



The Research Bureau

VOLUNTARY CONTRIBUTIONS TO THE  
CITY OF SPRINGFIELD BY ITS PRIVATE COLLEGES:  
FINDINGS AND SUGGESTIONS

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March 19, 2007



# VOLUNTARY CONTRIBUTIONS TO THE CITY OF SPRINGFIELD BY ITS PRIVATE COLLEGES: FINDINGS AND SUGGESTIONS

**March 2007**

## EXECUTIVE SUMMARY

Because the Springfield Finance Control Board indicated its intention to seek “voluntary contributions” or Payments-in-Lieu of Taxes (PILOTs) from the City’s three private, tax-exempt colleges, American International College, Springfield College and Western New England College engaged the Worcester Regional Research Bureau to collect and objectively analyze information necessary to make informed decisions about PILOT programs and other contributions and investments in the Springfield community. To that end, this report examines the value and nature of tax-exempt property in Springfield, the financial health of the City and the individual colleges, the services and benefits provided by the colleges to Springfield and its residents, the municipal services that the colleges use, as well as describing PILOT programs (and state local aid programs) in Massachusetts and elsewhere.

Based on these analyses, The Research Bureau found the following:

- ❖ The value of Springfield’s tax-exempt properties totaled about \$1.5 billion in FY06: the value has more than tripled (a 341% increase) since FY00 and now represents 18.6% of the total value of all property in Springfield. City-owned property valued at \$454 million constitutes the largest share of tax-exempt property—almost 30% of the total value. The value of tax-exempt land held by Springfield’s three private colleges was approximately \$175.8 million, or 11.6% of the total exempt value in FY06.
- ❖ The colleges contribute much to the economy, the culture, and vibrancy of Springfield. Their combined annual payrolls exceeded \$18.5 million in FY06, and scholarships and institutional financial aid provided to Springfield residents exceeded \$3.6 million in FY06. They offer internship programs in the public and private sectors, and students and faculty provide countless hours of volunteer service in the community.
- ❖ The colleges consume municipal services which are supported by the City’s taxpayers. For example, while each of the colleges maintains its own campus security force, the City’s public safety personnel (police, fire, and ambulance services) respond to 911 emergency calls involving incidents on campus, as well as incidents off campus which involve college students.

- ❖ Institutions in Boston, Providence, and New Haven have agreed to make voluntary contributions to reimburse these cities for the costs of providing municipal services that they consume.
- ❖ The states of Connecticut and Rhode Island partially reimburse communities that host colleges for tax revenues lost due to these institutions' tax-exempt status.

Based on these findings, The Research Bureau makes the following suggestions:

- ❖ The City of Springfield should market and sell those properties which it owns but are currently underutilized. The City could realize one-time revenue from sale of the property, reduce its associated maintenance and repair costs, and potentially generate ongoing property-tax revenue were the property returned to the tax rolls.
- ❖ The City should enhance its methods for tracking, analyzing, and reporting the data necessary to calculate the true cost of providing City services, such as police and fire protection, to the colleges.
- ❖ Springfield's colleges should consider making voluntary contributions that would be based on the value of future institutional expansion through new construction, rehabilitation or acquisition. The contribution should be based on reimbursing the City for a portion of the cost of those services which it provides to the colleges using tax-levy funds.
- ❖ The City and the colleges should establish criteria by which the value of the colleges' contributions that are most beneficial to the financial well-being of the City qualify and are recognized as services-in-lieu of taxes (SILOTs).
- ❖ Springfield and its colleges should work collaboratively with other institutions and municipalities in the Commonwealth to lobby legislators for a local aid program similar to those established in Connecticut and Rhode Island.

## OVERVIEW OF PILOTS

### Background and Context

In 2004, the Massachusetts General Court found that the City of Springfield faced a financial crisis which posed “an imminent danger to the safety of the citizens of the City and their property.”<sup>1</sup> In response to this crisis, the State Legislature established the Springfield Finance Control Board to oversee the operations of the City and “assure a comprehensive long-term solution to the City’s financial problems.”<sup>2</sup> As part of its strategy to generate new revenues and restore financial stability, the Finance Control Board stated its intention to seek “voluntary contributions” or Payments in Lieu of Taxes (PILOTs) from Springfield’s three tax-exempt private colleges-- American International College, Springfield College, and Western New England College.<sup>3</sup> In order to develop the framework for a PILOT program, the Board hired a consultant, J. F. Ryan Associates, Inc., whose report, dated September 16, 2005, “sets forth a plan for the City of Springfield to investigate and ultimately implement a successful PILOT program.”<sup>4</sup> The report asserts that the “establishment of a PILOT program for the City of Springfield is an effective solution to obtain financial support from nonprofit institutions which are exempt from property taxes by Massachusetts law.”<sup>5</sup>

While the Finance Control Board has not issued a formal request seeking voluntary contributions from the colleges, nor has it proposed an amount or the specific nature of such contributions, American International College, Springfield College and Western New England College engaged The Research Bureau to collect and objectively analyze information necessary to make informed decisions about PILOT programs and other contributions and investments in the Springfield community.

Established in 1985, The Research Bureau is a private, nonprofit organization conducting independent, non-partisan public policy research and data analysis. The Research Bureau provides a unique professional resource that enables government, business, and nonprofit leaders to make better-informed decisions that will improve the quality of communities as places to live, work, and do business.

The Research Bureau strongly agrees with the authors of the J. F. Ryan Associates, Inc. report, who regard the collection of “comprehensive and high quality data [by the City as] critical to make an effective case” for a PILOT program.<sup>6</sup> Therefore, this report focuses on identifying the data necessary for the primary stakeholders—the colleges and the City—to understand the amount and value of services each party provides and consumes; without this no determination

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<sup>1</sup> 2004 Mass. Acts 169.

<sup>2</sup> *Ibid.*

<sup>3</sup> Peter Goonan, “Springfield to get aid from Baystate,” *The Republican*, July 7, 2006, p. A1.

<sup>4</sup> J.F. Ryan Associates, Inc., *Springfield Financial Control Board Project Plan: Establishment of Payment in Lieu of Tax Program (PILOT)*, [www.mass.gov/Asfcb/docs/PILOTProjectPlan.pdf](http://www.mass.gov/Asfcb/docs/PILOTProjectPlan.pdf) (September, 20005), cover letter.

<sup>5</sup> *Ibid.* Cover letter.

<sup>6</sup> *Ibid.* p. 12.

can be made as to whether an “imbalance exists” between the services provided by the City to these colleges and their contribution to the growth and the financial well being of Springfield. The Research Bureau sought to collect and analyze a number of the key data elements described in the J. F. Ryan Associates, Inc. report as “necessary to assemble for determining the specifics of a PILOT program.” To that end, this report examines the value and nature of tax-exempt property in Springfield, the financial health of the City and the individual colleges, the services and benefits provided by the colleges to Springfield and its residents, the municipal services that the colleges use, as well as describing PILOT programs (and state local aid programs) in Massachusetts and elsewhere. Following a discussion of the data and findings, the report concludes with a number of observations and suggestions.

## **What are PILOTS?**

For purposes of this report, “payment in lieu of taxes” or “PILOT” refers to voluntary payments to municipalities by private, nonprofit agencies which are exempted by state law from paying property taxes.<sup>7</sup> Such payments are of necessity voluntary on the part of nonprofit agencies since municipalities are prohibited by law from taxing them.

The United States has a long-standing tradition of granting colleges and universities and other nonprofit institutions tax-exempt status. This practice is based on the recognition that nonprofit institutions meet an important public need and provide a public good by enhancing the education, health, and welfare of the citizenry in the communities they serve or in which they are located. Specifically, by pursuing their mission of transmitting knowledge and enriching the cultural and intellectual life of a community, institutions of higher education provide benefit to not just the students they serve, but to the communities in which they are located. Colleges, particularly in urban areas, are often cited as partners in enhancing the vibrancy of a community and for their efforts to help rebuild older urban neighborhoods in which they may be located. In addition, colleges and universities often highlight their role as employers, providing good jobs, and as consumers of local goods and services.

While private nonprofit agencies are exempt from property taxes, they do pay other municipal fees such as water and sewer fees, building and inspection fees, and licensing fees. As well, these agencies are exempted only from paying property taxes in regard to those services and activities that are related to their “core mission.” Activities that are unrelated to this core mission are subject to property and other taxes. For example, The City of Springfield collects property taxes on Reed’s Landing (about \$328,000 in FY06), a retirement community located on the campus of Springfield College. The lessee of the property pays property taxes on the facility, the operation of which is outside the College’s core educational mission. Table 1 below summarizes such taxes and other fees paid by each of the colleges during FY06.

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<sup>7</sup> Massachusetts General Laws, Chapter 59, Section 5.

