

Agenda

University Relations Committee Meeting
Wed. March 20th 2013 at 2PM in the Sullivan Chamber

1. The sale of 2 Mt. Auburn Street/Harvard University
2. Leslie University Tour March 5th – Report from Tour Ken Reeves
3. The discontinuance of the Longy School of Music Preparatory and Continuing Studies
4. Plans to tour MIT

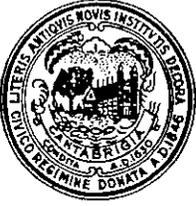
CITY OF CAMBRIDGE
BOARD OF ZONING APPEAL

October 5, 1970

In reference to the petition of PUTNAM SQUARE APARTMENTS, INC., by THOMAS W. CORNU, TREASURER, to vary the application of the Zoning Ordinance of the City of Cambridge insofar as it pertains to the premises known as 2 MT. AUBURN STREET, Cambridge, Massachusetts, to permit construction of Type I (94-unit) apartment house for low-income elderly persons, and requesting Special Permit under provisions of Article VII, Section 3, Par. 6 to park within 5 feet of building and of property lines, please be advised that the petition has been GRANTED, and a copy of the decision has been filed this day with the office of the City Clerk.


Lillian Novak,
Secretary.

Case No. 4132-Z.



CITY OF CAMBRIDGE, MASSACHUSETTS

PLANNING BOARD

CITY HALL ANNEX, 57 INMAN STREET, CAMBRIDGE 39

September 24, 1970

BOARD OF ZONING APPEAL CASE #4132-Z Business B &
2 Mt. Auburn Street Residence C-1

The Planning Board wishes to reiterate its unequivocal support of the Special Permits and variances necessary to permit the construction of 94 units of desperately needed elderly housing.

This petition involves the construction of 94 units of subsidized housing for the elderly; all units will be leased to the Housing Authority, which will lower rents further below the levels permitted by the modest MHFA subsidy. Thus this project qualifies for special consideration under the Planning Board's Policy on Zoning and Low-and Moderate-Income Housing. Additionally, the project would be eligible for a comprehensive permit under the provisions of Chapter 774 of the Acts of 1969, although the petitioner has not chosen to take this route, preferring instead to adhere to the City's normal zoning procedures.

As discussed in the above mentioned Policy, the Planning Board recognized that traditional criteria for the evaluation of zoning cases must be altered in the case of subsidized housing, both to encourage the development of this desperately needed housing and protect the delicate and sometimes tenuous financial structure that usually characterizes such housing. The case in question illustrates these problems. Harvard University has made available to the Cambridge Corporation at nominal cost an almost ideal site for elderly housing public services and facilities, shopping, recreation, and entertainment facilities, and churches are all nearby. Ninety-four units was determined to be the minimum that is financially feasible. Yet the construction of a 94-unit structure requires a whole range of special permits and variances which your Body would be hard pressed to grant for a market developer. Thus it is apparent that the proposal in question, like most subsidized housing proposals, must be evaluated within a context of net public benefit. The Planning Board feels that the provision of 94 units of low income elderly housing is a benefit that far outweighs the disadvantages which may accompany development at a density somewhat higher than permitted by the Zoning Ordinance.

The Planning Board strongly supports the petition and recommends that it be APPROVED.

September 24, 1970

Memorandum re request for special permit and variance for the premises at 2 Mt. Auburn Street and 5 and 11 Putnam Avenue, Cambridge.

This proposed 94 unit apartment house for low and moderate income housing is identical to the one considered by the Board on June 18, 1970, in Case No. 4113-Za and through inadvertence, the existence of a 15-foot building setback line on Mt. Auburn Street was overlooked then.

Moving the building back to 15 feet from Mt. Auburn Street requires relocating the parking space (including moving three to the enlarged Mt. Auburn Street front yard) and extending the building into the C-1 zone beyond the 25-foot transitional special permit limit so as to require a variance instead of a special permit. The same reduction in number of parking spaces is sought as before, but by variance instead of by special permit because under the most desirable arrangement with the Housing Authority much of the actual operation may be delegated by it, and this might otherwise put the applicability of the 1967 amendment into question.

The floor area and dwelling unit ratio figures are the same as before. The yards and the ground floor open space are somewhat different - better in some respects and on the whole no more detrimental.

The configuration of the lot is irregular. The fact that water was encountered at 5 1/2 feet below the surface makes development on this lot unusually expensive.

These two facts are conditions especially affecting this lot and building but not affecting generally other lots in the zoning districts. The building setback line and the relationship to the zone dividing line are also special to this lot.

The project is to be constructed under governmentally subsidized housing programs. It meets the criteria of the Planning Board's policy on Low and Moderate Income Housing and qualifies for special consideration by this Board. This location is particularly appropriate for this purpose and will afford to the occupants ready and convenient access to public transportation, places of religious worship and shopping.

The granting of the special permit and the variances will not derogate from the intent and purpose of the zoning ordinance and will not be detrimental to the neighborhood or the public good. The requested relief is the minimum relief necessary in order for Petitioner to provide sorely needed low and moderate income housing in Cambridge.

George V. Anastas
Rackemann, Sawyer & Brewster

Minutes of the public hearing of the Board of Zoning Appeal held on Thursday, September 24, 1970, at 4:00 P.M. in City Council Chambers, City Hall, Cambridge, Mass.

The Board of Zoning Appeal met on the above-mentioned date with a full Board present, namely Chairman Theodore Anastos, Miss Eleanor Raymond, Mrs. Vivian Katz, Mr. William J. Adario, and Mr. Paul A. Gargano, Members. Also present was Mr. Charles F. Sprague, Supt. of Buildings. The Chairman called the following case:

Case No. 4132-Z

Premises: 2 MT. AUBURN STREET - Business-B & Residence C-1 Zones, & Fire District.

Petitioner: PUTNAM SQUARE APARTMENTS, INC., by THOMAS W. CORNU, Treasurer.

Petition: Construction of Type I (94-unit) apartment house for low-income elderly persons.

Violations: Requesting Special Permit under provisions of Art. VII, Sec. 3, Par. 6 - (parking within 5 ft. of bldg. and of property lines), and to VARY Art. V, Sec. 2, (Table Dimens. Require. - not having FA/LA and LA/DU; and insuff. front & side yards, and portion in Res. C-1 exceeding height limit); Art. VII, Sec. 2 (Table of Parking Req. - parking reduced to 25% of the Zoning Ordinance.

At the public hearing held on Thursday, September 24, 1970, the full Board heard the attorney for the petitioner, George V. Anastas, of 28 State Street, Boston, Massachusetts, who said there are really only two differences between the two plans; when the plans were first created, the fact of establishment of 15 feet setback line on Mt. Auburn Street was overlooked. (See Case 4113-Za)

At the previous hearing the Board authorized the building within 5 feet of Mt. Auburn Street, and Mr. Anastas said they felt only the Council could vary the building setback; they moved the building over to comply with the 15 feet setback and had to re-arrange the parking, and the building projected further into C-1 district, more than previously; otherwise the plans are just the same as the previous presentation; the situation is going along very smoothly; they have full HUD approval for rent subsidy - documents have been reviewed and going along, and this variante is the only thing which would cause any delay.

Also appearing before the Board was Leon Setti, Architect, of 109 Museum Street, Cambridge, representing Stull Associates of Boston, who said the building structure is identical with the previous submittal; the building has been moved back ten feet to give 15-foot setback; the number of parking spaces is the same but relocated so three come at the curb cut on Mt. Auburn Street, the remainder under the building; they still maintain usable open space for tenants of the building and on the roof.

Mr. Anastas said the statement of ownership of property shows it is owned by Harvard College and they have designated Putnam Square to requested variance and special permit; and the height of the building part in the C-1 area is 113 feet, 12 stories.

Mr. Anastos said a communication has been received from Mrs. Savignano of 440 Franklin Street that she is in favor of the petition being granted; also from George D. Bryant, of Housing Sub-Committee of the Riverside Neighborhood Association; also a favorable recommendation from the Cambridge Planning Board.

Also appearing was Michael Amato, President of the Riverside Neighborhood Association, who said they have been involved one and one-half years; that this project has the blessing of the Riverside Neighborhood Association Planning Team.

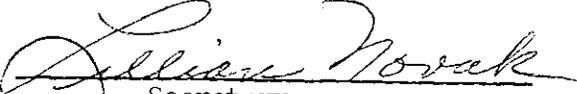
No one appeared in opposition.

Miss Miriam Kramer of 12 Trowbridge Street, Cambridge, also appeared and about the arrangements between Harvard, Riverside Association and the Cambridge Corporation. Tom Cornu of the Cambridge Corporation said Harvard now owns the land and leased it for fifty years; the arrangement is that the land leased for fifty years will be built in conjunction with the Cambridge Corporation, Riverside Neighborhood Association, and Harvard University; that the building will in fact be owned by the Cambridge Corporation and the management of the development will be worked out between them; in regard to management, there are several ways to approach it, one is to have manager live in the building; those details have not been worked out yet; Mr. Anastos said there will be some neighborhood participation in tenant selection and management of building; Mr. Cornu said they have on the top floor 45 foot long open terrace; Miss Kramer asked if twelve stories isn't too high for elderly.

Albert Yalenezian of 22 Putnam Avenue asked about the parking spaces, for 94 units; Mr. Anastos said as far as housing for elderly requires only 25% parking. Mr. Yalenezian asked, supposing somebody has car, will they rent it; Mr. Cornu said they discussed this out in the hall earlier; that they spent some time with Mr. Burns of Housing Authority and asked what their experience has been in the Kennedy building; he said 25% is not only adequate for people living there but also onweekends when tenants have guests; no problem; and they have checked rather thoroughly and found that is not a problem; a number of elderly who have inquired about the building are interested because of close proximity and interested because they don't have autos. Mrs. Katz said some of them will give up their cars.

Mr. Cornu said there will be egress on Mt. Auburn Street and Putnam Avenue; they have tried every conceivable arrangement and will be requesting a set of lights here to control the traffic. Mrs. Katz said more cars will be piled up; traffic on Putnam Avenue all day is very heavy; there is no way to come in from Putnam Avenue, the lot is too narrow. Miss Kramer asked if this is only for the elderly; Mr. Cornu answered affirmatively; he said some control will have to come with the new school; obviously will have to have some lights. Mrs. Katz asked if they have suggested to the Traffic Department to have a traffic circle; he said they have, that the rotary is a big problem.

The case was taken under advisement.


Secretary.

CITY OF CAMBRIDGE
BOARD OF ZONING APPEAL

Notice is hereby given by the Board of Zoning Appeal that it will hold a public hearing on THURSDAY, SEPTEMBER 24, 1970, at four o'clock in the afternoon in City Council Chambers, City Hall, 2nd floor, Cambridge, Massachusetts, on the written appeal and petition of PUTNAM SQUARE APARTMENTS, INC., by THOMAS W. CORNU, Treasurer, requesting a Special Permit under provisions of Article VII, Sec. 3, Par. 6 (parking within 5 feet of building and of property lines), and to vary the application of the Zoning Ordinance of the City of Cambridge insofar as it pertains to the premises known as: 2 MT. AUBURN STREET, Cambridge, Massachusetts, so as to permit construction of Type I (94-unit) apartment house for low-income elderly persons. Violations requiring variance: Article V, Sec. 2 (Table of Dimensional Requirements - not having FA/LA and LA/DU; and insufficient front and side yards, and portion in Residence C-1 exceeding height limit); Article VII, Sec. 2, (Table of Parking Req. - parking reduced to 25%) of the Zoning Ordinance.

