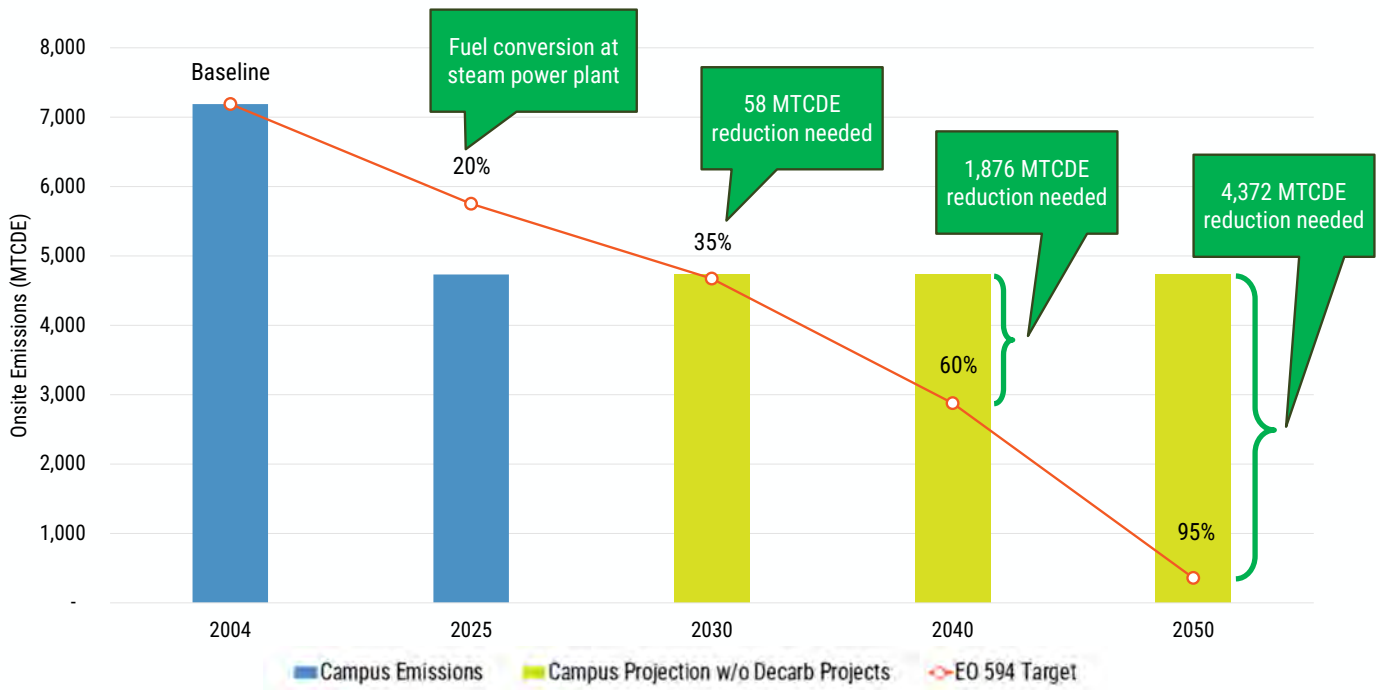


- Phase 2
 - 37% Steam Reduction
- Phase 3
 - 93% Steam Reduction
- Phase 4
 - 100% Steam Elimination

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FSU_Decarbonization Roadmap November 2025 | CMTA

Onsite Fossil Fuel Emissions



3

Key Drivers

- Overlay with Campus Master Plan
- Address infrastructure and deferred maintenance while respecting asset life
- 95% fossil fuel reductions
- Drastic energy reductions (40%+)
- Invest in current, emerging, and future technologies



Air Source Heat Pump



Geothermal



Building Electrification



Steam to Hot Water



Low Temperature Hot Water



Heat Recovery Chiller



Heat Recovery



Energy Savings



Master Plan



Disposition

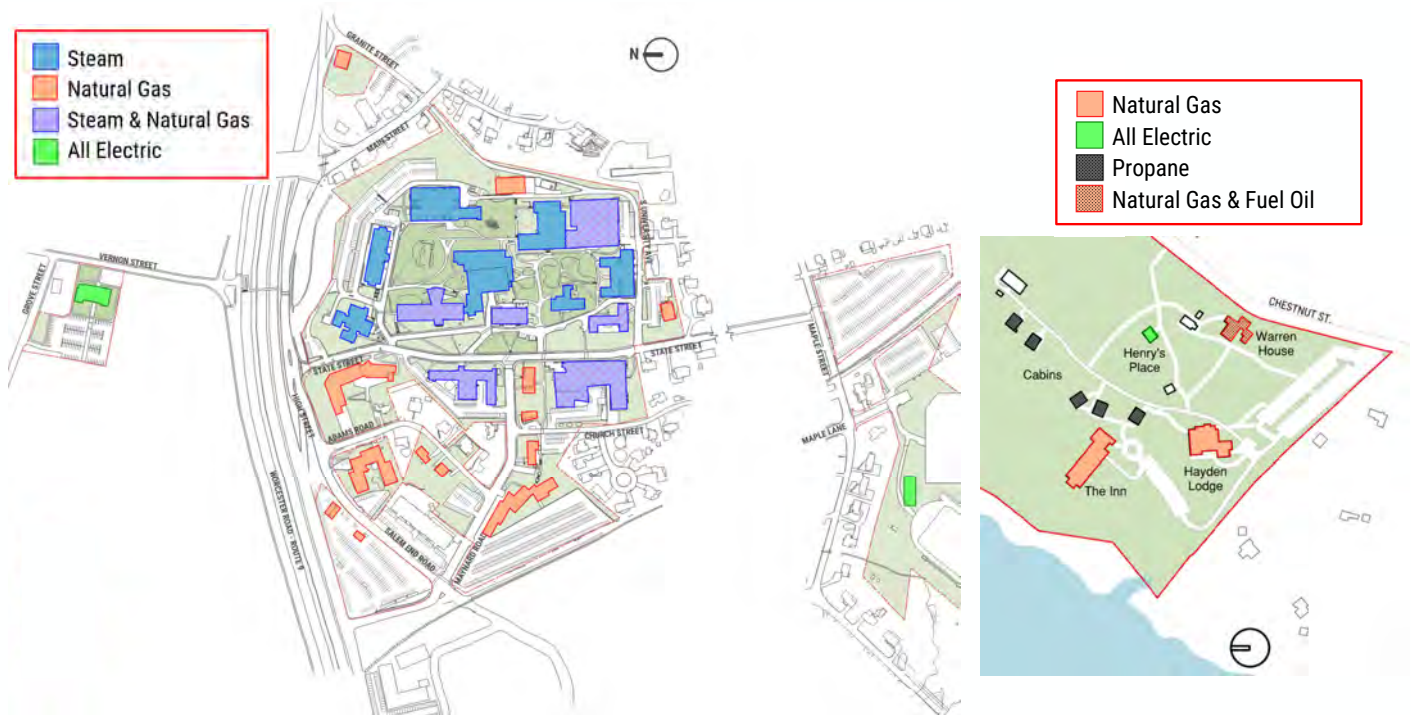


Demolition



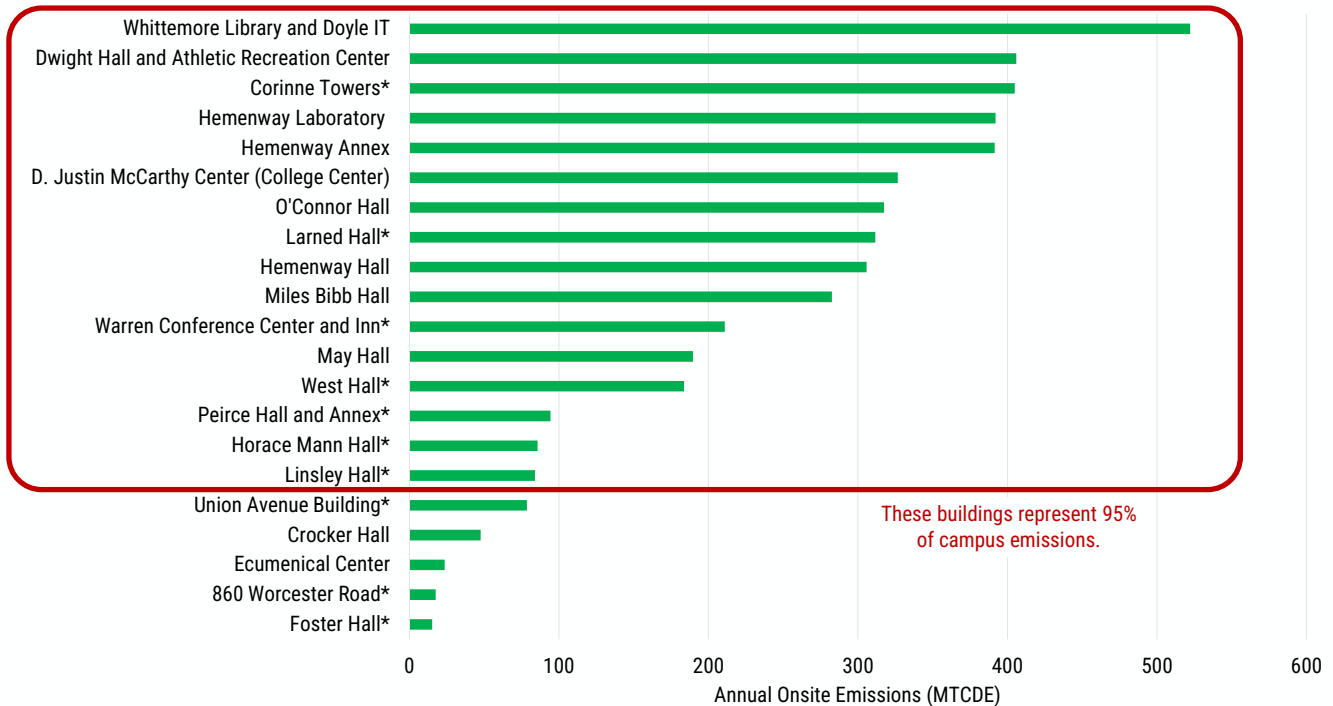
4

Campus Fossil Fuel Consumption



5

Campus Onsite Fossil Fuel Emissions



* Buildings owned by MSCBA.
Not all buildings included in this chart for graphical purposes.

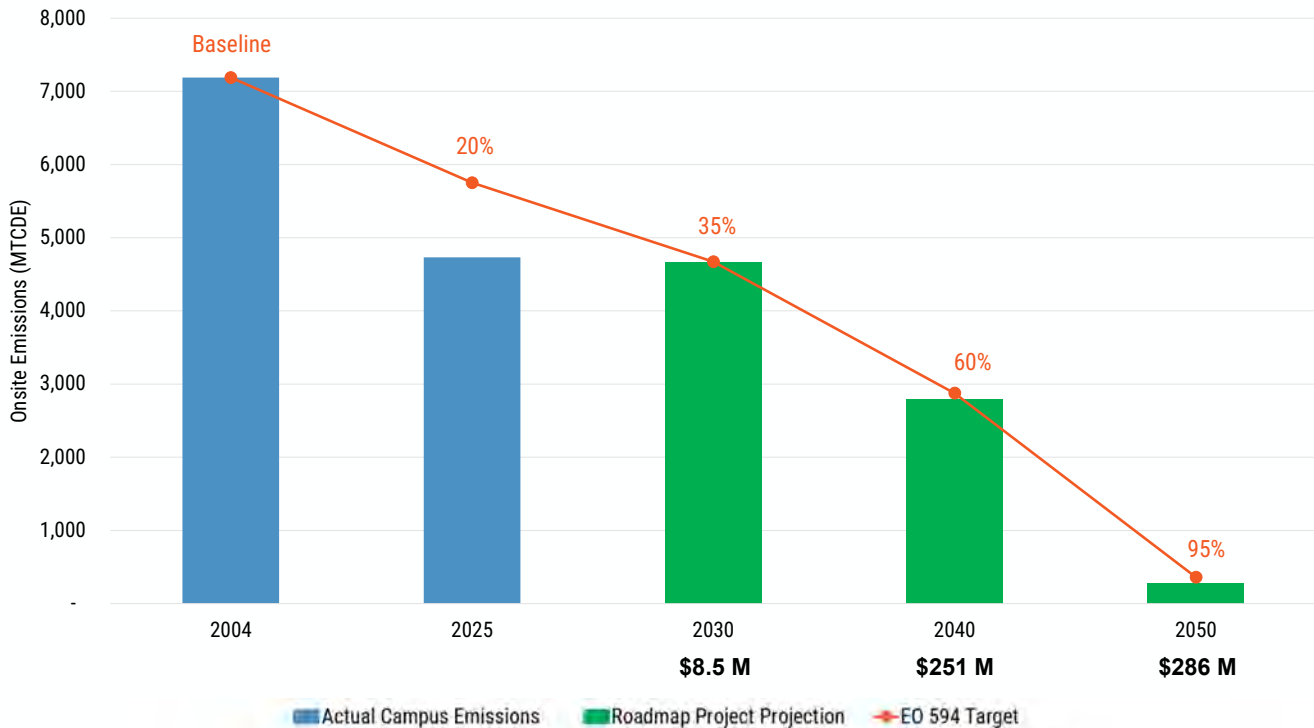
6

Roadmap Projects – Minimum EO 594 Compliance

Phase 1 Completed by 2025	Phase 2 Completed by 2030	Phase 3 Completed by 2040	Phase 4 Completed by 2050
ALREADY COMPLETED			
<ol style="list-style-type: none"> Power Plant -Steam Plant Fuel Conversion McCarthy Center -Steam chiller replacement with high efficiency chillers Linsley Hall* -Boiler replacement May Hall -Steam heating improvements Campus-wide -Weather stripping and insulation added to doors -EMS added to buildings with heating and cooling Hemenway Hall and Annex -Window replacement -Designed as a LEED silver construction Miles Bibb Hall* and West Hall* -Designed as LEED gold constructions 	<ol style="list-style-type: none"> Linsley Hall* (Partial HVAC Upgrade) -Partial HVAC upgrade & space heating load reduction Ecumenical Center -Install low temp HW space heating with ASHPs to replace gas furnace 860 Worcester Road* -Replace gas RTUs with ASHP Rooftop units Office of Development & Alumni Relations -Install low temp HW space heating with ASHPs to replace gas furnace Honors Program -Conversion to low temp HW space heating with ASHPs 	<ol style="list-style-type: none"> Main Cable Replacement Larned Hall* -Install ASHPs and HP DHW Warren Conference Center* Cabins, Warren House, The Inn, The Lodge Whittemore Library -65,000 sf all-electric new library construction on existing Foster Hall site Foster Hall* Daycare-Center for Early Childhood Corrinne Towers* -Conversion to ASHPs and HP DHW heater with storage tanks Dwight Hall & Athletic Recreation Center -Conversion to ASHPs and HP DHW heater with storage tanks 	<ol style="list-style-type: none"> McCarthy Center -Right size food service and convert to all-electric kitchen -Conversion to ASHPs and HP DHW heater with storage tanks Horace Mann Hall*, Peirce Hall & Annex*, Crocker Hall -Conversion to ASHPs and HP DHW heater with storage tanks O'Connor Hall -Conversion to ASHPs May Hall -Conversion to ASHPs Hemenway Hall, Annex & Lab -Implement airside energy recovery -Conversion to GSHPs Miles Bibb Hall -Conversion to ASHPs Linsley Hall* (Full Upgrade) -Total HVAC replacement and electrification with ASHPs Install HP DHW heater
2,458 MTCDE Fossil Fuel Emissions Savings	58 MTCDE Fossil Fuel Emissions Savings \$8.5 M ROM Implementation Cost***	1,876 MTCDE Fossil Fuel Emissions Savings \$251 M ROM Implementation Cost***	2,510 MTCDE Fossil Fuel Emissions Savings \$286 M ROM Implementation Cost***

*Buildings owned by MSCBA.
 **The Jonathan Maynard Building and Athletic Field House are all-electric and excluded from the decarbonization roadmap. The central steam plant is eliminated in 2050.
 ***Order of magnitude costs are presented in "today's dollars," reflective of November 2025, and are meant for high-level decision-making purposes.
 Projects in blue text align with Studio Enée's Campus Master Plan.

Roadmap Compliance - Minimum EO 594 Compliance



Roadmap Projects – Full Campus Electrification

Phase 1 Completed by 2025 <small>ALREADY COMPLETED</small>	Phase 2 Completed by 2030	Phase 3 Completed by 2040	Phase 4 Completed by 2050
<ol style="list-style-type: none"> Power Plant McCarthy Center Linsley Hall* May Hall Campus-wide Hemenway Hall and Annex Miles Bibb Hall* and West Hall* 	<ol style="list-style-type: none"> Linsley Hall* (Partial Upgrade) Whittemore Library Daycare-Center for Early Childhood Foster Hall* Ecumenical Center 860 Worcester Road* Office of Development & Alumni Relations Honors Program 	<ol style="list-style-type: none"> Main Cable Replacement Larned Hall * Warren Conference Center* <small>Cabins, Warren House, The Inn, The Lodge</small> Corrinne Towers* Dwight Hall & Athletic Recreation Center 	<ol style="list-style-type: none"> McCarthy Center Horace Mann Hall*, Peirce Hall & Annex*, Crocker Hall O'Connor Hall May Hall Hemenway Hall, Annex & Lab Miles Bibb Hall Linsley Hall* (Full Upgrade)
<p>2,458 MTCDE Fossil Fuel Emissions Savings</p>	<p>601 MTCDE Fossil Fuel Emissions Savings \$86 M ROM Implementation Cost***</p>	<p>1,354 MTCDE Fossil Fuel Emissions Savings \$178 M ROM Implementation Cost***</p>	<p>2,777 MTCDE Fossil Fuel Emissions Savings \$348 M ROM Implementation Cost***</p>

*Buildings owned by MSCBA.

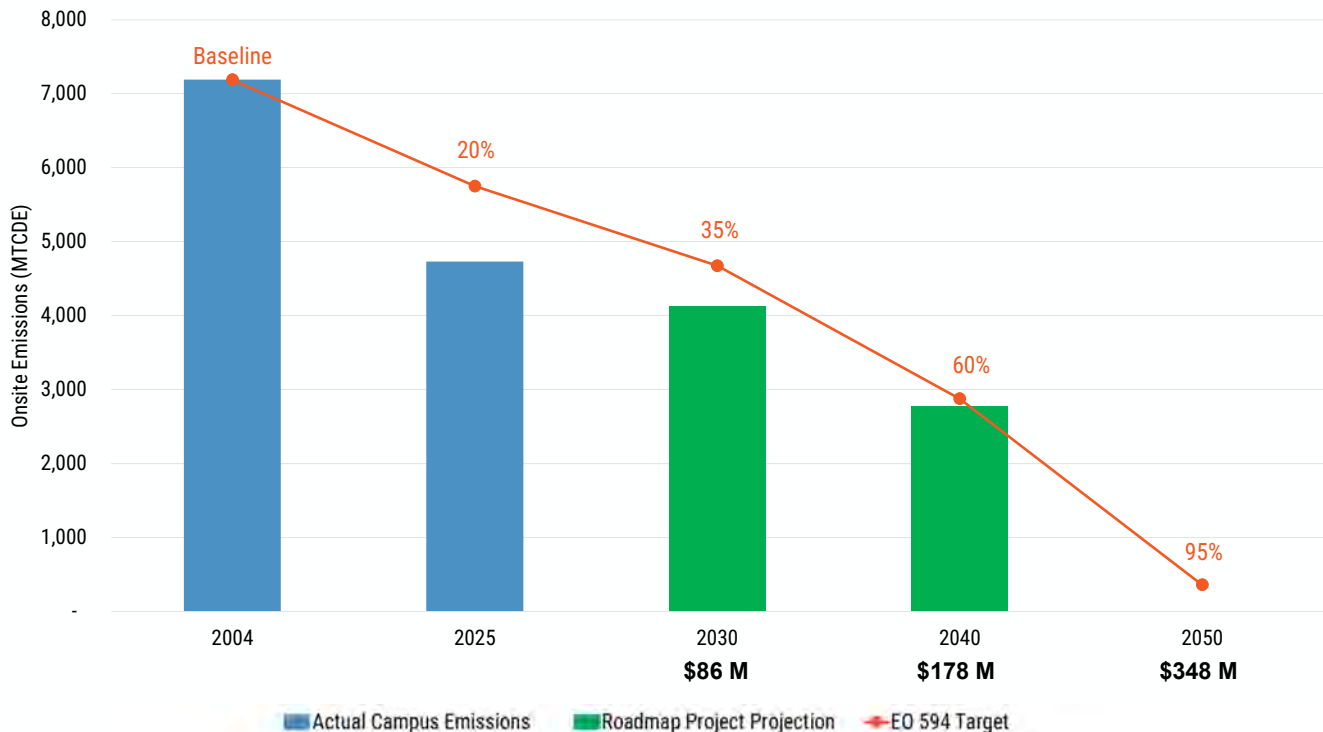
**The Jonathan Maynard Building and Athletic Field House are all-electric and excluded from the decarbonization roadmap. The central steam plant is eliminated in 2050.

***Order of magnitude costs are presented in "today's dollars," reflective of November 2025, and are meant for high-level decision-making purposes.

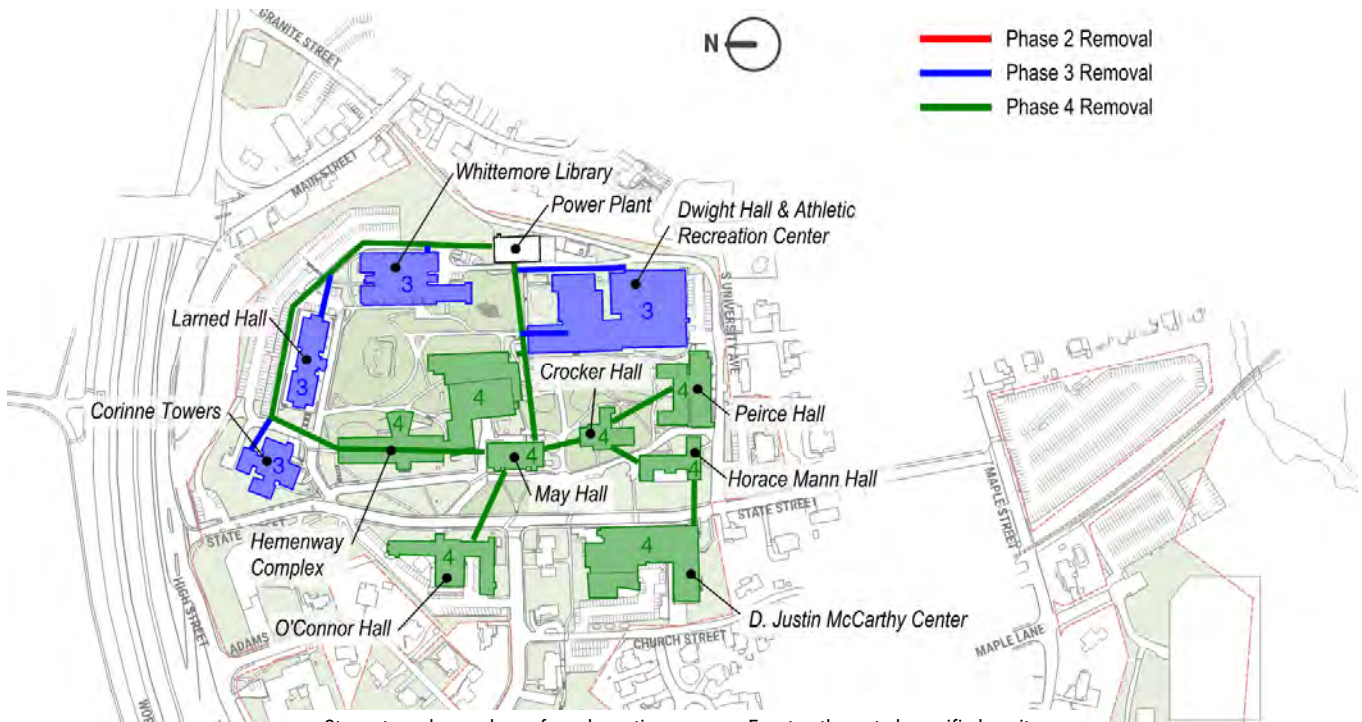
Projects in blue text align with Studio Enée's Campus Master Plan.