**Table 1: Taxes, Fees, and Other Payments, FY06**

Tax/Service/Fee	American International College	Springfield College	Western New England College
Taxes Paid on Non-Exempt Land Held by the College*	\$1,367	\$328,612 <sup>(1)</sup>	\$12,499
Fees to Paid to the City (e.g., Permitting, Inspections, etc.)	\$6,000	\$34,390	\$10,000
Water & Sewer Fees**	\$85,578	\$265,966	\$235,083
Trash Removal Fees (Private Vendor)	\$43,515	\$145,286	\$126,391
Goods & Services Purchased from Springfield Vendors	\$3,600,000	\$11,100,000	\$2,200,000
Campus Security Budget	\$825,000	\$1,360,000	\$1,700,000

(1) Reflects property taxes paid by the operators of Reed's Landing retirement community

Sources: \*City of Springfield Assessor's Office; \*\*Springfield Water and Sewer Commission; All other data provided by the individual colleges.

In times of budget crises, cash-strapped municipalities burdened with increasing expenditures and shrinking revenues often seek new revenue through voluntary contributions from nonprofits, frequently arguing that it is only fair that nonprofits pay for municipal services that they use. Additionally, as tax-exempt entities expand and acquire land, they may effectively reduce the revenues generated through property taxes. In Massachusetts, local governments are heavily reliant on property taxes to fund municipal services such as public safety, public education, public libraries, and street and sidewalk maintenance. According to the Massachusetts Department of Revenue, on average, the Commonwealth's 351 cities and towns received 53% of their total revenue from property taxes in FY06. In Springfield, about 30% of the City's revenues were derived from the local tax levy in FY06.

### Taxable and Tax-Exempt Property in Springfield

According to the Massachusetts Department of Revenue, in FY06, the value of Springfield's taxable property was approximately \$6.6 billion, which generated \$138.5 million in tax revenue (see Table 2).<sup>8</sup> The value of Springfield's taxable properties has increased by more than \$2.5 billion since FY00 (a 61.6% increase). Although Springfield has experienced a steady decline in its residential tax rate in recent years, homeowners have faced rising property tax bills due to sharply increasing residential property values. The average single-family tax bill in Springfield increased by 31%, from \$1,703 in FY00 to \$2,230 in FY06.<sup>9</sup>

**Table 2: City of Springfield Property Values, Fiscal Year 2006**

Total Value Taxable Property	\$6,627,400,650
Total Value Exempt Property	\$1,516,704,390
Total Value - All Property	\$8,144,105,040
% of Total Value that is Taxable	81.4%
% of Total Value that is Exempt	18.6%
Total Tax Levy	\$138,486,190
Tax Rate- Residential	\$17.00
Tax Rate- Commercial & Industrial	\$33.02

Source: Massachusetts Department of Revenue

<sup>8</sup> In Massachusetts, assessed valuation is based on the property's full and fair cash value as set by the Assessors. The Massachusetts Department of Revenue's Bureau of Local Assessment is responsible for regulation, oversight, training and technical assistance to cities and towns in the areas of real and personal property valuation and classification. The Bureau reviews and recertifies each municipality's property values once every three years to ensure they are at full and fair market value.

<sup>9</sup> Source: Massachusetts Department of Revenue's Municipal Data Bank at [www.dor.state.ma.us](http://www.dor.state.ma.us) containing financial data from a series of reports that municipalities submit annually to the Division of Local Services.

The value of Springfield’s tax-exempt properties totaled about \$1.5 billion in FY06, and if this land were fully taxable at the FY06 commercial/industrial rate of \$33.02 per \$1,000 of assessed value, it would generate more than \$50 million in tax revenue. The value of exempt land more than tripled (a 341% increase) during the FY00 to FY06 period, and now represents 18.6% of the total value of all property in Springfield.

As shown in Table 3, City-owned property valued at \$454 million constituted the largest share of tax-exempt property-- almost 30% of the total value. The value of tax-exempt land held by Springfield’s three private colleges was approximately \$175.8 million, or 11.6% of the total exempt value in FY06. Proportionally, the value of tax exempt lands held by the City are more than two and a half times greater than the share held by American International, Springfield, and Western New England Colleges. The tax-exempt value of Western New England College is \$78 million; Springfield College’s value is \$53.4 million, and American International College’s value is \$44.3 million. Were these colleges to pay taxes on the full value of their land at the FY06 commercial/industrial tax rate, collectively, their payments would have yielded an additional \$5.8 million in tax revenue for the City of Springfield. By comparison, City-held properties could potentially generate about \$15 million in tax revenue.

**Table 3: Value of Tax-Exempt Properties in Springfield by Category, FY06**

Description	# Parcels	\$ Valuation	% of Total Valuation	Potential Revenue (@ tax rate of 33.02)
City of Springfield	574	433,910,290	28.6%	14,327,718
City of Springfield - Salable Land	293	20,339,400	1.3%	671,607
Charitable/Benevolent Organizations	155	257,433,800	17.0%	8,500,464
121A/Economic Development/Urban Redevelopment	110	192,822,200	12.7%	6,366,989
<b>Private Colleges</b>	<b>186</b>	<b>175,809,700</b>	<b>11.6%</b>	<b>5,805,236</b>
Religious Institutions	278	122,255,700	8.1%	4,036,883
Springfield Housing Authority	98	68,160,600	4.5%	2,250,663
Public Colleges and Other Educational	6	53,640,600	3.5%	1,771,213
Commonwealth of Massachusetts	67	47,937,700	3.2%	1,582,903
Federal Government	14	47,344,900	3.1%	1,563,329
Civic Center	1	40,000,000	2.6%	1,320,800
Cemeteries	22	45,765,100	3.0%	1,511,164
Springfield Parking Authority	15	8,735,100	0.6%	288,433
AMTRAK	17	1,714,900	0.1%	56,626
PVTA	1	750,500	0.0%	24,782
Town of East Longmeadow	1	83,900	0.0%	2,770
<b>Total</b>	<b>1,838</b>	<b>1,516,704,390</b>	<b>100.0%</b>	<b>50,081,579</b>

Source: City of Springfield Assessor's Office



## DETERMINING THE POTENTIAL FOR PILOTS IN SPRINGFIELD

When seeking PILOTs, municipalities frequently argue that it is appropriate for tax-exempt entities to help pay for a portion of those municipal services that they use. Nonprofits will often counter that they are making contributions to the community, the value of which offsets or even exceeds the value of any lost property tax revenue. This section of the report attempts to examine the current contributions made by the colleges as well as assess their use of City services to answer the question of whether Springfield's colleges contribute their "fair share" to the City.

### Services Contributed by the Colleges

The colleges, enrolling more than 7,500 students and employing more than 1,300 individuals during FY06, contribute much to the economy, the culture, and vibrancy of Springfield. They cite the impact of their annual payrolls on the economy (combined, they exceeded \$18.5 million in FY06), their internship programs in the public and private sectors, the scholarships and institutional financial aid provided to Springfield residents (exceeding \$3.6 million in FY06), the countless volunteer hours contributed by students and faculty working with the Springfield Public Schools and community organizations, and the access to college facilities granted to a multitude of Springfield organizations, among their many contributions.<sup>10</sup> The impact of these contributions on the Springfield economy and on the City's quality of life should not be underestimated. (Appendix A contains a sampling of programs and services that the colleges are currently providing to the community.)

### Municipal Services Consumed by the Colleges

The Research Bureau attempted to gather data to determine the extent to which the colleges consumed various municipal services, since, as previously noted, proponents of PILOTs contend that colleges and universities should pay something in support of the municipal services that they use. As well, the J.F. Ryan Associates, Inc. report stated "It is important to know how often police, fire, and ambulance services respond directly to particular institutions... These types of calls clearly demonstrate the financial burden of a tax-exempt institution on the community."<sup>11</sup>

The colleges are served by the City's public safety personnel (police, fire, and ambulance services) who respond to 911 emergency calls for service involving incidents occurring on campus as well as incidents occurring off campus which involve college students. In addition, the colleges supplement municipal public safety services, with each maintaining its own campus security force (in 2006, Springfield College budgeted \$1.4 million, Western New England College budgeted \$1.7 million, and American International College budgeted \$825,000 for campus security). The colleges and the City provided data to The Research Bureau regarding the

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<sup>10</sup> Each of the colleges reported providing more than \$1 million in Institutional Financial Aid to Springfield residents in FY06.

<sup>11</sup> J.F. Ryan Associates, Inc., *Springfield Financial Control Board Project Plan: Establishment of Payment in Lieu of Tax Program (PILOT)*, [www.mass.gov/Asfcb/docs/PILOTProjectPlan.pdf](http://www.mass.gov/Asfcb/docs/PILOTProjectPlan.pdf) (September, 2005), p. 11.

number and nature of incidents that each had recorded involving emergency response to their respective campuses. Because these data from the colleges and the City were different and irreconcilable, we were unable to calculate the number of responses, and therefore, could not determine the true cost of the public safety burden placed on the City by its colleges and their students. It is, however, very likely that if the colleges did not have their own security forces, the City would have to increase the size (thereby increasing the cost) of the Springfield Police Department.

