

Medical, Educational & Cultural Institutions

Goulston & Storrs attorneys serve the full range of legal and strategic needs of a diverse group of medical, educational and cultural institutions, drawing upon the deep experience and knowledge our lawyers bring from many disciplines.

Those disciplines include:

- Banking & finance
- [Construction](#)
- Charitable giving
- Data privacy & security
- [Employment](#)
- Governance
- Intellectual property
- Joint ventures and partnerships
- Leasing
- Litigation and alternative dispute resolution
- Master planning and enterprise development
- Organizational formation, structuring and governance
- Real estate, including real property transactions, land use and public approvals
- Regulatory compliance
- Risk assessment and insurance
- Tax issues including federal, state and local tax issues, including tax exemption, UBTI and PILOT issues
- Technology transfer and licensing

Our clients are mission-driven organizations engaged in health care, research, primary and secondary education, arts and culture and social services at scales ranging from a single facility or program to large, multi-use campuses with billions of dollars in assets.

Representative Clients

Colleges and other Academic Institutions

- American University
- Berklee College of Music
- Cambridge College
- The Catholic University of America
- General Theological Seminary
- The George Washington University
- Georgetown Day School
- Georgetown University
- Harvard University
- Independent Education
- The Lab School
- Massachusetts Institute of Technology
- New York University
- Northeastern University
- Rashi School
- Sidwell Friends School
- St. Patrick's Episcopal Day School
- St. Paul's
- Trinity Washington University

Hospitals and Healthcare Providers

- Beth Israel Deaconess Medical Center
- Boston Children's Hospital
- Brigham & Women's Hospital
- Children's National Medical Center
- Dana-Farber Cancer Institute, Inc.
- Harvard Pilgrim Healthcare
- Johns Hopkins at Sibley Memorial Hospital
- Joslin Diabetes Center
- Massachusetts General Hospital

- Mass General Brigham

Cultural Facilities

- Edward M. Kennedy Institute for the United States Senate
- Hillwood Museum
- Isabella Stewart Gardner Museum
- Levine School of Music
- Museum of Fine Arts, Boston
- New Center for Arts and Culture
- The John F. Kennedy Center for the Performing Arts
- The Phillips Collection

Other Non-Profit Organizations

- Angiogenesis Foundation
- National Public Radio
- Scenic Hudson
- St. Patrick's Episcopal Church
- The Broad Institute
- YMCA of Greater New York

Representative Matters

Commercial Life sciences Center Development

Represented a non-profit economic development corporation in the development, by a private party, of a commercial life sciences center on a hospital campus.

Tax Structuring Advice to Non-Profit Universities and Academic Medical Centers

Provides a range of tax structuring advice to non-profit universities and academic medical centers. This advice includes management structuring, operational and investment matters, governance, policy development, mergers and acquisitions and technology transfer and licensing agreements.

Tax Structuring for Non-Profit, Academic Medical Centers

Provide a range of tax structuring advice to non-profit, academic medical centers. This advice includes affiliate and management structuring, lobbying limitations, operational and investment matters, governance, policy development, mergers and acquisitions and technology transfer and licensing agreements.

Massachusetts Institute of Technology (MIT) Real Estate Development, Acquisitions, Dispositions, Permitting, Environmental, Financing, and Leasing Matters

Representation of Massachusetts Institute of Technology (MIT) in connection with its real estate development, acquisitions, dispositions, permitting, environmental, financing, and leasing matters in Cambridge, Massachusetts (e.g. the firm represented MIT in connection with the permitting and redevelopment of an assemblage of property located in Kendall Square and assisted MIT in successfully gaining the City's approval for special permits for planned unit development, including all of the necessary environmental matters related to revitalizing formerly semi-industrial land).

Boston Children's Hospital Land Use, Zoning and Permitting for \$1B Expansion

Representation of Boston Children's Hospital in connection with the land use, zoning and permitting for the hospital's \$1B expansion, including the construction of a new 11-story building on its Longwood campus, and in the development of its suburban campuses in Brookline, Waltham, Lexington, and Peabody, MA.

Mass General Brigham Real Estate Acquisitions, Development and Ground Leases

Representation of Mass General Brigham in the acquisition of several historic buildings at The Charlestown Navy Yard in Boston; the acquisition of the Youville Hospital and Rehabilitation Center in Cambridge (together with Spaulding Rehabilitation Network); ground leasing and redevelopment of the Massachusetts Mental Health Center site for an office, clinical, research and mixed-income residential project and mental health care facility; the acquisition and redevelopment of a large land and an office building in Danvers, MA; and the acquisition of the Service Center parking garage located on Brookline Avenue in Boston.

Colleges and Medical Institutions Construction Contracts, Design Agreements and Architect Contracts

Representation of numerous Boston-area colleges and medical institutions with construction contracts, design agreements and architect contracts for the repair, renovation and upgrade of existing facilities and the construction of new facilities and projects.

General Counsel to Innovative Medical Technologies Consortium

General counsel to a consortium focused on innovative medical technologies, formed on behalf of academic medical centers and prominent universities, including the expansion of the consortium into the United Kingdom.