Roadmap Compliance – Full Campus Electrification



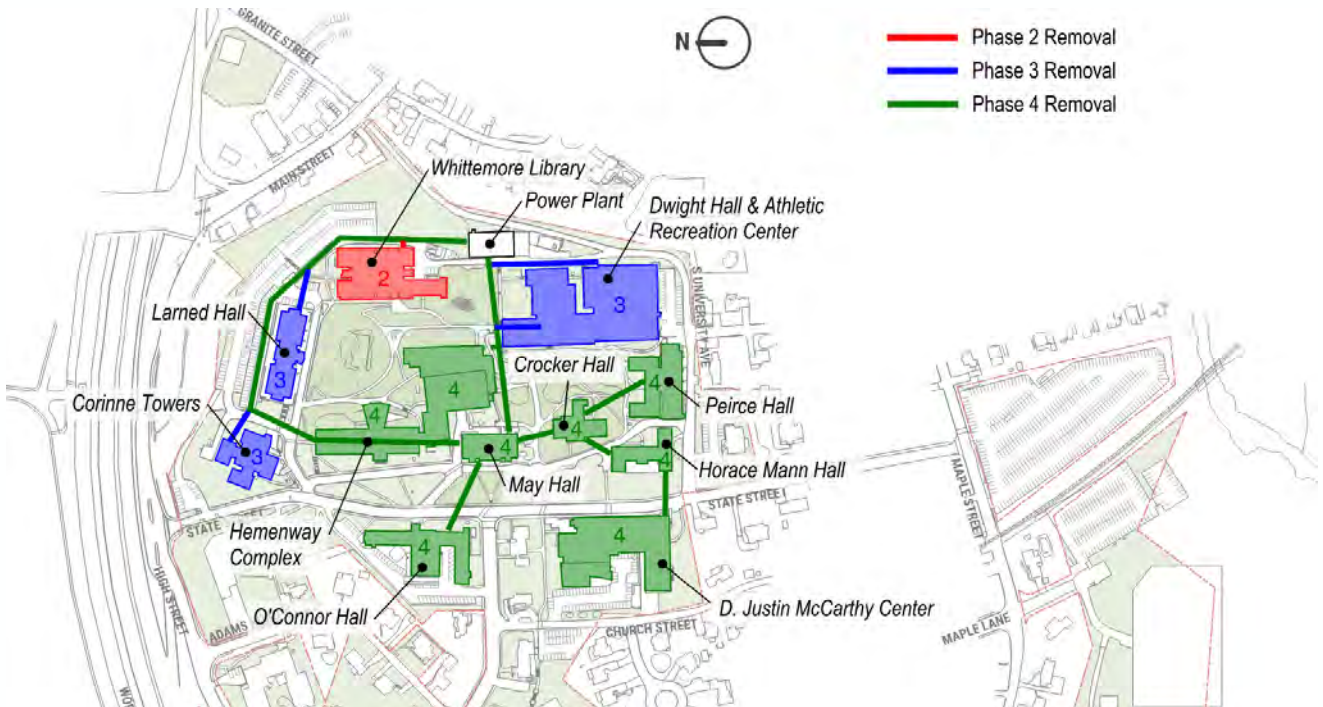
Phased Elimination of Central Plant Steam - Minimum EO 594 Compliance



Steam tunnels are shown for schematic purposes. Exact pathway to be verified onsite.



Phased Elimination of Steam- Full Campus Electrification



Steam tunnels are shown for schematic purposes. Exact pathway to be verified onsite.



Geothermal Opportunity



Cost Breakdown – Minimum Compliance Pathway

Phase 2		Phase 3		Phase 4	
Completed by 2030		Completed by 2040		Completed by 2050	
Linsley Hall* (Partial Upgrade)	\$ 1,600,000	Main Cable Replacement	\$ 7,500,000	D. Justin McCarthy Center (College Center)	\$ 46,700,000
Ecumenical Center	\$ 2,100,000	Larned Hall*	\$ 36,300,000	Horace Mann Hall*	\$ 10,800,000
860 Worcester Road*	\$ 2,500,000	Warren Conference Center*	\$ 31,700,000	Peirce Hall and Annex*	\$ 13,900,000
Office of Development & Alumni Relations	\$ 1,400,000	Whittemore Library and Doyle IT	\$ 76,800,000	Crocker Hall	\$ 12,100,000
Honors Program	\$ 900,000	Foster Hall* & Daycare-Center for Early Childhood	\$ 550,000	O'Connor Hall	\$ 34,000,000
		Corinne Towers*	\$ 49,700,000	May Hall	\$ 18,800,000
		Dwight Hall and Athletic Recreation Center	\$ 48,600,000	Hemenway Laboratory	\$ 20,500,000
				Hemenway Annex	\$ 41,900,000
				Hemenway Hall	\$ 20,500,000
				Miles Bibb Hall	\$ 49,600,000
				Linsley Hall* (Full Upgrade)	\$ 17,000,000
Phase 2 Total	\$ 8,500,000	Phase 3 Total	\$ 251,150,000	Phase 4 Total	\$ 285,800,000

* Owned by MSCBA.
 Highlighted cells in blue coincide with the 10-year Master Plan timeline.
 Order of magnitude costs are presented in "today's dollars," reflective of November 2025, and are meant for high-level decision-making purposes.



Cost Breakdown – Full Electrification

Phase 2		Phase 3		Phase 4	
Completed by 2030		Completed by 2040		Completed by 2050	
Linsley Hall* (Partial Upgrade)	\$ 1,600,000	Main Cable Replacement	\$ 7,500,000	D. Justin McCarthy Center (College Center)	\$ 46,700,000
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860 Worcester Road*	\$ 2,500,000	Dwight Hall and Athletic Recreation Center	\$ 48,600,000	O'Connor Hall	\$ 34,000,000
Office of Development and Alumni Relations	\$ 1,400,000	23 Salem End Road*	\$ 1,000,000	May Hall	\$ 18,800,000
Honors Program	\$ 900,000	Admissions Welcome Center	\$ 1,700,000	Hemenway Laboratory	\$ 20,500,000
		President's House	\$ 1,900,000	Hemenway Annex	\$ 41,900,000
				Hemenway Hall	\$ 20,500,000
				Miles Bibb Hall	\$ 49,600,000
				West Hall*	\$ 41,500,000
				1812 House (Metrowest CPC)*	\$ 1,700,000
				Union Avenue Building*	\$ 19,000,000
				Linsley Hall* (Full Upgrade)	\$ 17,000,000
Phase 2 Total	\$ 85,850,000	Phase 3 Total	\$ 178,400,000	Phase 4 Total	\$ 348,000,000



* Owned by MSCBA.
 Highlighted cells in blue coincide with the 10-year Master Plan timeline.
 Order of magnitude costs are presented in "today's dollars," reflective of November 2025, and are meant for high-level decision-making purposes.

Appendix B: Sustainability Assessment

FSU Sustainability

“At FSU, sustainability is not just a talking point – it is a core value”

- **Nancy Niemi**, Framingham State President

<https://www.metrowestdailynews.com/story/news/education/campus/2025/04/08/framingham-state-university-unveils-new-solar-canopy-salem-end-parking-lot/82882433007/>

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58

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This statement from President Niemi sets the tone. At FSU, sustainability isn't just a line in a strategic plan—it's a guiding principle that shapes how spaces will be designed, support learning, and engage the community. In this report, we'll explore how that core value shows up in the Climate Action Plan, recent assessments, and emerging opportunities across campus. The goal is to connect the dots, surface co-benefits, and support FSU in telling a clear, compelling story about its sustainability leadership.

We'll share two definitions directly from the FSU Needs Assessment 2023 that are woven together:

FSU Sustainability

Sustainability: “to create and maintain conditions under which **humans and nature can exist in productive harmony**, that permit fulfilling the social, economic, and other requirements of **present and future generations.**”

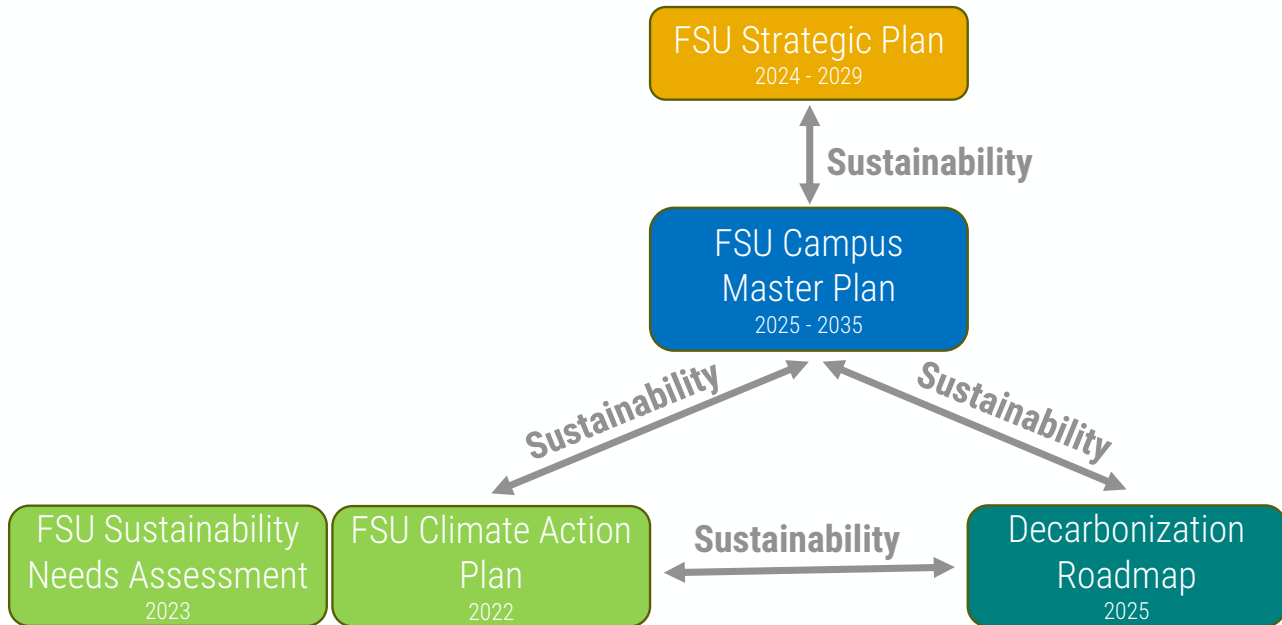
- Environmental Protection Agency

FSU Climate Justice

Climate Justice: “an approach that **connects the climate crisis to the social, racial, and environmental issues** in which it is deeply entangled. It **recognizes the disproportionate impacts of climate change on low-income and BIPOC communities** around the world, the people and places least responsible for the problem.”

- University of California, Center for Climate Justice

FSU Sustainability



Framingham State University has already made meaningful commitments to sustainability through its Climate Action Plan (CAP), ongoing campus operations, and leadership across the state university system. This review offers an opportunity to reflect on where FSU stands today – and how we can strategically align the next steps with emerging opportunities in decarbonization, resilience, and integrated campus planning. Sustainability intersects with every part of campus life:

- Energy, dining, transportation, procurement, grounds, and student health + culture all represent touchpoints where FSU’s sustainability values show up daily.
- The CAP update is as much about campus experience and operational resilience as it is about carbon accounting.
- Integration with campus master planning creates long-term stability.
- As FSU rethinks space utilization, academic programming, residence life, and deferred maintenance, sustainability provides a framework to align student learning, capital investments with long-term climate goals.

FSU Master Plan Principles

1. Showcase FSU's work

by locating our innovative and synergistic programs in 'front door' spaces on campus

2. Elevate our learning spaces

with technology, highly-flexible furniture, and room configurations

3. Repurpose and reimagine

aging infrastructure to align with the strategic goals and needs of the next generation

4. Invest in open spaces

that are beautiful, accessible, visible, and integrated throughout the campus

5. Create a sustainable campus

through physical, fiscal, and climate-justice initiatives

6. Engender sense of community

throughout the entire campus by providing social spaces that are visible + connected

7. Accelerate partnerships and internships

that connect us to our community and provide career readiness

Reflecting on sustainability + climate justice within FSU Master Plan Principles:

1. Showcase FSU's work by locating our innovative and synergistic programs in 'front door' spaces on campus

Sustainability lens: Highlighting sustainability programs in visible, high-traffic areas signals FSU's commitment to leadership and transparency

2. Elevate our learning spaces with technology, highly-flexible furniture, and room configurations

Sustainability lens: Modular configurations support evolving pedagogy and reduce material waste by adapting to changing needs.

3. Repurpose and reimagine aging infrastructure to align with the strategic goals and needs of the next generation

Sustainability lens: Upgrading legacy buildings with energy efficiency, low-carbon materials, and inclusive design helps reduce emissions while meeting student needs. Retrofitting is a powerful sustainability action—preserving embodied carbon and extending building life.

4. Invest in open spaces that are beautiful, accessible, visible, and integrated throughout the campus

Sustainability lens: Sustainable landscapes are not just aesthetic—they manage stormwater support biodiversity, and reduce urban heat. Open spaces can host gardens, outdoor classrooms, and gathering areas that reflect equity and inclusion through universal design.

5. Create a sustainable campus through physical, fiscal, and climate-justice initiatives

Sustainability lens: Campus sustainability is multidimensional: it's about efficient buildings (physical), long-term savings (fiscal), and prioritizing frontline communities (climate justice).

6. Engender sense of community throughout the entire campus by providing social spaces that are visible + connected

Sustainability lens: Design of shared spaces—indoor and outdoor—should foster interaction, inclusivity, and cross-disciplinary dialogue. Sustainability can be a unifying theme in how these spaces are programmed and maintained (e.g., reuse programs, garden spaces, compost hubs).

7. Accelerate partnerships and internships that connect us to our community and provide career readiness

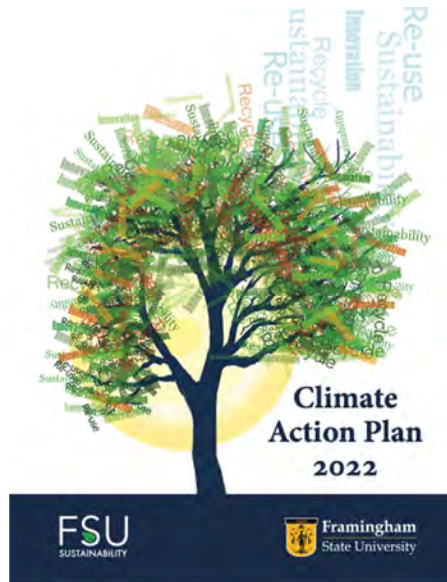
Sustainability lens: FSU can position itself as a regional hub for sustainability leadership through community partnerships, research, and service learning. Green career pathways—like climate policy, energy, food systems, and circular economy—should be embedded into academic and internship offerings.

FSU Decarbonization Priorities

Decarbonization
Roadmap

- Alignment with Master Planning Efforts
- Eliminating **Fossil Fuels Emissions**
- Eliminating **Natural Gas Equipment**
- **Electrification of Food Service** Equipment
- Fossil Fuel Burning Equipment **End of Life**

All of these align with sustainability, specifically Eliminating Fossil Fuel Emissions: this is the heart of climate action. Every ton of avoided emissions contributes to a viable future. Phasing out fossil fuel combustion also improves air quality and reduces long-term operational risks. And, Fossil Fuel Equipment End of Life Strategy: Every aging system is an opportunity to upgrade—not just replace.



CLIMATE ACTION PLAN + CAMPUS SUSTAINABILITY NEEDS ASSESSMENT SUMMARY

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64

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We were asked to review the climate action plan 2022 and look at the campus sustainability needs assessment 2023.

FSU Climate Action Plan 2022

General Notes

- CAP 2022 includes a strong emphasis on **reducing CO2 emissions and energy use** as well as **new policies intended for creating a sustainable, healthy, and just environment for the campus community.**
- Refers to Executive Order No.484 (**superseded by [EO No. 594](#)**)
- The 15 major action points are divided into three basic energy and GHG reduction categories:
 - general campus policies;
 - upgrades and projects; and
 - lifestyle changes for students, faculty, and administration
- Implementation of the action items of the CAP is a **joint responsibility** of the Campus Sustainability Coordinator, the Facilities Department, and the University President.

FSU Climate Action Plan 2022 Summary

The first Climate Action Plan (CAP) was developed beginning in the summer of 2007 under the leadership of the FSU Facilities Office.

The CAP Actions are organized into three categories:

FSU Climate Action Plan: Actions

- **Action 1-6** deal primarily with both structural investment and policy matters that have a direct correlation to reducing both CO2 emissions and energy demands.
- **Actions 7-13** are more policy oriented, addressing the need to conserve and protect all campus natural resources. These actions mandate little if any financial cost to the University but suggest lifestyle changes that can enhance the sustainable programs of the University.
- **Actions 14-15** promote the importance of the educational aspects essential for the plan to be comprehensive, holistic and representative; thus, allowing it to fulfill its pedagogical objective.



FSU Campus Sustainability Needs Assessment 2023

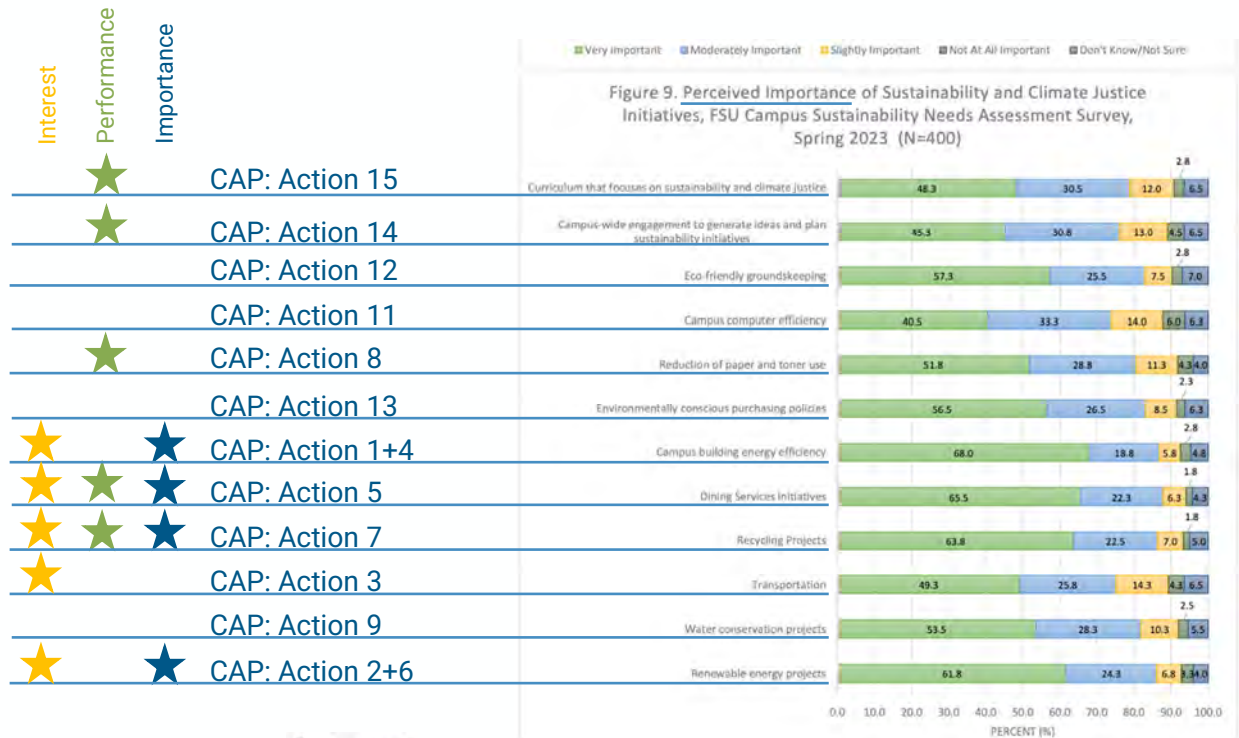
General Notes

A campus-wide **needs assessment** was conducted during the 2022 – 2023 academic year to gather information about current sustainability and climate justice initiatives, barriers to implementation, and ideas for future initiatives.

Key Take-aways:

- **Sustainability and climate justice to be very important.**
- **FSU does and should make sustainability a university-wide goal at the same level of priority as issues like diversity and student health**
- **Campus building energy efficiency, Dining Services initiatives, recycling projects, and renewable energy projects** were perceived to be the areas of highest importance for respondents.
- Many respondents reported not being sure how we're doing at FSU with regards to areas of sustainability and climate justice, **indicating a need for better communication** about our current work and future plans.
- Key barriers to progress included lack of engagement from the FSU community, lack of funding and resource investment, lack of awareness and communication about current initiatives, and scheduling challenges.
- The majority of respondents are **willing to place more effort** into reducing their own environmental impact and encouraging others to do the same.

Alignment of CAP and Needs Assessment



The survey responses from the Needs Assessment were tied back to each relevant Action from the CAP.

The highlighted initiatives above reflect the highest perceived importance from the survey respondents: Campus building energy efficiency, Dining Services initiatives, recycling projects, and renewable energy projects were perceived to be the areas of highest importance for respondents

With regards to FSU’s performance, perceptions were more mixed. There seems to be a disconnect between what people view as important (on the previous slide) and how they perceived FSU to be doing. Respondents reported that FSU is doing the best with regards to reducing paper and toner use; campus-wide engagement to generate ideas and plan sustainability initiatives; curriculum that focuses on sustainability and climate justice; recycling projects, and Dining Services initiatives. Notably, many respondents reported not being sure how FSU is doing across all of the categories. This indicates there is room for improvement with regards to communication about the current work.

FSU Climate Action Plan: Actions

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Interest in Future Campus Sustainability Initiatives: Respondents were asked to rank the top three areas of focus FSU should prioritize for future initiatives. Renewable energy projects topped the list, followed by campus building energy efficiency, Dining Services initiatives, transportation, and recycling projects. Each initiative (linked to its respective CAP action) is rated for its perceived importance (blue stars) and community interest (yellow stars), which together tend to correlate with higher levels of performance (green stars).

Notably, Action 5 (Dining Services Initiatives) and Action 7 (Recycling Projects) stand out as having:

- High importance to the campus community,
- Strong student and staff interest, and
- Measurable progress already underway.

Because these areas already enjoy both enthusiasm and traction, they offer the best opportunities for near-term impact and visibility. This is why we'll dive into them a bit deeper as a potential strategic focus moving forward into CAP 2.0



FSU Climate Action Plan 2022: Action 5

Make Dining Services as Energy Efficient and Food Efficient as Possible

- **Issue:** dining facility produces large amounts of waste + consumes large amounts of energy.
- **Solution:** to implement as many policies and interventions as possible that will reduce energy waste and physical waste while simultaneously attempting to reuse anything possible.
- **Accomplishments:** EnergyStar commitment, reduce delivery frequency, Green Seal certified chemicals, tray-less (2010), buy local, convert kitchen oil to bio-fuel, LeanPath food waste composting (2021)
 - Goal AY2022-23: continue to educate, plan, and implement policies that encourage recycling, waste reduction and policies that support local sustainable food sources. Revive the Food Recovery Network student club.

• **Potential Ideas:**

- Automated kitchen exhaust controls
- **Smart metering for kitchen energy/water tracking**
- EPA Food Recovery Challenge
- CHOMP, LeanPath, Casella: compost use



Decarbonization Roadmap

FSU Campus Master Plan



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73

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Diving into Action 5 (Dining Services Initiatives) which falls within Action 1-6 category focusing on reducing both CO2 emissions and energy demands.

CAP 2022 – Action 5: Make Dining Services as Energy Efficient and Food Efficient as Possible

- CAP listed Issue: dining facility produces large amounts of waste + consumes large amounts of energy.
- CAP listed Solution: to implement as many policies and interventions as possible that will reduce energy waste and physical waste while simultaneously attempting to reuse anything possible.
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- Goal AY2022-23: continue to educate, plan, and implement policies that encourage recycling, waste reduction and policies that support local sustainable food sources. Revive the Food Recovery Network student club.

Potential Ideas for Future CAP – Action 5:

- Automated kitchen exhaust controls (demand control ventilation)
- Smart metering for kitchen energy/water tracking: Install smart metering for kitchen energy/

water tracking: Smart meters in campus kitchens can track real-time usage of key systems—ovens, dishwashers, refrigeration, exhaust hoods, and hot water—to identify inefficiencies, potential leaks, reduce utility costs, and optimize equipment scheduling. This data helps dining staff cut waste and improve performance while advancing campus sustainability goals.

- Enroll dining vendor, Sodexo, in EPA Food Recovery Challenge
- CHOMP, LeanPath, Casella: compost use

Resources:

<https://www.epa.gov/sustainable-management-food/learn-about-food-recovery-challenge>

<https://www.chomp.energy/our-story>

<https://www.leanpath.com/>



FSU Climate Action Plan 2022: Action 5

Closed-Loop Food Systems at FSU: Co-Benefits Across Campus

-  **1. Builds Climate Literacy & Experiential Learning**
-  **2. Supports Financial Stewardship & Resource Efficiency**
-  **3. Strengthens Student Engagement & Community Identity**
-  **4. Advances Health, Equity & Climate Goals**
-  **5. Creates Measurable, Story-Driven Impact**

As we assess and prioritize sustainability initiatives, here within the kitchen, it's helpful to consider not just the primary environmental impact—but the co-benefits they unlock. These are the additional, often overlapping, advantages that ripple out from a single action: things like improved health, cost savings, student engagement, academic integration, and campus resilience. Highlighting co-benefits helps connect sustainability efforts to FSU's broader goals—like equity, learning, and community well-being—and ensures we're getting the greatest value from every investment.

Diving into the co-benefits of Closed-Loop Food Systems at FSU: Co-Benefits Across Campus

1. Builds Climate Literacy & Experiential Learning

- Students participate directly in growing food, harvesting it, and returning food scraps to the soil through composting.
- Reinforces systems thinking and life-cycle awareness through real-world application.
- Can be tied into academic coursework in environmental science, nutrition, sustainability, and agriculture.

2. Supports Financial Stewardship & Resource Efficiency

- Composting reduces waste hauling (landfill) and disposal fees.
- On-campus gardens cut food procurement costs and create long-term opportunities for self-sustaining systems.

3. Strengthens Student Engagement & Community Identity

- Tangible, visible sustainability practices (gardens, signage, compost stations) make climate action feel real and accessible.
- Dining services, student volunteers, and Eco-Reps collaborate in a shared sense of purpose.
- Celebrates campus-grown food in dining halls, closing the loop between production and consumption.

4. Advances Health, Equity & Climate Goals

- Reduces landfill-bound food waste (a major source of methane emissions).
- Builds soil health and carbon sequestration capacity through compost application.

5. Creates Measurable, Story-Driven Impact

- Dashboards or signs can track pounds of food composted, meals served from campus gardens, or emissions avoided.
- Encourages public visibility of progress through dining halls, events, or sustainability tours.
- Offers a powerful narrative for prospective students, donors, and community partners.

FSU Climate Action Plan: Actions

- **Action 1-6** deal primarily with both structural investment and policy matters that have a direct correlation to reducing both CO2 emissions and energy demands.
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- **Actions 14-15** promote the importance of the educational aspects essential for the plan to be comprehensive, holistic and representative; thus, allowing it to fulfill its pedagogical objective.