The Springfield Police Department's FY06 budget of \$30.5 million (excluding capital expenditures and fringe benefits) comprised 6.8% of the total operating budget.<sup>12</sup> However, the City does not calculate estimates of the cost per incident or the total annual cost for police services provided to each college. The Fire Department's FY06 budget of \$16.5 million (excluding capital expenditures and fringe benefits) comprised 3.7% of the City's total operating budget.<sup>13</sup> Again, the City did not produce estimates of the cost per call or costs for total fire protection service provided to each college. The J.F. Ryan Associates, Inc. report quite rightly suggests that the cost estimates should include overtime, training, equipment and inter-department costs of supporting the Fire Department.

One practice highlighted in the section below describing PILOT initiatives in other communities is for a municipality to request voluntary contributions that are tied to the overall cost (or proportion of the total municipal budget) associated with the specific services which tax-exempt entities do not pay for, but receive, instead of calculating a figure based on a cost per call and actual service delivered. For example, in a municipality where public safety services represent 20% of the municipality's operating budget, exempt institutions may be asked to contribute 20% of the value that they would pay if their properties were taxable. The argument in favor of seeking reimbursement based on the total cost of maintaining a police or fire department is that these are public goods from which everyone in the community benefits, and it is therefore unfair to place costs for these services solely on the backs of those paying property taxes.

### **Ability to Pay**

The total revenue that a municipality can expect to collect through voluntary contributions is inherently tied to an individual institution's financial health and ability to pay. The financial positions of Springfield's three colleges vary today, and are subject to change in the future. Data provided by the colleges (summarized in Table 4) show that both Springfield College and Western New England College have made significant investments in their physical plants in recent years. Springfield College has invested \$32.6 million over the last five years, and plans to invest \$23 million more through 2009. It acquired three new properties in 2005-2006 valued at \$500,000. Western New England College has invested \$45.6 million during the last five years. American International College has invested \$7.2 million during the last few years.

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<sup>12</sup> *Ibid.*

<sup>13</sup> City of Springfield Fiscal Year 2006 Budget.

**Table 4: Financial Indicators: Springfield's Private Colleges**

	<b>Springfield College</b>	<b>Western New England College</b>	<b>American International College</b>
	(in millions)		
Endowment*	\$45.6	\$41.9	\$6.7
Operating Budget**	\$104.5	\$79.1	\$21.9
Five-Year Capital Investment***	\$32.6	\$45.6	\$7.2

Sources: \*2006 NACUBO Endowment Study and American International College, \*\*Audited Financial Statements for the fiscal year ending June 30, 2006; \*\*\*As reported by each of the colleges

## PILOTS IN PRACTICE

This section of the report will highlight several communities that have sought and received voluntary contributions from tax-exempt nonprofits. While some of the cities below have populations and municipal budgets that are much larger than Springfield's, or are home to institutions with some of the largest educational endowments in the nation, each of these cities has one key factor in common with Springfield: each faced a shrinking tax base that affected its ability to provide services. The following examples are intended to highlight the nature and basis of the various agreements rather than the dollar amounts generated: the scale and scope of payments Springfield could expect to receive from its colleges would be significantly less than those generated in several of the examples below.

### **Boston**

In FY06, the value of tax-exempt property in the City of Boston exceeded \$22.8 billion, and represented about 23% of the total value of all property in the City. If this exempt property had been taxable at the City's FY06 commercial/industrial rate of \$30.70 per \$1,000 assessed value, it could have generated about \$700 million in tax revenue for the City.

In recognition of the costs associated with municipal services that are provided to them, 38 tax-exempt medical, educational, cultural, and social service institutions in Boston made voluntary payments totaling more than \$32 million in FY06.<sup>14</sup> The largest contributor was the Massachusetts Port Authority (\$17.5 million), followed by Boston University (\$4.1 million) and Harvard (\$1.8 million). Ten of Boston's tax-exempt medical institutions contributed more than \$4.9 million. While Boston University and Harvard receive much attention due to the size of their contributions, overall, thirteen educational institutions made voluntary contributions totaling more than \$7.1 million in FY06, as shown in Table 5 below.

Under its current PILOT program, the City of Boston enters into voluntary agreements with its nonprofits based on individual negotiations with those entities. The City's process "focuses on the expansion and replacement of tax-exempt property, rather than seeking payments on existing facilities."<sup>15</sup> The City first considers the value of a project-- either the cost involved in construction or the assessed value of a previously taxable property-- and then determines a "base PILOT" by multiplying the value of the project by the percentage of the City's operating budget that is devoted to basic services "for which the City feels tax-exempt institutions should contribute."<sup>16</sup> Therefore, the contribution ultimately received from a nonprofit is proportional to the value it has invested in a property, and this accounts for the large variation in payments shown in Table 5.

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<sup>14</sup> Source: Spreadsheet prepared by the Boston Municipal Research Bureau in November, 2006, using data provided by the City of Boston Assessing Department.

<sup>15</sup> City of Boston, *Payment in Lieu of Tax Program: Guidelines for Tax-Exempt Institutions*, May 1997.

<sup>16</sup> *Ibid.*

**Table 5: City of Boston PILOT Payments from Educational Institutions, FY04 - FY06**

Exempt Institution	PILOT Payments to the City of Boston		
	FY04	FY05	FY06
Boston College	\$219,721	\$229,355	\$242,046
Boston University	\$3,333,450	\$3,559,061	\$4,105,354
Berklee College of Music	\$191,646	\$245,247	\$183,269
Harvard	\$1,777,064	\$1,820,560	\$1,813,480
Suffolk	\$236,857	\$208,260	\$140,669
Northeastern University	\$136,021	\$141,133	\$141,133
New England School of Law	\$13,125	\$13,125	\$13,125
Tufts	\$115,966	\$120,016	\$120,630
Simmons	\$15,000	\$15,000	\$7,500
Showa Boston Institute for Language and Culture	\$90,467	\$94,609	\$99,844
Wentworth	\$2,100	\$2,979	\$27,432
Emerson	\$0	\$74,762	\$71,327
Massachusetts College of Pharmacy	\$104,823	\$140,522	\$146,573
<b>Total PILOTs from Educational Institutions</b>	<b>\$6,236,240</b>	<b>\$6,664,628</b>	<b>\$7,112,382</b>

Sources: City of Boston Assessing Department; Prepared by the Boston Municipal Research Bureau, November 2006

## Providence

In 2003, Brown University, Rhode Island School of Design (RISD), Johnson and Wales University, Providence College, and the City of Providence signed a Memorandum of Understanding in which the colleges agreed to make annual lump-sum payments to the City in recognition and support of municipally-provided services that the institutions use, as well as agreeing to make property tax payments on newly acquired land for a fifteen-year period, during which time the property taxes are gradually phased out. These “transition payments” are “intended to reduce the impact upon the City caused by the acquisition of the [parcel] by the Institution.”<sup>17</sup>

In FY06, the City of Providence received more than \$3.9 million in PILOT payments from Brown, RISD, Johnson and Wales, and Providence College. The City also received \$19.6 million in PILOT payments from the State of Rhode Island. Rhode Island reimburses municipalities for 27% of the value of property taxes that would be collected on tax-exempt properties were they taxable.

## New Haven

The City of New Haven received PILOTs related to tax-exempt property held by Yale University from two sources- the institution itself, and the state of Connecticut. The City receives payments from the State of Connecticut as partial reimbursement (up to 77% of the property taxes which would have been paid on property owned by any private nonprofit institution of higher education

<sup>17</sup> “Memorandum of Understanding with Respect to Voluntary Payments to be Paid to the City of Providence, Rhode Island, by Brown University and Rhode Island School of Design and Providence College and Johnson & Wales University,” June 5, 2003, p 3. [http://www.brown.edu/Administration/News\\_Bureau/2002-03/02-148.pdf](http://www.brown.edu/Administration/News_Bureau/2002-03/02-148.pdf)

or private nonprofit hospital facilities) for tax revenues lost due to these institutions' exempt status. In FY06, the City received more than \$34.5 million from the state for this purpose, as well as \$4.4 million in reimbursement for state-owned land.

In 2005, Yale University adopted a formula in which its annual reimbursements to the City of New Haven for fire protection services are based on the number of students and full-time faculty on campus. In FY06, the City received more than \$4 million in voluntary contributions from Yale University.<sup>18</sup>

## **Worcester**

Because Worcester's commercial/industrial tax base has shrunk dramatically during the last two decades, homeowners are bearing an increasing share of the tax burden. When these factors are coupled with dips in the State's economy resulting in level funding or only minimal increases in local aid from which the City gets more than half its revenues, it is understandable that local public officials are seeking new sources of revenue. In Worcester, a number of public officials and leaders of neighborhood associations representing homeowners have called for the establishment of a PILOT program, which would formally request tax-like payments from tax-exempt institutions. The Research Bureau issued reports on this subject in 1997 and 2004.<sup>19</sup> The most recent report contained an overview of the PILOT practices in Boston, Cambridge, Providence and New Haven; compared institutional endowments of the colleges in those communities with those in Worcester; calculated the taxes and fees paid to the City by the local colleges; and documented the local colleges' recent investments in economic development projects and their services and contributions to the public schools and the neighborhoods. Based on the data available, The Research Bureau concluded that the colleges were "paying their fair share." The report also stated that the City would be better served by asking the colleges to generate projects that would promote economic development.