Premises are in the Business-B & Residence C-1 Zones & Fire District.

Lillian Novak,
Secretary.

Case No. 4132-Z.

CITY OF CAMBRIDGE

BOARD OF ZONING APPEAL

Notice is hereby given by the Board of Zoning Appeal that it will hold a public hearing on THURSDAY, SEPTEMBER 24, 1970

at four o'clock in the afternoon in City Council Chambers,

City Hall, Cambridge, Massachusetts, on the written appeal and petition of

PUTNAM SQUARE APARTMENTS, INC., by THOMAS W. CORNU, Treasurer,
~~by OLIVER BROOKS, President~~ requesting a Special Permit under provisions of Article VII, Sec. 3, Par. 6 (parking within 5 feet of building ~~to vary the application of the Zoning Ordinance~~ and of property lines) and to vary the application of the Zoning Ordinance

of the City of Cambridge insofar as it pertains to the premises known as:

2 MT. AUBURN STREET,

Cambridge, Massachusetts, so as to permit construction of Type I (94-unit) apartment house for low-income elderly persons. Violations requiring variance: Article V, Sec. 2 (Table of Dimensional Requirements - not having FA/LA and LA/DU; and insufficient front and side yards and portion in Residence C-1 exceeding height limit); Article VII, Sec. 2 (Table of Parking Req. - parking reduced to 25%) of the Zoning Ordinance.

Premises are in ~~x~~ the Business-B & Residence C-1 Zones & Fire District.

Lillian Novak,
Secretary

Paper Chronicle-Sun

Dates Sept. 10 and 17, 1970

Copies --

4132-2

INFORMATION FOR BOARD OF APPEAL RECORD

To be completed by OWNER, signed, and returned to Secretary of the Board of Appeal:

(acting under authority of the President
Putnam Square Apartments, Inc. / and Fellows of Harvard College, Owner)*
(Owner or Petitioner)

Address: 99 Austin Street

City or Town: Cambridge, Massachusetts 02139

Premises: 2 Mt. Auburn St., and 5 & 11 Putnam Avenue Cambridge
(Street & Number) (Identify Land Affected) (City)

the record title standing in the name of: President and Fellows of Harvard
College

whose address is: Harvard Square, Cambridge, Massachusetts
(Street) (City or Town) (State)

by a deed duly recorded in the Middlesex South Dist. County Registry of Deeds in

Book: 11224 Page: 023, ~~Registry District of~~

~~the Land Court Certificate No. xxxxxxxxxxxxxxxx Book xxxxxxxxxxxxxxxx Page xxxxxxxxxxxxxxxx~~
PRESIDENT AND FELLOWS OF HARVARD
COLLEGE

By: *Edward J. Husar*
(Signature, by Land Owner
Ass't to President)

* The President and Fellows of Harvard College requests that the decision of the Board indicate that the Petitioner is acting under its authority.

DIMENSIONAL INFORMATION
FOR APPLICATION TO

BOARD OF ZONING APPEAL

LOCATION: 2 Mt. Auburn St., and 5 & 11 Putnam Avenue ZONE: B-B-C-1

OWNER: President and Fellows of Harvard College ADDRESS OF OWNER: Harvard Sq., Cambridge

REQUESTED USE/OCCUPANCY: 94 unit apartment building, Group H, Div H-2

PRESENT USE/OCCUPANCY: vacant

<u>Existing Conditions:</u>	<u>REQUESTED Conditions:</u>	<u>REQUIRED Conditions:</u> (to be filled in Supt. of Buildg.)
<u>AREA OF LOT:</u> 14,870 sq. feet (BB=8510 sf. 57.2%:C-1-6360SF)	14,870 sq. ft.	5,000 sq. ft.
<u>RATIO OF FLOOR AREA TO LOT AREA:</u> 42.8%	4.74	BB=3:C-1=.75
<u>MINIMUM LOT AREA FOR EACH DWELLING UNIT:</u> 0	158 sq. ft.	BB=30 C=1200
<u>SIZE OF LOT:</u> Width 68.66 (narrowest point)		50 ft.
Length	113'2"	none
Putnam Ave	8'6"	27'3"
<u>YARDS:</u> Front Mt. Auburn St.	0-31.6'	5'
(set-back) Rear none	none	none
Left Side Mt. Auburn St.	12'-32'	39.5'
Right Side Putnam Ave	29'	35.25'
<u>SIZE OF BLDG:</u> Height 0	124' (excluding elevator penthouse)	B-B none C-1 35'
Length 0	113'2"	none
Width 0	53'4"	none
<u>TYPE OF CONSTRUCTION:</u>	Type I	Type 1
<u>NUMBER OF DWELLING UNITS:</u>	94	BB=28.4:C-3=5.3
<u>NUMBER OF PARKING SPACES:</u>	24	94
<u>NUMBER OF LOADING AREAS:</u>	0	0
<u>SIZE OF BLDGS. ADJACENT ON SAME LOT:</u> -----	-----	-----
<u>DISTANCE TO NEAREST BLDG:</u> 21'	21'	none
<u>OTHER OCCUPANCIES ON SAME LOT:</u> -----	none	none
<u>RATIO OF USABLE OPEN SPACE TO LOT AREA:</u> -----	.15	BB=10:C-1=.15

SUBMIT: Plot Plan

Parking Plan

Building Plans:

[FORM A]

APPEAL.

RECEIVED BY
OFFICE OF CITY CLERK
SEP 4 4 17 PM '70

CAMBRIDGE, September 4, 1970
CAMBRIDGE, MASS.

TO THE SUPERINTENDENT OF BUILDINGS OF THE CITY OF CAMBRIDGE.

The undersigned hereby appeals to the Board of Appeal from the following decision of the Superintendent of Buildings made September 4, 1970
Re: 2 Mt. Auburn Street, B-B & Res. C-1, Fire District

Violation for which Special Permit is required:

1. Art. VII, Sec. 3, Par. 6 (parking within 5 feet of building and of property lines).

Violations for which Variances are required:

2. Art. V, Sec. 2 TDR (not having adequate ratio of floor area to lot area, lot area per dwelling unit, and front and side yards, and portion in C-1 exceeding height limit).
3. Art. VII, Sec. 2 TPR (parking reduced to 25%).

The appellant PUTNAM SQUARE APARTMENTS, INC. here states briefly the grounds of and reasons for its appeal from the decision of the Superintendent of Buildings

above referred to : This Petition is for the same building as in Case 4113-Z moved 15 feet from Mt. Auburn Street because of the 15 foot building set back line overlooked in that case. The building set back line, the irregular shape of the lot, the zone dividing line and the water table encountered at 5 1/2 feet below surface requiring expensive waterproofing are conditions affecting especially the parcel and building but not affecting generally either of said zoning districts. The proposed building is to be constructed under governmentally subsidized housing programs and qualifies for special consideration under the Cambridge Planning Board's Policy on Zoning and Low and Moderate Income Housing, and the site is particularly well located for such use with relation to transportation, shopping and other neighborhood facilities.

Literal enforcement would involve substantial hardship to the Petitioner and the relief requested is the minimum necessary to meet the requirements of the subsidy programs and for a reasonable use of the parcel. Variances will be in harmony with and not in derogation of the intent and purpose of the zoning ordinance, and not detrimental to the neighborhood or the public good.

PUTNAM SQUARE APARTMENTS, INC.

*Notify Geo Anastas
Rachemann Sawyer &
Brewster*

Signature *Thomas W. Cornu*
Thomas W. Cornu, Treasurer
c/o Cambridge Corporation
Address 99 Austin Street
Cambridge, Massachusetts 02138

BB=8510 sf. 57.2%:C-1-6360SF
 RATIO OF FLOOR AREA TO LOT AREA: 42.8% 4.74
 BB=3:C-1=.75

MINIMUM LOT AREA FOR EACH DWELLING UNIT: 0 158 sq. ft.
 BB=30 C=1200

SIZE OF LOT: Width 68.66 (narrowest point) 50 ft.

Length 113'2" none

YARDS: Front Putnam Ave 8'6" 27'3"

(set-back) Mt. Auburn St. 0-31.6' 5'

Rear none none

Left Side Mt. Auburn St. 121'-32' 39.5'

Right Side Putnam Ave 29' 35.25'

SIZE OF BLDG: Height 0 124' (excluding elevator B-B none
 Length 0 113'2" penthouse) C-1 35'

Width 0 53'4" none

TYPE OF CONSTRUCTION: Type I Type 1

NUMBER OF DWELLING UNITS: 94 BB=28.4:C-3=5.3

NUMBER OF PARKING SPACES: 24 94

NUMBER OF LOADING AREAS: 0 0

SIZE OF BLDGS. ADJACENT ON SAME LOT: -----

DISTANCE TO NEAREST BLDG: 21' none

OTHER OCCUPANCIES ON SAME LOT: ----- none

RATIO OF USABLE OPEN SPACE TO LOT AREA: .15 BB=10:C-1=.15

SUBMIT: Plot Plan

Parking Plan

Building Plans:

CITY OF CAMBRIDGE
BOARD OF ZONING APPEAL

July 1, 1970

In reference to the petition of THE CAMBRIDGE CORPORATION, by

OLIVER BROOKS, President, requesting Special Permit and to vary the application of the Zoning Ordinance of the City of Cambridge insofar as it pertains to the premises known as 2 MT. AUBURN STREET, Cambridge, Massachusetts, to allow

construction of Type I (94-unit) apartment house for low-income elderly persons, please be advised that the petition has been GRANTED, and a copy of the decision has been filed with the office of the City Clerk this day.

Lillian Novak
Lillian Novak,
Secretary.

Case No. 4113-Z.

BOARD OF ZONING APPEAL

CASE NO. 4135-2a

PREMISES: 2 MT. AUBURN STREET - Business-B&R Residential C-1 Zone

PETITIONER: THE CAMBRIDGE CORPORATION, by OLIVER BROOKS, President.

DATE OF RECESSION OF PERMIT BY SUPT. OF BUILDINGS: April 27, 1970

DATE OF FILING OF PETITION: April 27, 1970

DATES OF PUBLIC NOTICE: June 4 and 11, 1970 - Cambridge Chronicle

DATE OF HEARING: June 18, 1970

PETITION: Construct Type I (94-unit) apartment house for elderly persons, low-income.

Requesting Special Permit under provisions of Article I, Section 5, Par. 4 (extension of 25 ft. into C-1 district); Article VI, Sec. 9, (Res. lot size for elderly housing); Article VII, Sec. 2 (Table of Parking Require. - red. to 25% for elderly housing); Article VII, Sec. 3, Par. 6 (less than 5 ft. from abutting property); and request variance from Article V, Sec. 2 (Table of Dimensional Require. - FA/LA & front & side yards) of the Zoning Ordinance of the City of Cambridge.

At the public hearing held on Thursday, June 18, 1970, the full Board heard the following in favor of the petition: Oliver Brooks, of 22 Craigie Street, Cambridge, President of the Cambridge Corporation, petitioner; Mrs. Carmela Savignano, of 440 Franklin Street, Cambridge, representing the Riverside Neighborhood Association; George Bryant of 26 Goden Street, Cambridge; Leon Settl, of Stahl Associates, 109 Museum Street, Cambridge; John D. Mahoney, Attorney, of 222 No. Beacon Street, Boston; Miss Miriam Kramer of 12 Trembridge Street, Cambridge; Edward S. Gruson, of 109 East Bridge Road, Concord, Massachusetts, Assistant Planner, Harvard University; Thomas W. Corra, of 150 Cherry Street, West Newton, Massachusetts; Leroy Johnson of 19 Hingham Street, Cambridge, and Albert Yalancian of 22 Putnam Avenue, Cambridge.