FSU Climate Action Plan 2022: Action 7



Increase the University Recycling Ratio

- **Issue:** the University’s recycling percentage in 2009 was 20%.
- **Solution:** to provide access for easier + more efficient recycling options. Implement an effective curriculum to encourage recycling (recycling target goal of 50%)
- **Accomplishments:** single-stream (2009), (51) new bins, water bottle filling stations, (500) reusable FSU designed water bottles.
 - Goal AY2022-23: Additional bottle filling stations, educational campaigns, minimize single-use plastics
- **Potential Ideas:**
 - Dual-stream recycling
 - **“Zero Waste Orientation”** (RAMS101 class)
 - Partner with recycling facility for student waste audits
 - Circularity (ReUse + Upcycling) program

FSU Campus Master Plan



FSU Climate Action Plan 2022 - Action 7: Increase the University Recycling Ratio

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- Goal AY2022-23: Additional bottle filling stations, educational campaigns, minimize single-use plastics






Potential Ideas for Future CAP – Action 7:

- Move to dual-stream recycling to improve quality.
- Install color-coded, standardized bins campus-wide with educational signage.
- Launch a “Zero Waste Orientation” for all incoming students: Launching a Zero Waste Orientation introduces students to campus sustainability from day one—embedding recycling, composting, and reuse habits at move-in and beyond. This early engagement builds a culture of shared responsibility, reduces landfill waste, and supports FSU's climate goals. Trained student leaders, clear signage, and interactive events can make zero waste a visible and empowering part of campus life.
- Partner with local MRF (materials recovery facility) for student waste audits each semester.
- Circularity (ReUse) programs – UNH Dump + Run, UC Berkley + U Minnesota ReUSE programs



FSU Climate Action Plan 2022: Action 7

Recycling & Zero Waste at FSU: Co-Benefits Beyond the Bin

-  **1. Fosters Environmental Literacy & Student Leadership**
-  **2. Reduces Operational Costs and Supports Long-Term Planning**
-  **3. Strengthens Campus Community & Engagement**
-  **4. Aligns with Climate, Health, and Equity Goals**
-  **5. Creates Data-Driven Opportunities for Progress Tracking**

Recycling & Zero Waste at FSU: Co-Benefits Beyond the Bin

1. Fosters Environmental Literacy & Student Leadership
 - FSU students gain hands-on experience with sustainable practices—from fashion upcycling to residence hall material reuse.
 - Programs like the “Trashion Show” and fashion department upcycling promote creativity, systems thinking, and leadership.
2. Reduces Operational Costs and Supports Long-Term Planning
 - The single-stream recycling program—managed by Facilities—lowers landfill tipping fees and hauling costs.
 - Textile recycling (via Bay State Textiles) diverts clothing, towels, bedding and is serviced weekly.
3. Strengthens Campus Community & Engagement
 - Initiatives like the Rams Resource Center reflect a culture of sharing and reduce financial and material barriers for students.
 - These efforts provide an opportunity to spotlight student-driven climate action and foster a deeper sense of ownership.
4. Aligns with Climate, Health, and Equity Goals
 - Reducing landfill and incinerator-bound waste cuts down on methane and toxic emissions (Scope 3), reflecting the decarbonization roadmap.
 - Choosing not to recycle glass for staff safety underscores FSU’s values around occupational health and operational integrity, perhaps there are alternative methods to ensure safety while recycling.
5. Creates Data-Driven Opportunities for Progress Tracking
 - Existing systems can be enhanced with tracking and public dashboards (e.g., textile diversion rates, upcycled clothing metrics).
 - Offers the opportunity to connect CAP 2.0 targets (like a 50% recycling goal) with visible success stories.

Alignment with Master Plan + Decarbonization Roadmap

Decarbonization – Priority Buildings

- **Whittemore Library** & Doyle IT Center
- **McCarthy Center**
- Dwight Hall & **Athletic Recreation Center**
- Corinne Towers
- Hemenway Labs
- Miles Bibb Hall
- West Hall
- **Linsley Hall**
- Union Ave Building
- Warren Conference Center

Master Plan – Priority Buildings

- **Whittemore Library**
- **McCarthy Center**
- **Athletic Recreation Center**
- Hemenway Hall/Annex
- **Linsley Hall**
- Foster Hall
- Admissions Welcome Center

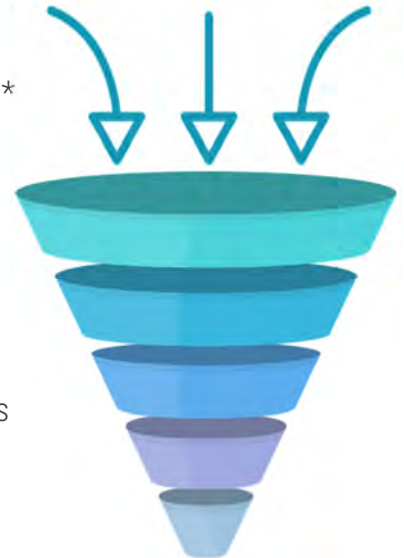
Building on the foundation laid by the 2022 Climate Action Plan and the insights from the 2023 Campus Sustainability Needs Assessment, we've aligned our recommendations with key buildings identified in both the space utilization study and the decarbonization roadmap. By weaving these efforts together, a set of high-impact sustainability opportunities emerge—ones that not only respond to FSU's stated priorities, but also strategically target the buildings and systems where investment will yield the greatest environmental, educational, and operational returns.

FSU: High-Impact Sustainability Opportunities

- Geothermal + air-source heat pumps
 - Replace aging fossil fuel infrastructure with highly efficient, low-emissions systems.
 - Reduce Scope 1 emissions while supporting campus decarbonization goals.
 - Improve indoor comfort and reduce long-term operating costs.
 - Leverage utility incentives and MassCEC funding for system upgrades.
- Deploy On-Site Solar + Storage as a Visible Campus Climate Investment*
 - Prioritize rooftop solar and parking canopy installations.
 - Pair solar with battery storage to lower peak demand charges and improve campus resilience.
 - Engage students via real-time dashboards and living lab opportunities.
 - Leverage available MassCEC, IRA, and utility incentives for public higher ed.

FSU: High-Impact Sustainability Opportunities

- **Geothermal** + air-source heat pumps
- Deploy **On-Site Solar** + Storage as a Visible Campus Climate Investment*
- **Electrify Food Service Equipment** to Lower Emissions and Protect Health*
- Implement Compost Tea & Integrated Pest Management (IPM) for **Sustainable Groundskeeping***
- Launch a **Zero Waste Orientation Program** to Build Early Student Engagement*
- Optimize **Campus Wayfinding** to Support Energy, Equity & Efficiency Goals



**building on the Current CAP Initiative*

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79

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- Electrify Food Service Equipment to Lower Emissions and Protect Health*
 - Reduce Scope 1 GHG emissions by phasing out gas-fired kitchen equipment.
 - Improve indoor air quality for dining staff and students.
 - Capture significant energy savings through modern induction and electric cooking technologies.
 - Position FSU to access state and federal funding for electrification and workforce training.
- Implement Compost Tea & Integrated Pest Management (IPM) for Sustainable Groundskeeping*
 - Replace synthetic fertilizers with regenerative, biologically active soil amendments.
 - Support pollinator health and native biodiversity across campus green spaces.
 - Reduce staff exposure to chemical pesticides and herbicides.
 - Use campus grounds as a demonstration site for student learning and environmental research.
- Launch a Zero Waste Orientation Program to Build Early Student Engagement*
 - Embed waste reduction behaviors at student move-in and orientation.
 - Reduce landfill waste through education, composting, and recycling programs.
 - Train student Eco-Rep teams to lead peer-to-peer zero waste education.
 - Track waste diversion rates as a visible CAP progress metric.
- Optimize Campus Wayfinding to Support Energy, Equity & Efficiency Goals
 - Reduce unnecessary energy use (lighting, HVAC, elevator trips).
 - Support inclusive design through accessible, multilingual, and ADA-compliant signage.

- Enable better space utilization and scheduling efficiency.

*building on the Current CAP Initiative

Building on the foundation laid by the 2022 Climate Action Plan and the insights from the 2023 Campus Sustainability Needs Assessment, we've aligned our recommendations with key buildings identified in both the space utilization study and the decarbonization roadmap. By weaving these efforts together, a set of high-impact sustainability opportunities emerge—ones that not only respond to FSU's stated priorities, but also strategically target the buildings and systems where investment will yield the greatest environmental, educational, and operational returns.

Assessment to Action: FSU's Evolving Sustainability Story

“We care. We're ready. And we want to be part of the solution.”

- FSU Community

The Needs Assessment surfaced **key themes**:

- A desire for **real-time information** (dashboards, signage, visibility)
- Strong interest in **hands-on learning** and sustainability in coursework
- Calls for **clearer coordination, communication, and shared ownership**
- Passion for **zero waste, clean energy, and climate justice**

Connecting the Dots.

- Each initiative is not a silo—it's a thread in a **campus-wide fabric of decarbonization, equity, and education**.
- **CAP 2.0** can build from these efforts to scale impact, track progress, and engage more people.

Every university's sustainability journey is a living, evolving story—and FSU is no exception. Through the 2023 Needs Assessment, we heard loud and clear that the campus community is ready to go deeper. As we look toward the next evolution of the Climate Action Plan—what we're calling CAP 2.0—there's an opportunity to move beyond disparate efforts and toward a more integrated, real-time narrative. One that not only tracks progress, but connects the dots across initiatives, inspires engagement, and makes the story of sustainability at FSU visible, relatable, and ongoing.



FSU Climate Action Plan 2022: Action 1

Conversion of the Power Plant and Other Upgrades

- **Issue:** The power plant boilers used to use #6 heating oil (very high in GHG emissions)
- **Solution:** convert the power plant to a cleaner burning fuel + disperse generation
- **Accomplishments:** the power plant was converted from #6 oil to natural gas and the underground oil tanks were removed (2013).
 - Goal AY2022-23: Continued maintenance of the natural gas power plant and to explore additional energy savings projects.

Potential Ideas:



- Full electrification pathway
- **Social Cost of Carbon**
- Seek grants



Decarbonization Roadmap

FSU Campus Master Plan



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FSU Climate Action Plan 2022: Action 1 - Conversion of the Power Plant and Other Upgrades

- CAP listed Issue: The power plant boilers used to use #6 heating oil (very high in GHG emissions)
- CAP listed Solution: convert the power plant to a cleaner burning fuel + disperse generation
- CAP listed Accomplishments: the power plant was converted from #6 oil to natural gas and the underground oil tanks were removed (2013).
- Goal AY2022-23: Continued maintenance of the natural gas power plant and to explore additional energy savings projects.

Potential Ideas for Future CAP – Action 1:

- Full electrification pathway (eventual phase-out of combustion entirely as market pricing, incentives, and grid decarbonization allows)
- Social Cost of Carbon: The Social Cost of Carbon is a way to put a dollar value on the long-term damage caused by emitting one ton of carbon dioxide into the atmosphere. It reflects the real costs of climate change – including extreme weather, health impacts, lost agricultural productivity, and sea-level rise. By using the SCC in project and policy decisions, FSU can:
 - Make climate impacts visible in financial terms
 - Compare energy options more fairly

- Prioritize investments that reduce emissions
- Think of it as a tool to account for the true cost of carbon – not just to a budget, but to people, ecosystems, and future generations
- Seek DOE, MASSave or MassCEC grants to explore geothermal or district-scale heat pump conversion



FSU Climate Action Plan 2022: Action 2

Increase Use of Renewable Sources to 25% of Total Purchased Electricity Portfolio

- **Issue:** significant amount of the electricity used at the University is currently produced off site.
- **Solution:** on-going effort to convert our electricity portfolio to allow for a portion of our purchased power to be produced from renewable sources and to reduce our electricity usage.
- **Accomplishments:** reduced energy consumption (lighting controls, personal responsibility, etc)
 - Goal AY2022-23: prioritize the generation of green energy and will consider the purchase of Renewable Energy Credits (RECs) as an additional option
- **Potential Ideas:**
 - Virtual Power Purchase Agreements (VPPAs)
 - **Onsite solar expansion** - like Salem End parking canopy + Larned Hall, McCarthy + Athletic building
 - Partner with Eversource
 - Geothermal systems



Decarbonization Roadmap



State Reps. Jack Lewis, D-Framingham, right, and Priscilla Souts, D-Framingham, present a state proclamation last Friday to Framingham State University President Nancy Naimi after the university unveiled its new solar canopy in its Salem End Parking Lot. Provided by Framingham State University

FSU Climate Action Plan 2022: Action 2 - Increase Use of Renewable Sources to 25% of Total Purchased Electricity Portfolio

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- CAP listed Accomplishments: reduced energy consumption (lighting controls, personal responsibility, etc)
- Goal AY2022-23: prioritize the generation of green energy and will consider the purchase of Renewable Energy Credits (RECs) as an additional option

Potential Ideas for Future CAP – Action 2:

- Negotiate long-term Virtual Power Purchase Agreements (VPPAs) with regional wind/solar developers

- Geothermal systems
- Pursue onsite solar expansion feasibility (rooftops, parking canopies, battery storage for peak shaving) like Salem End parking canopy + Larned Hall, McCarthy + Athletic building
- FSU’s new 720 kW solar canopy over the Salem End Road lot is an excellent demonstration of campus climate leadership—it supplies about 9% of campus electrical demand, avoids fossil energy, and cuts long-term operating expenses. To build on this momentum, we should continue identifying solar-ready rooftops and parking lots campus-wide. The next logical enhancement: pairing future panels with battery storage, which can shave peak demand, balance loads, and boost campus resilience—elevating solar from a clean energy initiative into a strategic decarbonization asset.

Resource: <https://www.framingham.edu/news/fsu-celebrates-new-solar-canopy-state-and-local-officials> The Healey-Driscoll Administration awarded FSU a grant of \$436,000 to support the solar canopy project, which included charging for six electric vehicles and pre-wiring for an additional 10 parking spaces for future EV charging. FSU is estimated to save \$300,000 in electricity costs from its canopy.



FSU Climate Action Plan 2022: Action 3

Effectively Address Transportation Issues Contributing to Emissions + Congestion

- **Issue:** 70% of the University staff, faculty, and students commute to the campus.
- **Solution:** coordination of policy changes in several aspects of campus planning to increase transportation efficiency and reduce emissions.
- **Accomplishments:** carpool decal (AY2010), (4) EV stations (2019), MWRTA direct bus routes, “Ram Tram” service, FSU transportation coordinator
 - Goal AY2022-23: explore policies including converting the campus fleet to electric vehicles and/or to more efficient vehicles, implementing a no-idling policy and exploring ways to reduce emissions/support offsets for study abroad travel. Additional class scheduling and commuting solutions will be considered.

Potential Ideas:



- MassEVIP Fleets Incentives
- **Preferred parking**
- Commuter carpool or gamification apps
- Work-from-home



FSU Climate Action Plan 2022: Action 3 - Effectively Address Transportation Issues Contributing to Emissions + Congestion

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- Goal AY2022-23: explore policies including converting the campus fleet to electric vehicles and/or to more efficient vehicles, implementing a no-idling policy and exploring ways to reduce emissions/support offsets for study abroad travel. Additional class scheduling and commuting solutions will be considered.

Potential Ideas for Future CAP – Action 3:

- Apply for MassEVIP Fleets Incentives or MOR-EV to begin electrifying vehicle fleet
- Create commuter gamification apps that reward low-carbon commuting (MBTA, bike, walk, carpool, etc.)
- Add more frequent and reliable campus shuttle service connecting to MBTA rail.
- Pilot faculty/staff work-from-home policies 1–2 days/week where operationally feasible.
- Expand preferred parking for carpools, EVs, and hybrids. Expanding preferred parking for carpools, EVs, and hybrid vehicles strengthens FSU’s commitment to sustainable commuting. By reserving prime parking spots and promoting cleaner transit options, the university encourages reduced single-occupant vehicle use, lowers campus emissions, and supports Massachusetts’ clean transportation goals. To further amplify this initiative, we recommend updating the FSU Parking webpage to clearly highlight these spots—adding a special ‘Green Parking’ section with map visuals and eligibility criteria. This will improve awareness, drive participation, and reinforce sustainability as a core campus value.

Resources:

<https://rideamigos.com/>

<https://gomasscommute.com/#/>

<https://www.getmiles.com/> [no longer available]

MWRTA – metro west regional transit authority



FSU Climate Action Plan 2022: Action 4

Increase Building Energy Efficiency

- **Issue:** campus buildings are old and not built to today’s standards for energy efficiency.
- **Solution:** improve on-campus structures to decrease energy waste and employ campus-wide policies to make the most efficient use of in-place structures.
- **Accomplishments:** high-efficiency chillers, lighting upgrades, exterior door insulation, window replacement, low flow toilets, energy conscious policies (incl LEED certified reqmt)
 - Goal AY2022-23: LED lights, behavior change (2009 contest), graphic design students for messaging

• **Potential Ideas:**

- Deep-energy audits
- Retro-Commissioning (RCx) programs
- Envelope upgrades
- Tie **academic courses** to energy audit projects



Decarbonization Roadmap

FSU Campus Master Plan



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87

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FSU Climate Action Plan 2022: Action 4 - Increase Building Energy Efficiency

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- Goal AY2022-23: LED lights, behavior change (2009 contest), graphic design students for messaging

Potential Ideas for Future CAP – Action 4:

- Conduct deep-energy audits using ISO 50001 energy management framework.
- Enroll buildings into Mass Save’s Retro-Commissioning (RCx) programs.
- Focus on envelope upgrades (insulation, windows) when major renovations occur.
- Tie academic courses (engineering, sustainability) to energy audit projects for experiential learning: FSU can integrate academic courses with campus energy audits by having students conduct real building assessments—collecting data, analyzing usage, and proposing improvements—as part of coursework in environmental science, engineering, or sustainability. This creates hands-on learning while directly advancing the university’s climate goals.



FSU Climate Action Plan 2022: Action 6

Increase the Use of Alternative Energy Sources

- **Issue:** there are limited on-campus uses of renewable energy sources.
- **Solution:** to continue to increase the ratio of renewable energy sources for our purchased electricity and to actively pursue the feasibility of more renewable energy sources on campus
- **Accomplishments:** PV's added to Athletic Center + McCarthy Center.
 - **Goal AY2022-23:** pursue plans and funding to sustain our current photovoltaic installations and for further photovoltaic installations as well as other sources of renewable energy.
- **Potential Ideas:**
 - Solar PV canopies
 - Geothermal
 - **Air source heat pumps**
 - Feasibility grants or government funding



Decarbonization Roadmap



FSU Climate Action Plan 2022: Action 6 - Increase the Use of Alternative Energy Sources

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- CAP listed Solution: to continue to increase the ratio of renewable energy sources for our purchased electricity and to actively pursue the feasibility of more renewable energy sources on campus
- CAP listed Accomplishments: PV's added to Athletic Center + McCarthy Center.
- Goal AY2022-23: pursue plans and funding to sustain our current photovoltaic installations and for further photovoltaic installations as well as other sources of renewable energy.

Potential Ideas for Future CAP – Action 6:

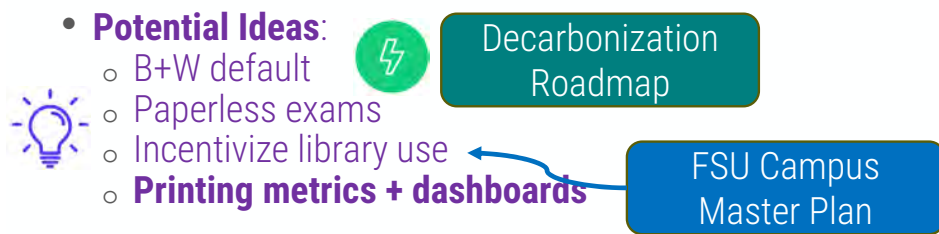
- Continue with solar PV canopies on parking lots (high visibility, good PR).
- Add smaller rooftop solar pilot on residence halls.
- Evaluate opportunities for ground / air source heat pumps on athletic fields: Air source heat pumps are a cost-effective, low-carbon solution for campus heating and cooling—especially in buildings that don't require full HVAC overhauls. They reduce reliance on fossil fuels, significantly cut greenhouse gas emissions, and offer long-term operational savings. FSU can prioritize these systems in future renovations or targeted building upgrades, especially where electric infrastructure already exists or where window units and oil boilers are due for replacement.
- Apply for MASSave or MassCEC feasibility grants or IRA federal funding (campus clean energy demonstration projects).



FSU Climate Action Plan 2022: Action 8

Reduce Paper and Toner Use by 30%

- **Issue:** global deforestation has contributed significantly to climate change + the release of GHG's (Genetically engineered forests -> plant toxins -> pesticide resistant trees)
- **Solution:** to reject products that contribute to this environmental degradation.
- **Accomplishments:** recycled paper only policy, online assignments, "print less" request
 - Goal AY2022-23: explore additional ways to consolidate our printing devices and to continue to encourage a decrease in paper use.



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89

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FSU Climate Action Plan 2022: Action 8 - Reduce Paper and Toner Use by 30%

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- Goal AY2022-23: explore additional ways to consolidate our printing devices and to continue to encourage a decrease in paper use.

Potential Ideas for Future CAP – Action 8:

- Continue w double-sided, black-and-white default campus-wide.
- Shift to paperless assignments + e-exams where possible.
- Incentivize library use and digital course packs in place of printed textbooks.
- Track printing metrics by department and post transparency dashboards. A campus-wide printing dashboard provides real-time insights into page counts, color vs. black-and-white usage, and double-sided printing rates. By making this data visible to individuals and departments, FSU can encourage more mindful printing habits, reduce unnecessary paper and toner use, and support measurable progress toward sustainability goals. Dashboards also help IT and procurement teams identify high-usage areas, set reduction targets, and optimize printer fleets across campus.



FSU Climate Action Plan 2022: Action 9

Decrease Campus Water Use

- **Issue:** the world faces a global shortage of potable water.
- **Solution:** implement policies that promote water conservation + provide educational tools to occupants to promote the urgency of this issue, + remedies to address.
- **Accomplishments:** new automatic water sensors that turn off sprinklers when adequate moisture, tray-less dining areas created significant water savings, composting
 - Goal AY2022-23: All new construction will consider incorporating rainwater collection, reuse of gray water, and low flow fixtures. continue to decrease water use through conservation methods across campus and improvements in dining services.

- **Potential Ideas:**



- Smart metering
- Low-flow retrofits
- Rainwater for irrigation. Cisterns for flushing
- **Water footprint literacy in sustainability curriculum**

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- Goal AY2022-23: All new construction will consider incorporating rainwater collection, reuse of gray water, and low flow fixtures. continue to decrease water use through conservation methods across campus and improvements in dining services.

Potential Ideas for Future CAP – Action 9:

- Install smart metering for water use in buildings.
- Record detailed usage data (hourly, daily, etc.)
- Detect leaks or abnormal spikes
- Allow for remote monitoring and alerts
- Integrate with building dashboards and campus-wide energy management systems
- Phase in low-flow retrofits for all dormitories (showers, toilets, faucets).
- Capture rainwater for non-potable uses like irrigation. Cisterns for flushing.

- Include water footprint literacy in sustainability curriculum. A water footprint curriculum helps students understand how everyday choices—like food, clothing, and energy—consume hidden volumes of water. By integrating this into coursework and pairing it with public-facing dashboards that show real-time campus water use, FSU can connect individual behavior to institutional impact, encouraging conservation and building a culture of shared sustainability awareness.



FSU Climate Action Plan 2022: Action 10

Make More Efficient Use of Flexible Scheduling

- **Issue:** it is often inconvenient for students and faculty to schedule their classes in a manner that is time and energy efficient. This often leads not only to commuting to school every weekday, but often several trips/times per day. It also renders carpooling an inconvenient option.
- **Solution:** to approach the class schedule from a holistic perspective allowing for more efficient use of under used scheduling blocks, more flexibility in course rqmts outside the major + incorporation of more hybrid + online courses.
- **Accomplishments:** hybrid/online classes
 - Goal AY2022-23: continue to develop and encourage methods for flexible scheduling, offering the students + faculty an opportunity to decrease their commuting days.



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- CAP listed Solution: to approach the class schedule from a holistic perspective allowing for more efficient use of under used scheduling blocks, more flexibility in course rqmts outside the major + incorporation of more hybrid + online courses.
- CAP listed Accomplishments: hybrid/online classes
- Goal AY2022-23: continue to develop and encourage methods for flexible scheduling, offering the students + faculty an opportunity to decrease their commuting days.

Potential Ideas for Future CAP – Action 10:

- Expand block scheduling to reduce number of campus travel days.

- Incentivize hybrid/online delivery for core and gen-ed classes.
- Offer compressed semester models for certain majors to cluster in-person courses.
- Compressed semester models cluster in-person classes into fewer days per week or shorter terms—reducing commuting frequency, lowering building energy use, and creating scheduling flexibility that supports both sustainability and student well-being. They also open opportunities for hybrid learning, internships, or community-based projects during off-days, enriching the academic experience while cutting emissions.
- Partner with state on telework tax credits or commuter subsidies.



FSU Climate Action Plan 2022: Action 11

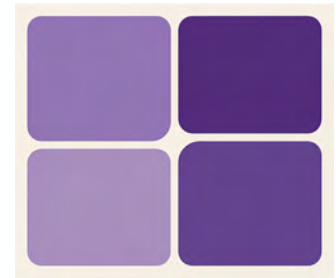
Increase Campus Computer Efficiency

- **Issue:** computer technology has a significant impact on the energy demands of the University.
- **Solution:** implement policies that will assess current practices, and to incorporate efficient and cost-effective computer services campus-wide.
- **Accomplishments:** “cross-functional” team within Information Technology Services (ITS) has initiated a plan that will address ways to reduce printing, reduce power consumption, and evaluate the life cycle and management of hardware. IT has activated the power management (or “sleep”) features on desktop computers.
 - Goal AY2022-23: continue to evaluate the most energy and cost effective ways to coordinate IT campus wide.