Shortly after the Research Bureau's most recent study on this subject was published in April 2004, a task force established by the mayor issued a report on utilizing Worcester's colleges and universities to promote economic development and expansion of the tax base. Among the many worthwhile recommendations, the report called for the development of a more formal structure of communication among municipal government, the colleges, and the business community to explore economic development opportunities similar to several that had already been undertaken: the Gateway Park Project between Worcester Polytechnic Institute and the Worcester Business Development Corporation, UMass Medical School and the development of the biotech sector, and the University Park Campus School collaboration with Clark University, the Main South CDC and the Main South neighborhood. The colleges, municipal government and the private

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<sup>18</sup> According the New Haven's Contoller, in addition to its exempt holdings, Yale University owns more than \$80 million of taxable property and was New Haven's largest taxpayer in FY06.

<sup>19</sup> See *Will PILOTs Fly in Worcester: Taxing Nonprofits and Other Options* available at <http://www.wrrb.org/reports/04-04pilot.pdf>; and *Should Nonprofit Organizations Make Payments In Lieu of Taxes? The Case For and Against* available at <http://www.wrrb.org/reports/97-4.pdf>

sector established the UniverCity Partnership and appointed a director to initiate and coordinate these economic development opportunities.

Over the last several years, a number of colleges in the City of Worcester have acquired properties that were previously privately owned and were subject to property taxes. Public officials, concerned about the erosion of the tax base by the nonprofit institutions which represent 18.06% of all Worcester's property currently valued at \$15.3 billion (including tax-exempt), requested that the colleges continue to pay taxes on all newly acquired properties. For example, Clark University purchased a former auto body shop and surrounding land which it intends to replace with a dormitory. It is currently paying taxes on the property and expects to continue doing so after the dormitory is built.<sup>20</sup>

In brief, the models cited above highlight three ways in which municipalities receive voluntary contributions for tax-exempt property:

- ◆ State reimbursement for some percentage of property taxes that the municipality would have received if property had not been tax-exempt.
- ◆ Voluntary institutional payment of property taxes on newly-acquired land or buildings that were previously part of taxable property.
- ◆ Voluntary institutional payment for municipal services such as police or fire which are traditionally paid for out of property taxes on taxable properties.

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<sup>20</sup> Per telephone conversation with James Collins, Executive Vice President, Clark University.

## CONCLUDING OBSERVATIONS AND SUGGESTIONS

As highlighted in the previous section of this report, while Boston, Providence, and New Haven all have different approaches to calculating a PILOT, the premise in each of these locales is that the institutions should be reimbursing the City for services which they consume but do not pay for, and when determining the amount of the voluntary contribution, a key consideration in each of these cities was the cost of providing such services. Based on these models, and the current financial state of the City of Springfield, we believe that it is in the enlightened self-interest of both the City and the colleges to recognize that they depend on one another for success, and to strengthen their working relationship to ensure that the City of Springfield continues its financial recovery. The colleges are critical to the local economy when it comes to educating a skilled workforce, but also in terms of generating jobs and revenue for the City and the businesses located there; they also contribute to the City's cultural and intellectual life. To achieve all of these objectives, colleges need to be located in fiscally sound and vibrant communities, especially as the competition to attract students is becoming more fierce.

Due to the Finance Control Board's efforts to improve the financial health of the City and management of the City's operations, Springfield is well on its way to recovery as evidenced by an improved cash position, a balanced FY07 budget, and as of June 2006, a \$36 million reduction in the City's deficit compared to September 2004. The colleges should partner with the Board to support the work achieved to date. A reduction of the City's tax base resulting from nonprofits acquiring property and removing it from the tax rolls will strain the municipal budget, and could potentially further increase the burden on Springfield's homeowners. In light of that, we offer the following suggestions which take into account the interests of all parties.

### What can the Commonwealth do?

#### ❖ *Provide partial reimbursement to municipalities for tax-exempt property.*

When industry leaders assess their reasons for locating and remaining in the Commonwealth, they invariably cite the availability of a skilled workforce. The caliber of that workforce is affected by the quality, variety, and number of the Commonwealth's institutions of higher education. According to the Massachusetts Department of Workforce Development, "the rise of information technology throughout the workplace has spurred the demand for more highly educated workers."<sup>21</sup> Since Massachusetts has a higher-than-average concentration of high-tech, finance, and health care firms compared to the United States as a whole, a greater proportion of jobs are professional or technical in nature, requiring an associate's degree or higher.<sup>22</sup> Thus, the importance of the colleges to the Massachusetts economy cannot be overstated. The colleges can also contribute to the health of a municipality's bond rating. According to the 2006 Fitch Ratings

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<sup>21</sup> Massachusetts Department of Workforce Development, "Massachusetts Employment Projections Through 2014." <http://www.detma.org>

<sup>22</sup> *Ibid.*



report on Worcester, its “A rating” is in part the result of “a stable employment base anchored by higher education and health care institutions.”<sup>23</sup>

Connecticut and Rhode Island both reimburse municipalities for certain kinds of tax-exempt property through their local-aid formulas. Under such an arrangement, municipalities submit a statement of assessed value for qualifying tax-exempt land and are paid some percentage of their lost tax revenue.<sup>24</sup> The Massachusetts Legislature considered and rejected a similarly structured plan in 1997. However, given the importance of the higher education industry to Massachusetts’ economy today, a very strong case can and must be made for the adoption of legislation by the Commonwealth reimbursing municipalities that host colleges some percentage of the tax-exempt value of those institutions. Such action will require a concerted effort by the communities throughout the Commonwealth that host colleges to lobby their legislative delegations individually and collectively to approve such a program as part of the local aid formula.

## **What can the City do?**

### **❖ *Enhance its methods for tracking, analyzing, and reporting data.***

As noted earlier, The Research Bureau set out to collect and analyze data to determine whether or not an imbalance exists between what the City of Springfield contributes to the Colleges and what the Colleges contribute to the City. However, at this time, much of the data necessary to perform an analysis of the quantity and cost of providing public safety or other services to the colleges are unavailable.<sup>25</sup> Therefore, we do not believe the City is in a position to argue that an imbalance exists, and recommend that it enhance its methods for tracking, analyzing, and reporting the data necessary to calculate the true cost of providing City services to the colleges. Those analyses should be comprehensive and include the total cost of all personnel associated with providing a specific service (i.e., salaries and benefits), equipment costs, maintenance and depreciation costs, and training costs. As noted earlier, the J.F. Ryan Associates, Inc. report argues that the City must have comprehensive and accurate data to make an effective case for the colleges to pay a PILOT.

### **❖ *Sell City-owned properties.***

The City is the largest owner of tax-exempt property in Springfield, holding approximately 867 parcels that represent 30% (\$454 million) of the total value of tax-exempt parcels in Springfield. These properties require management and maintenance, from major rehabilitation to daily custodial services. Among the City’s holdings, 293 parcels valued at more than \$20 million are deemed “salable land.” The Finance Control Board should regularly review the City’s property

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<sup>23</sup> Fitch Ratings, *U.S. Public Finance New Issue Reports: Worcester, Massachusetts*, October 25, 2006. Available at <http://www.fitchratings.com/>.

<sup>24</sup> Such programs normally limit the reimbursement to tax-exempt land owned by educational institutions, hospitals, and other cultural institutions.

<sup>25</sup> As stated in a June 29, 2005 letter from Philip Puccia III, Executive Director Springfield Finance Control Board to Control Board Members, in the period prior to the Control Board assuming management of the City’s operations, “there were no citywide systems to manage information.”

and aggressively market those that could be sold to generate revenue and be returned to the tax rolls.

❖ ***Implement recommendations from consultant reports on municipal operations that were prepared for the Springfield Finance Control Board.***

As part of its effort to restore financial stability to the City of Springfield, the Finance Control Board commissioned studies on each of the City's major departments to determine how to restructure staff and operations to make the departments more efficient, effective, and productive. While the Board should adopt the recommendations that will facilitate Springfield's economic recovery, we recognize that introducing new procedures and accompanying technology will require considerable time and money. However, in the long term, many of these efforts will allow the City to control or reduce costs and/or improve service delivery.

### **What can the colleges do?**

Although the private and nonprofit sectors were not responsible for generating Springfield's financial difficulties, their future prosperity is integrally tied to its resurgence. This recognition of mutual dependence is cause to reflect on how best the colleges can contribute to the City's recovery.

❖ ***Contribute to the City's "bottom line" through SILOTs – Services in Lieu of Taxes.***

Faculty, staff, and students at American International, Springfield, and Western New England Colleges are already participating in numerous volunteer and community service activities that enhance the quality of life and the economic and social well-being of those who live, work, and study in the City of Springfield. Appendix A contains a sampling of programs and services that the colleges are currently providing to the community.