The Board is familiar with the location of the appellants' property, the layout and other characteristics, as well as the surrounding district, and therefore, after due deliberation, the Board finds:

1. This is a specific case wherein a literal enforcement of the provisions of the Zoning Ordinance would involve substantial hardship because of the necessity for working out the maximum number of units to qualify the subject project for the State and Federal requirements under the Section 10-C long-term Federal financing program.
2. The permission requested is the minimum necessary to grant reasonable relief to the petitioners and is necessary for a reasonable use of the land.
3. There are special circumstances and conditions which are peculiar to the land for which this variance and special permit are sought; because of the size and shape of the lot which is irregular.
4. The granting of this variance will be in harmony with the intent and purpose of the Zoning Ordinance, and will not be detrimental to the neighborhood but will in fact contribute to the security and amenities of living for the proposed occupants (elderly persons) for whom this dwelling was designed.

DECISION: Therefore, the Board of Zoning appeal voted unanimously to GRANT the relief sought, and hereby annuls the refusal of the Superintendent of Buildings and requests him to issue the necessary permit for construction of Type I, (94-unit) apartment house for elderly persons, low-income, on premises known as 2 MT. AUBURN STREET, Cambridge, Massachusetts, in accordance with plans submitted, and providing that appellants comply in all other respects with the requirements of the Zoning Ordinance and Building Code of the City of Cambridge.

Charles H. Hunt
CHAIRMAN

Thomas W. Corra
Assistant Planner

Thomas W. Corra
Assistant Planner

DATE OF DECISION, filed with the office of the City Clerk on *July 1, 1970* by *Elizabeth H. [unclear]* Secretary.

APR 27 2 17 PM '70

CAMBRIDGE, MASS.

April 27

19 70

TO THE SUPERINTENDENT OF BUILDINGS OF THE CITY OF CAMBRIDGE.

The undersigned hereby appeals to the Board of Appeal from the following decision
of the Superintendent of Buildings made April 27 19 70

Re: 2 Mt. Auburn Street, B-B & Res. C-1, Fire District

Violations:

1. Art. I Sec. 5 Par. 4 (Requires extension of B-B by 25' to the South into C-1 district.)
2. Art. VI Sec. 9 (Reduction of lot size as allowed for housing restricted to older persons.)
3. Art. VII Sec 2. T P R (Reduction of parking requirement to 25% as allowed for housing restricted to older persons.)
4. Art. VII Sec. 3 Par. 6. (Not having 5' dimension from abutting property.)
5. Art. V Sec. 2. T D R (Not having adequate ratio of floor area to lot area, lot area per dwelling unit and front and side yards.)

Items 1 through 4 above may be achieved by special permit. Item 5 requires variances.

The appellant here states briefly the
grounds of and reasons for appeal from the decision of the Superintendent of Buildings
above referred to

Ref: Section 6 Variances

- (a) The property is being made available at a nominal cost for the primary purpose of assisting the community in meeting its acknowledged needs for Housing for the Elderly facilities. The unusually fortuitous location of the site tends to commend other uses for this parcel, but there is a combined determination on the part of all those involved - Harvard, The Cambridge Corporation, and the Riverside neighborhood - to reserve this for elderly housing. The economics are such as to argue strongly for the suggested variances as the only practicable means for accomplishing this desirable purpose. A building that is markedly smaller than the one proposed would raise serious question about the feasibility of the development. It is in this spirit that the zoning variances are requested.
- (b) A great deal of time has been expended in analyzing the various alternatives that are available. It is our considered judgement that this represents a minimum request for relief, which is the only basis upon which the proposed housing development can go forward.
- (c) The requested variance in no way conflicts with the general development potential of the area involved - in that it is located on an unusually desirable location that has accessibility to Harvard Square and to public transportation facilities - an accessibility that can add measurably to the life style of the elderly resident of the building. The positive neighborhood support for this proposal that has already evidenced itself is sufficient testimony to this basic proposition.

Signature Alvin B. Burt, Pres.

The Cambridge Corporation
Address 930 Massachusetts Avenue

491-6383

LOCATION 2 Mt. Auburn Street Res C-1 ZONE CASE 9164

DATE 09-29-05

OWNER CITY OF CAMBRIDGE C/O ROBERT W. HEALY, CITY MANAGER

APPEAL Variance: To install illuminated signage on bus shelter.

VIOLATION Art. 7.000, Sec. 7.16 (Signage).

GRANTED W/ CONDITIONS

Petition **Granted** **Denied** **Withdrawn** **Dismissed**
Filed with office of City Clerk on **NOV 03 2005**

CITY OF CAMBRIDGE - BOARD OF APPEAL

LOCATION 2 MT. AUBURN STREET

CASE 4132-Z

Bus.-B & Res. C-1 & FD Date 9/24/70

OWNER PUTNAM SQUARE APARTMENTS, INC., by THOMAS W. CORNU, Treas.

APPEAL Constr. Type I (94-unit) apartment house for low-income elderly persons. **69190** *Approved*

69190 *69190*
VIOLATION

Requesting Spec. Pmt under prov. Art. VII, Sec. 3, Par. 6 (parking within 5 ft of bldg. and of property lines), and Variance from Art. V, Sec. 2 (TDR - not having

BUILDING PERMIT NO. **69213** *69213*

69213 *69213*
OCT 26 1970 **GRANTED**
Petition **Granted**

FA/LA and LA/DU; and insuff. front C-1 exceed hgt. limit); Art. VII, Sec. 2 (Table Pkg Req-reduced to 25%) of Zoning Ordinance. Denied
Filed with office of City Clerk on **OCT 5 1970**

CITY OF CAMBRIDGE - BOARD OF APPEAL

FOR IMMEDIATE RELEASE: Wednesday, March 6, 2013

Facing Record Growth, Longy Takes Steps to Transform Program and Space
Cambridge institution will discontinue on-site Preparatory and Continuing Studies to dedicate additional resources to growing conservatory and its educational mission

Cambridge, MA – The Longy School of Music of Bard College today announced plans to significantly increase practice and teaching space in the 2013-2014 academic year in order to support record enrollment growth in its degree-granting conservatory program and to advance initiatives supporting music education in public schools and underserved communities in the region.

The announcement follows a vote on March 4 by the school's Board of Governors to discontinue Longy's Preparatory and Continuing Studies effective Aug. 31, 2013, which will end the part-time private lessons, classes, and ensembles offered by Longy to area residents in order to expand the space available to full-time conservatory students this fall.

"This was a difficult decision for the Board but an essential one if we are to continue to focus on advancing our mission as a first-class conservatory," said Matina Horner, chair of Longy's Board of Governors. "The past several years have been characterized by record enrollment growth in Longy's conservatory. This has really strained the availability of mission-critical practice and teaching space for Longy's full-time conservatory students."

Longy's need for practice and teaching space has been identified as a critical challenge for a number of years by faculty and students, as well as by independent accrediting bodies. Over the past decade the school has taken numerous steps to create space within the constraints of its existing facilities at 27 and 33 Garden Street, including multiple renovation, relocation and reorganization projects. It has also pursued the acquisition of nearby buildings.

"We believe this decision will have a dramatic, positive impact on the quality of student life in the conservatory," said Longy president Karen Zorn. "The school's recent merger with Bard College and new partnerships with organizations like the Los Angeles Philharmonic have only contributed to our rising stature as a world-class institution for advanced musical study in the United States. As we build toward an even more robust and talented conservatory student body, we must remain focused on meeting the most essential educational expectations of our full-time students."

The school recently launched a new Master of Arts in Teaching in Music degree program—the only degree program in the world to offer training in the principles of El Sistema, the revolutionary social-justice-through-music program—and is pursuing plans for additional Cambridge-based graduate programs for aspiring teaching artists from across the country.

The private lessons, classes and ensembles offered through Longy's Preparatory and Continuing Studies consume nearly half of the reserved practice and teaching space on its campus, putting undergraduate and graduate conservatory students at a competitive disadvantage with their peers at other area institutions. Longy students live off campus, which increases the need to have dedicated and flexible spaces available for practice, instruction and creativity.

Longy currently has 215 full-time conservatory students in its degree programs. Conservatory enrollment has almost tripled between 1998 through 2011. Conversely, Preparatory and Continuing Studies has seen a 27 percent decline over the same period. The contributions of the two programs to Longy's bottom line are similarly disproportionate. While the Preparatory and Continuing Studies uses about half of Longy's occupied space, it produces only one-quarter of its net revenue.

"The space currently occupied by Preparatory and Continuing Studies activity will be put to immediate use this fall for full-time students," said Wayman Chin, dean of the conservatory. "Access to more practice facilities and better teaching space for studio instruction is essential for us to deliver a complete academic offering and to support the growth in the conservatory and its competitive degree programs."

Miriam Eckelhofer, who directs the Preparatory and Continuing Studies programs, said the school will work closely with students and families during the next six months to identify alternatives for continuing their music studies.

"We are confident that the demand for private music lessons, classes or ensembles will continue to be met," Eckelhofer said. "We anticipate that many current instructors will be able to keep their students, continuing to offer lessons in their private studios or at other institutions with which they are affiliated. There are numerous resources for private lessons, classes, and ensembles available throughout Cambridge and greater Boston in institutional, community and residential settings."

54 part-time instructors work exclusively in Preparatory and Continuing Studies, with a majority of the teachers in the program working less than five hours a week. Discussions with the Longy Faculty Union will determine how these positions will be affected and the transition benefits those individuals will receive. In addition, six administrative staff members will be impacted by the change.

The decision does not affect Longy's community-based curriculum for conservatory students, which is a key to the school's unique mission to prepare musicians to make a difference in the world.

"There's no doubt that Longy's recent growth can be in part attributed to our community engagement curriculum for conservatory students. Students are drawn to Longy because our goal is not to simply train performing musicians, but to create real life experiences and practical scenarios that shape the way our students engage with the community throughout their life and career." Zorn said. "Our innovative presence in schools and other community settings throughout Cambridge and greater Boston is stronger than ever and will continue to grow stronger in the years ahead."

Longy students and faculty have an active instructional presence in the Greater Boston community through a wide array of teaching assistant positions, practicums, experiential education placements and performances.

For example, more than 60 Longy students have been assigned to 20 sites in greater Boston this year, where they lead innovative music projects while gaining valuable teaching experience. In addition, in a new initiative this spring, Longy has partnered with five local K-8 schools, providing in-depth collaboration between students and schools on the planning, implementation and assessment of lessons.

Conservatory students and faculty also contribute their talents and significant time to teach audiences about music in shelters, hospitals, prisons, senior centers and many other community venues by conducting hundreds of performances each year.

Longy School of Music of Bard College was founded in 1915 as Longy School of Music by renowned oboist Georges Longy. A degree-granting Conservatory and school of Preparatory and Continuing Studies, Longy is located in Harvard Square in Cambridge, Massachusetts. The school serves 215 full-time conservatory students from 35 states and over 20 countries. Longy provides a distinguished faculty that promotes profound musical understanding and technical mastery, encourages growth of imagination, and fosters inquiry about the role of music and the musician in the larger world. With a curriculum rooted in the traditions of Western music, Longy's mission is to prepare musicians to make a difference in the world.