- **Potential Ideas:**
 - Energy Star
 - Power management
 - **Cloud services**
 - Auto-sleep



Decarbonization
Roadmap`



FSU Climate Action Plan 2022: Action 11 - Increase Campus Computer Efficiency

- CAP listed Issue: computer technology has a significant impact on the energy demands of the University.
- CAP listed Solution: implement policies that will assess current practices, and to incorporate efficient and cost-effective computer services campus-wide.
- CAP listed Accomplishments: “cross-functional” team within Information Technology Services (ITS) has initiated a plan that will address ways to reduce printing, reduce power consumption, and evaluate the life cycle and management of hardware. IT has activated the power management (or “sleep”) features on desktop computers.

- Goal AY2022-23: continue to evaluate the most energy and cost effective ways to coordinate IT campus wide.

Potential Ideas for Future CAP – Action 11:

- Replace aging equipment with Energy Star certified models.
- Implement PC power management software campus-wide.
- Migrate to cloud services powered by renewable energy providers.
- Set computers to auto-sleep after 10 minutes idle.
- While auto-sleep and ENERGY STAR are good baselines, FSU can push further by piloting circular IT purchasing, thin-client systems in shared spaces, and student-run computer lab audits. These strategies reduce emissions and waste while providing real-world sustainability learning opportunities. Integrating IT efficiency into broader campus planning also aligns FSU’s digital infrastructure with its climate and operational goals.



FSU Climate Action Plan 2022: Action 12

Make Campus Ground Keeping More Eco-Friendly

- **Issue:** grounds keeping can be very energy-use intensive because of the use of motorized equipment. Application of chemicals, potable water, and synthetic fertilizers.
- **Solution:** promote environmentally responsible practices + schedule activities that do not conflict with classroom activities, while supporting the health + wellbeing of all.
- **Accomplishments:** hand weeding and support of native plant species, converting grass ground cover to alternatives that are more environmentally friendly
 - Goal AY2022-23: continue to replace areas of grass cover with alternative environmentally friendly ground cover reducing fuel use, noise and air pollution, while promoting eco-friendly habitat.

- **Potential Ideas:**



- **Electric-powered mowers, blowers**
- Native plantings
- Compost teas + integrated pest management (IPM)
- Raingardens + low impact development (LID) strategies

FSU Campus Master Plan



FSU Climate Action Plan 2022: Action 12 - Make Campus Ground Keeping More Eco-Friendly

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conflict with classroom activities, while supporting the health + wellbeing of all.

- CAP listed Accomplishments: hand weeding and support of native plant species, converting grass ground cover to alternatives that are more environmentally friendly
- Goal AY2022-23: continue to replace areas of grass cover with alternative environmentally friendly ground cover reducing fuel use, noise and air pollution, while promoting eco-friendly habitat.

Potential Ideas for Future CAP – Action 12:

- Transition campus lawns to Native plantings
- Compost teas + integrated pest management (IPM)
- Raingardens + low impact development (LID) strategies
- Electric-powered mowers, blowers. Switching to electric-powered mowers and blowers eliminates on-site fossil fuel use, significantly reducing both greenhouse gas emissions and local air pollutants like particulate matter and carbon monoxide. These tools also operate much more quietly, improving the campus environment for students, staff, and wildlife. Combined with renewable electricity sources, they make FSU's groundskeeping practices cleaner, safer, and fully aligned with the university's climate action goals.



FSU Climate Action Plan 2022: Action 13

Establish Environmentally Conscious Purchasing Policies

- **Issue:** there was no official mandate that governed a purchasing policy campus-wide with regard to environmental responsibility.
- **Solution:** adopt a campus policy (2008), which mandated that all purchases over a certain threshold must, at a minimum, consider the cost benefit as well as the environmental benefit of any reasonably available sustainable alternatives.
- **Accomplishments:** A buy local directive also was initiated. One significant change that resulted is that the University purchases green graduation gowns.
 - Goal AY2022-23: To re-enforce and consider updating the sustainable purchasing policy to consider sustainable alternatives in major campus purchases.

- **Potential Ideas:**



Decarbonization
Roadmap



- Green Procurement Scorecard (EPEAT + Energy Star)
- **Third-Party Certifications** (Cradle to Cradle, FSC, Green Seal)
- Train purchasing staff on sustainable procurement standards



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- Goal AY2022-23: To re-enforce and consider updating the sustainable purchasing policy to consider sustainable alternatives in major campus purchases.

Potential Ideas for Future CAP – Action 13:

- Develop a Green Procurement Scorecard for major campus purchases.
- Require EPEAT and Energy Star certifications for all electronics.
- Train purchasing staff annually on evolving sustainable procurement standards.
- Use Third-Party Certifications (Cradle to Cradle, FSC, Green Seal) where applicable. Using third-party certifications like Cradle to Cradle, FSC, and Green Seal ensures that FSU purchases products verified for environmental responsibility, material health, and ethical sourcing. These certifications simplify procurement decisions, reduce harmful exposures, and align campus purchasing with broader sustainability and climate goals.

Resources: <https://epeat.net/>

FSU Climate Action Plan: Actions

- **Action 1-6** deal primarily with both structural investment and policy matters that have a direct correlation to reducing both CO2 emissions and energy demands.
- **Actions 7-13** are more policy oriented, addressing the need to conserve and protect all campus natural resources. These actions mandate little if any financial cost to the University but suggest lifestyle changes that can enhance the sustainable programs of the University.
- **Actions 14-15** promote the importance of the educational aspects essential for the plan to be comprehensive, holistic and representative; thus, allowing it to fulfill its pedagogical objective.



FSU Climate Action Plan 2022: Action 14



Create a Campus Forum for Discussion of Sustainable Policies

- **Issue:** there was not a uniform forum that allowed for easy and effective access to campus environmental policy or to allow for effective exchange of ideas.
- **Solution:** appointment of a sustainable policies coordinator position and the creation of a forum that could co-coordinate the entire Climate Action Plan.
- **Accomplishments:** reviving the Campus Sustainability Conversations group, book clubs, community garden.
 - Goal AY2022-23: continue support + engage a broad group of FSU community members around sustainability practices + curriculum developments that prioritize issues of climate justice.
- **Potential Ideas:**
 - Quarterly campus-wide town halls
 - **CAP Progress Reports**
 - Sustainability liaisons for course credit (Green Team)

FSU Campus
Master Plan



FSU Climate Action Plan 2022: Action 14 - Create a Campus Forum for Discussion of Sustainable Policies

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Potential Ideas for Future CAP – Action 14:

- Quarterly campus-wide town halls
- Sustainability liaisons for course credit
- CAP Progress reports - continuing with publishing regular Climate Action Plan (CAP) progress reports builds transparency, accountability, and momentum across campus. These updates help track measurable GHG outcomes, celebrate success stories, and keep students, staff, and leadership aligned around FSU's sustainability goals and the original CAP initiatives.
- Reinvigorate the Sustainability Council with student, faculty, admin, and community representation.
- Leverage Student Government to appoint sustainability liaisons (Green Team).



FSU Climate Action Plan 2022: Action 15

Establish an Interdisciplinary Curriculum which Allows Each Department to Play an Active Role in the Creation and Implementation of the Climate Action Plan

- **Issue:** there are many approaches to addressing climate change and climate justice which are often viewed as unrelated.
- **Solution:** provide access for each department to become involved in the discussion, contributions, and applications of this plan.
- **Accomplishments:** A significant curriculum change came about in AY 21 – 22, as the Department of Geography and the Department of Physics and Earth Science merged to form the Department of Environment, Society, and Sustainability (ESS). A new Sustainable Food Systems minor.
 - Goal AY2022-23: expand and integrate conversation and action around climate justice and sustainability across disciplines

- **Potential Ideas:**



- **Environmental Literacy graduation requirement**
- Climate action internships
- Climate + Social Justice Research Clusters
- Student-applied climate solutions projects

Decarbonization
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Potential Ideas for Future CAP – Action 15:

- Create climate action fellowships or internships tied to campus operations.
- Support cross-departmental Climate & Social Justice Research Clusters.
- Offer seed funding for faculty-led, student-applied climate solutions projects.
- Environmental Literacy graduation requirement. An environmental literacy graduation requirement ensures all FSU students, regardless of major, develop a foundational understanding of climate, ecology,

Sustainability Assessment | Soden Sustainability and sustainability. This prepares graduates to make informed decisions in their careers and communities, aligning academic outcomes with the university's climate and justice commitments.

FSU Sustainability

“At FSU, sustainability is not just a talking point – it is a core value”

- Nancy Niemi, Framingham State President

<https://www.metrowestdailynews.com/story/news/education/campus/2025/04/08/framingham-state-university-unveils-new-solar-canopy-salem-end-parking-lot/82882433007/>

STUDIO ENÉE architects



58

FSU MASTER PLAN WORKSHOP #5 | 6.25.2025

Appendix C: Utilization

Utilization Overview and Inputs

How best to determine existing and future space needs

- 21 documents reviewed
 - 2024 report from Rickes Associates lays out high-level recommendations for classrooms, labs, and workspace
- Campus walkthroughs
 - March full-campus walkthroughs x2
 - May classroom-space walkthrough
- Student, faculty, and staff surveys
- 2 FSU utilization workshops



FSU MASTER PLAN WORKSHOP #4 | 6.11.2025

Adding Value

Best use of existing and new space information to help accomplish FSU's goals

- Focus on Rickes Study at a strategic level
 - Organize inputs (Rickes findings) and outputs (E+P findings)
 - Support FSU's goal to focus on classrooms
- Identify **forward-thinking** and **exciting** opportunities for using existing space
- Reflect these ideas in our programming and alternatives phases of the master plan process

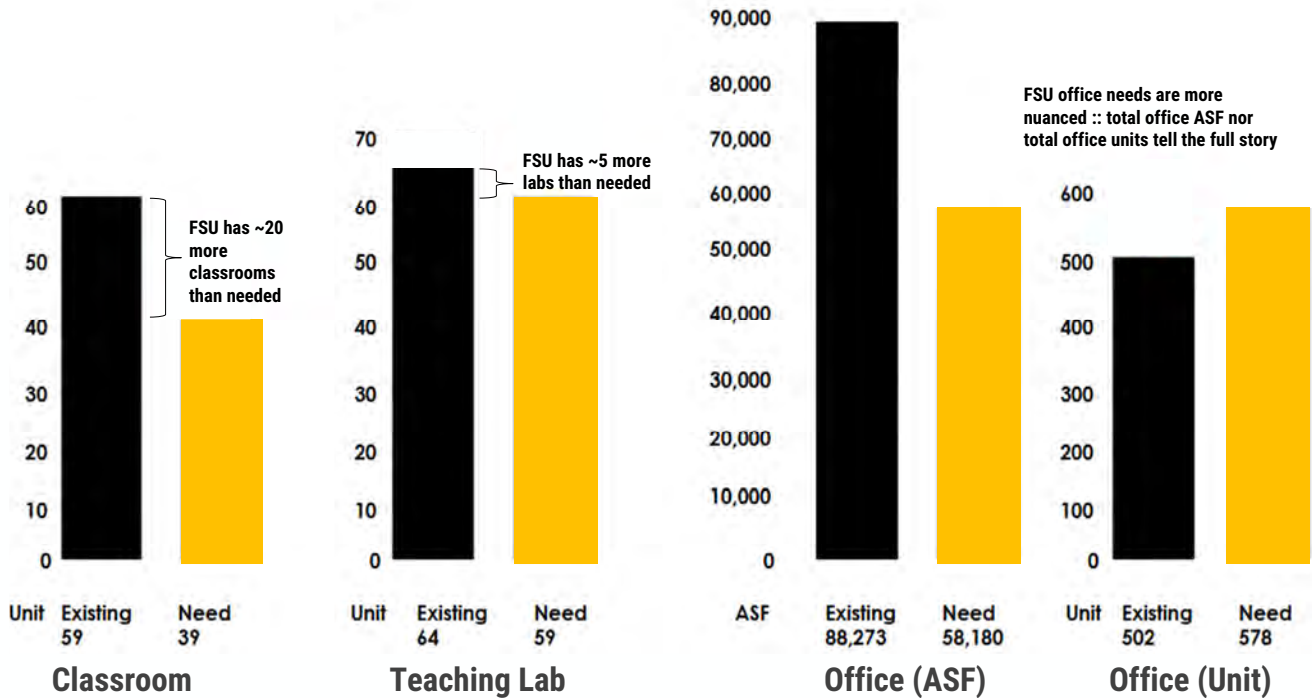


Overall Findings

Summary of the 2024 Rickes Associates assessment of campus space

- **Classrooms ::**
 - FSU has more classrooms than are needed
 - Classrooms sizes do not match the enrollment sizes needed
- **Teaching Labs ::**
 - FSU has more labs than are needed, but only marginally so
- **Offices ::**
 - FSU has more square footage assigned to offices than they need

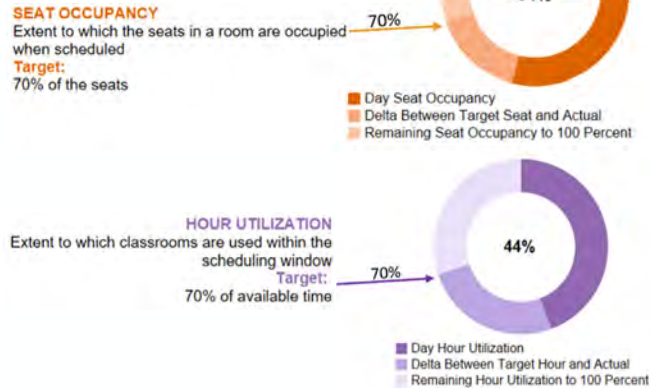
Overall Findings



Data on this slide from Rickes Associates

Output :: Classroom Occupancy

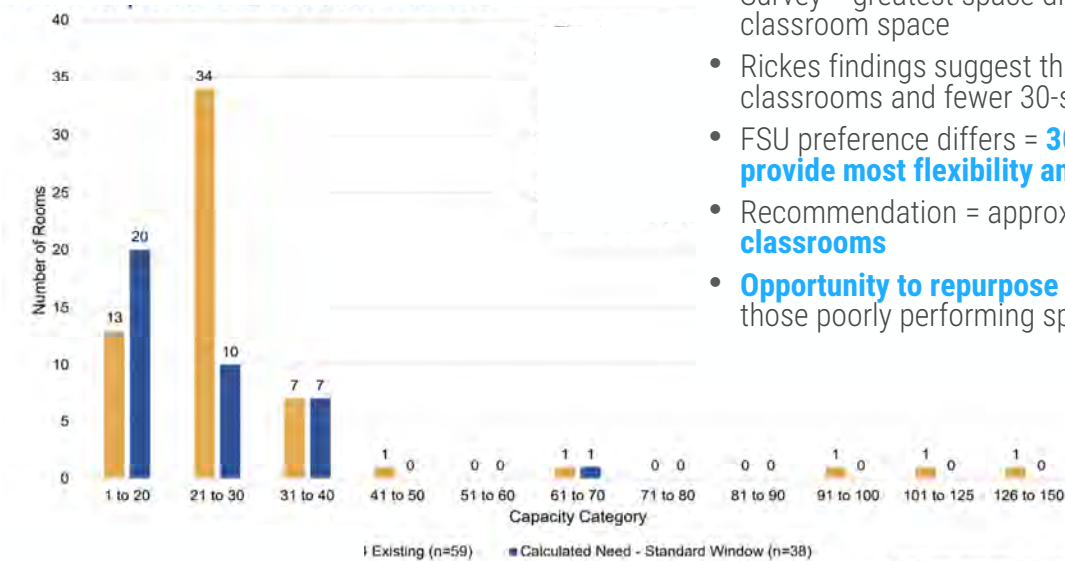
- Of the 59 classrooms, **41 fall significantly short of the 70% target utilization**
- Most utilized classrooms include CC 415; HA430, 534; HH 201, 405, 407; MA111B; WL 208
- Most seat-occupancy classrooms include DH 303, HH 302, MA 213



Graphics on this slide courtesy of Rickes Associates

Output :: Classroom Data

Recommendations



Graphics on this slide courtesy of Rickes Associates

- Total existing 1-30-seat classrooms = **47**
- Survey = greatest space dissatisfaction is with classroom space
- Rickes findings suggest that FSU needs more small classrooms and fewer 30-seat classrooms
- FSU preference differs = **30-seat classrooms provide most flexibility and are preferred**
- Recommendation = approx. **30 total 30-seat classrooms**
- Opportunity to repurpose classrooms** (focus on those poorly performing spaces)

Output :: Classroom Data

New Classroom Data Repository

- Based on FSU's goal to study classrooms more in-depth, the master plan team conducted a separate walkthrough to:
 - Visit each classroom on campus
 - Record data about each classroom including number of seats, furniture type, and technology presence
- An Excel document was created to record this information
- The Excel document can be updated with new or additional information

Output :: Classroom Data

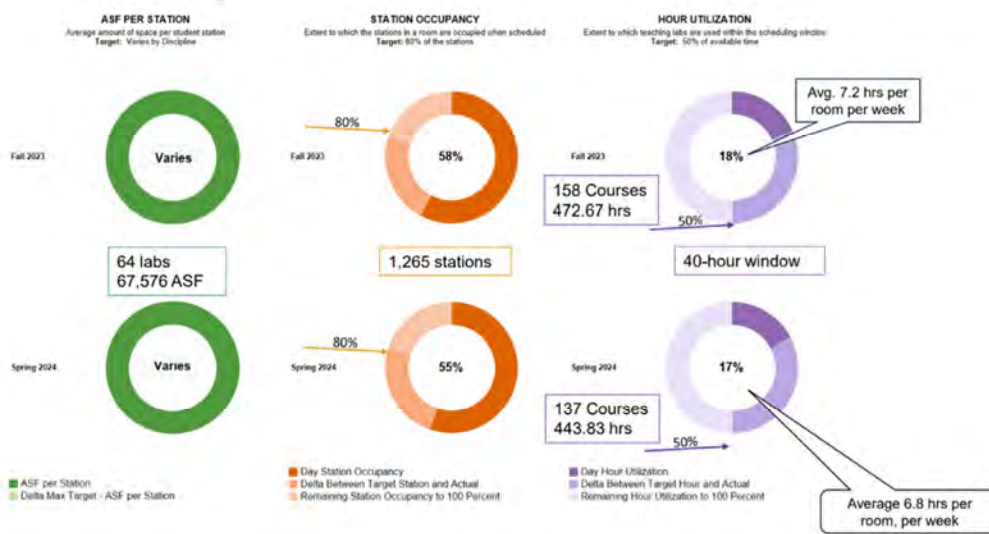
New Classroom Data Repository

Name	Applied AS?	FCSH	Max Occupancy	Floor	Lighting	Ceiling	Screen	Projector	Whiteboard	Blackboard	Sound	Furniture	Other room features	Column/light obstructions	Location	Relative to Building 9	Note
HH 101	400	100	30														
MA 316	100	10/F															Seminar room, not part of the inventory.
CC 415	925	110	30	x	x	3 R	RD	F	M1, F1		x						5
CC 417	925	110	30	x	x	3 R	RD	F	M1, F2		x						5
CC 419	925	110	30	x	x	3 R	RD	F	M1, F2		x						5
DH 104	640	110	24/30	x	x	3 H	RD	F	M1		F1						5
DH 105	1141	110	30/50	x	x	2 R	FTV2	-	M1		F1		x				3
DH 303	681	110	32/30	x	x	3 H	RD	F	M1		F1	x					5
DH 304	455	110	24/30	x	x	3 H	RD	F	M1		F1	x					5
DH 315	633	110	27/30	x	x	3 H	RD	F	F1		-	x					4
DH 317	651	110	30/30	x	x	3 H	RD	F	M1		F1	x					5
DH 326	486	110	30/30	x	x	3 H	RD	F	M1		F1	x					5
HA 132	1594	110	142/149	x	x	1 H	RD	F	F3, M1		-	x	x				2
HA 136	1422	110	102	x	x	3 H	RD	F	F2, M1		x	x					2
HA 325	579	110	30/30	x	x	1 R	RD	F	-		F2	x					4
HA 327	586	110	27/30	x	x	1 R	RD	F	-		F2	x					4
HA 329	579	110	28/30	x	x	1 R	RD	F	-		F2	x					4
HA 338	585	110	30	x	x	1 R	RD	F	-		F2	x					4
HA 352	324	110	12/12	x	x	2 R	TV	-	M1		F3	-	x	x			3
HA 419	580	110	30			2 R	RD	F	-		F3	x					3
HA 421	583	110	34/30			2 R	RD	F	-		F3	x					3
HA 423	579	110	24/30	x	x	1 R	RD	F	-		F3	x					4
HA 425	110	18/-		x		2 R	RD	-			F3		x				3
HA 430	586	110	24/30	x	x	1 R	RD	F	-		F3	x					4
HA 501	567	110	32/20	x	x	2 R	RD	F	-		F3	x					3

Output :: Teaching Labs

Recommendations

- Total teaching labs = **64**
- FSU preference = **need some lab upgrades and some additional specialized spaces (like tissue labs)**
- Recommendation = **keep existing total number of labs**
- Opportunity = **look for opportunities to upgrade selective labs and add a few specialized spaces**



Graphics on this slide courtesy of Rickes Associates

Inputs :: Office Space

Personnel Category	Headcount	Calculated ASF
Executive	1	220
Senior Administration	16	2,880
Faculty and Professional	321	38,520
Technical/Paraprofessional	276	16,560
No Assigned Space	55	N/A
Grand Total	669	58,180

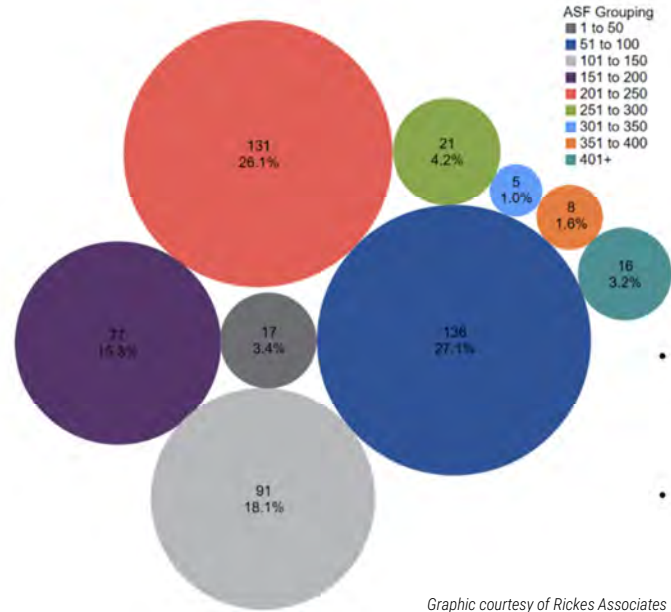
Source: Framingham State University

- Total existing employees= **578 full-time equivalency (FTE)/669 headcount (HC)**
- Existing offices = **502 office units**
- Metrics to discuss =
 - An **office** is a geographic unit bounded by walls and a door
 - A **workstation** is a desk/chair/technology enabled space

Output :: Office Space

Comparison of ASF Groupings by Number of Offices Spaces

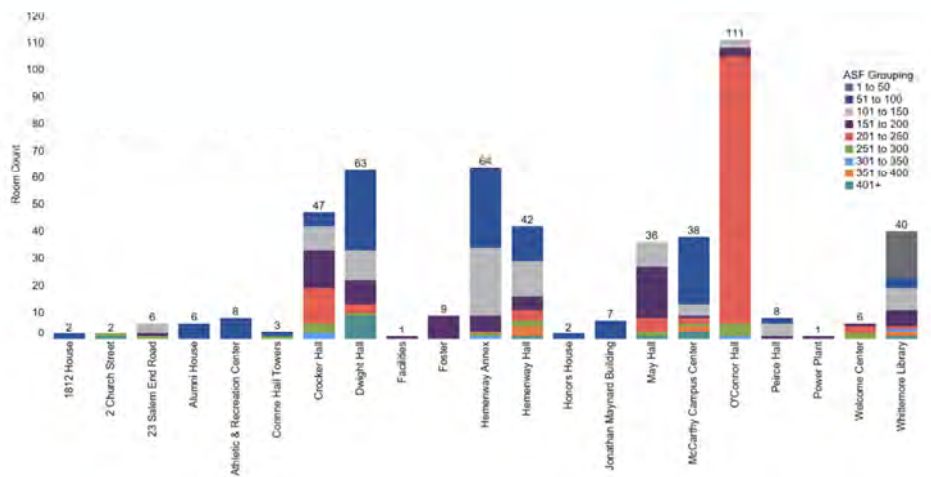
- This bubble diagram represents office sizes on campus
- The navy and orange bubbles show the majority of offices ::
 - The navy depicts offices that are between 51-100 ASF
 - The orange depicts offices that are between 201-250 ASF



Output :: Office Space

Existing ASF Grouping by Building

- There are 502 total offices on campus
- O'Connor Hall has the greatest number of offices in one building at 111 offices
- Of the 21 buildings surveyed, 13 have 9 or fewer offices