In light of Springfield's financial crisis, efforts to improve the community and/or enhance economic development should be continued and formally recognized by the City as a voluntary contribution. To that end, we suggest that the college contributions that would be most beneficial to the financial well-being of the City and therefore qualify as services in lieu of taxes (SILOTs) would be those that meet criteria established and agreed to by both parties. We provide the following criteria as a starting point:

- ◆ The project increases the tax base of Springfield. *For Example:* A college buys an off-campus abandoned property, rehabilitates it for student housing, and pays taxes on it.
- ◆ The project helps to increase the City's revenues or decrease its expenditures. *For Example:* A college repaves City sidewalks near the campus and plants trees.
- ◆ The Springfield Public Schools or Springfield municipal government would have to hire employees or reduce services to do what the colleges are currently doing at no cost to the City. *For Example:* Students from Springfield College provide the

equivalent of 58 full-time equivalent teaching assistants in a number of the City's low-performing schools. Paid by an Americorps grant obtained by the College, the students have filled a gap that the City would otherwise be unable to pay for.

The following examples highlight a number of efforts in Worcester in which the colleges' direct participation in the development and implementation of initiatives has resulted in enhancements in the quality of life and the economic and social well-being of residents, businesses, and students. These examples illustrate the types of efforts which would qualify as SILOTs when measured against the criteria proposed above.

- ◆ In collaboration with the Worcester Public Schools, Clark University's Center for Urban Education established a neighborhood school, the University Park Campus School, serving students in grades 7-12 living in the Clark University neighborhood. The rigorous academic program includes an extended day, Clark student mentors, Clark classes for upper classmen, and teacher training and curriculum development with Clark faculty. Since opening in 1997, all graduates of UPCS have attended college, and graduates who are accepted at Clark University are able to attend tuition-free. The strong academic program and the school culture have enabled the school to achieve these results with minimal attrition. The school and its innovative partnership with Clark University have been recognized as a national school reform model.
- ◆ Clark University is a partner in the \$32.5 million Kilby-Gardner-Hammond Neighborhood Revitalization Project which has resulted in environmental clean-up and the re-use of contaminated inner-city property a few blocks from the Clark campus. Led by the Main South Community Development Corporation, working with partners from the City of Worcester, the Boys & Girls Club, and Clark University, the project has transformed a 30-acre site which is now home to a new Boys and Girls Club, athletic fields and facilities to be used by Clark's athletic teams as well as the children at the Boys and Girls Club, and 80 affordable housing units for first-time home buyers. Clark University is funding the construction of the athletic fields and the Boys and Girls Club is funding construction of its new facility.
- ◆ WPI and the Worcester Business Development Corporation are partners in the Gateway Park project that is turning brownfields into taxpaying research and commercial facilities. The development will feature between 500,000 and one million square feet of mixed-use space. WPI invested \$40 million in Gateway Park's first building, the WPI Life Sciences and Bioengineering Center, which will support 200 to 300 jobs and generate annual tax revenues of \$275,000. It will house WPI's life sciences-related graduate research programs in biology, biotechnology, chemistry, biochemistry, and biomedical and chemical engineering; the WPI Bioengineering Institute; and a Massachusetts Biomedical Initiatives incubator facility.
- ◆ Holy Cross is a founder and sponsor of the Nativity School of Worcester, which serves economically disadvantaged boys in grades five through eight. The school

- offers intensive instruction and attention, as well as extended day programming, evening study and tutoring, and summer camp; it also requires parental involvement. Holy Cross students volunteer as instructional assistants, tutoring and mentoring students in the after-school homework center which is administered by the College's Student Programs for Urban Development. The Holy Cross community has also contributed more than \$150,000 to the school over the last three years.
- ◆ Holy Cross is also a partner in the South Worcester Neighborhood Improvement Corporation's (SWNIC) efforts to develop affordable housing, job creation, educational opportunities, neighborhood beautification, and other quality-of-life improvements in the South Worcester neighborhood which is adjacent to the College campus. Holy Cross is underwriting a \$1.3 million loan guarantee to SWNIC to facilitate the building of 12 units of affordable, owner-occupied housing. Additionally, Holy Cross students have provided staffing for SWNIC's office, summer programs, and food bank operations.

❖ ***Forgo seeking tax exemptions on properties acquired in the future.***

The colleges and other large nonprofits could consider making voluntary contributions on future acquisitions that would otherwise result in properties being removed from the tax rolls. Boston's PILOT program focuses on tax-exempt institutions that are expanding through new construction, rehabilitation or acquisition. This is based on the view that if the institution is financially healthy enough to grow, then it should be healthy enough to make a voluntary contribution to the city based, in part, on the cost of the proposed development project, the assessed value of the property, and a comparison with comparable buildings. In Worcester, while no formal agreement has been signed with the City, several colleges have adopted the practice of paying property taxes on new acquisitions, even when the acquisitions are used to carry out the institution's core mission and could therefore be deemed exempt.

To reiterate, the preceding suggestions are based on an understanding of the mutual dependence of colleges and community for the success of each. This relationship was aptly described in a recent *Wall Street Journal* feature by the Chairman and CEO of the Coca Cola Company. The message seems equally applicable to colleges: "When a company plays a major role in creating jobs, tax revenues, adjacent businesses and public services, the result is sustainable communities and higher living standards... A business can be only as healthy as the communities in which it operates; for it to succeed, it must be integrally and functionally part of every community."<sup>26</sup>

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<sup>26</sup> E. Neville Isdell, "Things Go Better With Social Justice," *Wall Street Journal*, February 3, 2007, p. A10.

## APPENDIX A: COMMUNITY SERVICES

**American International College: A1-A3**

**Springfield College: B1-B10**

**Western New England College: C1-C7**

## **Community Engagement Initiative**

### **AIC programs with the public schools**

The Partners Program is collaboration with the Homer St. School. Some 30-40 AIC students partner with a Homer St. student one day a week for three hours to work on academic achievement, visit the college and share meals together.

Kids to College is a program we conduct with one of the middle schools in an effort to introduce youngsters to college at an early age. The program includes visits by AIC personnel to the middle school, as well as a visit to the AIC campus by the middle school students.

The Rising 9th Graders program is offered in the summer, in conjunction with the Springfield Public Schools. The program, features academics, as well as enrichment sessions in a variety of areas, including student activities and career services.

In addition, AIC will offer a scholarship in the amount of \$5,000 per year for a total of four years to those students who stay fully involved with the program through their years in high. These scholarships will be offered to those students who enroll as full time, day division undergraduates. A representative of the Office of Admissions will be available to each student throughout their high school years to assist in the student's academic planning.

### Model Congress

Since 1940, AIC has hosted an annual Model Congress, where high school students from all over New England spend three days writing, amending, debating and voting on legislation. The students get to hear from legislators from both the state and federal government during the event, as they compete for more than \$160,000 in AIC scholarships.

### Scholastic Press Forum

For over three decades, the Communication Department of American International College has hosted the annual Scholastic Press Forum, a day of workshops and fun for artists, writers, editors and advisors. Thousands of high school students from hundreds of papers and magazines have competed in New England's foremost competition.

### **Academic Programs for area teachers**

#### MOST (Masters Opportunity for Springfield Teachers) Program

This is a master's degree program created exclusively for the teachers of Springfield, at a greatly reduced tuition charge as requested by the Springfield Public Schools. This is a 24 credit program if students have nine additional credits to transfer in.

#### Associate Degree program for Springfield Public School's Paraprofessionals

This is a specially designed Associate of Arts degree in Liberal Studies (60 credits) for paraprofessionals in the Springfield Public Schools. This program was designed at the request of the paraprofessionals union.

### **Scholarship programs**

There are several scholarship programs for Springfield residents, aimed at making college a reality for those who might otherwise not afford higher education.

Bay Area Neighborhood Scholarship Program and the Upper Hill Neighborhood Scholarship Program. The College will offer scholarships of \$10,000 to students whose families own homes and reside in either the Bay Area or Upper Hill census tracts. Applicants must be able to meet the admission's criteria of the College, complete a Financial Aid Form, and intend to attend as full time day students.

#### City Employee Scholarship Program

AIC is offering the dependents of all Springfield city employees a \$10,000 scholarship, \$2,500 a year, renewable for four years. In addition to being a dependent of a full-time City of Springfield employee, applicants must meet the admissions requirements of the college, submit a completed Financial Aid Form be accepted by the College as a full time undergraduate day student and achieve satisfactory academic progress toward degree completion. City employees must maintain full time employment with the City of Springfield during the scholarship award period.

#### Student of Character Scholarship

In conjunction with the Springfield Republican and ABC40, AIC offers a full tuition four year scholarship to a local student as part of the Student of Character program. Each week the newspaper chooses a deserving student and highlights their achievements. WGGB also airs a feature on the student every Monday. In the spring AIC chooses one of these students to receive the Student of Character scholarship.