###



Office of the President
27 Garden Street
Cambridge, MA 02138
P 617.876.0956
F 617.354.8841
www.longy.edu

March 19, 2013

The Cambridge City Council
Cambridge City Hall, 2nd Floor
795 Massachusetts Avenue
Cambridge, MA 02139

Dear Mayor Davis and members of the Council,

I am writing on behalf of the Longy School of Music of Bard College to address in detail the concerns you have heard from some of your constituents, as well as from residents of neighboring communities, regarding the recent decision by our Board of Governors to conclude the group classes and private music lessons offered through the Preparatory and Continuing Studies program as of August 31, 2013.

We recognize and understand the emotions swirling around this issue, and we stand ready to answer any questions you may have. Please know this was a very difficult decision. The program holds special memories for many people, including all of us here at Longy. We value and appreciate the teachers who deliver this instruction. That is precisely why we have given everyone involved ample notice, and why we have pledged to help families, students and faculty with the transition in the months ahead.

It is unfortunate that so much of the public and private rhetoric in the past two weeks has been fueled by misperceptions, misinformation and misrepresentations about our School. As an institution that has served the Cambridge community for more than 80 years and that will continue to serve it for decades to come, we have no one to blame but ourselves for the fact that so many of our neighbors lack an adequate understanding of Longy's programs, mission and direction.

To that end, this letter will go into depth to lay out the facts. It is accompanied by additional information, including a fact sheet about the active involvement of our Conservatory students and faculty in Cambridge, including the city's public schools. I hope you will give all of this information your due consideration and contact me or my staff with questions or concerns.

What has become clear is that many parents know us only through their children's involvement in the Preparatory and Continuing Studies program. What many don't know is that the full-time students in our Conservatory degree programs have been on the losing end of an intense and frustrating competition for limited practice and instruction space within our two-building campus for many years.

The reality is that Longy has taken this step to advance what we see as our mission. We want our practice and teaching resources to match the needs of our degree programs, the quality of our faculty, and the instructional philosophy of our Conservatory. We recognize that the change will be difficult for some; that is why, from the very beginning, we have actively encouraged prep parents to continue their children's lessons with their current instructors in other settings.

Longy's Space Challenge

Everyone familiar with our Conservatory programs, including students, faculty and academic experts in our field, knows that the lack of practice and instructional space has been an immensely frustrating challenge for nearly a decade.

It's important to remember that Longy does not have student residences. Our 215 full-time Conservatory students live off campus, which heightens the need for dedicated and flexible spaces for practice, instruction and creativity.

As our enrollment has grown, aspiring musicians at Longy have increasingly found themselves on the losing end of an ongoing competition for space with the Preparatory and Continuing Studies program, which uses our rooms to deliver group classes and private lessons six days a week that begin at 3 p.m. on weekdays and run all day on Saturdays.

Unfortunately, I frequently hear from parents of Conservatory students who wonder why, given the sizable tuition they are paying, their son or daughter has no choice but to practice in common areas and other places not appropriate for rehearsing.

In fact, our Conservatory students have identified the lack of adequate practice, meeting and rehearsal spaces as the number one drawback to their experience at Longy. Faculty members also have consistently volunteered in numerous forums that the lack of space for instruction is their number one concern.

During accreditation visits in 2007, accreditation professionals from the National Association of Schools of Music concluded that "with the growth of the conservatory program, the current space has become increasingly inadequate."

In 2011, professionals from the Massachusetts Board of Higher Education called Longy's practice room space "inadequate," and said the "allocation of teaching and classroom spaces lacks an overview as to rational usage patterns." Their report recommended Longy improve the availability of space and space reservation procedures for "priority users;" increase the number of computer stations for student use; and, investigate options for adding additional practice rooms.

Longy has only two available buildings for administration and academics. Since 2002, we have taken numerous steps to create more practice and instructional space within the constraints of our facilities at 27 and 33 Garden Streets, including multiple renovation, relocation and reorganization projects.

In 2009, we explored but were forced to abandon the purchase of 15 Concord Avenue to create more classroom and practice space. In 2012, we purchased the building at 29 Chauncy Street, but it may be years before a reuse strategy for that parcel can be designed and implemented.

Some citizens who have submitted comments to you have cited portions of an email communication from four years ago regarding the results of a 2009 room use survey we performed as a way to identify creative solutions to our challenges. The study results underscored the space crunch that occurs in our buildings between 3 p.m. and 8 p.m. when our prep programs are in full swing. The situation has gotten worse in the last four years.

The internal tug-of-war for space at Longy has gone largely unseen by the parents of children who come to the school for periodic lessons delivered through the Preparatory and Continuing Studies program. Our chronic space issues are well documented and we have a responsibility to address them. Once an inconvenience, these challenges have now become a significant competitive disadvantage that threatens our mission as a world-class conservatory.

Preparing Musicians to Make a Difference in the World

Many of those who oppose our decision have said that ending part-time group classes and private music lessons runs contrary to the mission Longy formally adopted in 2006 to prepare musicians to make a difference in the world. I respect their views, but Longy's leadership – which is solely responsible for the governance of the School – has a much different interpretation of the mission we strive to fulfill every day.

We believe that we serve our mission best by empowering our Conservatory students to pursue a lifetime of community engagement wherever their musical paths may take them. We teach them about the latest approaches in music and music education and send them into the community to gain real-life experience as musicians and educators. We want this model to become a way of life for them as they leave the confines of Longy and enter the larger world.

In this way, we believe we can have an exponential impact on making music education accessible to all: the more Conservatory students we can train, the greater the number of students they can reach in their own communities, particularly children in underserved communities who could never otherwise afford music instruction.

Evidence of this mission can be found in the active instructional presence that Longy students and faculty have had and will continue to have through a wide array of teaching assistant positions, practicums, experiential education placements and performances in Cambridge and greater Boston.

For example, more than 125 Conservatory students have been assigned to 20 sites in the area this year, where they lead innovative music projects while gaining valuable teaching experience. In addition, Longy has partnered with five local K-8 schools, providing in-depth collaboration between Conservatory students and schools on the planning, implementation and assessment of lessons.

Our innovative presence in area schools, including in the Cambridge Public Schools since 2008 and other community settings, is stronger than ever and will continue to grow stronger in the years ahead. The attached fact sheet regarding our work in the City of Cambridge provides more details.

Conservatory students and faculty also contribute their talents and significant time to teach audiences about music in shelters, hospitals, prisons, senior centers and many other community venues by conducting hundreds of performances each year. And, between June 2012 and June 2013, they will have presented more than 200 free concerts available to everyone in the Cambridge community.

Parents of prep students and others can disagree with the course we have chosen, but music as a force for social change is the singular vision our institution has been committed to since 2006 and we have every right to pursue it.

Labor Relations at Longy

On Monday night, members of the Council heard a number of public statements describing the relationship between Longy, the Longy Faculty Union (LFU), and the National Labor Relations Board (NLRB). I am happy to clarify the record and to offer you the same facts that we recently communicated to our faculty members.

LFU leadership seems intent on portraying Longy management as a hostile party, but the facts run contrary to that portrayal. Longy management and the LFU worked in relative harmony for the first 18 months of their contract. During that time, there was only one grievance that went through all of the necessary steps to arbitration.

Since August 2012, however, the LFU has filed numerous unfair labor practice charges with the NLRB, which included 29 separate allegations. Here is where those claims stand today:

Twenty of the 29 allegations – more than two thirds -- were either dismissed by the NLRB or withdrawn by the LFU after the NLRB indicated they would be dismissed. Five other allegations were either deferred to the grievance-arbitration process by the NLRB, or the NLRB has indicated that the allegations would be deferred to the grievance-arbitration process. Of the four remaining allegations, two are currently being reviewed by the NLRB. Longy management has already offered to settle the remaining two allegations by agreeing to the proposal put forward by union leadership when the original dispute arose.

The NLRB has not issued a complaint on any of the surviving allegations. Instead of relying on the grievance-arbitration mechanism to which both parties agreed in the current contract, the facts demonstrate that LFU leadership has repeatedly filed multiple, frivolous charges with the NLRB in an intentional effort to harass and coerce Longy management.

It is unfortunate that union leaders have chosen to use divisive rhetoric to inflame members of the community. We have offered the union 16 dates for meetings regarding this decision; they have accepted one of them. We stand ready to work with the union and the faculty to facilitate a smooth transition.

The fact of the matter is that the Longy Faculty Union will continue to maintain a strong base of members at the School, a base that could, in fact, grow in the years ahead should the faculty grow with the addition of more full-time Conservatory students.

As we have said since the March 6 announcement, we're hopeful that many of the program's students will be able to continue lessons with their current instructors in other settings this fall and beyond. While the decision will certainly impact faculty and staff in the program, they are all still employed today.

Contrary to repeated public testimony, no one has been "fired." We have not asked any faculty to leave Longy before August 31. We will be bargaining with the union over the impact of the decision for union members and will be communicating directly with the rest of the faculty about the assistance we can provide them in this transition.

I also want to correct misperceptions about how this decision was communicated to faculty. It's important to remember that nearly all members of the faculty at Longy are part-time instructors. In fact, the majority of the 54 instructors who teach exclusively in Preparatory and Continuing Studies work less than five hours a week in that program. As such, faculty members are seldom on campus at the same time. They rely on e-mail as a key method of receiving and sharing information.

Once the Board of Governors made this decision, we wanted to make sure that faculty, students and parents heard about it from Longy in a way that was timely, clear and uniform. We did our best to communicate it to everyone efficiently and appropriately.

The Conservatory's Future

Before concluding, I want to briefly address three other issues that critics have raised with you.

- Some claim there is a financial motivation for our decision; there is not. We will lose revenue in the near term by ending this program.
- Others have said this decision is a result of our 2012 merger with Bard; that is untrue. This was a local decision made by Longy's Board of Governors with no involvement or directive from Bard.
- In addition, one parent testified that the timing of this decision was "intentionally malicious;" one of the most hurtful and slanderous claims I have heard to date. In fact, Longy's leadership specifically continued the program through the summer in order to give all of the affected parties six months' notice and time to transition.

As I stated at the outset, the passions are understandable. The decision to conclude the Preparatory and Continuing Studies program is bittersweet for all of us at Longy. We are proud of the quality of the experience and truly appreciate the hard work of its faculty. We are sad to see it end. At the same time, after many years of struggling to meet our space challenges with stop-gap solutions, we are pleased to be able to take another step forward that will allow Longy to advance its mission as a world-class conservatory.

Advancing our mission to prepare full-time students to make a difference in the world requires a complete academic offering, and a complete academic curriculum requires more opportunities for practice and instruction on campus to meet our students' expectations and our own standards of excellence.

We believe this decision will have a dramatic, positive impact on the quality of academic life at Longy. There will be more space for faculty, particularly those in academic subjects, to meet with students to promote their understanding and technical mastery of music. Better and larger spaces will become available for studio instruction, computer music, ear training laboratory, harpsichord, double bass, percussion, harp practice, instruction and storage.

I can also state without hesitation that Longy intends to redouble its commitment to the community on both a local and a national level. Unfortunately, few are aware of the great work our Conservatory students are doing in the Cambridge Public Schools, for example. It's clear we need to do a better job of keeping you and other stakeholders informed of the active instructional presence that Longy students and faculty maintain in so many community settings in and around Cambridge.

On behalf of everyone at Longy, I would like to thank you for your patience and understanding during this transition. This decision has naturally triggered a great deal of reflection and emotion for everyone. We are working hard to make it clear that this is a difficult but necessary step that represents the best path forward for Longy.

Please do not hesitate to contact me or Chief of Staff Kalen Ratzlaff if we can be of further assistance.

Sincerely,

A handwritten signature in black ink, appearing to read 'Karen Zorn', with a long, sweeping horizontal line extending to the right.