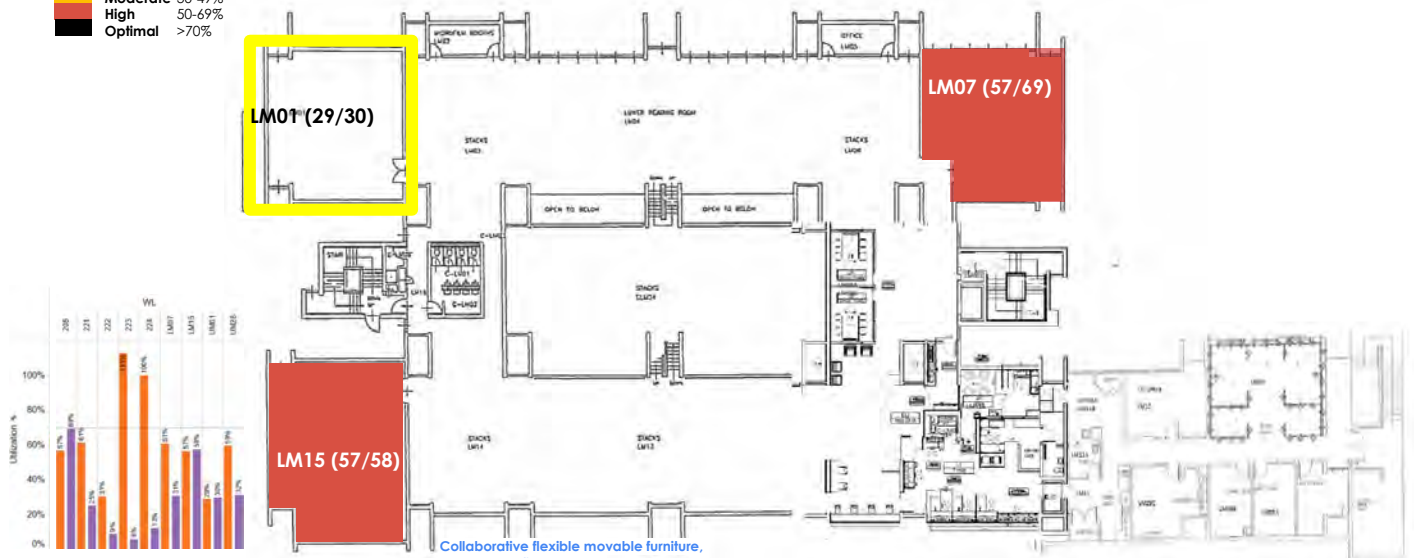
Whittemore Library_LM

Room # (seat occupancy rate %/Utilization rate %)

*Based on utilization rate %

- Low < 30%
- Moderate 30-49%
- High 50-69%
- Optimal >70%

Flexible movable furniture, technology, carpet, whiteboard



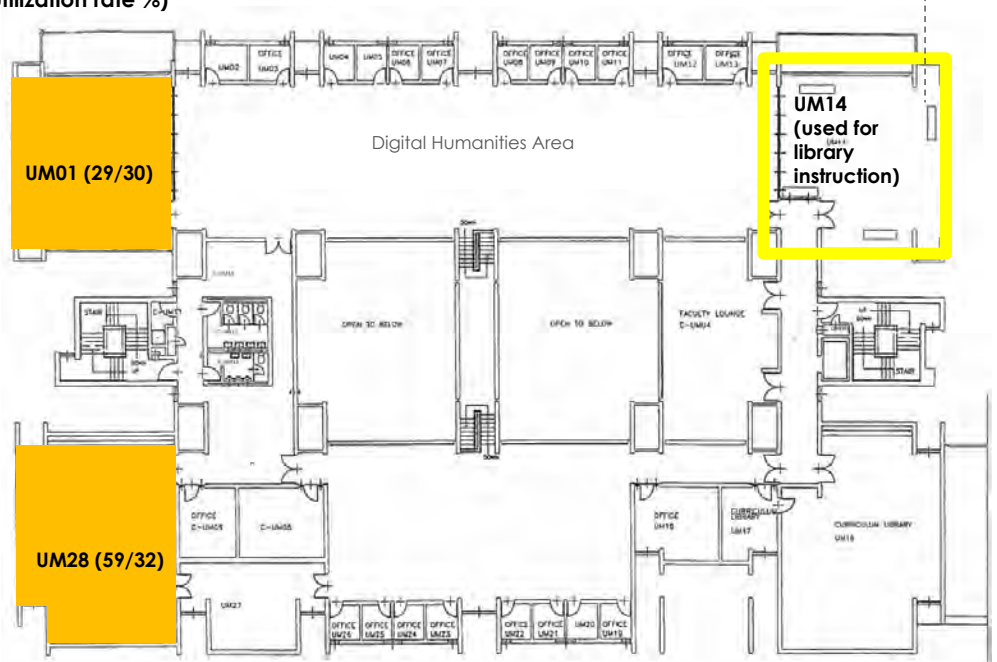
Whittemore Library_UM

Room # (seat occupancy rate %/Utilization rate %)

*Based on utilization rate %

- Low < 30%
- Moderate 30-49%
- High 50-69%
- Optimal >70%

Flexible movable furniture, movable screen, carpet



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Utilization Workshop | 5.16.2025

Whittemore Library_2

Room # (seat occupancy rate %/utilization rate %)

*Based on utilization rate %

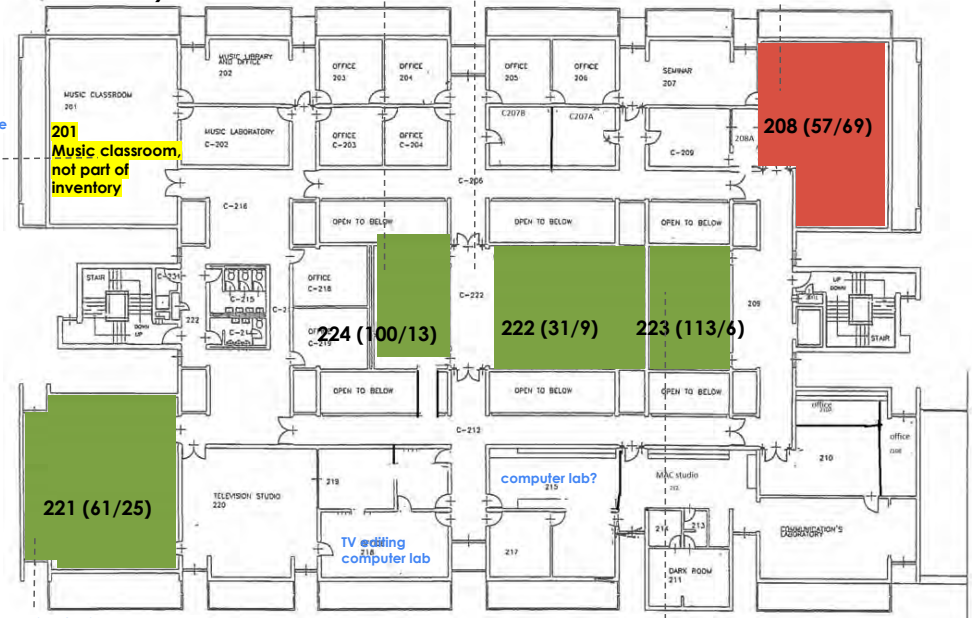
- Low < 30%
- Moderate 30-49%
- High 50-69%
- Optimal >70%

Movable chairs (non stackable office style), technology, carpet

Tiered floor, fixed desk, non stackable chairs, technology, whiteboard, carpet, piano

Movable chairs on casters, technology, carpet, blackboard

Movable chairs on casters (office style), technology, carpet blackboard



Flexible furniture, technology black/whiteboards, carpet

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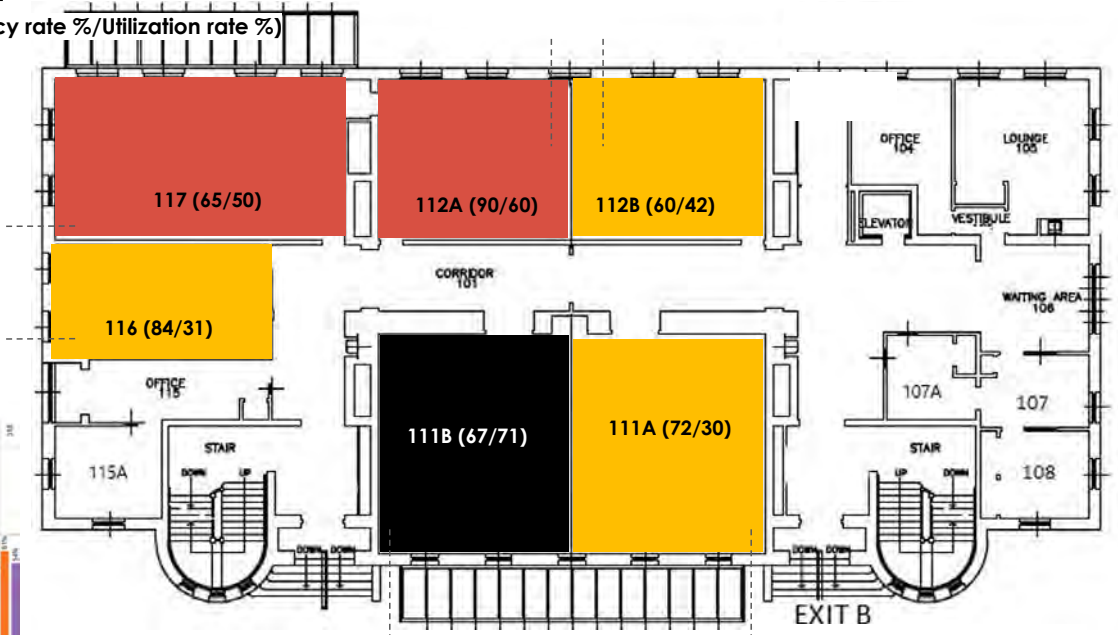


May Hall_1

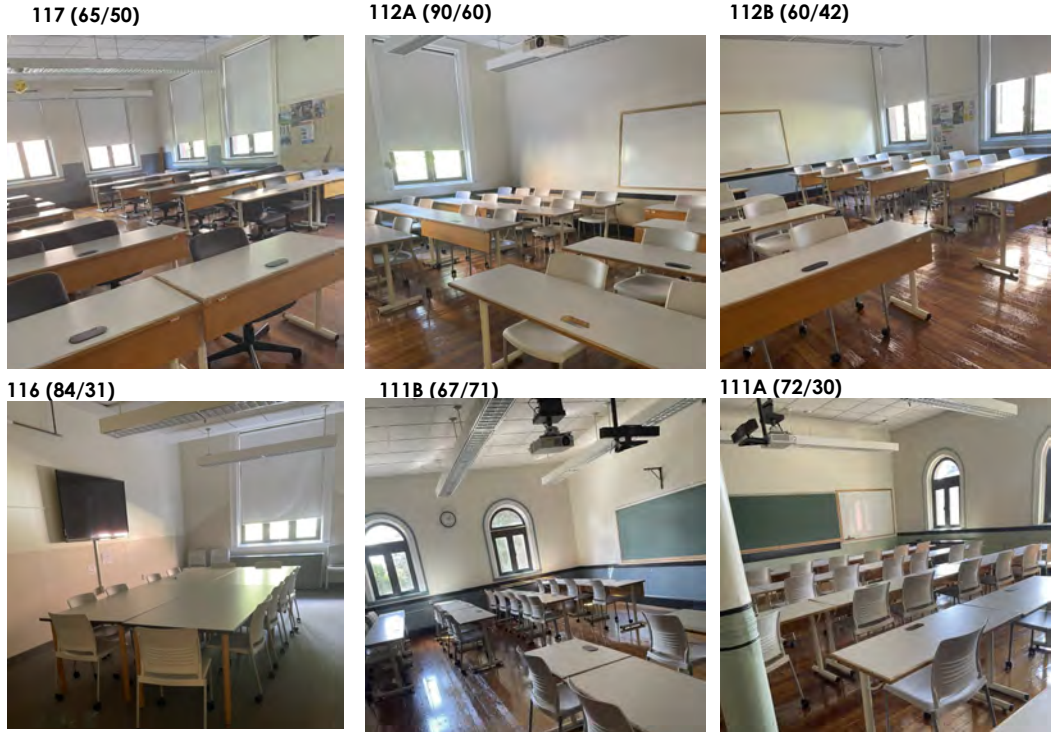
Room # (seat occupancy rate %/Utilization rate %)

*Based on utilization rate %

- Low < 30%
- Moderate 30-49%
- High 50-69%
- Optimal >70%



May Hall_1



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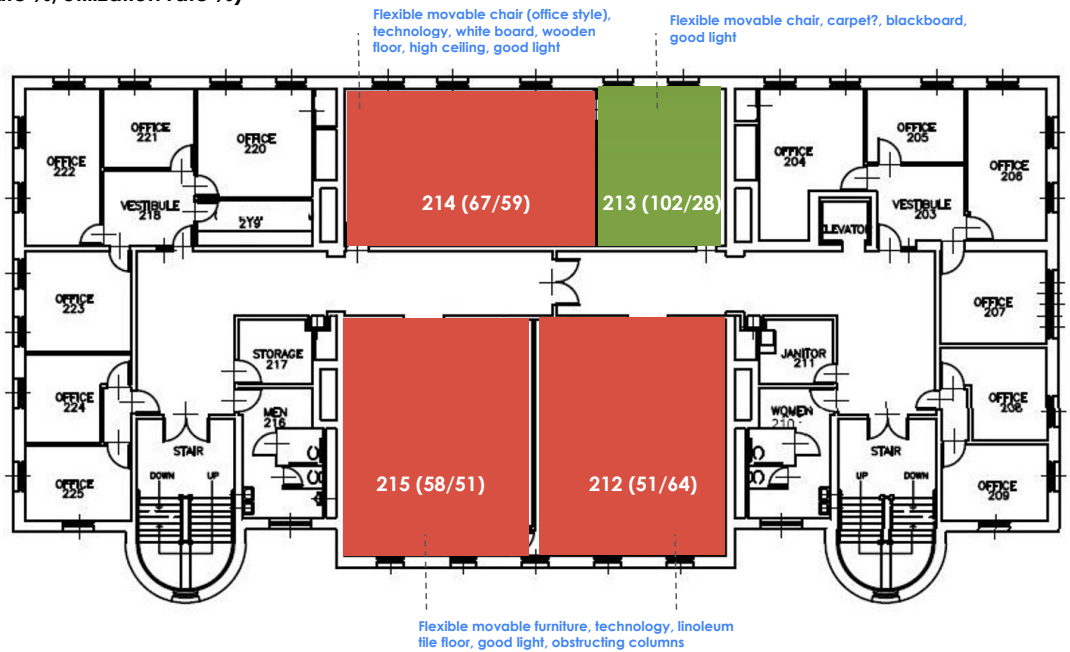
Utilization Workshop | 5.16.2025

May Hall_2

Room # (seat occupancy rate %/Utilization rate %)

*Based on utilization rate %

- Low < 30%
- Moderate 30-49%
- High 50-69%
- Optimal >70%



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May Hall_3

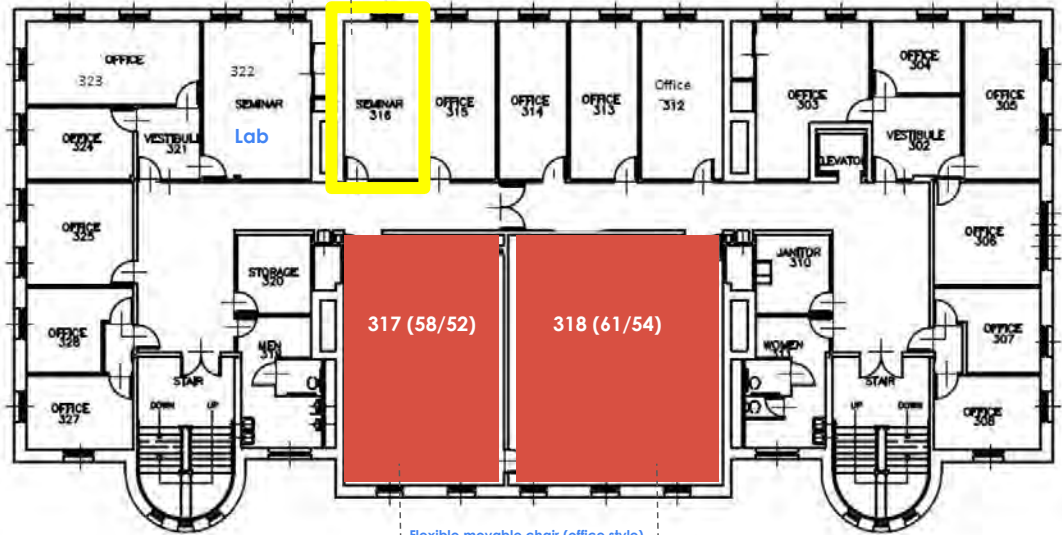
Room # (seat occupancy rate %/Utilization rate %)

*Based on utilization rate %

- Low < 30%
- Moderate 30-49%
- High 50-69%
- Optimal >70%

Lab, not classroom?
Inflexible furniture, carpet, technology, to be organized, currently used as storage?

Flexible movable furniture, carpet, backboard



Flexible movable chair (office style), technology, black/white board, carpet floor, good light

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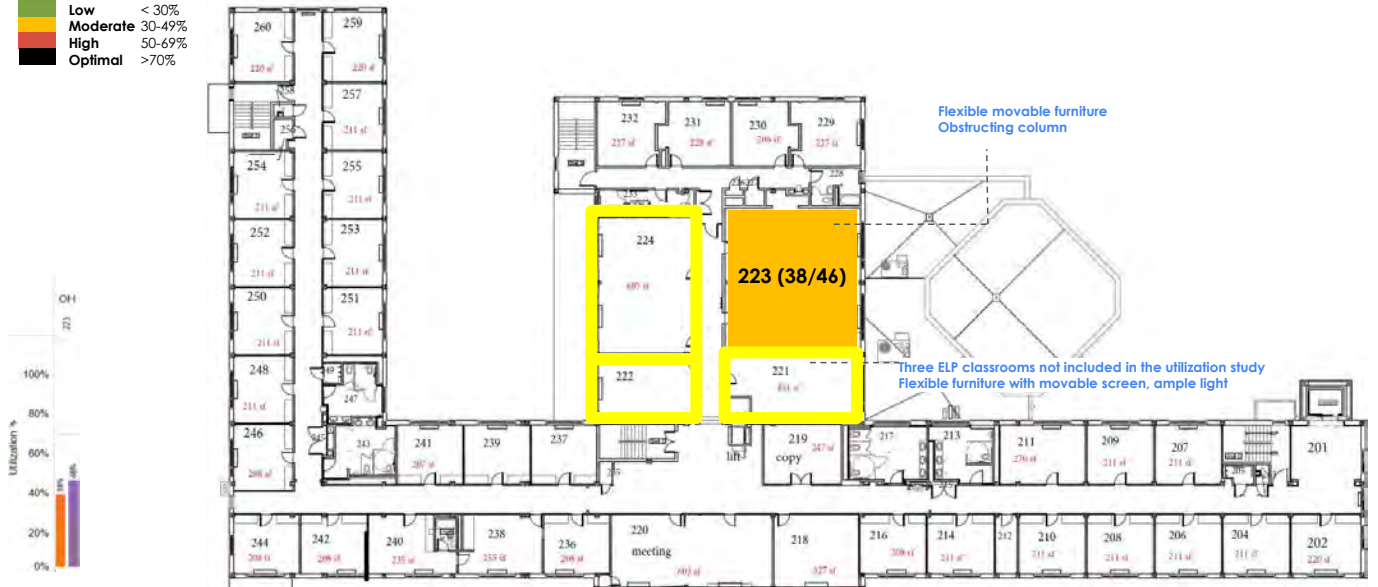
O'Connor Hall (1)

O'Connor Hall_2

Room # (seat occupancy rate%/Utilization rate %)

*Based on utilization rate %

- Low < 30%
- Moderate 30-49%
- High 50-69%
- Optimal >70%

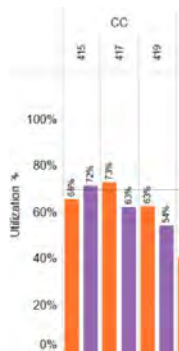




McCarthy Campus Center_4

Room # (seat occupancy rate %/Utilization rate %)

*Based on utilization rate %<





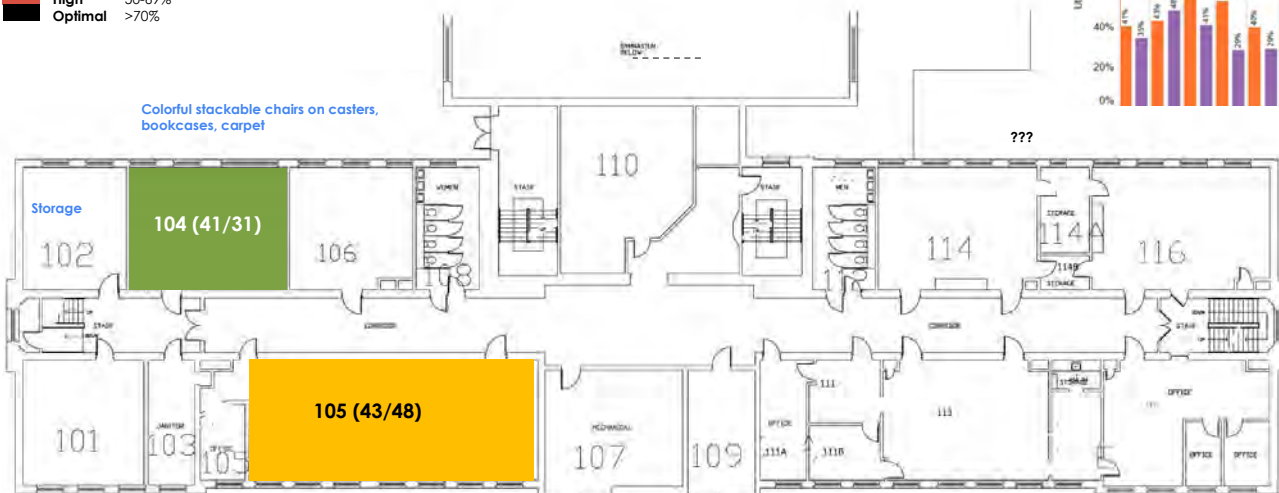
Dwight Hall (7)

Dwight Hall_1

Room # (seat occupancy rate%/Utilization rate %)

*Based on utilization rate %

- Low < 30%
- Moderate 30-49%
- High 50-69%
- Optimal >70%



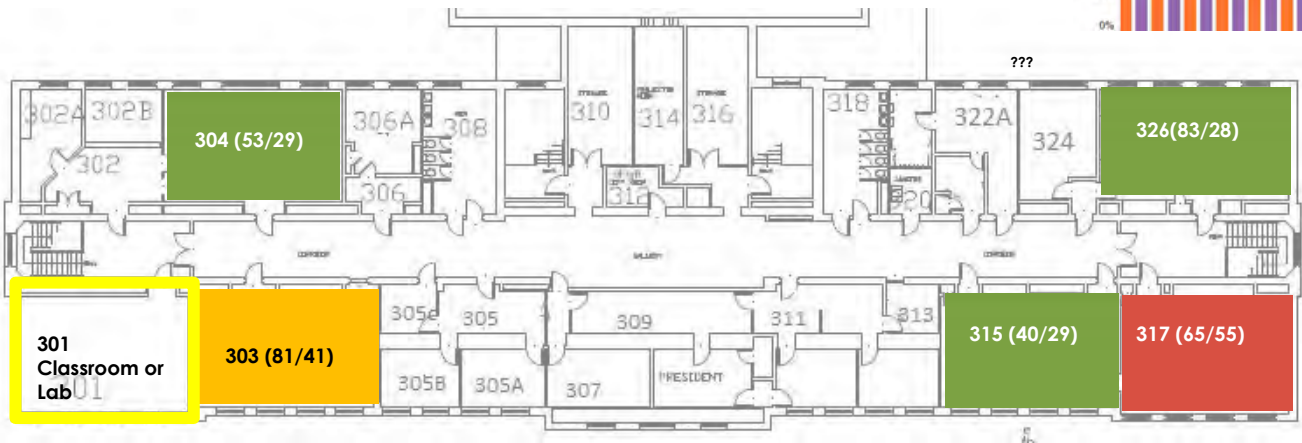
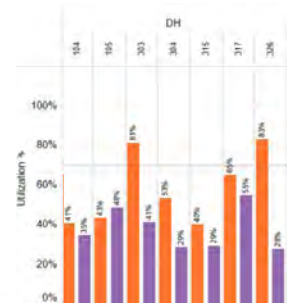
Tired floor, linoleum tile, inflexible table chair

Dwight Hall_3

Room # (seat occupancy rate%/Utilization rate %)

*Based on utilization rate %

- Low < 30%
- Moderate 30-49%
- High 50-69%
- Optimal >70%





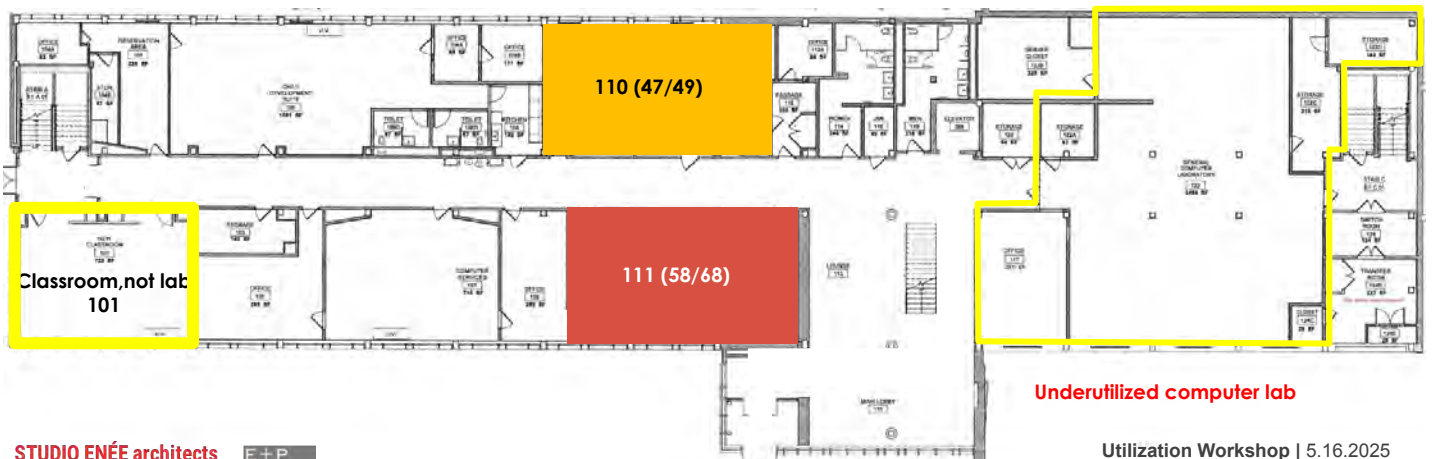
Hemenway Hall (12)