#### Project Jump Start

High school seniors, who want to get a head start on college, can take courses at American International College. The college offers this unique program, which allows high school students to take up to two courses at AIC. The program is being offered to students at a discounted price of \$150 per course.

#### Joint Admissions

American International College was the first private college in the area to offer community college students dual admission. Under the admissions agreement, students who are accepted to Springfield Technical Community College or Holyoke Community College will also be accepted to American International College if they choose the dual admission option. The program was later expanded to include students at Berkshire Community, Greenfield Community, Asnuntuck Community and Quinsigamond Community.

#### **Student Involvement**

AIC students are also deeply committed to the community, logging countless volunteer hours each semester. During the fall of 2006, AIC students participated in the annual CROP Walk in the fight against hunger; the Rays of Hope Walk to fight breast cancer; the Thanksgiving hunger drive; and the National Chemistry Week presentation at the Holyoke Mall.

Nursing students provided free blood pressure screening and other health clinics at a variety of locations in the community, such as the Edgewater Apartments and the Vietnamese American Community Association.

Physical Therapy students held a balance and fall risk clinic and a massage-a-thon for local residents.

Marketing students came up with the logo television spots, stationery and web development, for the Keep Springfield Beautiful Project, a contribution estimated at nearly \$60,000.

AIC football players work with student at Sabis School in Holyoke each week helping with reading.

### **AIC Facilities**

The college makes its facilities available to a number of community organizations at little or no cost. Some of the groups that hold meeting at AIC include the Bay Area Neighborhood Council, Tuesday Morning Music Club, Target Hunger, and the Keep Springfield Beautiful Project. The college also hosted the 2006 Gubernatorial Debate in the Griswold Theatre.

The college offers free parking to the Martin Luther King Church for their Sunday services each week.

AIC has donated a house on campus to the Springfield Police for use as a community policing headquarters.

In the summer of 2006, the college stepped forward and provided the Shriners Hospital with free space in the Edgewood Residences, so that children awaiting surgery would have a place to stay.



## **SPRINGFIELD COLLEGE COMMUNITY SERVICE PROGRAMS**

### **Category: Promoting Community and Economic Development**

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Program: Neighborhood Housing Acquisition Loan Fund

Institution: Springfield College

Description: Springfield College has provided financial security for a \$1.5 million property acquisition loan fund, which allows The Neighborhood Collaborative LLC to borrow money at below market rates to acquire property for building or rehabilitating housing in the Old Hill neighborhood. The collaborative is planning to acquire property in the neighborhood surrounding the college for 100 homes during the next five years. The affordable homes will be for owner-occupants.

Contact: John Mailhot, Springfield College Vice President for Finance and Administration, (413) 748-3145

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Program: Partnership for the Renewal of Old Hill (PROHill)

Institution: Springfield College

Description: Founded in 2003, PROHill is a partnership among Springfield College, the City of Springfield, and the Old Hill Neighborhood Council. It is dedicated to transforming one of Springfield's more deteriorated neighborhoods into a model of infrastructure, safety, owner-occupied housing, educational resources, and recreational space. The college played a leading role in obtaining input from more than 350 individuals, organizations, businesses, churches, and city departments in the planning process.

For Springfield College's leadership in PROHill, HAP, Inc., the region's housing partnership, honored the college with its 2005 Award for Leadership and Achievement.

Contact: John Mailhot, Springfield College Vice President for Finance and Administration, (413) 748-3145

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### **Category: Stimulating Debate about Current Issues**

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Program: The Karpovich Lecture

Institution: Springfield College

Description: This scholarly event, open to the public free of charge, annually brings top experts in exercise physiology and sport science to Springfield College for the benefit of students, professionals in this field, and the community at large. Springfield College established the Karpovich Lecture in 1973 in memory of its former faculty member Peter V. Karpovich, who was an internationally recognized exercise physiologist and one of the principal founders of the American College of Sports Medicine.

Contact: William Considine, Springfield College Dean, School of Health, Physical Education, and Recreation, (413) 748-3385

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Program: The Britton C. and Lucille McCabe Lecture

Institution: Springfield College

Description: This scholarly event annually brings noted professionals in the health, biological, and physical sciences to Springfield College to discuss timely topics and discoveries in their fields. Open to the public free of charge, it has served students, professionals in health and science, and the community at large since 1997.

Contact: Mary Healey, Springfield College Dean, School of Arts, Sciences, and Professional Studies, (413) 748-3713

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Program: The Weckwerth Lecture

Institution: Springfield College

Description: This scholarly event annually brings leading experts in sport management and recreation to Springfield College. Lecturers address emerging trends in these fields, as Americans have increasingly more time and options for leisure. Open to the public free of charge, it serves students, professionals in these fields, and the community at large. The event is named in honor of Charles F. Weckwerth, distinguished Springfield College professor of humanics emeritus.

Contact: Matthew Pantera, Springfield College Professor of Sport Management and Recreation, (413) 748-3749

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**Category: Enhancing the Quality of Life in the Region**

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Program: Camp Massasoit

Institution: Springfield College

Description: Camp Massasoit is an experiential day and adventure camp for children 5 to 15 years of age who are interested in exploring the outdoors. The Day Camp consists of a variety of activities, including a challenge course, archery, swimming, Project Wild, and boating. The Walk-A-Bout Camp, for ages 11 to 13, provides a transition from day camp to adventure camp and includes a one-night overnight camping trip, lifetime wellness activities, and educational field trips. The Adventure Camp offers programs for ages 13 to 15 and provides opportunities for campers to learn challenging outdoor skills.

Contact: Michael Boulden, Springfield College Director of East Campus and Outdoor Programs, (413) 750-5011

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Program: Community Thanksgiving Dinner

Institution: Springfield College

Description: Springfield College and the Massachusetts Career Development Institute (MCDI) have served a community holiday dinner free of charge in November since 1999. Aramark, the college's food service, MCDI staff, and about 85 volunteers from the college and the community work together on the event, attended annually by about 650 Springfield residents.

Contact: Charlene Elvers, Springfield College Director of Student Volunteer Programs, (413) 748-3219

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Program: Community Service Internships/Student Teachers

Institution: Springfield College

Description: The region's not-for-profit organizations, health-care providers, city agencies, and businesses gain the services of Springfield College students serving internships under the guidance of experienced faculty members. The college's student teachers augment the teaching staffs of area schools. Annually, about 700

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students of education, health sciences, rehabilitation, recreation, social work, human services, humanities, physical sciences, and other subjects each serve an average of 300 hours. Educator preparation placement is coordinated by Linda Davis-Delano as noted below. Other placements are coordinated by individual academic departments.

Contact: Linda Davis-Delano, Springfield College Director of Educator Preparation Programs, (413) 748-3146

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Program: Girls & Women in Sports Day

Institution: Springfield College

Description: Each year in February, Springfield College faculty members and student athletes conduct clinics for more than 160 girls in grades three through eight in sports including softball, soccer, volleyball, field hockey, lacrosse, gymnastics, tennis, yoga, football, and rock climbing. Girls also hear from such role models as members of the New England Storm and the Women's Professional Football League.

Contact: Kelly Hart, Springfield College Associate Director of Athletics, (413) 748-3334

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Program: Habitat for Humanity, Springfield College Chapter

Institution: Springfield College

Description: Springfield College staff members and students have taken the lead in building homes on Tyler and Cambridge streets in Springfield, and have worked with other Habitat volunteers in Greater Springfield on additional home building projects. They also have worked on such fundraising projects for the local Habitat chapter as Fall Festival and the Holiday Gift Wrap at Eastfield Mall.

Contact: Barbara Kautz, Springfield College Career Center Director, (413) 748-3224

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Program: Hoophall Classic

Institution: Springfield College

Description: As a result of Springfield College's longstanding relationship with the Naismith Memorial Basketball Hall of Fame, the college co-hosts the Hoophall Classic, a nationally televised event that attracts more than 10,000 visitors to Greater Springfield. Local, regional, and national high school men's and women's basketball teams compete, including a number of the nation's best teams.

Springfield College student volunteers also support the activities and programs of the Basketball Hall of Fame.

Contact: Brendan Neal, Springfield College Director of Community Relations, (413) 748-3818

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Program: Humanics in Action Day

Institution: Springfield College

Description: Each September, Springfield College cancels classes and operates offices on reduced staffing for a full day so that 2,000 students and members of the faculty and staff may perform about 100 community projects. College work groups serve schools, shelters, churches, senior citizens' facilities, city agencies, community organizations, and individual neighbors. They work on educational programs, indoor and outdoor cleaning and repairs, playground improvement, school landscaping, graffiti removal, and more.

Contact: Charlene Elvers, Springfield College Director of Student Volunteer Programs, (413) 748-3219

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Program: Learning in Later Life

Institution: Springfield College

Description: Springfield College faculty and experts in the Springfield community lead informative, interesting, and life-enhancing programs for adults aged 55 and older. Courses focus on current affairs, culture and arts, history and science, and other topics, presented through classes, trips, and social events. Membership fees in the Learning in Later Life program include enrollment in all courses; access to the college's Babson Library resources; use of the college's natatorium, Physical Education Complex, and outdoor athletic facilities; and admission to competitive athletic events, the William Simpson Fine Arts Series events, and other campus events at no charge or at reduced rates.