Karen Zorn
President

**Statement from Karen Zorn, President of the Longy School of Music of Bard College
To the Cambridge City Council University Relations Committee – March 20, 2013**

A number of people have asked for a fuller explanation of our decision to close the Preparatory and Continuing Studies Division. And while I am not sure there's anything I can say that will help to soften the blow to families who loved studying at Longy, or to the faculty members who will move on to teaching situations elsewhere, I am more than willing to provide detail in the hope that it can help people understand the need for the decision, as well as its ~~potential~~ positive impact.

KR - anticipated

Many of you may know that Longy was in a period of instability for some time. When I started my tenure here in 2007, the school faced a million dollar deficit that threatened to close our doors within a year. Change was necessary and inevitable if Longy was to survive at all. In the years since, we have erased that deficit: through growth in the Conservatory and an uptick in fundraising, almost all of which is tied to Conservatory programs.

The growth we've experienced in the Conservatory has been a direct result of our mission to "prepare musicians to make a difference in the world." Our approach is, I believe, a unique one among conservatories. Contrary to what some have asserted, we are not looking to be another degree mill, turning out elite musicians into a world increasingly devoid of jobs for such skills. Rather, we want to train our students to be excellent musicians who are dedicated to creating new ways of bringing music to audiences and students, and who want to use their skills explicitly for a positive impact on the world, and especially in underserved populations. And given the sharp rise in our conservatory enrollment, it's clear our mission has strong appeal to many.

But this rise in enrollment, which is directly responsible for helping achieve sustainable financial footing, has also created a critical resource problem for the school. Although some have suggested that there is no reason programs which have coexisted for 90 years shouldn't continue operating side by side indefinitely, that view is uninformed by the hard realities of our situation. The fact is that institutions change over time. Longy's needs, finances, funding sources and, most importantly, its mission have evolved. The most significant change: the conservatory has doubled in size in a decade. Yet we have been slighting the conservatory students who pay \$30,000 in tuition and are here at the school more than 40 hours per week. Our conservatory students have had to find rehearsal space in closets, hallways and bathrooms while our Preparatory and Continuing Studies students have had access to prime teaching spaces during prime teaching and practice hours, even though on average they spend \$1000 per semester and come to the school for 1 hour per week. The Conservatory doesn't have the room for additional classes, or additional students or additional programs. Our Conservatory has literally been hemmed in from growing into the institution we want it to be.

So we started to consider our options. Since the two programs can't continue to coexist, and our resources are limited, which program would we throw our support to? We asked ourselves a number of questions:

- Which program serves the greatest need and is most aligned with our mission, to prepare students to make a difference in the world?
- Which program has the potential to keep the school alive and financially stable for the next 100 years?
- Which program has the most philanthropic support, and which has the greatest potential to draw additional funding that we need to thrive?

- Which program's offerings are not largely replicated by other institutions?
- And which program has the potential to have the greatest impact locally in the greater Cambridge and Boston community and nationally in the cause of advancing music education?

The answer to every question was, overwhelmingly, the Conservatory.

It is the Conservatory that brings in the revenue and the funding we need to thrive. Preparatory and Continuing Studies, by comparison, brings in much less revenue and virtually no funding. Simply put, it is difficult to raise money for a program that provides music lessons to children from predominantly affluent families. And contrary to what some have claimed – a very small percentage of students in Preparatory and Continuing Studies receive financial aid.

Most importantly, it is the Conservatory where we can most effectively fulfill our mission. While our Preparatory and Continuing Studies programs certainly make a difference in the lives of the children who participate, and while I completely affirm the desire of Cambridge families to have a place to bring their children for music lessons, we feel our Conservatory programs can serve the greatest need and have an exponentially greater impact, for a population that very much lacks the resources to access these experiences otherwise.

So it was clear to the board and senior leadership, at every level:—this is the right decision, both for the institution and for the greater good. It may not feel like it to the families of children studying at Longy or our primarily part-time faculty who must move elsewhere to teach. But in every institutional change there are gains and losses. And while the loss here is palpable and the gains perhaps more intangible for families who know Longy only as a place for after-school and week-end lessons, I hope you can at least appreciate that institutions must at times make hard decisions in order to survive and thrive, and this is what we are choosing to do for Longy.

Even as I say these words I know there are people thinking there must be a way to make this work. There must be money somewhere or there must be a way to find additional space. And I just have to say – there is not. We have exhausted the possibilities available to us. This is the only responsible course of action.

Our board and our administrative team have agonized over this. Many of us have children who have been trained at Longy or who still take lessons there. My own daughter is a student - Longy is where she grew to love the harp, and played her first recitals.

So I understand the anger and disappointment that many feel. Change is hard. But my hope is that those protesting this decision can understand that it was not a decision taken lightly or made quickly, nor was it made because we don't care about the community or about children's education. I hope that the members of the community -- especially the Cambridge community where there is such strong support of both education and social justice -- can look past their personal disappointment and grief in the same way that our board members and administrators have, to see the much larger contribution to music and education that this decision will enable.

Thank you for your time.

ATTACHMENT F

Statement from Rob Straus, Longy Board member since 1999 To the Cambridge City Council University Relations Committee – March 20, 2013

This was a tough decision made out of a strong belief: The Board of Governors has made a choice that may be tough for some parts of the community in Cambridge, but is intended to support music education for a much larger community of underserved families in Cambridge and beyond.

Longy's decision to close the Prep and the Continuing Ed programs IS a loss for the Cambridge community and for a number of nearby towns. This is a personal loss as well for many of us on the Board. Victor Rosenbaum got me involved with the Board when I had come to Longy around the time I turned 50 and wanted to start playing chamber music again. It was ideal. I could walk two blocks for lessons and get to play with other musicians. The instruction, the feeling of participation was wonderful. I won't be able to do that any more. That's true for another 200 or so adults in Cambridge and surrounding communities. And about 700 Prep students will have to go elsewhere.

What we came up against was economic realities and a set of conflicting priorities. When Karen Zorn became president of the school in 2007, we were running an increasingly large deficit. All our efforts at fund raising and cutting costs weren't doing enough to restore a balance. The deficit was around \$1million a year.

Since then two things have changed:

We found a president who was willing to look closely at the numbers and was prepared to make tough choices.

We found and clarified our sense of mission.

Many, if not most, music conservatories are designed to create top-flight performers. They have a narrow pyramid-shaped structure of competition and success: a very small number of really excellent, professional performers emerge.

Longy is unique, and a core belief is: in this culture, at this point in history, every individual who makes a career in music is needed. In the 1940's and 1950's, nearly every school in this country had an orchestra and marching band. Since then music has vastly diminished in our public education. This has been an immense loss.

Longy is training students who can help reverse this trend. For years Longy has been educating not just fine performers, but excellent music teachers, music therapists, studio musicians, composers, in contemporary music and jazz as well as classical music.

These are musicians who can go out and teach as well as perform. They get trained in a school community in which there is much more of a sense of collegiality and support than competition. This is different than other conservatories.

Personally, and as a psychologist, I have been really struck by how a simple clarification of purpose in a mission statement can change things. What you are seeing is an organization that is following the logic, the intent of what it does best.

What has happened is that it has become increasingly clear that Longy could not both continue its mission to train these kinds of musicians and also maintain our Adult Ed and Prep programs. As you've heard, the latter take up 50% of the reserved space at the school and generates about 25% of the revenue. With this decision, we will be able to focus on the Conservatory students. We are betting our future on them.

There are other schools that can do what happens in the Prep program and the Continuing Ed Program—the New School in Cambridge, Powers Music in Belmont, Tufts Community Program in Somerville, and the Boston Youth Symphony Orchestra, just to name a few.

There is really no other Conservatory program, certainly in the Boston area, and as far as I know in the country, that is doing what Longy is doing. The vision is to have Longy-trained musicians who reach out into communities across the country to make a difference. We have already made a start in the Cambridge public school system, where more than 20 conservatory students offer more than 300 hours per year of assistance to public school teachers. They are also in schools in Dorchester, Somerville and Brighton.

With this decision we can focus on pushing this vision much further. Outreach into underserved communities in many forms is becoming not just window dressing for getting grants as at some schools, it is becoming the central focus of the school. The students are excited and energized by this. The Board is. The faculty is.

Change is difficult for everyone, and I personally hope that the reaction will be primarily expressing that understandable distress at the results of a tough decision that does create a loss for Cambridge. I hope it does not continue to be expressed in the form of conspiracy theories or how there is some deliberate attempt to hurt the community.

We have made a tough choice for a good reason. We are taking a risk. In the end, we hope that our decision is given the respect it deserves. Now it is going to be up to us, up to Longy, to make it work.

(About 8 min.)

March 8, 2013

Vol. 3 No. 9

In this issue

- *Outrage: Longy announces closure of Community Programs division*
- *Personal notes*

Contact Us

LONGY FACULTY UNION
at Longy School of Music
of Bard College

THE LFU BOARD

Clayton Hoener, President
choener@claytonhoener.com

Jane Hershey, Vice President
janelhershey@gmail.com

Shizue Sano, Treasurer
shizuesano@gmail.com

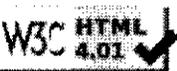
Deborah Yardley Beers, Secretary
beersjones@aol.com

Jonathan Cohler
cohler@jonathancohler.com

Erik Entwistle
kirena@juno.com

Meghan Jacoby
meghan.e.jacoby@gmail.com

longyfacultyunion@gmail.com
<http://longyfacultyunion.org/>
<http://facebook.com/longyfacultyunion>
<http://twitter.com/longyfacunion>



Outrage: Longy announces closure of Community Programs division

On Thursday March 6, at 9:07 a.m. the Longy Faculty Union received an email from the administration stating that the Longy Board of Governors had "voted to discontinue Longy's Preparatory and Continuing Studies programs effective Aug. 31, 2013." A little more than an hour later, Longy faculty received an email from the administration, stating that the decision had been made "in order to support the continuing growth of our conservatory and address our critical need for practice and teaching space." About an hour later an email was sent from the administration to students and families of the Community Programs Division. During the day, Conservatory students were also notified, and told, "Starting this fall, you will begin to see the immediate benefits of additional classroom and rehearsal space."

The announcement came on a day when the School knew that LFU President Clayton Hoener was out of town on tour with the Boston Pops Esplanade Orchestra.

Media coverage

As early as 5:45 p.m. that same day, a blog appeared on the *The Phoenix* website, written by S. I. Rosenbaum [here](#). By evening, coverage of the closing was on WBUR radio and website. In the morning, the *Boston Globe* covered the story [here](#). Classical music blogger and author Norman Lebrecht also picked it up immediately [here](#). By last evening, Lee Eiseman wrote a story in the *The Boston Musical Intelligencer*. Very passionate and animated discussions have followed in comment sections on these blogs expressing tremendous outrage against the Longy administration for both the action that it has announced and the manner in which this announcement was made. We encourage you to read and contribute your thoughts as well.

What is at stake here

The decision will affect more than 83 members of the Longy faculty, who are listed on Longy's website as teaching in the Community Programs division, along with their nearly 1000 students. The majority of these teachers will lose their jobs at Longy entirely (54 according to Longy's press release), although a number will be able to continue at Longy with less work, because they are also on the Conservatory faculty. As a result of the reduction in hours of work, some of these Conservatory faculty members who have been teaching in Community Programs may also lose some benefits as well.