Medical and Educational Institutions and Non-Profit Organizations Income Tax and Exempt-Status Matters

Advise medical and educational institutions and other non-profit organizations with respect to various income tax and exempt status related issues, including unrelated business taxable income;

structuring of investments and participation in partnerships and commercial co-ventures; PILOT (payment in lieu of taxes) Agreements; property tax abatements and appeals seeking full or partial exemptions; governance issues; and in the re-instatement of tax-exempt status.

Hospitals and Colleges Complex Litigation Matters

Representation of multiple hospitals and colleges in complex litigation matters such as contract disputes, claims defense, and surety bond claims.

Non-Profit Organizations Employment Matters

Representation of non-profit organizations regarding employment practices, including employee discipline and termination, employment policies, and investigation and resolutions of employee misconduct, and representation regarding senior executive matters including employment agreements, 409A deferred compensation, severance agreements, split-dollar life insurance arrangements, reasonableness standards and safe harbors to comply with the intermediate sanction rules, employee benefits and executive compensation matters, including the creation of deferred and incentive compensation programs for the executives and overseeing compliance matters for such programs under ERISA and the Tax Code.

Healthcare and Educational Institutions Development and Approval of Institutional Master Plans

Counsel to healthcare and educational institutions in the development and approval of institutional master plans under Article 80 of the Boston zoning code, including Berklee College of Music, Beth Israel Deaconess Medical Center, Boston Children’s Hospital, Dana-Farber Cancer Institute, Harvard University, Joslin Diabetes Center and Massachusetts General Hospital.

American University Campus Plan

Representation of American University in connection with the preparation and processing of a Campus Plan to guide development through 2022, including the development of the East Campus with new dormitories and a new Hall of Science Building on AU’s Main Campus.

Catholic University Campus Plan

Representation of The Catholic University of America in connection with all matters relating to its Campus Plan including the installation of a new playing field.

George Washington University Land Use and Zoning Matters

Representation of George Washington University in connection with land use, zoning, and related matters for its Foggy Bottom and Mount Vernon campuses in the District of Columbia.

Museum of the Bible Real Estate and Land Use Matters

Representation of the Museum of the Bible in connection with real estate and land use work related to the establishment of a new museum in downtown Washington, D.C.

Georgetown University Land Use and Zoning Matters

Representation of Georgetown University in connection with land use, zoning, and related matters for its campuses in the District of Columbia. The work includes approvals for the construction of new academic, athletic, residence hall, and medical care buildings on Georgetown's Main Campus.

Trinity Washington University Campus Plan

Representation of Trinity Washington University in connection with the preparation and processing of a Campus Plan to guide development of Trinity's Campus, located in the Northeast quadrant of Washington, D.C., through 2027.

Georgetown Day School Development of New Facility

Representation of Georgetown Day School in connection with all approvals relating to the construction of a new Lower/Middle School.

John F. Kennedy Center for the Performing Arts Expansion Project

Representation of The John F. Kennedy Center for the Performing Arts in connection with approvals relating to its expansion project.

Harvard University Master Plan Development for North Allston Campus

Representation of Harvard University in the master plan development of land in the North Allston neighborhood on the Boston side of the Charles River, including acquisitions, dispositions, ground leasing, land use, title and public approval matters.

Edward M. Kennedy Institute Development of Institute for the U.S. Senate

Counsel to the Edward M. Kennedy Institute in undertaking the construction of a center for the study of the US Senate in honor of Senator Kennedy.

YMCA of Greater New York Mixed-Use Development Projects

Representation of the YMCA of Greater New York in a number of mixed-use developments, including the negotiation of contracts of sale, development agreements and condominium arrangements for new branches in Chinatown, Chelsea and downtown Brooklyn, as well as in two bond issuances by the New York City Industrial Development Authority, the proceeds of which were used to finance, or refinance, improvements made to a number of YMCA branches.

Museum of Fine Arts Master Plan Development

Representation of the Museum of Fine Arts in pursuing a phased master plan redevelopment of its Huntington Avenue campus in the Fenway neighborhood of Boston, designed by Pritzker Prize-winning architect Norman Foster. The project includes interior renovations of the existing Museum building and significant new additions.

Isabella Stewart Gardner Museum Expansion Project

Representation of the Isabella Stewart Gardner Museum in obtaining public approvals for the construction of a new addition to its Fenway museum designed by Pritzker Prize winning architect Renzo Piano Building Workshop, including approval from the Boston Landmarks Commission and the Boston Parks Commission.

Medical, Educational and Cultural Institutions Creation of Charitable Organizations and Planned Giving Matters

Representation of medical, educational and cultural institutions in the creation of charitable organizations, in the development of estate plans involving major charitable dispositions to non-profit organizations, and in connection with several proposed gifts and donations of real estate assets.

Publications

April 19, 2021

Q&A with Goulston & Storrs Attorneys Darren Baird and Martha Frahm on “Reimagining Real Estate”

CityBiz

April 7, 2020

Massachusetts Nonprofit Corporate Governance – Emergency Powers

April 3, 2020

SUMMARY: CARES Act for Non-Profits

October 2015

Massachusetts State Building Code Update: 9th Edition Anticipated to be Issued without Concurrency Period