Contact: Kathy Smith, Springfield College Director of Conferences and Special Events, (413) 748-5287

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Program: Reeds Landing/Springfield College Partnership

Institution: Springfield College

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Description: Springfield College faculty members and students of art therapy, social work, human services, and education conduct programs for residents at this retirement community. In addition, physician assistant students conduct physical examinations, occupational therapy students help residents in assisted living, and physical education students give presentations on safety and injury prevention. College administrators serve on the Reeds Landing board and administrative committees.

Contact: William Susman, Springfield College Dean, School of Health Sciences and Rehabilitation Studies, (413) 748-3820

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Program: Reinforcing Partnerships for Active Learning Strategies

Institution: Springfield College

Description: Springfield College faculty members from various disciplines provide professional development for elementary teachers at several local schools. The focus is on new teaching methods that integrate physical education activities in core academic subjects. These techniques have been shown to improve children's learning while increasing their physical fitness. Springfield College student teachers, under the guidance of college faculty members, also conduct classes for students at the elementary schools. This program is supported in part by the Massachusetts Board of Higher Education.

Contact: Jeanne Raudensky, Springfield College Associate Professor of Physical Education, (413) 748-3486

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Program: Research with Chronic Kidney Disease Patients

Institution: Springfield College

Description: Springfield College exercise physiology faculty assess exercise and nutrition needs of patients with kidney disease and provide information on lifestyle changes. This project is conducted in collaboration with Western New England Renal Transplant Associates and is supported in part by Baystate Health Systems.

Contact: Samuel Headley, Springfield College Professor of Physical Education, (413) 748-3340

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Program: Services for the Blind

Institution: Springfield College

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Description: Springfield College faculty members and students of recreation for persons with disabilities provide year-round socialization, recreation, and sports activities for area children who are legally blind. Activities are designed to increase physical fitness and to help seeing-impaired youth assimilate in their community with nondisabled persons. This project is supported in part with funding from the Massachusetts Commission for the Blind.

Contact: Carl Fetteroll, Director, United States Sports & Wellness Center at Springfield College, (413) 748-3709

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Program: Springfield College AmeriCorps Program

Institution: Springfield College

Description: Established in 1997, this program combines undergraduate and graduate student education with meeting community needs. Up to 125 participating students serve as academic coaches for school children and as counselors and health case managers for community agencies. In addition, they increase the capacity of local service organizations by recruiting, training, and managing volunteers, and conduct leadership development activities for children. This program is supported in part by the Massachusetts Service Alliance, Campus Compact, and the City of Springfield.

Contact: Jill Baum, Springfield College Associate Director of AmeriCorps, (413) 748-3403

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Program: Springfield College Athletic Teams Community Service

Institution: Springfield College

Description: Springfield College athletic team members (baseball, football, field hockey, men's and women's basketball, cross country, golf, gymnastics, lacrosse, and soccer) volunteer as teams in tutoring, conducting sports clinics, food pantry service, services for needy families, neighborhood cleanup, fundraising for not-for-profit organizations, and other community service projects.

Contact: Charlene Elvers, Springfield College Director of Student Volunteer Programs, (413) 748-3219

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Program: Springfield College Office of Student Volunteer Programs

Institution: Springfield College

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Springfield College's Office of Student Volunteer Programs places student volunteers in numerous single event and ongoing service projects throughout the year. This office alone coordinates about 4,330 hours of community service annually.

Contact: Charlene Elvers, Springfield College Director of Student Volunteer Programs, (413) 748-3219

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Program: Springfield College Child Development Center

Institution: Springfield College

Description: Recognized as one of the foremost child development centers in the region, this Springfield College facility provides a stimulating, caring environment where children 15 months to 5 years of age learn and grow. Open to the community, it is accredited by the National Association for the Education of Young Children, a designation that applies to only seven percent of U.S. child care centers. The teaching faculty is supported by Springfield College students of early childhood education.

Contact: Maureen Burke, Springfield College Director of the Child Development Center, (413) 788-2451

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Program: Springfield Leaders of Tomorrow

Institution: Springfield College

Description: Springfield adolescents with the ability and desire to become community leaders receive scholarships to a summer two-week leadership training experience at Springfield College. Classroom and outdoor adventure exercises increase students' confidence, communication and teamwork skills, and leadership experience. In the subsequent academic year, the participants lead activities in community organizations to further develop their character and academic success, with on-site support from Springfield College graduate students. The scholarships are valued at almost \$1,200 per student. This program is supported in part by the City of Springfield, 21<sup>st</sup> Century Community Learning Centers.

Contact: Ted France, Springfield College Assistant Professor of Physical Education, (413) 748-3774

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Program: Summer Camps

Institution: Springfield College

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Description: Springfield College hosts a wide variety of summer camp programs for children ages 4 to 18, including: lacrosse, soccer, basketball, gymnastics and fitness, tennis, football, softball, and athletic training. The sports camps are taught by Springfield College coaches and are designed to teach skills as well as provide a fun atmosphere of learning through comradeship. The athletic training camp is for high school students interested in careers in athletic training and sports medicine.

Contact: Kathy Smith, Springfield College Director of Conferences and Special Events, (413) 748-5287

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Program: Support for the YMCA of Greater Springfield

Institution: Springfield College

Description: Springfield College has historic ties to the YMCA. Accordingly, select Springfield College administrators and faculty members serve on the corporate board and administrative committees of the YMCA of Greater Springfield. In addition, some of the college's students, in particular those who are preparing for careers as YMCA leaders, often assist administrators; coach and referee sports events; and organize events, tournaments, and youth programs at the Springfield YMCA.

Contact: Paul Katz, Director, Springfield College Office of YMCA Relations, (413) 748-3914

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Program: Tutoring and Mentoring Programs

Institution: Springfield College

Description: Springfield College students tutor and mentor Springfield elementary school children through several programs:

--The Partners Program pairs 65 Springfield College students annually with children from DeBerry and Brookings schools for weekly sessions including dinner in the college's dining hall. The program has served more than 1,200 youngsters in its 14-year history.

--Through the America Reads Program, 90 Springfield College students work with children at 16 sites including Springfield public schools, community centers, not-for-profit organizations, and other public service venues.

--Through the 5A Program, 25 Springfield College students tutor and mentor 30 children, ages 7 through 15, on the Springfield College campus.

Contact: -- Scott Dranka, Springfield College Career Center Assistant Director, (413) 748-3226 (America Reads)  
--Charlene Elvers, Springfield College Office of Student Volunteer Programs Director, (413) 748-3129 (Partners Program)  
--John Wilson, Springfield College Multicultural Center Director, (413) 748-3249 (5A Program)

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Program: William Simpson Fine Arts Series

Institution: Springfield College

Description: Each year Springfield College presents about two dozen visual and performing arts programs that are open to the public. Most of them are free of charge, and others have nominal admission fees. Programs include musical concerts, theater presentations, film festivals, dance concerts, art exhibitions, readings by noted authors, and innovative multi-media arts events.

Contact: Carol Mitchell, Springfield College William Simpson Fine Arts Series Chair, (413) 748-3187

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Program: The World Is Flat

Institution: Springfield College

Description: Springfield College science and education faculty members and students work with the Springfield Public Schools and Springfield Science Museum to prepare highly qualified science teachers in kindergarten through grade six. They are preparing teachers and future teachers to identify elementary school students' misconceptions about science concepts and to design instruction to correct those misconceptions. This program is supported in part by a grant from the Massachusetts Board of Higher Education.

Contact: Robert Barkman, Springfield College Professor of Education, (413) 748-3734

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**WESTERN NEW ENGLAND COLLEGE COMMUNITY SERVICE PROGRAMS**

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**PROMOTING COMMUNITY AND ECONOMIC DEVELOPMENT**

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Program: Law and Business Center for Advancing Entrepreneurship

Institution: Western New England College

Description: To support the entrepreneurial spirit in the Pioneer Valley, the Western New England College Law and Business Center for Advancing Entrepreneurship was established to provide graduate business and law students an opportunity to offer practical consultation to both aspiring as well as existing small business owners in the Greater Springfield area. The Center hosts an Annual Academic Conference and a Speaker Series (4 times per year). The annual academic conference features scholars and policy makers exploring issues of entrepreneurship and community development. The Speaker Series offers guest speakers from different sectors of the business world, focusing mainly on small business and economic development issues. The Center also provides small businesses with business plan development and strategic marketing advice.

Contact Info: Law and Business Center for Advancing Entrepreneurship  
(413) 736-8462

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Program: Girls and Women In Sports Day

Institution: Western New England College

Description: For more than five years, this annual event, designed for girls from the Greater Springfield area ages 7-12 years old, has been held at Western New England College. The clinic offers instruction by Western New England College coaches and varsity athletes, scrimmages, and recreational time for swimming, racquetball, and squash.