What could be lost if we don't act now

The Community Programs division of the School is currently offering lessons and classes to non-degree-seeking adults and

children in Composition and Theory, Dalcroze Eurhythmics, Early Music, Percussion, Piano, Strings, Voice, and Woodwinds and Brass. Community Programs class offerings begin for students as young as one-year old, and extend to our oldest students in a special program at Cadbury Commons Assisted Living in Cambridge. Children of all ages come to Longy to study; some eventually become professional musicians, and others find interesting new ways to incorporate their love for music into their lives as amateurs (see *Ten Years: The Michael B. Packer Award*, *LFU News*, April 23, 2012). Some adult students in non-musical professions fit music lessons and classes at Longy into busy lives. Other adults who study at Longy may have degrees in music, or play professionally already, but they return to Longy to polish and round out their skills and musicianship in an environment that has been both friendly and marked by excellence.

Community Programs students have come from many socioeconomic backgrounds. They have included, among others, both Harvard professors and students at Cambridge public schools, some of whom have attended Longy on scholarship. A number of students take lessons and classes with more than one teacher, or have family members who take lessons with a second teacher. Following each of their teachers to different new locations may cause logistical difficulties for families of these students, or cause some students to disrupt beneficial student-teacher relationships.

Non-degree students of all ages have come to Longy for many decades from Cambridge and surrounding towns, from out of state, and from many countries around the world, in order to take advantage of the School's well-rounded and world renowned faculty, many of whom have advanced degrees and considerable performing experience locally, nationally, and internationally.

Many members of the current Community Programs faculty were also members of the Conservatory faculty prior to the "faculty realignment" (see *Voices of the "realigned"*, *LFU News*, June 10, 2010), which was then announced as a one-time event. Some of these faculty members helped the School gain accreditation for the Master of Music degree. Many current Community Programs faculty have served the School for decades, often giving extra hours in service to the School, because they were inspired by the idea of offering excellent, well-rounded music education to students of all ages and levels.

The Community Programs also currently offers a recently introduced Pre-College Academy for children grades 9 through 12, as well as the Young Performers Program, which was founded by former Longy Director and eminent violinist Roman Totenberg in 1977. The Young Performers Program is currently open to students, ages 8 through 13. There have been no provisions announced to students who are now in the midst of these programs regarding the certificates that they were expecting to receive from the School in the coming years.

Funds for numerous annual awards intended for students in the Preparatory or Continuing Studies programs (which comprise the Community Programs division) have been donated to the School over many years by people who particularly valued the kind of musical education provided to non-degree students. These awards include the Sosman, Kotok and Packer awards among others. What will become of these awards and the funds attached to them?

The role of the Union

The LFU Executive Board itself will also be severely affected by the School's decision to close Community Programs, as four of its current members teach solely in Community Programs. Three of these four members were also on the Conservatory faculty prior to the faculty "realignment" of 2010. For the Union to continue after the announced closure of Community Programs, it would have to elect four new members to the Board from the Conservatory faculty, to take office as soon as the division closure occurs.

While the School has the right to make certain types of strategic planning decisions without bargaining with the Union, under the National Labor Relations Act, it is not at all clear that their decision to close Community Programs is such a decision. The School may be required to bargain over this decision with the Longy Faculty Union. Furthermore, in any case, the School is required to bargain with the Union over the effects of such a decision on the Collective Bargaining Unit (CBU) members. Effects bargaining typically includes issues such as severance pay, benefits, timing, and potentially many other issues.

The facts

While the School claims that space concerns are motivating their decision, the facts say something completely different. On March 17, 2009, Karen Zorn wrote to the staff and faculty, "Last semester our Concert Office and Operations Departments conducted a room use survey to help us understand how we use our space. After analyzing our data we discovered some interesting findings, the most important being: Longy *does*, in fact, have enough space. Currently, our buildings are only being used 66% of the time. Another way of saying this is: Longy is unoccupied 34% of the time." [emphasis from original email]

Since that time, Community Programs enrollment has declined by approximately 200 students, and Conservatory enrollment has not changed much in the last four years, hovering around 200 students. Furthermore, the School recently acquired a new building. So the space situation is considerably better than when Zorn declared that Longy "*does*, in fact, have enough space."

NLRB investigates Longy once again

In the meantime, what Longy did not tell you is that the **National Labor Relations Board** is, once again, deep into a lengthy investigation, now more than seven months old, of charges filed against it by the Longy Faculty Union for numerous violations of the National Labor Relations Act. The NLRB has told the LFU Executive Board that it has found merit with approximately ten different allegations and there are presently two separate amended sets of charges pending at the NLRB. We expect the results of that lengthy investigation within the next few weeks and we will keep you apprised.

How you can help

We have been grateful to hear from supporters offering help, and have been gratified to read comments on various public forums in support of Community Programs faculty over the last two days. We feel shock and pain over the abrupt administrative decision, and the way in which it was conveyed to faculty, students, and the community. Anyone who has read the LFU News from the beginning knows, though, that we have had cause to feel

similar emotions in the past few years.

It has been and continues to be our ambition to take the high road as we respond to the disrespect and dismissiveness with which the administration has treated us and our students. We invite our supporters to contribute to public forums so that the wider community understands the massive extent of the potential loss here. We encourage you to do any or all of the following that you feel comfortable doing to support our cause:

1. Write to Leon Botstein, President of Bard College: president@bard.edu
2. Write to the Longy Board of Governors: Matina S. Horner (Chair), Virginia Meany (Vice-Chair), Melinda N. Donovan (Secretary), Peter C. Aldrich, Sandra Bakalar, Leon Botstein, Thomas M. Burger, Gene D. Dahmen, Patricia H. Deyton, Robert S. Epstein, Harriet E. Griesinger, Charlotte I. Hall, George F. Hamel Jr., Timothy J. Jacoby, Ruth M. McKay, Louise Ambler Osborn, Patricia Ostrander, Dimitri Papadimitriou, Kalen Ratzlaff, David E. Schwab II, Charles P. Stevenson Jr., Marilyn Ray Smith, Robert B. Straus, Jeannette H. Taylor, J. David Wimberly, Gary Wolf, Karen Zorn.
3. Write to the Longy Administration: Karen Zorn (karen.zorn@longy.edu), Wayman Chin (wayman.chin@longy.edu), Kalen Ratzlaff (kalen.ratzlaff@longy.edu), Miriam Eckelhoefer (miriam.eckelhoefer@longy.edu).
4. Post on any of the blogs linked above.
5. Post on the Longy School Facebook page [here](#).
6. Post on the Longy Faculty Union page [here](#).
7. Contact Mayor of Cambridge Henrietta Davis at mayor@cambridgema.gov or call 617-349-4321.
8. Contact Cambridge City Council Members E. Denise Simmons (dsimmons@cambridgema.gov), Leland Cheung (lcheung@cambridgema.gov), Marjorie C. Decker (mdecker@cambridgema.gov), Craig A. Kelley (ckelley@cambridgema.gov), David P. Maher (dmaher@cambridgema.gov), Kenneth E. Reeves (kreeves@cambridgema.gov), Timothy J. Toomey, Jr. (timtoomey@aol.com), Minka van Beuzekom (minka@cambridgema.gov).
9. Contact State Representatives Stephen F. Lynch (email or 202-225-8273) and Michael E. Capuano (email or 202-225-5111).
10. Contact Governor Deval Patrick (email or 617-725-4005)

We also encourage our readers to link to the *LFU News* and the Longy Faculty Union website on those forums, on Twitter and on their Facebook pages. We will continue to check public forums to look for constructive ideas that people may have, and, of course, and always invite people to reach us directly at longyfacultyunion@gmail.com.

Please help us get the word out to the entire musical world as this is an affront to everything we hold dear as musicians, educators and artists.

Reminder about civility

We want to remind supporters, as they deal with the high emotional impact caused by recent decisions of the School, to keep comments civil and avoid ad-hominem or vulgar personal attacks. The spirit of the old Longy inspired dedication of faculty and students to an environment that nurtured excellence, and we invite our readers to help us find a way to bring that spirit into the future.

Personal notes

- The LFU sends condolences to **Shizue Sano**, whose father, Tetsushi Sano, passed away on March 7, 2013 after a rather short battle with cancer. He had just turned eighty years old on February 14, Valentines Day. A graduate of Nagoya University's Electronics Science Department, he worked for the CBC, Japan's first private broadcasting company. His favorite job in the company was sound recording, and he encouraged and supported Shizue's pursuit of music throughout his life.
- The LFU sends condolences to **Kirsi Perttuli**, whose mother, Saimi Perttuli, passed away peacefully in her sleep on March 6, 2013. She was 88 years old.

March 18, 2013

Vol. 3 No. 10

In this issue

- *Stay tuned!*
The struggle to save
Community Programs
- *LFU News responds to Longy's*
misleading claims

Contact Us

LONGY FACULTY UNION
at Longy School of Music
of Bard College

THE LFU BOARD

Clayton Hoener, President
choener@claytonhoener.com

Jane Hershey, Vice President
janelhershey@gmail.com

Shizue Sano, Treasurer
shizuesano@gmail.com

Deborah Yardley Beers, Secretary
beersjones@aol.com

Jonathan Cohler
cohler@jonathancohler.com

Erik Entwistle
kirena@junio.com

Meghan Jacoby
meghan.e.jacoby@gmail.com

longyfacultyunion@gmail.com
<http://longyfacultyunion.org/>
<http://facebook.com/longyfacultyunion>
<http://twitter.com/longyfacunion>



Stay tuned! The struggle to save Community Programs

Stay tuned for more news on the ongoing struggle to save Community Programs at Longy in upcoming editions of *LFU News*. In the meantime, visit the **Longy Community Action** page and the **Longy Faculty Union Website**. Also please sign the **Petition** (which is rapidly heading toward 2000 signatures) and monitor your Inbox for updates from us and others on the efforts of parents, students, faculty, alumni and the musical world at large to save this community treasure. To join the Longy Community Action email list, send an email request to:

longycommunityaction@gmail.com.

LFU News responds to Longy's misleading claims

The School recently published an email from Longy Chief of Staff Kalen Ratzlaff to Longy faculty containing numerous inaccuracies, untruths, misleading statements, and total mischaracterizations. Unfortunately, this follows a long pattern of such behavior by the School that has caused the **National Labor Relations Board (NLRB)** to bring several complaints against the School over the past couple of years. We are writing to tell you about the history of our recent charges against the School, and to explain the NLRB process so that you can better understand the extent of the administration's deceptive communication.

Current NLRB investigation

At present, the NLRB is deep into a lengthy investigation, of actions by the School, that has now taken more than seven months. The Boston Regional office of the NLRB, which is conducting the investigation, has already told the LFU Executive Board that they have found merit to numerous serious allegations against the School for violations of the **National Labor Relations Act (NLRA)**.

We expect that the NLRB will issue a complaint against the School in the near future, and we will keep you apprised of any NLRB actions as things progress. In the meantime, here is an accurate and comprehensive summary of the current status of the charges, the allegations, and the investigation.

NLRB finds merit with many charges

Because the School's representations, in the letter from Mr. Ratzlaff and elsewhere, are so far from a true and accurate depiction of the state of affairs, we felt that rather than try to respond point-by-point to their false description, it would be more instructive to summarize all the salient information here and to briefly

explain the NLRB process.

Before getting into the detailed summary, however, we stress the importance that the NLRB has found merit, once again, with numerous charges against the school for violations of sections 8(a)(1), 8(a)(3), and 8(a)(5) of the National Labor Relations Act:

- 8(a)(1) Coercive Statements (Threats, Promises of Benefits, etc.)
- 8(a)(3) Discharge (Including Layoff and Refusal to Hire (not salting))
- 8(a)(3) Changes in Terms and Conditions of Employment
- 8(a)(5) Repudiation/Modification of Contract[Sec 8(d)/Unilateral Changes]
- 8(a)(5) Refusal to Furnish Information

These are serious violations of federal law, and, for the School to attempt to play a disingenuous, inaccurate and misleading number counting game of allegations is despicable. The School is trying to paint the Union in a bad light for filing charges, but the simple fact remains that the NLRB has, independently through its own lengthy investigation, determined that there is merit to at least eight serious allegations at the moment, and there are three allegations pending at the Office of Appeals.