Hemenway Hall_1

Room # (seat occupancy rate %/Utilization rate %)

*Based on utilization rate %

- Low < 30%
- Moderate 30-49%
- High 50-69%
- Optimal >70%

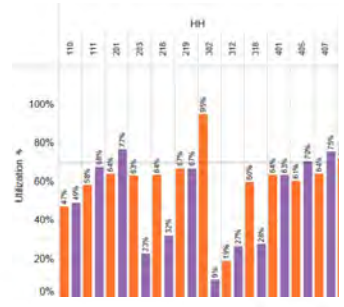


Hemenway Hall_2

Room # (seat occupancy rate %/Utilization rate %)

*Based on utilization rate %

- Low < 30%
- Moderate 30-49%
- High 50-69%
- Optimal >70%



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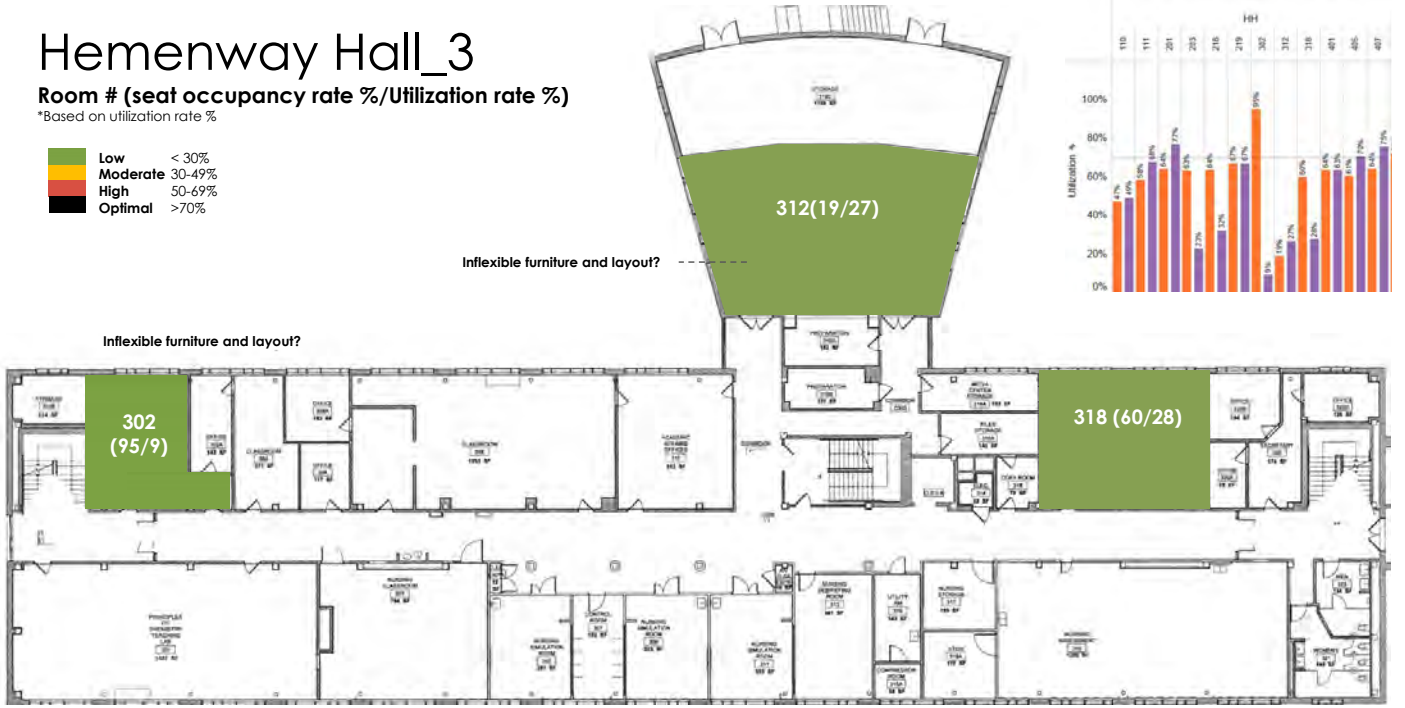
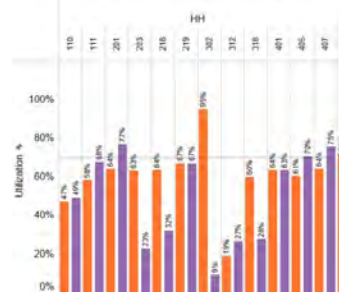
Utilization Workshop | 5.16.2025

Hemenway Hall_3

Room # (seat occupancy rate %/Utilization rate %)

*Based on utilization rate %

- Low < 30%
- Moderate 30-49%
- High 50-69%
- Optimal >70%



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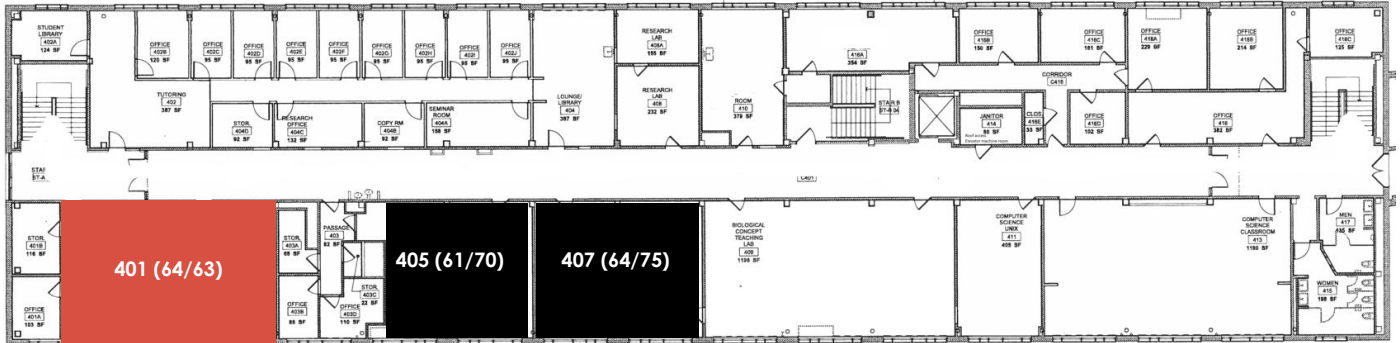
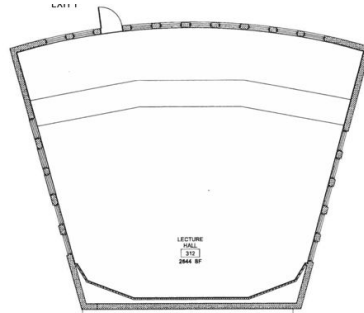
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Hemenway Hall_4

Room # (seat occupancy rate %/Utilization rate %)

*Based on utilization rate %

- Low < 30%
- Moderate 30-49%
- High 50-69%
- Optimal >70%



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Hemenway Annex (15)

Hemenway Annex_1

Room # (seat occupancy rate %/Utilization rate %)

*Based on utilization rate %

- Low < 30%
- Moderate 30-49%
- High 50-69%
- Optimal >70%



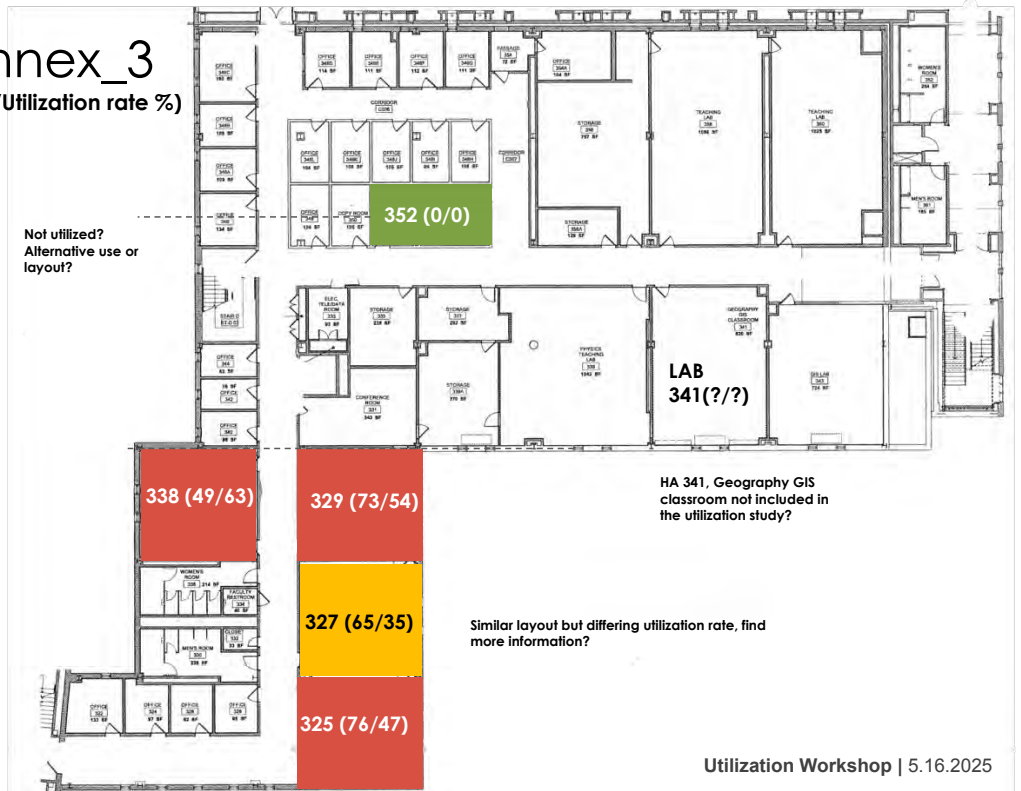
Tiered old style lecture hall, inflexible furniture, challenging wayfinding

Hemenway Annex_3

Room # (seat occupancy rate %/Utilization rate %)

*Based on utilization rate %

- Low < 30%
- Moderate 30-49%
- High 50-69%
- Optimal >70%

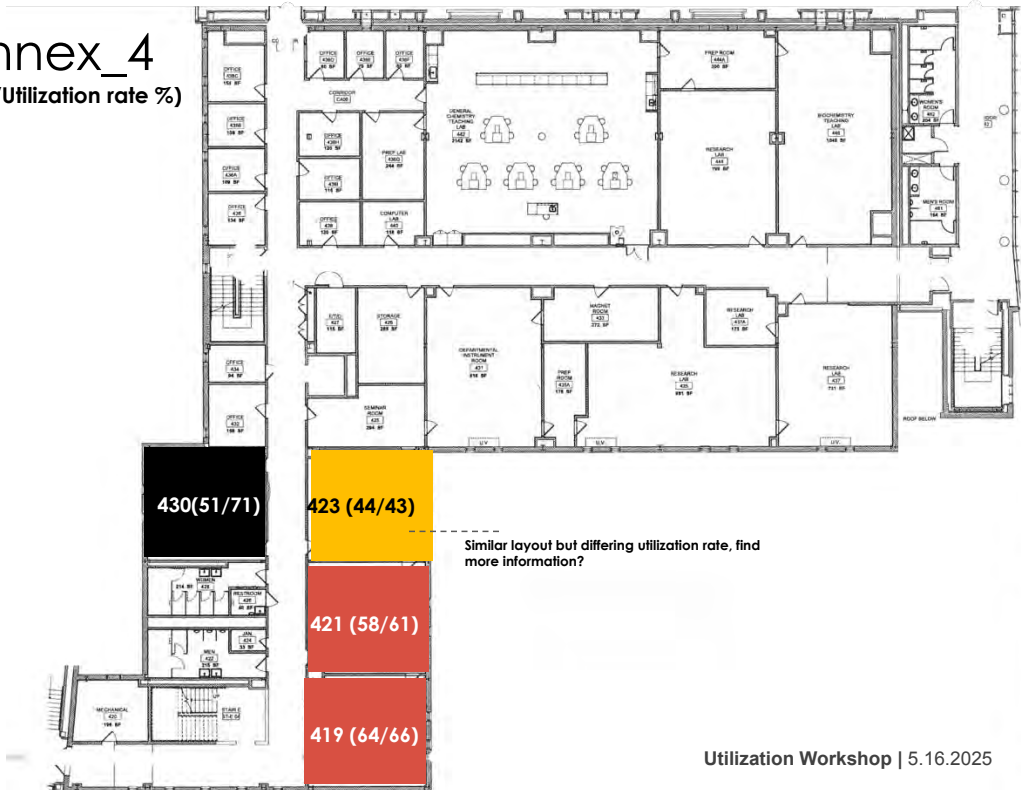


Hemenway Annex_4

Room # (seat occupancy rate %/Utilization rate %)

*Based on utilization rate %

- Low < 30%
- Moderate 30-49%
- High 50-69%
- Optimal >70%



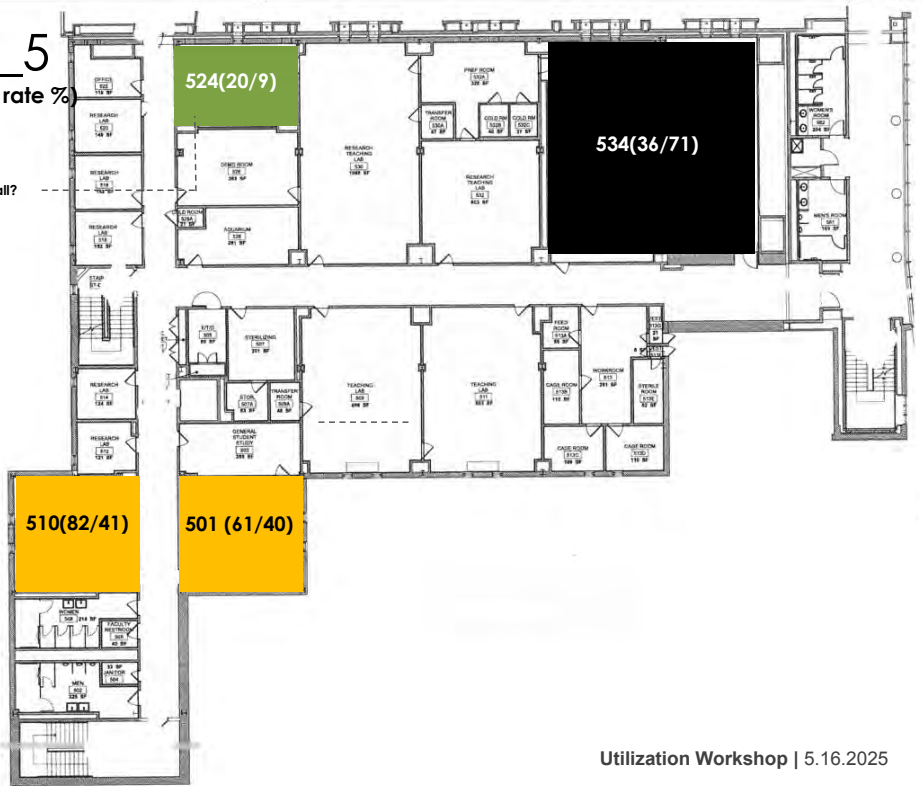
Hemenway Annex_5

Room # (seat occupancy rate %/Utilization rate %)

*Based on utilization rate %

- Low < 30%
- Moderate 30-49%
- High 50-69%
- Optimal >70%

Too small?



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The 'so what' :: potential room repurposing

Classrooms

1. WL 221**
2. MA 111A
3. OC 223**
4. HH 318
5. HA 132 and 136*
6. HA 325
7. HA 327
8. HA 423
9. HA 501**
10. HA 510**

Multipurpose computer labs

(scheduled for courses under lab heading)

- HA 341 (36% utilization by week)
- HA 343 (12%)
- HH 308 (30%)
- HH 411 (0%)
- HH 413 (36%)

Computer lab

(not scheduled for courses)

- HH 122

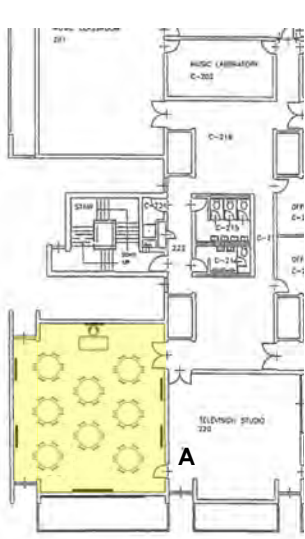
** initial layout tests

* stadium-style auditoria are unlikely to repurpose

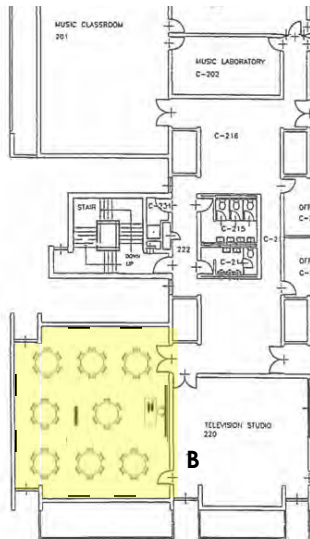
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Utilization Workshop | 5.16.2025

The 'so what' :: potential classroom repurposing



Whittmore Library 221

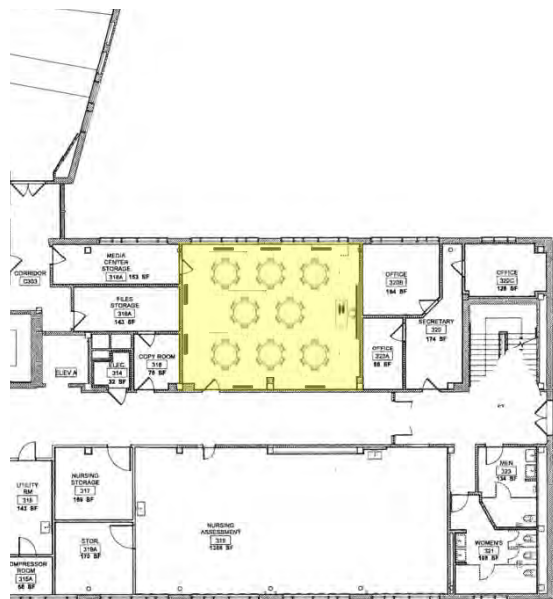


O' Connor Hall 223

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The 'so what' :: potential classroom repurposing



Hemenway Hall 318



Hemenway Annex 501 and 510

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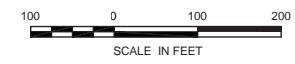
Appendix D: Wayfinding & Mobility



- | | |
|--|---|
| 1. STATE STREET AT SERVICE ROAD (CORINNE HALL) | - CITY OF FRAMINGHAM TO RECONSTRUCT IN KIND |
| 2. STATE STREET AT MAYNARD ROAD | - CITY OF FRAMINGHAM TO RECONSTRUCT IN KIND |
| 3. STATE STREET AT MCCARTHY CENTER MIDBLOCK CROSSING | - CITY OF FRAMINGHAM TO RECONSTRUCT IN KIND |
| 4. STATE STREET AT S. UNIVERSITY AVENUE | - NEW CONSTRUCTION (SEE CONCEPT) |
| 5. MAYNARD ROAD AT CHURCH STREET | - NEW CONSTRUCTION (SEE CONCEPT) |
| 6. CHURCH STREET AT CAMPUS SPINE CROSSING | - NEW CONSTRUCTION (SEE CONCEPT) |
| 7. MAYNARD ROAD AT ADAMS ROAD | - NEW CONSTRUCTION (SEE CONCEPT) |

DRAFT

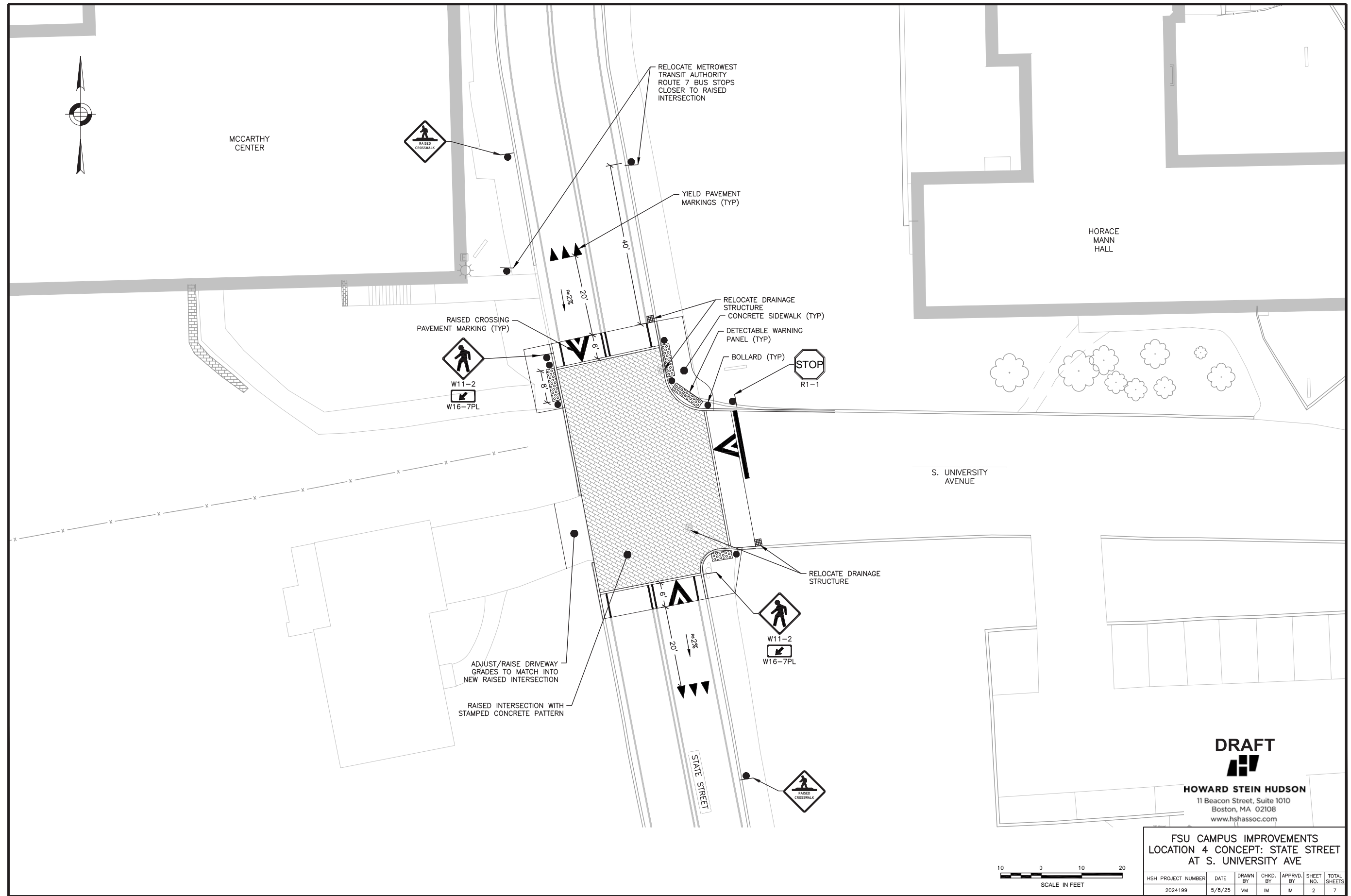
HOWARD STEIN HUDSON
 11 Beacon Street, Suite 1010
 Boston, MA 02108
 www.hshassoc.com



FSU CAMPUS IMPROVEMENTS LOCATION MAP

HSH PROJECT NUMBER	DATE	DRAWN BY	CHKD. BY	APPRVD. BY	SHEET NO.	TOTAL SHEETS
2024199	5/8/25	VM	IM	IM	1	7

5/8/2025 L:\2024\Concepts\2024199 FSU Campus Concepts.dwg
 Drawn by: VM
 Checked by: IM
 Approved by: IM