Contact Info: Athletics Department: (413) 782-1202

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Program: Money Conference for Women

Institution: Western New England College

Description: On an annual basis, the Commonwealth's State Treasurer and Action for Boston Community Development (ABCD) present a free half-day conference that focuses on money management, retirement, and investment strategies for women of all

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ages and economic backgrounds. The Conference held at Western New England College illustrates the avenues women can take in becoming their own “financial guru.”

Contact Info: Western New England College Office of Campus Activities  
(413) 782-1574

Leanne Martin, Financial Education Liaison  
Massachusetts State Treasury: (617) 367-6900 ext. 613

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Program: Western New England College Tax Institute

Institution: Western New England College

Description: For more than 45 years, this annual Institute has provided high quality print and electronic materials as well as oral presentations from expert speakers on detailed tax structuring and planning techniques and their practical applications. The Institute also addresses timely topics and updates based on changes or developments in tax laws with a focus on the planning opportunities and pitfalls, which may result from those changes.

Contact Info: Office of Graduate Studies and Continuing Education: (413) 782-1249

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Program: Institute for Media and Non-Profit Communication

Institution: Western New England College

Description: Through the College’s Institute for Media and Non-Profit Communication, students produce promotional videos for area non-profit organizations, providing professional-quality video production at a minimal cost. To date, Western New England College students have produced videos for 16 groups, including the Springfield Urban League, GO FIT, the Boy Scouts of the Pioneer Valley, and the Chamber of Commerce.

Contact Info: Director, Institute for Media and Non-Profit Communication  
(413) 782-1260

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Program: Engineering Exploration for Girls

Institution: Western New England College

Description: In an effort to help young women realize opportunities in mathematics, science, and engineering, the School of Engineering hosts an annual “Engineering

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Exploration” day in conjunction with the Girl Scouts. Junior Girl Scouts take part in a hands-on introduction to the world of engineering under the guidance of Western New England College faculty. With the College’s engineering students serving as role models, the girls use their own creativity and ingenuity to become engineers for the day.

Contact Info: School of Engineering: (413) 782-1272.

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### **STIMULATING DEBATE ABOUT CURRENT ISSUES**

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Program: The Institute for Legislative and Governmental Affairs

Institution: Western New England College

Description: Since its inception in 2000, The Institute for Legislative and Governmental Affairs has offered students, graduates, local officials, attorneys, judges, and the public opportunities to participate in activities relating to the legislative process. Some of the programs offered through the Institute include the Annual Supreme Court Review Conference (entering its 11<sup>th</sup> year in 2007); a seminar on International War Crimes Tribunals; a conference on the Electronic Recording of Real Estate Instruments, a symposium on Environmental Policies of the Bush Administration, a Collaborative Law Seminar, a Tax Reform Speak Out, a conference on the Legality of Intervention in Iraq, and a series of seminars on Women in Politics. The Institute has also hosted numerous gubernatorial and mayoral debates, state legislative hearings, and a program marking the celebration of the 50<sup>th</sup> anniversary of Brown v. Board of Education. Additionally, the Institute coordinates an annual sitting of both the Massachusetts Appeals Court and the First Circuit Court of Appeals at Western New England College’s School of Law.

Contact Info: School of Law: (413) 782-1435

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Program: Clason Lecture Series

Institution: Western New England College School of Law

Description: Now in its 18<sup>th</sup> year, Western New England College School of Law’s Clason Speaker Series hosts expert lecturers on a wide range of legal topics affecting all areas of society. Recent lectures have discussed judicial bias, environmental law, corporate law and social responsibility, and predatory lending. The series is named after Charles R. Clason, a member of the U.S. House of Representatives who served as Dean of the School of Law from 1954 to 1970.

Contact Info: School of Law: (413) 782-1439

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Program: Human Relations and Human Issues Lecture Series

Institution: Western New England College

Description: The Arthur and Rebecca Marshall Human Relations and Human Issues Lecture Series brings nationally and internationally known speakers to Springfield to discuss issues of current worldwide significance. The series goal is to promote tolerance, understanding, and integration along racial, ethnic, and religious lines. The lectures are widely publicized in Springfield and are open to the general public free of charge.

Contact Info: Cultural Liaison Coordinator: (413) 782-1508

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Program: Athenaeum Series and Athenaeum Arts Series

Institution: Western New England College

Description: Western New England College's D'Amour Library hosts the Athenaeum Series, a program of events to provide a forum for communication, conversation, and discussion on scientific, literary, current affairs, and other topics. In 2006, the Library added an Athenaeum Arts Series, seeking to enhance the cultural life through the offering of musical, theatrical, and film performances. All Athenaeum Series and Athenaeum Arts Series events are open to the public free of charge.

Contact Info: Director, D'Amour Library: (413) 782-1531.

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### **ENHANCING THE QUALITY OF LIFE IN THE REGION**

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Program: The Springfield City Alcohol Coalition Committee

Institution: Western New England College

Description: Established in 2003, the Springfield City Alcohol Coalition Committee is a group of citizens from the Springfield area dedicated to establishing proactive strategies and policies to combat underage drinking and alcohol abuse. The Committee is comprised of the following members: Alcoholic Beverages Control Commission, American International College, The Commonwealth of Massachusetts, JBS Professional Services, Inc., Mayor of the City of Springfield, Sixteen Acres Civic Association, Springfield College, Springfield Police Department, Springfield

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Technical Community College, Outer Belt Civic Association, and Western New England College. The Committee offers training sessions to teach licensees how to educate their staff to recognize fake IDs, keep insurance premiums low, and comply with state and/or federal law, thereby avoiding infractions or possible lawsuits. By doing so, the Committee promotes public awareness about underage drinking and alcohol abuse, as well as encourages open communication and partnerships among the constituencies.

Contact Info: Department of Public Safety: (413) 782-1207

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Program: The Academic Achievers Conference

Institution: Western New England College

Description: An annual event held at Western New England College, where MassMutual and Western New England College honor some 450 high school students from nine area high schools for their achievements. Students are invited to attend a day-long event, which provides these students with the tools and knowledge to help them set and meet their future goals. Informational workshops held throughout the day include topics such as: time management, study skills, college planning, financial aid, and community citizenship.

Contact Info: Office of Marketing and External Affairs: (413) 782-1420

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Program: Dial-A-Lawyer

Institution: Western New England College

Description: The Dial-A-Lawyer program has been held for more than two decades. This semi-annual program provides a valuable service to residents of western Massachusetts by offering free legal advice from attorneys with a wide range of expertise. In the latest program, the Western New England College School of Law collaborated with The Republican, El Pueblo Latino, and the Massachusetts Association of Hispanic Attorneys to provide 391 residents of the Springfield area with free legal advice from 29 area attorneys and Western New England College School of Law graduates who volunteered their services.

Contact Info: Law School Alumni Relations: (413) 782-1530

Massachusetts Bar Association: (617) 338-0556

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Program: Newspapers In Education (NIE)

Institution: Western New England College

Description: The Springfield Republican's highly successful NEI program brings daily newspapers to schoolchildren in more than 300 local schools. In 2001, Western New England College began offering NIE professional development workshops for area teachers to help educators integrate news stories into their curriculum. The workshops for educators address such topics as economics, politics, technology, stress, engineering, and communications.

Contact Info: Office of Marketing and External Affairs: (413) 782-1420

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Program: Minority Law Day

Institution: Western New England College School of Law

Description: For the past two years, the Western New England College School of Law has hosted a Minority Law Day. The program brings together representatives of various law schools from throughout the region to educate minority and diversity students about the law school application process and answer their questions, allowing underrepresented groups to receive information in an informal setting.

Contact Info: Assistant Dean of Admissions, School of Law: (413) 782-1286

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Program: radKIDS Children's Safety Outreach

Institution: Western New England College

Description: Western New England College has partnered with radKIDS, a national nonprofit organization dedicated to empowering children with skills and physical techniques to escape danger, abduction, and bullying. In its commitment to the community, the college established a three-credit course to train students to become radKIDS instructors. These instructors can then teach children in the community, providing them with the skills to resist aggression defensively.

Contact Info: Coordinator of Personal Safety Outreach Programs: (413) 782-1420

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Program: Volunteer Connection Center

Institution: Western New England College

Description: Each year, Western New England College students, staff, and faculty spend thousands of hours volunteering in the Springfield area. The Volunteer Connection Center helps coordinate these efforts, promoting civic engagement and responsibility while educating students about various social issues. The Volunteer Connection Center sponsors an annual Community Service Fair, where agencies and students can speak face to face about opportunities. The Center also supports various drives (food, can tabs and school supplies), Make a Difference Weekend, where more than 100 students fan out into the community to take part in service opportunities, the Students Serving Students (S<sup>3</sup>) mentoring partnership with Duggan Middle School, and the service organization C.A.R.E. (Community Action Rewards Everyone).

Contact Info: Service Coordinator: (413) 782-1638

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