The Union has amended its charges as the NLRB investigation has moved along, and the vast majority of those modifications in the amended charges were made at the suggestion of the NLRB based upon its investigation of the School's actions. Furthermore, the Union believes that the charge the School recently filed against the Union, just days before announcing the closure of Community Programs (perhaps not coincidentally), is completely without merit, and we expect that the Region will be dismissing it in short order.

The NLRB is on the case

- The Union has filed **three charges** since August 2012: **01-CA-086689** (August 6, 2012), **01-CA-09604** (January 9, 2013), and **01-CA-098687** (February 20, 2013).
- **All three of these charges** are still being processed by the NLRB both here in the Boston Regional office and in Washington, DC. None of these charges has been completely dismissed or deferred.
- **A handful of allegations** have been resolved to the satisfaction of the Union, during the course of the investigation, due to the School's eventual compliance with the law, following notification from the NLRB that it intended to issue a complaint against the School.
- Besides the handful of allegations that have been resolved during the course of the NLRB investigation—and those were resolved only with the School under the scrutiny of an NLRB investigation—the Region still retains, and has found merit with, **eight specific allegations** from the three charges.
- **Another three allegations** have been dismissed by the Region. The Union believes these dismissals were errors of law, and it has appealed them to the NLRB Office of Appeals in Washington, DC, where the appeals are still in process. **One of these three dis-**

missed allegations was originally found meritorious by the Region, which notified the School of same in November. Two months later (in January), the School took actions that caused the Region to decide to dismiss the allegation. The Union still believes that the dismissal was incorrect and has appealed.

- **One meritorious allegation** has been deferred by the Region to the grievance/arbitration procedure, and that deferral has been appealed by the Union to the Office of Appeals.

During the NLRB investigation, the charges have been amended several times as new information came to light. Nearly all of the amendments to the charges have been made at the direct recommendation of the NLRB Regional Office, based on their investigation into the charges.

An NLRB lexicon

In the context of the NLRB, the words “charge,” “allegation,” “complaint,” “merit,” “dismiss,” and “defer” have very special meanings as explained below.

When a union, union member, or employer feels that their rights under the NLRA have been violated, they can file a “charge” with a regional office of the NLRB. This “charge” contains in it a brief description of the purported violations (the “allegations”), but it is not a “charge” in the normal sense of the word as in criminal investigations. It is more analogous to someone reporting what they believe is a crime to the police. In the criminal scenario, the police then investigate, and, if they believe there is enough evidence to support a successful prosecution, a prosecutor takes up the case, issues the detailed allegations and brings the case to court.

Continuing with this analogy, in an NLRB case,

1. the “Charging Party” is like a witness to a crime; a “charge” to the NLRB is like a witness report to the police;
2. the NLRB Regional office is like the police and prosecutor rolled into one;
3. the determination by an NLRB Regional Office that there is enough evidence to bring a case is called finding “merit”;
4. a “complaint” issued by the Region is like an indictment or criminal charge;
5. and the “Respondent” is the charged party like the alleged criminal.

Finding “merit” at the NLRB

If the Region finds “merit” to an allegation, they have two choices: they can “defer” it to the grievance/arbitration procedure in the collective bargaining agreement, or they can bring the case themselves to a hearing in front of an Administrative Law Judge. Even when the NLRB defers an allegation, however, it means they have found “merit” to the allegation, and they still maintain oversight of the case and can review and change an arbitrator’s decision if necessary.

If the Region determines that an allegation remaining in the final amended charge does not meet its definition of having “merit,” then it offers the Charging Party the opportunity to “with-

draw” the allegation and, absent withdrawal, it “dismisses” the allegation. A Charging Party may appeal any dismissals to the NLRB Office of Appeals in Washington, DC.

The NLRB process

Very briefly, here’s how the NLRB process for charges works:

1. After receiving a “charge,” the NLRB Regional Office investigates, gathering evidence and affidavits from witnesses.
2. If they believe that the “charge” has “merit,” they either “defer” the issue to the arbitration procedure in the collective bargaining agreement, or they issue a “complaint.”
3. If they believe the “charge” does not have “merit,” they offer the Charging Party to opportunity to “withdraw” the “charge” or, absent withdrawal, they “dismiss” the charge. If a charge is dismissed, the Charging Party may appeal that dismissal to the NLRB Office of Appeals within two weeks.
4. If a case is deferred to arbitration, the NLRB still maintains oversight of the case, and if at any point in the process the Charging Party feels that there is a violation of the NLRA, they can bring the case back to the NLRB for further review.
5. When the NLRB issues a “complaint,” it also announces a date for a hearing in front of an Administrative Law Judge. At the same time, however, the NLRB continues to encourage the “Charging Party” and “Respondent” to settle.
6. If a “complaint” is not settled at some point before or during the hearing, the case is heard by the ALJ who then issues a decision.

Amendments to charges

During an investigation into a “charge,” the Region will often, indeed more often than not, suggest multiple amendments (additions, deletions, and modifications to the individual allegations) to a “charge” as they discover new information.

The Charging Party can choose to either follow these recommendations or not, but following the Region’s recommendations is the most common and most expeditious way of ensuring that NLRA violations are timely prosecuted. As the NLRB investigators and lawyers are experts in labor law, and they are privy to all the information gathered in their investigation—whereas the Charging Party is not—it is absolutely standard and very common for the NLRB Regional Office to recommend amendments to the charges.

If the Charging Party disagrees with a final decision made by the Region, however, they can appeal to the NLRB Office of Appeals in Washington, DC.

From: Longy Community [longycommunityaction@gmail.com]
Sent: Thursday, March 21, 2013 3:59 PM
To: Lopez, Donna
Subject: Alexandra Moellmann's statement University Relations Sub-Committee meeting 3/21/2013

I am speaking today as a parent of a Longy preparatory student and a representative of a group of almost 200 parents, students and concerned community members who call themselves Longy Community Action. I have a vote of confidence with me signed by 96 people giving Julie, Ingeborg and me the authority to speak for the group. I am also submitting the more than 100 signatures that we have received on our petition since Monday evening.

Thank you for giving us this forum to have the kind of dialogue many of us would like to be having, not in the comments section of an internet blog, but face to face as reasonable thinking beings. If it seems that the Community Programs' members and parents are, as has been described in just such an internet blog, are "mobilizing strongly to tarnish the reputation of the leadership of the school", it is only because that leadership has left us no other choice. The decision to eliminate the preparatory and community programs at Longy came with absolutely no warning, no discussion with the faculty, no discussion with the parents, no discussion with Longy's adult community programs' students, no discussion with the musical community at large, and, it seems no discussion with the city of Cambridge. How President Zorn can even think of claiming, as she did to me personally, that an exhaustive search for an alternative solution was made without having tapped into the enormous resources at her disposal is beyond me.

Addressing Karen Zorn's claim that the conservatory is Longy's primary focus. The lens through which one could possibly view Longy as primarily a conservatory has existed only for a very short period of time.

Supposedly the then Longy board of trustees decided in 2009 that the school's mission "would be led by the conservatory". Yet the mission and vision statements published by the school, at least through last week, remained the same. I can find no evidence that before 2009 anyone was claiming that the conservatory was Longy's primary focus. Last night I had a long conversation with a good friend of mine who fondly remembers teaching at Longy starting in 1959 when it was solely a community music school. Has the school evolved since then? We don't dispute that. But we're not just talking about preparatory students who may have grown up at Longy and are now upset at being kicked out of the house prematurely. We're talking about an institution that has served the community of Cambridge and surrounding areas for decades. We're talking about facilities that were donated to a community music school that are now being diverted entirely from their intended purpose.

We're talking about a faculty that has served the community, many of them for decades, with continued dedication despite what I now understand to have been not just horrible working conditions during at least the last four years, but actionably horrible working conditions during the last four years. Any statement that Longy's mission has primarily been as a conservatory is blatantly false.

Just to be clear, I am in no way impugning the laudable goal of teaching Longy's conservatory students either in Longy's traditional role of training performers, or outside the standard conservatory box. The MAT program with El Sistema in LA (keep in mind, this is in LA! No space is required for this program on the Cambridge campus!), the experiential education program - they both sound absolutely fabulous to me. There is nothing I would like better than if all school districts in Massachusetts, the country, the world! would have intense after school programs that provided both the social benefits we all know are sorely needed in many communities AND that introduce masses of children to the art that I love. But to couch the destruction of a community resource such as Longy, built by the hard work of generations of music educators behind this false choice is deplorable.

The kind of programs that Longy preparatory and community program offer - those are the kinds of programs that are in desperately short supply and in many cases truly unique to the area. There are plenty of large conservatories that will take your money and give you a degree in music. The case has not been made that creating yet another one is worth the destruction of a thriving community music school.

We ask, first that the Cambridge City Council consider any avenues it may have at its disposal to help us, and second, to please put in a request from the city of Cambridge with the Attorney General to look seriously into how this non-profit that for almost a century clearly had one mission can divert its facilities and assets from that historic mission.

Thank you all very much for hearing me out.

ATTACHMENT J

My name is Julie Mortimer. I am an economics professor at Boston College and a visiting scholar at Harvard Business School. I am also a parent of two children in the Longy Community Programs.

The administration of Longy has said that this is a necessary action to take. They have offered statements supporting their decision as a necessary one. Indeed, there may be valid reasons for Longy to take this action, but I do not believe they have been well articulated or supported.

The first reason Longy has advanced for this decision is a **cost** reason; specifically, space.

Quoting from Karen Zorn, in both her WBUR essay and statements made to the Boston Globe “The [Community] program accounts for about a quarter of the school’s overall net revenue, yet occupies almost half of our reserved space.”

McDonald’s generates less than 40% of its revenue from eat-in customers, but these customers use 100% of its reserved space. Almost identical statistics apply to every other fast food chain I looked up. Why does McDonald’s continue to offer seating areas? They do it because comparisons of revenue to space are not relevant comparisons. Space is only one component of cost. For Longy, other components of the cost of educating a student might include faculty resources, administrative expenses associated with accreditation and the process of granting degrees, support for students applying to Federal or other financial aid programs, administration of student loads, administrative expenses associated with course instruction (i.e., AV equipment, administration of exams, other teaching expenses, etc.). Longy has not provided any data on their costs, but one imagines that “space” is a much larger fraction of the total cost of educating students in the Preparatory and Continuing Studies programs, compared to Conservatory students.

Furthermore, not all space requirements are equal. Space is fixed, and it only matters when it hits constraints. Live-events venues, hotel

chains, and other firms know this; they charge different prices at peak-demand periods. The Rose Bowl stadium sells out on New Year's Day (and at high prices), but not on days when the LA Galaxy plays home games. Does this mean that the LA Galaxy should not play soccer there? No, because in the absence of the soccer game, the Rose Bowl would have sat empty. Similarly, Suzuki classes and orchestra rehearsals that run at 8.00am on Saturday mornings seem unlikely to crowd out a large number of Conservatory students from practicing or otherwise engaging in their studies.