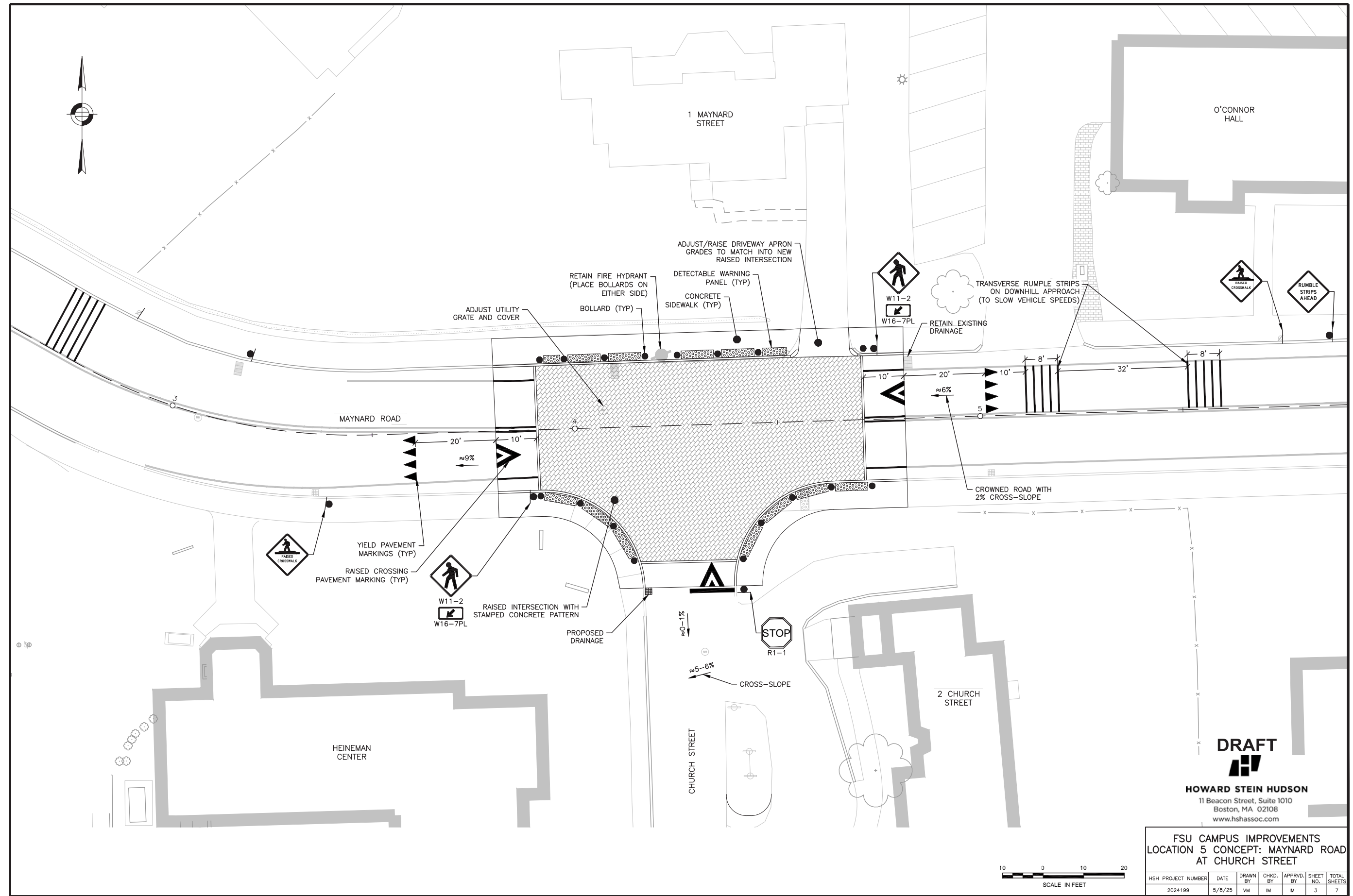
DRAFT

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 Boston, MA 02108
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**FSU CAMPUS IMPROVEMENTS
 LOCATION 4 CONCEPT: STATE STREET
 AT S. UNIVERSITY AVE**

HSH PROJECT NUMBER	DATE	DRAWN BY	CHKD. BY	APPRVD. BY	SHEET NO.	TOTAL SHEETS
2024199	5/8/25	VM	IM	IM	2	7

5/8/2025 L:\2019\Concepts\2024199_FSU Campus Concepts.dwg
 Drawn by: VM
 Checked by: IM
 Approved by: IM



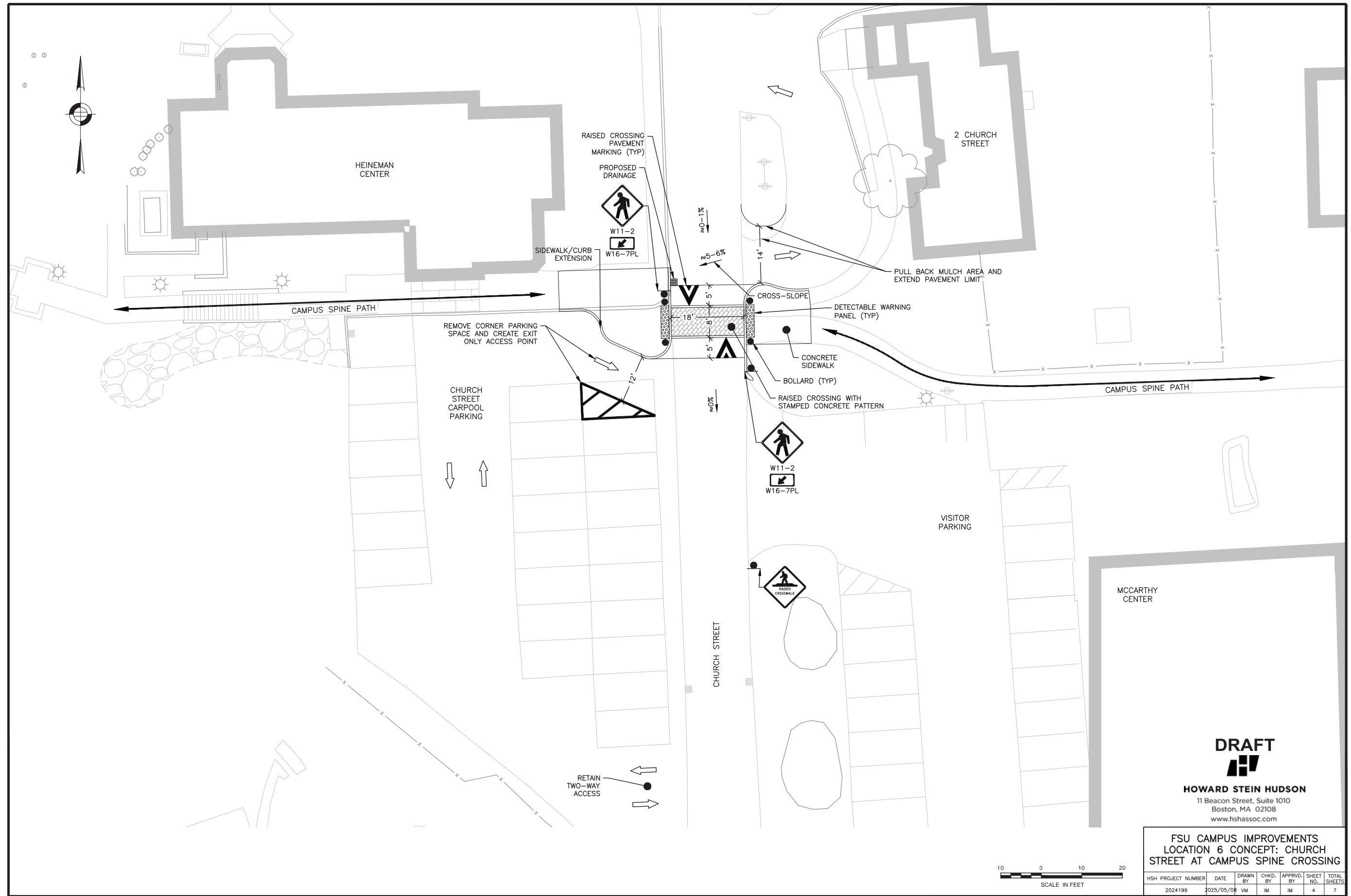
DRAFT

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 Boston, MA 02108
 www.hshassoc.com

**FSU CAMPUS IMPROVEMENTS
 LOCATION 5 CONCEPT: MAYNARD ROAD
 AT CHURCH STREET**

HSJ PROJECT NUMBER	DATE	DRAWN BY	CHKD. BY	APPRVD. BY	SHEET NO.	TOTAL SHEETS
2024199	5/8/25	VM	IM	IM	3	7

5/8/2025 L:\01199\Concepts\2024199_FSU Campus Concepts.dwg
 Drawn by: VM
 Checked by: IM
 Approved by: IM



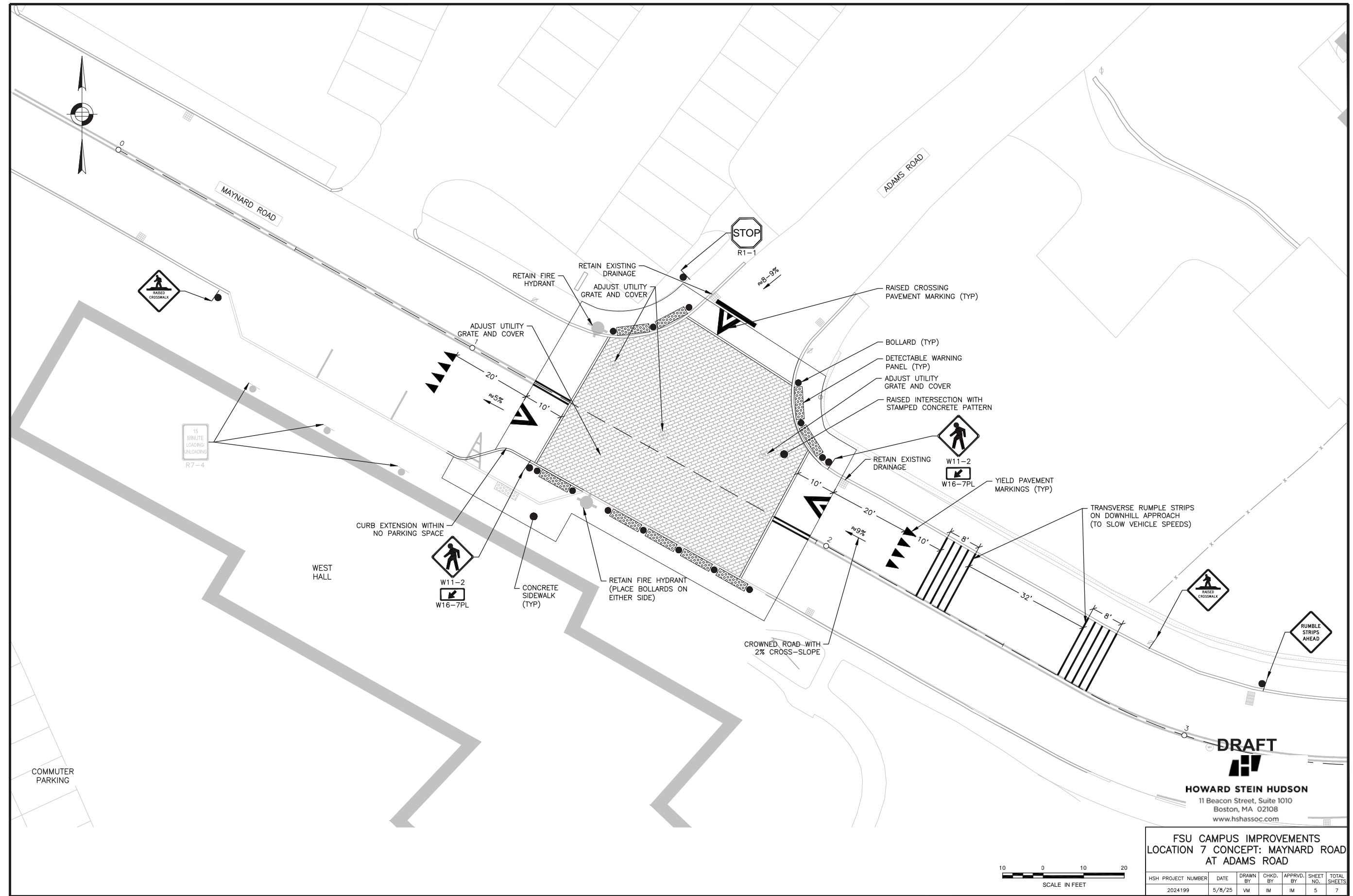
5/8/2025, L:\2019\Concepts\2024\199 FSU Campus Concept.dwg
 Plotted by: WESLEY
 Plotted on: 11/19/2025

DRAFT

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 Boston, MA 02108
 www.hshassoc.com

**FSU CAMPUS IMPROVEMENTS
 LOCATION 6 CONCEPT: CHURCH
 STREET AT CAMPUS SPINE CROSSING**

HSJ PROJECT NUMBER	DATE	DRAWN BY	CHKD. BY	APPRVD. BY	SHEET NO.	TOTAL SHEETS
2024199	2025/05/08	VM	IM	IM	4	7



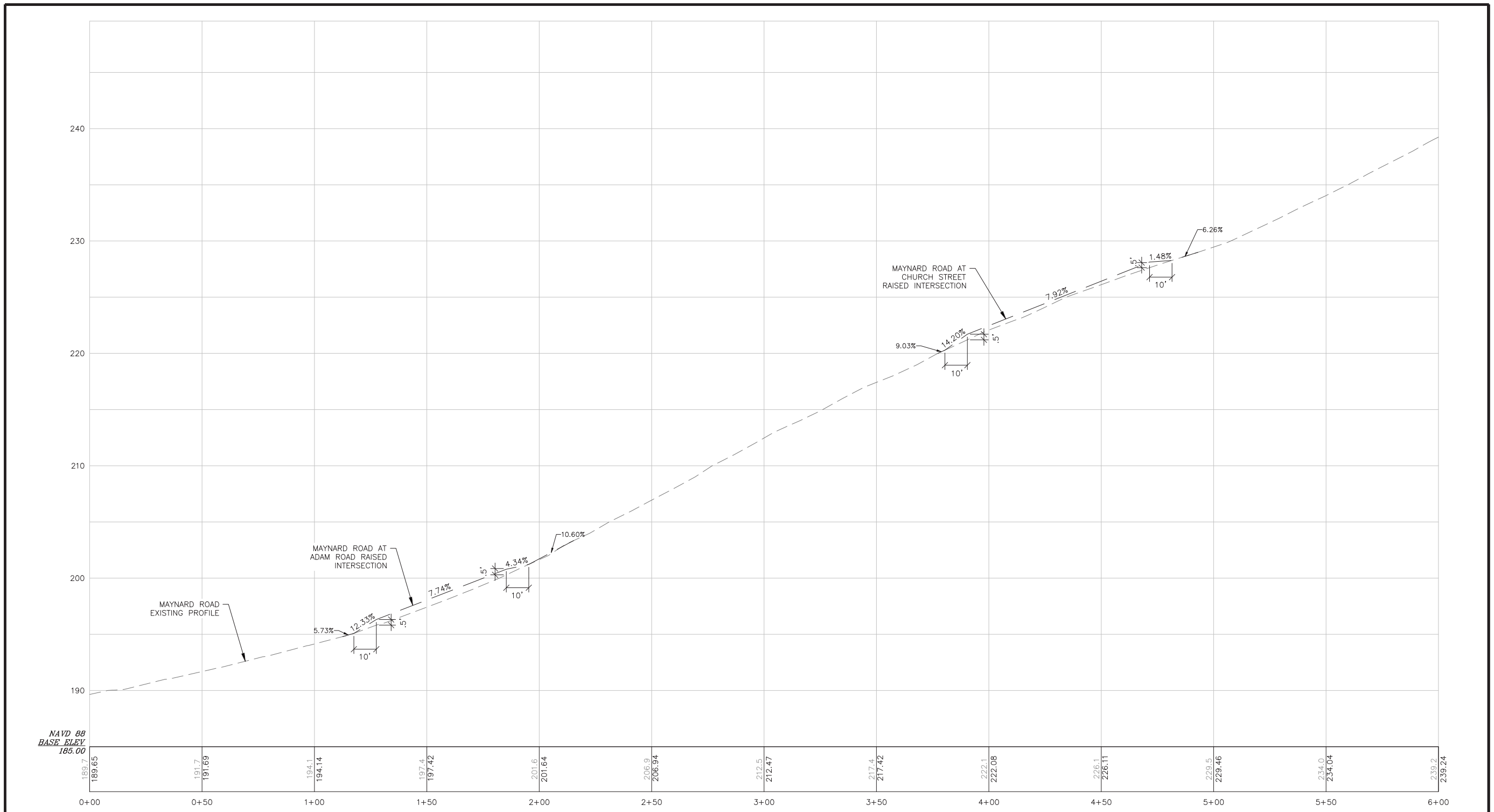
DRAFT

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**FSU CAMPUS IMPROVEMENTS
LOCATION 7 CONCEPT: MAYNARD ROAD
AT ADAMS ROAD**

HSH PROJECT NUMBER	DATE	DRAWN BY	CHKD. BY	APPRVD. BY	SHEET NO.	TOTAL SHEETS
2024199	5/8/25	VM	IM	IM	5	7

5/8/2025 L:\2024\Concepts\2024199_FSU Campus Concepts.dwg
 Drawn by: VM
 Checked by: IM
 Approved by: IM

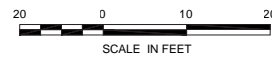


MAYNARD ROAD PROFILE
 HORIZONTAL SCALE = 1":20'
 VERTICAL SCALE = 1":4'

DRAFT

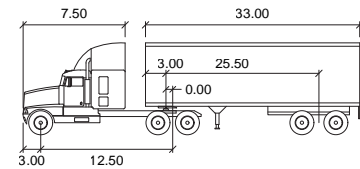
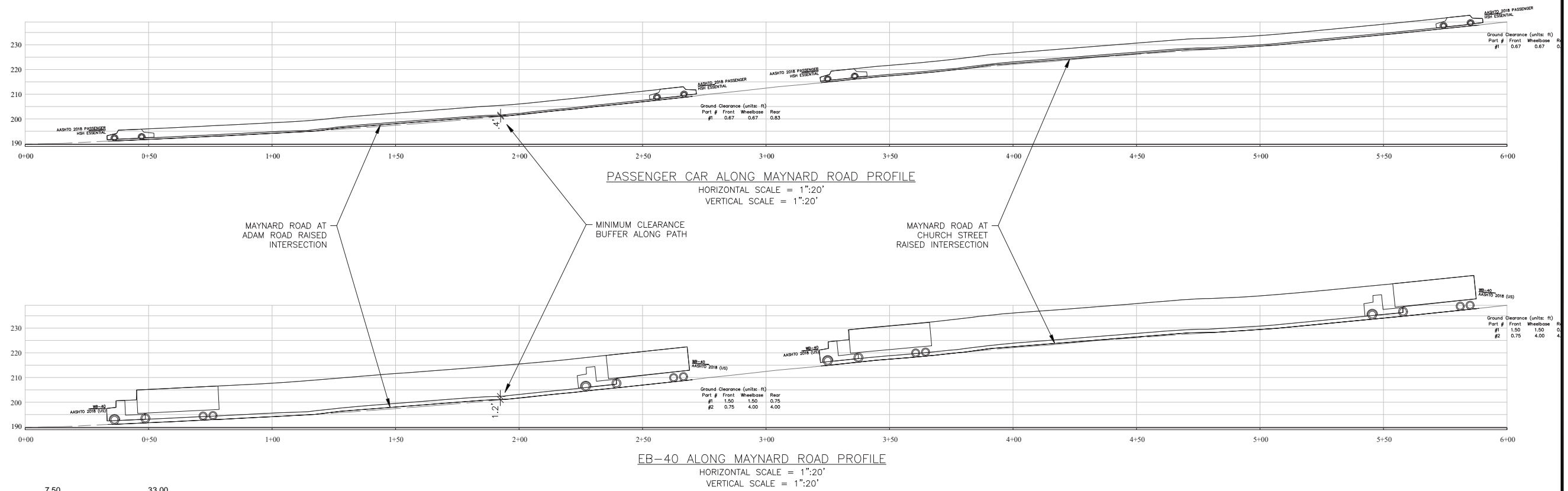
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 Boston, MA 02108
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PROFILE



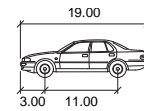
HSH PROJECT NUMBER	DATE	DRAWN BY	CHKD. BY	APPRVD. BY	SHEET NO.	TOTAL SHEETS
2024199	5/8/25	VM	IM	IM	6	7

5/8/2025 L:\2019\Concept\2024\199 FSU Campus Concept.dwg
 Drawn by: VM
 Checked by: IM
 Plotted by: VM



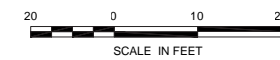
WB-40 feet

Tractor Width : 8.00	Lock to Lock Time : 6.00
Trailer Width : 8.00	Steering Angle : 20.30
Tractor Track : 8.00	Articulating Angle : 70.00
Trailer Track : 8.00	



AASHTO 2018 PASSENGER feet

Width : 7.00
Track : 6.00
Lock to Lock Time : 6.0
Steering Angle : 31.6



DRAFT

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VERTICAL CLEARANCE REVIEW

HSH PROJECT NUMBER	DATE	DRAWN BY	CHKD. BY	APPRVD. BY	SHEET NO.	TOTAL SHEETS
2024199	5/8/25	VM	IM	IM	7	7

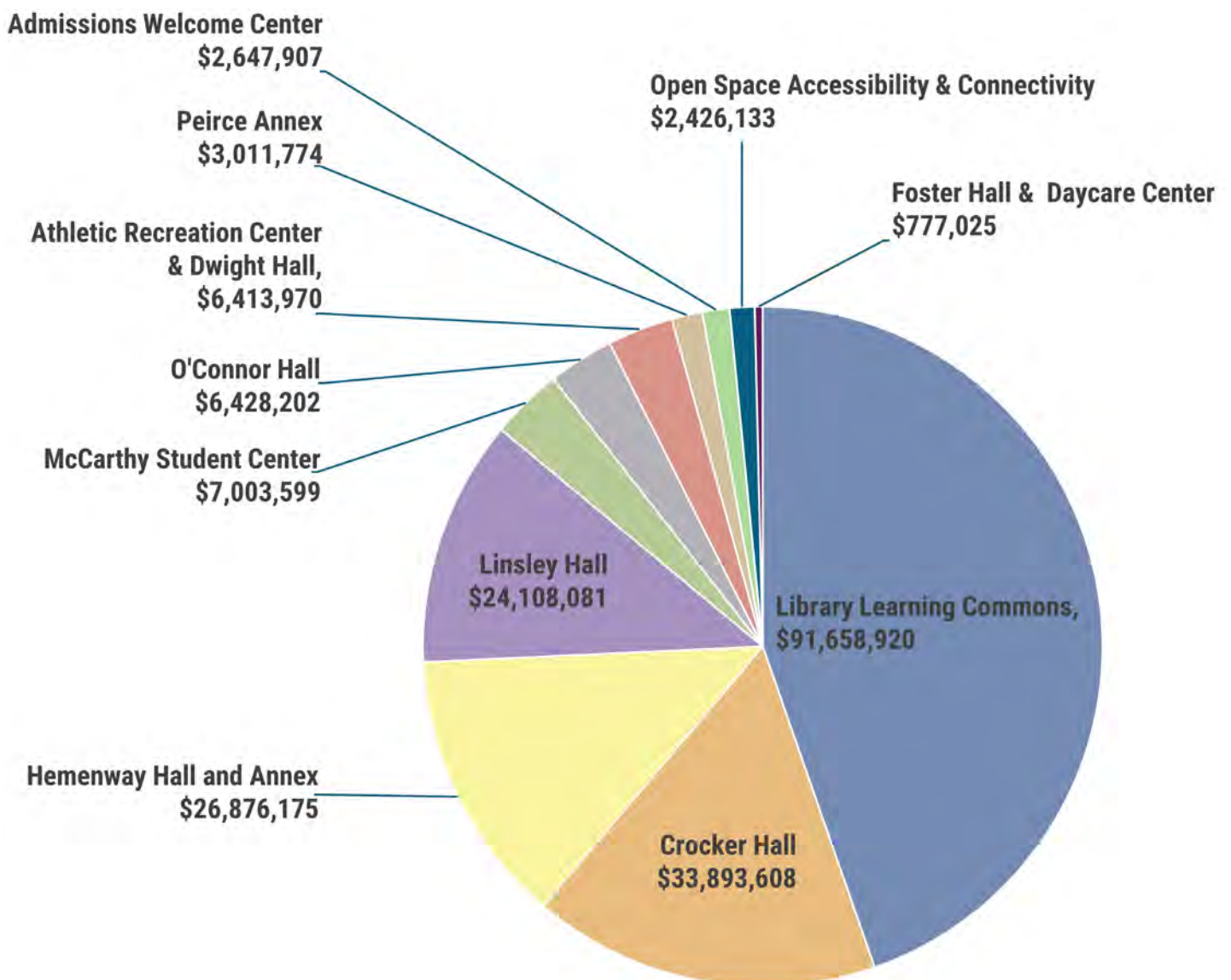
Appendix E: Cost Estimate Summary

Cost Estimate Summary

The Campus Master Plan cost estimate provides a total project cost of approximately \$485,800,894. This cost includes Deferred Maintenance Costs, Master Plan Program, Decarbonization, and includes a Decarbonization Credit.

The Graphs depict the cost breakdown between the major categories and the cost by programming.

Master Plan Program Cost: \$205.2 M





**MASTER PLAN
CONSTRUCTION COST REPORT**

Campus Master Plan 2025 - 2035

at

Framingham State University

December 16, 2025



Fennessy Consulting Services

27 Glen Street, Suite 8, Stoughton, MA 02072
www.fennessyconsulting.com



December 16, 2025

Whitni Irving
Studio Enée Architects
 129 Kingston Street
 3rd Floor
 Boston, MA 02111

FRAMINGHAM STATE UNIVERSITY - Campus Master Plan 2025 - 2035, Framingham, MA

Dear Whitni:

Please find enclosed our Construction Cost Report for the above referenced project based on master plan design information prepared by you and your design team dated October 21, 2005

	Const. Start	Master Plan Program Estimate	Deferred Maintenance Cost	Decarbonization Cost	Decarbonization Credit =	Estimated Project Cost
1A: Library Learning Commons (New)	Dec-25	91,658,920	0	0	0	\$91,658,920
2: Admissions Welcome Center (Bement House)	Dec-25	2,647,907	342,175	1,977,270	(970,551)	\$3,996,801
3: Linsley Hall	Dec-25	24,108,081	0	19,291,058	(19,291,058)	\$24,108,081
4: McCarthy Student Center	Dec-25	7,003,599	23,837,267	53,137,678	(14,790,066)	\$69,188,478
5: Foster Hall & Daycare Center	Dec-25	777,025	0	0	0	\$777,025
6: Athletic Recreation Center & Dwight Hall	Dec-25	6,413,970	15,809,305	55,265,770	(7,350,451)	\$70,138,594
7: Hemenway Hall and Annex	Dec-25	26,876,175	19,166,091	88,621,252	(20,464,640)	\$114,198,878
8: O Connor Hall	Dec-25	6,428,202	9,598,539	40,713,368	(6,063,697)	\$56,740,109
9: Crocker Hall	Dec-25	33,893,608	157,724	13,761,182	(11,619,185)	\$36,193,329
10: Peirce Annex	Dec-25	3,011,774	0	15,740,833	(2,378,061)	\$16,374,546
11: Open Space Accessibility & Connectivity	Dec-25	2,426,133	0	0	0	\$2,426,133
ESTIMATED PROJECT COST	Dec-25	\$205,245,394	\$68,911,101	\$288,508,411	(\$82,927,709)	\$485,800,894

Alternates

Alt 1B: Library Renovation		89,703,082	0	0	0	\$89,703,082
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Bidding conditions are expected to reflect one construction manager for each construction contract, open bidding to prequalified sub-contractors, open specifications for materials and manufactures.