The second reason Longy has advanced for this decision is a **revenue** reason; specifically, tuition. Quoting from a statement that Karen Zorn made to the Boston Globe, "Full-time students currently pay a little over \$30,000 in yearly tuition. Those enrolled in the prep and continuing studies programs pay a range in tuition, but a private half-hour weekly lesson generally costs around \$1,600 per academic year."

Of course, one would like to know the average tuition for the prep and continuing studies students—many students participate in multiple programs, but we'll use Longy's number. A typical beginning group class of Suzuki violinists might have 12 students. So, they use Longy's facility for a total of 6 hours worth of half-hour lessons, plus one hour of group class on Saturday mornings. (We haven't figured the tuition of the group class in.) At those rates, Longy generates $\$1600 \times 12$, or over \$19,000 per year on a commitment of 7 hours of space for one practice room for 28 weeks per year. Add in the tuition from group class (another \$700 per year), and the number approaches \$28,000; if we use the numbers Longy provided today, of \$1,000 per semester, or \$2,000 per year, the number is \$24,000, again for a commitment of 7 hours of a single practice room for 28 weeks per year. This is quite close to the \$30,000 per year quoted by Karen Zorn as the annual revenue generated by a full-time conservatory student. I don't know how intensively one conservatory student practices, but one supposes it is more than 7 hours per week. Beyond tuition payments, the 12 preparatory students also generate 12 potential donor families.

There may be components of the Community Programs for which the financial outcomes are not as robust as this. But the information that has been presented so far from Longy does not hold up when evaluating individual components of the program on a cost-benefit basis. Furthermore, Longy has not provided any details or analysis of the components of the Community Program offering to allow one to analyze the trade-offs that they have considered in making their decision. This makes it difficult to weigh the extent to which their decision is based on sound reasoning vs. other considerations, or reasons of convenience that may not be in the interests of the students or the broader community of Cambridge.

Now space and money reasons may not be the only reasons for the decision. Quoting from yesterday's Boston Globe article,

“As Zorn stresses, the issue isn't only about space and money. Longy, she said, wants its program to distinguish itself by focusing on training musicians to work in underserved communities.”

We give all our best wishes for additional community outreach programs at Longy, including their work in elementary schools. This is an honorable goal and wonderful work. However, there need not be any conflict between pursuing this goal and supporting the Community Programs that have been such a remarkable and unique hallmark of the Longy School for so many decades. Furthermore, pursuing alternative goals does not absolve Longy of their responsibility to the Community Programs, which the faculty members have spent so many decades of work to build.

Zorn goes on to say that the services Longy currently provides through the Community Programs will be provided at other venues. Continuing her quote from the Boston Globe,

“Other area music schools, she said, can offer more general education: NEC, South Shore Conservatory, Suzuki School of Newton, Concord Conservatory of Music, and New School of Music in Cambridge.”

She goes on to say, in her WBUR essay,

“the loudest voices in the past two weeks have come from well-intentioned parents who likely have the means to provide their children with access to top shelf, private music lessons [delivered in Longy’s space.]”

This brings us to an important point, which is that the asset at stake is not any particular service, but rather the community itself. Once this community is disbanded, it cannot be put back together again. Indeed, we view our participation in Longy’s Community programs as an investment in a community, and so do our children. The enormous dedication and investment of the Community Programs faculty, and their commitment to their students and our families, is the most important reason for the closeness of this community. They have supported and nurtured us and our children, and have created a close-knit family that nurtures and supports each other. We would be poor models for our children if we allowed such a treasured and important cultural home to be threatened without objection.

Because of the strength of this community, the decision to close down the program is not like closing down a bakery or a hair salon. It is akin to shutting down an elementary school. In fact, one might argue that the circumstances of the market for music education in the greater Boston area makes this an even more challenging situation for the families concerned than shutting down an elementary school. Children are not required to attend music lessons, so unlike a school closure, many of these children will simply stop pursuing their musical studies.

Is this an outcome that Cambridge wants? The families currently in Cambridge have high expectations for their children, but they need the resources to be able to nurture their children’s cultural education.

Is it consistent with the broader economic development plan for Cambridge? I think not. Cambridge is becoming an international mecca for biotech and other scientific economic activity. The families that are considering locating to Cambridge to pursue these activities

will have high expectations for themselves and their children. They will want the kinds of services so ably (and inspiringly) provided by the Community Programs faculty at Longy. Karen Zorn mentioned Suzuki programs in other area cities in her quote, but fails to note that one key resource from her list, the Suzuki School of Newton with 335 students, will lose its home at the end of May. Culturally enriching our children is not an easy task. Cambridge has an opportunity to support its families in these endeavors, and doing so will make the city a stronger steward of its long-term economic development.



ATTACHMENT K

CAMBRIDGE CITY COUNCIL

Leland Cheung
City Councillor

March 20, 2013

Councillor Kenneth Reeves
Chair, University Relations Committee
Cambridge City Hall
Cambridge, MA 02139

2013 MAR 20 PM 12:33
OFFICE OF THE CITY CLERK
CAMBRIDGE, MASSACHUSETTS

Dear Councillor Reeves:

I am writing to join many residents throughout the City of Cambridge, members of the Longy Faculty Union, and other community stakeholders in voicing opposition to the recent decision of the Longy School of Music of Bard College to discontinue Longy's Preparatory and Continuing Studies effective August 31, 2013. I hope to be in attendance for the March 20, 2013 University Relations Committee meeting, but will be traveling and may be unable to attend.

For nearly one hundred years, the Longy School's Preparatory and Continuing Studies program has offered private music lessons, classes, and ensemble work to members of the local community. Throughout this time, the Longy School has become an integral component of the surrounding neighborhood, allowing musically inclined Cantabrigians to build new networks and strengthen community bonds with fellow musicians. The discontinuation of Longy's Preparatory and Continuing Studies program will directly impact 700 children students, 200 adult students, 54 part-time instructors, and countless generations of future students.

I have no doubt that the decision announced by the Board of Governors of the Longy School of Music of Bard College was made in response to a wide variety of conflicting challenges. It is my hope that the University Relations Committee hearing will open a dialogue with the Longy School of Music of Bard College about the benefits that such a program has for the surrounding community and allow for the development of a mutually-beneficial solution. With your impressive tenure on the Cambridge City Council, I can think of no one better equipped to engage both parties in a productive dialogue.

The Board of Governors of the Longy School of Music of Bard College has a long track record of being a responsive and deliberative body that protects the interest of the broader community when considering plans for the future. I trust the Board to exercise the same conscientious consideration in this case as well.

Sincerely,

Leland Cheung

Cc: Longy School of Music of Bard College

ATTACHMENT L

Jim Moylan Comments before the University Relations Committee of the Cambridge City Council – Wednesday March 20, 2013

Good afternoon, and thank you for the opportunity to speak to you today. My name is Jim Moylan. I am a prep parent. My oldest daughter, who is now in middle school, started taking classes and lessons at Longy when she was in kindergarten. My middle daughter started taking viola lessons this year. Both girls love their lessons and classes, and their teachers, and have made tremendous progress.

It was very difficult for my wife and me to tell them that the program was going to be discontinued – that they would no longer take their lessons at Longy. They were sad – and we were sad.

It was all the more difficult for me to break this news to my daughters, because I am also an administrator at Longy. I am the Associate Dean for Academic affairs, and I have worked at Longy for 18 years. I will be part of the team which will work with the Longy Faculty Union to provide transitional assistance to the faculty who are affected. I had to tell my daughters that, as sad as this decision is, I believe it is the right decision.

Some of the critics in the community have charged that Longy is selling to the highest bidder – focusing on the conservatory students because they pay \$30,000 a year. The truth is, we are focusing on the demands of the conservatory students for two reasons.

First, by training them to be excellent musicians and infusing them with a desire to do social good with their skills, we believe we will have enormous impact on society. Second, we owe it to these students to recognize the depth of commitment they are making. Longy's conservatory students have come from all over the country, from all over the world, to their adopted community of Cambridge to prepare for a *lifetime* in music. They are trusting us to give them the skills they will need for the next 40, 50 years of their professional lives. Their desire, their need, to have the programmatic resources to develop their musical identity is not avocational – it's urgent, desperate. They are taking out loans, receiving Pell grants awarded only to the neediest college students, working part time jobs, convincing their parents to take out PLUS loans on their behalf, all because they are betting the house on Longy being able to prepare them for the life they dream of having.

Students who are training to be musicians have to be able to practice. It's not a convenience – it's a necessity. Our faculty expect their conservatory students to practice 2, 3, even 4 hours EVERY DAY. Additionally, our undergraduate students take keyboard harmony and piano skills, both of which require additional time in the practice room every day. Our students are all commuters who need to have guaranteed reservable practice space at Longy. But currently, we are far behind our peers in the amount of practice space we can guarantee our students.

The need for adequate *instructional* space has also reached a crisis point in the conservatory. For Longy, a “large” class is one with more than about 12 students, because our two wonderful old buildings have only a couple of classrooms that accommodate more than that. Since fall of 2008, when our last space study was conducted, conservatory enrollment has grown 22%, and more tellingly, the number of large classes exceeding 12 students has grown 60%. We have been able to absorb conservatory growth into larger and larger classes, but we can no longer afford that solution. We desperately need additional space to create more classroom sections.

We have tried other solutions, both internal and external, over the past years. We have tried segmenting the hours in which conservatory and community instruction takes place. We purchased the 29 Chauncy Street building, but it’s not clear how long it will be before we are able to make use of that space.

Our need for additional practice and instructional space for our conservatory students is critical, at our current enrollment level. But we want to grow our enrollment, so that we can train more students to be excellent musicians who use their skills to make a real difference in the world. We simply cannot pursue this growth, that we believe is so central to our institutional mission, while simultaneously providing almost half our reserved space to the community programs.

The instruction my children receive in the Preparatory Studies program is wonderful. Like other parents, I hope to be able to continue my children’s instruction and relationship with their current instructors in other settings. I am also, however, looking forward to providing a vastly superior learning environment for the conservatory students who also call Longy their musical home.

- good afternoon
- my name is Howard levy and I am the chief financial officer of Longy since 2008
- I would like to take this opportunity to present some of the facts pertaining to the merger of the Longy School of Music and Bard College.
- However, before discussing the merger, I would like to correct any misunderstanding that the title of this agenda item might cause. The agenda topic reads "...the discontinuance of the Longy School of Music Preparatory and Continuing Studies effective August 31, 2013 by Bard College... In fact, the decision to discontinue these programs was made by the Longy Board

of Governors, not Bard administrators or the Bard board of trustees.

- As to the merger, the joining of these two institutions was based on programmatic considerations alone. I understand that some believe that financial considerations played a role. That is not the case. From the very beginning of the discussions it was clear to both parties that no monies would flow between the two. Indeed, now that Longy is part of Bard, no payments, in the form of overhead, administrative costs, or otherwise, flow from Longy to Bard. And no monies such as subsidies flow from Bard to Longy.

- It was the Massachusetts Attorney General's office that recommended the form of merger that was implemented. The Massachusetts Supreme Judicial Court approved the process.
- On April 1, 2011 legal documents were signed committing the two institutions to join
- On April 1, 2012 the legal process was closed with the approval of the Attorney General's office and the approval of the Massachusetts Supreme Judicial Court.
- Longy maintains its own Board of Governors who are responsible for overseeing the School's operations.

- To Recap:
 - Merging with Bard was not a hostile takeover or about finances – it was 100% mission match.
 - Both Bard and their president, Leon Botstein have demonstrated their commitment to public education and community engagement.
 - Bard had nothing to do with the decision to conclude Preparatory and Continuing Studies as of August 31 – the decision was made by the Longy Board of Governors.