This estimate includes all direct construction costs, construction manager's overhead and profit and design contingency. Cost escalation assumes start dates indicated above.

Please refer to the Exclusions page 6 to gain an understanding as to what is included and excluded from this cost report.

Fennessy Consulting Services

27 Glen Street, Suite 8, Stoughton, MA 02072. T: 781.344.4464 F: 781.344.4452
 www.fennessyconsulting.com



Contractors are not required to be signatory to any labor union, however they will be required to pay prevailing wage rates as set forth by the Commonwealth of Massachusetts for construction in Framingham. This cost report represents a reasonable opinion of cost. It is not a prediction of the successful bid from a contractor as bids will vary due to fluctuating market conditions, errors and omissions, proprietary specifications, lack or surplus of bidders, perception of risk, etc. Consequently the estimate is expected to fall within the range of bids from a number of competitive contractors or subcontractors, however we do not warrant that bids or negotiated prices will not vary from the final construction cost estimate.

If you have any questions or require further analysis please do not hesitate to contact us.

Sincerely,

A handwritten signature in black ink that reads 'Seamus Fennessy'. The signature is written in a cursive style with a prominent 'S' and 'F'.

*Seamus Fennessy MRICS
Principal/Owner*

Enclosures

FRAMINGHAM STATE UNIVERSITY
Campus Master Plan 2025 - 2035
Framingham, MA
MASTER PLAN CONSTRUCTION COST REPORT
December 16, 2025

Contents

	Page No.
<i>Executive Summary</i>	1
<i>Basis of Construction Cost Report</i>	4
<i>Exclusions</i>	6
<i>Areas Calculation</i>	7
<i>Overall Summary</i>	10
<i>1A: Library Learning Commons (New)</i>	13
<i>2: Admissions Welcome Center (Bement House)</i>	20
<i>3: Linsley Hall</i>	25
<i>4: McCarthy Student Center</i>	30
<i>5: Foster Hall & Daycare Center</i>	39
<i>6: Athletic Recreation Center & Dwight Hall</i>	44
<i>7: Hemenway Hall and Annex</i>	50
<i>8: O Connor Hall</i>	57
<i>9: Crocker Hall</i>	63
<i>10: Peirce Annex</i>	70
<i>11: Open Space Accessibility & Connectivity</i>	75
<i>Alternates - Option 1B</i>	77



The Project

This project in Framingham, MA comprises of a master plan to provide new and/or renovate existing buildings to accommodate a new proposed program for 10 building combinations.

A campus circulation accessibility and connectivity upgrade is also included in this master

Financial Status

Our construction cost model for the entire project is outlined on Page 7. Within these total we are including a design contingency, and a contractor's (GMP) contingency. Escalation is not included in this cost report. A facot for soft costs is also included.

Risk

A formal risk analysis has not been performed for this project. Some risk factors to be considered at this time include:

- Design contingency*
- Escalation/Market risk*
- Construction/Payment default*
- Approvals process/Funding*
- Tariffs*

Design Contingency

*This construction cost model is based on master plan documentation. Due to this incomplete nature of the design we have utilized historic data and personal experience to complete this cost model. To help alleviate possible cost increases as a result of design completion we recommend a **design contingency of 15%**. We have included this contingency in our cost model. As design progresses this contingency will reduce.*

Escalation/Market Risk

The construction industry faced a unpredictable year in 2025. Despite this instability it demonstrated a price stabilization and in some regions a static price escalation. The OECD recently revised it's US economic growth projections reducing from 2.2% in 2025 to 1.5% in 2026. The OECD has downgraded is economic forecasts for the United States, projecting a significant slowdown in growth and a rise in inflation.

The impact will vary across the different segments of the construction marketplace. Commercial projects are projected to rise with datacenter projects, and hotels leading the way. Some market areas are even expected to see increases in office construction. Much of this is driven by the Federal Reserve's interest rate cuts. Work in education and healthcare are expected to be the largest growth sectors. The multi-family residential market is expected to continue to contract.

The continued shortage of workers (in excess of 400,000) is leading to construction difficulties and delays in construction starts in some markets. Labor shortages will drive up labor costs.



Continued shipping and other logistical issues (primarily driven by piracy at the Suez Canal) will continue to put upwards pressures on material prices. Suez Canal traffic, which used to accommodate 12% of global trade, has plummeted by 66%. The longer, more costly routes around the Cape of Good Hope continues to impact prices and delivery times. After two years of record drought conditions which decimated vessel transits, the Panama Canal is experiencing a trade rebound.

Overland shipping is also experiencing difficulties. Shortage of locations for mandatory rest periods is adding to complications. The current administration's enforcement of English proficiency is impacting 14% of the truck driving labor force. This will add to already pronounced driver shortages. All of this is likely to result in increased transportation costs.

How are material suppliers are reacting to the current marketplace? A national construction materials distributor has recently announced a 5 - 10% increase in material prices. Similar increases are expected in 2026.

*For these reasons we are continuing to recommend an annual escalation factor of 4 - 5% for the next twelve months dropping to 4% thereafter. We have **not included an escalation factor** in this cost report. As we move closer to bid date the escalation factor will need to be reviewed and adjusted as appropriate. It is possible that a higher escalation factor will be required for later years.*

Construction/Payment Default

There is a real risk of contractors, subcontractors and material suppliers ceasing to exist due to their inability to honor low bids as material and labor prices increase. We highly recommend that each project has adequate protection in the form of sub guard (preferred) or bonding for both performance and payment.

Approvals Process/Funding.

For the purpose of this report we have included both of these categories together. The risk here is that the funding and approvals process will take significantly longer than expected and hence subject this project to increases in price escalation. We have not included any such pressures in this cost model.

Tariffs

Political policy is still in flux. It is too early to comprehend or understand the full effect of proposed government tariffs if they even happen at all, especially as the legality of many of the tariffs has been refuted by the Supreme Court. However, the back and forth has already had a significant impact on construction pricing. Not only does the policy impact materials overseas, but it impacts products manufactured here that utilize components from overseas. In addition, the machinery that drives a manufacturing economy here is also dependent on overseas components for operation. All distribution networks within the USA are dependent on materials, components and finished products made overseas. All of this uncertainty is pushing costs up. However, increased competition and reduced volume in the workplace is impacting escalation (as reported by OECD) and thus helping to mitigate some of the costs increases expected as a result of tariff implementation.

FRAMINGHAM STATE UNIVERSITY
Campus Master Plan 2025 - 2035
Framingham, MA
MASTER PLAN CONSTRUCTION COST REPORT
December 16, 2025

Executive Summary

Peer/Comparable Projects

We at Fennessy Consulting Services do not like to compare individual projects against some perceived cost/sf. Our reasoning for this is based on the fact that no two projects are the same and as such a typical cost/sf is not all that applicable or reliable. We treat each project as a unique entity.

As a quality control measure we make comparisons of the various building component costs in this estimate against others. We make this comparison to verify that nothing is out of the ordinary. If we come across an abnormal component cost we double check this cost to ensure its accuracy.



FRAMINGHAM STATE UNIVERSITY
 Campus Master Plan 2025 - 2035
 Framingham, MA
 MASTER PLAN CONSTRUCTION COST REPORT
 December 16, 2025

**Basis of Cost
 Estimate**

Cost Estimate Prepared From	Dated	Received
Design documentation:		
Master plan	10/21/25	10/29/25

Conditions of Construction

The pricing is based on the following general conditions of construction

A start date of December 2025

A construction period of To Be Determined months

The general contract will be awarded to one construction manager and competitively bid to qualified subcontractors.

There will not be small business set aside requirements.

Contractors are not required to be signatory to labor unions, however they will be required to pay prevailing wage rates as set forth by the Commonwealth of Massachusetts for construction in Framingham.

Contractors will have full access to the site during normal business hours.

The Cost Plan is based on the following conditions:

The costs in this report covers construction costs only calculated at current bidding price level (reflecting the current projected construction schedule) with a separate allowance for cost escalation.

Cost escalation is included to the mid point of the construction schedule. Unit rates in the body of the report include appropriate escalation allowances to deliver specific trades within the prescribed schedule if the project were to commence today.

Cost associated with additional escalation required for future start date are included as a below the line markup. This report has included this additional escalation to the scheduled start date of construction noted in this report.

Bidding Process - Market Conditions

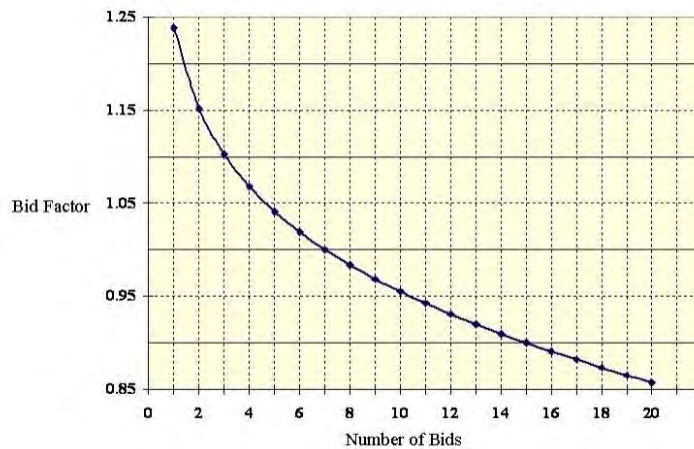
This document is based on the measurement and pricing of quantities wherever information is provided and/or reasonable assumptions for other work not covered in the drawings or specifications, as stated within this document. Unit rates have been obtained from historical records and/or discussion with contractors. The unit rates reflect current bid costs in the area.

All unit rates relevant to subcontractor work include the subcontractors overhead and profit unless otherwise stated. The mark-ups cover the costs of field overhead, home office overhead and profit and range from 15% to 25% of the cost for a particular item of work.



Pricing reflects probable construction costs obtainable in the project locality on the date of this statement of probable costs. This estimate is a determination of fair market value for the construction of this project. It is not a prediction of low bid. Pricing assumes competitive bidding for every portion of the construction work for all subcontractors and general contractors, with a minimum of 5 bidders for all items of work. Experience and research indicates that a fewer number of bidders may result in higher bids, conversely an increased number of bidders may result in more competitive bids.

Effect of Competition on Prices



Source: Area Cost Factor Study, U.S. Army Corps of Engineers

The following cost items have been excluded from this report unless noted otherwise. Many of these will in fact be required and should be budgeted within the "Soft Cost" component of the project budget

- *Owner supplied and installed furniture, fixtures and equipment - in soft cost multiplier*
- *Loose furniture and equipment except as specifically identified - on soft cost multiplier*
- *Security head-end equipment - in soft cost multiplier*
- *Tele/data head end equipment - in soft cost multiplier*
- *Audio visual equipment in soft cost multiplier*
- *Compression of schedule, premium or shift work, and restrictions on the contractor's working hours*
- *Design, testing, inspection or construction management fees - in soft cost multiplier*
- *Architectural and design fees - in soft cost multiplier*
- *Scope change and post contract contingencies - in soft cost multiplier*
- *Assessments, taxes, finance, legal and development charges - in soft cost multiplier*
- *Environmental impact mitigation*
- *Builder's risk, project wrap-up and other owner provided insurance program*
- *Land and easement acquisition*
- *Cost escalation beyond a start date of December 2025*
- *Sales tax*

Areas Calculation

	Program	Remainder	Total
1A: LIBRARY LEARNING COMMONS (NEW)			
Level 1	10,835		
Level 2	10,833		
Level 3	10,833		
Level 4	10,833		
Level 5	10,833		
Level 6	10,833		
TOTAL GROSS FLOOR AREA	65,000	0	65,000
2: ADMISSIONS WELCOME CENTER (BEMENT HOUSE)			
Level 1	1,728		
Level 2	1,772		
TOTAL GROSS FLOOR AREA	3,500		3,500
3: LINSLEY HALL			
Level 1	14,841	3,599	
Level 2	15,099	3,665	
Level 3	5,960	1,336	
TOTAL GROSS FLOOR AREA	35,900	8,600	44,500
4: MCCARTHY STUDENT CENTER			
Level 1		24,171	
Level 2		33,890	
Level 3		21,419	
Level 4		11,030	
Level 5		11,030	
Infill	2,900		
Renovated	21,190	(21,190)	
TOTAL GROSS FLOOR AREA	24,090	80,350	104,440
5: FOSTER HALL & DAYCARE CENTER			
Foster	6,500		
Daycare	1,500		
TOTAL GROSS FLOOR AREA	8,000	0	8,000



Areas Calculation

	Program	Remainder	Total
6: ATHLETIC RECREATION CENTER & DWIGHT HALL			
Ground		17,575	
Level 1		46,600	
Level 2		32,005	
Level 3		30,265	
Renovated	7,780	(7,780)	
TOTAL GROSS FLOOR AREA	7,780	118,665	126,445
7: HEMENWAY HALL AND ANNEX			
HH-1	3,600	12,910	
HH-2	4,040	14,240	
HH-3	2,020	17,509	
HH-4	2,020	15,118	
HH-5		288	
HA-1	5,543	6,365	
HA-2	8,462	8,629	
HA-3	8,462	8,737	
HA-4	4,312	12,887	
HA-5		15,429	
HA-6		13,169	
TOTAL GROSS FLOOR AREA	38,459	125,281	163,740
8: O CONNOR HALL			
Ground		22,259	
Level 1	9,010	10,083	
Level 2		18,625	
Level 3		13,423	
TOTAL GROSS FLOOR AREA	9,010	64,390	73,400
9: CROCKER HALL			
Basement	6,988		
Level 1	6,988		
Level 2	5,840		
Level 3	5,840		
Attic	1,524		
TOTAL GROSS FLOOR AREA	27,180	0	27,180
10: PEIRCE ANNEX			
Total	4,460	29,700	
TOTAL GROSS FLOOR AREA	4,460	29,700	34,160



FRAMINGHAM STATE UNIVERSITY
 Campus Master Plan 2025 - 2035
 Framingham, MA
 MASTER PLAN CONSTRUCTION COST REPORT
 December 16, 2025

Areas Calculation

	<i>Program</i>	<i>Remainder</i>	<i>Total</i>
11: OPEN SPACE ACCESSIBILITY & CONNECTIVITY			
Site prep and development		46,160	
TOTAL GROSS FLOOR AREA	0	46,160	46,160
 ALT 1B: LIBRARY RENOVATION			
Total	11,090	114,960	
TOTAL GROSS FLOOR AREA	11,090	114,960	126,050



	Trade Costs	Markups	Design Contingency	Prime Contractor Contingency	Escalation	CONSTRUCTION TOTAL	Soft Costs	PROJECT COST	gfa	\$/sf
1A: Library Learning Commons (New)	\$46,515,901	\$8,756,921	\$8,290,923	\$1,906,912	\$0	\$65,470,657	\$26,188,263	\$91,658,920		
1A.1 Master Plan Program	\$46,515,901	\$8,756,921	\$8,290,923	\$1,906,912	\$0	\$65,470,657	\$26,188,263	\$91,658,920	65,000	\$1,410.14
1A.2 Deferred Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
1A.3 Decarbonization	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
1A.4 Credit if program changes take place with decarbonization	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
2: Admissions Welcome Center (Bement House)	\$1,925,196	\$484,984	\$361,527	\$83,151	\$0	\$2,854,858	\$1,141,943	\$3,996,801		
2.1 Master Plan Program	\$1,275,456	\$321,304	\$239,514	\$55,088	\$0	\$1,891,362	\$756,545	\$2,647,907	3,500	\$756.54
2.2 Deferred Maintenance	\$164,820	\$41,521	\$30,951	\$7,119	\$0	\$244,411	\$97,764	\$342,175	3,500	\$97.76
2.3 Decarbonization	\$952,420	\$239,928	\$178,852	\$41,136	\$0	\$1,412,336	\$564,934	\$1,977,270	3,500	\$564.93
2.4 Credit if program changes take place with decarbonization	(\$467,500)	(\$117,769)	(\$87,790)	(\$20,192)	\$0	(\$693,251)	(\$277,300)	(\$970,551)	3,500	(\$277.30)
3: Linsley Hall	\$12,234,588	\$2,303,241	\$2,180,674	\$501,555	\$0	\$17,220,058	\$6,888,023	\$24,108,081		
3.1 Master Plan Program	\$12,234,588	\$2,303,241	\$2,180,674	\$501,555	\$0	\$17,220,058	\$6,888,023	\$24,108,081	35,900	\$671.53
3.2 Deferred Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
3.3 Decarbonization	\$9,790,000	\$1,843,032	\$1,744,955	\$401,340	\$0	\$13,779,327	\$5,511,731	\$19,291,058	44,500	\$433.51
3.4 Credit if program changes take place with decarbonization	(\$9,790,000)	(\$1,843,032)	(\$1,744,955)	(\$401,340)	\$0	(\$13,779,327)	(\$5,511,731)	(\$19,291,058)	44,500	(\$433.51)
4: McCarthy Student Center	\$46,819,515	\$8,814,080	\$8,345,040	\$1,919,360	\$0	\$65,897,995	\$26,359,198	\$69,188,478		
4.1.1 Master Plan Program Phase 1	\$3,554,250	\$669,111	\$633,504	\$145,706	\$0	\$5,002,571	\$2,001,028	\$7,003,599	9,530	\$372.95
4.1.2 Master Plan Program Phase 2	\$4,201,323	\$790,927	\$748,838	\$172,233	\$0	\$5,913,321	\$2,365,328	\$8,278,649	11,660	\$360.32
4.2 Deferred Maintenance	\$12,097,152	\$2,277,368	\$2,156,178	\$495,921	\$0	\$17,026,619	\$6,810,648	\$23,837,267	80,350	\$150.56
4.3 Decarbonization	\$26,966,790	\$5,076,674	\$4,806,520	\$1,105,500	\$0	\$37,955,484	\$15,182,194	\$53,137,678	101,540	\$265.58
4.4 Credit if program changes take place with decarbonization	(\$7,505,797)	(\$1,413,015)	(\$1,337,822)	(\$307,699)	\$0	(\$10,564,333)	(\$4,225,733)	(\$14,790,066)	101,540	(\$73.92)
5: Foster Hall & Daycare Center	\$394,332	\$74,235	\$70,285	\$16,166	\$0	\$555,018	\$222,007	\$777,025		
5.1 Master Plan Program	\$394,332	\$74,235	\$70,285	\$16,166	\$0	\$555,018	\$222,007	\$777,025	8,000	\$49.29
5.2 Deferred Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	8,000	\$0.00
5.3 Decarbonization	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	8,000	\$0.00
5.4 Credit if program changes take place with decarbonization	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	8,000	\$0.00



	Trade Costs	Markups	Design Contingency	Prime Contractor Contingency	Escalation	CONSTRUCTION TOTAL	Soft Costs	PROJECT COST	g/a	\$/sf
6: Athletic Recreation Center & Dwight Hall	\$35,594,570	\$6,700,910	\$6,344,322	\$1,459,194	\$0	\$50,098,996	\$20,039,598	\$70,138,594		
6.1 Master Plan Program	\$3,255,020	\$612,778	\$580,170	\$133,439	\$0	\$4,581,407	\$1,832,563	\$6,413,970	7,780	\$418.38
6.2 Deferred Maintenance	\$8,023,049	\$1,510,392	\$1,430,016	\$328,904	\$0	\$11,292,361	\$4,516,944	\$15,809,305	118,665	\$67.61
6.3 Decarbonization	\$28,046,775	\$5,279,988	\$4,999,014	\$1,149,773	\$0	\$39,475,550	\$15,790,220	\$55,265,770	126,445	\$221.81
6.4 Credit if program changes take place with decarbonization	(\$3,730,274)	(\$702,248)	(\$664,878)	(\$152,922)	\$0	(\$5,250,322)	(\$2,100,129)	(\$7,350,451)	126,445	(\$29.50)
7: Hemenway Hall and Annex	\$56,781,441	\$12,083,587	\$10,329,755	\$2,375,844	\$0	\$81,570,627	\$32,628,251	\$114,198,878		
7.1 Master Plan Program	\$13,639,365	\$2,567,699	\$2,431,060	\$559,144	\$0	\$19,197,268	\$7,678,907	\$26,876,175	38,459	\$354.65
7.2 Deferred Maintenance	\$9,726,582	\$1,831,092	\$1,733,651	\$398,740	\$0	\$13,690,065	\$5,476,026	\$19,166,091	125,281	\$77.64
7.3 Decarbonization	\$43,801,075	\$9,639,950	\$8,016,154	\$1,843,715	\$0	\$63,300,894	\$25,320,358	\$88,621,252	163,740	\$267.50
7.4 Credit if program changes take place with decarbonization	(\$10,385,581)	(\$1,955,154)	(\$1,851,110)	(\$425,755)	\$0	(\$14,617,600)	(\$5,847,040)	(\$20,464,640)	163,740	(\$63.43)
8: O Connor Hall	\$24,667,137	\$5,892,118	\$4,583,888	\$1,054,294	\$0	\$36,197,437	\$14,478,975	\$56,740,109		
8.1 Master Plan Program	\$3,262,243	\$614,138	\$581,457	\$133,735	\$0	\$4,591,573	\$1,836,629	\$6,428,202	9,010	\$362.07
8.2 Deferred Maintenance	\$4,871,154	\$917,026	\$868,227	\$199,692	\$0	\$6,856,099	\$2,742,440	\$9,598,539	64,390	\$75.65
8.3 Decarbonization	\$19,611,000	\$4,940,268	\$3,682,690	\$847,019	\$0	\$29,080,977	\$11,632,391	\$40,713,368	73,400	\$267.18
8.4 Credit if program changes take place with decarbonization	(\$3,077,260)	(\$579,314)	(\$548,486)	(\$126,152)	\$0	(\$4,331,212)	(\$1,732,485)	(\$6,063,697)	73,400	(\$41.92)
9: Crocker Hall	\$20,310,302	\$1,960,913	\$3,212,918	\$649,894	\$0	\$26,134,027	\$13,038,327	\$36,193,329		
9.1 Master Plan Program	\$18,943,112	\$1,703,530	\$2,969,232	\$593,846	\$0	\$24,209,720	\$9,683,888	\$33,893,608	27,180	\$696.95
9.2 Deferred Maintenance	\$280,150	\$52,740	\$49,934	\$11,485	\$0	\$394,309	\$2,742,440	\$157,724	27,180	\$10.31
9.3 Decarbonization	\$6,983,650	\$1,314,717	\$1,244,755	\$286,294	\$0	\$9,829,416	\$3,931,766	\$13,761,182	27,180	\$256.94
9.4 Credit if program changes take place with decarbonization	(\$5,896,610)	(\$1,110,074)	(\$1,051,003)	(\$241,731)	\$0	(\$8,299,418)	(\$3,319,767)	(\$11,619,185)	27,180	(\$216.95)
10: Peirce Annex	\$8,309,902	\$1,564,394	\$1,481,145	\$340,663	\$0	\$11,696,104	\$4,678,442	\$16,374,546		
10.1 Master Plan Program	\$1,528,442	\$287,740	\$272,427	\$62,658	\$0	\$2,151,267	\$860,507	\$3,011,774	4,460	\$342.70
10.2 Deferred Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	29,700	\$0.00
10.3 Decarbonization	\$7,988,300	\$1,503,850	\$1,423,823	\$327,479	\$0	\$11,243,452	\$4,497,381	\$15,740,833	34,160	\$233.85
10.4 Credit if program changes take place with decarbonization	(\$1,206,840)	(\$227,196)	(\$215,105)	(\$49,474)	\$0	(\$1,698,615)	(\$679,446)	(\$2,378,061)	34,160	(\$35.33)
11: Open Space Accessibility & Connectivity	\$1,231,236	\$231,788	\$219,454	\$50,474	\$0	\$1,732,952	\$693,181	\$2,426,133		
11.1 Master Plan Program	\$1,231,236	\$231,788	\$219,454	\$50,474	\$0	\$1,732,952	\$693,181	\$2,426,133	46,160	\$26.67



	Trade Costs	Markups	Design Contingency	Prime Contractor Contingency	Escalation	CONSTRUCTION TOTAL	Soft Costs	PROJECT COST	gfa	\$/sf
Alternates										
Alt 1B: Library Renovation	\$45,523,335	\$8,570,063	\$8,114,010	\$1,866,222	\$0	\$64,073,630	\$25,629,452	\$89,703,082		
1B.1 Master Plan Program	\$45,523,335	\$8,570,063	\$8,114,010	\$1,866,222	\$0	\$64,073,630	\$25,629,452	\$89,703,082	126,050	\$711.65
1B.2 Deferred Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	114,960	\$0.00
1B.3 Decarbonization	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	114,960	\$0.00
1B.4 Credit if program changes take place with decarbonization	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	114,960	\$0.00

